

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

*Pursuant to ARS § 38-431.02, ARS § 38-431.03 and ARS § 38-431.05, the Golder Ranch Fire District Governing Board will meet in Regular Session that begins at approximately 9:00 a.m. on Tuesday, January 21, 2025. The meeting will be held in the Fire District Headquarters Board Room, which is located at 1600 East Hanley Boulevard Oro Valley, Arizona 85737. The order of the agenda may be altered or changed by direction of the Board. The Board may vote to go into Executive Session, which is not open to the public, on any agenda item pursuant to ARS § 38-431.03(A)(3) for discussion and consultation for legal advice with the Fire District Attorney on the matter(s) as set forth in the agenda item. The following topics and any reasonable variables related thereto will be subject to discussion and possible action.*

**1. CALL TO ORDER/ROLL CALL**

**2. SALUTE AND PLEDGE OF ALLEGIANCE**

**3. FIRE BOARD REPORTS**

**4. CALL TO THE PUBLIC**

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

**5. PRESENTATIONS**

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

**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 17, 2024, REGULAR SESSION

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



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

**7. REPORTS AND CORRESPONDENCE**

A. FIRE CHIEF'S REPORT – CHIEF BRANDHUBER

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

B. COMMUNITY RISK REDUCTION DIVISION'S REPORT - ASSISTANT CHIEF PERRY

- UPDATES ON THE FOLLOWING AREAS:
  - COMMUNITY EDUCATION, ENGAGEMENT & RISK REDUCTION
  - FINANCE
  - FIRE AND LIFE SAFETY

C. SUPPORT SERVICES DIVISION'S REPORT - ASSISTANT CHIEF CESAREK

- UPDATES ON THE FOLLOWING AREAS:
  - COMMUNITY AND MEDIA RELATIONS
  - FACILITIES MAINTENANCE
  - FLEET
  - IT
  - PLANNING
  - LOGISTICS
  - SUPPLY

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

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



## **8. REGULAR BUSINESS**

- A. DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE APPROVAL OF THE GOLDER RANCH FIRE DISTRICT STRATEGIC PLAN CONTENT
- B. DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT

## **9. FUTURE AGENDA ITEMS**

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

- Regularly scheduled meeting – February 18, 2025

## **10. CALL TO THE PUBLIC**

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

## **11. ADJOURNMENT**

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Sandra Outlaw, Clerk of the Board  
Golder Ranch Fire District

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

*If any disabled person needs any type of accommodation, please notify the Golder Ranch Fire District Headquarters at (520)825-9001 prior to the scheduled meeting. A copy of the agenda background material provided to Board members (with the exception of material relating to possible executive sessions) is available for public inspection at the district headquarters, 1600 E Hanley Boulevard, Oro Valley, Arizona 85737.*

Posted by: Shannon Ortiz 1/14/2025 at 10:00 a.m.





## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: January 21, 2025

SUBJECT: Fire Board Reports

ITEM #: 3

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: January 21, 2025

SUBJECT: Call to the Public

ITEM #: 4

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: January 21, 2025

SUBJECT: COMMUNITY PRESENTATION

ITEM #: 5A

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

Each year the GRFD Culture Committee distributes a survey to personnel seeking nominations for suppression employee of the year, non-suppression employee of the year, community hero and community recognition. This year SaddleBrooke Senior Village was selected as the recipient of the Community Recognition Award.

The statement below was one of the nominations for the group:

SaddleBrooke Senior Village is a group of community minded volunteers that provide transportation, yard work, home maintenance assistance, residential lockboxes, and many other services to the members of the SaddleBrooke community. Managing the lockbox program in itself takes a lot of work! From purchasing the lockboxes, maintaining stock, distribution, and installation, all the while managing the supply and demand issues, it is difficult to keep with it all. Many residents in SaddleBrooke would not have a residential lockbox if it weren't for the diligent work from senior village volunteers. Having a GRFD residential lockbox brings peace-of-mind to GRFD residents. Thank you, Senior Village, for providing peace-of-mind and a sense of security to the residents. You are much appreciated and valued.

### RECOMMENDED MOTION

No motion required for this agenda item.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: January 21, 2025

SUBJECT: APPROVE MINUTES- DECEMBER 17, 2024, REGULAR SESSION

ITEM #: 6A

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

A. DECEMBER 17, 2024, REGULAR SESSION

### RECOMMENDED MOTION

*If item remains on consent agenda:*

Motion to approve the January 21, 2025, Consent Agenda.

*If item is removed from consent agenda:*

Motion to approve the December 17, 2024, regular session meeting minutes.

**GOLDER RANCH FIRE DISTRICT  
GOVERNING BOARD MEETING  
MEETING MINUTES**

**Tuesday, December 17, 2024, 9:00 a.m.  
1600 East Hanley Boulevard, Oro Valley, Arizona 85737**

**1. CALL TO ORDER/ROLL CALL**

Chairperson Cox-Golder called the meeting to order on December 17, 2024, at 9:00 a.m.

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

Staff Present: Assistant Chief Grissom, Assistant Chief Perry, Assistant Chief Cesarek, Deputy Chief Rutherford, Deputy Chief Jarrold, Deputy Chief Hilderbrand, Fire Marshal Akins, Finance Director Christian, IT Director Rascon, HR Director DeLong, Media and Community Relations Supervisor Camarillo, Captain White, Operations Supervisor Bravo, Billing Supervisor Massie, and Board Services Supervisor Ortiz

**2. SALUTE AND PLEDGE OF ALLEGIANCE**

All in attendance recited the Pledge of Allegiance.

**3. FIRE BOARD REPORTS**

Board Member Brady presented the District a donation of \$350.00 from the Quail Ridge Community. On behalf of the District, Assistant Chief Grissom accepted the donation and thanked Board Member Brady.

Board Clerk Outlaw thanked everyone who was involved in organizing the family holiday party.

Vice-Chairperson Vette said he attended the Shop with a Firefighter event. He said it was a wonderful event.

Board Member Shellenberger stated he was concerned about purchasing ambulances and getting them when needed. He said there is a law which states ambulances cannot be purchased with public funds.





Attorney Aversa stated she could answer his question at a later time. Since it was not listed on the agenda, discussion could not take place during the meeting.

#### **4. CALL TO THE PUBLIC**

Assistant Chief Cesarek thanked Chairperson Cox-Golder for her generous donation of gift cards to the Golder Ranch Fire District personnel's children. He presented her with an oversized card signed by the kids.

#### **5. PRESENTATIONS**

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

Representatives from the organization could not attend the meeting. They will attend the January meeting.

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

Assistant Chief Grissom thanked the Catalina Crusaders for all of their hard work to raise funds for the Shop with a Firefighter event, which purchases gifts for children in the District. Ruth, Della and Kelly were in attendance on behalf of Catalina Crusaders. Ruth said this was the 23<sup>rd</sup> year of raising funds, and they raised \$18,000.00

#### **6. CONSENT AGENDA**

##### **A. APPROVE MINUTES- NOVEMBER 19, 2024, REGULAR SESSION**

##### **B. APPROVE AND ADOPT THE GOLDR RANCH FIRE DISTRICT'S REGULAR GOVERNING BOARD MEETING SCHEDULE FOR CALENDAR YEAR 2025**

##### **C. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY: 1055 UNIFORM AND TOOL ALLOWANCE**

##### **D. APPROVE AND ADOPT THE 2024 AGREEMENT WITH BANNER OCCUPATIONAL HEALTH**

##### **E. APPROVE AND ADOPT THE AGREEMENT WITH IMPAIRMENT SCIENCE INC**

**MOTION** by Vice-Chairperson Vette to remove items 6C & 6E from Consent Agenda and place in regular business for discussion.

**MOTION SECONDED** by Board Member Shellenberger

**MOTION CARRIED** 5/0



**MOTION** by Vice Chairperson Vette to approve the December 17, 2024, Consent Agenda.

**MOTION SECONDED** by Board Member Brady

**MOTION CARRIED** 5/0

8. **REGULAR BUSINESS** – Governing Board removed items 6C and 6E from Consent Agenda to discuss in regular business.

6C. APPROVE AND ADOPT THE FOLLOWING UPDATED POLICY: 1055 UNIFORM AND TOOL ALLOWANCE

Assistant Chief Cesarek said he requested this item be removed from Consent Agenda and be placed in regular business to discuss this item. Several months ago, when the Memorandum of Understanding (MOU) with the Union was adopted, there was Board direction to create a line item to provide a uniform allowance to the facilities techs in the organization. A thousand dollars was added for the techs to purchase their own tools. Fleet has a uniform company that launders their uniforms for them. The facilities techs do not. The techs have to purchase their own tools but the District already has tools for facilities. The policy did not account for the fact that facilities does not receive the uniform service like the fleet personnel do, they are required to maintain their own uniforms. The request is to make a change in the policy to allow Fleet to receive a tool allowance and for Facilities to receive a \$1,000 uniform allowance.

6E. APPROVE AND ADOPT THE AGREEMENT WITH IMPAIRMENT SCIENCE INC

Vice-Chairperson Vette stated Impairment Science seems like a good idea, but there was not any detail in the board memo. He explained an unfortunate, previous experience he had with a former employer.

HR Director Delong explained the company does not take the place of drug and alcohol testing. The drug and alcohol procedure would still stand. It has been vetted through Banner as well as the District's occupational provider and the District's medical provider. Oro Valley Police Department also helped set it up. The program is not ready to roll out, however, the contract will begin January 1st, 2025 The goal of the program is to support possible future programs such as a 48/96 schedule and knowing what type of impairment it could cause and help the District measure it. It will not be used to hire or fire personnel. It will also be used as a tool for data analytics. It may also be used to support changes to the drug and alcohol policy with statutory regulations for marijuana use. The Union recommended the District use Impairment Science. There has been some testing of it by the battalion chief group and the executive leadership group to make sure they understood it. The reason details were not listed on how the program will be rolled out is because the District and the Union have not decided how they want to roll it out.



Assistant Chief Grissom added that this item is not intended to replace anything the District is currently doing. It will be used to gather data to help determine which schedule works best for the physical and mental well-being of firefighters. It is not intended to replace anything and will be used in addition to what is currently being done. It will be used to help gather data for a possible 48/96 schedule.

Vice-Chairperson Vette said he appreciated it. He spoke to personnel at the stations, and they said if the District went to a 48/96 schedule, they could work overtime and still get days off. He was concerned about personnel working 72-hours in a row.

Assistant Chief Grissom replied that the District currently does allow personnel to work a 72 hour shift.

Chairperson Cox-Golder asked if there were any issues with drug and alcohol.

Assistant Chief Grissom said there were none.

Vice-Chairperson Vette said it was more of fatigue.

President Jones added they were considering adopting it to two specific areas: the sleep study done with Banner for the 48/96 schedule to measure sleep impairment and to coincide with the medical marijuana policy. It is not going to be mandatory; it is going to be voluntary. If it is adopted for the drug and alcohol portion it may or may not be voluntary at that point. The Union would like to have further discussion and adopt the agreement.

**MOTION** by Vice-Chairperson Vette to approve items 6C & 6E

**MOTION SECONDED** by Board Member Brady

**MOTION CARRIED** 5/0

## **7. REPORTS AND CORRESPONDENCE**

- A. FIRE CHIEF'S REPORT – On behalf of Chief Brandhuber, Assistant Chief Grissom presented the Fire Chief's report to the Governing Board.

Chairperson Cox-Golder thanked Board Services Supervisor Ortiz for supporting Records Specialist Wong in attending training to obtain her certifications.

Board Services Supervisor Ortiz thanked Chairperson Cox-Golder and the Board for their support in being able to attend training.

Chairperson Cox-Golder thanked HR Director Delong for the information she included in HR's report on LinkedIn.



Union President Ben Jones thanked the Catalina Crusaders for their work in holding the fundraiser event and their generous monetary donation. He mentioned the Union held their annual party on Saturday, December 24th, 2024.

- B. COMMUNITY RISK REDUCTION DIVISION'S REPORT - Assistant Chief Perry presented Community Risk Reduction division's report to the Governing Board. He mentioned the strategic plan is almost done.
- C. SUPPORT SERVICES DIVISION'S REPORT - Assistant Chief Cesarek presented the Support Services' division's report to the Governing Board. He added that Fleet Technician John Myers received his certifications to move from a Tech 1 to a Tech 2.
- D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISION'S REPORT - Assistant Chief Grissom presented the EMS & Fire Response division's report. Assistant Chief Grissom highlighted the incredible work Community and Media Relations Supervisor Lydia Camarillo and Community Risk Reduction Deputy Chief Jeremy Hilderbrand do in the community.

Chairperson Cox-Golder asked what Fire Fusion was.

Operations Support Supervisor Bravo explained Fire Fusion is a nationwide, annual conference for firefighters. This year's conference was held in Charleston, SC and the theme was technology. The significance of Charleston was in 2007 they had an incident known as the "Charleston 9", where nine firefighters perished in a fire. This was in part because they did not attend conferences and learn what other fire agencies were doing and two, their department was lacking in the resources needed. He said the conference was a great opportunity to learn how other fire districts and departments are doing things and it was also a great place to network. They learned about all of the technological advances in the fire service including virtual training. Virtual training provides an alternative option for burn simulators in a safer environment. This year, he, Battalion Chief Seeley, Paramedic Tyler Drury, and Firefighter Logan Bradshaw attended.

Board Member Shellenberger said a couple of months back the prospect of carrying whole blood on ambulances was discussed. He asked what the status of this was.

Assistant Chief Grissom said he recently had a meeting with Dr. Rice, they are still in the waiting phase, it is in the works, and they are waiting to hear back on a grant that could provide funding.

Vice-Chairperson Vette thanked Deputy Chief Wilson for his work on the Commission on Accreditation of Ambulance Services (CAAS) re-accreditation. Vice-Chairperson Vette said he was impressed with the perfect score because it isn't easy to do.



Assistant Chief Grissom thanked Vice-Chairperson Vette for the recognition and said it was a District wide effort. The CAAS representatives were impressed with the firefighters, administrative personnel and the facilities. He said it was unreal how many good things they were saying. He thanked Deputy Chief Wilson and all the staff who assisted with the tour. He said it was a really big accomplishment for the organization.

Vice-Chairperson Vette asked if the number of calls Stations 373 and 375 receive should affect staffing.

Assistant Chief Grissom replied it does. Leadership keeps a close eye on it. Thankfully the District is staffed well because of the budget, the Board approved. The new Community Resource Technicians should help with some of the call load. The call numbers are right on track with staffing levels.

## **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 2025**

Board Member Shellenberger spoke to each board member and asked them if they would like to continue to serve in the capacity they are currently serving and they all said they enjoy their positions.

**MOTION** by Board Member Shellenberger nominating Vicki Cox-Golder as the Chairperson, Wally Vette as the Vice-Chairperson and Sandra Outlaw as the Board Clerk of the Golder Ranch Fire District Governing Board.

**MOTION SECONDED** by Board Member Brady

**MOTION CARRIED 5/0**

### **B. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPOINTMENT OF A REPRESENTATIVE FROM THE GOLDER RANCH FIRE DISTRICT'S GOVERNING BOARD TO THE GRFD PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM'S LOCAL PENSION BOARD**

Board Services Supervisor Ortiz explained Board Member Vette is currently the representative from the Board that serves on the Public Safety Personnel Retirement Board (PSPRS). They would love to have him serve again if he was willing.

Vice Chairperson Vette said he would.

**MOTION** by Board Member Brady to appoint Wally Vette as the Chairperson of the Golder Ranch Fire District's Public Safety Personnel Retirement System's Local Pension Board in pursuant to A.R.S. §38-847(A)(3).



**MOTION SECONDED** by Board Member Shellenberger

**MOTION CARRIED** 5/0

- C. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPOINTMENT OF TWO CITIZEN MEMBERS, ONE RESIDENT OF THE FIRE DISTRICT AND THE OTHER WITH EXPERIENCE IN PERSONNEL ADMINISTRATION TO THE GRFD PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM'S LOCAL PENSION BOARD

Board Services Supervisor Ortiz explained Allison Delong has been the GRFD administrative representative and Lee Mayes has been the citizen member of the GRFD PSPRS Local Pension Board. She spoke to Mr. Mayes and he would like to serve on the board again.

Chairperson Cox-Golder asked HR Director Delong if she would like to continue to serve on the board, Director Delong replied she would.

**MOTION** by Board Member Brady to appoint Lee Mayes (resident of Golder Ranch Fire District) and Allison Delong (who has experience in personnel administration) as citizen members of the Golder Ranch Fire District's Public Safety Personnel Retirement System Local Pension Board pursuant to A.R.S. §38-847(A)(3).

**MOTION SECONDED** by Board Member Shellenberger

**MOTION CARRIED** 5/0

- D. DISCUSSION AND POSSIBLE ACTION REGARDING THE APPROVAL OF A CONTRACT FOR WEBSITE DESIGN AND HOSTING

Assistant Chief Perry explained this would be a contract for Anchor Wave to host the District's website to bring it up to date.

Chairperson Cox-Golder was concerned about how expensive the contract was.

Assistant Chief Perry said they did send it out to bid and this was the lowest bid. Community and Media Relations Supervisor Camarillo researched companies for this job.

Chairperson Cox-Golder replied she felt more comfortable knowing Supervisor Camarillo researched the companies.

Board Clerk Outlaw said she supported hiring a new company. She said the current website is wonky and the District needs to make sure it is user friendly and looks professional because it is viewed by the public often.

**MOTION** by Board Clerk Outlaw to approve the Anchor Wave contract as presented.

**MOTION SECONDED** by Vice-Chairperson Vette

**MOTION CARRIED** 5/0



E. DISCUSSION OF WIRE TRANSFER SCHEDULE FROM PIMA COUNTY TREASURER FOR THE GENERAL FUND ACCOUNT

Finance Director Christian explained the District has completed the 2024 schedule and will need to begin one for 2025. He would like to keep the same schedule, the amount worked well and allows quicker access to the funds.

No motion required for this agenda item.

F. DISCUSSION AND POSSIBLE ACTION REGARDING A SETTLEMENT AGREEMENT WITH THE OFFICE OF INSPECTOR GENERAL

Assistant Chief Grissom stated this agreement is wrapping up an executive session. The Law Firm PW&W drafted a settlement agreement with the Office of Inspector General in reference to overpayments for the Board to adopt.

**MOTION** by Vice-Chairperson Vette to authorize Chairperson Vicki Cox-Golder to sign the settlement agreement with the Office of Inspector General on behalf of Golder Ranch Fire District.

**MOTION SECONDED** by Board Member Brady

**MOTION CARRIED** 5/0

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

Finance Director Christian presented the Golder Ranch Fire District reconciliation and monthly financial report. He reviewed the past fiscal year's total revenues and expenditures. He said the month of November was a good month for revenue. The District has caught up on cash collections for property tax revenues for year-to-date as well as month-to-date. The District is up 20% in terms of cash collections. A total of \$4,410,986 has been added to the fund balance.

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

**MOTION SECONDED** by Vice-Chairperson Vette.

**MOTION CARRIED** 5/0

9. **FUTURE AGENDA ITEMS**

The next regularly scheduled meeting will be January 21, 2025.

10. **CALL TO THE PUBLIC**

There were no public issues presented at this time.



**11. ADJOURNMENT**

**MOTION** by Chairperson Cox-Golder to adjourn the meeting at 10:00 a.m.

**MOTION SECONDED** by Board Clerk Outlaw

**MOTION CARRIED** 5/0

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Sandra Outlaw, Clerk of the Board  
Golder Ranch Fire District

DRAFT







## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tony Rutherford, Deputy Chief of Operations

MTG. DATE: January 21, 2025

SUBJECT: ACTION REGARDING THE AMENDMENT TO THE HAZARDOUS  
MATERIALS RESPONSE INTERGOVERNMENTAL AGREEMENT (IGA)

ITEM #: 6B

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, in collaboration with seven other fire districts and departments, participates in an Intergovernmental Agreement (IGA) for hazardous materials response across Southern Arizona. This partnership ensures a coordinated and efficient response to hazardous materials incidents, leveraging shared resources and expertise. The current IGA is set to expire in January 2025. In order to maintain this critical service, the attached amended IGA extends the agreement for an additional five years, through January 2030.

### RECOMMENDED MOTION

*If item remains on consent agenda:*

Motion to approve January 21, 2025 Consent Agenda.

*If items is removed from consent agenda:*

Motion to approve the renewal of the hazardous materials IGA amendment with Pima County Department of Office of Emergency Management and Homeland Security.

**Pima County Department of Office of Emergency Management**

**Project: Hazardous Materials Response Program**

**Contractor: Avra Valley Fire District, Drexel Heights Fire District, Golder Ranch Fire District, Northwest Fire District, Rincon Valley Fire District, Santa Rita Fire District (FKA Green Valley Fire District), City of Tucson Fire Department and Pima County, on behalf of Pima County Office of Emergency Management**

**Contract No.: SC240000018 (FKA CT-OEM 15\*240)**

**Contract Amendment No.: 02**

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Orig. Contract Term: 01/06/2015-01/05/2025	Orig. Amount:	\$	0.00
Termination Date Prior Amendment: 01/05/2025	Prior Amendments Amount:	\$	0.00
Termination Date This Amendment: 01/05/2030	This Amendment Amount:	\$	0.00
	Revised Total Amount:	\$	0.00

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**INTERGOVERNMENTAL AGREEMENT (IGA) AMENDMENT**

The parties agree to amend the above-referenced Agreement as follows:

**1. Background and Purpose**

1.1 Background. On January 6, 2015, the Parties entered into the above referenced Agreement to allow for emergency response by a hazardous materials team in Pima County, Arizona.

1.2 Purpose. It is the continued desire of the Parties to jointly exercise their powers pursuant to A.R.S. § 11-951 through 11-954 to participate in hazardous materials response program for the provision of fire, hazardous materials and emergency medical services in the event of a major incident, natural or human caused disaster or other significant event that affects the safety and welfare of the general public.

**2. Term**

2.1 The Parties desire to extend the contract in term for one additional five (five) year period commencing on January 06, 2025 and terminating on January 05, 2030.

Contract No.: SC240000018

*Revised 9/19/24*

**GOLDER RANCH FIRE DISTRICT**

\_\_\_\_\_  
Board Chair, Golder Ranch Fire District  
Vicki Cox-Golder

January 21, 2025

\_\_\_\_\_  
Date

ATTEST:

\_\_\_\_\_  
Board Clerk  
Sandra Outlaw

January 21, 2025

\_\_\_\_\_  
Date

The foregoing Intergovernmental Agreement has been reviewed pursuant to A.R.S. § 11-952 by the undersigned, who have determined that it is in the proper form and is within the powers and authority granted under the laws of the State of Arizona to those parties to the Intergovernmental Agreement represented by the undersigned.

\_\_\_\_\_  
Attorney, Golder Ranch Fire District  
Donna Aversa

January 21, 2025

\_\_\_\_\_  
Date

All other provisions of the Agreement not specifically changed by this Amendment remain in effect and are binding upon the parties.

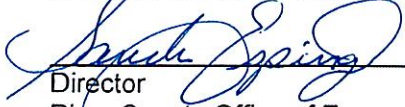
**PIMA COUNTY**

  
\_\_\_\_\_  
Chair, Adelita S. Grijalva  
**NOV 12 2024**  
\_\_\_\_\_  
Date


**ATTEST**

  
\_\_\_\_\_  
Clerk of the Board  
**NOV 12 2024**  
\_\_\_\_\_  
Date

**APPROVED AS TO CONTENT**

  
\_\_\_\_\_  
Director  
Pima County Office of Emergency Management  
**10/23/2024**  
\_\_\_\_\_  
Date

Pursuant to A.R.S. § 11-952, the attorney for Pima County has determined that the foregoing Amendment is in proper form and is within the powers and authority of the entity as granted under the laws of the State.

  
\_\_\_\_\_  
Deputy County Attorney

\_\_\_\_\_  
Jonathan Pinkney  
**10/18/24**  
\_\_\_\_\_  
Date

Contract No.: SC2400000018



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Allison Delong, HR Director

MTG. DATE: January 14, 2025

SUBJECT: APPROVE AND ADOPT POLICY 1022 CRITICAL INCIDENT STRESS DEBRIEFING

ITEM #: 6C

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

The Human Resources, Executive Leadership, and Health & Safety Team leaders noted a need for updated language to streamline the process for an employee to seek support through the Craig Tiger Act.

The policy previously required employees to coordinate their access to benefits related to the Craig Tiger Act through Assistant Chief Grissom when he was the Division Chief of Health & Safety. The Craig Tiger Act states that public service members who witness, or are directly impacted by, a traumatic event have certain behavioral health support available to them through their employer. Since the Human Resources department coordinates this behavioral health support it was determined that we could reduce the steps the employee needs to take to seek care by updating the policy and associated form.

### RECOMMENDED MOTION

*Motion for item in consent agenda:*

Motion to approve the January 21, 2025, Consent Agenda.

*Motion for item if removed from consent agenda:*

Motion to approve amended Policy 1022 Critical Incident Stress Debriefing.

# Critical Incident Stress Debriefing

## 1022.1 PURPOSE AND SCOPE

The purpose of this policy is to establish a Critical Incident Stress Debriefing (CISD) program. The Golder Ranch Fire District recognizes while performing job duties, members may become involved in or exposed to incidents that potentially cause various forms of short-term or long-term emotional trauma.

### 1022.1.1 DEFINITIONS

Definitions related to this policy include:

**Crisis Response Services** - Consultation, risk assessment, referral, and onsite crisis intervention services are provided by a designated peer support team member (ARS § 38-1111).

**Critical Incident Stress** - A strong emotional, cognitive, or physical reaction that has potential to interfere with daily life. This may include physical and emotional illness, loss of interest in the job, personality changes, marital discord, and loss of ability to function.

**Critical Incident Stress Debriefing (CISD)** - A standardized approach using a group format to provide education, an atmosphere and opportunity for emotional release through discussion, and support for members who are involved in emergency incidents under conditions of extreme stress. CISD is not a diagnostic or treatment process like that provided in counseling sessions by a mental health professional. Instead, it is a service that provides education and support.

## 1022.2 POLICY

The District peer support team is responsible for management and implementation of the CISD program.

## 1022.3 CISD PROGRAM

The District CISD program peer support team is responsible for management and implementation. The Fire Chief or the authorized designee appoints members for the peer support team who represent all levels of District personnel. The District's Health and Safety Officer or designee serves as the team chairperson.

State, local, and peer organizations are beneficial resources that reduce costs and provide CISD programs and critical incident stress management teams.

Functions of the team include, but are not limited to:

- Providing input and assistance to the development and implementation of the CISD program.
- Recommending the type and content of critical incident programs, workshops, or seminars.
- Distributing CISD information to members.

## *Critical Incident Stress Debriefing*

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- Providing the administrative and technical support needed to implement CISD and individual crisis response services.
- Assisting in the recruitment and training of peer support personnel.
- Coordinating and following up on requests for CISD or individual crisis response services.

### **1022.4 CISD COMPONENTS**

The CISD program should include pre-incident, on-scene, and post-incident activities, including education, diffusion of emotional reactions, and debriefing. The purpose of the program is to minimize the impact of stress on members following major incidents.

Ideally, CISD should incorporate the services of both peer support personnel and trained professionals, such as physicians, psychologists, or counselors.

The program is intended to be consistent with the recommendations of the National Fire Protection Association (NFPA) and the Fire Service Joint Labor Management Wellness-Fitness Initiative, developed by the International Association of Fire Fighters (IAFF) and the International Association of Fire Chiefs (IAFC).

#### **1022.4.1 ACTIVATION**

The following are examples of incidents that may initiate CISD or individual crisis response services:

- Major disaster or mass casualty incidents.
- Serious injury, death, or suicide of a firefighter, police officer, or other emergency service provider.
- Serious injury or death of a civilian resulting from emergency service operations.
- Death of a child or similar incident involving a profound emotional response.
- Any incident that attracts unusually heavy media attention.
- Loss of life following an unusual or extremely prolonged expenditure of emotional and physical energy by emergency services personnel.
- Any unusual incident that produces an extreme, immediate, or delayed emotional response.
- Cumulative trauma from multiple incidents.

When a critical incident has occurred, intervention may be needed, and a request may be made to peer support personnel for a CISD. Services are determined by the incident type and magnitude, during or after a critical incident, and following the CISD evaluation.

All members involved with critical incidents are responsible for initiating a CISD as soon as practicable.

# Golder Ranch Fire District

## Policy Manual

### *Critical Incident Stress Debriefing*

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Debriefings are conducted where there is ample space, privacy, and freedom from distractions. Consideration should be given to responders from other agencies who were involved in the incident, including but not limited to: communications personnel, law enforcement officers, paramedics, and/or ambulance personnel.

Members may request peer support on an as-needed basis, for professional help or crisis response services.

#### 1022.4.2 CISD PROVIDERS

CISD providers should include mental health professionals and peer support members.

- (a) Duties and responsibilities of mental health professionals include the following:
  - 1. Supervise and advise on all clinical aspects of the program.
  - 2. Ensure the quality of CISD services.
  - 3. Offer clinical support and program guidance to the peer support personnel.
  - 4. Assist in the selection of new peer support personnel.
  - 5. Advise peer support personnel.
  - 6. Assist in training peer support personnel and with continuing education.
  - 7. Advise on the development of policy and written operational CISD protocols.
- (b) Mental health professionals involved in the CISD program should have the following qualifications:
  - 1. Be a licensed mental health professional.
  - 2. Be trained and experienced in a recognized CISD model.
  - 3. Demonstrate experience in counseling emergency services personnel.
- (c) Duties and responsibilities of peer support members include the following:
  - 1. Assist and support the CISD mental health professionals as necessary.
  - 2. Provide referrals to mental health professionals, where appropriate.
  - 3. Provide support and basic education to members and their families.
  - 4. Serve as a CISD provider with mental health professionals.
  - 5. Complete training and supervision, as necessary for the role.
- (d) Members involved in the CISD program as peer support personnel should have the following qualities:
  - 1. Good negotiating skills.
  - 2. Ability to communicate effectively.
  - 3. The respect and trust of peers.
  - 4. Ability to maintain confidentiality.
  - 5. Ability to adhere to established limits and criteria.



## *Critical Incident Stress Debriefing*

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6. Ability to learn about the psycho-social process.
7. Good listening skills.
8. Good rapport with fellow emergency workers.
9. Sensitivity to the problems of others.
10. Be an emergency service provider or a member of a related service.
11. Be experienced and knowledgeable about the types of situations members may encounter.

Peer support personnel should participate in initial and continuing education and training regarding CISD principles and procedures.

### **1022.5 DEBRIEFING**

The CISD debriefing process selected depends on how early the intervention is activated and the nature of the incident. The use of one process does not preclude the use of others for the same critical incident.

The CISD debriefing processes include the following types:

- (a) **On-scene Debriefing** - Peer support personnel or mental health professionals respond to the scene as observers/ advisers to watch for the development of acute reactions. They may offer encouragement and support, check on the well-being of personnel, and allow for individual discussion of feelings and reactions.
- (b) **Initial Defusing** - Typically occurs within a few hours of the incident and is generally facilitated by peer support personnel. The process is informal, and encourages open and free expression of feelings without a critique of the incident. The purpose is to stabilize involved members so they can go home or return to service.
- (c) **Formal Debriefing** - Debriefing led by a CISD program mental health professional and peer support personnel that usually takes place 24 to 48 hours after the conclusion of the incident. Members involved in the critical incident are given the opportunity for free expression of feelings. This expression should be met with acceptance, support, and understanding.
- (d) **Follow-up Debriefing** - If deemed necessary, follow-up may be facilitated by the CISD mental health professional and peer support personnel several weeks or months after a critical incident. The main purpose is to resolve any issues or problems that were not initially resolved. The follow-up debriefing may include a portion or the entire group of those originally involved.

Regardless of the type of debriefing, CISD is not a critique of District operations at the incident. The CISD provides a setting where members can discuss their feelings and reactions to reduce the stress caused by critical incident exposure. Performance issues should not be discussed during the debriefing.

No one has rank during a debriefing process. Everyone is equal.

## *Critical Incident Stress Debriefing*

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Following any intervention, if members require additional assistance, they should reach out to peer support personnel to obtain information regarding a referral.

### **1022.6 ATTENDANCE**

Only members involved in the incident and peer support members should be present. Members directly exposed to the traumatic aspects of an incident are strongly encouraged to participate in CISD. Attendance will not be mandatory, members attending should not be obligated to speak or express their feelings during the CISD. During debriefings, members involved should be out of service with radios, cell phones, or other distractions turned off.

### **1022.7 ROTATION OF PERSONNEL**

Incident Commanders should minimize members exposure at critical incidents by rotating or removing initial responding personnel from the immediate scene and reassigning them to less stressful operations as soon as possible. Members directly involved in critical incidents should be considered a high priority for immediate reassignment or removal from the scene, and relief from duty may also be considered.

Trained peer support personnel may request from their Captain or Battalion Chief, relief or reassignment during a shift to participate in CISD activities. The peer support personnel provide the following on-scene services: on-site evaluation, encouragement, and consultation. They are an available resource for assignment to rehab, medical, or other areas as needed.

Some critical incidents may result in evaluation by the Battalion Chief to request individuals or companies be taken out of service. A Battalion Chief is responsible for making the appropriate arrangements.

Personnel taken out of service shall be treated in the same way as an injured firefighter and shall not be viewed negatively.

### **1022.8 CONFIDENTIALITY**

The District considers all CISD interventions and individual crisis response services, regardless of type, as strictly confidential. Notes, other than those specifically identified in this policy, are prohibited. No audio or video recording may be made without the express consent of all participants.

The only exceptions to confidentiality should be when (ARS § 38-1111):

- (a) There is reasonable evidence to assume a risk of harm to the member or others. If the risk is to another person, that person is identifiable and there are means to contact the person.
- (b) Participants divulge information that falls under any applicable state mandatory reporting duties.
- (c) The member has given express consent to divulge the applicable information.

## *Critical Incident Stress Debriefing*

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- (d) The member has voluntarily testified to the information, which may compel the CISD member to testify to their knowledge of the same.
- (e) The information relates to a violation of law or policy that is normally enforced by a law enforcement agency.

### **1022.9 RECORD-KEEPING**

Following a CISD intervention, the peer support team chairperson should prepare a summary report and forward it to the peer support team members for statistical record keeping. The report should be limited to the following information:

- (a) Incident date and time.
- (b) Brief description of incident facts.
- (c) Intervention date and location.
- (d) Names of CISD members conducting the intervention.
- (e) Numbers of participants from each agency involved.

The participants names shall not be recorded.

### **1022.10 EMPLOYEE ASSISTANCE PROGRAM**

In addition to critical incident stress debriefing, assistance is available to employees and their eligible dependents through the District provided Employee Assistance Program (EAP).

Entry into the program can be:

- (a) **Voluntary** - Employees and/or dependents may contact the EAP provider directly to schedule an appointment.
- (b) **Job-Related/Management Referral** - The supervisor, in conjunction with the employee and Human Resources, may schedule an appointment with the appropriate provider through the EAP provider.

If an employee or their eligible dependents seek services through the EAP provider, the first six (6) visits per incident, in a calendar year, shall be provided at no cost. If further visits are deemed necessary, they may also be covered by the District and will be evaluated on a case-by-case basis.

If a supervisor believes an employee should be sent for counseling, the supervisor shall notify their chain of command, Human Resources, and the Health and Safety Division of the situation to receive further direction for obtaining approval from the District. Should the employee be required to attend counseling session(s), the cost of the co-payment shall be covered by the District. In such a situation where the employee is required to attend counseling sessions, the employee shall be compensated for the time required to attend the sessions. Confidentiality in management referrals is imperative.

# Golder Ranch Fire District

## Policy Manual

### *Critical Incident Stress Debriefing*

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#### **1022.11 CRAIG TIGER ACT**

Firefighters are eligible to receive the following benefits, if suffering from a work-related stress injury deemed as a qualifying event (ARS 38-673):

- (a) Twelve (12) visits with a clinician, with up to twenty-four (24) additional visits provided, if the psychologist/psychiatrist believes additional visits are likely to improve the member's condition, providing the visits occur within one (1) year after the first visit.
- (b) Employer cannot require a member to use accrued paid time during the period they are attending a clinician visit, this includes travel to/from the visit, providing the visit occurs during regular work hours.
- (c) If a psychologist/psychiatrist determines a member is not fit for duty, the employer must ensure the member has no loss of pay and benefits, if all the following apply:
  1. Member is unable to work light duty.
    - (a) If the employer offers light duty, the employee must accept, unless determined otherwise by the psychologist/psychiatrist.
    - (b) If the employer offers, but the employee refuses light duty, the employer does not have to ensure a continuation of pay and benefits.
  2. Member has exhausted all accrued paid time, or other leave provided by the employer's benefit package.
  3. Employer offers, and the member elects short-term disability benefits, and the member is deemed ineligible.
  4. If all of these are exhausted, the employer shall ensure that pay and benefits continue for no longer than thirty (30) days from date of the evaluation by a psychologist/psychiatrist that determined the member was not fit for duty.
- (d) The employer shall permit a member to select their own psychologist/psychiatrist.
- (e) The employer must pay a psychologist/psychiatrist no less than a schedule of fees outlined from the Industrial Commission for mental health visits.
- (f) The doctor must be a licensed psychologist or psychiatrist.

Human Resources or a designee will assist personnel with navigating the Craig Tiger Act.

#### **1022.11.1 QUALIFYING EVENTS**

Qualifying events, established by statute, are as follows:

- (a) Visually witnessing the death or maiming, or visually witnessing the immediate aftermath of such a death or maiming, of one or more human beings.
- (b) Responding to, or being directly involved in, a criminal investigation of an offense involving a dangerous crime against children as defined in ARS 13-705.
- (c) Requiring rescue, in the line of duty, where one's life was endangered.
- (d) Using deadly force, or being subjected to deadly force, in the line of duty, regardless of whether the firefighter was physically injured.
- (e) Witnessing the death of another firefighter while engaged in the line of duty.

# Golder Ranch Fire District

## Policy Manual

### *Critical Incident Stress Debriefing*

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- (f) Responding to, or being directly involved in, an investigation regarding the drowning, or near drowning of a child.

#### 1022.11.2 STARTING A CASE

Once exposed to qualifying events, firefighters may begin the process of receiving the benefits of ARS 38-673, by following the below steps:

- (a) Download and complete the [Traumatic Event Reporting Form](#)
  1. Company Officer completes report for affected employee.
  2. Save a copy and send to Human Resources.
- (b) The Peer Support Team may assist the member in navigating the benefits provided to them under the provisions of ARS 38 - 673.

#### 1022.11.3 REPORTING GUIDELINES

Human Resources shall compile the following data and report it to the Arizona Department of Administration (ADOA) annually by September 1, for each category of employee:

- (a) The total number of employees who have participated in the program.
- (b) The average number of visits per employee.
- (c) The average number of months that an employee participated in the program.
- (d) The average number of days that an employee who participated in the program missed work.
- (e) The total number of employees who subsequently filed, workers' compensation claim, the number of those claims that were approved, and the number of those claims that were denied.
- (f) The percentage of employees who received more than twelve (12) visits.
- (g) The number of employees determined to be not fit for duty by a psychologist/psychiatrist.
- (h) The total amount of missed work and the benefits that were used to compensate the employee for missed work.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: January 21, 2025

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 7A

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

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

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

- Leadership Team Report – President Jones

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



# FIRE CHIEF'S REPORT

Tom Brandhuber

*December 2024*

## Fire Chief's Activities



- Attended holiday public education events and was highly impressed with the level of employee participation and engagement.
- Encouraged and maintained productive working relationships with staff, board members, community organizations, other agencies, and the general public.
- Engaged in discussions with Local 3885, continuing to strengthen a positive and collaborative working relationship.
- Provided courteous and tactful responses to the public, addressing inquiries and explaining district policies to support transparency and understanding.
- Worked on various contracts aimed at advancing the district's goals and operational progress.

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## Thank You Correspondence

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A thank you email was received from Innovation Academy for Captain Nate Mitchell, Engineer Anthony Citro, Paramedic Scott Ellis and Firefighter Matt Bruland for their participation in the Ride To School In a Fire Truck activity on December 2<sup>nd</sup>.

THANK YOU SO VERY MUCH!!!!

There were TONS of HUGE smiles!!! 4 very happy little boys!

The Golder Ranch Team was AMAZING and we are so very grateful!

Thank you all for all you do!

Happiest of Holidays!

Desiree

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## Board Services

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Board Services Supervisor- Shannon Ortiz

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Administrative Assistant Manuel completed 131 fingerprint appointments.

Records responded to 20 records requests for the month of December.

The breakdown is as follows:

Environmental Reports	-
Outstanding Code Violations/Inspection Report	3
Fire Reports	1
Incident Reports	2
Medical Records	11
Other	3

On December 3<sup>rd</sup> and December 4<sup>th</sup>, 2024, Records Specialist Wong attended the Budget Design Meetings to transcribe minutes. These were productive sessions that focused on a new approach to developing the budget for the upcoming Fiscal Year 25/26.

The Arizona Municipal Clerks Association hosted their virtual 2024 Fall Best Practices on December 10<sup>th</sup> and December 11<sup>th</sup>, 2024. The topics for the sessions included: Making Government Communications Understandable, Arizona Attorney General's Office Information and Best Practices on the Open Meeting Law, a Clerk panel post elections, and Essential Records – Completing the Process + Lessons Learned. It was a great training opportunity!



RS Wong attended the monthly Leadership Meeting on December 18<sup>th</sup>, 2024, as the transcriptionist.

The Annual Administrative Luncheon occurred on December 18<sup>th</sup>, 2024, as well. This was a lovely event. Thank you Board Members who attended. Also, a huge thank you to everyone that helped set up/clean up!



On Monday, December 30<sup>th</sup>, 2024, the Beacon Group, a non-profit organization that provides employment opportunities for people with disabilities, went to GRFD Headquarters and Administration South to pick up records for destruction. 32 boxes of records and 265 rolled plans were shredded!



Board Services Supervisor Ortiz attended the Arizona Municipal Clerk's Association Mentoring/Membership Region Leader quarterly meeting virtually as the Region 7 Leader.

Board Services hosted the Arizona Municipal Clerks Association Region 7 meeting on Tuesday, December 3<sup>rd</sup>. The meeting was offered as a hybrid so people could attend virtually if they were not able to attend in-person. Assistant Chief Grissom welcomed the group and gave a brief overview of the District. After the meeting, the group was given a tour of Fire HQ, they were impressed with the facilities.



## 2024 End of Year Recap

### Board Services

The Board Services Division is responsible for a variety of administrative duties for the Golder Ranch Fire District, including elections, preparing board meeting agendas and meeting notices, public records requests, records retention, records destruction, and district communication. It is the responsibility of the Board Services Division to ensure the district complies with all Open Meeting Laws, including posting agendas/public notices and creating board packets. Compiling a Governing Board meeting packet entails working with department heads to ensure the items required to go before the Governing Board are placed on an agenda for the board to review and take action. Board Services transcribes and posts the minutes for the Governing Board meetings, special sessions, and study sessions in compliance with state statute. In 2024 GRFD held twelve regular session governing board meetings and two special sessions. At these meetings the Governing Board adopted fifteen resolutions, which were submitted to be recorded at both the Pinal and Pima County Recorder's Offices.

Board Services is also responsible for the Public Safety Personnel Retirement System's (PSPRS) Local Pension Board meetings. Preparation, for this statutorily required board, includes preparing agendas and board packets, transcribing minutes, and providing the information to PSPRS regarding new members, normal retirements, disability retirements, survivor benefits, reviewing and accepting the annual actuarial report. In the past the Board averaged two meetings a year, this fiscal year the board met eight times.

This past year, three governing board seats were up for election. Incumbents Wally Vette, Steve Brady and Tom Shellenberger ran uncontested and were administered their oaths of office at the November governing board meeting. The uncontested election saved the district hundreds of thousands of taxpayer dollars.

Board Services also oversees records for the district, including records requests, retention, and destruction. Over the past year, Board Services fulfilled 274 public records requests for medical records, fire reports, incident reports, media requests, and other miscellaneous documents.

The Board Services Division ensures records are retained in compliance with the state statute outlined in the Arizona Secretary of State’s retention schedules. Once the records meet their retention period, the records are destroyed accordingly, and the corresponding certificates of destruction are submitted to the Arizona Secretary of State’s Office as prescribed by law. This past year 32 boxes and 262 plans met their retention period and were destroyed.

Every five years the State requires all government agencies to submit a listing of Essential Records. This past year Records Specialist Wong worked with every department over the course of the year to compile the district’s essential records. It was a huge undertaking that she accomplished in addition to her regular work load.

The Board Services team is committed to professional development; team members attended various trainings that were offered, whether in person or online, to stay up to date on best practices or the latest changes to legislation that would affect the division and the district.

Board Services publishes communication district wide in the format of regular memos, administrative and operational directives. Over the past year one hundred and thirty-five memos were published for GRFD personnel.

Each member of Board Services is also dedicated to maintaining the “family” culture that Golder Ranch Fire District is known for. The Board Services team participates in committees throughout the organization such as the Peer Support Team, Shark Tank, and Culture Committee.

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## Human Resources

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HR Director – Allison Delong

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### **Congratulations and Welcome to our New Hires!**

#### **Start Date: January 13, 2025**

- **Ed Port**, Fleet Mechanic EVT Apprentice (*backfill*)
- **Sarah Glenn**, HR Generalist (*backfill*)

#### **Start Date: January 21, 2025**

- Community Resource Technician (CRT) (*part-time*)

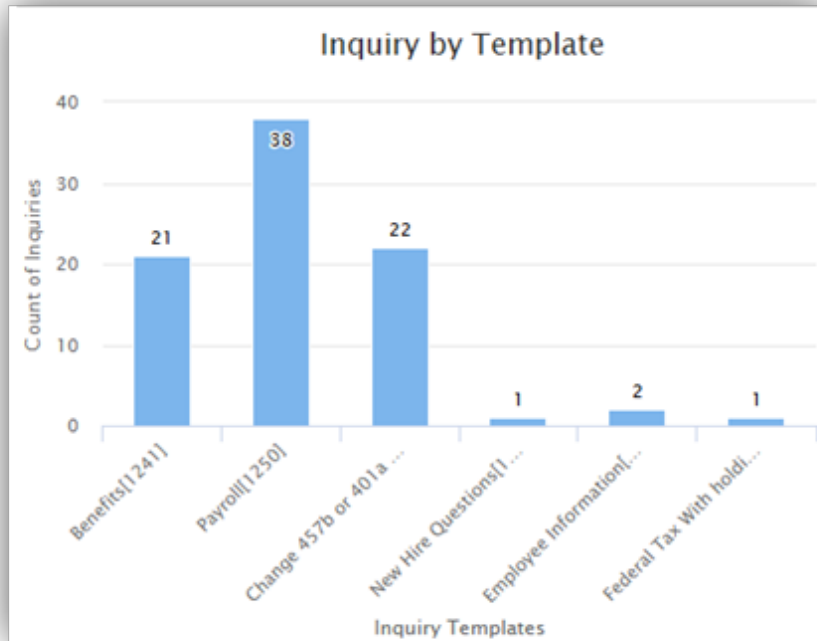
<b>Zayn De La Garza</b>
<b>Matthew Greener</b>
<b>Daniel Gordon</b>
<b>Kevin Jones</b>
<b>Jonathan Severson</b>
<b>Robert Lucas</b>
<b>Tyler Reckleben</b>

## **Retirement:**

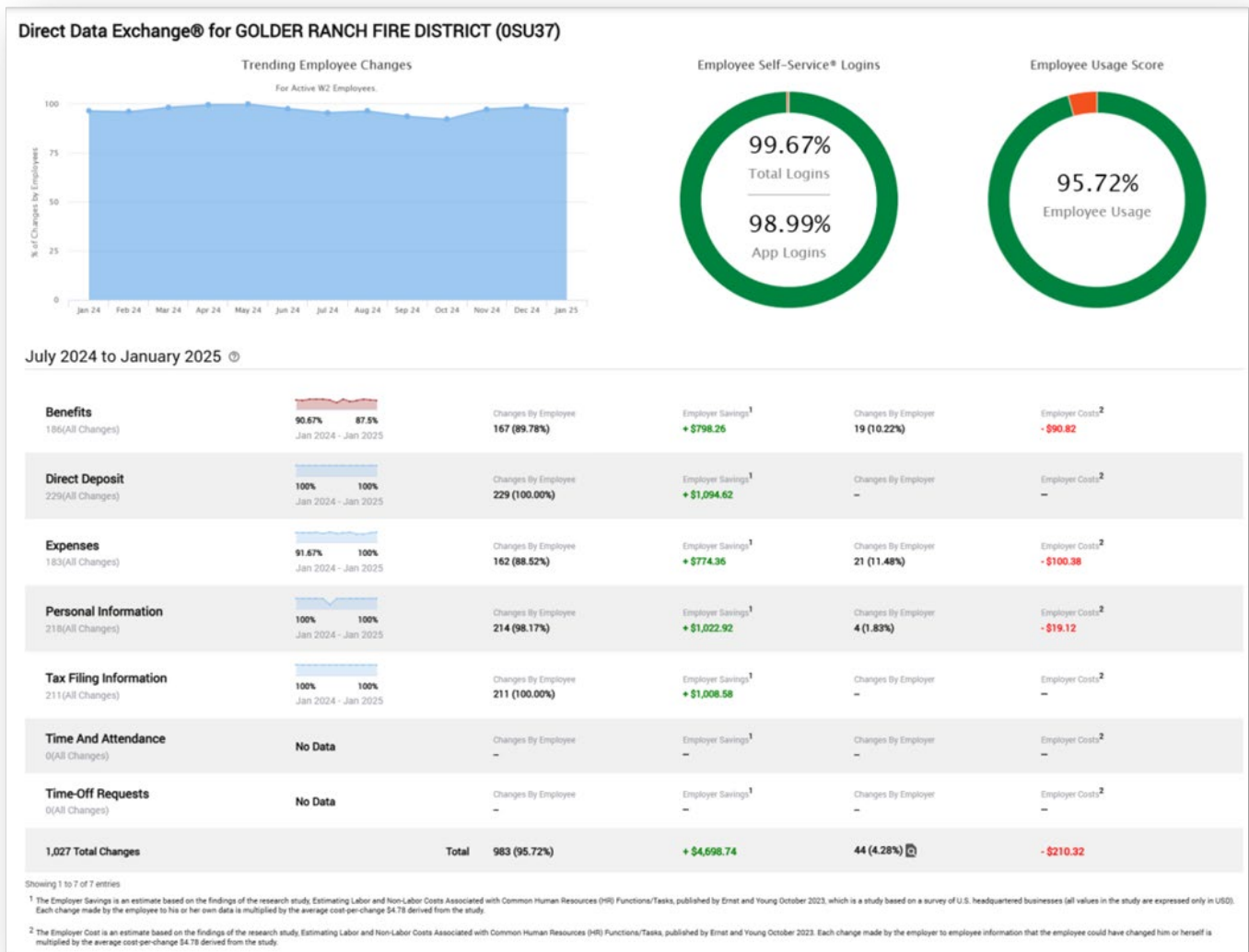
- Congratulations to Jim Hansel! He served over 27 years with Golder Ranch Fire District, and we wish him all the best in this new chapter!

## **Current HR Trends: 7/1/2024 to 1/1/2025**

- Recruitments:
  - Community Educator: 120 applicants, 106 completed applications, 60 met minimum qualifications
  - Admin Assistant/Front Desk: 151 applicants, 117 completed applications, 117 met minimum qualifications
  - Pre-Billing Specialist: 55 applicants, 34 completed applications, 14 met minimum qualifications
  - Fleet Maintenance Tech: 7 applicants, 7 completed applications, 5 met minimum qualifications
  - HR Generalist: 77 applicants, 57 completed applications, 25 met minimum qualifications
  - Community Resource Tech: 54 applicants, 41 completed applications, 41 met minimum qualifications
- Average time to hire from the date the position is posted: 60 days
- Terminations/Retirements: 6
  - Suppression: 3 voluntary and 1 retirement
  - Administrative: 1 voluntary and 1 retirement
- COBRA
  - Pending: 3
  - Enrolled: 1
- Light duty assignments: 8
- FMLA
  - Active Cases: 34
  - New Cases Opened: 13
- Benefits
  - Benefit bills that require monthly reconciliation: 6
  - Total Members Supported: 815
  - Current Active Employee Head Count: 298
  - Active Employee plus Dependent/Significant Other Head Count: 797
  - Current Active Retiree Head Count: 10
  - Active Retiree plus Dependent/Significant Other Head Count: 18
- Paycom:
  - Employees can communicate directly with HR and/or Finance through the Paycom app. HR and Finance can quickly answer questions and provide guidance, forms, or information thru the app. The below graph shows the number of inquiries HR and Finance have received thru the app between 7/1/2024 – 1/1/2025.



- o The use of Paycom allows employees to have the ability to update their personal information such as a new address, adding a new dependent, updating their deductions, etc... Paycom’s research has identified that each of these changes cost an employer approximately \$4.78 per change when handled in-house by HR or Finance, which is saved when employees are empowered to access and update their own information. The below graph shows the number of changes made between 7/1/2024 – 1/1/2025 and the estimated costs and costs savings.



HR is dedicated to ensuring that our team members receive the best care and support for their needs. To ensure success we prioritize utilizing tools, such as Paycom and its resources, to help support our people.

**Benefits Committee:**

- HR is preparing for Open Enrollment. The first FY25-26 OE Benefits Committee meeting is scheduled. We’re looking forward to hearing feedback on current benefit offerings and working with our broker to obtain the best benefit offerings for our employees.

**Policies:**

- Policy reviews and updates – *please see the consent agenda section of board packet*
  - o Policy 1022 – Critical Incident Stress Debriefing – the Human Resources, Executive Leadership, and Health & Safety Team leaders noted a need for updated language to streamline the process for an employee to seek support through the Craig Tiger Act.

**Employee Recognitions:**

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

Employee Name	Hire Date	Years of Service
FIMBRES, LENNY	01/09/2006	19
LESLIE, MICHAEL ALLEN	01/09/2006	19
PETERSEN, RONNIE SCOTT	01/09/2006	19
SCHOLEY, RANDY WAYNE	01/09/2006	19
CARLSON, TREVOR JOHN	01/09/2012	13
GAMEZ, IGNACIO ERNESTO	01/09/2012	13
LUNDEBERG, ADAM MICHAEL	01/09/2012	13
MARTINEZ, DANNY	01/09/2012	13
PORT, COLIN MARCUS	01/09/2012	13
WRIGHT, STEVEN K	01/29/2016	9
CHAVEZ, REYMUNDO ANDRES	01/24/2022	3
MACE, MYLES	01/24/2022	3
MILLER, JAMES CHASE	01/24/2022	3
MOFFITT, BRETT ANDREW	01/24/2022	3
MUSCARELLA, SHAY MITCHELL	01/24/2022	3
TROWBRIDGE, MATTHEW ALAN	01/24/2022	3
BROOKSHIER, TINA MARIA	01/03/2023	2



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

MTG. DATE: January 21, 2025

SUBJECT: COMMUNITY RISK REDUCTION ASSISTANT CHIEF'S REPORT

ITEM #: 7B

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.





# COMMUNITY RISK REDUCTION DIVISION REPORT

Assistant Chief Eric Perry

*December 2024*

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## Assistant Chief's Activities

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### Activities and information items:

- PSAP Directors for Oro Valley, Pinal County, and Pima County have agreed to implement a direct transfer to 311 for reptile removals and smoke detector battery changes.
  - Callers will still call 911 for these services, but instead of being transferred to the 911 line at the City of Tucson, they will be transferred to the 311 line. This will hopefully reduce congestion in the 911 line.
  - Implementation is January 27, though there will be a testing period following this.
  - This will all happen behind the scenes and callers should not be aware of any significant difference.
- Program-structured, performance-based budgeting design is underway to support the strategic plan implementation and tracking for the next fiscal year. This is going to require significant changes in our general ledger structure.
  - As board members, when you review reports from a program-structured, performance-based budget, you'll notice a shift in focus and presentation that aligns with strategic priorities and customer outcomes. This process should focus our entire budget on achieving strategic results for the district and specific outcomes for each funded program.
    - **Less Detail, More Focus:** Instead of granular object code details like office supplies or utilities, you'll see budget amounts, goals, and variances organized by programs. This shift provides a clearer, more streamlined view of how resources are being allocated to drive meaningful outcomes.
    - **Outcome-Oriented Insights:** These reports emphasize the results being achieved rather than the internal needs of the organization. The focus is less on what it takes to run the organization and more on the experience and value being delivered to those we serve.
    - **Performance Measures You Can Track:** Each program will include measurable outcomes or key performance indicators (KPIs). This gives you the tools to evaluate whether our investments are delivering the desired results and meeting our goals.
    - **Clear Alignment with Strategic Goals:** You'll see how every dollar spent ties directly to our mission and objectives, helping you assess whether we are achieving what we've set out to do.
    - **Enhanced Transparency and Accountability:** With this approach, you'll have a comprehensive view of progress, successes, and areas where improvement is needed, making it easier to hold the organization accountable for results.

- **Customer-Focused Perspective:** Most importantly, this structure puts the emphasis on the customer’s experience. It’s not just about running the organization—it’s about ensuring that the programs we fund are making a real, measurable difference in the lives of the people we serve.

This approach is designed to provide you with the big picture, enabling you to make informed decisions about how our resources are driving outcomes and delivering value to our stakeholders.

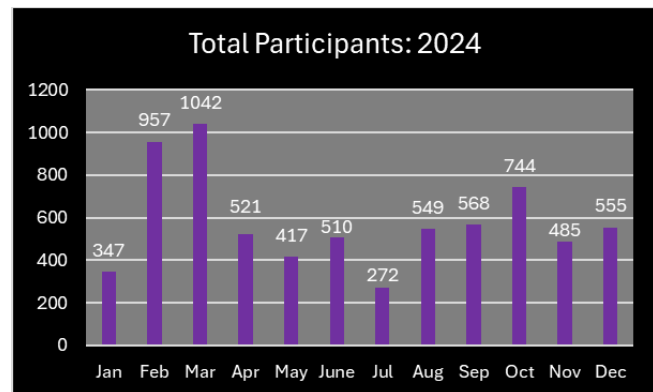
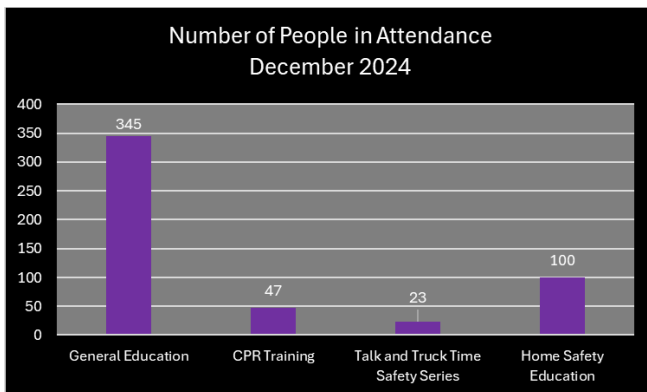
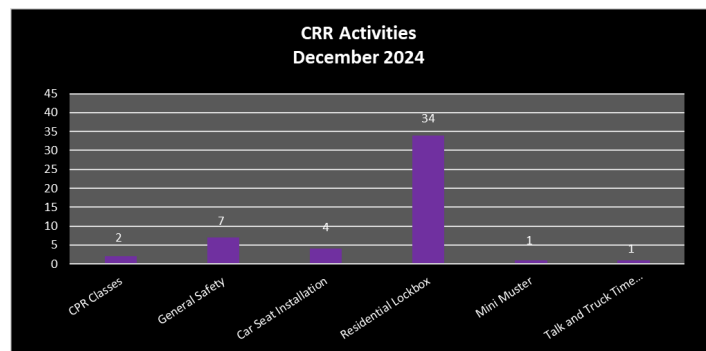
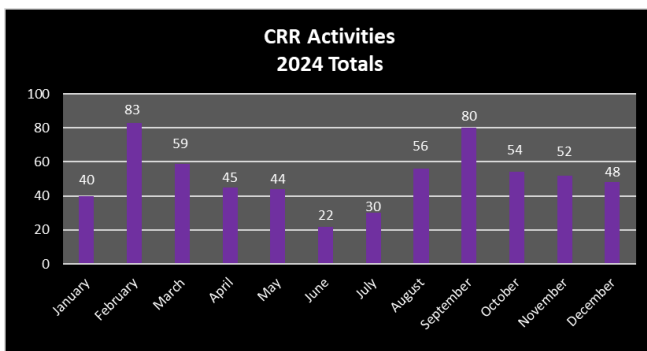
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## Community Education, Engagement & Risk Reduction

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Deputy Chief of Community Risk Reduction – Jeremy Hilderbrand

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### Activities:

- Completed interviews for the Community Resource Technician and prepared training for their on-boarding which will occur in January.
- Attended meeting with Arizona Fire Chief’s Association Education Committee to prepare for the July conference.
- Attended monthly Community Risk Reduction meeting on current topics.
- Attended Grant overview course for the Tohono O’odham Award.
- Met with HOA president and staff of Vistoso Village to organize smoke alarm replacement program.

### Community Education

- Attended several holiday season events and completed the mini muster season by holding events at 10 schools across the district. Several members from different divisions assisted with these events and their participation made each one a great educational experience for students.

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## Finance Division

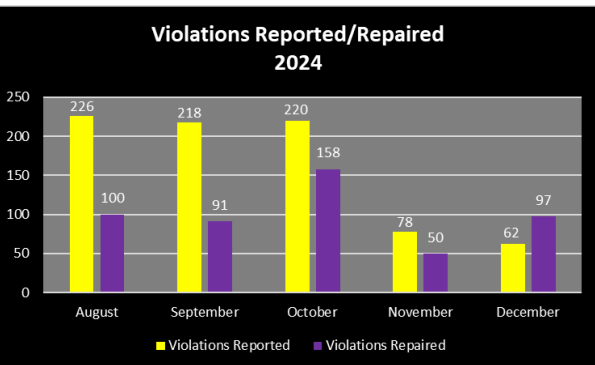
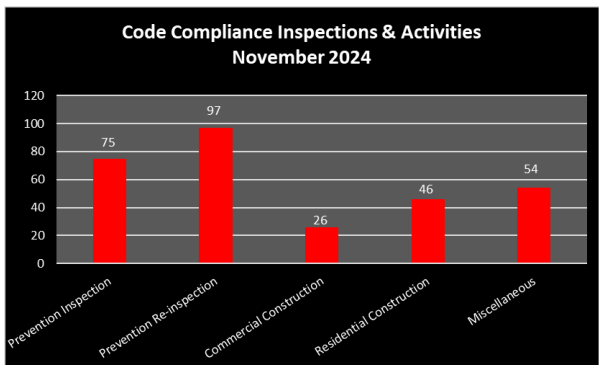
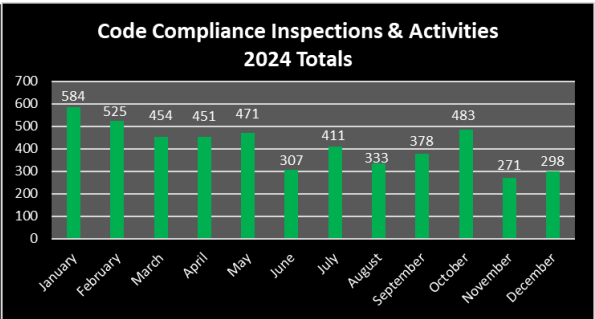
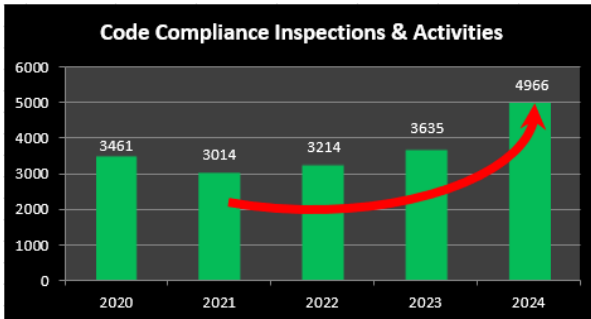
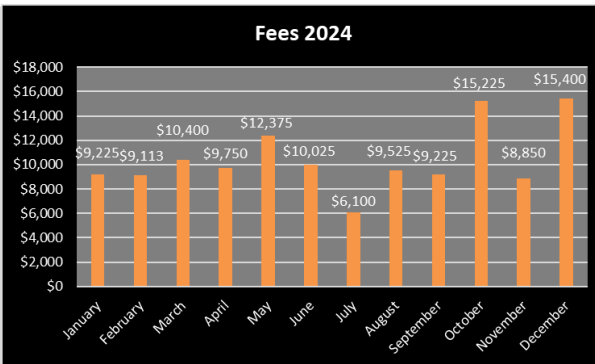
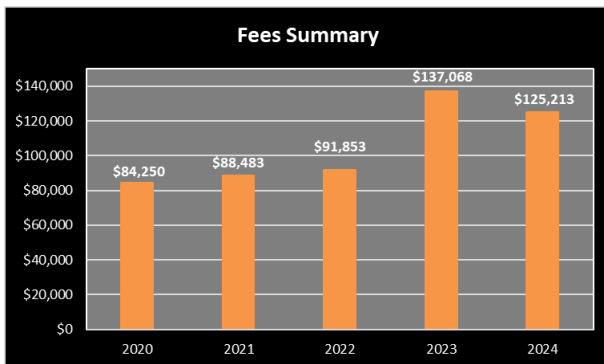
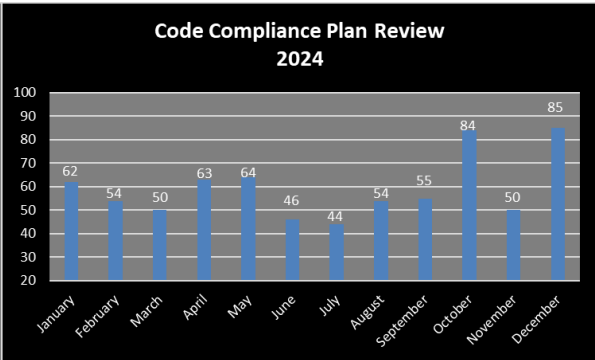
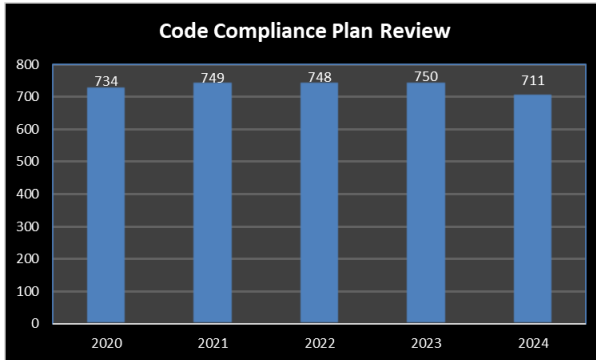
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Finance Director – Dave Christian

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The Finance Department has been very busy in December with a number of projects. The most time consuming of which has been the rollout of the new time sheet software called WFM (Workforce Management). This software will sit on top of our existing Telestaff scheduling software but will create the time sheets which are such an important part of our payroll control process. It is important for all employees to have a time sheet which will allow them to see the hours they will be paid for on a given pay period. It will also permit employees to approve their timesheets prior to the finalization of the pay period.

Other activities we've been working on include the finalization of the Ambulance Revenue and Cost Report (ARCR) which is due to the Department of Health services at the end of the calendar year. Ambulance billing has been very busy reducing the transport backlog from the period of time in which. The ambulance revenue certainly reflects this effort with a total cash collections of \$650K for the month of December.



## Commercial Projects Summary

New projects for this month = **Green**

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 374, 375, 376	ZONE 3 Stations 377	ZONE 4 Stations 379	ZONE 5 Stations 380
The Motive Wellness 2530 E Vistoso Commerce	ROCHE Chemical Storage 1910 E Innovation Park	Action Behavior Centers T.I. 11835 N Oracle Ste 117	Circle K CO2 3712 W Cortaro Farms	Circle K TI 8780 N Oracle
Healthy Skin T.I. 2295 E Vistoso Commerce	ROCHE Building 3 T.I. PH1 1910 E Innovation Park	Vacant Building F.A. 11695 N Oracle	Beautiful Savior Fire Alarm 7570 N Thornydale	Shell Building T.I. 7435 N Oracle
Catalina Craft Pizza T.I. 15970 N Oracle Ste 178	Oro Valley Hospital T.I. 1551 E Tangerine	Vacant Building F.A. 11855 N Oracle	AMG Medical Aesthetics T.I. 7356 N La Cholla	Shell Building T.I. 7493 N Oracle
Miraval Storage Bldg 5000 Via Estancia	TOV Community Center T.I. 10555 N La Canada	TOV Pusch Ridge Golf T.I. 10000 N Oracle	Landlord Improvement 7350 N La Cholla	Saffron T.I. 7607 N Oracle
Urban Wellness T.I. 12985 N Oracle Ste 165	Highland Clubhouse T.I. 10702 N Highlands	Surf Thru Car Wash 11595 N Oracle	LJA Engineering T.I. 7458 N La Cholla	Oranju T.I. 7969 N Oracle
	OV Assisted Living Main 12380 N Vistoso Park	Pain Institute of AZ Surgery 365 E Linda Vista Ste A	Fry's F.A. 3770 W Ina	TMC One T.I. 7510 N Oracle Ste 100
	ROCHE Building 3 T.I. PH2 1910 E Innovation Park	Pain Institute of AZ Clinic 365 E Linda Vista Ste B		Title Security T.I. 8500 N Oracle Ste. 100
<b>Who Received Project Final Inspection</b>	ROCHE Mobile Dentist 2005 E Innovation Park	La Posada 11050 Avenidao Posada de Oro		3RD Church T.I. 7312 N Oracle
Sharkey's Cuts For Kids T.I. 3605 W Cortaro Farms Ste 145	OV Assisted Living Casitas 12380 N Vistoso Park	Hilton Epazote T.I. 10000 N Oracle		Chiropractor T.I. 7250 N La Cholla Ste 148
St. Marks T.I. . 1431 W Magee	Vanatge West T.I. 11165 N La Canada Ste 175	Hampton Inn 11655 N Oracle		Edward Jones T.I. 7435 N Oracle
First American Title INV 11165 N La Canada Ste 175	Oro Valley Courts T.I. PH2 11000 N La Canada	Linda Vista Office 9645 N Oracle	*Inspector for this zone is also assigned to the La Posada project	Tucson Cosmetics 1230 W Ina
Wellsfargo T.I. 550 E Tangerine	The Blend T.I. 10335 N La Canada	Workout Anytime T.I. 11975 N Oracle		Fred Astaire T.I. 7315 N Oracle Ste 200
Academic Healthcare Education 10950 N Stallard	Gateway @ Vistoso Apts. 955 W Vistoso Highlands	Tucson Federal Credit Union T.I. 2150 E Tangerine		Red Light Method T.I. 7980 N Oracle Ste 110
Sonoran Audiology 10445 N Oracle Ste 121	Shell Building 1440 W Naranja Bldg 1	Complete Canine T.I. 10140 N Oracle		
Shell Building 1826 E Innovation Park	Shell Building 1440 W Naranja Bldg 2	Life Storage - Solar Panels 11061 N Oracle		
Hugh's Federal Credit Union F.A. 7970 N Thornydale	Shell Building 1440 W Naranja Bldg 3			
Vantage West T.I. 550 W Magee	Wellsfargo T.I. 550 E Tangerine			

### Fire Marshal Akins

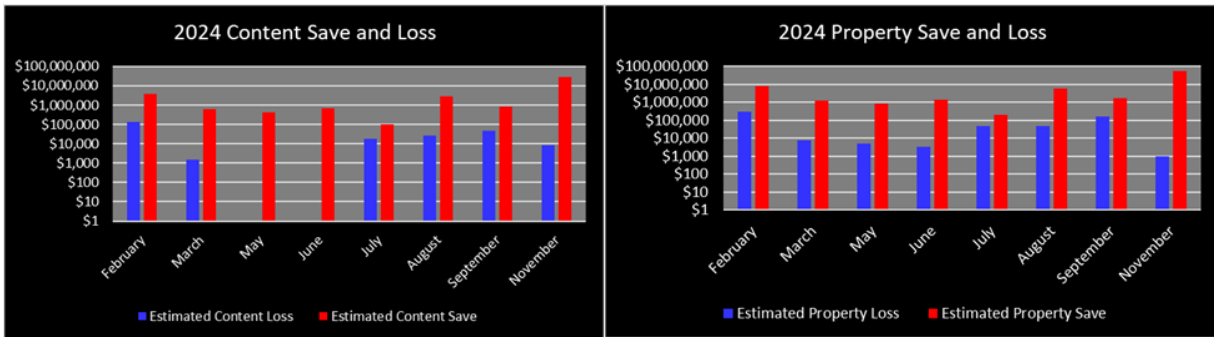
- Attended meeting with AZ Water Company regarding water usage from hydrants in SaddleBrooke Ranch
- Attended re-occurring meetings to include AFDA, TOV pre-construction/Development Review Committee/Traffic Safety, Joint Fire Investigations, Fire Chief Status, Executive Leadership, GRFD Fire Board, Southern AZ Fire Marshal Association, AZ Fire Marshal Association, and FLS Staff

### Education/Committees/Training Activities

- Inspector Voetberg attended the two-week Fire Investigation Essentials Course at the National Fire Academy

## GRFD Fire Investigations

Date	Type of Call	Property Use	Estimated Property Loss	Estimated Content Loss	Estimated Property Save	Estimated Content Save
02/04/24	Building Fire	Commercial	\$23,317	\$6,995	\$4,640,013	\$2,324,670
02/06/24	Building Fire	One-Two Family Dwelling	\$14,121	\$2,354	\$456,593	\$233,003
02/13/24	Building Fire	One-Two Family Dwelling	\$16,807	\$672	\$319,331	\$167,397
02/13/24	Building Fire	One-Two Family Dwelling	\$240,226	\$126,807	\$26,736	\$6,674
02/18/24	Building Fire	Commercial	\$10,000	\$1,000	\$2,180,890	\$1,094,445
03/01/24	Building Fire	Multi-Family Dwelling	\$6,000	\$1,200	\$1,208,513	\$606,056
03/22/24	Building Fire	Mobile Home	\$1,250	\$313	\$11,250	\$5,937
05/18/24	Fire, Other	One-Two Family Dwelling	\$5,000	\$0	\$832,000	\$418,000
06/11/24	Building Fire	Multi-Family Dwelling	\$3,372	\$0	\$1,345,510	\$674,441
07/06/24	Building Fire	One-Two Family Dwelling	\$47,796	\$17,923	\$191,182	\$101,566
08/18/24	Building Fire	One-Two Family Dwelling	\$45,000	\$22,570	\$406,403	\$203,132
08/28/24	Building Fire	Commercial	\$0	\$2,703	\$5,406,005	\$2,700,300
09/14/24	Building Fire	Commercial	\$5,000	\$4,135	\$1,433,425	\$715,078
09/25/24	Building Fire	One-Two Family Dwelling	\$155,000	\$42,000	\$180,000	\$125,000
11/06/24	Building Fire	Commercial	\$1,000	\$500	\$27,616,314	\$13,808,157
11/08/24	Building Fire	Commercial	\$0	\$8,000	\$27,617,314	\$13,800,657
		TOTAL	\$573,889	\$237,172	\$73,871,479	\$36,984,513



- On December 15, 2024, a large vehicle/trailer fire was reported in Golder Ranch Fire District.
  - The origin of the fire was unknown
  - This fire is classified as undetermined
- On December 18, 2024, a house fire was reported in Northwest Fire District.
  - FI381 was dispatched to assist with origin and cause investigation.
- On December 18, 2024, a structure fire was reported in Northwest Fire District.
  - FI381 was dispatched to assist with origin and cause investigation.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Grant Cesarek, Assistant Chief of Support Services

MTG. DATE: January 21, 2025

SUBJECT: SUPPORT SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 7C

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



# SUPPORT SERVICES' DIVISION REPORT

Assistant Chief Grant Cesarek

*December 2024*

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## Assistant Chief's Activities

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- Busy month in support services, from all of the work to ensure the family holiday breakfast was a hit, software deployment support to Avra Valley and completing a specification process to order a fire engine, many moving pieces in the division.
- Personally attending the planning meetings for the holiday events, the shop with a fire fighter, adult holiday party, which included our employee awards.
- Construction continues on station 378. We are working with the architectural team regarding the reflection from the metal roof on the bay. There is a reflection each morning affecting the residents nearby.
- Meetings with a vendor interested in leasing space on the future communication tower at station 378 took place. This would provide the community with enhanced cellular connectivity, not to mention provide a fiber link to our facility.
- Assisted with the District's ARCR and evaluating the methodology of completing the report for our CON.
- Supported our team with all meetings and communications during the month
- Completed a request for proposal process to select a contractor for the remaining bond projects in the fleet and training buildings.
- We had a great social media presence throughout the holidays, including safety tips and highlighting our employees.

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## Deputy Chief's Activities

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Support Services Deputy Chief – Adam Jarrold

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- Facilitated our annual PCWIN radio preventative maintenance. All of our radios need to be checked by PCWIN personnel annually to ensure they are functioning properly.
- I attended the GRFD Family Party. My daughter Lucy and I staffed the “Sausage Browning Station.” It is amazing to see how far this party has progressed in my time here at GRFD.
- I attended my first Open Enrollment/Benefits Committee meeting. This was eye opening to another aspect of the District for me.



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## Division Chief's Activities

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Logistics Division Chief – Jeremy North

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- Facilitated a tour to Pascua Fire to look at their Pierce trucks with GRFD Apparatus Spec Committee.
- Working with Pierce to finalize a purchase contract for a new fire engine. Pierce has the same quoted lead time of approximately 3 years before we see the new truck, so we are in a good place ordering a new truck at this time to keep our fleet where we want it to be.
- Participated in the hiring process for the new Fleet Maintenance Technician position.
- Coordinated and executed Station 370 relocation process to complete the flooring project and interior painting.
- Coordinated additional CIP projects for garage doors at Station 376, as well as cabinet refacing for Stations 373, 374.
- Clean-up process beginning for facilities at Station 370, Oracle Junction and old Fleet.

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## Facilities Maintenance Activities

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- Replaced and updated HVAC thermostats at Station 372.
- Replaced bay exhaust fan motor Station 380.
- Replaced battery tender on generator at Station 370.
- Repaired make-up air unit for restrooms at Training building.
- Deep clean Training building offices in preparation for 370 crew to move in.
- Replaced MINI Split (HAVC unit) in the Comm room at Station 380.
- Annual fire suppression systems inspections by a third party have begun at all District Facilities.
- Semi-annual services completed for all station back-up generators.

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## Fleet Maintenance Activities

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- Jesus attended a week of training in Gilbert, AZ provided by Pierce fire apparatus
- Outfitting of new ambulances continues. Working with vendors to have the radios and MDTs installed as well as the Stryker Power Gurney systems.
- Specification committee visited Pascua Fire to look at their Pierce fire engines.
- Working with our vendor to finalize a purchase contract for an engine that is approved in our capital purchase plan.
- We completed the hiring process for our open technician position, Edward Port starts on January 13, 2025.
- Phil will be attending the EVT Certification Commission Validation Conference. January 21 – 25, 2025 in Orlando, FL.

## Monthly Vehicle Parts and Labor Cost

- Administration       \$369.00
- EMS                     \$1,256.00
- Fire                     \$24,218.00

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## Health and Safety

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Health and Safety Division Chief – Chris Charnoki

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- Health and Safety is wrapping up the new Bloodborne Exposure Flowchart. Once completed, the PowerPoint will be uploaded to Target Solutions with blood draw kits placed on all the ambulances.
- Four members of the Peer Support Team will be attending the 1<sup>st</sup> responder Mental Health Conference in Mesa, January 27<sup>th</sup> and 28<sup>th</sup>.
- GRFD has 20 members enrolled in the SAFFIRE sleep study through the University of Arizona. This will be a great opportunity for individuals to gather information on their sleep and be paired up with a sleeping coach to better their sleeping habits.
- It's that time of year again for respirator fit testing and the air management assessment. We are working on getting dates set for late February to complete both at the same time.
- Another Struggle Well class is scheduled for the last week of January. A huge thank you to Paramedic Patrick Romer and all he does for this class.

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## Information Technology

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IT Director – Herman Rascon

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## IT Applications Group Activities/Projects

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### **GRFD IT Applications Team: Project Updates**

The IT Applications team has been actively engaged in several key initiatives, ensuring seamless operations and preparing for future transitions. Here's an overview of our recent accomplishments and ongoing efforts:

#### **Operational Support and Maintenance**

- The team continues to manage ongoing tickets, perform regular system maintenance, and document solutions for emerging issues. These efforts help maintain operational stability and address challenges efficiently.

#### **DAK Configuration for Zoll X Series Monitors**

- Successfully completed the configuration of the Data Acquisition Kit (DAK) with Elite for the Avra Valley Fire Department (AVFD), Three Points Fire District (TPFD), and Rincon Valley Fire District

(RVFD). This ensures that all Zoll X Series Monitors are correctly configured, enabling seamless data transfer across platforms.

### **Contract Review and Optimization with Zoll**

- As we approach the renewal of our Zoll contract, the team, in collaboration with Director Rascon, is thoroughly reviewing the upcoming invoice. Our primary objective is to optimize resources by eliminating unnecessary items while retaining essential licenses. This approach ensures continued access to historical data for Suppression and Billing purposes, safeguarding operational needs while improving cost efficiency.

### **EMS Historical Data Import with ImageTrend**

- In partnership with ImageTrend, we are working on importing EMS historical data from Zoll, covering the period from January 1, 2019, to June 30, 2024. To date, 80% of the data has been successfully imported, with the remaining portion scheduled for completion by early next week.

### **Transition Support for Partner Agencies**

- The IT team has been actively assisting AVFD, TPDF, and RVFD in their transition to ImageTrend. We have ensured that all necessary resources and systems are prepared for their go-live. Additional agencies involved in this rollout are scheduled to transition on February 1st, and we remain committed to providing comprehensive support to ensure a smooth and successful integration.

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## **IT GIS Activities/Projects**

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### **Major GIS Projects – December**

#### **ImageTrend / Continuum**

- Assisted with verifying legacy data, extracting data, and creating dashboards.
- **Status:** Ongoing

#### **City of Tucson's First Due Implementation**

- Collaborated with IT Director Rascon, Deputy Chief Rutherford, and auto-aid partners to implement First Due, an integrated application that combines pre-incident planning, asset inventory, community engagement, and mobile response.
- Participated in meetings and official training sessions.
- **Status:** Ongoing

#### **Quarterly Standards of Cover Calculations**

- Developed a more efficient script in collaboration with IT Systems Specialist Barry Johnston to automate calculations, ensuring consistency with the original manual methods.
- **Status:** Sample attached

### **EMS Incident and Transport Data Request**

- Responded to a request from Deputy Chief Mark Wilson for data on EMS incidents over the past year, categorized by specific codes and identifying those that resulted in transports.
- **Status:** Sample attached

### **Apartment Location Data Update**

- Updated apartment location data provided by suppression staff for improved display on Mobile Data Terminals (MDTs).

### **Hazmat Dashboard Creation**

- Designed a Hazmat dashboard within the NFORS online platform for Deputy Chief Tony Rutherford to analyze key statistics.
- **Status:** Sample attached

### **Holiday Assistance**

- Provided creative support for holiday activities, including decorations, posters, and thank-you card designs.

### **Wildland Map and Compass Training**

- Fulfilled a map request for training from Paramedic Colby Jr.
- Attended map and compass usage training led by Paramedic John Colby Jr.



Search... (e.g. status:200 AND extension:PHP)

- Discover
- Visualize
- Dashboard
- Timeline
- Management

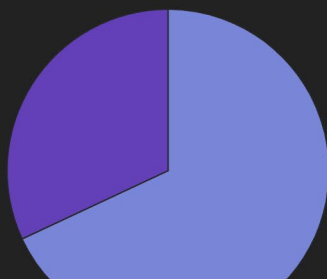
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Number of Hazmat Incidents Metric

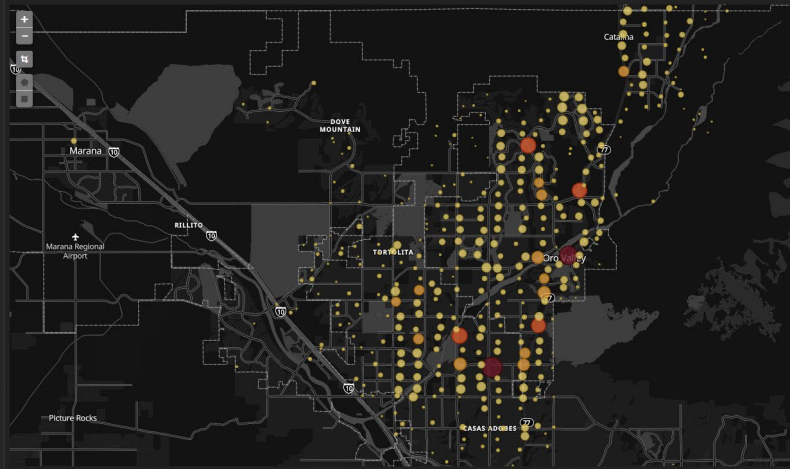
# 151

# of Hazmat Incidents - Count

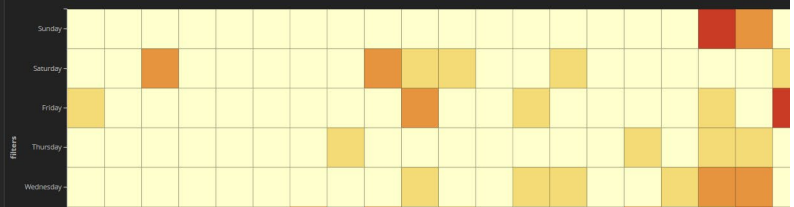
GRFD Hazmat Incidents By Battalion



Response Map



Hazmat call load by hour of day and day of week



Collapse  
Back  
POWERED BY statengine

<b>(Moderate Risk) EMS - 90th Percentile Times - Baseline Performance</b>			<b>2024 July - September (script)</b>	<b>2024 July - September (trad)</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	0:02:30	0:02:30	0:02:04	0:02:00	0:01:59
		Suburban	0:02:29	0:02:29	0:02:08	N/A	N/A
		Rural	0:02:38	0:02:38	0:02:12	0:01:55	0:02:01
		Wilderness	N/A	N/A	0:07:31	N/A	N/A
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	0:01:17	0:01:17	0:01:22	0:01:31	0:01:33
		Suburban	0:01:31	0:01:31	0:01:28	N/A	N/A
		Rural	0:01:07	0:01:07	0:01:22	0:01:37	0:01:31
		Wilderness	N/A	N/A	0:01:05	N/A	N/A
<b>Travel Time</b>	Travel Time 1st Unit Distribution	Urban	0:06:52	0:06:52	0:07:10	0:07:19	0:07:03
		Suburban	0:06:07	0:06:07	0:06:37	N/A	N/A
		Rural	0:08:01	0:08:01	0:10:06	0:09:57	0:09:38
		Wilderness	N/A	N/A	0:40:40	N/A	N/A
	Travel Time ERF Concentration	Urban	0:16:32	0:16:32	0:16:39	0:20:38	0:21:22
		Suburban	0:15:10	0:15:10	0:15:37	N/A	N/A
		Rural	0:19:16	0:19:16	0:19:26	0:28:18	0:25:50
		Wilderness	N/A	N/A	0:46:23	N/A	N/A
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene Distribution	Urban	0:09:45	0:09:45	0:09:39	0:09:52	0:09:35
			n=1,417	n=1,417	n=8,386	n=5,251	n=4,878
		Suburban	0:08:33	0:08:33	0:09:18	N/A	N/A
			n=394	n=394	n=2,441	N/A	N/A
		Rural	0:10:43	0:10:43	0:13:04	0:12:24	0:12:28
			n=151	n=151	n=1,148	n=355	n=271
		Wilderness	N/A	N/A	0:44:02	N/A	N/A
			n=0	n=0	n=7	N/A	N/A
	Total Response Time ERF Concentration	Urban	0:19:33	0:19:33	0:19:00	0:23:03	0:23:51
			n=1,116	n=1,116	n=7,295	n=5,238	n=4,863
		Suburban	0:18:01	0:18:01	0:18:08	N/A	N/A
			n=329	n=329	n=2,150	N/A	N/A
Rural		0:21:26	0:21:26	0:21:34	0:30:44	0:28:12	
		n=132	n=132	n=929	n=355	n=271	
Wilderness	N/A	N/A	0:49:45	N/A	N/A		
n=0	n=0	n=5	N/A	N/A			

	A	B	C
		<b># of Incidents</b>	<b># of transports</b>
2	8T1	0	0
3	10T1	0	0
4	14T1	1	0
5	16T1	7	1
6	17T1	799	297
7	17T2	158	48
8	17T3	38	14
9	9T1	0	0
0	22T1	3	1
1	23T1	3182	731
2	2T1	12	1
3	3T1	5	2
4	4T1	141	54
5			
6			
7	<b>totals</b>	<b>4,346</b>	<b>1,149</b>

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## IT Systems Group Activities/Projects

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- The Systems group has been focused on dealing with ongoing tickets, doing regular maintenance, and dealing with documentation on new issues.
- Battery Replacement for Station Alert Systems  
Installed new batteries in the Uninterruptible Power Supply (UPS) units, ensuring reliable support for the USDD Station Alert Systems at all fire stations.
- ImageTrend Quick Links Deployment  
Added desktop shortcuts for direct access to the ImageTrend Elite ePCR (Electronic Patient Care Reporting) system.
  - Deployment Locations: Three Points Fire District, Avra Valley Fire District, Rincon Valley Fire District

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## Procurement and Fire Supply

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- 25-piece bunker gear order placed before the end of the year. We should expect them in the 8-to-10-week timeframe; much improved over the 25-30 weeks we were experiencing during the pandemic.
- Assisted in getting the temporary Station 370 wired up to receive dispatch alerting. We learned during this process that we can set up a remote or temporary station anywhere that has network access. This makes it very easy if we must do this again in the future.

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## Community and Media Relations

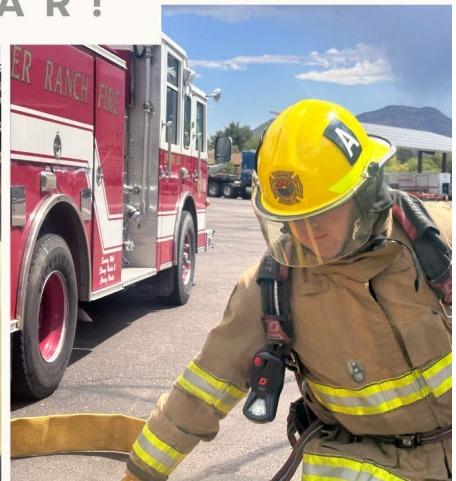
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Community and Media Relations Supervisor – Lydia Camarillo

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HAPPY NEW YEAR!





## **Key Strategic Initiatives & Community Presence**

### **Station Tours**

- 1 at Station 375
- 1 at Station 380

### **Ride-Alongs**

- 3 at Station 370
- 1 at Station 380
- 1 at Station 373

### **Community Events**

- Quail Ridge Blood Pressure Testing
- Hanukkah Celebration at Oro Valley Marketplace
- Attended Oro Valley Tree Lighting Ceremony
- Player's Pub Toy Drive
- Attended Shop with a Firefighter Event
- Attended Toy Donation Pickups: SaddleBrooke HOA 1 & 2, The Views Golf Course
- Attended Food Donation to IMPACT of Southern Arizona

### **Media Engagement & Public Relations**

- **News Coverage**
  - KOLD and KGUN 9 news coverage on Shop with a Firefighter
- **Press Releases Distributed**
  - Finance Award Announcement
  - Shop with a Firefighter Program Update



## Digital & Social Media Strategy

### Station 378 Construction

A video update on the progress of Station 378 was featured across our social media platforms, keeping the community informed on the development. The video received strong engagement, further connecting the department with the community and building excitement for the new station.

### Featured content

- Santa delivery at El Conquistador
- Toy drive highlights
- Holiday safety messaging (heat safety, tree safety)
- Employee spotlights

### Ongoing promotions included

- Players Pub and Aviva Children's Services Toy Drives
- Holiday safety PSAs (heat safety, tree safety)
- District achievements (CAAS reaccreditation, Employee Spotlights)

## December 2024 Social Media Metrics

Below are the key metrics from our social media channels for December

Platform	Media Views / Profile Visits	Posts	User Reach / Impressions
Facebook	4,945	58	27,206
Instagram	1,543	58	85,107
Twitter	574	26	14,525

## December Overview

- In December, the Golder Ranch Fire District focused on reinforcing our position as both a public safety provider and a community partner. Through increased media engagement, enhanced digital presence, and strong community participation, we've successfully highlighted our department's core values of service, transparency, and public safety.

## 2024 Communications Highlights

Key Accomplishment	2024 Numbers
Emergency Alerts & Updates	48
Press Releases	14
Public Service Announcements (PSAs)	59
Employee Spotlights	70
Executive Communication Reviews	10

## Upcoming 2025 Strategic Initiatives

- **January 16, 2025:** Blood Drive
- **January 30, 2025:** Dinner with a Firefighter
- **Website Redesign:** Kickoff meetings to enhance digital presence and align with department goals



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

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

MTG. DATE: January 21, 2025

SUBJECT: EMS & FIRE RESPONSE ASSISTANT CHIEF'S REPORT

ITEM #: 7D

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



# EMS & FIRE RESPONSE DIVISION REPORT

Assistant Chief Chris Grissom

*December 2024*

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## Assistant Chief's Activities

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### Professional Development

#### 2025 NAEMSP Annual Meeting

Attended the annual meeting, which highlighted the evolving landscape of Emergency Medical Services (EMS) through professional development and hands-on learning opportunities.

- **Participation:** Over 1,300 EMS professionals gathered for this event.
- **Key Highlights:**
  - **Networking:** Connected with peers, industry leaders, and experts in the EMS field.
  - **Innovation:** Explored exhibits and vendor showcases featuring tools and technologies shaping the future of EMS.

### Overtime Analysis

Currently evaluating the following overtime categories to identify trends and develop strategies for more efficient resource management. The objective is to reduce overtime expenditures while maintaining operational effectiveness.

### Key Achievements

- **ARCR Completion:** Successfully completed the ARCR with significant contributions from multiple divisions, demonstrating exceptional teamwork.
- **Public Education Events:** Participated in several events during the holiday season, with strong employee involvement contributing to their success.
- **NW Hospital Collaboration:** Held a productive meeting with representatives from NW Hospital to address hospital wait times, creating collaboration and optimism for improvements.

## EMS Division Board Report

### Provider Recognitions

- We were able to catch up with some remaining providers that received recognition from Banner University Medical Center for their outstanding care of patients with life threatening stroke symptoms. Great job to Captains Daily and Strieter, Engineers Morse and Labas, Paramedics Reiss Rhodes, Drury, Boyd, O'Halloran, and Wagner, and Firefighters Kolt, Selby, and Grotkier.





### **EMS Training**

- Division Chief Taylor and Captain D. Sanchez attended a workshop hosted by Drexel Heights Fire District featuring representatives from Vector Solutions. We gained valuable information and training on managing EMS credentials, assigning and managing EMS training courses, and records retention.

### **EMS Team**

- The Division was very busy in December finalizing our CQI plan. Rolling out for the new year, GRFD CQI will include the following:
  - o Captains will continue QI for compliance and billing purposes daily.
  - o EMS shift captains will be assigned randomized transports to QI generated by Image Trend from their shift.
    - EC CQI will not impact the billing process.
    - Goal is to ensure reports are accurate and thorough, protecting the provider and the district from a medical-legal perspective
    - ECs will provide real time feedback to providers and identify trends to continuously improve provider documentation.

- o EMS administrative staff will be completing CQI of all non-transport EMS calls. We will also begin to CQI all chest pain incidents as we have identified areas of improvement related to this call type and protocol.
- Staff met with representatives from Zoll to meet new members to the division and go over any district EMS needs with the Zoll monitors.
- Staff participated with FLS at the Copper Creek Elementary mini muster.

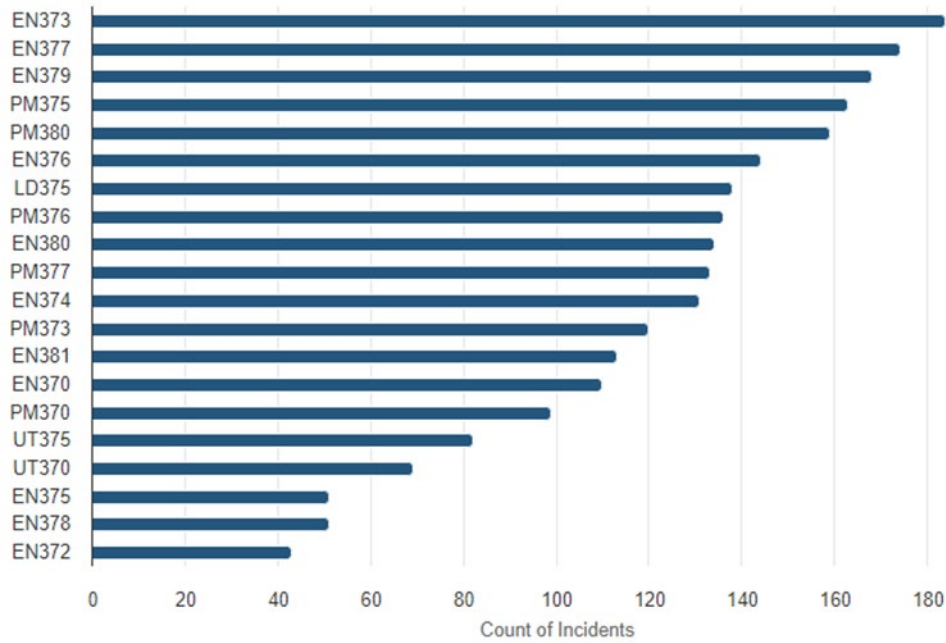


- EMS Captains continue to monitor the Narcotics process and perform the required monthly audits.
- Continued collaboration with all hospital partners and EMS agencies.
- Meetings with Medical Direction group on programs, trainings and Quality Improvement.



### Incidents by EMS Unit (Top 20)

Dec 01, 2024 12:00 AM to Dec 31, 2024 11:59 PM



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## Pipes & Drums and Honor Guard

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### **Honor Guard monthly operations report for December:**

1. There were two expenditures this month: 1. (Mr. Tee's) 10 new ball caps and Maltese cross's/3832 patches sewn on to 3 new Honor Guard uniforms. 2. (Glendale parade store) 10 heel taps and 10 cheater bars for complete Honor Guard team shoes. **Monthly Total: \$392.57**
2. District credit card and Honor Guard budget is balanced.

Honor Guard did not participate in any events for the month of December.

1. Monthly meeting was cancelled due to illness.



Pumping and Aerial Operator Course

### Courses/Training

- Offering Live Car Fire Training twice a day with many dates into the new year
- Regional High Rise Training
- o Being hosted by Tucson Fire District
- o Golder Ranch Fire District (GRFD) has instructors present every day of the drill
- o GRFD instructors: Dean Stevens, Steve White, Tobin Johnson, Adam Hastings, and Andrew Smith
- o Last day of training took place December 17, 2024
  - Pumping and Aerial Operator Course I
- o Course ran November 11, 2024 through December 5, 2024
- o 8 students finished the course
  - Pumping and Aerial Operator Course II
- o Hosted entrance interviews
- o Course notifications were made
- o Course will run January 6, 2025 through January 31, 2025
- o 10 students expected to attend 2<sup>nd</sup> course
  - Annual Hazardous Materials Training
- o Training started November 19, 2024 and ran through December 12, 2024
  - Preparing for Annual OSHA training in 2025
- o Assignments have been made and will go live January 1, 2025- March 31, 2025
  - Planning for upcoming 2025 Fire Officer course
- o Request for letter of interest memo was published



Pumping and Aerial Operator Course

#### 24-01 Probationary Year

- Module I books were due December 18, 2024
- Module II books will be due February 27, 2025
- Module I and II practical testing will take place March 4-6, 2025

#### Miscellaneous

- FDIC International 2025 will be April 7-12, 2025 in Indianapolis, Indiana
- o Sponsoring 7 personnel from the field
  - Collaborating with Tucson Fire Department on hose bed loads and configurations
  - Received the 24-01 State exam re-take scores

#### Car Seat Program

- Four car seat installs were done in the month of December

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## Special Operations

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- GRFD's Special Operations team participated in the regional HazMat drill at TFD's PSA training grounds. The focus on the drill was railcar emergencies. Drexel Heights FD and Santa Rita FD presented the team with a post incident review of their recent train derailment.
- The hands-on portion of the drill focused on mitigating train dome leaks. Crews utilized chlorine kits, Indian Spring kits, and the traditional C kit.
- No Special Operations calls during the month of December.

## Wildland December 2024 Ops Report

### **Recent Assignments-**

2024 ANF/OSC Preposition

Operational Period: 12/16/2024 – 12/23/2024

Shop #: 2336

Crew: Petersen, B. Labas, J. Labas, Strieter

Currently Assigned-

Horton AZ-TNF-001989

First Operational Period: 12/29/2024

Shop #: 2036

Crew: Spanarella

### **Training and Events-**

12/2-3 - GRFD Wildland Team Basic Land Navigation Class

12/11-12 - Team meeting

12/9-10 - S-131 at NWFD

### **Upcoming-**

Jan/Feb - Pack test and WL refresher

March - AWIMA

April - S-211 and S-215

## Incident Type Count Report

Date Range: From 12/1/2024 To 12/31/2024

Selected Station(s): 37\*, 38\*

<u>Incident Type</u>	<u>Description</u>	<u>Count</u>	
<b>Station: 370</b>			
1 - Fire		1	0.07%
100 - Fire, other		1	0.07%
142 - Brush, or brush and grass mixture fire		3	0.20%
<b>Total - Fires</b>		<b>5</b>	<b>4.31%</b>
321 - EMS call, excluding vehicle accident with injury		56	3.69%
322 - Vehicle accident with injuries		4	0.26%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>60</b>	<b>51.72%</b>
412 - Gas leak (natural gas or LPG)		1	0.07%
<b>Total - Hazardous Conditions (No fire)</b>		<b>1</b>	<b>0.86%</b>
541S - Snake Call		2	0.13%
553 - Public service		5	0.33%
<b>Total - Service Call</b>		<b>7</b>	<b>6.03%</b>
651 - Smoke scare, odor of smoke		2	0.13%
<b>Total - Good Intent Call</b>		<b>2</b>	<b>1.72%</b>
744 - Detector activation, no fire - unintentional		3	0.20%
<b>Total - Fals Alarm &amp; False Call</b>		<b>3</b>	<b>2.59%</b>
Incident Type is blanks		38	2.50%
<b>Total - incident type left blank</b>		<b>38</b>	<b>32.76%</b>
<b>Total for Station</b>		<b>116</b>	<b>7.64%</b>
<b>Station: 372</b>			
321 - EMS call, excluding vehicle accident with injury		4	0.26%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>4</b>	<b>14.29%</b>
541S - Snake Call		1	0.07%
553 - Public service		12	0.79%
<b>Total - Service Call</b>		<b>13</b>	<b>46.43%</b>
Incident Type is blanks		11	0.72%
<b>Total - incident type left blank</b>		<b>11</b>	<b>39.29%</b>
<b>Total for Station</b>		<b>28</b>	<b>1.84%</b>
<b>Station: 373</b>			
100 - Fire, other		2	0.13%
142 - Brush, or brush and grass mixture fire		1	0.07%
<b>Total - Fires</b>		<b>3</b>	<b>1.32%</b>
321 - EMS call, excluding vehicle accident with injury		79	5.20%
322 - Vehicle accident with injuries		1	0.07%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>80</b>	<b>35.09%</b>
412 - Gas leak (natural gas or LPG)		1	0.07%
<b>Total - Hazardous Conditions (No fire)</b>		<b>1</b>	<b>0.44%</b>
541S - Snake Call		5	0.33%

**Incident**

<b><u>Type</u></b>	<b><u>Description</u></b>	<b><u>Count</u></b>	
<b>Station: 373 - (Continued)</b>			
551 - Assist police or other governmental agency		1	0.07%
553 - Public service		61	4.02%
571 - Cover assignment, standby, moveup		1	0.07%
<b>Total - Service Call</b>		<b>68</b>	<b>29.82%</b>
651 - Smoke scare, odor of smoke		1	0.07%
<b>Total - Good Intent Call</b>		<b>1</b>	<b>0.44%</b>
744 - Detector activation, no fire - unintentional		6	0.39%
<b>Total - Fals Alarm &amp; False Call</b>		<b>6</b>	<b>2.63%</b>
Incident Type is blanks		69	4.54%
<b>Total - incident type left blank</b>		<b>69</b>	<b>30.26%</b>
<b>Total for Station</b>		<b>228</b>	<b>15.01%</b>
<b>Station: 374</b>			
1 - Fire		1	0.07%
<b>Total - Fires</b>		<b>1</b>	<b>0.67%</b>
321 - EMS call, excluding vehicle accident with injury		53	3.49%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>53</b>	<b>35.57%</b>
541S - Snake Call		8	0.53%
553 - Public service		20	1.32%
<b>Total - Service Call</b>		<b>28</b>	<b>18.79%</b>
611T - Dispatch TEST call		1	0.07%
651 - Smoke scare, odor of smoke		2	0.13%
<b>Total - Good Intent Call</b>		<b>3</b>	<b>2.01%</b>
744 - Detector activation, no fire - unintentional		5	0.33%
<b>Total - Fals Alarm &amp; False Call</b>		<b>5</b>	<b>3.36%</b>
Incident Type is blanks		59	3.88%
<b>Total - incident type left blank</b>		<b>59</b>	<b>39.60%</b>
<b>Total for Station</b>		<b>149</b>	<b>9.81%</b>
<b>Station: 375</b>			
100 - Fire, other		3	0.20%
111 - Building fire		1	0.07%
<b>Total - Fires</b>		<b>4</b>	<b>2.04%</b>
321 - EMS call, excluding vehicle accident with injury		79	5.20%
322 - Vehicle accident with injuries		6	0.39%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>85</b>	<b>43.37%</b>
541S - Snake Call		6	0.39%
553 - Public service		25	1.65%
<b>Total - Service Call</b>		<b>31</b>	<b>15.82%</b>
744 - Detector activation, no fire - unintentional		10	0.66%
<b>Total - Fals Alarm &amp; False Call</b>		<b>10</b>	<b>5.10%</b>
Incident Type is blanks		66	4.34%
<b>Total - incident type left blank</b>		<b>66</b>	<b>33.67%</b>
<b>Total for Station</b>		<b>196</b>	<b>12.90%</b>
<b>Station: 376</b>			

**Incident**

<b><u>Type</u></b>	<b><u>Description</u></b>	<b><u>Count</u></b>	
<b>Station: 376 - (Continued)</b>			
1 - Fire		1	0.07%
100 - Fire, other		2	0.13%
131 - Passenger vehicle fire		1	0.07%
<b>Total - Fires</b>		<b>4</b>	<b>3.13%</b>
321 - EMS call, excluding vehicle accident with injury		56	3.69%
322 - Vehicle accident with injuries		2	0.13%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>58</b>	<b>45.31%</b>
541S - Snake Call		4	0.26%
553 - Public service		11	0.72%
<b>Total - Service Call</b>		<b>15</b>	<b>11.72%</b>
651 - Smoke scare, odor of smoke		3	0.20%
<b>Total - Good Intent Call</b>		<b>3</b>	<b>2.34%</b>
744 - Detector activation, no fire - unintentional		7	0.46%
<b>Total - Fals Alarm &amp; False Call</b>		<b>7</b>	<b>5.47%</b>
Incident Type is blanks		41	2.70%
<b>Total - incident type left blank</b>		<b>41</b>	<b>32.03%</b>
<b>Total for Station</b>		<b>128</b>	<b>8.43%</b>
<b>Station: 377</b>			
1 - Fire		1	0.07%
100 - Fire, other		1	0.07%
111 - Building fire		1	0.07%
<b>Total - Fires</b>		<b>3</b>	<b>1.44%</b>
321 - EMS call, excluding vehicle accident with injury		107	7.04%
322 - Vehicle accident with injuries		9	0.59%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>116</b>	<b>55.77%</b>
541S - Snake Call		3	0.20%
553 - Public service		8	0.53%
<b>Total - Service Call</b>		<b>11</b>	<b>5.29%</b>
651 - Smoke scare, odor of smoke		1	0.07%
<b>Total - Good Intent Call</b>		<b>1</b>	<b>0.48%</b>
744 - Detector activation, no fire - unintentional		13	0.86%
<b>Total - Fals Alarm &amp; False Call</b>		<b>13</b>	<b>6.25%</b>
Incident Type is blanks		64	4.21%
<b>Total - incident type left blank</b>		<b>64</b>	<b>30.77%</b>
<b>Total for Station</b>		<b>208</b>	<b>13.69%</b>
<b>Station: 378</b>			
100 - Fire, other		1	0.07%
131 - Passenger vehicle fire		1	0.07%
<b>Total - Fires</b>		<b>2</b>	<b>2.67%</b>
321 - EMS call, excluding vehicle accident with injury		15	0.99%
322 - Vehicle accident with injuries		1	0.07%
<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>		<b>16</b>	<b>21.33%</b>
541S - Snake Call		3	0.20%
553 - Public service		31	2.04%

**Incident**

<b><u>Type</u></b>	<b><u>Description</u></b>	<b><u>Count</u></b>	
<b>Station: 378 - (Continued)</b>			
	<b>Total - Service Call</b>	<b>34</b>	<b>45.33%</b>
611T - Dispatch TEST call		1	0.07%
	<b>Total - Good Intent Call</b>	<b>1</b>	<b>1.33%</b>
744 - Detector activation, no fire - unintentional		1	0.07%
	<b>Total - Fals Alarm &amp; False Call</b>	<b>1</b>	<b>1.33%</b>
Incident Type is blanks		21	1.38%
	<b>Total - incident type left blank</b>	<b>21</b>	<b>28.00%</b>
	<b>Total for Station</b>	<b>75</b>	<b>4.94%</b>
<b>Station: 379</b>			
100 - Fire, other		1	0.07%
	<b>Total - Fires</b>	<b>1</b>	<b>0.52%</b>
321 - EMS call, excluding vehicle accident with injury		94	6.19%
322 - Vehicle accident with injuries		5	0.33%
	<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>	<b>99</b>	<b>51.56%</b>
412 - Gas leak (natural gas or LPG)		2	0.13%
	<b>Total - Hazardous Conditions (No fire)</b>	<b>2</b>	<b>1.04%</b>
541S - Snake Call		5	0.33%
553 - Public service		8	0.53%
	<b>Total - Service Call</b>	<b>13</b>	<b>6.77%</b>
651 - Smoke scare, odor of smoke		1	0.07%
	<b>Total - Good Intent Call</b>	<b>1</b>	<b>0.52%</b>
744 - Detector activation, no fire - unintentional		2	0.13%
	<b>Total - Fals Alarm &amp; False Call</b>	<b>2</b>	<b>1.04%</b>
Incident Type is blanks		74	4.87%
	<b>Total - incident type left blank</b>	<b>74</b>	<b>38.54%</b>
	<b>Total for Station</b>	<b>192</b>	<b>12.64%</b>
<b>Station: 380</b>			
100 - Fire, other		3	0.20%
142 - Brush, or brush and grass mixture fire		1	0.07%
	<b>Total - Fires</b>	<b>4</b>	<b>2.01%</b>
321 - EMS call, excluding vehicle accident with injury		108	7.11%
322 - Vehicle accident with injuries		7	0.46%
	<b>Total - Rescue &amp; Emergency Medical Service Incidents</b>	<b>115</b>	<b>57.79%</b>
541S - Snake Call		5	0.33%
553 - Public service		4	0.26%
	<b>Total - Service Call</b>	<b>9</b>	<b>4.52%</b>
611T - Dispatch TEST call		1	0.07%
	<b>Total - Good Intent Call</b>	<b>1</b>	<b>0.50%</b>
744 - Detector activation, no fire - unintentional		9	0.59%
	<b>Total - Fals Alarm &amp; False Call</b>	<b>9</b>	<b>4.52%</b>
Incident Type is blanks		61	4.02%
	<b>Total - incident type left blank</b>	<b>61</b>	<b>30.65%</b>



**Incident**

**Type**      **Description**  
Total for Station

<b><u>Count</u></b>	
199	13.10%
1,519	100.00%



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief

MTG. DATE: January 21, 2025

SUBJECT: Discussion and/or possible action regarding the approval of the Golder Ranch Fire District Strategic Plan content

ITEM #: 8A

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

As you are aware, staff have been working on a new Strategic Business Plan for the district, as the current Strategic Plan has expired. The proposed Strategic Business Plan content will be presented and the philosophy and process of the plan will be discussed. Staff is asking that the board suggest changes and/or approve the content of this Strategic Business Plan prior to our publishing in a formal professional document. Following board approval of this content, the Strategic Business Plan will be converted into a formal professional document for public facing display. The final document will then be shared with the board in the consent agenda in February. While this procedure may be a bit different than board approval of past strategic plans, the intent is to allow final board input into content prior to completing the formal document with a graphic designer.

### RECOMMENDED MOTION

Move to approve and adopt the content of the Golder Ranch Fire District Strategic Business plan as presented.

## Message from the Fire Chief:

Dear Golder Ranch Fire District Community,

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

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

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

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

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

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

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

Sincerely,



Tom Brandhuber  
Fire Chief  
Golder Ranch Fire District

Acknowledgments:

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

Add Strategic Planning acknowledgements list information

DRAFT

## Introduction:

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

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

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

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

## Organizational Assessment and Identity:

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

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

- **INTERNAL STAKEHOLDER INPUT:** Seven facilitated sessions and one asynchronous (survey style) session were conducted between May 20, 2024 and June 18, 2024 on GRFD today, the changes ahead, and participant feedback on the mission, vision, values, and mottos for the organization. These sessions had 206 participants (155 uniformed personnel and 51 non-uniformed), encompassing 68% of district personnel.
- **GRFD BOARD DISCUSSION:** This was a review of the internal feedback sessions and a general discussion of GRFD today and the regional changes ahead. It was held on June 4, 2024.
- **COMMUNITY FEEDBACK SURVEY:** This was an asynchronous (survey-style) session conducted between June 3, 2024 and June 21, 2024 with residents, business leaders, and government stakeholders. 71 participants (57 residents, nine government partners, and five district businesses) accessed the survey on GRFD today, changes ahead, and the organization's mission, vision, values, and mottos.
- **GRFD LEADERSHIP WORKSHOP:** As a final activity, a leadership roundtable was held with members of the Local 3832 executive board and the GRFD executive leadership team in person on June 26, 2024 to review stakeholder feedback and provide additional feedback on GRFD today, our organization identity and potential mission, vision, values, and motto changes.

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

This committee's work resulted in an updated Mission, Vision, Values, and Motto for the Golder Ranch Fire District. The governing board approved this update on November 19, 2024.

*Mission Statement*

To provide community stability through compassionate service

*Vision Statement*

To be progressive and innovative public safety leaders

*Values*

The Golder Ranch Fire District serves with PRIDE:

**Professionalism** – is achieved through consistently demonstrating accountability, upholding high standards, and fostering a respectful, ethical, and productive work environment.

**Respect** – is achieved through recognizing and embracing individual differences, and actively promoting diversity as a source of strength.

**Integrity** – is achieved through consistently making the right decisions, even when faced with challenges or adversity.

**Dependability** – is achieved through consistently delivering capable, proactive service and meeting commitments with reliability.

**Excellence** – is achieved through actively pursuing continuous improvement, engaging in ongoing training, and striving for the best outcomes in every situation.

*Official Motto*

Community First!

# Development of a Strategic Business Plan:

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

As mentioned earlier, the firm, Managing Results, LLC., was selected through the RFP process to facilitate the development of this portion of the plan. In addition to facilitating the process, the Golder Ranch Fire District has licensed the Managing for Results (MFR) methodology from Managing Results, LLC, to facilitate the creation of this Strategic Business Plan.

## IMPORTANCE OF A PERFORMANCE-BASED PROCESS:

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

### Keys to Managing for Results:

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

## THE MANAGING FOR RESULTS SYSTEM:

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

- **PLANNING FOR RESULTS** enables leadership to set strategies for direction and determine goals and objectives. GRFD’s strategic business plan refers to both strategic and operational outcomes, providing the framework for the district’s budget.
- **EMPLOYEE/CONTRACTOR PERFORMANCE MANAGEMENT** links the district’s strategic results and performance to ensure that service delivery is consistent with strategic and operational goals, whether services are provided by external contractors or by internal teams and individuals.



- **BUDGETING FOR RESULTS** structures the district’s budget around lines of business and programs to ensure appropriate resource allocation that aligns with desired outcomes. This approach integrates results and financials to optimize the district’s investment decisions.
- **PERFORMANCE DATA COLLECTION** enables the district to accurately capture and review performance information. This allows staff to continuously seek performance improvements and make informed operational decisions.
- **REPORTING RESULTS** delivers clear, concise performance reports on outcomes for community members, leadership, and employees. These performance reports enhance transparency and demonstrate the district’s accountability for the investments made by our citizens.
- **EVALUATING FOR RESULTS** involves thoroughly examining performance data to identify opportunities for service-level improvements and enhanced customer experiences (results).
- **DECISION-MAKING FOR RESULTS** utilizes performance data at all levels of the district, ensuring that governing board members, leaders, and operational teams can make well-informed decisions. This process enhances customer experiences and citizen confidence in the district’s operations.



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*The Managing for Results (MFR) methodology used by Golder Ranch Fire District in this Strategic Business Plan is licensed by Managing Results, LLC, to client organizations strictly in accordance with authorized licensing agreements. Any other use is prohibited without prior written permission from*

*Managing Result, LLC. For licensing information, please contact Managing Results, LLC, at [info@managingresults.com](mailto:info@managingresults.com).*

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# **GRFD’s “Planning for Results” process**

## **Strategic Planning**

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

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## Strategic Issue Statements

### Issue 1- Culture

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

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

### Issue 2- Communication

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

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

### Issue 3 – Cost, Value, and Impact of Services

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

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

### Issue 4 – Community Growth and Expectations

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

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

#### Issue 5 – Increased Calls for Service (Non- Emergency)

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

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

#### Issue 6 – Health, Safety and Wellness

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

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

#### Issue 7 – Training and Development

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

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

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

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

Strategic Results
<p data-bbox="228 667 1036 699">Strategic Result 1 – Exceptional Customer Service &amp; Culture</p> <p data-bbox="228 730 1386 842">The community will continue to experience a Fire District that is committed to its culture of providing exceptional customer service in a family-oriented environment, as evidenced by:</p> <ul data-bbox="277 869 1386 1631" style="list-style-type: none"><li data-bbox="277 869 1386 980">• By January 1, 2026 a baseline measure will be established for surveyed respondents who report being treated respectfully. <u>Strategic Result Ownership: Fire Chief</u> <u>Contributing programs: All</u></li><li data-bbox="277 1016 1386 1127">• By January 1, 2026 a baseline measure will be established for surveyed respondents who report being treated with kindness or compassion. <u>Strategic Result Ownership: Fire Chief</u> <u>Contributing programs: All</u></li><li data-bbox="277 1163 1386 1274">• By January 1, 2026 a baseline measure will be established for surveyed respondents who report that their problem was addressed appropriately <u>Strategic Result Ownership: Fire Chief</u> <u>Contributing programs: All</u></li><li data-bbox="277 1310 1386 1421">• By March 2025 the Golder Ranch Fire District will develop a written description of its desired family-oriented culture <u>Strategic Result Ownership: Fire Chief</u> <u>Contributing programs: Office of the Chief</u></li><li data-bbox="277 1457 1386 1631">• By January 1, 2026 a baseline measure will be established for surveyed respondents who report that they experience the Golder Ranch Fire District’s family-oriented culture <u>Strategic Result Ownership: Fire Chief</u> <u>Contributing programs: All</u></li></ul>

## Strategic Result 2 – Communications

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

- By January 1, 2026 a baseline measure will be established for surveyed respondents who report that they understand the decisions of management and why those decisions are made

Strategic Result Ownership: Community Relations Supervisor

Contributing programs: All

- Beginning in 2025, the Golder Ranch Fire District will develop an annual Performance Report that communicates strategic and operational performance, emphasizing service delivery, required resources, and results.

Strategic Result Ownership: Fire Chief

Contributing programs: All

## Strategic Result 3 – Well-Trained and Professional Workforce

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

- By January 1, 2026 a baseline measure will be established for the percentage of open positions with multiple qualified internal applicants

Strategic Result Ownership: Deputy Chief of Professional Development and EMS

Contributing programs: Human Resources, Professional Development

- By January 1, 2026 a decision will be made regarding viable options for the district’s training capabilities and/or facilities

Strategic Result Ownership: Assistant Chief of Support Services

Contributing programs: Facilities, Professional Development, Procurement, Finance, Office of the Chief

- By January 1, 2026 a baseline measure will be established for the percentage of administrative and operational support staff that participate in professional development

Strategic Result Ownership: Fire Chief

Contributing programs: All Programs

## Strategic Result 4 – Healthy Workforce

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

- By 2029, 80% of district members will voluntarily attend a Struggle Well\* class

Strategic Result Ownership: Deputy Chief of Support Services

Contributing programs: Health and Safety

By 2026, the district will achieve 100% compliance with the completion of annual physical exams

Strategic Result Ownership: Deputy Chief of Support Services

Contributing programs: Health and Safety

#### Strategic Result 5 – High-Performing Organization

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

- There will be a reduction in preventable injuries as outlined in the Community Risk Reduction Plan\* (example: By 2026, there will be a 5% reduction in preventable falls.)

Strategic Result Ownership: Deputy Chief of CRR

Contributing programs: Community Education, Community Engagement

- By 11/1/24 to enhance reliability and efficiency, the Golder Ranch Fire District will develop a proof of concept for an alternative deployment model to meet the evolving needs and expectations of the community.

Strategic Result Ownership: Deputy Chief of CRR

Contributing programs: Community Resource Technician

- The Golder Ranch Fire District will continue to work cohesively with medical direction to maintain premier provider status for EMS from the Arizona Department of Health Services

Strategic Result Ownership: Deputy Chief of Professional Development and EMS

Contributing programs: EMS Response

By 2026, turnout time for EMS will be 1:15 or less 90% of the time (2019-2024 Baseline: 1:34)

Strategic Result Ownership: Deputy Chief of Fire Response

Contributing programs: Fire Response, EMS Response

- By 2026, turnout time for Fire will be 1:30 or less 90% of the time (2019-2024 Baseline: 1:37)

Strategic Result Ownership: Deputy Chief of Fire Response

Contributing programs: Fire Response

- The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times

Strategic Result Ownership: Fire Chief

Contributing programs: Technology, Office of the Chief, Fire Response



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

**Summary Table of Linkages**

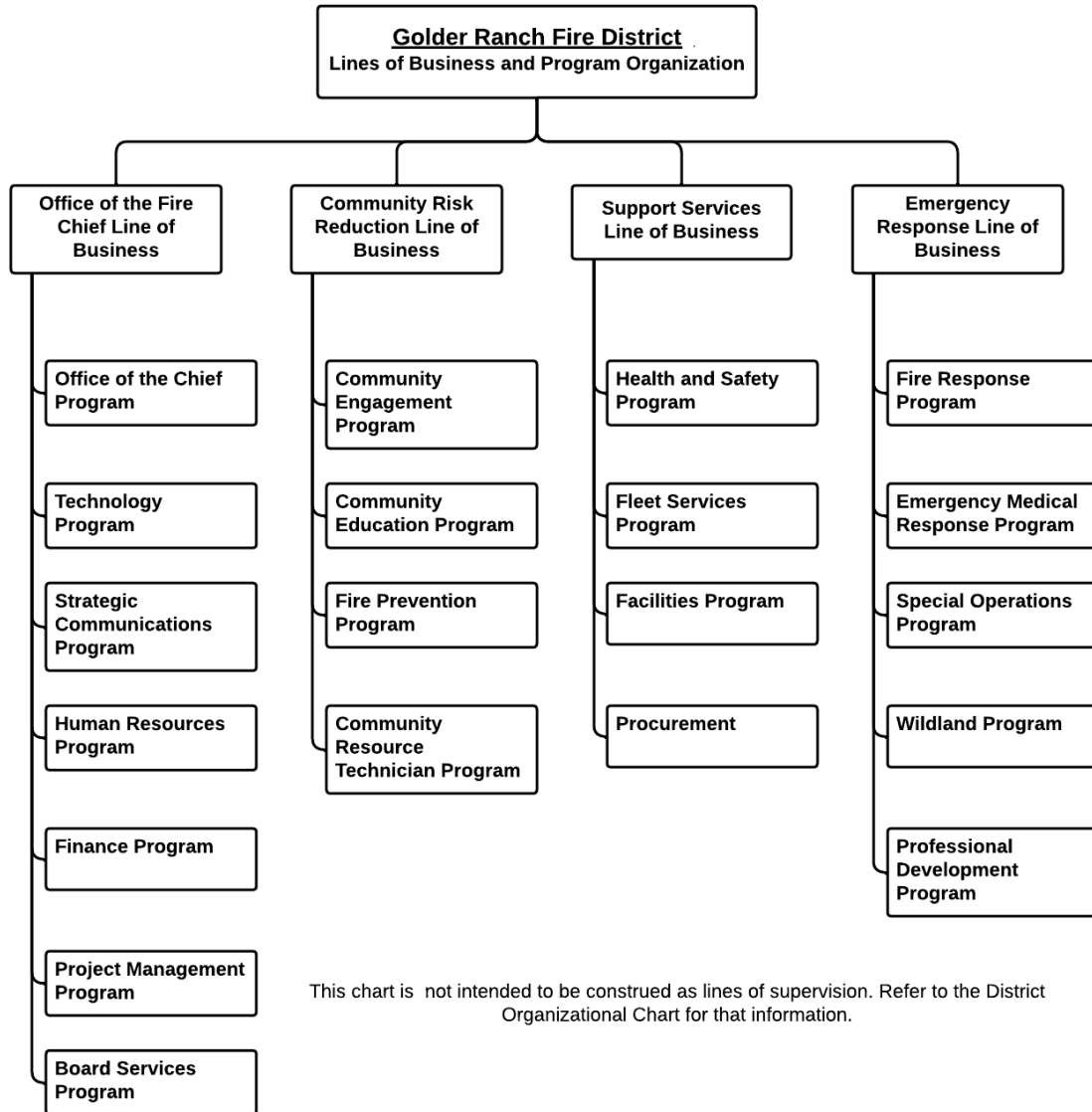
Strategic Result	Strategic Issues Addressed
<b>Exceptional Customer Service &amp; Culture</b>	1. Culture 2. Communication 3. Cost, Value, and Impact
<b>Communications</b>	2. Communication 3. Cost, Value, and Impact
<b>Well-Trained Workforce</b>	4. Community Growth and Expectations 7. Training and Development
<b>Healthy Workforce</b>	1. Culture 6. Health, Safety, and Wellness
<b>High-Performing Organization</b>	3. Cost, Value, and Impact 4. Community Growth and Expectations 5. Increased Calls for Service

## Strategic Business Planning

Following the strategic planning phase, the executive leadership team analyzed all aspects of our operations and inventoried the services provided to internal and external customers. This analysis organized the district’s business operations into three levels: lines of business, programs, and services.

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

# Performance-Based Budget Structure



## Performance Measures

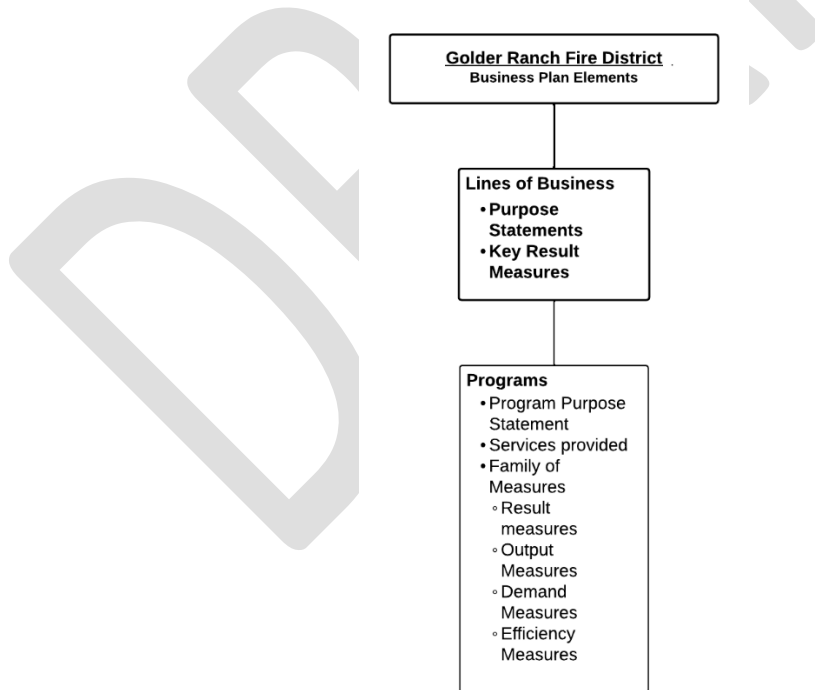
Following the development of the budget structure, each program manager brought in a team of stakeholders of all ranks. These program teams wrote a purpose statement and developed performance measures for each program based on the Family of Measures® framework provided by Managing Results, LLC. Purpose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

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

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

## Strategic Business Plan

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



<b>Line of Business: Office of the Chief</b>	
<b>LOB Oversight: Fire Chief / Assistant Chiefs</b>	
<b>Purpose Statement</b>	The purpose of the GRFD Office of the Chief line of business is to provide essential services to the district, GRFD employees, and the community, so they can experience a family-oriented culture, trust in the organization, and a stable and viable district for the future.
<b>Key Results</b>	<ul style="list-style-type: none"> <li>• % change in reach/engagement of GRFD strategic communications</li> <li>• % GRFD operational programs that are on or under budget</li> <li>• % projects completed within the initial timeline</li> <li>• % of time the network is up and available</li> <li>• Employee retention rate of x</li> <li>• # Records request responses</li> <li>• % of surveyed respondents are satisfied with the service received from technology</li> <li>• By March 2025, GRFD will develop a written description of its desired family-oriented culture</li> </ul>
Program: Office of the Chief	
Manager: Fire Chief	
<b>Program Purpose Statement</b>	The purpose of the Office of the Chief program is to provide strategic direction and leadership services to our employees, Golder Ranch Fire District, and our community so they can take care of our people, take care of the organization, and take care of our community.
<b>Family of Measures</b>	<p>Results</p> <p>Our People</p> <ul style="list-style-type: none"> <li>• By March 2025 the Golder Ranch Fire District will develop a written description of its desired family-oriented culture</li> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed members who report that they experience the Golder Ranch Fire District's family-oriented culture</li> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed members who report that they understand the decisions of management and why those decisions are made</li> <li>• Beginning in 2025, the Golder Ranch Fire District will develop an annual performance report that communicates strategic and operational performance with an emphasis on service delivery, required resources and results.</li> <li>• By 2029, 80% of district members will voluntarily attend a Struggle Well* class</li> </ul>

	<ul style="list-style-type: none"> <li>• By 2026, the district will achieve 100% compliance with the completion of annual physical exams</li> </ul> <p>Our Organization</p> <ul style="list-style-type: none"> <li>• % Strategic and operational results achieved</li> <li>• By January 1, 2026 a baseline will be determined for the number of open positions that have multiple qualified internal applicants</li> <li>• The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times</li> <li>• % Legal actions taken against the district which result in no penalties or payouts</li> <li>• % of surveyed respondents are satisfied with the service received from the Office of the Chief</li> <li>• % Accreditation findings/recommendations addressed and approved by the Executive Leadership Team</li> <li>• % Accreditation findings/recommendations addressed and approved in the next CFAI accreditation review</li> <li>• % of program budgets within 5% variance</li> <li>• # of meetings with primary PSAP directors</li> </ul> <p>Our Community</p> <ul style="list-style-type: none"> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that they were treated with respect</li> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that they were treated with kindness or compassion</li> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that their problem was addressed appropriately</li> <li>• By January 1, 2026 a baseline will be determined for the number of surveyed respondents who report that GRFD provides value for their tax dollar</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # Board meetings supported</li> <li>• # Executive leadership training opportunities completed</li> <li>• # Community and strategic representations provided</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # Executive leadership training opportunities expected to be requested</li> <li>• # Community leadership representations expected to be requested</li> <li>• # Accreditation findings or recommendations</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ Program expenditures: total GRFD budget</li> </ul>

	<ul style="list-style-type: none"> <li>• \$ Program expenditures: net assessed value of commercial and residential properties</li> </ul>
Program Services	Board communications Board meetings Board reports Chaplain management services Community and strategic representations Community risk assessment Customer inquiry responses End-of-week reports Executive leadership training opportunities Governing board presentations Honor Guard services Implementation plans Industry-standard guidelines implementation (OSHA, CFAI, CAAS) Labor relations management Last team services Mission, vision, value development Office of the Chief communications Operational program performance reviews Pipe and drum services Policy development and reviews Political and legislative relationship management services Strategic leadership Strategic plans Work plans
Program: Strategic Communications	
Manager: Community and Media Relations Supervisor	
Program Purpose Statement	The purpose of the Strategic Communications program is to provide emergency alerts and updates, public service announcements, media content creation and monitoring, and executive leadership communications services to the Golder Ranch Fire District organization, our employees, and the community we serve so they can stay connected and experience enhanced awareness of the district's public safety operations, events, and initiatives.
Family of Measures	Results <ul style="list-style-type: none"> <li>• % change in the reach/engagement of GRFD social media communications</li> <li>• % reach/engagement of internal strategic communications</li> <li>• % surveyed community respondents who report that they have a good understanding of the district's public safety operations, events, and initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>• % surveyed members who report that they have an enhanced awareness of the district’s events and initiatives</li> <li>• % surveyed members who report that they understand the decisions of management and why those decisions are made</li> <li>• % of surveyed respondents are satisfied with the service received from strategic communications</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # Emergency alerts and updates</li> <li>• # Press releases</li> <li>• # Public service announcements (PSAs)</li> <li>• # Employee spotlights</li> <li>• # Executive level communication reviews</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # Public service announcements (PSAs) expected to be demanded</li> <li>• # Employee spotlights expected to be demanded</li> <li>• # Executive level communications reviews expected to be demanded</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per total # strategic communications delivered</li> <li>• \$ Program expenditure per capita</li> <li>• \$ Program expenditure per GRFD Member</li> </ul>
Program Services	<p>Advertisements (graphics)  Brand awareness communications  Community board communications  Community board representations  Digital content (videos, pictures, reels, posts, advertisements)  Emergency alerts and updates  Employee spotlights  Executive leadership communications reviews  Media articles  Press releases  Public service announcements (PSAs)  Social media content  Telephone and website responses</p>
Program: Technology	
Manager: Technology Director	
Program	The purpose of the Technology program is to provide comprehensive and reliable technological systems, solutions and

<p>Purpose Statement</p>	<p>support services to our organization and public safety partners so they can experience improved operational efficiencies that allow them to deliver public safety services to the community.</p>
<p>Family of Measures</p>	<p>Results</p> <ul style="list-style-type: none"> <li>• % time the server is up and available</li> <li>• % time network is up and available</li> <li>• % time Telestaff is up and available</li> <li>• % time ImageTrend is up and available</li> <li>• % low-priority help-desk responses that are addressed within two business days according to the service level agreement</li> <li>• % medium-priority help-desk responses that are addressed within 1-2 business days according to the service level agreement</li> <li>• % high-priority help-desk responses that are addressed within 8 hours according to the service level agreement</li> <li>• % critical applications that are integrated</li> <li>• % of surveyed respondents are satisfied with the service received from technology</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # tier 1 help-desk responses provided</li> <li>• # tier 2 help-desk responses provided</li> <li>• # tier 3 help-desk responses provided</li> <li>• # GIS projects completed</li> <li>• # critical system security audits completed</li> <li>• # devices supported</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• Year-over-year support ticket volume.</li> <li>• # GIS projects expected to be requested</li> <li>• # critical system security audits expected to be demanded</li> <li>• # devices expected to be supported</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per GRFD member supported</li> <li>• \$ program expenditure per total number of devices supported</li> <li>• \$ expenditure for outsourced vendors</li> </ul>



Program Services	Active directory configurations Active directory deployments Active directory security systems and checks Active directory single sign-ons Admin WIFI After-hours/on-call responses Application integrations Board AV supports Computer confiscation Computer deployments Computer security monitoring sessions Contracted it services Critical system security audits Data analysis sessions Data backup's Data center monitoring sessions Data security systems and checks Dispatch deliveries Duo factor apps Email security systems and checks Email setup's Fiber configurations Fiber deployments File accesses Fire records management system monitoring sessions Fire records management system updates/upgrades Firewall configurations Firewall security system and checks Firewall VPN/remote GIS data analysis sessions GIS maps GIS projects Help desk responses Internet accesses Internet security systems and checks IT/GIS training sessions Microwave configuration Microwave deployments Microwave monitoring Mobile data computer configurations Mobile data computer monitoring Network monitoring New hire account creations
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	Patient records management system monitoring sessions Patient records management system updates/upgrades Phone configurations Phone deployments Phone repairs Phone security checks Public WIFI Radio maintenance sessions Server deployments Server monitoring sessions Server security checks SMS/text application setups Station alerts Switch/router configurations Switch/router deployments Switch/router security systems Vendor WIFI VHF radio configurations VHF radio monitoring sessions Website administration WIFI Configurations WIFI Deployments WIFI Security System and Checks
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Program: Human Resources

Manager: Human Resources Director

Program Purpose Statement	The purpose of the Human Resources Program is to provide benefits, recruitment, compensation, consulting, and advocacy services to the Golder Ranch Fire District, its employees, and their families so they can be successful.
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Family of Measures	Results <ul style="list-style-type: none"> <li>• Employee retention rate</li> <li>• Disability and injury rate</li> <li>• % of employees compensated at 101% of the comparable market using the latest district-completed salary survey.</li> <li>• % of surveyed respondents are satisfied with the service received from human resources</li> <li>• % of surveyed respondents that report they are satisfied with the benefits package</li> </ul>
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	Outputs <ul style="list-style-type: none"> <li>• # medical leave cases handled</li> <li>• # employee recruitments conducted</li> </ul>
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	<ul style="list-style-type: none"> <li>• # employee benefits plans administered</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # medical leave cases expected to be required</li> <li>• # employee recruitments expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditures per GRFD employee</li> </ul>
Program Services	<p>Employee benefits administration</p> <ul style="list-style-type: none"> <li>- Retiree benefits administration</li> <li>- Health insurance</li> <li>- Pensions administrations</li> <li>- Employee assistance program referrals</li> </ul> <p>Compensation schedules</p> <p>Compensation studies</p> <p>Compensation changes</p> <p>Disciplinary reviews and supports</p> <p>Employee off-boardings</p> <p>Employee recognitions</p> <p>Employee recruitments</p> <ul style="list-style-type: none"> <li>- Job analysis and descriptions</li> <li>- Recruitment schedules and postings</li> <li>- Interview questions</li> <li>- Minimum qualification checks</li> <li>- Internal recruitments</li> <li>- Credibility checks</li> </ul> <p>Federal reports</p> <p>HR Consultations</p> <p>HR Inquiry responses</p> <p>Job descriptions</p> <p>Legal defenses</p> <p>Personnel performance evaluations</p> <p>Policy administration</p> <ul style="list-style-type: none"> <li>- Policy interpretations</li> <li>- Policy development process</li> <li>- Policy research and recommendations</li> </ul> <p>Medical leave administration</p> <ul style="list-style-type: none"> <li>- Work-related medical leave</li> <li>- Non-work-related leave</li> </ul> <p>On-boardings</p> <ul style="list-style-type: none"> <li>- Background checks</li> <li>- Finger printings</li> <li>- Drug checks</li> </ul>

	- Physicals
Program: Finance	
Manager: Finance Director	
Program Purpose Statement	The purpose of the Finance Program is to provide Fiscal Resource Management and Consultation services to the Golder Ranch family, community members, and other agencies so they can be paid and billed on time, make well-informed decisions & fulfill their fiduciary responsibilities.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % GRFD operational programs that are on or under budget</li> <li>• % payroll payments accurately paid on payday.</li> <li>• % vendor payments accurately paid within 30 days of receipt by GRFD personnel.</li> <li>• % vendor payments accurately paid within 15 days of receipt by finance personnel.</li> <li>• % transports billed within 7 days of the date of service.</li> <li>• % months that actual to budget reports are delivered by the second Tuesday of the following month.</li> <li>• % outside auditor opinion that results in an “unqualified opinion.”</li> <li>• % of surveyed respondents are satisfied with the service received from finance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # wildland billings provided</li> <li>• # EMS memberships provided</li> <li>• # vendor payments provided</li> <li>• # employee payments provided</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # patient ambulance transports expected to be required</li> <li>• # employee payments required</li> <li>• # vendor payments required</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure as a ratio of the district budget</li> <li>• \$ net cost per ambulance transport billed</li> </ul>
Program Services	<p>Annual financial audit</p> <p>Board meetings</p> <p>Board member training</p>

	<p>Cash flow requirements  Customer consulting services  Education reimbursements  Employees payments  EMS memberships  Equipment reimbursements  Financial reports (internal/external)  Grant billing  Grant proposals/applications  Insurance policy purchase  Ambulance billing  Intergovernmental billing services  Internal financial reports  Liability insurance purchases  Patient payments  Regulatory compliance reports  Retirement plan administrations  Scheduling management  Special services billing (fleet, IT)  Tax rate recommendations  Taxpayer training  Taxpayer training sessions  Travel reimbursements  Treasury management  Vendor payments  Wildland billing</p>
<p>Program: Project Management</p>	
<p>Manager: Project Manager</p>	
<p>Program Purpose Statement</p>	<p>The purpose of the Project Management program is to provide project support, timeline management, and implementation services to the Golder Ranch Fire District and our employees so they can plan, prepare, and complete projects to enhance the delivery of public safety services.</p>
<p>Family of Measures</p>	<p>Results</p> <ul style="list-style-type: none"> <li>• % projects completed within the initial timeline</li> <li>• % projects completed within budget</li> <li>• % projects utilizing grant funding</li> <li>• % of surveyed respondents are satisfied with the service received from project management</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # projects supported per quarter</li> <li>• # project consultation sessions engaged</li> </ul>

	<ul style="list-style-type: none"> <li>• # accreditation improvement projects supported (all accreditations)</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # hours applied per month to support projects</li> <li>• # conceptual projects in discussion</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per employee</li> <li>• \$ program expenditure: total cost or value of projects supported</li> </ul>
Program Services	<p>Accreditation improvement project support  Accreditation support sessions  Capital improvement project consultations  Funding source identifications  Project coordination services  Project consultation sessions  Project timeline measures</p>
Program: Board Services	
Manager: Board Services Supervisor	
Program Purpose Statement	<p>The purpose of the Board Services Program is to provide efficient and accessible administrative support, records management, and transparent governance to GRFD personnel, district residents, and the community at large so they can make informed decisions, participate in district governance, and easily access public records.</p>
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>% of records requests fulfilled within statutory time frames</li> <li>% of board reports published on time</li> <li>% of board meeting minutes posted within three days following the meeting</li> <li>% of records held beyond the retention schedule</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li># of governing board meetings/PSPRS local pension board meetings supported</li> <li># records requests</li> <li># of records destroyed</li> <li># of fingerprinting appointments</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li># of anticipated governing board meetings/PSPRS local pension board meetings supported</li> <li># of anticipated records requests</li> <li># of anticipated records destroyed</li> <li># of anticipated fingerprinting appointments</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>\$ expenditure/board meeting supported</li> </ul>

	\$ expenditure/records request filled
Program Services	<ul style="list-style-type: none"> <li>Board agendas</li> <li>Board communications</li> <li>Board election management services</li> <li>Board meetings</li> <li>Board member training</li> <li>Board minutes</li> <li>Board reports</li> <li>Contracts/Intergovernmental Agreement management</li> <li>Customer relationship management</li> <li>End-of-week reports</li> <li>Essential Records</li> <li>Fingerprint appointments</li> <li>Independent medical exams/independent psychological exams</li> <li>Notary services</li> <li>Office supplies</li> <li>PSPRS agendas</li> <li>PSPRS board communications</li> <li>PSPRS board elections</li> <li>Public hearings</li> <li>Public notices</li> <li>Record destruction</li> <li>Records information management</li> <li>Record retention schedules</li> <li>Records requests- internal/external</li> <li>Regulatory compliance reports</li> <li>Regular memos</li> <li>Resolutions</li> <li>Scheduling management</li> </ul>

<b>Line of Business: Community Risk Reduction (CRR)</b>	
<b>LOB Oversight: Assistant Chief of CRR</b>	
<b>Purpose Statement</b>	The purpose of the GRFD Community Risk Reduction line of business is to provide proactive prevention, education, and community engagement services so that the community can live, work, and serve in a safe environment.
<b>Key Results</b>	<ul style="list-style-type: none"> <li>• % of prevention inspections completed</li> <li>• % of surveyed special event organizers who report that GRFD presence at their event was a positive experience</li> <li>• % of surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks</li> <li>• % of non-emergent call responses provided by community resource technician units</li> </ul>
Program: Community Education	
Manager: Community Education Supervisor	
<b>Program Purpose Statement</b>	The purpose of the Community Education program is to provide interactive community safety education services to Golder Ranch Fire District residents of all ages so they can have the skills to recognize and minimize potential life safety risks.
<b>Family of Measures</b>	<p>Results</p> <ul style="list-style-type: none"> <li>• % surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Seniors, Adults and High School Participants)</li> <li>• % surveyed students and teachers who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Middle School and Elementary School Participants)</li> <li>• % cardiac responses where CPR is administered prior to first unit arrival. (Also included in Emergency Medical Response)</li> <li>• % of surveyed respondents are satisfied with the service received from community education</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # community safety education classes/programs delivered <ul style="list-style-type: none"> <li>○ note: the above measure is an aggregated total that can be disaggregated as needed to provide additional detail</li> </ul> </li> <li>• # community education participants served</li> <li>• # district schools where Golder Ranch Fire District is delivering community education services (total 18 schools)</li> </ul>



	<ul style="list-style-type: none"> <li>• # district HOAs where Golder Ranch Fire District is delivering community education services (total # HOAs)</li> <li>• # assisted living facilities where Golder Ranch Fire District is delivering community education services (total # assisted living facilities)</li> </ul>
	<p>Demand</p> <ul style="list-style-type: none"> <li>• # community safety education classes/programs expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per total # community safety education classes/programs delivered</li> <li>• \$ program expenditure per capita</li> </ul>
Program Services	<p>Community safety education classes/programs</p> <ul style="list-style-type: none"> <li>- Car seat installations</li> <li>- Cool pool rules</li> <li>- Cpr classes</li> <li>- Fire extinguisher classes</li> <li>- General education presentations</li> <li>- High school career classes</li> <li>- Home safety inspections</li> <li>- Life beyond books training classes</li> <li>- Mini musters</li> <li>- Public education and risk reduction training</li> <li>- School presentations</li> <li>- Smoke alarm installations</li> <li>- Talk and truck time training classes</li> </ul> <p>Fall injury classes  File of life documentation  New program development and training classes  Residential lock box key placements  Safety messages  Safety presentations</p>
Program: Community Engagement	
Manager: Deputy Chief of CRR	
Program Purpose Statement	The purpose of the Community Engagement program is to provide creative and interactive outreach services to organizations, businesses and district residents of all ages so they can stay connected and have an ongoing relationship with Fire District personnel who help create and maintain a safe community.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % ongoing special events where the Golder Ranch Fire District is invited back to participate</li> </ul>

	<ul style="list-style-type: none"> <li>• % surveyed special event organizers (organizations, businesses and/or residents) who report that the Golder Ranch Fire District presence at their event was a positive experience</li> <li>• % of surveyed respondents are satisfied with the service received from community engagement</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # special events attended</li> <li>• # fire station tours provided</li> <li>• # ride-alongs provided</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # special events expected to be requested</li> <li>• # fire station tours expected to be requested</li> <li>• # ride-alongs expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per # special events attended</li> <li>• \$ program expenditure per capita</li> </ul>
Program Services	<p>Blood drive partnerships (ex: Red Cross)  Classroom space (For Community Groups, etc.)  Dinners with a Firefighter  Fire station tours  Non-profit contributions  Ride-alongs  Rides to school in a fire truck  District promotion items/handouts  Special events:</p> <ul style="list-style-type: none"> <li>- September 11, 2001 memorial events</li> <li>- Holiday toy drives</li> <li>- Shop with a firefighter</li> <li>- Fall festivals (Trunk or Treat, OVPD Night out on the Town, etc.)</li> <li>- Etc.</li> </ul> <p>Special event request responses  Special event standbys  Career fair representations  Health fair representations</p>
Program: Fire Prevention	
Manager: Deputy Chief of Fire Prevention (Fire Marshal)	
Program Purpose Statement	The purpose of the Fire Prevention Program is to provide education, fire code compliance, inspections, investigations, and prevention services to the community and first responders so they can live, work, and serve in a safer environment.
Family of	Results

Measures	<ul style="list-style-type: none"> <li>• # of violations found</li> <li>• % of violations corrected</li> <li>• % prevention inspections completed</li> <li>• % businesses with open violations</li> <li>• \$ property save</li> <li>• \$ property loss</li> <li>• \$ content save</li> <li>• \$ content loss</li> <li>• % plan reviews completed by the scheduled due date</li> <li>• % emergency incidents where no first responders are injured due to a structure fire.</li> <li>• % emergency incidents where no community members were injured due to a structure fire.</li> <li>• % of surveyed respondents are satisfied with the service received from fire prevention</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # inspections completed</li> <li>• # plan reviews completed</li> <li>• # fire investigations</li> <li>• # training hours completed</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # plan review expected to be requested</li> <li>• # inspections expected to be required</li> <li>• # fire investigations expected</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditures: net assessed value of commercial and residential</li> </ul>
Program Services	<p>Blasting permits  Burn permits  Certification renewals  Certification training presentations  Construction permits  Construction plan review  Detection system inspections  Development plan review  Emergency radio response inspections  Fire code amendments  Fire code compliance education  Fire code consultations  Fire origin and cause investigations  Fire prevention inspections  Fire system plan reviews</p>

	<p>Fireworks inspections  Food truck permits  Fuel system inspections  Gate inspections  Hydrant application  Multi-agency meetings  Operational permits  Public training presentations  Solar photo voltaic system inspections  Special event inspections  Special event plan reviews  Suppression system inspections  Public training presentations  Training courses  Wildland hazard assessments</p>
<p>Program: Community Resource Technician</p>	
<p>Manager: Deputy Chief of CRR</p>	
<p>Program Purpose Statement</p>	<p>The purpose of the Community Resource Technician Program is to provide non-emergency services to our community so they can continue to receive proactive and responsive public assistance services in a cost-effective and efficient manner.</p>
<p>Family of Measures</p>	<p>Results</p> <ul style="list-style-type: none"> <li>• % non-emergency call responses provided by CRT Units</li> <li>• % non-emergency call responses provided by emergency response units</li> <li>• \$ cost non-emergency responses</li> <li>• % of surveyed respondents satisfied with the service received from the CRT program</li> <li>• % reliability of emergency response units in CRT deployment area</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # CRT unit responses provided</li> <li>• # snake removals provided by CRT units</li> <li>• # snake removals by any unit</li> <li>• # smoke alarm battery change responses by CRT units</li> <li>• # smoke alarm battery change responses by any units</li> <li>• # scheduled smoke alarm battery changes by CRT units</li> <li>• # lock box key placements provided by CRT units</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # CRT unit responses expected to be requested</li> <li>• # snake removals expected to be requested of all units</li> </ul>

	<ul style="list-style-type: none"> <li>• # smoke alarm battery change response expected to be requested of all units</li> <li>• # scheduled smoke alarm battery changes expected to be identified</li> <li>• # lock box key placements expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• Cost per non-emergency response provided by CRT units: cost per non-emergency response provided by emergency response units</li> <li>• Operationally ready day cost for CRT personnel to staff a utility truck: operationally ready day cost for emergency response personnel to staff a utility truck</li> </ul>
Program Services	<p>311 call responses  CRT unit responses  Home safety checks  Lock box key replacements  Public awareness initiatives  Smoke alarm battery changes  Scheduled smoke alarm battery changes  Snake removals  Vehicle lockout responses</p>

<b>Line of Business: Support Services</b>	
<b>LOB Oversight: Assistant Chief of Support Services</b>	
<b>Purpose Statement</b>	The purpose of the GRFD Support Services line of business is to provide equipment, technology, fleet, and fixed asset management to GRFD and its public safety partners so they can deliver innovative and progressive public safety services to the community.
<b>Key Results</b>	<ul style="list-style-type: none"> <li>• % of equipment purchased that meets or exceeds industry standards</li> <li>• % of OSHA inspections that meet or exceed standards</li> <li>• # of hours vehicles are out of service per month for unexpected/unplanned service</li> <li>• % of employees that do not experience documented injuries</li> </ul>
Program: Health and Safety	
Manager: Division Chief of Health and Safety	
<b>Program Purpose Statement</b>	The purpose of the Health and Safety Program is to provide prevention, protection and support services, to the members and families of GRFD so they can experience longer, safer and healthier careers and provide exceptional public safety services to our community.
<b>Family of Measures</b>	<b>Results</b> <ul style="list-style-type: none"> <li>• % employees who do not experience documented injuries</li> <li>• % employees who engage with mental health consultation services</li> <li>• % district members who complete their annual physical</li> <li>• % of surveyed respondents are satisfied with the service received from health and safety</li> <li>• % of employees on light duty work assignments returned to full duty within 30 days</li> <li>• # of reported near-miss incidents</li> <li>• # of motor vehicle collisions per 100,000 miles driven</li> </ul>
	<b>Outputs</b> <ul style="list-style-type: none"> <li>• # peer fitness training sessions conducted</li> <li>• # peer support sessions conducted</li> <li>• # mental health consultation sessions engaged</li> <li>• # safety education sessions provided</li> </ul>
	<b>Demands</b> <ul style="list-style-type: none"> <li>• # peer fitness training session expected to be requested</li> <li>• # peer support sessions expected to be requested</li> <li>• # mental health consultation sessions expected to be requested</li> <li>• # safety education sessions expected to be requested</li> </ul>

	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditures per GRFD employee</li> </ul>
Program Services	<p>Annual physicals  Bloodborne pathogen exposure responses  Employee injury prevention measures  Employee injury responses  Health and safety consultations  Mental health consultation services  OSHA education sessions  Peer fitness training sessions  Peer support sessions  Respiratory protection fit tests  Safety committee meetings  Safety education sessions</p>
Program: Fleet Services	
Manager: Fleet Maintenance Supervisor	
Program Purpose Statement	<p>The purpose of the Fleet Services Program is to provide vehicle management, preventative maintenance, and repair services to Golder Ranch Fire District and our employees so they can perform their public safety duties reliably and safely.</p>
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• # of hours vehicles are out of service due to unplanned maintenance</li> <li>• % events where emergency response vehicles reliably performed as designed.</li> <li>• % non-emergency response vehicles that reliably perform as designed.</li> <li>• % reduction of out-of-service time for repairs of all vehicles.</li> <li>• % of surveyed respondents are satisfied with the service received from fleet services</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # fleet maintenance work orders closed</li> <li>• # billable hours provided</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• \$ cost of repairs expected to be requested per month</li> <li>• # billable hours expected to be requested</li> <li>• # vehicle preventative maintenance work orders expected to be requested</li> <li>• # fleet vehicles supported</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per vehicle supported</li> </ul>

Program Services	Annual apparatus certifications and inspections Billable hours Emergency vehicle technician training Employee education sessions Fleet maintenance work orders Fleet supply/parts purchases Lease program management Motor pool services New vehicle preparations Parts inventory reports Vehicle apparatus committee leadership Vehicle assignment analysis Vehicle collision responses (GRFD vehicles) Vehicle preventive maintenance services Vehicle repairs Vehicle replacement analysis Vehicle status reports Warranty services
Program: Procurement	
Manager: Division Chief of Support Services	
Program Purpose Statement	The purpose of the Procurement Program is to provide maintenance and management of supplies and equipment, and acquisition of new facilities and apparatus services to all GRFD employees so they can perform their job duties safely and effectively with the highest standard of equipment.
Family of Measures	Results <ul style="list-style-type: none"> <li>• % equipment that fails prior to expected lifetime</li> <li>• % employee survey respondents who report their equipment is safe and effective</li> <li>• % equipment purchased which meets or exceeds industry standards</li> <li>• # hours of work lost due to injuries caused by equipment failures</li> <li>• % of surveyed respondents are satisfied with the service received from procurement</li> <li>• % of capital purchases that meet RFP requirements</li> </ul>
	Outputs <ul style="list-style-type: none"> <li>• # new innovative product evaluations provided</li> <li>• # equipment failures during training</li> <li>• # service ticket responses provided</li> <li>• # of RFPs for capital purchases</li> </ul>
	Demands <ul style="list-style-type: none"> <li>• # service tickets expected to be requested</li> <li>• # innovative new product evaluations expected to be requested</li> </ul>



	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ cost of equipment failures during training</li> <li>• \$ program expenditure of supplies and equipment per GRFD employee</li> <li>• \$ program expenditure of supplies and equipment per GRFD facility</li> </ul>
Program Services	<p>Capital project implementations  Equipment distributions  Equipment tests  New innovative product evaluations  New vehicle preparations  PPE cleaning and maintenance sessions  RFP reviews  Service tickets responses  Supply purchases  Vehicle purchases  Equipment maintenance</p>
Program: Facilities	
Manager: Division Chief of Support Services	
Program Purpose Statement	<p>The purpose of the Facilities Program is to provide improvement and maintenance of existing buildings and property, remodeling, and new construction design services to Golder Ranch Fire District and our employees so they can work in a safe and functional environment from which to provide public safety services to the community.</p>
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % employees injured due to facility conditions</li> <li>• % air monitoring checks where the samples meet air quality standards</li> <li>• % OSHA inspections that meet or exceed standards</li> <li>• % facilities that do not experience equipment failures (measured monthly)</li> <li>• % of surveyed respondents are satisfied with the service received from facilities</li> <li>• % of district facilities that are fire code compliant</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # service ticket responses provided</li> <li>• # building maintenance repair hours provided</li> <li>• # monthly station inspections completed</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # service tickets expected to be requested</li> <li>• # building maintenance repair hours expected to be requested</li> </ul>
	Efficiencies

	<ul style="list-style-type: none"><li>• Facility program budget: value of facilities/assets maintained</li></ul>
Program Services	Building maintenance repair hours Door access security systems Facility cleaning sessions Facility designs Facility maintenance training Facility preventive maintenance checks Facility remodels Facility repairs Life expectancy analysis Mandatory reports Monthly station inspections Pest control services Service ticket responses

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<b>Line of Business: Emergency Response</b>	
<b>LOB Oversight: Assistant Chief of Emergency Response</b>	
<b>Purpose Statement</b>	The purpose of the GRFD Emergency Response line of business is to provide EMS, fire, and specialty services to the community so they can experience a timely response focused on minimizing loss of life and property and producing positive health outcomes.
<b>Key Results</b>	<ul style="list-style-type: none"> <li>• % responses that do not result in injury or the loss of life to community or GRFD members</li> <li>• % EMS calls for services where the turnout time is 1:15 or less</li> <li>• % fire calls for services where the turnout time is 1:30 or less</li> <li>• \$ amount of property both saved and lost</li> <li>• promotional success rate</li> </ul>
Program: Fire Response	
Manager: Deputy Chief of Operations	
<b>Program Purpose Statement</b>	The purpose of the Fire Response program is to provide life safety, fire suppression, and property conservation services to our community so they can experience a timely and professional response to minimize the loss of life and property.
<b>Family of Measures</b>	<p>Results</p> <ul style="list-style-type: none"> <li>• % fire calls for service where the turnout time is 1:30 or less (baseline: 1:31)</li> <li>• % urban (&gt;2500 pop density) fire calls for service where the first unit is on scene in 9:20 minutes or less (from time of dispatch)</li> <li>• % urban (&gt;2500 pop density) moderate risk fire calls for service where the effective response force is on scene in 23:45 minutes or less (from time of dispatch)</li> <li>• % urban (&gt;2500 pop density) high-risk fire calls for service where the effective response force is on scene in 33:45 minutes or less (from time of dispatch)</li> <li>• % urban (&gt;2500 pop density) maximum risk fire calls for service where the effective response force is on scene in 43:45 minutes or less (from time of dispatch)</li> <li>• % rural (&lt;2500 pop density) fire calls for service where the first unit is on scene in 12:20 minutes or less (from time of dispatch)</li> <li>• % rural (&lt;2500 pop density) moderate risk fire calls for service where the effective response force is on scene in 25:30 minutes or less (from time of dispatch)</li> <li>• % rural (&lt;2500 pop density) high-risk fire calls for service where the effective response force is on scene in 35:30 minutes or less (from time of dispatch)</li> </ul>

	<ul style="list-style-type: none"> <li>• % rural (&lt;2500 pop density) maximum risk fire calls for service where the effective response force is on scene in 45:30 minutes or less (from time of dispatch)</li> <li>• % of fires contained to the room of content</li> <li>• % fire responses where there is no injury or loss of life (to the public)</li> <li>• % fire responses where there is no injury or loss of life to GRFD members</li> <li>• \$ amount of property saved</li> <li>• \$ amount of property lost</li> <li>• % of surveyed respondents are satisfied with the service received from fire response</li> <li>• % budget variance</li> </ul> <p>**Please note that time for the effective response force to arrive does not indicate that it takes that long to get units on scene to perform rescue and put water on the fire, but the time of arrival for the total number of apparatus to arrive**</p>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # fire alarm responses provided (NFIRS series 700)</li> <li>• # residential fire responses provided (NFIRS 111, Prop type only 419, 429)</li> <li>• # commercial fire responses provided (NFIRS 111, Prop type not 419, 429)</li> <li>• # vehicle fire responses provided (NFIRS series 130)</li> <li>• # rubbish fire responses provided (NFIRS series 150)</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # fire alarm responses expected to be requested</li> <li>• # residential fire responses expected to be requested</li> <li>• # commercial fire responses expected to be requested</li> <li>• # vehicle fire responses expected to be requested</li> <li>• # rubbish fire responses expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per fire response provided</li> <li>• \$ program expenditure per \$ amount of property saved</li> </ul>
<p>Program Services</p>	<p>Broken water valve/water leak responses  Brush fire responses  Commercial fire responses  Electrical fire responses  Suppression employee schedules  Faulty appliance responses  Fire alarm responses  Gas leak investigations  Motor vehicle accident responses</p>

	<p>Mutual aid responses  Odor/carbon monoxide investigations  Plane crash responses  Railroad responses  Residential fire responses  Rubbish fire responses  Smoke in the area responses  Structure fire responses  Vehicle fire responses</p>
Program: Emergency Medical Response	
Manager: Division Chief of EMS	
Program Purpose Statement	The purpose of the Emergency Medical Response program is to provide emergency response, evidenced-based medical care, and ambulance transport services to residents and visitors of the community so they can receive a timely response and experience the best possible health outcomes.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % EMS calls for service where the turnout time is 1:15 or less</li> <li>• % EMS emergent (Code III) responses where the first unit total response time is 9:00 minutes or less for urban areas and 12:00 minutes for rural areas.</li> <li>• % responses where the wall time (arrival at the hospital to transfer of care) takes place in 45 minutes or less.</li> <li>• # instances and associated lengths of time where non-reserve ambulance availability is 0.</li> <li>• % cardiac arrest responses where nationally recognized EMS performance measure benchmarks are met.</li> <li>• % cardiac responses where CPR is administered prior to first unit arrival. (also included in community education)</li> <li>• % survival rate for cardiac responses where witness shockable bystander CPR is administered. (utstein measure)</li> <li>• % STEMI/heart attack responses where nationally recognized EMS performance measure benchmarks are met.</li> <li>• % stroke responses where nationally recognized EMS performance measure benchmarks are met.</li> <li>• % traumatic brain injury responses where nationally recognized EMS performance measure benchmarks are met.</li> <li>• % of surveyed respondents are satisfied with the service received from EMS response</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # emergency medical responses provided</li> <li>• # ambulance transports provided</li> </ul>
	Demands

	<ul style="list-style-type: none"> <li>• # emergency medical responses expected to be requested</li> <li>• # ambulance transports expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per total number of emergency medical responses</li> <li>• \$ program expenditure per capita</li> </ul>
Program Services	<p>Ambulance transports</p> <p>Emergency medical responses</p> <ul style="list-style-type: none"> <li>- Altered mental status responses</li> <li>- Behavioral responses</li> <li>- Cardiac responses</li> <li>- Environmental exposure responses (hot and cold)</li> <li>- General illness (sick person) responses</li> <li>- Neurological responses</li> <li>- Pediatric responses</li> <li>- Pregnancy responses</li> <li>- Respiratory responses</li> <li>- Trauma responses</li> </ul>
Program: Special Operations	
Manager: Special Operations Battalion Chief	
Program Purpose Statement	The purpose of the Special Operations program is to provide technical rescue and hazardous material response and mitigation services to the community so they can experience a prompt response and a safe resolution to complex unforeseen situations.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % in district responses that do not result in injury or loss of life</li> <li>• % in district responses that do not result in injury or loss of life to GRFD special operations personnel</li> <li>• % special operations responses where the time for the specialty units to go enroute is 2:30 minutes or less from the time of dispatch (current baseline 2:36)</li> <li>• % HAZMAT responses where the affected area is mitigated in 6 hours or less</li> <li>• % of surveyed respondents are satisfied with the service received from HAZMAT response</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # technical rescue responses provided</li> <li>• # hazardous materials responses provided</li> <li>• # individuals served</li> </ul>

	<p>Demands</p> <ul style="list-style-type: none"> <li>• # technical rescue responses expected to be requested</li> <li>• # hazardous materials responses expected to be requested</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per total number of special operations responses</li> <li>• \$ program expenditure per total number of special operations training hours completed</li> </ul>
Program Services	<p>Regional special operations auto aid responses</p> <p>Hazardous material (HAZMAT) responses</p> <ul style="list-style-type: none"> <li>- Biological responses</li> <li>- Chemical spills responses</li> <li>- Fuel spills responses</li> <li>- Gas line breaks responses</li> <li>- Odor investigations</li> <li>- Radiological responses</li> </ul> <p>Technical rescue responses</p> <ul style="list-style-type: none"> <li>- Building collapse rescues</li> <li>- Confined space rescues</li> <li>- Elevator rescues</li> <li>- Heavy machinery extractions</li> <li>- High angle rescues</li> <li>- Hiker rescues</li> <li>- Palm tree rescues</li> <li>- Rope rescues</li> <li>- Swift water responses</li> <li>- Trench rescues</li> <li>- Vehicle extrications</li> </ul>
Program: Wildland	
Manager: Wildland Battalion Chief	
Program Purpose Statement	<p>The purpose of the wildland program is to provide wildfire risk reduction, response and mitigation services to the community so they can experience a coordinated wildfire response focused on the preservation of life and property.</p>
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % wildland fire responses within the district that do not result in injury or death to the community</li> <li>• % wildland fire responses within the district that do not result in injury or death to grfd personnel</li> <li>• % wildland fires that impact district infrastructure</li> <li>• # structures lost due to wildland fires within the district</li> <li>• Value of structures lost within the district</li> <li>• Value of structures saved within the district</li> </ul>

	<ul style="list-style-type: none"> <li>• % of in-district surveyed respondents are satisfied with the service received from wildland</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• # wildland fire responses provided (in-district)</li> <li>• # wildland fire responses provided (out-of-district)</li> <li>• # wildland training hours delivered</li> <li>• # wildland training hours received</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # wildland fire responses expected to be requested (in-district)</li> <li>• # wildland fire responses expected to be requested (out-of-district)</li> </ul>
	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• \$ program expenditure per total number of wildland fire responses</li> <li>• \$ reimbursed for out-of-district activity/ \$ program cost</li> </ul>
Program Services	<p>Equipment/Apparatus updates  Fuel break projects  Partner and team coordination  Wildland fire responses  Wildland fire training sessions</p>
Program: Professional Development	
Manager: Division Chief of Professional Development	
Program Purpose Statement	The purpose of the Professional Development Program is to provide professional development services to Golder Ranch Fire District team members so they can be highly trained and prepared for advancement in their career.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> <li>• % completion rate on all required ISO training.</li> <li>• % completion rate on all district-required annual training</li> <li>• Promotional success rate of xx</li> <li>• % of members on promotional eligibility lists than the positions in each class up to Battalion Chiefs</li> <li>• % of surveyed respondents are satisfied with the service received from professional development</li> <li>• % budget variance</li> </ul>
	<p>Outputs</p> <ul style="list-style-type: none"> <li>• 600 hours of recruit training will be delivered annually.</li> </ul>



	<ul style="list-style-type: none"> <li>• 160 hours of Driver/Operator training will be delivered every two years.</li> <li>• 192 hours of Fire Officer I and II training will be delivered every two years.</li> <li>• 160 hours (six classes) of leadership development training will be delivered every two years.</li> <li>• 60 hours of required annual training, in addition to ISO requirements, will be delivered annually.</li> <li>• 80 hours of rope and swift water rescue technician training will be offered annually.</li> <li>• One Battalion Chief promotional process will be provided every two years.</li> <li>• One Captain promotional process will be provided every two years.</li> <li>• One Engineer promotional process will be provided every two years.</li> </ul>
	<p>Demands</p> <ul style="list-style-type: none"> <li>• # recruit firefighters expected to be required</li> <li>• # paramedics expected to be required</li> <li>• # engineers expected to be required</li> <li>• # captains expected to be required</li> <li>• # battalion chiefs expected to be required</li> </ul>
	<p>Efficiencies</p> <p>\$ training expenditures per suppression personnel</p>
<p>Program Services</p>	<p>Annual additional training classes</p> <ul style="list-style-type: none"> <li>- Administration leadership classes</li> <li>- Hazardous materials refresher classes</li> <li>- One combined rope and swift water rescue technician class</li> <li>- Osha classes</li> <li>- Rope rescue refresher classes</li> <li>- Swift water rescue refresher classes</li> <li>- Two comprehensive operations CE's</li> <li>- VFIS driving classes</li> <li>- Wildland refresher classes</li> </ul> <p>Fire Officer Training Program</p> <ul style="list-style-type: none"> <li>- Blue Card certification classes</li> <li>- Fire officer task books</li> <li>- Initial Fire Officer I and II courses</li> <li>- Promotional programs</li> <li>- Two comprehensive continuing education classes <ul style="list-style-type: none"> <li>○ Internal operations education, administration, and leadership-oriented</li> </ul> </li> </ul> <p>Leadership development program</p> <ul style="list-style-type: none"> <li>- Building construction classes</li> </ul>

	<ul style="list-style-type: none"><li>- Instructor I classes</li><li>- Instructor II classes</li><li>- Leadership I, II, and III classes</li></ul> <p>Probationary firefighter program</p> <ul style="list-style-type: none"><li>- 12-Month probationary year consisting of four modules and two comprehensive evaluations, one at 6-months and one at 12-months</li><li>- Advanced firefighter task books</li></ul> <p>Recruit Training Academy Program</p> <ul style="list-style-type: none"><li>- Firefighter I and II courses</li><li>- EMT class (Integrated into the entire duration of the Firefighter I and II course)</li><li>- Wildland operations classes</li><li>- Hazardous materials operations classes</li><li>- Rope rescue technician classes</li><li>- Swift water rescue technician classes</li></ul>
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DRAFT

## Implementation and Monitoring Plan:

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

### Steps

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

# GLOSSARY: Managing for Results

## **Baseline**

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

## **Benchmark**

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

## **Community Risk Reduction (CRR):**

Efforts to prevent emergencies and reduce risks through education, inspections, and community programs.

## **Demand Measure**

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

## **Efficiency Measure**

A measure of expenditure/cost per output or result.

## **Effective Response Force**

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

## **Family of Measures®**

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

## **Infrastructure**

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

## **Key Result Measures**

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

## **Line of Business**

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

## **Managing for Results**

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

## **Mission Statement**

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

## **Output Measure**

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

## **Program**

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

## **Program Purpose Statements**

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

## **Reliability**

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

## **Result Measure**

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

## **Services**

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

## **Stakeholder**

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

## **Strategic Business Plan**

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

## **Strategic Result**

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

## **Struggle Well**

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

## **Turnout Time**

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

## **Utstein Survival Measures**

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

Appendix A:

Add Final GRFD Organization Identity and MVV Summary 21 pages

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## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Dave Christian, Finance Director

MTG. DATE: January 21, 2025

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 12/1/2024 Through 12/31/2024

Account Code	Account Title	Current Period Actual	Current Period Budget	Current Period Budget Variance - Original	YTD Actual	YTD Budget	YTD Budget Variance - Original
5000	Labor/Benefits/Employee Development	2,856,306.11	2,900,089.09	43,782.98	20,246,170.88	19,692,953.45	(553,217.43)
6000	Supplies/Consumables	51,003.80	156,386.00	105,382.20	571,364.19	936,816.00	365,451.81
6500	Vehicle / Equipment Expense	21,142.09	101,391.00	80,248.91	294,028.30	614,346.00	320,317.70
6750	Utilities / Communications	33,549.93	44,227.00	10,677.07	259,095.10	265,362.00	6,266.90
7000	Professional Services	88,252.87	154,368.00	66,115.13	716,326.43	865,158.00	148,831.57
7500	Dues/Subscriptions/Maint. Fees	5,869.60	68,322.00	62,452.40	490,858.03	453,447.00	(37,411.03)
7750	Insurance	55,373.00	58,800.00	3,427.00	179,474.98	176,400.00	(3,074.98)
8000	Repairs / Maintenance	24,136.79	61,520.00	37,383.21	275,248.29	377,545.00	102,296.71
9000	Debt Service	714,767.78	717,302.00	2,534.22	834,332.14	819,421.00	(14,911.14)
9500	Capital Outlay	30,865.02	231,554.00	200,688.98	1,115,351.86	1,346,324.00	230,972.14
Report Difference		(3,881,266.99)	(4,493,959.09)	612,692.10	(24,982,250.20)	(25,547,772.45)	565,522.25



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: January 21, 2025

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 9

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.



## GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: January 21, 2025

SUBJECT: Call to the Public

ITEM #: 10

REQUIRED ACTION:  Discussion Only  Formal Motion  Resolution

RECOMMENDED ACTION:  Approve  Conditional Approval  Deny

SUPPORTED BY:  Staff  Fire Chief  Legal Review

### BACKGROUND

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

### RECOMMENDED MOTION

No motion is necessary for this agenda item.