

GOLDER RANCH FIRE DISTRICT GOVERNING BOARD MEETING PUBLIC NOTICE AND AGENDA

**Tuesday, September 15, 2026, 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, September 15, 2026**. 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 items raised in the Call to the Public, which are not on the agenda due to restrictions of the Open Meeting Law; however, individual members of the Board are permitted to respond to criticism directed to them. Otherwise, the Board may direct staff to review the matter or that the matter be placed on a future agenda.

5. PRESENTATIONS

A. PRESENTATION OF PERSONNEL

- YEARS OF SERVICE
 - JOSEPH CAPUANO, ENGINEER- 30 YEARS
 - NEW HIRE
 - CHRISTOPHER PARENT, IT SERVICES SUPERVISOR
- Loyalty and behavioral oaths will be administered.

6. CONSENT AGENDA

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

A. APPROVE MINUTES- AUGUST 18, 2026, REGULAR SESSION



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 PREVENTION

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

- UPDATES ON THE FOLLOWING AREAS:
 - STRATEGIC COMMUNICATIONS
 - FACILITIES MAINTENANCE
 - FLEET
 - HEALTH & SAFETY
 - TECHNOLOGY
 - PLANNING
 - LOGISTICS
 - SUPPLY

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

- UPDATES ON THE FOLLOWING AREAS:
 - EMERGENCY MEDICAL SERVICES/OPERATIONS
 - 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 2026-2027 STRATEGIC BUSINESS PLAN (SBP) PROGRESS UPDATE TO THE 2025-2030 SBP

B. DISCUSSION AND/OR POSSIBLE ACTION REGARDING A REQUEST TO OPEN AUTOMATICALLY RENEWING CERTIFICATES OF DEPOSIT FOR FUTURE ASSIGNED FUNDS



- C. DISCUSSION AND/OR POSSIBLE ACTION REGARDING POLICIES: 708- PUBLIC ALERTS; 1005- LIMITED USE OF FRAGRANCE PRODUCTS; AND 1038- FAMILY AND MEDICAL LEAVE
- D. DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORTS FOR JULY 2026
- E. DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORTS FOR AUGUST 2026

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 – October 20, 2026

10. CALL TO THE PUBLIC

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

11. ADJOURNMENT

Sandra Outlaw, Clerk of the Board
Golder Ranch Fire District

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

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

Posted by: Shannon Ortiz 9/10/2026 by 3:30 p.m.





GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: September 15, 2026

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: September 15, 2026

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: September 15, 2026

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 5A

REQUIRED ACTION: ☒ Discussion Only ☐ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☐ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

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

- YEARS OF SERVICE
 - Joseph Capuano, Engineer- 30 years
- NEW EMPLOYEE
 - Chris Parent, IT Supervisor

Loyalty and behavioral oaths will be administered.

RECOMMENDED MOTION

No motion required for this agenda item.

EMPLOYEE RECOGNITION

Employee Name: Joe Capuano

Date of Hire: 9/15/96

Current Position: Engineer

Reason for Recognition: Years of Service

Prepared by: Colin Ryan

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

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

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

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

- **GRFD CAREER HISTORY:**

Reserve FF 1995-1996

First group of promoted Engineers in GRFD history.

Founding member of Local 3832

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

12 year TRT member

22 year Engineer

Ladder committee original member

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

Joe is accompanied today by his wife Tamara of 26 years, daughter Alexis and son Jacob.



EMPLOYEE RECOGNITION

Employee Name: Christopher Parent

Date of Hire: 8/3/26

Current Position: IT Services Supervisor

Reason for Recognition: New Employee

Prepared by: Danny Martinez and Christopher Parent

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

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

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

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

- **GRFD CAREER HISTORY:**

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Hold a Bachelor's degree in Accounting, and a Master's degree in Computer Information Science.

Worked as a Systems Engineer for over a decade with Fidelity Investments, taught online college courses and led/mentored teams of instructors as a team lead.

Most recently, led the revamping of the IT operations/systems for a mid size trucking company located in Alberta, Canada including building an IT ticket support structure, moving legacy systems to the cloud, implementing a company wide telematics solution, and creating dashboards for reporting on Service desk as well as operational metrics.

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

Took 4.5 years while working in Academia traveling with my wife and children around the states and Canada in a 40 ft motor home, visiting 43 states and 3 Canadian provinces. It is how we found Tucson and made it our new permanent home in 2014. Before calling it quits on full-time travel, we spent 6 months traveling Western Europe, Norway, and Thailand in backpacks.

I met my wife freshman year of college 32 years ago and have been married for 27 years. We have a son and daughter whom both graduated with 4.0 GPAs from the U of A just over a year ago, and while they are still mostly around, we are figuring out how to be empty nesters.





GOLDER RANCH FIRE DISTRICT

BEHAVIORAL OATH

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

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

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

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

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

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

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

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

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

Employee Name - Printed

Employee Signature

Date

Administering Official - Printed

Administering Official Signature

Date



GOLDER RANCH FIRE DISTRICT

LOYALTY OATH OF OFFICE

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

Employee Name - Printed

Employee Signature

Date

Administering Official - Printed

Administering Official Signature

Date



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: September 15, 2026

SUBJECT: APPROVE MINUTES- AUGUST 18, 2026, 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. AUGUST 18, 2026, REGULAR SESSION MEETING MINUTES

RECOMMENDED MOTION

If items remains on consent agenda:

Motion to approve the September 15, 2026, Consent Agenda.

If item is removed from consent agenda: State the motion for the item that was removed from consent agenda after discussion has taken place:

Motion to approve the August 18, 2026, regular session meeting minutes.

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

**Tuesday, August 18, 2026, 9:00 a.m.
1600 East Hanley Boulevard, Oro Valley, Arizona 85737**

1. CALL TO ORDER/ROLL CALL

Chairperson Vicki Cox Golder called the meeting to order on Tuesday, August 18, 2026, at 9 a.m.

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

Staff Present: Fire Chief Tom Brandhuber, Assistant Chief Grissom, Assistant Chief Perry, Fire Marshal Akins, Deputy Chief Rutherford, Deputy Chief Wilson, Deputy Chief Hilderbrand, Technology Director Martinez, Acting Finance Director Sargent, HR Director Delong, and Board Services Supervisor Ortiz

2. SALUTE AND PLEDGE OF ALLEGIANCE

Those in attendance said the Pledge of Allegiance.

3. FIRE BOARD REPORTS

There were no fire board reports presented.

4. CALL TO THE PUBLIC

There were no public issues presented.

5. PRESENTATIONS

A. PRESENTATION OF PERSONNEL

- PROMOTION
 - DARRELL NEWBURN, ENGINEER
- YEARS OF SERVICE
 - JUSTIN JANSEN, PARAMEDIC- 20 YEARS
 - SHANE VAN DEREN, ENGINEER- 20 YEARS
 - DEREK GROTKIER, FIREFIGHTER- 10 YEARS

Captain Burgle presented Darrell Newburn for his promotion to Engineer.



Captain Davidson presented Paramedic Jansen and recognized him for his twenty years of service.

Captain Boone and Paramedic Sather presented Engineer Van Deren and recognized him for his twenty years of service.

Captain Waldorf presented Firefighter Grotkier and recognized him for his ten years of service.

The Governing Board took a brief recess at 9:19 a.m.

The meeting resumed at 9:22 a.m.

6. CONSENT AGENDA

- A. APPROVE MINUTES- JULY 21, 2026, REGULAR SESSION
- B. APPROVE RESOLUTION NUMBER 2026-0010 DECLARING AUGUST 2026 DROWNING IMPACT AWARENESS MONTH AT GOLDER RANCH FIRE DISTRICT
- C. APPROVE THE CANCELLATION OF THE GENERAL ELECTION FOR THE UNCONTESTED GOVERNING BOARD RACE FOR THE GOLDER RANCH FIRE DISTRICT, SCHEDULED FOR NOVEMBER 3, 2026

MOTION by Vice-Chairperson Vette to approve the August 18, 2026, Consent Agenda.

MOTION SECONDED by Board Member Shellenberger.

MOTION CARRIED 5/0

7. REPORTS AND CORRESPONDENCE

- A. FIRE CHIEF'S REPORT – Chief Brandhuber presented the Fire Chief's report to the Governing Board. He recognized Assistant Chief Perry, Acting Finance Director Sargent, and the Finance team for all of their hard work on the changes they are making in finance.

Chairperson Cox Golder recognized Records Specialist Wong for her recent Arizona Municipal Clerks Association's (AMCA) elections certification.

Chairperson Cox Golder inquired about the Artificial Intelligence (AI) records request.

Board Services Supervisor Ortiz replied a recent records request was submitted by AI. It was a generated email and generated follow-up phone calls. Golder Ranch Fire District (GRFD) requires a notarized signature on the Health Insurance Portability and Accountability Act (HIPAA) compliant request form and the request was initially



denied because they did not provide the required documentation. The generated phone calls did not recognize the additional requirements stated and it took a week to fulfill the request. She mentioned this to the Board because this seems to be the way records requests will be trending and this is what is on the horizon.

Board Member Shellenberger asked what the reason behind changing the Board Services metrics was.

Board Services Supervisor Ortiz replied the changes in the metrics were due to additional metrics the department will be reporting the upcoming fiscal year. Board Services reviewed its metrics for the last year and a lot of them were 100%. She didn't see that it was efficient to continue to report the same thing every month, so some of the previous metrics were archived and additional metrics have been added that will be of more interest to the Board.

Board Clerk Outlaw congratulated Chief Brandhuber for starting the new program, Tailboard Talks. She appreciated how he made himself available to answer questions from personnel. She asked him to give a brief overview of the first session.

Chief Brandhuber thanked her and said it was a team effort. He stated he thought the first session was successful. He said he was looking forward to building it and it was a team effort with support from IT, Community and Media Relations Supervisor Camarillo, and Media Specialist Henson. He believed it would continue to grow, and staff were committed to continuing the program.

President Jones said the Union sent a couple of personnel to the International Association of Firefighters (IAFF) annual conference in Dallas, TX. A few of the Union members were also members of a committee that related to the Board and to the District regarding the fire truck crisis. The Attorney General was taking on a case to investigate the timeframes taken for trucks to be built as well as the price hikes since 2020. Proposition 143 was an important prop for labor groups. It was eventually turned down in the courts so it will most likely not be on the ballot. Lastly, the Union was preparing meals for crews that will be working on Labor Day.

Chief Brandhuber added he has a meeting scheduled with other fire chiefs and the Arizona State Attorney General regarding fire trucks and what districts can do. He will make a report after the meeting.

- B. COMMUNITY RISK REDUCTION DIVISION'S REPORT – Assistant Chief Perry presented the Community Risk Reduction's report to the Governing Board. He mentioned the Community Risk Reduction Division compiled statistics for the Fire Chief to meet with the Town of Oro Valley's Mayor. Chief Perry reported last fiscal year, the District attended 592 events in the Town of Oro Valley, through public education, crews attending events, etc. That was an approximate total of 41,952 public contacts. He commented this made the presence in the community prolific. His division was doing a good job of getting out there and talking to the public. He thought it was pretty neat and wanted to highlight it. Assistant Chief Perry also



congratulated Deputy Fire Marshal Brenda Druke. She has been the class coordinator for the Arizona State Fire School Fire Alarm and Detection class for many years. It was recently recognized by the International Code Council as a class that will give preferred continuing education credits for International Code Council certifications. This was a huge accomplishment and pretty cool that the District has personnel functioning at that level. The Fire Prevention Division does a great job being involved in the State, so he was very proud of them and Deputy Fire Marshal Druke.

Deputy Chief Wilson gave a presentation on the Community Resource Technicians (CRTs). His division pulled data to answer questions received from the Board at the last meeting. One data point he researched was the unit availability of CRTs in the service area over a six-month span versus six months without them in service. There was a 2% increase in availability District-wide with the CRTs in service. Some stations, such as 372, saw an 8% increase in availability for emergency calls. Station 377 almost had a 10% availability increase for emergency calls. For the month of July, the CRTs ran 203 calls. This was less than in the past due to a couple of factors including six new CRTs that were hired in July. They were not trained yet, so there were five or six days where there was not a unit in-service. It is likely this has been mitigated since their hiring. Since the conclusion of the last academy, there has been an opportunity to place some utility trucks in-service that have ran public assist calls in conjunction with the CRTs. They have taken some of the workload, twenty-four hours a day, for the entire month of July. CRTs responded to 33% of the calls, despite the fact that they were only in-service from 8 a.m. to 5 p.m. The utility trucks ran 40% of the calls and suppression units ran 27%. For the service hours from 8 a.m. to 5 p.m., the CRTs ran 52% of the public assist calls, utility trucks ran 29%, and suppression ran 19%. So, over 80% of the public assist calls were handled by pickup trucks with two personnel versus a fire truck.

Vice-Chairperson Vette inquired about the home safety assessments, fall injuries, and other safety issues programs. He asked if the programs had seen success or if the program had been developed yet.

Deputy Chief Wilson reported that was a plan that has not yet been placed in-service. His division has been working with IT to create a booking program on an application where residents have the option to schedule an appointment online, in addition to calling to schedule an appointment. The applicant will be able to visit the District's website and select a day. The goal is to have the service available one day a month and the person can select a time on the designated day. The applicant will be notified via email and text message on what to expect. On those days, the CRTs will do an inspection at their home. As demand increases, service days can also be increased.

Chairperson Cox Golder asked about the training offered to 26 staff members.

Deputy Chief Wilson replied 26 Tohono Chul Park staff members were given fire training, including fire extinguishers, etc.



- C. SUPPORT SERVICES DIVISION'S REPORT – Deputy Chief Rutherford presented Support Services' report to the Governing Board. He highlighted the Fleet and Facility teams. The Facilities team was busy over the summer with Heating, Ventilation, and Air Conditioning (HVAC) issues and Fleet was busy with keeping apparatus safe and on the street. Both divisions have been working diligently to keep everyone comfortable and safe on the road.

Chairperson Cox Golder read in the report that Fleet will be recycling the 2021 leased vehicles, as well as adding 4 to 6 new leased vehicles. She asked how many of the District vehicles were leased as opposed to owned. She asked why the District opted to lease rather than own the vehicles.

Deputy Chief Rutherford answered 75% of the District vehicles were leased. The District leases its vehicles to maintain good quality apparatus and vehicles on the roads and for the community. The vehicles the District owns will be sold and vehicles will be leased to replace those. This has been found to be a good program for the District due to the warranties and maintenance.

Chairperson Cox Golder commented she was glad personnel were wearing the red, white, and blue GRFD shirts in honor of the country's 250th anniversary. She thought it was a great idea.

Vice-Chairperson Vette noted the station inspections were done on a monthly basis. He asked why they were not done on a quarterly basis.

Deputy Chief Rutherford replied inspections were done on a monthly basis to remain apprised of any repairs or maintenance that might need to be done. Sometimes it takes longer, depending on staff hours and the needs.

Vice-Chairperson Vette said he read in the report physicals were 98%. He asked why personnel were working if they had not done their physicals.

Deputy Chief Rutherford responded personnel are given ninety days to complete a physical. There are special instances that arise, such as wildland personnel that are placed on assignment, other injured personnel that are on light duty, etc. However, once personnel get off light duty and when personnel get off assignment, they are contacted to complete their physicals.

Chief Brandhuber wanted to credit President Jones and Local 3832 for purchasing the 250th celebration shirts. He also commented on the physicals. He stated there are personnel that go on military leave or are out on Family and Medical Leave Act (FMLA). This contributes to the lagging 2% of people who are not available for physicals.

- D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISION'S REPORT – Assistant Chief Grissom presented the EMS and Fire Response report to the Governing Board.



He recognized three probationary firefighters that were in attendance, McHughes, Reynolds, and De La Garza. He said they were all doing a very good job, along with the rest of their class. He highlighted the Professional Development Division who facilitated a leadership series for firefighters and administrative staff. It was tailored around leadership in general for all employees. He also noted Professional Development was preparing for the battalion chief testing.

Vice-Chairperson Vette congratulated the EMS team on the good statistics. He also said Professional Development did a great job on their board report. He was impressed with the amount of detail. Lastly, he asked if the District could improve warnings to hikers at the Catalina State Park.

Assistant Chief Grissom responded to Vice-Chairperson Vette's comments about the EMS scores. He said the quarterly trainings Paramedic Muscarella and staff do with their crews was incredible. The hard work the men and women do in the field make their jobs easy. They work very hard and leadership was very proud of them and the work they do.. The same went for the Professional Development staff. As far as the hikers, signs are posted at the Catalina State Park with warnings to hikers. Unfortunately, there is not much the District can do because it is open to the public. They can go as they please. The District will respond whenever needed, but the park does have warnings and education is provided on hiker safety.

Vice-Chairperson Vette commented there were 17 hazmat calls in July, he thought that was a lot.

Assistant Chief Grissom confirmed the previous month was busy for the Special Operations team. Not all of the calls were emergencies, but there were quite a few calls ranging from low to high severity.

Vice-Chairperson Vette noticed a grant application was submitted for hazmat monitors. He thought monitors were recently purchased.

Assistant Chief Grissom replied monitors were purchased, however, the District could not have too many. They were not cheap and the sensors wear out frequently, especially in the Arizona heat. They get dry, so it was nice to have the latest and greatest monitors, especially if they can be obtained for no cost.

8. REGULAR BUSINESS

A. DISCUSSION AND POSSIBLE ACTION REGARDING POLICIES: 713- ARTIFICIAL INTELLIGENCE (AI), AND 1030- OCCUPATIONAL EXPOSURE AND WORK-RELATED INJURY REPORTING

Chief Brandhuber commented HR Generalist/Policy Coordinator Smith did a great job compiling the policies.



HR Director Delong commented Artificial Intelligence (AI) has become a hot topic. The initial policy was to prepare the District and was a broad overview. It will be improved as work is done with the IT department to determine the District's needs and ensure that they are addressed correctly. She thought HR Policy Coordinator Smith did a fabulous job researching and compiling the policy for the District. In reference to occupational exposure and work-related injury reporting, a workers' compensation policy was also proposed. It needed to be reviewed and updated. The occupational work-related entry reporting replaced the workers' comp policy. The procedure for it was removed from the policy and was documented separately for administrative staff to follow..

MOTION by Vice-Chairperson Vette to approve policies: 713- Artificial Intelligence (AI), and 1030- Occupational Exposure and Work-Related Injury Reporting.

MOTION SECONDED by Board Member Shellenberger.

MOTION CARRIED 5/0

B. DISCUSSION AND POSSIBLE ACTION REGARDING RESOLUTION NUMBER 2026-0011, A MEMORANDUM OF UNDERSTANDING BETWEEN GOLDER RANCH FIRE DISTRICT AND NORTH TUCSON FIREFIGHTERS' ASSOCIATION OF LOCAL 3832

Vice-Chairperson Vette commended President Jones and staff for their work on the memorandum of understanding.

MOTION by Vice-Chairperson Vette to approve and adopt Resolution 2026-0011, a memorandum of understanding between Golder Ranch Fire District and North Tucson Firefighters' Association Local 3832.

MOTION SECONDED Board Member Brady.

MOTION CARRIED 5/0

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

Chief Brandhuber stated under the recently adopted Principles of Sound Financial Management section 10, it states a monthly report on the status of the journal fund budget and key financial trends shall be prepared and presented to the Governing Board in accordance with Arizona Revised Statute § 48-807, within 30 days at the end of the calendar month. He communicated to the Board of the Finance software issues. The District's commitment to the Board and to the public, as previously stated, was that all reports would come from the accounting software. The July bank statements have been provided to the Board.. Acting Finance Director Sargent would provide an overview, however Chief Brandhuber publicly acknowledged that Finance was not going to meet the 30-day requirement. He stated the last thing he wanted to do was create reports that were not from the finance software, MIP. As soon as the software work is done, the reports will be provided to the Board. He asked the Board to consider to approve of both financial reports in September. He wanted to point out that, due to software issues, Finance would not be able to meet the 30-day window from the end of July. If the Board decided to wait until



September, he would draft a memo with the attorney's assistance. They will also have it on file explaining why Finance did not meet the 30-day requirement.

Acting Finance Director Sargent addressed the Board. He commented he understood the position the Board was in where they were ultimately accountable. He added he appreciated everyone's patience as Finance went through a transitional process.

Acting Finance Director Sargent mentioned consultants had been working with Finance on the software, MIP, and Paycom. He said he would give an update on some of the projects and accounts that were closed. There were several bank statements provided to the Board of closed accounts. He explained those accounts. In order to explain the changes, the presentation would be longer than normal. He explained Finance is working on automating MIP imports. He said he previously mentioned Finance was creating a new organization in MIP. One of the consultants was working on building import tools for it. Each tool required work to ensure the coding was correct. He showed an example of the credit card software. He used this as an example of the programming that needed to be changed in automation and import. Finance made the decision to take the time and do several iterations of the credit cards instead of making one large import. The next will be the payroll upload. The District used a combination of Telestaff and Paycom. UKG and Telestaff were used together under Kronos and did not work as well as he liked so Finance is in the process of moving administrative personnels' payroll to Paycom. Afterwards, operations personnel will be moved solely to Telestaff.

Vice-Chairperson Vette asked why it could not all be done in Paycom.

Acting Finance Director Sargent replied there were too many scheduling options, so Telestaff was determined to be the best product. Moving operations personnel solely to Telestaff will be quicker. He also explained he expanded from 6 codes in WFM to 90 codes in Telestaff. He commented the District spends approximately \$27 million dollars in Payroll, so this will enable staff to properly track expenses. Staff were working with the consultants to determine appropriate codes and generate the proper reports to do consistent reporting.

Acting Finance Director Sargent stated Finance had issues with the closing process. He attributed it to the beginning balances in MIP. He referred to a line that listed a negative \$246,000. He cautioned worrying about the line because it was money already spent and accounted for. The accounts listed in the 2000s were liability accounts where expenses were being allocated before journal entries were done. Some of the processes for the allocations were not specific. He used line item 2065 as an example. The line was listed as negative \$1.4 million. This was all healthcare expenses grouped into one line item, including health spending accounts (HSAs), dental, etc. Finance was creating a process to separate the individual expenses. He also commented there were journal entries his staff needed to enter from the previous audit because the fiscal year before last was not closed. Due to this, the entries that were entered were mistakenly being entered into last fiscal year. For some reason the software was not closed. The contractors were doing journal



entries to correct the beginning balances, so trial balances can be sent to the auditors for last fiscal year's audit process.

Acting Finance Director Sargent also commented his division was working on the capital asset inventory. This was another project between Walker & Armstrong, BeachFleischman, and other GRFD personnel, including Deputy Chief Rutherford. There was a group working together to compile a list of capital assets and reconfiguring OPIQ, the procurement software.

Acting Finance Director Sargent reported on the closed accounts. He said the flex spending account would be closed. This was an account the District no longer contributed to. However, his staff needed to wait ninety days for employees to remove their money. There was a process that needed to be followed in reference to the Internal Revenue Service (IRS) rules regarding medical expenses. Once this is done, the account will be closed. He said an account will be added. Assistant Chief Perry was working with the bank to set up short-term certificate of deposit (CDs) for money in sinking funds and the current fiscal year's budget. It also listed \$200,000 for the election. It would sit in the account and would not be spent.. Since the District did not have an election, \$200,000 would be placed in a CD that would sit there until next fiscal year. If the District does ever have to hold an election, it can use the funds for it and then take a little bit out over the two years as opposed to one \$200,000 lump sum every single time the District had to hold an election.

Acting Finance Director Sargent reviewed funds for Fiscal Year 26/27. He disclosed several accounts were closed including an employee fund where the money was not the District's and another that was for suppression personnel that had a zero balance and needed to be closed. The employee funds have been turned over to the person responsible. For the CIP bond funds, the County requested the District discontinue the use of a checkbook. The last check that cleared from the District's account, (money was wired to the county), was approximately \$14,000. The debt services account was not needed. It included non-bond specific debt service expenses but did not have any automatic transfer of funds. There were issues with this account, so it was closed and the transactions will be done through the general fund. There will be a CD for the funds that are held. At the time, there was a balance of \$6,762,000, of this, \$1.8 million is transferred out every two weeks into operations. He plans on transferring \$1.8 million every two weeks as a regular practice. If the practice is changed, he will inform the Board. The account was higher than regular because of the sweep account. It was not affecting the interest income.

Acting Finance Director Sargent continued his report with the sweep account. It started at the end of July and the change occurred on the month of a weekend. So, the beginning balance was \$6.2 million and the ending balance was \$200,000 because the investment was made in the middle of the night when the District switched to the new sweep process. The account was down to \$200,000. This was just an example of what the transactions look like at night; the bank sweeps funds with the exception of \$200,000 and in the morning before the bank opens, they



place the money back in the account. At the end of the month, Finance will have a better idea of the money earned from the sweep account.

Acting Finance Director Sargent discussed the Public Agency Retirement Services (PARS) account. This was a pension stabilization fund. Historically, it had not been presented to the Board in the monthly report. Moving forward, it will be reported to the Board on a monthly basis. It is discussed in the annual report. Last year, the Board made the decision to move approximately \$3.5 million into the Public Safety Personnel Retirement System (PSPRS) from this account, leaving the balance at around \$4 million. It will be reported in an account listed in MIP, traditionally it has not been recorded in MIP.

Acting Finance Director Sargent explained the tax revenue. He said in the past there was a spreadsheet that showed what was received from Pima and Pinal Counties. He decided to show actual screenshots of the software. As a recap, he stated Pinal County collects the tax money, send the previous month's tax money to Pima County, and Pima County holds all of the District's revenue. So, Pinal always has some money in it, but it is only the money that they collected in the current month. It remains in the account until the following month when it is transferred.

Acting Finance Director Sargent continued to explain Pima County's statement. The County settled a lawsuit and collected .08 cents (per \$1,000.00 valuation) that was listed as a separate line on the spreadsheet. Changes were being made in MIP for the taxes.

He said the goal was to have everything be reported out of the software. There were still reports that were not able to be extracted from the software so some data was pulled until it can be generated from the software. The next goal was to be able to pull reports from Billing Bridge (ambulance billing software).

Billing Supervisor Massie presented her department's financial data. The slides for billing had been changed. In the past, net charges and net collections were reported. This was changed to gross charges and write-offs for each month. In July, Billing collected \$493,224 and 598 transports were billed. That was an average of 19 per day. The month of July had higher transports than average. The line-item listing gross charges was the rate determined by the State (Department of Health Services). She disclosed Medicare had mandated write-offs. 72% of the transports were Medicare and 9% were Medicaid so this was why the total for mandated write-offs was \$652,000.00. This was up 13% from the previous year. Her division noticed more people were transferring to the Medicare Advantage Plan. This was determined by a federal rate the District was allowed to collect. The District was restricted to what the federal fee schedule allowed. The line-item listing net charges of \$543,000.00 was what the District was allowed to collect. She continued to explain membership enrollments. This was a new reporting metric that had not been reported in the past. The enrollments for July were 151. This was a rollover because the memberships were done by fiscal year. There was a late start because the State disclosed their rates later. This forced the division to release the memberships the



first week of July. The goal will be to mail membership enrollments in June. The membership revenue for July was \$17,000.00. Thirty-nine members were transported in July and \$5,857.00 was written-off. She explained a slide that showed the District was allowed to collect \$543,000.00. As the fiscal year continues, the report will reflect how much the division collected each month. A dollar amount and a percentage will be shown. In July, 18% was collected. The average rate of turnaround was 45 days, so the revenue will be reflected in a month or two. She stated she would be reporting the collection agency information, which her department had not done in the past. This was money that after the patient was billed, was sent to a collections' agency. For July, \$24,532 was submitted to the collections' agency. The agency collected \$4,500.00 and charged a fee of \$853.00.

Acting Finance Director Sargent reported Wildland billing. He explained he changed the way the slide was for the division. He provided a printout from the State site. Eventually, all of the expenses will be built into MIP. He explained the section in the report that stated, "reimbursement complete" meant the State sent the District the revenue. The section that showed the submission had been reviewed by the Acting Finance Director meant that it was being reviewed by the State.

He concluded by saying lastly, were the action items. His team was working every day to complete the July data. The consultant, Walker & Armstrong, was working with Finance to determine clean balances. He was working with them to do the journal entries. He told the Board he was always available to answer any questions they had.

Board Clerk Outlaw thanked Acting Finance Director Sargent and his team for all of their hard work. She said she has seen firsthand all of the work that has been going into MIP. She saw all of the work they had been doing to be responsible stewards of the taxpayers money and she wanted to publicly commend him and his staff because she knew the hard work and diligence that went into it. She said as the Board Clerk she saw a lot of the work that the division was doing and she could not express how much appreciation that she had for them.

MOTION by Board Clerk Outlaw to approve the July financials with the August financials in September.

MOTION SECONDED Vice-Chairperson Vette.

MOTION CARRIED 5/0

9. FUTURE AGENDA ITEMS

The next regularly scheduled meeting will be September 15, 2026.

10. CALL TO THE PUBLIC

There were no public issues presented.

11. ADJOURNMENT



MOTION by Board Member Brady to adjourn the meeting at 10:27 a.m.

MOTION SECONDED by Board Member Shellenberger.

MOTION CARRIED 5/0

Sandra Outlaw, Clerk of the Board
Golder Ranch Fire District





GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

MTG. DATE: September 15, 2026

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

August 2026

Fire Chief's Activities



- Attended GRFD Governing Board meeting
- Held weekly executive leadership team meetings (Deputy Chiefs, Assistant Chiefs, Directors)
- Held weekly meeting with assistant chiefs
- Attended the Town of Oro Valley Council meeting
- Various meetings with personnel
- Met with the Mayor and Vice Mayor of Oro Valley for scheduled quarterly meeting
- Chaired the annual Arizona Ambulance Conference in Flagstaff. It was attended by 49 separate Certificate of Necessity (CON) holders from throughout the State of Arizona including over 150 conference attendees.
- Chaired the Pima EMS Agency Committee meeting
- Participated in a SECURIS Board meeting (Insurance Pool)

- Met with Arizona Department of Health Services (AZDHS) Bureau of Emergency Medical Services (BEMS) staff in Phoenix to work through CON issues affecting CON holders in the state
- Spoke to the GRFD Leadership class for two days
- Attended a Struggle Well graduation
- Attended Pima County Fire Chiefs meeting
- Attended PCWIN Board of Directors meeting
- Participated in the Board of Directors meeting for Rockin' for Heroes
- Participated in the Make a Wish Board meeting
- Held the second Tailboard Talks with the Chief
- Had lunch with Board Member Vette
- Attended the Fiesta De Los Bomberos Dinner, thank you to Chairperson Cox Golder, Vice-Chairperson Vette, and Board Clerk Outlaw for attending as well.
- Participated with other Fire Chiefs, and the PFFA President in a meeting with the State Attorneys General office to discuss fire apparatus pricing and delivery time
- Met with Local 3832 President Ben Jones
- Attended several meetings concerning personnel issues

Thank You Correspondence and Commendations

- Thank you cards were received from community members who had the opportunity to participate in a station tour.
- A thank you card was received from a resident, thanking the personnel who picked up a rattlesnake in her yard.
- A teacher from Alphabest submitted thank you drawings from her students thanking GRFD for the Mini-Muster at her school.
- A grandmother sent an email thanking Captain Andrew Hatfield, Captain Jaclyn Frazier-Rademacher, Engineer Jesse Burks, Engineer Anthony Citro III, Paramedic Brett Deitering, Paramedic Idelfonso Manzo Rubalcaba, Paramedic Scott Ellis, Firefighter Edwin Gallego, Firefighter Armando Fernandez, Firefighter Trevor Cooper, Deputy Chief Mark Wilson, Captain Dean Stevens and Battalion Chief Steve White for providing her grandsons a station tour at Station 380.

Board Services

The Board Services Division provides administrative oversight for Governing Board Services, front desk reception, and the district's records management program, ensuring transparency, regulatory compliance, and responsive customer service to GRFD staff and the general public.

Board Services has been busy providing records to the EMS division for the CAAS Accreditation, Finance with contracts, as well as other chiefs with documents needed.

BOARD SERVICES PERFORMANCE METRICS FOR FISCAL YEAR 2026/2027

August 2026

Performance Metric	Month Total	Anticipated	Year To Date Total
# Of Records Requests	19	15/month	48
# Of Fingerprint Appointments	236	200/month	486
# Of Boxes of Records Shredded	0	30/yr	0
# of GRFD Governing Board & PSPRS Board meetings supported	1	1/month	2
# Boxes Received for Destruction	2	1/month	2
# Boxes Reviewed for Destruction	3	2.5/month	6
# Public Notices Published	3	10/year	3
# Regular Memos and Directives Published	7	12/month	19

Lock boxes sold 27

Records responded to 19 records requests for the month of August.

The breakdown is as follows:

Environmental Reports	-
Outstanding Code Violations/Inspection Report	2
Fire Reports	-
Incident Reports	1
Medical Records	15
Other	1

Golder Ranch Fire District receives several different types of records requests. The most common types of requests are medical, environmental, and fire reports. Other requests the District receives are commercial, open fire code violations, incident reports, personnel records, and emails. As one of GRFD's best practices, requestors complete the Records Request Form. This allows them to specify the records they are requesting and how they want to receive them. The form is used for documentation that a records request has been received. For unredacted medical records of a patient, GRFD requires a copy of the patient's government issued photo I.D. or a notarized Health Insurance Portability and Accountability Act (HIPAA) compliant release form (if requested by a third-party such as a law firm). Environmental reports for properties or parcels are typically used for Environmental Site Assessments (ESAs). ESAs are reports for inquiring about a property's history and are mainly used for commercial real estate. GRFD also receives commercial records requests. These are requests are made by companies who obtain the data to sell it. Requestors are charged a \$50.00 flat commercial request fee per our fee schedule. When open fire code violations inquiries are received, the inspection reports indicating they have been completed by the Fire Prevention team are provided. If a third-party is requesting personnel records, the employee is notified as a courtesy. Personnel records (except for employee medical records) are reviewed, redacted, and if necessary, provided to our District attorney for approval before they are released. When a request for emails is received, the Records Division contacts IT to compile the specified emails that pertain to the request. If requests are extensive, the requestor is continuously updated on its status. All records requests are reviewed and redacted if applicable, before they are released to any requestor

Human Resources

Allison Delong, HR Director

Recruitments:

- Permit Technician final interviews will occur in early September
- Finance Director has closed and initial steps will occur in September

HR Program Metrics for Strategic Plan and Budget: 7/1/2026 – 8/31/2026

The metrics below are fiscal year to date. The methodology of gathering and reporting may adjust as we work to determine the value, validity, and feasibility.

<u>CATEGORY</u>	<u>METRIC DESCRIPTION</u>	<u>FISCAL YTD</u>	<u>GOAL/ REFERENCE</u>
RESULTS	Retention Rate	98.7%	87%
	% budget variance (please see finance section)		
	% of surveyed respondents are satisfied with the service received from Human Resources	74%	85%
	% of surveyed respondents that report they are satisfied with the benefits package	54%	85%
	% of light duty assignments due to non-ICA injury	0%	TBD
	% of completed exit surveys	0%	TBD
OUTPUTS	# of medical leave cases handled	29	35
	# internal and external recruitments conducted	4	10
	# of candidate applications reviewed	123	750
	# of ICA light duty assignments coordinated	2	12
	# of non-ICA light duty assignments coordinated	0	TBD
	# of workers comp cases in process/processed	12	38
	# of Personnel Action Forms processed	135	431
	# of qualifying events administered	10	35
	# of new hires oriented	7	21
	# of spark hire video interviews reviewed	70	397
	# employee benefits plans administered	27	29
	# of policies reviewed and/or updated	40	100
	# of job descriptions reviewed and/or updated	13	40
	# of pre-employment steps coordinated	42	375
	# of hours spent conducting in-person interviews	7	55
EFFICIENCIES	Average Time to Fill (# of days)	45.5	60
	HR Inquiry Response Time (# of hours)	TBD	24
	Program Expenditures per GRFD employee (\$ amount)	TBD	\$3,000

HR Project Status & Partnership Metrics

1. Job Descriptions

- a. **Status** = In progress
- b. **Partnerships** = HRG Smith, DC Jarrold, & AC Grissom
- c. **Updates** = HR is partnering with each division to review and update job descriptions, ensuring they accurately reflect current roles and responsibilities. Battalion Chief and Division Chief job descriptions are currently under review.

2. Policies & Procedures

- a. **Status** = In progress
- b. **Partnerships** = HRG Smith, BC Hastings, BC Spanarella, & DC Jarrold
- c. **Updates** = HR is partnering with Special Teams to update their policies and procedures to align with current practices and incorporate them into the Lexipol policy management system.

3. Cross-Training

- a. **Status** = In progress
- b. **Partnerships** = HRG Glenn, HRG Smith, & HR Supervisor Noland
- c. **Updates** = Michele and Sarah are cross-training in FMLA and workers' compensation administration, strengthening team capacity and coverage while supporting more efficient service to our members.

4. Recruitment Testing Assessments

- a. **Status** = Research gathering
- b. **Partnerships** = HRG Glenn & HR Supervisor Noland
- c. **Updates** = Sarah is reviewing our current candidate assessment practices and evaluating available options to ensure our recruitment processes remain effective and support informed, consistent hiring decisions.

5. HR Continuity Book

- a. **Status** = Nearing completion
- b. **Partnerships** = HR Team Members
- c. **Updates** = This project is almost complete, with only a few remaining procedures to be finalized and documented. Once complete, it will serve as a centralized resource for the team, supporting consistent processes, knowledge sharing, and continuity across HR functions.

Policies:

- Policies ready for approval by GRFD Governing Board:
 - Limited Use of Fragrance Products (Policy 1005)
 - Public Alerts (Policy 708)
 - Family and Medical Leave (FMLA) (Policy 1038)

- Policies/Procedures ready for approval by Executive Leadership Team/Leadership:
 - Corrective Action and Discipline (Policy 224)
 - Corrective Action and Discipline Procedure (Procedure 1002)
 - Grievance Procedure (Procedure 1003)
 - News Media and Community Relations (Policy 318)
 - Personal Communication Devices (Policy 701)
 - Employee Fund (Policy 1047)
 - Employee Leave – Paid and Unpaid (Policy 1044)
 - Employee Leave (Procedure 1013)
 - Holiday Time Off (Policy 1046)

Employee Recognitions:

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

Employee Name	Hire Date	Years of Service
THOMAS, MICHAEL	09/01/1995	31
CAPUANO, JOSEPH PATRICK	09/20/1996	30
DRAKE, KYLE STEPHEN	09/30/2013	13
GARCIA, ANDREW PAEZ	09/30/2013	13
HOUSER, BRETT BARNETT EMIL	09/30/2013	13
JOHNSON, TOBIN NEIL	09/30/2013	13
MARQUEZ, ANTHONY ROBERT	09/30/2013	13
RHEIN, KARL GEORGE	09/30/2013	13
SZACH, RYAN ANDY	09/30/2013	13
CRAMBLIT, DANIEL CHARLES	09/15/2014	12
FRAZIER-RADEMACHER, JACLYN R	09/15/2014	12
HOFFMAN, RYAN	09/15/2014	12
LABAS, BRANDY	09/15/2014	12
ORTIZ, ALBERT LOGAN	09/15/2014	12
SPANARELLA, JOHN PHILIP	09/15/2014	12
STRIETER, KURT EDWARD	09/15/2014	12
TENNEY, MARK EBEN	09/15/2014	12
WALLACE, DANIEL WILLIAM	09/15/2014	12
WARD, RYAN JAMES	09/15/2014	12
WOOD, JOSHUA	09/15/2014	12
ORTIZ, SHANNON	09/28/2015	11
OLIVER, JEAN MARIE	09/06/2016	10
SANTIAGO, JESSICA MICHELLE	09/12/2022	4
KING, DARLA MICHELLE	09/18/2023	3
PERKINS JR, GUY PAUL	09/08/2025	1
HENSON, SAM	09/29/2025	1

ew

Emma Addie ♡ ☺

EMMA

Dahlia ☺

Cyra JOGGVih
Jason

Cicma ☺
Thank you

My art


RTE

Ryker

ing H.


Taylor

Olivia ☺



Thank Luna
  firetrac

DeAnna
☺

Juliah

Rite

Thank you
for your

Flynn

 hirt T.

PODM: 1007

6/10/07:

Jonathan

thank you for ~~coming~~
coming - A-Levah

Pa's sleep
Alva

C10X to

Wyatt

Katherine

Payton

diego Ther

Jackson

sp me

max cat

Michael



Tiffany,

Thank you for all you do!

The Kids Loved the presentations

and of course meeting all of you.

Getting Sprayed was a huge hit!

Parents were excited to learn about
the all APP too.

See you Next Summer!

Judy Cocuzza
AlphaBEST



From: [Chavez,Michelle](#)
To: [Ortiz, Shannon](#)
Subject: FW: New submission from Contact Us
Date: Monday, August 31, 2026 9:09:22 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

A thank you for the board packet!

Michelle Chavez
Administrative Assistant - General



Golder Ranch Fire District

Office: [520.825.9001](tel:520.825.9001) **Cell:**

1600 E. Hanley Blvd., Oro Valley, AZ 85737

mchavez@grfdaz.gov

CFAI and CAAS ACCREDITED AGENCY

www.grfdaz.gov



From: GolderRanchFireDistrict <noreply@grfdaz.gov>
Sent: Sunday, August 30, 2026 7:47 PM
To: questions <questions@grfdaz.gov>
Subject: New submission from Contact Us

Name

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Message Subject

Thank you for snake removal.

Message

Hi Golder Station,

Your folks just left and I just wanted send you a thank you. I know snake removal is not a regular duty, but as someone who is newer to ORO Valley and from the Midwest where rattlers were rampant, I was deeply grateful for the neighborhood assistance!!!

Thank you Golden Ranch Tire
Thurs & A.
Department for your kindness.

Sincerely,
Everett

Thank you all for the hospitality
which you extended to our grandkids.
You exceeded our expectations
and gave the boys an exceptional
memory. Best regards
Peter

You're the best!
What an unforgettable memory our
grandsons will have all their
lives! Thank you
Peter

I show great gratitude & polite for all the hard work

P.S you are vaguely fun!

Ranch Fire Dist.

Sincerely Samuel Mark Wong-Heffer Golder



sorry about the dragon

From: [Camarillo, Lydia](#)
To: [Ortiz, Shannon](#); [Chavez, Michelle](#)
Subject: Thank you from Dinner with GRFD
Date: Monday, August 24, 2026 10:55:23 AM
Attachments: [golder-ranch-fire-district-favicon_e2d3c9a8-2d06-4c2d-b17a-8450abbf8b3e.png](#)
[facebook_32x32_85c11dc1-b676-4fe5-97ac-67c17eec357e.png](#)
[instagram_32x32_2a7e1e5c-94c7-4538-abe3-1df1b681874e.png](#)
[x_32x32_4ebbdda7-18d2-4d79-9e5a-d9592863cd3b.png](#)

Hello Shannon and Michelle,

Could this thank you be added to the next board report? Thank you!

Thank you to all!

*Captain Andrew Hatfield
Captain Jaclyn Frazier-Rademacher
Engineer Jesse Burks
Engineer Anthony Citro III
Paramedic Brett Deitering
Paramedic Idelfonso Manzo Rubalcaba
Paramedic Scott Ellis
Firefighter Edwin Gallego
Firefighter Armando Fernandez
Firefighter Trevor Cooper
Deputy Chief Mark Wilson
Captain Dean Stevens
Battalion Chief Steve White*

From Peter Wong "Dinner with GRFD" raffle prize winner at Jerry Kindall Golf Tournament:

Hi Lydia -

We wish to thank you and the Golder Ranch Fire District for hosting our dinner two nights ago. Our 9 year old grandsons Samuel and Everett had a phenomenal time! What a tremendous experience that created a lifetime memory for the boys!

Every single member of this station staff went out of their way to make us all welcome and fully engaged both boys during the evening. They all made it very fun.

Thanks again!







Lydia Camarillo
Community & Media Relations Supervisor



Golder Ranch Fire District

Office: 520.825.9001 **Cell:** 520.260.6977
1600 E. Hanley Blvd., Oro Valley, AZ 85737
lcamarillo@grfdaz.gov

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www.grfdaz.gov





GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

MTG. DATE: September 15, 2026

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 Prevention

RECOMMENDED MOTION

No motion is necessary for this agenda item.



COMMUNITY RISK REDUCTION DIVISION REPORT

Assistant Chief Eric Perry

August 2026

Assistant Chief's Activities

- Multiple meeting with our Paycom consultant to build out our admin personnel scheduling as well as automating expense reimbursements in the system
- Submitted two presentation proposals to the CPSE Excellence Conference – If selected Keith Holland and I will be the presenters of “From Strategy to Service: Linking Strategic Results, Program Performance, and Budget Decisions” and Becky Steinnecker and I will present “Mapping the Journey: Expanding the Use of GIS in Fire Service Planning and Operations”
- We are continuing to work closely with Amy Smith, our Chase Bank Representative, to ensure that our banking is as streamlined as possible.
- McGovern Consulting has continued to assist us with developing the new organization in MIP.

Community Education, Engagement & Risk Reduction

Deputy Chief of Community Risk Reduction – Mark Wilson

Our Community Educators visited Mountain View Assisted Living to discuss Nymb1 and Fall Prevention

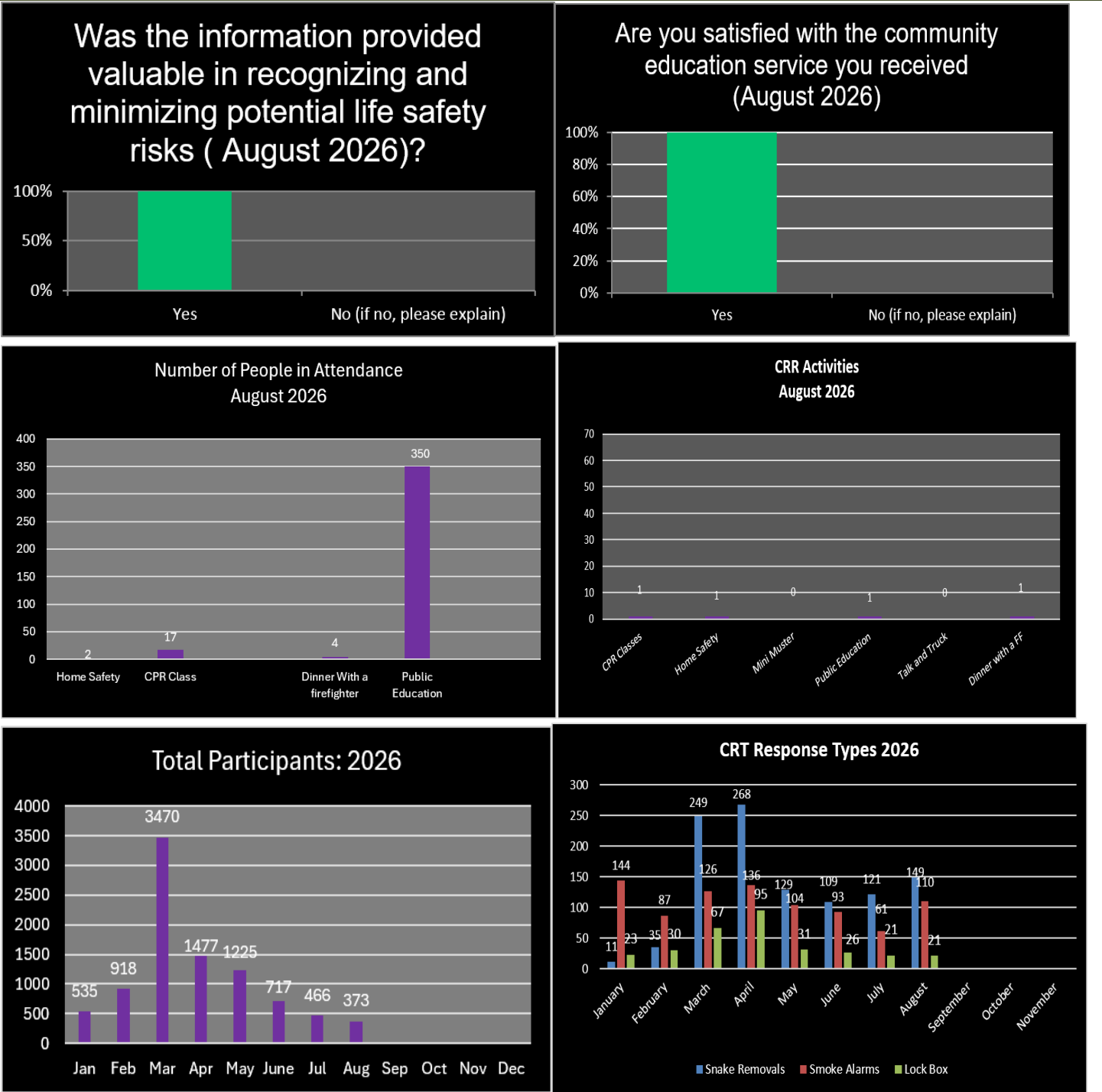
- 49 residents participated in an engaging and informative presentation focused on Nymb1, fall prevention, GRFD services, and valuable resources designed to support a safer, healthier, and more independent quality of life
- Residents were treated to an interactive, hands-on Nymb1 session with full audience participation. The session featured seven designated movements designed to improve balance and coordination while helping reduce the risk of falls

Community Risk Reduction utilized a program called Peachjar do disseminate the following information:

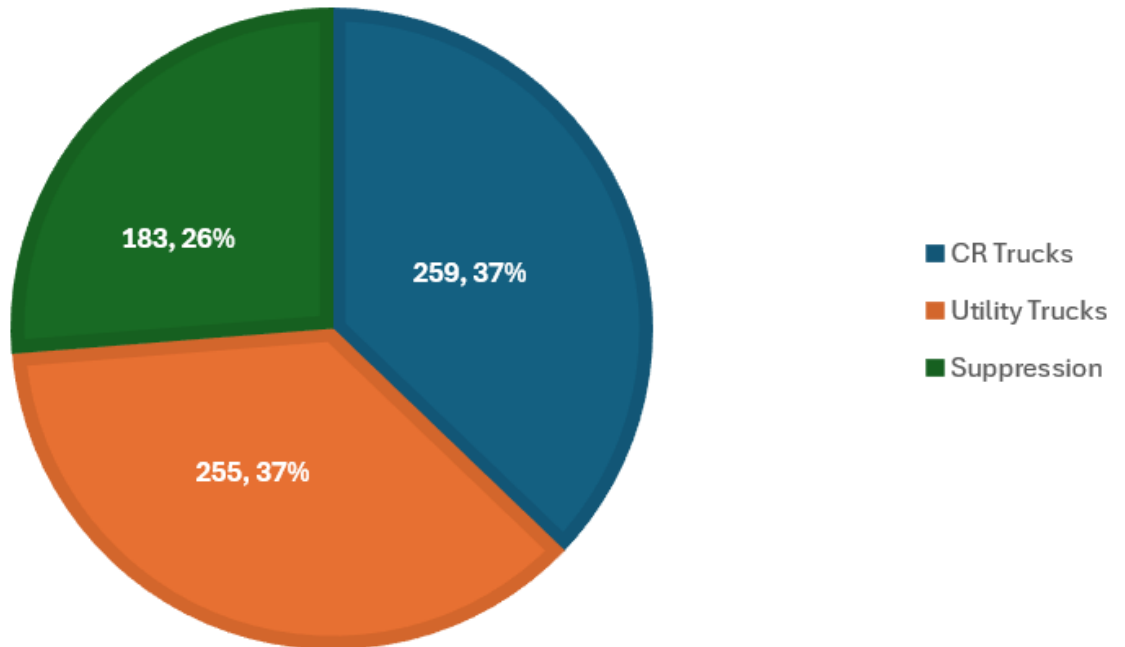
- August safety message featured “The A, B, C’s of Swim Safety,” closely aligned with Drowning Prevention Month. This timely outreach provided families with important water-safety and drowning-prevention information during one of the busiest swimming months of the year
- This continues to be a valuable communication tool for connecting school district families with Golder Ranch Fire District educational safety resources, programs, and prevention messaging for over 20,000 parents, students, and staff in the school districts we serve

Peachjar is a digital communication platform that allows schools, districts, and community organizations to share important information, programs, events, and resources with families electronically. It provides a centralized way for parents and caregivers to receive community and school-related announcements, helping

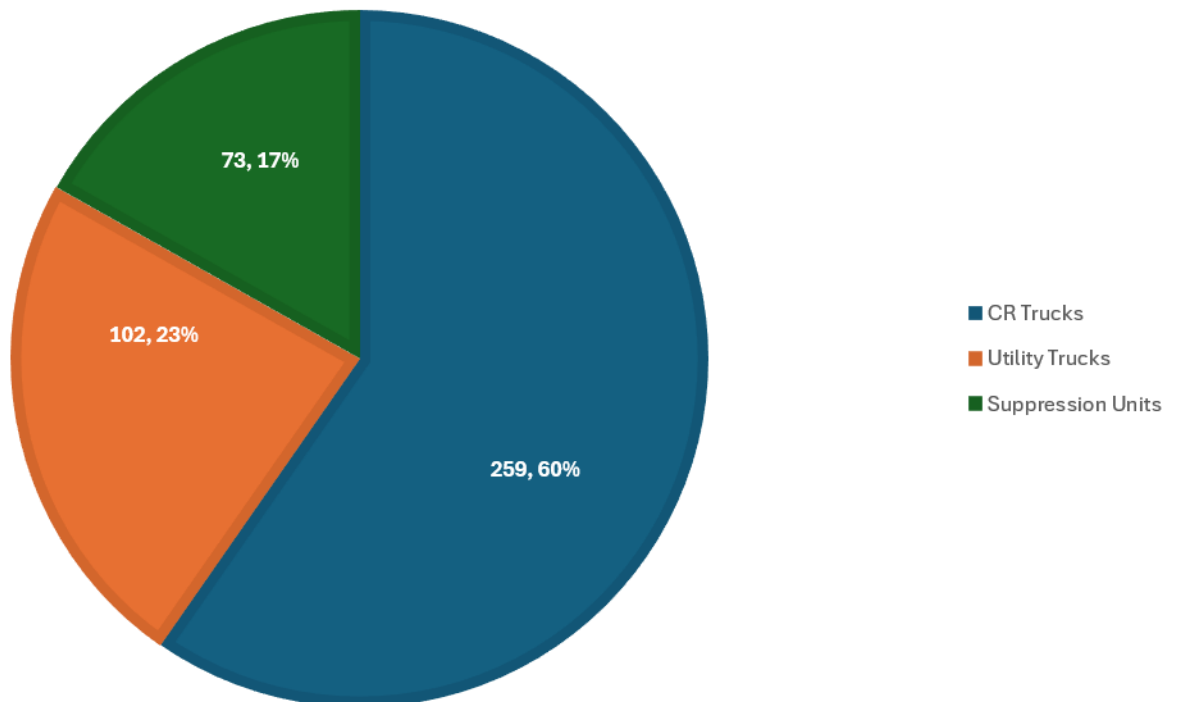
organizations reach families directly without relying solely on paper flyers or traditional communication methods.



CALLS RAN FOR ENTIRE MONTH (AUGUST 2026)



CALLS RAN BETWEEN 8AM-5PM (AUGUST 2026)



Community Resource Technician (CRT) Program – August Activity

- CRT trucks responded to 259 calls during the month of August and traveled a combined 3,699 miles between the two units.
- August 2nd was the only day during the month when both CRT trucks were out of service. On the remaining 30 days, at least one CRT truck was in service.

Fleet Cost Comparison

Fleet Maintenance compiled data to determine the cost per mile for the District's Engines, Ladders, and CRT units during the previous fiscal year:

- **Engines:** \$13.81 per mile
- **Ladders:** \$64.04 per mile
- **CRT Trucks:** \$0.55 per mile

Based on these figures, the estimated cost to travel the 3,699 miles driven by the CRT units in August would have been:

Unit Type	Cost per Mile	Cost for 3,699 Miles
Engines	\$13.81	\$51,083.19
Ladders	\$64.04	\$236,883.96
CRT Trucks	\$0.55	\$2,034.45

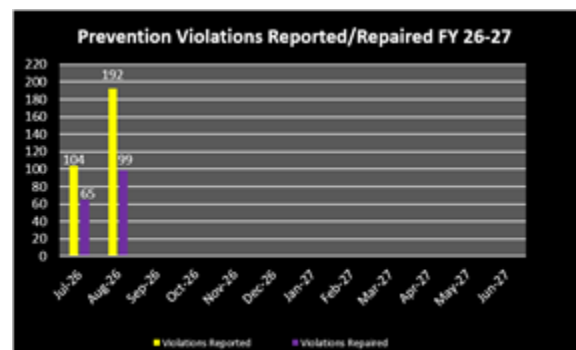
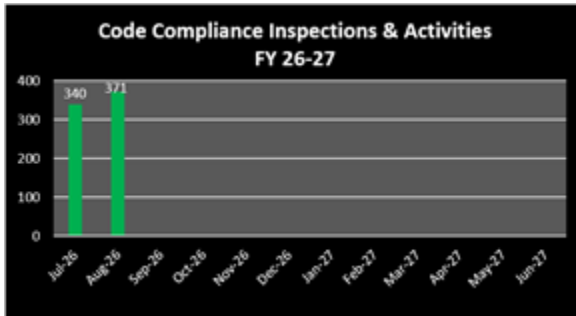
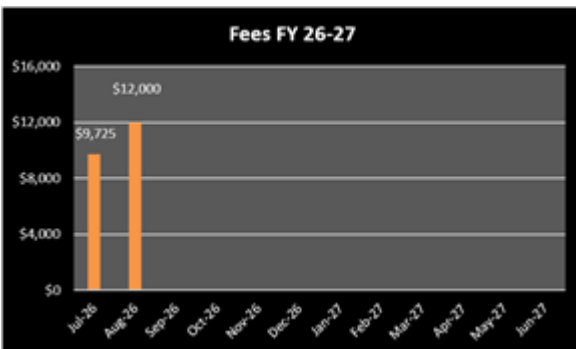
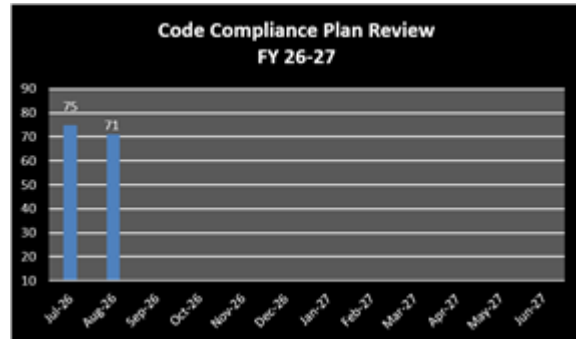
These figures demonstrate the significant cost efficiency of utilizing CRT units for appropriate non-emergency calls, while also reducing the mileage and associated operating costs placed on emergency response apparatus.

# of wildland fires billed	10
# avg days to bill for wildland	39.3
# of transactions paid in more than 30 days from invoice date	75
# of PAs unable to process with out follow up	23
# of EMS Memberships	30
# of transports billed total (all agencies)	897
# of transports billed (GRFD)	633
# of tickets returned to Operations (all agencies)	13
# of tickets returned to Operations (GRFD)	10

Result

% of transactions paid under 30 days of invoice date	75.80%
# of retro payment	2
# of overpayments	3
% Transports billed within 14 days of date of service (all agencies)	99%
% Transports billed within 14 days of date of service (GRFD)	99%

Performance Measures:



- % fire prevention inspections completed FY 26-27= 17.30%
- % businesses compliant with the International Fire Code = 66%
 - <64% needs improvement, 64%-68% good, 69%-73% great, >73% outstanding
 - ♣ Fire inspectors are actively working on approximately 17% of businesses
- % plan review completed by scheduled due date FY 26-27 = 100%
- # of fire investigations completed FY 26-27 = 7
- # of training hours completed FY 26-27 = 73 (for nine people)
- # Emergency incidents with injuries or casualties due to a structure fire FY 26-27 = 0

Civilian		Fire Service	
Injury	Casualty	Injury	Casualty
0	0	0	0

Commercial Projects Summary - New projects for this month = Green

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 375, 376	ZONE 3 Station 377	ZONE 4 Station 379	ZONE 5 Station 380
Dollar General F.A. 16355 N. Oracle	Roche Bldg 1 Chemical Storage 1910 E. Innovation Park	QT Solar Fuel Island 11045 N. Oracle	Hope Church 3130 W. Overton	Chipotle T.I. 7248 N. Oracle
Hungry Howies T.I. 16054 N. Oracle	CAP Storage 1410 W. Tangerine Road	Life Storage T.I. 11061 N. Oracle	St. Mark's Hood System 2727 W. Tangerine	European Adult Care Home 8652 N. Morning View
SBHOA1 - New Arts and Crafts 64445 E. Saddlebrooke	Above Ground Tank 13450 N. Piper Dr.	Miracle Ear T.I. 11015 N. Oracle	GRFD Procurement T.I. 3701 W. Quasar	McDonald's T.I. 292 W. Magee
Lumen F.A. 16649 N. Avenida del Oro	Residential Hangar 13000 N. Tailwind	Barro's Pizza T.I. 11121 N. Oracle	St. Mark's Chapel/Preschool 2727 W. Tangerine	Spa Daze 7330 N. Oracle T.I.
First Baptist Church F.A. 3505 E. Wilds	Extra Space Storage 1410 W. Tangerine	Centre Stage Dance T.I. 11835 N. Oracle #133	Circle K T.I. 3712 W. Cortaro	Area 51 T.I. 8050 N. Oracle
Autozone 16403 N. Oracle	Rancho Vistoso F.A. 12450, 12460, 12470, 12480	Batteries Plus T.I. 11015 N. Oracle #141		CDO Baseball Clubhouse 25 W. Calle Concordia
Stone Canyon Blasting Phase 7 & 8	Idaho Credit Union T.I. 12132 N. Rancho Vistoso	UPS Store T.I. 10645 N. Oracle		Guardian Pharmacy T.I. 8500 N. Oracle Rd
Vistoso Dental T.I. 2512 E. Vistoso Commerce Loop	Safeway T.I. 12122 N. Rancho Vistoso	The Wealth Consulting T.I. 10134 N. Oracle #100		Presidio Dental T.I. 7493 N. Oracle #105
Shell Building 16229 N. Oracle	Roche B2 T.I. 1910 E. Innovation Park	Loma Premium Meats T.I. 10785 N. Oracle #191		Xfinity T.I. 7866 N. Oracle
GRFD Professional Development 3845 E. Golder Ranch	Shell Building T.I. 12490 N. Rancho Vistoso	Brookdale F.A. 10175 N. Oracle		Sunny Spa T.I. 7923 N. Oracle
Received Final Inspection	La Hacienda T.I. 11931 N. 1st #104	Boot Barn T.I. 10805 N. Oracle		Pei Wei T.I. 7252 N. Oracle
Spirit Halloween-Investigative 11955 N. Oracle	OV Assisted Living Main 12380 N. Vistoso Park	Walmart T.I. 2150 E. Tangerine		OV Facilities Maintenance Abv Grnd Tank
SurfThru Car Wash and Solar 11595 N. Oracle	Stone Canyon Clubhouse F.A. 14250 N. Hohokum Village	Public Storage - Solar 11274 N. Oracle		Wingstop T.I. 7939 N. Oracle
Legacy Learning Community T.I. 180 W. Magee Ste 134	Gateway @ Vistoso Apts. 945/955 W. Vistoso Highlands	Mountainside Fitness T.I. 11935 N. Oracle		Blackrock Coffee T.I. 7901 N. Oracle
Sierra Pacific Windows T.I. 7330 N. Oracle	Naranja Prof. Park Bldgs 1,2,3 1440 W. Naranja	Holiday Inn Express T.I. 11075 W. Oracle Rd		Hand and Stone T.I. 7918 N. Oracle
St. Marks Parking Structure 1431 W. Magee	OV Assisted Living Casitas 12380 N. Vistoso Park	Encantada at OV Apts. 1730 E. Tangerine		Tucson Federal Credit T.I. 7216 N. Oracle
Ironwood Dermatology T.I. 10281 N. Oracle		Pain Institute of AZ Surgery 365 E. Linda Vista #A		CDO High School F.A. & Dialer 25 W. Calle Concordia
OV Family Practice F.A. 1866 E. Innovation Park		Pain Institute of AZ Clinic 365 E. Linda Vista #B		Extra Space Storage 8710 N. Oracle
Catalina Eye Care T.I. 10281 N. Oracle		Workout Anytime T.I. 11975 N. Oracle		
Shell Building F.A. 12152 N. Rancho Vistoso		Life Storage - Solar Panels 11061 N. Oracle		
		Sigma Technologies F.A. 10960 N. Stallard		
		Empty Cup Health Wellness T.I. 10132 N. Oracle #180		

Fire Marshal Akins

- Attended re-occurring meetings to include Arizona Fire District Association, Oro Valley Pre-construction, Development Review Committee, Traffic Safety, Town Council, Joint Fire Investigations, Fire Chief Status, Executive Leadership, Southern Arizona Fire Marshal Association, Arizona Fire Marshal Association, and Fire Prevention Staff

Education/Committees/Training Activities

- DFMs and Inspectors attended the Joint Fire Investigation meeting with NWFD, OVPD, MPD, PCSD, and PCAO

GRFD Fire Investigations

Estimated Property Loss	Estimated Property Save	FY 26-27	Estimated Content Loss	Estimated Content Save
\$27,618	\$844,168		\$10,565	\$348,645



- On August 7, 2026, a structure fire was reported in the Golder Ranch Fire District
 - o The origin of the fire was in the garage – lithium-ion battery
 - o The fire classification is unintentional
- On August 12, 2026, a structure fire was reported in the Northwest Fire District
 - o GRFD assisted with the origin and cause investigation
- On August 13, 2026, a structure fire was reported in the Northwest Fire District
 - o GRFD assisted with the origin and cause investigation
- On August 15, 2026, a structure fire was reported in the Golder Ranch Fire District
 - o The origin of the fire was on the back patio
 - o The cause of the fire was undetermined
- On August 24, 2026, a structure fire was reported in Marana
 - o GRFD assisted with the origin and cause investigation

- On August 25, 2026, a vehicle fire was reported in Golder Ranch Fire District
 - o The origin of the fire was in the front of the van
 - o The cause of the fire was undetermined
 - o The fire classification is undetermined

- On August 28, 2026, a structure fire was reported in Golder Ranch Fire District
 - o The origin of the fire was in the northeast corner of a bedroom
 - o The cause of the fire was a ceramic heat plate for reptiles
 - o The fire classification is unintentional



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Grant Cesarek, Assistant Chief of Support Services

MTG. DATE: September 15, 2026

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
- Health & Safety
- Technology
- Planning
- Supply

RECOMMENDED MOTION

No motion is necessary for this agenda item.



SUPPORT SERVICES DIVISION REPORT

Assistant Chief Grant Cesarek

August 2026

Assistant Chief's Activities

- The support services team was instrumental leading the Operative IQ work group in their weekly meetings and implementing a new inventory practice on apparatus. An initial trial of using "kits" on the ambulances proved to be successful and is being expanded to all apparatus.
- The contractors on the Quasar project made great strides this month, water lines replaced, drywall and paint completed, and meeting current code and ADA requirements. In early September, the IT infrastructure will be installed and asphalt will be completed. The goal is to occupy the building by mid-October with complete inventory of all items in the building.
- Fleet and Training renovations continue, plumbing work, concrete, water line and fire riser supply line relocated this month, and prep work for the foundation which will be poured the first part of September.
- The metal building that makes up most of the fleet renovation shipped, expected delivery the week of September 14.
- Construction and build out of the district's next ladder truck continued this month, expected delivery in October.
- Assistance with the finance team on invoice processing, vendor management, and updating agreements to refine our payment process.
- Completed a review of the Enterprise Leasing program and their invoice/fees to better understand the program. We are in a good place with their group managing our lease vehicles and assisting with purchases and sale of vehicles.
- Working on a reporting process with Wex, our fuel card company, to have a custom report that separates the fuel costs for ambulances, wildland vehicles and all others. This will allow us to apply expenses to different programs.
- Served as the emcee for the Fiesta de los Bomberos event for another year, this was their 20th Anniversary

Facilities Maintenance Activities

Facility Maintenance Team

- OpIQ: Facilities Module, continuing implementation and employee training to improve work-order, invoice, asset, labor, and expense tracking. Additional functionality is being developed to separate in-house versus outsourced repairs.
- OpIQ: Continued implementation for maintenance tracking, forecasting, and asset management.
- Quasar Building: Construction progressing, interior painting underway. IT installation coordination continues. Asphalt to begin September 18th.

- HVAC: Multiple August issues addressed through repairs, replacements, and temporary solutions.
- Surplus: Processing continues, with light-duty staff assisting to increase capacity.
- Garage/Bay Doors: Annual service contract awarded to Applied Rite Garage Doors.

Facility Team's Metrics

- % of district facilities that are fire code compliant: **100%**
- # of service tickets completed by technician (not outsourced) New metric, working on report to pull the data.
- # of service ticket responses provided: 168 YTD (73 in August)
- # of days to address high-priority facilities service requests New metric, Working on Report

Fleet Maintenance Activities

Fleet Maintenance Team

- New 107' aerial ladder: Final inspection scheduled in late September in Appleton, WI.



- EN379: KME completed repairs and committed to inspecting the remaining four trucks as needed.
- Finalizing the 2026 Enterprise order (Fleet Lease Program).
- EVT Training: Jesus Cabada completed emergency vehicle technician training in Denver, CO.
- The fleet team continued operating around the construction process, great job to the technicians who are maintaining their professionalism through the adversity.

Fleet's Metrics:

- # fleet maintenance work orders closed YTD: 263
- % of NFPA and State required annual testing complete: 28%
- Cost of maintenance per mile driven: TBD, may move to a quarterly/bi-annual metric
- % of out of service time between scheduled vs. Unscheduled maintenance: 68% scheduled

Health and Safety

Health and Safety Team

- Annual physicals for both admin and suppression at 1582: We met with their new supervisor to streamline some communication and other processes, specifically in the reporting portal and with EPISEEK which is the blood test to identify cancer markers early in our personnel.
- Post fire exposure washdown procedures being updated to incorporate the Storm Stick decon system, the purchase a short time ago is proving to be a value add to our decontamination process.
- Peer Support: Developing a shared notification process with TFD and NWFD for critical incidents affecting crew(s) mental health, this will help HR and Health and Safety stay ahead of personnel needs.
- Researching the steps to host an OSHA 10 Course: Workplace safety training, with a focus on fleet, facility, and health and safety.

Health and Safety Team's Metrics

- % of root cause analyses completed for all ICA claims: 0, reporting process being refined
- # of motor vehicle collisions (any property damage to district or resident) 1
- # of ICA Injuries – 3
- % suppression employees who complete their annual physical: 70% through Qtr. 2, there was a scheduling issue that has been resolved which affected this metric.
- % of non-suppression employees who complete their annual physicals: Part of meeting with 1582 staff is to produce this report for accuracy, we are approx. 30 percent of the admin personnel doing the physical which is great.
- % of members that have completed StruggleWell: 42%

Procurement/Fire Supply

Procurement Supply Team

- PPE: Reviewing turnout replacement quantities and costs to remain within budget and balance annual expenses.
- Decommissioned Gear: Working with AZ PPE to evaluate options for extending the service life of returned gear.
- PPE Materials: Evaluating new materials and product options, with changes anticipated by the end of October.
- OpIQ: Continued improvements to inventory, asset, PPE, and supply tracking, including barcode/scanner enhancements.
- Facilities Support: Assisting with, asset verification, supply requests, and implementation of the Facilities module in OpIQ.
- Supply Requests: New procurement and distribution process is operational, with continued improvements to OpIQ functionality.
- Inventory "Kits": In OpIQ there are groups of inventories called "kits." We have implemented the "kit" set up in the system on our ambulances, improving efficiency and reducing equipment transfer time.

Procurement Supply Team's Metrics

- # business days to fill supply requests
- # of service ticket responses provided: **Fire equipment: 151 YTD** (83 in August with addition of procurement process and ticket requirement)

Information Technology

Information Technology Director – Danny Martinez

- This month I would like to highlight a new addition to the technology team. Christopher Parent has joined the department as the new I.T. Supervisor!
- The format of the board report from the Information Technology department has changed this month. I am making some adjustments that are intended to help improve and simplify our reporting.

Technology team strategic budget metrics highlights

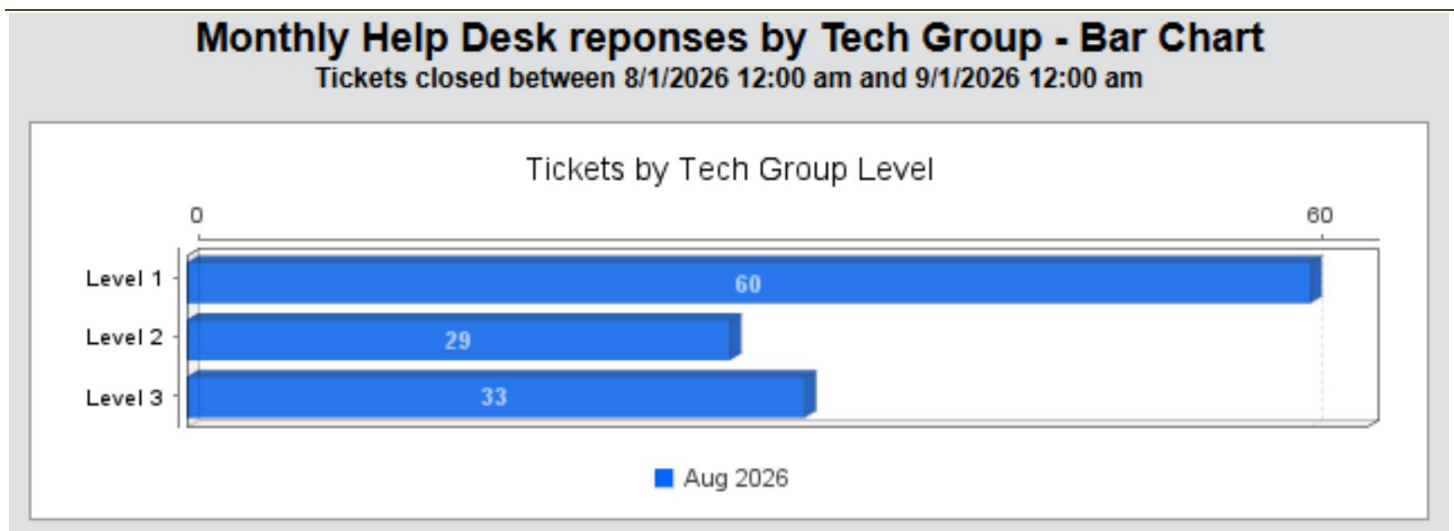
GIS Metrics

GIS projects completed = 18

of GIS requests unable to be addressed or completed by month end = 20 (these will roll into the following month to be completed.)

Information Technology Metrics

August Ticket volume = 122

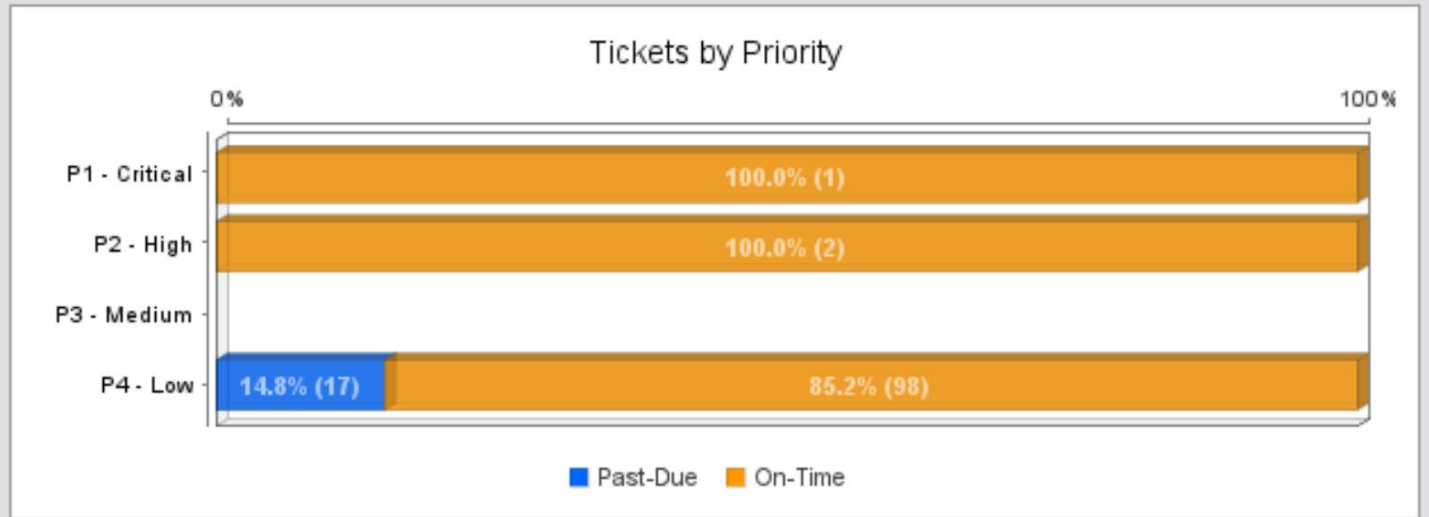


In the chart, the level corresponds to the difficulty or complexity of the task. A level 1 response is a routine well documented task, whereas a level 3 task may require a more senior technician or advanced troubleshooting to resolve.

Number of tickets closed within the service level agreement (SLA) guidelines.

Monthly Resolution SLA Compliance - Bar chart

Tickets closed between 8/1/2026 12:00 am and 9/1/2026 12:00 am



Target compliance for P4 - low tickets = 85%, P3 - Medium tickets = 90%, P2 - High and P1 - Critical = 100%.

IT Applications Activities/Projects

- The applications group has been working on developing a solution to assist the Community Risk Reduction department. This solution will provide a way for members of the public to schedule appointments for service.
- Performing final testing for the Single Sign-On (SSO) project for OperativeIQ. Performing user testing and finalizing documentation prior to implementation.
- Assist GIS analyst with Microsoft SQL server database support, assisting vendors and deploying scripts to support of the fire response dashboard project.
- Updated the software of US Digital Designs (USDD) station alerting firmware for all stations and districts we support

IT GIS Activities/Projects

- Attended the 2026 Arizona Geographic Information Council (AGIC) Annual Symposium in Prescott, AZ; regional peers networking and educational sessions including hands on workshops using AI in GIS, GIS Dashboards and Apps development, Metadata, and Cartography.
- Several routing issues repaired and over 60 new Energy Storage System (ESS) points added to the August map roll out which was tested and successfully deployed.
- Worked with ESRI technicians and GRFD Applications Administrator Bela to validate and prep our ImageTrend call data in SQL Server and online response dashboards.

IT Systems Group Activities/Projects

- The Systems group did a great job recovering the Public Wi-Fi after several components failed. After replacing equipment, they were able to partially restore configurations from backup and rebuild the rest to successfully restore functionality.
- Working to improve our system monitoring tools by ensuring alerts, especially those triggered after hours, are kept relevant and actionable.
- Working to modify the mechanism used for Single Sign On (SSO) for ImageTrend. This will modernize how the system handles SSO authentication and prevents a reoccurrence of an issue where Microsoft updates interrupted the logon process, leaving users temporarily unable to log in to the ImageTrend system.

Strategic Communications

Community and Media Relations Supervisor – Lydia Camarillo



District Visibility & Community Presence

- Developed a Station Tour video series highlighting District facilities, personnel, and daily operations to provide the community with an inside look.

- Continued Annual Report development, including content review, editing, and final revisions.
- Participated in professional and community partner meetings, including:
 - Police and Fire PIO Meeting (Media Specialist Sam Henson attended)
 - Oro Valley Chamber SPARK Business Summit
 - Oro Valley Chamber Directors Board Meeting
 - Oro Valley Women in Leadership
 - Executive Leadership meeting
 - Fire Chief Status meeting
- Supported internal communications through updated Dashboard messaging on discounts from businesses for first responders and upcoming Tailboard Talks with the Chief.

Public Relations

Managed media response and public information for:

- Fire Apparatus & Emergency Equipment feature of Engineer Bryan Scafede
- Wildland Team video sent from Oregon
- Arizona Public Media radio interview on Drowning Impact Awareness Month with Assistant Chief Eric Perry
- Tucson Local Media inquiry and interview on Drowning Impact Awareness Month with Deputy Chief Mark Wilson
- District social media content was referenced or showcased across multiple digital news platforms.

Social Media

- Developed and shared public safety announcement (PSA) videos addressing “Pull to the Right” for emergency vehicles during National Traffic Awareness Month
- Station Tour video series continued with Station 379
- Created video showcasing we’re here for the community 24/7
- Welcome Back to School! Stay Hydrated
- First Week of School and GRFD presence at Mesa Verde Elementary
- Implemented a World Drowning Impact Awareness Month campaign on social media, reinforcing water safety awareness and drowning prevention.
- Increased hiker safety messaging throughout the month
- Equipment tour video with Paramedic James showcasing why crews carry saws

Ongoing Communications

- Maintained consistent public safety messaging focused on emergency preparedness, and community risk reduction.
- Assisted with recruitment communications to reach more potential applicants for Finance Director.
- Shared employee spotlights, Code Saves, stroke recognitions, and emergency response highlights.
- Shared employee recognitions and District accomplishments from monthly Governing Board meetings on social media.

Social Media By the Numbers

Facebook

- Views: 150,140
- Posts: 25

Top Post-Station 379 video tour featuring Captain Carlson and Probationary Firefighter De La Garza

Instagram

- Views: 73,000
- Posts: 26

Top Post-Station 379 video tour

X

- Posts: 5
- Impressions: 1,684 (Times post was seen on X)

Top Post-Engineer Scafede's featured in Fire Apparatus & Emergency Equipment's "The Apparatus Chauffeur" series

Program Metrics

- 3 Public Information (incident) updates
- 1 Press Release
- 50 Public Service Announcements
- 24 Employee Spotlights



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

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

MTG. DATE: September 15, 2026

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
- 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

August 2026

Assistant Chief's Activities

- Attended the Arizona Ambulance Association Conference with EMS staff and field personnel.
- Attended the Pima County Multi-Jurisdictional Hazard Mitigation meeting and Emergency Operations Center (EOC) meeting.
- Continued oversight of probationary firefighter module training, with wave 2 completing Module 1 and moving into Module 2.
- QAC assessments and Leadership Series training were completed during August.
- Continued work with EMS and Logistics on OplQ improvements and preparations for CAAS re-accreditation.
- Continued oversight of Wildland deployments, with several personnel and apparatus assigned throughout the western U.S.
- Continued oversight of Fire Response, Special Operations, and Professional Development activities throughout the month.

EMS

EMS Training

- Staff as well as four paramedics attended the 2026 Arizona Ambulance Association's conference. The two-day conference covered state-level operational and legislative issues impacting EMS operators. Attendees also received updates on ambulance privacy and compliance. This conference is always a great learning opportunity for our field providers.
- Certified Ambulance Documentation Specialist (CADS) training has been completed by GRFD EMTs and Paramedics. The EMS Division thanks everyone for their commitment to excellence and continuous improvement!

EMS Team

- Staff worked with Logistics to build improvements and efficiencies into OplQ.
- Staff has begun preparations and information gathering for our upcoming CAAS re-accreditation.
- Staff attended agency meetings with our 26-3 Pima paramedic students.
- Staff participated in the following regular meetings:

- o GRFD EMS and CQI
- o GRFD leadership meetings.
- o SAEMS meetings.
- o EMS ROC
- o Image Trend

EMS Performance

Emergency Medical Response Program

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.

Results:

% EMS calls for service where the turnout time is 1:15 or less. 78.3%

Maintain emergent (Code III) responses where the first unit total response time is 9:00 minutes or less for urban areas and 12:00 minutes for rural areas. Urban = 11.3 ; Rural = 14.4.

% cardiac arrest responses where nationally recognized EMS performance measure benchmarks are met: ETCO2 documented with advanced airway (goal 90%) = 100% Appropriate termination documentation (Goal 95%) = 97.5%

% survival rate for cardiac arrest (Utstein Formula of Survival) 48%

% STEMI responses where EMS performance benchmarks are met. Administrative medical direction is building this report

% stroke responses where EMS performance benchmarks are met. 98%

% TBI responses where EMS performance benchmarks are met. Administrative medical direction is building this report.

% of surveyed respondents are satisfied with the service received from EMS response. 94%

Outputs:

The number of EMS responses provided. 961

The number of ambulance transports provided. 633

Demands:

The number of EMS responses expected to be requested. 1010

The number of ambulance transports to be requested. 579

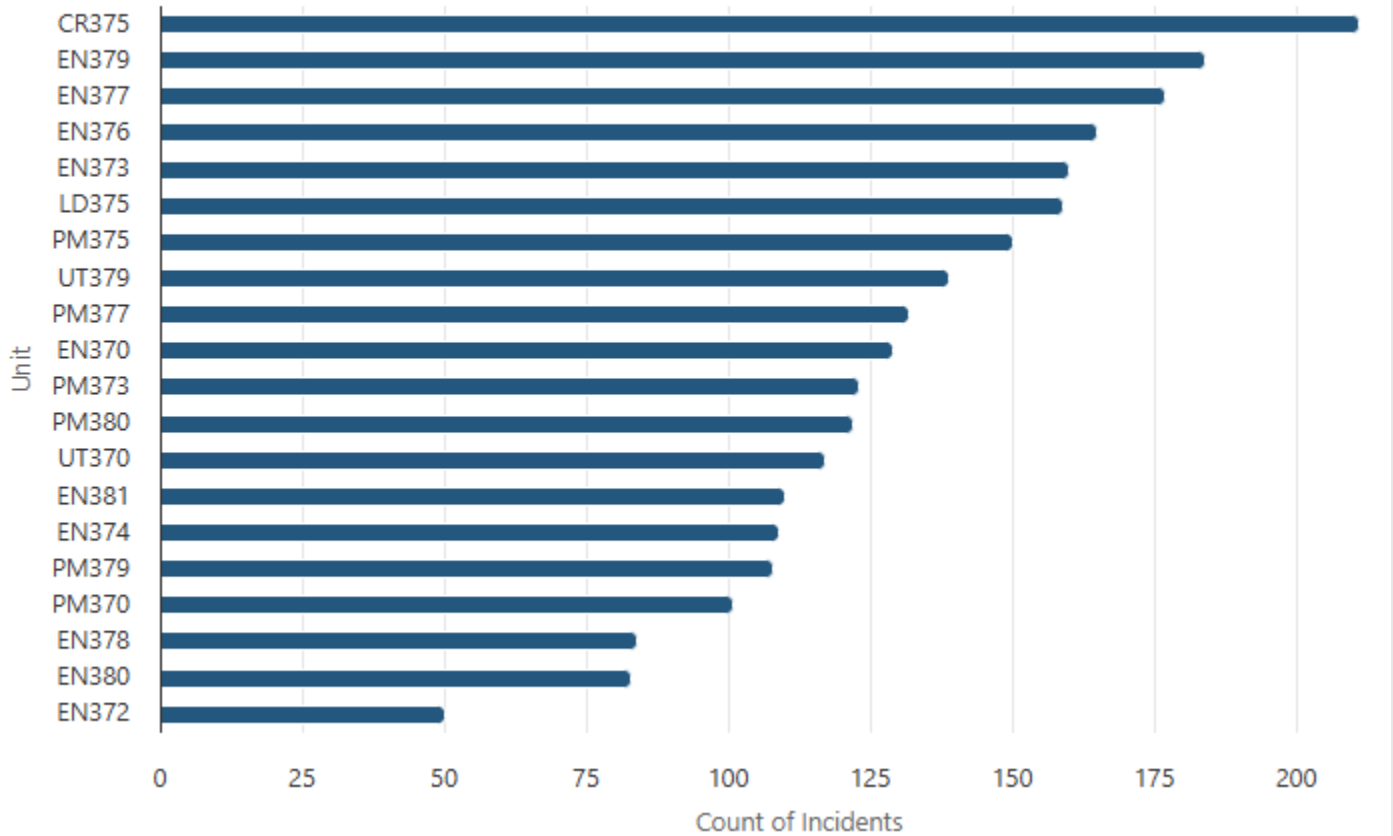
Efficiencies:

EMS program expenditure per total number of EMS responses. \$540

EMS program expenditure per capita. \$63

Incidents by EMS Unit (Top 20)

Aug 01, 2026 12:00 AM to Aug 31, 2026 11:59 PM





Professional Development Program

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

Courses/Training:

PFF Module Task books:

- o RTA 26-01 PFF Module 1 completed for Wave 2
- o Module 2: Released to Wave 2 of RTA 26-01

Completed Qualified Acting Captain (QAC) Assessments

Leadership Series Completed

Company Readiness Drill (CRD):

- Scheduled for Fall 2026 (Based on arrival of new aerial apparatus)
- Aerial apparatus and ladder operations for suppression
- In service and continuing education of new Pierce Ladder truck
- Emphasis:
 - o Operators: Apparatus inspection, driving, staging, ladder operation
 - o Suppression: Fundamental skills - ground ladders, ventilation, saws

- o Introduction to smoke machines and new “Strip mall” prop

Fire Rescue International (FRI) 2026:

- Professional Development Staff attended: ENG A. Ortiz, PM B. Moffitt, and FF S. Ledoux
In addition to suppression personnel: CPT S. Garcia and CPT J. Ahumada





Professional Development (PD) Campus:

- Continued General clean up and maintenance of props
- **Hazmat area:** Creating a HAZMAT training area behind the PD Training Apparatus Awning
 - Year-round access to HAZMAT scenarios
 - Small storage area for fixed facilities with a beacon, 704 diamond, various shut off valves
 - Met with Southwest Gas for replica underground natural gas line break prop.
 - Residential gas meter etc.
 - Propane cylinder prop
 - Diking, damming, retention ponds area
 - Overflow and under flow dams area
- **Vehicle Extrication area:** Crews have been diligently scheduling time to practice vehicle extrication. We are currently working with CAT Towing to replenish inventory.
- **Firefighter Survival:** Many crews have visited the Firefighter Survival room to accommodate training for PFF working in their module task books.
- **Garage Door Prop:** Many crews are utilizing the garage door prop for garage fire MCS drills.
- **Training Tower:** Exterior walls have been repaired by Rogue Welding, coordinating with Fire Training Structures for inspection and recommendation of repairs for interior walls.

High / Mid Rise Suppression Packs:

- Training materials and presentations are being developed for equipment and best practices regarding suppression activities in High / Mid-rise occupancies.
- Operational Directive is in final stages of review.

Position Task Books:

- Reviewing & updating current task books as needed.
 - Fire Captain
 - Ladder Captain

2027 Driver Operator Class:

- Preparation beginning for upcoming class
- Pima CC: FSC125 Hydraulics, FSC 163 Apparatus, FSC180 Driver Training
- Anticipate (2)-15 person classes

Electric Vehicle Program:

- Collaborating with Rockin' For Heroes, LN Curtis, Hurst, CAT Tow & OVPD.
- Electric vehicle extrication – Train the Trainer Class. Scheduled for October 2026.
- Reviewing / updating current electrical vehicle fire policies and procedures.

Static Simulator Software program:

- Anticipate releasing new simulator software September 2026 to suppression personnel to enhance incident scene size ups, strategy and tactics, active pre-planning of target hazards. Software was utilized in upcoming QAC assessments.

Administrative Work:

- Developed a master roster for the organization to include suppression and administrative personnel for future training and certification verification.
- Verification and updating of current certifications: Engineer qualifications & Driver's License.
- Update to Annual Training Calendar use and approval.
- Working with Logistics to develop inventory tracking for Professional Development assets and valuations.

Upcoming Conferences:

- **AZCFSE State Fire School:** Sept. 9-13, (4) GRFD members attending.

August 2026 Results

- % completion rate on Firefighter ISO training.
- % completion rate on Engineer ISO training.
- % completion rate on Officer ISO training.
- % completion rate on all district-required annual Administration OSHA training
- % completion rate on all district-required annual Community Resource Technician OSHA training
- % completion rate on all district-required annual Fleet, Logistics, and IT OSHA training
- % completion rate on all district-required annual Suppression and FLS OSHA training
- % completion rate on all district-required annual Supervisor Administration OSHA training
- % completion rate on all district-required annual Supervisor Fleet, Logistics, and IT OSHA training
- % completion rate on all district-required annual Supervisor Suppression and FLS OSHA training
- % completion rate on all district-required annual Wildland Refresher Training
- % completion rate on all district-required annual Physical Agility Evaluations.
- % completion rate on all district-required annual VFIS Refresher training.
- % completion rate on all district-required annual Ropes Ops/Tech Refresher training.
- % completion rate on all district-required annual Swift Water Ops/Tech training.
- % completion rate on all district-required annual Hazmat Refresher training.
- % of surveyed respondents are satisfied with the service received from professional development.
- % budget variance. **Work in progress**

Output

- 600 hours of recruit training will be delivered annually.
- 160 hours of Driver/Operator training will be delivered every two years.
- 192 hours of Fire Officer I and II training will be delivered every two years.
- 160 hours (six classes) of leadership development training will be delivered every two years. **Work in progress – Leadership I, II, and III classes completed in August.**
- 60 hours of required annual training, in addition to ISO requirements, will be delivered annually.
- 80 hours of rope and swift water rescue technician training will be offered annually.
- One Battalion Chief promotional process a minimum of every 2 years depending on operational need.
- One Captain promotional process a minimum of every 2 years depending on operational need.
- One Engineer promotional process a minimum of every 2 years depending on operational need.

Honor Guard and Pipes & Drums

Honor Guard had one event for the month of August:

- Team meeting for August 14th: Team
- The planning for the Colorado trip in September has been completed. The Honor Guard and Pipes & Drums Teams are sending a total of 3 members to the Annual Fallen Firefighter Memorial.

Special Operations

Results

- 0% of Special Operations responses involved injuries or loss of life to the community.
- 0% of Special Operations responses resulted in injuries or loss of life to GRFD personnel.
- The Special Operations Team Members assigned to Station 377 completed an average of 2 hours of Hazardous Materials Training per person this month.
- The Special Operations Team Members assigned to Station 377 completed an average of 2 hours of Technical Rescue Training per person this month.

Outputs

- 1 Technical Rescue responses
- 16 Hazardous Material responses

Monthly Response Highlights

- The Special Operations HAZMAT Team responded to a “Carbon Monoxide Alarm” call in a residential neighborhood. The call originated with EN373 on a single unit dispatch to a CO alarm. EN373 entered the residence, had CO readings with their monitor and asked for a HAZMAT response. The Station 377 units arrived on scene, along with Southwest Gas, and mitigated the situation by shutting down the HVAC unit and properly ventilating the home. There were no more readings throughout the home, and the residents were able to return comfortably with just a small HVAC unit fix.
- Multiple phone calls were made to Captain 377 this month to receive guidance from suppression apparatus on active calls. A notable one was when an Acting Captain called the on-duty Station 377 Captain’s unit phone to ask a question about CO readings his crew was having in a home they were currently on scene of. The Station 377 Captain was able to quickly research his HAZMAT question and provide him with real time advice on scene to mitigate the issue and get the residents back into their home safely. This is a great example of how collaboration between crews and technology can be leveraged in real time to quickly and safely resolve incidents, without an additional physical response.
- The Special Operations HAZMAT Team responded to a call involving a possible mustard gas leak at a residence. This was a multi-agency response between GRFD, NWFD and PCSO. Residents at their home believe their house, passenger vehicle and garage had been contaminated with mustard gas. There were two patients on the scene that received a full medical evaluation. After advanced air monitoring was completed by our HAZMAT Team and NWFD, it was determined that there was no mustard gas within the residence. Peace of mind was given to another couple of residents, and they were able to return to their home without worry. PCSO remained on scene to investigate further.
- The Special Operations HAZMAT team responded to a large commercial occupancy, Pickler, in the OV Marketplace for a smell of burning rubber. Crews were able to complete advanced air monitoring in,

around, and on top of the building with no findings. The evacuated employees and customers were able to return without incident.

- The Special Operations TRT team responded to several elevator rescues this month within Station 377's first due area. In all instances, crews were able to utilize elevator drop keys to safely assist stuck occupants out of the elevators without getting too technical with the rescue. August was a hot month, and elevator cars do not have much ventilation. The quick actions of the team mitigated possible further heat emergencies by freeing trapped occupants quickly.

Monthly Training

Regional Hazardous Materials Continuing Education:

- Regional agencies completed an electronic assignment on container assessment, product control, overpacking and radioactive containers. There was also a video on grounding and bonding associated with this training. This training prepares the team on how to handle different types of leaks from different container types. It was administered in preparation for the October in-person training on cold tapping a tanker prop, grounding and bonding, hazmat pump operations, and plugging/ patching.
- Golder Ranch Fire District will be hosting the end-of-year Hazardous Materials drill in December. This drill is meant to encompass everything we have learned regionally through the year and pack it into one large drill. The team is in the preliminary phases of planning out the logistics for this.

Regional Technical Rescue Continuing Education:

- No regional training administered this month for Technical Rescue.

Regional Initial Training:

- Two members of the Special Operations Team were signed up for the Animal Rescue Technician course. Various agencies around the region are sending personnel to this course to expand specific rescue capabilities. This course will be held at the Campus Agricultural Center through the University of Arizona and is a two-day course.
- Notifications have been sent out to four Special Operations Trainees that will be attending the upcoming five-week Hazardous Materials Technician course, running from October 19, through November 19.
- A 200-hour technical rescue course is set to begin November of 2026. This will be the second technical rescue course of the year and contains all disciplines we require of a team member. Once the dates are solidified, we will be selecting Special Operations Trainees to attend disciplines they still need certifications in.

In-District Continuing Education

- An electronic training was administered via Vector Solutions to the team that reviewed elevator rescue operations due to the recent uptick in these incidents.
- A member from the Special Operations Team completed monthly air calibration on suppression four-gas monitors.
- The Special Operations Team is in the preliminary phases of planning out a Rope Rescue refresher day coordinated with the WL team prior to next year's fire season.
- The team has planned out the HAZMAT First Responded Operations (FRO) District Refresher to include the electronic assignment and the in-person lesson plan. Instructors from our team have also committed to participate in teaching this training.

- The HAZMAT coordinator for Tucson Fire Department, Todd Davis, will be coming to the Station 380 classroom on September 14, to give a refresher course on advanced air monitor maintenance along with a refresher on best practices. Several of our team members will be attending this course.

In-District Initial Training:

- The Team will be certifying more members in the Recreational Off-Highway Vehicle Association (ROHVA) UTV driver's training in October. Many of the instructors are part of the Wildland team so this will be a joint effort between the two teams.
- The Special Operations Team is in the preliminary phases of planning out another Rope Rescue Technician course for GRFD personnel at the end of the year / early next year. This training will get more members of the Wildland team certified that could not do the previous May course because it was during the Wildfire Season. This course will give more personnel the opportunity to go out on Rapid Extraction Module Support (REMS) assignments.

Other

- A grant was submitted by Captain Sam Garcia to the AZ Department of Environmental Quality in hopes of getting some new HAZMAT equipment for the station to replace older air monitors and older PPE.
- The team is currently replacing our level A HAZMAT suits through the region. These are very expensive, fully encapsulated suits that have a 10-year shelf life. Fortunately, through regional grants, we were able to gain replacement suits for three of our suits that expired this month. Thank you to Todd Davis from Tucson Fire Department (TFD) for helping us through this suit replacement process.
- The Special Operations Team is implementing a new certification tracking system. Member's certifications are being transferred electronically into a Teams File and Vector Solutions.
- The team will be participating in a demonstration put on by the TFD TRT Team. The demo will be on a new Swift Water Rescue tool called a "Hot Seat" and serves as an additional option to the existing Rescue Rings on the Ladder Trucks.
- Captain Sam Garcia and Paramedic John Baron attended the regional HAZMAT and TRT training meetings held at Fire Central in early August.
- Captain Sam Garcia and Tobin Johnson will be meeting with Santa Rita Fire District in the near future to talk about our HAZMAT team. Santa Rita Fire just got a new HAZMAT coordinator for their team so he would like to meet up and get on the same page with neighboring regional partners.
- Swift Water Rescue equipment has been submitted to logistics for Surplus. This equipment was replaced as part of the standard replacement plan to ensure up-to-date and compliant equipment is on our trucks.
- The HAZMAT team will be completing the annual leak test for our Level A fully encapsulated suits. This test is completed by a third-party vendor and ensures our suits have no leaks and our personnel are safe.
- Three air monitors are currently OOS, with Todd Davis from TFD completing the required maintenance. During this maintenance, the region has provided us with loaner monitors.

Wildland

Current Assignments:

8/14/26: Colwash Fire, WA/Austin Fire, OR

- Assigned – J. Labas, Colby, K. Campbell, Metz: Type 6 (Shop #2239)

8/24/26: CA Pre-Po, Sequoia National Park, CA

- Assigned – B.Labas, Ky.Rhein, Newburn, Morales-German: Type 3 (Shop 2336)

8/25/26: Little Giant Fire, WA/SiSi Fire, WA

- Assigned – Petersen: Base Camp Manager (no GRFD vehicle)

Recent Assignments:

7/19/26 – 8/6/26: Second Flat Fire, Burns, OR

- Assigned – Strieter, Newburn, Ky. Rhein, Sparkman: Type 6 (Shop #2239)

7/29/26 – 8/16/26: Bear Trap Fire, Cook, MN

- Assigned – Petersen: Base Camp Manager (no GRFD vehicle)

7/23/26 – 8/19/26: Rowe Creek Complex, Prineville, OR

- Assigned – Port: Task Force Leader (Shop 2037)

7/30/26 – 8/19/26: Rowe Creek Complex, Prineville, OR

- Assigned – Spanarella: CIMT Deployment (No GRFD vehicle)

7/26/26 – 8/24/26: Kaiser Canyon Fire, Okanagan County, WA

- Assigned – Kroger: Comms Tech (No GRFD vehicle)

8/20/26 – 8/25/26: Shoshone Fire, Fallen, NV

- Assigned – Petersen: Base Camp Manager (no GRFD vehicle)

August 2026 Family of Measures:

Results:

- % of wildland fire responses within the District that do not result in injury or death to the community: **100%**
- % of wildland fire responses within the District that do not result in injury or death to GRFD personnel: **100%**
- # of structures lost due to wildland fires within the district: **0**

Output:

- # of wildland fire responses provided (in-district): **6**
- # of wildland fire responses provided (out-of-district): **4**
 - This measure includes responses with our auto-aid partners as well as Wildland Team assignments

Fire Response

Significant Incidents:

- On August 7th, GRFD units responded to a reported house fire in SaddleBrooke. First crew on scene found black smoke coming from the open garage. Crews entered the garage and found the wash/dryer on fire and quickly extinguished. Fire was contained to this area of the garage, no extension into the living space. Fire cause was determined to be a lithium-ion battery pack/charger that was sitting on top of the dryer. No injuries reported.
- On August 15th, GRFD units responded for a reported house fire in Oro Valley. First crew on scene found a fire on the rear patio that the neighbor had been applying water from a garden house on. Crews pulled attack lines and completely extinguished the fire while also confirming no one was in the home and that the fire did not extend into the home. Origin of fire was on the back patio table and cause was not determined. No injuries reported.
- On August 25th, GRFD and NWFD units responded for a reported vehicle fire. First units on scene found a large commercial vehicle fully involved, threatening two nearby homes. NWFD and GRFD crews quickly extinguished the fire and searched both homes to confirm no one was inside and that the fire did not extend into these structures. Cause was undetermined. No injuries reported.
- On August 28th, GRFD units responded for a reported house fire in Catalina. First crews on scene found a manufactured home with a fire in the back bedroom. Crews pulled attack lines and extinguished the fire and ensured that the structure was evacuated. Fire contained to the room of origin. Cause was unintentional, a ceramic heating lamp contacted combustible items. No injuries reported.

August 2026 Family of Measures

Results:

71% fire calls for service where the turnout time is 1:30 or less

100% urban (>2500 pop. density) fire calls for service where the first unit is on scene in 9:20 minutes or less (from time of dispatch).

N/A% rural (<2500 pop. density) fire calls for service where the first unit is on scene in 12:20 minutes or less (from time of dispatch). (No responses in this category for August)

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

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

Outputs:

5 residential fire responses provided

- 2 responses outside GRFD boundaries

0 commercial fire response provided

1 vehicle fire response provided

3 rubbish fire responses provided

INCIDENT TYPE	TOTALS	PERCENT
STATION #: Station 370		
	0	0.00%
Hazardous Materials - Gas Leak / Gas Odor	3	0.17%
Hazardous Situation - Nonchemical - Electrical Power Line Down / Arching / Malfunction	1	0.06%
Medical - Illness	76	4.21%
Medical - Illness - Altered Mental Status	1	0.06%
Medical - Illness - Breathing Problems	1	0.06%
Medical - Illness - Chest Pain (Non - Trauma)	1	0.06%
Medical - Illness - Diabetic Problems	1	0.06%
Medical - Illness - Heart Problems	1	0.06%
Medical - Illness - Nausea / Vomiting	2	0.11%
Medical - Illness - No Appropriate Choice	1	0.06%
Medical - Illness - Overdose / Poisoning	1	0.06%
Medical - Illness - Sick Case	1	0.06%
Medical - Illness - Unconscious Victim	2	0.11%
Medical - Injury	1	0.06%
Medical - Injury / Trauma - Burns / Explosion	1	0.06%
Medical - Injury / Trauma - Fall	2	0.11%
Medical - Injury / Trauma - Motor Vehicle Collision	3	0.17%
No Emergency - Cancelled	5	0.28%
No Emergency - False Alarm - Malfunctioning Alarm	2	0.11%
No Emergency - False Alarm - Other False Call	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	6	0.33%
Outside Fire - Other Outside Fire	1	0.06%
Outside Fire - Trash / Rubbish Fire	2	0.11%
Outside Fire - Vegetation / Grass Fire	1	0.06%
Public Assist - Citizen Assist / Service Call	1	0.06%
Public Assist - Fire / Smoke Alarm	6	0.33%
Public Assist - Lift Assist	2	0.11%
Public Assist - Snake Relocation	35	1.94%
Public Assist - Vehicle Lock Out	2	0.11%
Structure Fire - Room and Contents Fire	1	0.06%
	Total: 164	Total: 9.09%
STATION #: Station 372		
Medical - Illness	5	0.28%
Medical - Injury	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	1	0.06%
Public Assist - Citizen Assist / Service Call	1	0.06%
Public Assist - Fire / Smoke Alarm	21	1.16%
Public Assist - Lock Box Assist	1	0.06%
Public Assist - Snake Relocation	10	0.55%
	Total: 40	Total: 2.22%
STATION #: Station 373		
	0	0.00%
Hazardous Materials - Carbon Monoxide Release	2	0.11%
Hazardous Situation - Nonchemical - Motor Vehicle Collision	1	0.06%
Medical - Illness	110	6.10%
Medical - Illness - Allergic Reaction / Stings	1	0.06%
Medical - Illness - Convulsions / Seizures	1	0.06%
Medical - Illness - Overdose / Poisoning	1	0.06%
Medical - Illness - Stroke / CVA	2	0.11%
Medical - Injury	2	0.11%
Medical - Injury / Trauma - Fall	6	0.33%

INCIDENT TYPE	TOTALS	PERCENT
No Emergency - Cancelled	2	0.11%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	1	0.06%
Public Assist - Citizen Assist / Service Call	1	0.06%
Public Assist - Fire / Smoke Alarm	77	4.27%
Public Assist - Lift Assist	21	1.16%
Public assist - Other Alarm	1	0.06%
Public Assist - Other Desert Animal	1	0.06%
Public Assist - Person In Distress	1	0.06%
Public Assist - Snake Relocation	30	1.66%
Structure Fire - Room and Contents Fire	1	0.06%
	Total: 262	Total: 14.52%
STATION #: Station 374		
	0	0.00%
Hazardous Situation - Investigation - Odor	2	0.11%
Medical - Illness	49	2.72%
Medical - Illness - Abdominal Pain / Problems	1	0.06%
Medical - Illness - Altered Mental Status	1	0.06%
Medical - Illness - Breathing Problems	1	0.06%
Medical - Illness - Cardiac Arrest	1	0.06%
Medical - Illness - Chest Pain (Non - Trauma)	1	0.06%
Medical - Illness - Headache	1	0.06%
Medical - Illness - No Appropriate Choice	1	0.06%
Medical - Illness - Overdose / Poisoning	1	0.06%
Medical - Illness - Sick Case	1	0.06%
Medical - Illness - Stroke / CVA	1	0.06%
Medical - Injury	3	0.17%
No Emergency - Cancelled	3	0.17%
No Emergency - False Alarm - Accidental Alarm	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	2	0.11%
Public Assist - Fire / Smoke Alarm	23	1.27%
Public Assist - Lift Assist	8	0.44%
Public Assist - Lock Box Assist	1	0.06%
Public Assist - Other Desert Animal	1	0.06%
Public Assist - Snake Relocation	56	3.10%
	Total: 159	Total: 8.81%
STATION #: Station 375		
	0	0.00%
Hazardous Materials - Carbon Monoxide Release	1	0.06%
Hazardous Situation - Investigation - Odor	1	0.06%
Medical - Illness	93	5.16%
Medical - Illness - Convulsions / Seizures	1	0.06%
Medical - Illness - No Appropriate Choice	1	0.06%
Medical - Illness - Sick Case	2	0.11%
Medical - Injury	5	0.28%
Medical - Injury / Trauma - Fall	1	0.06%
Medical - Injury / Trauma - Motor Vehicle Collision	1	0.06%
Medical - Injury / Trauma - Other Traumatic Injury	1	0.06%
Medical - Other - Intercept Other Unit	1	0.06%
No Emergency - Cancelled	4	0.22%
No Emergency - False Alarm - Accidental Alarm	4	0.22%
No Emergency - False Alarm - Malfunctioning Alarm	2	0.11%
No Emergency - False Alarm - Other False Call	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	5	0.28%
Outside Fire - Vegetation / Grass Fire	1	0.06%
Public Assist - Citizen Assist / Service Call	2	0.11%

INCIDENT TYPE	TOTALS	PERCENT
Public Assist - Disaster / Weather - Weather Response	1	0.06%
Public Assist - Fire / Smoke Alarm	41	2.27%
Public Assist - Lift Assist	7	0.39%
Public Assist - Snake Relocation	76	4.21%
Structure Fire - Structural Involvement	1	0.06%
Total: 253		Total: 14.02%
STATION #: Station 376		
	0	0.00%
Hazardous Situation - Nonchemical - Electrical Hazard / Short Circuit	1	0.06%
Hazardous Situation - Nonchemical - Motor Vehicle Collision	2	0.11%
Medical - Illness	72	3.99%
Medical - Illness - Back Pain (Non - Trauma)	1	0.06%
Medical - Illness - Chest Pain (Non - Trauma)	1	0.06%
Medical - Illness - Well Person Check	1	0.06%
Medical - Injury / Trauma - Motor Vehicle Collision	1	0.06%
No Emergency - Cancelled	8	0.44%
No Emergency - False Alarm - Malfunctioning Alarm	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	6	0.33%
Outside Fire - Trash / Rubbish Fire	2	0.11%
Outside Fire - Vegetation / Grass Fire	1	0.06%
Public Assist - Fire / Smoke Alarm	17	0.94%
Public Assist - Lift Assist	11	0.61%
Public assist - Other Alarm	1	0.06%
Public Assist - Snake Relocation	63	3.49%
Total: 189		Total: 10.48%
STATION #: Station 377		
	0	0.00%
Hazardous Materials - Gas Leak / Gas Odor	2	0.11%
Hazardous Situation - Investigation - Odor	3	0.17%
Medical - Illness	71	3.94%
Medical - Illness - Abdominal Pain / Problems	3	0.17%
Medical - Illness - Altered Mental Status	3	0.17%
Medical - Illness - Back Pain (Non - Trauma)	1	0.06%
Medical - Illness - Breathing Problems	1	0.06%
Medical - Illness - Cardiac Arrest	1	0.06%
Medical - Illness - Chest Pain (Non - Trauma)	1	0.06%
Medical - Illness - Nausea / Vomiting	2	0.11%
Medical - Illness - No Appropriate Choice	1	0.06%
Medical - Illness - Overdose / Poisoning	1	0.06%
Medical - Illness - Psychological Behavior Issues	1	0.06%
Medical - Illness - Sick Case	6	0.33%
Medical - Illness - Stroke / CVA	1	0.06%
Medical - Illness - Unconscious Victim	1	0.06%
Medical - Illness - Unknown Problem	2	0.11%
Medical - Injury	7	0.39%
Medical - Injury / Trauma - Eye Trauma	1	0.06%
Medical - Injury / Trauma - Fall	13	0.72%
Medical - Injury / Trauma - Hemorrhage / Laceration	1	0.06%
Medical - Injury / Trauma - Motor Vehicle Collision	1	0.06%
Medical - Injury / Trauma - Other Traumatic Injury	1	0.06%
No Emergency - Cancelled	4	0.22%
No Emergency - False Alarm - Malfunctioning Alarm	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	6	0.33%
Public Assist - Citizen Assist / Service Call	1	0.06%
Public Assist - Disaster / Weather - Damage Assessment	1	0.06%

INCIDENT TYPE	TOTALS	PERCENT
Public Assist - Fire / Smoke Alarm	15	0.83%
Public Assist - Lift Assist	7	0.39%
Public Assist - Lock-In	1	0.06%
Public assist - Other Alarm	1	0.06%
Public Assist - Snake Relocation	45	2.49%
Public Assist - Vehicle Lock Out	1	0.06%
Rescue - Structure - Elevator / Escalator Rescue	1	0.06%
	Total: 209	Total: 11.59%
STATION #: Station 378		
	0	0.00%
Law Enforcement Support	1	0.06%
Medical - Illness	14	0.78%
Medical - Illness - No Appropriate Choice	1	0.06%
Medical - Injury / Trauma - Fall	2	0.11%
No Emergency - Cancelled	2	0.11%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	1	0.06%
Public Assist - Fire / Smoke Alarm	17	0.94%
Public Assist - Lift Assist	4	0.22%
Public Assist - Snake Relocation	23	1.27%
	Total: 65	Total: 3.60%
STATION #: Station 379		
	0	0.00%
Hazardous Situation - Investigation - Odor	1	0.06%
Hazardous Situation - Nonchemical - Motor Vehicle Collision	1	0.06%
Law Enforcement Support	1	0.06%
Medical - Illness	108	5.99%
Medical - Illness - Altered Mental Status	1	0.06%
Medical - Illness - Back Pain (Non - Trauma)	1	0.06%
Medical - Illness - Breathing Problems	1	0.06%
Medical - Illness - Chest Pain (Non - Trauma)	1	0.06%
Medical - Illness - Sick Case	3	0.17%
Medical - Injury	4	0.22%
Medical - Injury / Trauma - Fall	2	0.11%
Medical - Injury / Trauma - Motor Vehicle Collision	3	0.17%
Medical - Other - Intercept Other Unit	1	0.06%
No Emergency - Cancelled	9	0.50%
No Emergency - False Alarm - Malfunctioning Alarm	1	0.06%
No Emergency - False Alarm - Other False Call	1	0.06%
No Emergency - Good Intent - Investigate Hazardous Release (Nothing Found)	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	6	0.33%
No Emergency - Investigation	1	0.06%
Public Assist - Citizen Assist / Service Call	1	0.06%
Public Assist - Fire / Smoke Alarm	13	0.72%
Public Assist - Lift Assist	18	1.00%
Public Assist - Snake Relocation	66	3.66%
Vehicle Fire - Commercial	1	0.06%
	Total: 246	Total: 13.64%
STATION #: Station 380		
Hazardous Situation - Investigation - Odor	1	0.06%
Hazardous Situation - Investigation - Smoke Investigation	1	0.06%
Hazardous Situation - Nonchemical - Electrical Hazard / Short Circuit	1	0.06%
Hazardous Situation - Nonchemical - Motor Vehicle Collision	1	0.06%
Medical - Illness	105	5.82%
Medical - Illness - Allergic Reaction / Stings	1	0.06%
Medical - Illness - Altered Mental Status	1	0.06%

INCIDENT TYPE	TOTALS	PERCENT
Medical - Illness - Back Pain (Non - Trauma)	1	0.06%
Medical - Illness - Breathing Problems	2	0.11%
Medical - Illness - Chest Pain (Non - Trauma)	2	0.11%
Medical - Illness - Sick Case	6	0.33%
Medical - Injury	10	0.55%
Medical - Injury / Trauma - Fall	5	0.28%
Medical - Injury / Trauma - Hemorrhage / Laceration	1	0.06%
Medical - Injury / Trauma - Motor Vehicle Collision	1	0.06%
No Emergency - Cancelled	3	0.17%
No Emergency - False Alarm - Accidental Alarm	1	0.06%
No Emergency - Good Intent - No Incident Found Upon Arrival / Location Error	4	0.22%
Other - Move - up	1	0.06%
Outside Fire - Urban Interface	1	0.06%
Public Assist - Fire / Smoke Alarm	3	0.17%
Public Assist - Lift Assist	6	0.33%
Public Assist - Lock-In	1	0.06%
Public assist - Other Alarm	2	0.11%
Public Assist - Snake Relocation	54	2.99%
Public Assist - Vehicle Lock Out	1	0.06%
Rescue - Structure - Elevator / Escalator Rescue	1	0.06%
	Total: 217	Total: 12.03%
	Total: 1,804	Total: 100.00%



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief

MTG. DATE: September 15, 2026

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING APPROVAL OF THE 2026-2027 STRATEGIC BUSINESS PLAN (SBP) PROGRESS UPDATE TO THE 2025-2030 SBP

ITEM #: 8A

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

In 2025, the Golder Ranch Fire District adopted the 2025-2030 SBP. This plan was adopted as a working document to be updated on an annual basis. Staff have consolidated the progress made over the past year, as well as refinements and updates to current strategic goals and program families of measure, into this 2026/2027 SBP Progress Update. Staff are requesting approval of this update as an addendum to the current plan. A presentation detailing current progress and suggested updates will be provided during the meeting.

RECOMMENDED MOTION

Motion to approve the proposed 2026-2027 Strategic Business Plan Update as an addendum to the 2025-2030 Strategic Business Plan.



2026-2027 Strategic Business Plan

Progress Update

July 2026

Golder Ranch Fire District

Fire Chief Tom Brandhuber

Adopted as an addendum to the 2025-2030 Strategic Business Plan

by the Golder Ranch Fire District Board on

XXXXXXXXXX

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2025/2026 Strategic Results Progress

As reflected in the table below, the Golder Ranch Fire District made meaningful progress toward advancing the goals associated with its five Strategic Results during the first year of the Strategic Plan. Throughout implementation, the District also gained valuable insight into the effectiveness of its performance measures. While many objectives were achieved or are progressing as planned, several measures were identified as requiring refinement to better align with the outcomes they were intended to evaluate. This continuous improvement process is an important component of the District's performance management system and will strengthen future measurement, accountability, and development.

Strategic Result 1: Exceptional Customer Service and Culture

The District continued to strengthen its commitment to exceptional customer service and a family-oriented organizational culture. Survey results showed that 91% of personnel and 90% of external customers reported being treated with respect, while 92% of personnel and 89% of external customers reported being treated with kindness and compassion. Although these results fell short of the long-term goal of 95%, they established a strong foundation for continued improvement.

Similarly, 90% of external customers reported that their needs were addressed appropriately, compared to the District's goal of 95%.

A significant milestone was achieved through the publication of Administrative Directive #25-005, *Leader's Intent – Defining Our Family-Oriented Culture*, formally documenting the organizational culture the District strives to foster. The initial employee assessment found that 81% of personnel believe they experience this culture, establishing a baseline toward the long-term objective of 95%.

Strategic Result 2: Communications

The District made meaningful progress toward improving organizational communication and transparency. Initial employee survey results indicated that 56% of members understood management decisions and the rationale behind them, providing a baseline from which to measure future improvements toward the long-term goal of 75%.

The District is in process of publishing its inaugural Annual Report, enhancing transparency and accountability by providing personnel, governing boards, and the community with a comprehensive overview of organizational performance and accomplishments.

Strategic Result 3: Well-Trained and Professional Workforce

Implementation of this Strategic Result demonstrated that several workforce development measures would benefit from additional refinement. Specifically, the objectives related to developing multiple qualified internal applicants for promotional opportunities and increasing professional development participation among administrative and operational support personnel were determined to require greater specificity to ensure meaningful and consistent measurement across diverse position classifications.

Despite these refinements, the District achieved a significant milestone by approving the renovation of the Professional Development Campus utilizing voter-approved bond funding, establishing a long-term strategy to support employee development, training, and organizational readiness.

These lessons reinforce the value of the Strategic Plan as both a roadmap for organizational improvement and a framework for continually evaluating the effectiveness of the measures used to assess progress.

Strategic Result 4: Healthy Workforce

The District continued to invest in the health and well-being of its workforce. During the reporting period, 41% of members completed the Struggle Well program, representing meaningful progress toward the long-term goal of 80% participation by 2029.

The District also achieved a 95% completion rate for annual physical examinations among suppression personnel, reflecting a strong commitment to maintaining a healthy, resilient workforce while continuing to pursue full participation.

Strategic Result 5: High Performing Organization

The District continued to advance organizational innovation and operational excellence through several significant accomplishments. A proof of concept was successfully completed for an alternative deployment model utilizing two Community Resource Technicians assigned to a pickup truck to respond to low-acuity service requests, such as smoke detector battery replacements and snake removal calls. This initiative demonstrated the potential to improve resource utilization while preserving emergency response capability.

The District also achieved Premier Provider designation through the Arizona Department of Health Services, recognizing the organization's commitment to delivering high-quality emergency medical services.

During implementation, the District determined that several performance measures would benefit from additional refinement. Specifically, the objectives related to reducing preventable injuries identified within the Community Risk Reduction Plan and improving call transfer and processing times with dispatch partners were found to require greater specificity to ensure meaningful performance measurement.

Operationally, the District achieved its fire turnout time objective, meeting the target of responding within 1 minute 30 seconds 90% of the time. EMS turnout times averaged 81% compliance with the target of responding within 1 minute 15 seconds, identifying an opportunity for continued operational improvement.

Overall Assessment

The first year of implementation demonstrates that the Strategic Plan is successfully serving its intended purpose by guiding organizational priorities, measuring performance, and identifying opportunities for continuous improvement. Equally important, the implementation process has provided valuable insight into how certain performance measures can be refined to better evaluate organizational outcomes. As the District moves into the next planning cycle, these lessons learned will be incorporated into more specific, measurable, and outcome-focused objectives that further enhance accountability, transparency, and organizational excellence.

2025/26 Goals/Progress		
Strategic Results	Ownership	2025/26 Progress
Strategic Result 1 – Exceptional Customer Service & Culture		
The community will continue to experience a Fire District that is committed to its culture of providing exceptional customer service in a family-oriented environment, as evidenced by:		
By 2026, 95% surveyed respondents (Internal) will report that they were treated with respect	Fire Chief	91%
By 2026, 95% surveyed respondents (External) will report that they were treated with respect	Fire Chief	90%
By 2026, 95% surveyed respondents (External) will report that they were treated with kindness or compassion	Fire Chief	89%
By 2026, 95% surveyed respondents (Internal) will report that they were treated with kindness or compassion	Fire Chief	92%

By 2026, 95% surveyed respondents will report that their problem was addressed appropriately	Fire Chief	90%
By March 2025, the Golder Ranch Fire District will develop a written description of its desired family-oriented culture	Fire Chief	Achieved
By 2026, 95% surveyed members will report that they experience the Golder Ranch Fire District's family-oriented culture	Fire Chief	81%
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 2026, 75% surveyed members will report that they understand the decisions of management and why those decisions are made	Community Relations Supervisor	56%
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.	Fire Chief	Achieved
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 20XX, XX% of open positions will have multiple qualified internal applicants	Deputy Chief of Professional Development and EMS	Needs specificity
By July 2025, a decision will be made regarding viable options for the district's training capabilities and/or facilities	Assistant Chief of Support Services	Achieved
By 20XX, XX% administrative and operational support staff will participate in professional development	Fire Chief	Needs specificity

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	Deputy Chief of Support Services	41%
By 2026, the district will achieve 100% compliance with the completion of annual physical exams	Deputy Chief of Support Services	95%
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.)	Deputy Chief of Community Risk Reduction	0%
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.	Deputy Chief of Community Risk Reduction	Achieved
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	Deputy Chief of Professional Development and EMS	Achieved
By 2026, turnout time for EMS will be 1:15 or less 90% of the time (2019-2024 Baseline: 1:34)	Deputy Chief of Emergency Response	81%
By 2026, turnout time for Fire will be 1:30 or less 90% of the time (2019-2024 Baseline: 1:37)	Deputy Chief of Emergency Response	100%
The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times	Fire Chief	Needs Specificity

2026/2027 Goals by Strategic Result

The Golder Ranch Fire District's Strategic Business Plan was intentionally designed to serve as a living document that evolves as the organization grows and learns. Following a review of the District's progress during the first year of implementation, the Executive Leadership Team evaluated the effectiveness of the existing goals and performance measures to identify opportunities for continued improvement.

Based on this review, the Executive Leadership Team determined that the Strategic Results continue to reflect the District's long-term direction. Rather than conducting a comprehensive reassessment through a new Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, the executive leadership team concluded that targeted refinements to existing goals, the addition of new objectives, and improvements to several performance measures would best support the next phase of implementation while maintaining continuity in the Strategic Business Plan.

During this review, the Executive Leadership Team also identified an emerging organizational risk related to the District's long-term financial sustainability. While the District remains financially stable, recent financial analyses highlighted several challenges that warrant increased organizational focus, including strengthening financial controls, improving long-term reserve funding, enhancing financial transparency, and ensuring the responsible stewardship of taxpayer resources. In response, the District established a new Strategic Result—Strategic Result 6: Fiscally Responsible and Transparent—to elevate financial sustainability as a strategic organizational priority.

This new Strategic Result recognizes that sound financial management is foundational to the District's ability to deliver exceptional services (internally and externally) both today and in the future. It reinforces the District's commitment to maintaining public trust through transparent financial reporting, disciplined fiscal management, and the responsible stewardship of public resources. Initial objectives under this Strategic Result include maintaining the District's overall budget within a three percent year-to-date variance throughout Fiscal Year 2026/2027 and fully funding and segregating Board-established reserves from operational cash flow by July 1, 2030.

Accordingly, several goals have been revised to improve clarity, measurability, and alignment with desired organizational outcomes, while additional goals have been incorporated to address emerging priorities identified during the implementation process. These updates ensure the Strategic Business Plan remains responsive to organizational needs while continuing to drive meaningful, measurable progress toward each Strategic Result.

Unless significant changes in the District's operating environment warrant an earlier reassessment, it is anticipated that a comprehensive SWOT analysis and evaluation of the

Strategic Results will be conducted during the development of the Fiscal Year 2028/2029 Strategic Business Plan. The updated goals for Fiscal Year 2026/2027 associated with each Strategic Result are presented in the table below.

Strategic Results	Ownership
Strategic Result 1 – Exceptional Customer Service & Culture	
The community will continue to experience a Fire District that is committed to its culture of providing exceptional customer service in a family-oriented environment, as evidenced by:	
By July 1, 2027, 95% surveyed respondents (Internal) will report that they were treated with respect	Fire Chief
By July 1, 2027, 95% surveyed respondents (External) will report that they were treated with respect	Fire Chief
By July 1, 2027, 95% surveyed respondents (External) will report that they were treated with kindness or compassion	Fire Chief
By July 1, 2027, 95% surveyed respondents (Internal) will report that they were treated with kindness or compassion	Fire Chief
By July 1, 2027, 95% surveyed respondents will report that their problem was addressed appropriately	Fire Chief
By July 1, 2027, 95% surveyed members will report that they experience the Golder Ranch Fire District’s family-oriented culture	Fire Chief
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 July 1, 2027, 75% surveyed members will report that they understand the decisions of management and why those decisions are made	Fire Chief
By July 1, 2027, a minimum of 9 monthly tailboard talks events have been completed	Fire Chief
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 12/31/2026, a basic leadership course will be developed for recurring delivery as needed to prepare admin personnel for promotion to supervisory positions.	Deputy Chief of EMS and PD

By March 30, 2027, one delivery of the basic leadership course for administrative personnel will have been successfully delivered.	Deputy Chief of EMS and PD
By July 1, 2027, a preparation class will be developed for individuals desiring to be promoted to the rank of Deputy Chief.	Deputy Chief of EMS and PD
By July 1, 2027, a preparation class will be developed for Battalion Chiefs transitioning to a Division Chief position for the first time.	Deputy Chief of EMS and PD
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 July 1, 2027, 75% of non-suppression personnel will participate in annual physicals	Deputy Chief of Support Services
By 2029, 80% of district members will voluntarily attend a Struggle Well* class	Deputy Chief of Support Services
By July 1, 2027, the district will achieve 100% compliance by full-duty suppression personnel with the completion of annual physical exams	Deputy Chief of Support Services
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 5% reduction in fall injuries district-wide by July 1, 2030	Deputy Chief of Community Risk Reduction
By July 1, 2027, a program for Community Resource Technicians to complete scheduled home safety inspections will be implemented.	Deputy Chief of Community Risk Reduction
By July 1, 2027, turnout time for EMS will be 1:15 or less 90% of the time (2019-2024 Baseline: 1:34)	Deputy Chief of Emergency Response
By July 1, 2027, turnout time for Fire will be 1:30 or less 90% of the time (2019-2024 Baseline: 1:37)	Deputy Chief of Emergency Response
By July 1, 2027, we will understand how each of the primary PSAP's transfers calls to our secondary PSAP, and what the transfer times are.	Deputy Chief of Emergency Response
Strategic Result 6 – Fiscal Responsibility and Transparency	
The community will continue to experience a transparent and fiscally responsible Golder Ranch Fire District that serves as a trusted steward of taxpayer resources, as evidenced by:	

Maintaining the overall district budget within a 3% variance year to date throughout the 26/27 fiscal year.	Fire Chief
By July 1, 2030, the District reserves will be fully funded and segregated from operational cash flow.	Fire Chief

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2026/2027 Family of Measures by Program

The Golder Ranch Fire District's performance management system extends beyond its Strategic Results to the individual programs that deliver services throughout the organization. Each program maintains a Family of Measures designed to assess operational effectiveness, efficiency, customer outcomes, and organizational impact. These measures provide leaders with the data needed to evaluate performance, identify opportunities for improvement, and support evidence-based decision-making.

The first year of implementation provided valuable insight into the effectiveness of the District's program-level performance measures. While many metrics proved useful in evaluating program performance, others required refinement to better align with their intended outcomes. Measures were revised, as appropriate, to improve clarity, eliminate ambiguity, enhance consistency in data collection, and ensure they reflect meaningful organizational performance rather than simply measuring activity.

The District remains committed to continuously evaluating and improving its performance measurement framework. As organizational priorities evolve and additional data becomes available, program measures will continue to be refined to ensure they remain relevant, actionable, and aligned with the District's Strategic Results. This continuous improvement approach ensures that performance measurement serves not merely as a reporting function, but as a management tool that advances operational excellence, accountability, and informed decision-making.

Programs are organized into related lines of business, with selected measures from each program serving as Key Results for the associated line of business. The following pages present each line of business and its programs, along with their updated Key Results and Families of Measures. These metrics will be monitored throughout the 2026/2027 fiscal year. Some programs are currently evaluating new measures; where applicable, the anticipated development and implementation timelines are identified within the corresponding program sections. Measures in bold under individual programs correspond to the Key Measures for the corresponding line of business.

Line of Business:	Administration	
LOB Oversight:	Fire Chief / Assistant Chiefs	
LOB Purpose Statement:		
The purpose of the GRFD Administration line of business is to provide essential services to the district, GRFD personnel, and the community, so they can experience a family-oriented culture, trust in the organization, and a stable and viable district for the future.		
Key Results:		
Result	% office of the chief budget variance	Monthly (YTD total)
Result	% District budget variance	Monthly (YTD total)
Result	# total views on GRFD social media communications	Quarterly (YTD total)
Result	% strategic communications budget variance	Monthly (YTD total)
Result	% of required information technology maintenance tasks completed	Monthly (Current Month)
Result	% of IT support requests not submitted through proper channels	Monthly (Current Month)
Result	% information technology budget variance	Monthly (YTD total)
Result	% completed exit interview surveys	Monthly (YTD total)
Result	% human resources budget variance	Monthly (YTD total)
Result	Principles of Sound Financial Management required reserve funding %	Quarterly (YTD total)
Result	Funding percentage for planned sinking fund contributions this fiscal year	Quarterly (YTD total)
Result	# of Invoices/PAs unable to process without follow up	Monthly (YTD total)
Result	# of ambulance reports returned to Operations (GRFD)	Monthly (YTD total)
Result	% of transactions paid under 30 days of invoice date	Monthly (YTD total)
Result	# of retro payments	Monthly (YTD total)
Result	# of overpayments	Monthly (YTD total)
Result	% transports billed within 14 days of date of service (GRFD)	Monthly (YTD total)
Result	% of clean billing invoices received from wildland	Monthly (YTD total)
Result	% finance budget variance	Monthly (YTD total)
Result	% grant success rate (Grants awarded/Grants submitted)	Monthly (YTD total)
Result	% project management budget variance	Monthly (YTD total)

Result	% of governing board meeting packets distributed by the established deadline (GRFD board only, not PSPRS board)	Monthly (YTD total)
Result	% board services budget variance	Monthly (YTD total)
Result	% of light duty assignments due to non-ICA injury	Monthly (YTD total)
Output	# of monthly tailboard talk events completed	Monthly (YTD total)
Efficiency	HR Inquiry Response Time (# of hours)	Monthly (YTD total)
Efficiency	Time to Fill Positions (# of days)	Monthly (YTD total)
Program:	Office of the Chief	
Manager:	Fire Chief	
Program Purpose Statement:		
The purpose of the Office of the Chief program is to provide strategic direction and leadership services to our personnel so they can take care of our people, take care of the organization, and take care of our community.		
Family of Measures:		
Result	% of surveyed respondents are satisfied with the strategic direction from the Office of the Chief	Annually
Result	% of surveyed personnel that report that they were treated with respect	Annually
Result	% of surveyed customers report that they were treated with kindness or compassion	Annually
Result	% of surveyed respondents who report that their problem was addressed appropriately	Annually
Result	% of surveyed respondents who report that GRFD provides value for their tax dollar	Annually
Result	% of customers surveyed report they were treated with respect.	Annually
Result	% of personnel surveyed report that they were treated with kindness or compassion	Annually
Result	% of surveyed members indicate they experience the family culture	Annually
Result	% surveyed members who report that they understand the decisions of management and why those decisions are made	Annually
Result	% office of the chief budget variance	Monthly (YTD total)
Result	% District budget variance	Monthly (YTD total)
Output	# of monthly tailboard talk events completed	Monthly (YTD total)
Efficiency	\$ Program expenditures: total GRFD budget	Annually

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 personnel, 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:		
Result	% surveyed community respondents who report that they have a good understanding of the district’s public safety operations, events, and initiatives.	Annually
Result	# total views on GRFD social media communications	Quarterly (YTD total)
Result	% strategic communications budget variance	Monthly (YTD total)
Output	# Emergency alerts and updates	Monthly (Current Month)
Output	# Press releases	Monthly (Current Month)
Output	# Public service announcements (PSAs)	Monthly (Current Month)
Output	# Employee spotlights	Monthly (Current Month)
Demand	# Public service announcements (PSAs) expected to be demanded	Annually
Demand	# Employee spotlights expected	Annually
Efficiency	\$ Program expenditure per capita	Annually
Efficiency	\$ Program expenditure per GRFD Member	Annually
Program:	Information Technology	
Manager:	IT Director	
Program Purpose Statement:		
The purpose of the Information Technology program is to provide comprehensive and reliable technological systems, solutions and support services to our organization and public safety partners so they can experience improved operational efficiencies that allow them to deliver public safety services to the community.		
Family of Measures:		
Result	% of required information technology maintenance tasks completed	Monthly (Current Month)

Result	% high-priority help-desk responses that are addressed within 8 hours according to the service level agreement	Monthly (Current Month)
Result	% low-priority help-desk responses that are addressed within two business days according to the service level agreement	Monthly (Current Month)
Result	% medium-priority help-desk responses that are addressed within 1-2 business days according to the service level agreement	Monthly (Current Month)
Result	% of GIS requests not submitted through proper channels	Monthly (Current Month)
Result	% of IT support requests not submitted through proper channels	Monthly (Current Month)
Result	% variance of IGA hours per hours utilized	Monthly (Current Month)
Result	% information technology budget variance	Monthly (YTD total)
Output	# critical system security audits completed	Annually
Output	# devices supported	Annually
Output	# GIS projects completed	Monthly (YTD total)
Output	# GIS projects unable to be addressed or completed by month end	Monthly (Current Month)
Output	# tier 1 help-desk responses provided	Monthly (Current Month)
Output	# tier 2 help-desk responses provided	Monthly (Current Month)
Output	# tier 3 help-desk responses provided	Monthly (Current Month)
Efficiency	\$ program expenditure per GRFD member supported	Annually
Efficiency	\$ program expenditure per total number of devices supported	Annually
Efficiency	\$ expenditure for outsourced vendors	Annually
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 personnel, and their families so they can be successful.		
Family of Measures:		
Result	% of surveyed respondents are satisfied with the service received from human resources	Annually

Result	% of surveyed respondents that report that GRFD maintains a competitive benefits package	Annually
Result	Employee retention rate	Monthly (YTD total)
Result	% completed exit interview surveys	Monthly (YTD total)
Result	% human resources budget variance	Monthly (YTD total)
Result	% of light duty assignments due to non-ICA injury	Monthly (YTD total)
Output	# medical leave cases handled	Monthly (YTD total)
Output	# of internal and external recruitments conducted	Monthly (YTD total)
Output	# of candidate applications reviewed	Monthly (YTD total)
Output	# of workers comp cases in process/processed	Monthly (YTD total)
Output	# of Personnel Action Forms processed	Monthly (YTD total)
Output	# of qualifying events administered	Monthly (YTD total)
Output	# of new hires oriented	Monthly (YTD total)
Output	# of spark hire video interviews reviewed	Monthly (YTD total)
Output	# of employee benefit plans administered	Monthly (YTD total)
Output	# of policies reviewed and/or updated	Monthly (YTD total)
Output	# of job descriptions reviewed and/or updated	Monthly (YTD total)
Output	# of pre-employment steps coordinated	Monthly (YTD total)
Output	# hours spent conducting in-person interviews	Monthly (YTD total)
Output	# of ICA light duty assignments coordinated	Monthly (YTD total)
Output	# of non-ICA light duty assignments coordinated	Monthly (YTD total)
Efficiency	\$ per GRFD Employee	Annually
Efficiency	HR Inquiry Response Time (# of hours)	Monthly (YTD total)
Efficiency	Time to Fill Positions (# of days)	Monthly (YTD total)
Program:	Finance	
Manager:	Director of Finance	
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:		
Result	% of surveyed respondents are satisfied with the service received from finance	Annually
Result	% Transports billed within 14 days of date of service (all agencies)	Monthly (YTD total)
Result	Principles of Sound Financial Management required reserve funding %	Quarterly (YTD total)

Result	Funding percentage for planned sinking fund contributions this fiscal year	Quarterly (YTD total)
Result	# of Invoices/PAs unable to process without follow up	Monthly (YTD total)
Result	# of ambulance reports returned to Operations (GRFD)	Monthly (YTD total)
Result	% of transactions paid under 30 days of invoice date	Monthly (YTD total)
Result	# of retro payments	Monthly (YTD total)
Result	# of overpayments	Monthly (YTD total)
Result	% transports billed within 14 days of date of service (GRFD)	Monthly (YTD total)
Result	% of clean billing invoices received from wildland	Monthly (YTD total)
Result	% finance budget variance	Monthly (YTD total)
Output	# of wildland fires billed	Monthly (YTD total)
Output	# avg days to bill for wildland	Monthly (YTD total)
Output	# of transactions paid in more than 30 days from invoice date	Monthly (YTD total)
Output	# of EMS Memberships	Annually
Output	# of transports billed total (all agencies)	Monthly (YTD total)
Output	# of transports billed (GRFD)	Monthly (YTD total)
Output	# of ambulance reports returned to Operations (all agencies)	Monthly (YTD total)
Efficiency	\$ program expenditure as a ratio of the district budget	Annually
Efficiency	\$ net cost per ambulance transport billed	Annually
Program:	Project Management	
Manager:	Project Manager	
Program Purpose Statement:		
The purpose of the Project Management program is to provide project support, timeline management, and implementation services to the Golder Ranch Fire District and our personnel so they can plan, prepare, and complete projects to enhance the delivery of public safety services.		
Family of Measures:		
Result	% projects completed within the initial timeline	Monthly (YTD total)
Result	% projects completed within budget	Monthly (YTD total)
Result	% projects utilizing grant funding	Monthly (YTD total)
Result	% of surveyed respondents are satisfied with the service received from project management	Monthly (YTD total)

Result	% grant success rate (Grants awarded/Grants submitted)	Monthly (YTD total)
Result	% project management budget variance	Monthly (YTD total)
Output	# projects supported per quarter	Monthly (YTD total)
Output	# project consultation sessions engaged	Monthly (YTD total)
Output	# accreditation improvement projects supported (all accreditations)	Monthly (YTD total)
Output	# hours applied per month to support projects	Monthly (YTD total)
Demand	# conceptual projects in discussion	Monthly (YTD total)
Efficiency	\$ program expenditure per employee	Monthly (YTD total)
Efficiency	\$ program expenditure: total cost or value of projects supported	Monthly (YTD total)
Program:	Board Services	
Manager:	Board Services Supervisor	
Program Purpose Statement:		
The purpose of the Board Services Program is to provide efficient and accessible administrative support, records management, and transparent governance to GRFD personnel, district residents, and the community at large so they can make informed decisions, participate in district governance, and easily access public records.		
Family of Measures:		
Output	# boxes reviewed for destruction	Monthly (YTD total)
Output	# of boxes received for destruction	Monthly (YTD total)
Output	# of reg memos and directives	Monthly (Current Month)
Output	# of public notices published	Quarterly
Result	% of governing board meeting packets distributed by the established deadline (GRFD board only, not PSPRS board)	Monthly (YTD total)
Result	% board services budget variance	Monthly (YTD total)
Output	# of records destroyed	Monthly (YTD total)
Output	# of governing board meetings/PSPRS local pension board meetings supported	Monthly (Current Month)
Output	# records requests	Monthly (Current Month)
Output	# of fingerprinting appointments	Monthly (Current Month)
Demand	# of anticipated governing board meetings/PSPRS local pension board meetings supported	Annually
Demand	# of anticipated records requests	Annually

Demand	# of anticipated records destroyed	Annually
Demand	# of anticipated fingerprinting appointments	Annually

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Line of Business:	Support Services	
LOB Oversight:	Assistant Chief of Support Services	
LOB Purpose Statement:		
The purpose of the GRFD Support Services line of business is to provide equipment, technology, fleet, and fixed asset management to GRFD and its public safety partners so they can deliver innovative and progressive public safety services to the community.		
Key Results:		
Result	% of non-suppression personnel who complete their annual physical	Monthly (YTD total)
Result	% suppression personnel who complete their annual physical	Monthly (YTD total)
Result	# of motor vehicles collisions (any property damage to district or resident)	Monthly (YTD total)
Result	# of motor vehicle collisions (any property damage to district or resident) per 100,000 miles driven	Annually
Result	% of members that have completed StruggleWell	Monthly (YTD total)
Result	# of ICA injuries	Monthly (YTD total)
Result	% of root cause analysis completed on ICA injuries	Monthly (YTD total)
Result	% health and safety budget variance	Monthly (YTD total)
Result	% of out-of-service time between scheduled vs. unscheduled maintenance	Monthly (YTD total)
Result	% of required NFPA and state required annual testing completed (fleet)	Monthly (YTD total)
Result	% fleet services budget variance	Monthly (YTD total)
Result	# of business days to fill supply requests	Monthly (YTD total)
Result	% supply budget variance	Monthly (YTD total)
Result	% facilities budget variance	Monthly (YTD total)
Result	Service tickets accomplished by technician (not outsourced)	Monthly (YTD total)
Result	# Business days to address high-priority facilities service requests	Monthly (YTD total)
Result	% of root cause analysis completed on motor vehicle accidents with district vehicle involved	Monthly (YTD total)
Efficiency	Cost of maintenance per mile driven	Monthly (YTD total)

Program:	Health and Safety Program	
Manager:	Division Chief of Health and Safety	
Program Purpose Statement:		
The purpose of the Health and Safety Program is to provide prevention, protection and support services, to the members and families of GRFD so they can experience longer, safer and healthier careers and provide exceptional public safety services to our community.		
Family of Measures:		
Result	% of surveyed respondents are satisfied with the service received from health and safety	Annually
Result	% of non-suppression personnel who complete their annual physical	Monthly (YTD total)
Result	% suppression personnel who complete their annual physical	Monthly (YTD total)
Result	# of motor vehicles collisions (any property damage to district or resident)	Monthly (YTD total)
Result	# of motor vehicle collisions (any property damage to district or resident) per 100,000 miles driven	Annually
Result	% of members that have completed StruggleWell	Monthly (YTD total)
Result	# of ICA injuries	Monthly (YTD total)
Result	% of root cause analysis completed on ICA injuries	Monthly (YTD total)
Result	% of root cause analysis completed on motor vehicle accidents with district vehicle involved	Monthly (YTD total)
Result	% health and safety budget variance	Monthly (YTD total)
Output	# peer fitness training sessions conducted	Quarterly (YTD total)
Output	# peer support sessions conducted	Quarterly (YTD total)
Output	# of reported near-miss incidents	Monthly (YTD total)
Demand	# peer fitness training session expected to be requested	Quarterly (YTD total)
Program:	Fleet Services	
Manager:	Fleet Maintenance Supervisor	
Program Purpose Statement:		
The purpose of the Fleet Services Program is to provide vehicle management, preventative maintenance, and repair services to Golder Ranch Fire District and our personnel so they can perform their public safety duties reliably and safely.		
Family of Measures:		
Result	% of time fleet vehicles were available for use	Annually

Result	% of surveyed respondents are satisfied with the service received from fleet services	Annually
Result	% of out-of-service time between scheduled vs. unscheduled maintenance	Monthly (YTD total)
Result	% of required NFPA and state required annual testing completed	Monthly (YTD total)
Result	% fleet services budget variance	Monthly (YTD total)
Output	# fleet maintenance work orders closed	Monthly (YTD total)
Output	# billable hours provided	Monthly (YTD total)
Output	% of required NFPA annual testing completed	Monthly (YTD total)
Demand	\$ cost of repairs expected to be requested per month	Annually
Demand	# billable hours expected to be requested	Annually
Demand	# vehicle preventative maintenance work orders expected to be requested	Annually
Demand	# of expected NFPA and State required annual tests to be completed	Annually
Efficiency	\$ program expenditure per vehicle supported	Annually
Efficiency	shop efficiency billed labor vs. available labor	Annually
Efficiency	Cost of maintenance per mile driven	Monthly (YTD total)
Program:	Supply Program	
Manager:	Division Chief of Support Services	
Program Purpose Statement:		
The purpose of the Supply Program is to provide maintenance and management of supplies and equipment to all GRFD personnel so they can perform their job duties safely and effectively with the highest standard of equipment.		
Family of Measures: Additional Metrics will be developed and in place by January following completion of our centralized supply facility		
Result	# of business days to fill supply requests	Monthly (YTD total)
Result	% supply budget variance	Monthly (YTD total)
Output	# service ticket responses provided	Monthly (YTD total)
Program:	Facilities	
Manager:	Division Chief of Support Services	
Program Purpose Statement:		
The purpose of the Facilities Program is to provide improvement and maintenance of existing buildings and property, remodeling, and new construction design services to Golder Ranch Fire District and our personnel so they can work in a safe and functional environment from which to provide public safety services to the community.		
Family of Measures: Additional Metrics will be developed and in place by January Additional Metrics will be developed and in place by January		
Result	% of district facilities that are fire code compliant	Monthly (YTD total)

Result	% OSHA inspections that meet or exceed standards	Monthly (YTD total)
Result	% facilities budget variance	Monthly (YTD total)
Result	Service tickets accomplished by technician (not outsourced)	Monthly (YTD total)
Result	# Business days to address high-priority facilities service requests	Monthly (YTD total)
Output	# service ticket responses provided	Monthly (YTD total)
Demand	# service tickets expected to be requested	Monthly (YTD total)

Line of Business:	Emergency Response	
LOB Oversight:	Assistant Chief of Emergency Response	
LOB Purpose Statement:		
The purpose of the GRFD Emergency Response line of business is to provide EMS, fire, and specialty services to the community so they can experience a timely response focused on minimizing loss of life and property and producing positive health outcomes.		
Key Results:		
Result	90th percentile primary PSAP (Oro Valley) transfer time to the City of Tucson	Monthly (Current Month)
Result	90th percentile primary PSAP (Pinal County Sheriff) transfer time to the City of Tucson	Monthly (Current Month)
Result	90th percentile primary PSAP (Pima County Sheriff) transfer time to the City of Tucson	Monthly (Current Month)
Result	% of fire calls where turnout time is < 1:30	Monthly (Current Month)
Result	% urban (>2500 pop density) fire calls for service where the first unit is on scene in 9:20 minutes or less (from time of dispatch)	Monthly (Current Month)
Result	% rural (<2500 pop density) fire calls for service where the first unit is on scene in 12:20 minutes or less (from time of dispatch)	Monthly (Current Month)
Result	% fire response budget variance	Monthly (Current Month)
Result	% EMS calls for service where the turnout time is 1:15 or less	Monthly (Current Month)
Result	% EMS budget variance	Monthly (YTD total)
Result	% special operations responses where the time for the specialty units to go enroute is 2:30 minutes or less from the time of dispatch	Monthly (Current Month)
Result	% special operations budget variance	Monthly (Current Month)
Result	% wildland reimbursement versus expenditure	Monthly (YTD total)
Result	% wildland budget variance	Monthly (YTD total)
Result	% professional development budget variance	Monthly (YTD total)
Output	# ambulance transports provided	Monthly (YTD total)
Output	# emergency medical responses provided	Monthly (YTD total)

Program:	Fire Response	
Manager:	Deputy Chief of Fire Response	
Program Purpose Statement:		
The purpose of the Fire Response program is to provide life safety, fire suppression, and property conservation services to our community so they can experience a timely and professional response to minimize the loss of life and property.		
Family of Measures:		
Result	% of surveyed respondents who are satisfied with the service received from Fire Response	Annually
Result	% of in-District fire responses where there is no injury or loss of life to the public	Monthly (Current Month)
Result	% of in-District fire responses where there is no injury or loss of life to GRFD members	Monthly (Current Month)
Result	90th percentile primary PSAP (Oro Valley) transfer time to the City of Tucson	Monthly (Current Month)
Result	90th percentile primary PSAP (Pinal County Sheriff) transfer time to the City of Tucson	Monthly (Current Month)
Result	90th percentile primary PSAP (Pima County Sheriff) transfer time to the City of Tucson	Monthly (Current Month)
Result	% of fire calls where turnout time is < 1:30	Monthly (Current Month)
Result	% urban (>2500 pop density) fire calls for service where the first unit is on scene in 9:20 minutes or less (from time of dispatch)	Monthly (Current Month)
Result	% rural (<2500 pop density) fire calls for service where the first unit is on scene in 12:20 minutes or less (from time of dispatch)	Monthly (Current Month)
Result	% fire response budget variance	Monthly (YTD total))
Output	# vehicle fire responses provided	Monthly (Current Month)
Output	# rubbish fire responses provided	Monthly (Current Month)
Output	# residential fire responses provided	Monthly (Current Month)
Output	# commercial fire responses provided	Monthly (Current Month)

Program:	Emergency Medical Services Program	
Manager:	Division Chief of EMS	
Program Purpose Statement:		
The purpose of the Emergency Medical Services 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:		
Result	% crashing patient response where EMS performance benchmarks are met.	Monthly (YTD total)
Result	% cardiac arrest responses where nationally recognized EMS performance measure benchmarks are met.	Monthly (YTD total)
Result	% stroke responses where nationally recognized EMS performance measure benchmarks are met.	Monthly (YTD total)
Result	% of surveyed respondents are satisfied with the service received from EMS response	Annually
Result	% EMS calls for service where the turnout time is 1:15 or less	Monthly (Current Month)
Result	% EMS budget variance	Monthly (YTD total)
Output	# ambulance transports expected to be requested	Monthly (YTD total)
Output	# ambulance transports provided	Monthly (YTD total)
Output	# emergency medical responses provided	Monthly (YTD total)
Demand	# emergency medical responses expected	Monthly (YTD total)
Efficiency	\$ program expenditure per total number of emergency medical responses	Annually
Program:	Special Operations Program	
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:		
Result	% of in-District TRT/HAZMAT responses where there is no injury or loss of life to the public	Monthly (Current Month)
Result	% in-District TRT/HAZMAT responses where there is no injury or loss of life to GRFD personnel	Monthly (Current Month)
Result	% HAZMAT responses where the affected area is mitigated in 6 hours or less	Monthly (Current Month)

Result	% special operations responses where the time for the specialty units to go enroute is 2:30 minutes or less from the time of dispatch	Monthly (Current Month)
Result	% special operations budget variance	Monthly (Current Month)
Result	# of HAZMAT training hours completed by SO Team members assigned to Station 377 (average per person)	Monthly (Current Month)
Result	# of TRT training hours completed by SO Team members assigned to Station 377 (average per person)	Monthly (Current Month)
Output	# hazardous materials responses provided	Monthly (Current Month)
Output	# technical rescue responses provided	Monthly (Current Month)
Program:	Wildland Program	
Manager:	Wildland Battalion Chief	
Program Purpose Statement:		
The purpose of the wildland program is to provide wildfire risk reduction, response and mitigation services to the community so they can experience a coordinated wildfire response focused on the preservation of life and property.		
Family of Measures:		
Result	% of in-District wildland fire responses where there is no injury or loss of life to the public	Monthly (Current Month)
Result	% of in-District wildland fire responses where there is no injury or loss of life to GRFD members	Monthly (Current Month)
Result	# structures lost due to wildland fires within the District	Monthly (Current Month)
Result	% wildland fires that impact District infrastructure	Annually
Result	Value of structures lost within the District	Annually
Result	% wildland reimbursement versus expenditure	Monthly (YTD total)
Result	% wildland budget variance	Monthly (YTD total)
Output	# wildland fire responses provided (in-District)	Monthly (Current Month)
Output	# wildland fire responses provided (out-of-District)	Monthly (Current Month)

Program:	Professional Development Program	
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: Additional Metrics will be developed and in place by January		
Result	% completion rate on all required ISO training.	Monthly (YTD total)
Result	% completion rate on all district-required annual training	Monthly (YTD total)
Result	% of surveyed respondents are satisfied with the service received from professional development	Annually
Result	% professional development budget variance	Monthly (YTD total)

Line of Business:	Community Risk Reduction	
LOB Oversight:	Assistant Chief of Community Risk Reduction	
LOB Purpose Statement:		
The purpose of the GRFD Community Risk Reduction line of business is to provide proactive prevention, education, and community engagement services so that the community can live, work, and serve in a safe environment.		
Key Results:		
Result	% decrease in fall responses from 2026 baseline (8.65% of incidents)	Monthly (YTD total)
Result	% community education budget variance	Monthly (YTD total)
Result	% community engagement budget variance	Monthly (YTD total)
Result	% fire prevention budget variance	Monthly (YTD total)
Result	% prevention inspections completed	Monthly (YTD total)
Result	% CRT unit responses out of all smoke detector battery/reptile removal responses (all hours)	Monthly (YTD total)
Result	% CRT unit responses out of all smoke detector battery/reptile removal responses (during CRT scheduled times)	Monthly (YTD total)
Result	% CRT budget variance	Monthly (YTD total)
Program:	Community Education Program	
Manager:	Deputy Chief of CRR	
Program Purpose Statement:		
The purpose of the Community Education program is to provide interactive community safety education services to Golder Ranch Fire District residents of all ages so they can have the skills to recognize and minimize potential life safety risks.		
Family of Measures:		
Result	% surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Seniors, Adults and High School Participants)	Monthly (YTD total)
Result	% 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)	Monthly (YTD total)
Result	% of surveyed respondents are satisfied with the service received from community education	Monthly (YTD total)
Result	% cardiac responses where CPR is administered prior to first unit arrival.	Monthly (Current Month)
Result	% decrease in fall responses from 2026 baseline (8.65% of incidents)	Monthly (YTD total)

Result	% community education budget variance	Monthly (YTD total)
Output	# community safety education classes/programs delivered	Monthly (YTD total)
Output	# district schools where Golder Ranch Fire District is delivering community education services (total 18 schools)	Monthly (YTD total)
Output	# district HOAs where Golder Ranch Fire District is delivering community education services (total # HOAs)	Monthly (YTD total)
Output	# assisted living facilities where Golder Ranch Fire District is delivering community education services (total # assisted living facilities)	Monthly (YTD total)
Output	# community safety education classes/programs delivered	Monthly (YTD total)
Output	# community education participants served	Monthly (YTD total)
Demand	# community safety education classes/programs expected to be requested	Monthly (YTD total)
Efficiency	\$ Program expenditure per capita	Annually
Program:	Community Engagement Program	
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:		
Result	% 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	Monthly (YTD total)
Result	% surveyed respondents who indicate that the information provided was valuable in recognizing and minimizing potential life safety risks. (Seniors, Adults and High School Participants)	Monthly (YTD total)
Result	% community engagement budget variance	Monthly (YTD total)
Output	# special events attended	Monthly (Current Month)
Output	# fire station tours provided	Monthly (Current Month)
Output	# ride-alongs provided	Monthly (Current Month)
Demand	# special events expected	Monthly (Current Month)

Efficiency	\$ program expenditure per total # community safety education classes/programs delivered	Annually
Efficiency	\$ Program expenditure per capita	Annually
Program:	Fire Prevention Program	
Manager:	Deputy Chief of Fire Prevention	
Program Purpose Statement:		
The purpose of the Fire Prevention Program is to provide education, fire code compliance, inspections, investigations, and prevention services to the community and first responders so they can live, work, and serve in a safer environment.		
Family of Measures:		
Result	# of violations found	Monthly (YTD total)
Result	% of violations corrected	Monthly (YTD total)
Result	% businesses compliant with International Fire Code and local amendments	Monthly (YTD total)
Result	\$ property save	Monthly (YTD total)
Result	\$ property loss	Monthly (YTD total)
Result	\$ content save	Monthly (YTD total)
Result	\$ content loss	Monthly (YTD total)
Result	% plan reviews completed by the scheduled due date	Monthly (YTD total)
Result	# emergency incidents where community members were injured due to a structure fire.	Monthly (YTD total)
Result	% fire prevention budget variance	Monthly (YTD total)
Result	% prevention inspections completed	Monthly (YTD total)
Result	# emergency incidents where first responder was injured due to a structure fire.	Monthly (YTD total)
Result	% of surveyed respondents are satisfied with the service received from fire prevention	Annually
Output	# inspections completed	Monthly (YTD total)
Output	# plan reviews completed	Monthly (YTD total)
Output	# fire investigations	Monthly (YTD total)
Output	# training hours completed	Monthly (YTD total)
Efficiency	\$ program expenditures: net assessed value of commercial and residential	Annually
Program:	Community Resource Technician Program	
Manager:	Deputy Chief of CRR	
Program Purpose Statement:		
The purpose of the Community Resource Technician Program is to provide non-emergency services to our community so they can continue to receive proactive and responsive public assistance services in a cost-effective and efficient manner.		
Family of Measures:		
Result	\$ per call for a CRT unit	Annually

Result	% reliability of emergency response units in CRT deployment area	Annually
Result	Cost per non-emergency response provided by CRT units: cost per non-emergency response provided by emergency response units	Annually
Result	% reliability of emergency response units in CRT deployment area	Annually
Result	% CRT unit responses out of all smoke detector battery/reptile removal responses (all hours)	Monthly (YTD total)
Result	% CRT unit responses out of all smoke detector battery/reptile removal responses (during CRT scheduled times)	Monthly (YTD total)
Result	% CRT budget variance	Monthly (YTD total)
Output	# CRT unit responses	Annually
Output	# smoke alarm battery change response expected to be requested of all units	Monthly (YTD total)
Output	# snake removals by any unit	Monthly (Current Month)
Output	# smoke alarm battery change response expected to be requested of all units	Monthly (Current Month)
Output	# smoke alarm battery change responses by any units	Monthly (YTD total)
Output	# CRT unit responses provided	Monthly (Current Month)
Output	# snake removals provided by CRT units	Monthly (Current Month)
Output	# lock box key placements provided by CRT units	Monthly (Current Month)
Efficiency	Cost per non-emergency response provided by CRT units: cost per non-emergency response provided by emergency response units	Annually
Efficiency	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	Annually



Golder Ranch Fire District

Administrative Directive 25-005

Date: November 13, 2025

To: All Golder Ranch Fire District Employees

From: Tom Brandhuber, Fire Chief

Subject: Leader's Intent – Defining Our Family-Oriented Culture

As part of Strategic Result 1 in our Strategic Business Plan, one of our key objectives is to clearly define the family-oriented culture we aspire to sustain at Golder Ranch Fire District. The following represents my Leader's Intent for that culture. It reflects who we are at our core—an organization built on trust, respect, and a shared commitment to one another. This intent is not merely a description of how we work but a promise of how we will continue to care for, support, and hold each other accountable as a family dedicated to serving our community.

At Golder Ranch Fire District, the Leader's Intent is more than just a statement; it is a shared understanding of purpose and direction that unites us. It serves as a compass, empowering every member to act with confidence and integrity, guided by our Mission, Vision, and Values. This Leader's Intent captures the culture we strive to strengthen each day: one grounded in trust, respect, and an unwavering commitment to one another and the community we serve.

****Leader's Intent****

The public demands responsiveness and decisive action in the face of fire and medical emergencies. As with all fire departments, our standard for suppression personnel is to save lives, protect property, and take calculated risks. However, our culture is unique and sets us apart from other fire departments. As Peter Drucker famously stated, "Culture eats strategy for breakfast."

Golder Ranch Fire District has always been built upon our culture. Culture, which encompasses our shared values, beliefs, and behaviors, directly drives our ability to fulfill our Mission: to provide community stability through compassionate service. Our Values—Professionalism, Respect, Integrity, Dependability, and Excellence—reflect who we are and how we serve. Our Vision is to be progressive and innovative leaders in public safety. Our Mission, Vision, and Values are founded on integrity, service, sacrifice, professionalism, and family—principles that are non-negotiable.

We will stand by you throughout your career and beyond, and we expect the same commitment from you in return. Just like any family, we share values and norms. A family culture does not imply a lack of structure, expectations, or consequences. In fact, it means we hold each other to the highest standards of commitment. We take pride in delivering



Golder Ranch Fire District

Administrative Directive 25-005

exceptional service—both within our organization and to the community we serve. Our goal is not only to meet but to exceed the expectations of our residents and set the highest standard for fire departments.

Without the support of our community, we cannot exist, and that support is built on trust. Building and maintaining this trust is an ongoing commitment that empowers us to grow and lead in our profession. We model the concept of silent professionalism, which entails technical excellence, adherence to our internal standards, discretion, and placing the Mission above personal or organizational recognition.

Every member of our district contributes to our Mission, and no single role is more important than another. Our suppression personnel deliver critical emergency services to the community; Professional development provides education and training opportunities; EMS Divisions ensure we are current and proficient in the best patient care provided. Health and Safety ensure we stay on top of physical and mental health; Community Risk Reduction Division reduces fire risk, safeguards lives and property, and promotes a safer community; Fleet professionals ensure our apparatus are safe and reliable; IT facilitates effective communication and data flow; Finance secures the resources we need to operate; Facilities maintain our stations and infrastructure; Procurement and Supply acquire the necessary equipment and maintain inventory; HR supports every employee from onboarding through retirement; Board Services ensures legal compliance, manages records, and supports the Governing Board and public; and our administrative staff coordinates and sustains our operations.

Together, we are One Team—One Mission, achieved through unity and collaboration. Our motto, "Community First," is fulfilled by being the best at your job while treating everyone you encounter as you would a family member—because every person is someone's family.

****Our Promise to You****

- Your leaders will model what they expect from you.
- You will always be told "the why."
- You will never be asked to do anything illegal, unethical, or immoral.
- We will treat everyone with dignity and respect.
- Anyone who lies, cheats, steals, or treats others in a manner inconsistent with our District values will no longer be part of this family.



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Eric Perry, Assistant Chief

MTG. DATE: September 15, 2026

SUBJECT: DISCUSSION AND/OR POSSIBLE ACTION REGARDING A REQUEST TO OPEN
AUTOMATICALLY RENEWING CERTIFICATES OF DEPOSIT FOR FUTURE ASSIGNED FUNDS

ITEM #: 8B

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☒ Legal Review

BACKGROUND

In the 2025/2026 fiscal year, the District committed \$1,234,333.00 of funding to our Capital Projects Sinking Fund. In addition, the District budgeted \$124,720 for elections. The combined amount of this assigned fund balance of \$1,358,803.00 currently sits in our accounts intermingled with operating funds. We are requesting approval to open an automatically renewed short-term Certificate of Deposit Account to fence these funds off from our daily operating funds. Staff will select the term based on projected funding needs as well as current interest rates. This will remove these funds from those used for the sweep investment account, however the certificate of deposit interest rates come very close to matching roughly 3% interest made in the sweep. This will allow us to segregate the funds without significant loss of revenue.

RECOMMENDED MOTION

Motion to approve the deposit of Capital Sinking Funds of \$1,358,803.00 into an automatically renewing short term Certificate of Deposit account with term length to be selected by staff to maximize interest rate and to accommodate approved planned spending in the 2026/2027 Budget.



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Michele Smith, HR Generalist

MTG. DATE: September 15, 2026

SUBJECT: DISCUSSION & POSSIBLE ACTION REGARDING POLICIES 708 PUBLIC ALERTS; 1005 LIMITED USE OF FRAGRANCE PRODUCTS; AND 1038 FAMILY AND MEDICAL LEAVE

ITEM #: 8C

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

708 Public Alerts - This has been updated to reflect current District practices for issuing and coordinating public alerts during incidents requiring the dissemination of time-sensitive information or emergency evacuation instructions (last updated 1/2022). The revision aligns the policy with the District's current communication and operational practices.

1005 Limited Use of Fragrance Products - This is a new policy intended to promote a safe, healthy, and professional work environment by reducing unnecessary exposure to heavily scented products. The policy establishes reasonable expectations for the use of fragrance products in District workplaces, facilities, vehicles, and while members are representing the District.

1038 Family and Medical Leave - This policy has been updated to clarify the District's administration of Family and Medical Leave Act (FMLA) leave and align the policy with current District practices, as well as separate administrative processes into a companion procedure (last updated 10/2022). Revisions clarify eligibility and leave provisions, use of paid accrued leave, employee notification, documentation requirements, and coordination with the District's third-party FMLA administrator.

RECOMMENDED MOTION

Motion to approve policies 708 Public Alerts; 1005 Limited Use of Fragrance Products; and 1038 Family and Medical Leave

Public Alerts

708.1 PURPOSE AND SCOPE

~~The purpose of this policy is to provide guidelines for notifying the public of vital fire safety information, emergency evacuation instructions, or both.~~ The purpose of this policy is to establish guidelines for issuing public alerts during incidents requiring the dissemination of time-sensitive incident information or emergency evacuation instructions.

708.2 POLICY

~~It is the policy of The Golder Ranch Fire District (the District) policy is to use Public Alerts to notify the public of critical incidents, fire prevention campaigns, fire hazard warnings, and emergency evacuation instructions. A Public Alert shall require the authorization of the a Community and Media Relations Supervisor in coordination with a Battalion Chief or higher rank, or the coordination of the PIO and Community Relations Manager.~~

708.3 PROCEDURE GUIDELINES

Public Alerts are intended to inform the public about incidents, and recruit public assistance through proactive activities via a widespread media alert. Public alerts may be disseminated through ~~In addition to any local radio, television, and press affiliates, and other communication methods.~~ ~~¶~~ The public will be notified of the circumstances of an emergency affecting the health and safety of people in a geographic area, and what the public can do to assist emergency responders during the incident.

~~The Public Information Officer (Community and Media Relations Supervisor?) or designee should be involved in any communications~~ released via a Public Alert, if time permits, and should be involved in communication concerning fire prevention campaigns, fire hazard warnings, weather alerts, or notification of health information (e.g., pandemics, heat events).

~~The Dispatch Center will likely be operating at or beyond capacity in the event of a widespread emergency, such as a hazardous material (HAZMAT) release, biological threat, or a major fire. Any Public Alert should include a telephone number outside the Dispatch Center for the public to call for additional information, along with explicit instructions not to call the Dispatch Center for additional information.~~

A Public Alert should include, but is not limited to:

- A. The Golder Ranch Fire District as the entity generating the alert.
- B. The nature of the alert.
- ~~C. The location and scope of the incident/prevention campaign/fire hazard.~~
- D. What the listener should do to assist in the effort.
- E. Established routes and destinations, or both, if applicable.
- F. Where the listener can call to get additional information, if appropriate.
- G. Instructions regarding what the listener should not do, if applicable.

Golder Ranch Fire District

Policy Manual

Public Alerts

708.4 SYSTEM ADMINISTRATION

~~The Fire Chief or designee shall appoint an administrator for the Public Alert system. The administrator shall be responsible for all liaison contact with the Public Alert system vendor, all maintenance and upgrades of the system, and will ensure the address/telephone number database is updated periodically, according to the vendor contract.~~

~~The administrator shall also conduct periodic audits of the system to ensure peak performance in terms of the volume of calls reaching the desired number of recipients in a reasonable time. Based on audit results, adjustments may need to be made on the number of outgoing telephone lines or the system capacity.~~

~~The Division Chief of Professional Development and the administrator shall coordinate training in the use of the Public Alert system and ensure that the appropriate members receive training.~~

Public Alerts

708.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for issuing public alerts during incidents requiring the dissemination of time-sensitive incident information or emergency evacuation instructions.

708.2 POLICY

It is the policy of Golder Ranch Fire District (the District) to use Public Alerts to notify the public of critical incidents. A Public Alert shall require the authorization of the Community and Media Relations Supervisor in coordination with a Battalion Chief or higher rank,

708.3 GUIDELINES

Public Alerts are intended to inform the public about incidents and recruit public assistance through proactive activities via a widespread media alert. Public alerts may be disseminated through local radio, television, press affiliates, and other communication methods. The public will be notified of the circumstances of an emergency affecting the health and safety of people in a geographic area, and what the public can do to assist emergency responders during the incident.

The Community and Media Relations Supervisor or designee should be involved in any communications released via a Public Alert, if time permits, and should be involved in communication concerning fire hazard warnings, weather alerts, or notification of health information (e.g., pandemics, heat events).

A Public Alert should include, but is not limited to:

- A. The Golder Ranch Fire District as the entity generating the alert.
- B. The nature of the alert.
- C. The location and scope of the incident.
- D. What the listener should do to assist in the effort.
- E. Established routes and destinations, or both, if applicable.
- F. Where the listener can call to get additional information, if appropriate.
- G. Instructions regarding what the listener should not do, if applicable.

Limited Use of Fragrance Products

1005.1 PURPOSE AND SCOPE

The purpose of this policy is to promote a safe, healthy, and professional work environment by reducing unnecessary exposure to fragrance products that may adversely affect members, patients, and visitors. While the District recognizes that eliminating all fragrance exposure from the workplace is neither practical nor feasible, reasonable efforts to limit unnecessary fragrance exposure support the health, comfort, and safety of individuals who may be sensitive to scented products.

This policy applies to all District members.

1005.2 POLICY

It is the policy of the Golder Ranch Fire District (the District) to promote the responsible, limited use of fragrance products in District workplaces, facilities, vehicles, and while representing the District in order to reduce unnecessary fragrance exposure and maintain a professional work environment.

1005.3 DEFINITIONS

Fragrance Product: Any personal care, household, or commercial product intended to provide or emit a noticeable fragrance.

Fragrance Sensitivity: A condition in which exposure to scented or fragranced products may cause adverse physical symptoms or discomfort.

Heavily Scented Product: A fragrance product with an odor that is reasonably noticeable to others and may adversely affect the health, comfort, or work environment of members, patients, or visitors.

Workplace: Any District-owned, leased, or controlled facility, vehicle, apparatus, office, station, training location, or other location where members are performing District business or representing the District.

1005.4 USE OF FRAGRANCE PRODUCTS

Members should exercise professional judgment and courtesy by minimizing the use of heavily scented personal care products while on duty or otherwise representing the District. District members routinely work in shared environments and in close proximity to others, and they should consider the potential impact of strong fragrances on coworkers, patients, and visitors.

Nothing in this policy is intended to prohibit the reasonable use of personal hygiene products such as deodorants, soaps, shampoos, or laundry products, provided they are used in moderation and do not create unnecessary fragrance exposure to others.

Limited Use of Fragrance Products

1005.5 DISTRICT FACILITIES AND VEHICLES

To reduce unnecessary fragrance exposure, members shall not introduce or use fragrance-emitting products intended primarily to add scent within District facilities or vehicles, except as specifically permitted by this policy. Prohibited products include but are not limited to:

- Plug-in air fresheners
- Automatic fragrance dispensers
- Reed diffusers
- Essential oil diffusers
- Scented candles or wax warmers
- Potpourri
- Aerosol air fresheners or deodorizing sprays intended solely to add fragrance

Air fresheners may be used in ambulances and fire apparatus in moderation to assist with odor control. Members should consider the potential impact of fragrances on coworkers and patients and discontinue or remove an air freshener when it creates a concern.

This policy does not prohibit the use of District-approved cleaning, disinfecting, sanitation, or odor-control products used for operational, maintenance, infection control, or health and safety purposes.

1005.6 EMERGENCY RESPONSE CONSIDERATIONS

Members should recognize that some patients encountered during emergency response may be sensitive to fragrance products. Whenever reasonably practical and consistent with operational needs, members should minimize unnecessary fragrance exposure while providing patient care.

1005.7 REPORTING AND RESOLVING CONCERNS

Members who have concerns regarding fragrance exposure should notify their supervisor as soon as practical.

Supervisors should:

- Address concerns promptly and professionally.
- Discuss the concern with the involved member(s), as appropriate.
- Consider reasonable measures to reduce fragrance exposure.
- Consult with Human Resources when additional guidance is appropriate.

Members are expected to respond professionally and cooperatively when fragrance-related concerns are brought to their attention.

1005.8 RESPONSIBILITIES

A. Human Resources

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Limited Use of Fragrance Products

- Provide guidance to supervisors regarding implementation of this policy.
 - Assist in the resolution of workplace concerns involving fragrance exposure.
- B. Supervisors
- Promote awareness of this policy.
 - Address fragrance-related concerns in a timely, respectful, and professional manner.
 - Consult with Human Resources when appropriate.
- C. Members
- Exercise professional judgment regarding the use of fragrance products while working or representing the District.
 - Refrain from bringing prohibited fragrance-emitting products into District facilities or vehicles.
 - Cooperate in good faith when reasonable concerns regarding fragrance exposure are identified.

1005.9 COMPLIANCE

Failure to comply with this policy may result in corrective action consistent with District policy. This policy is intended to reduce unnecessary fragrance exposure through professionalism, cooperation, and reasonable workplace practices by all members rather than to eliminate every incidental source of fragrance.

Family and Medical Leave

1038.1 PURPOSE AND SCOPE

The purpose of this policy is to provide general guidance for managing unpaid leave for eligible employees for qualified medical and family reasons, including (29 USC § 2612):

- The birth, adoption, or foster care placement of a child.
- To care for an immediate family member (spouse, child, or parent) with a serious health condition.
- When an employee is unable to work because of their own serious health condition.
- To care for a spouse, son, daughter, parent, or next of kin who is a servicemember of the United States Armed Forces and who has a serious injury or illness incurred in the line of duty.
- Qualifying exigency due to a covered servicemember's active duty or impending call.

This policy does not address all possible situations and circumstances that may arise when an employee requests leave for family or medical reasons. As these leave situations arise, supervisors should consult with the Human Resources Department to obtain specific guidance regarding leave rights and obligations.

Nothing in this policy supersedes any provision of any MOU, District policy, benefit plan, civil service or other local rule, or any law that provides greater family or medical leave rights.

1038.1.1 DEFINITIONS

Definitions related to this policy include:

Child - A child under 18 years of age, or 18 years of age or older who is incapable of self-care because of a mental or physical disability (29 USC § 2611; 29 CFR 825.102; 29 CFR 825.122). An employee's child is one for whom the employee has actual day-to-day responsibility for care and includes a biological, adopted, or foster child; stepchild; or a child for whom the employee is standing in loco parentis (in place of a parent).

FMLA - The federal Family and Medical Leave Act (29 USC § 2601 et seq.).

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Qualified health care professional - A physician, surgeon, doctor of osteopathy, podiatrist, dentist, psychologist, optometrist, nurse practitioner, nurse midwife, clinical social worker, or physician assistant duly licensed and authorized to practice medicine; chiropractors for some purposes; any health care provider from whom the District's benefits plan will accept certification of the existence of a serious health condition to substantiate a claim for benefits (29 CFR 825.125).

Spouse - The person with whom an employee has entered into a marriage defined or recognized by the location in which the marriage was entered into (29 USC § 2611(13); 29 CFR 825.102; 29 CFR 825.122).

1038.2 POLICY

It is the policy of the Golder Ranch Fire District to manage unpaid leave for eligible employees for qualified medical and family reasons in compliance with federal and state law and any applicable MOU.

1038.3 ELIGIBLE EMPLOYEES

Employees are eligible for FMLA after working for the Golder Ranch Fire District for at least one year and completing 1,250 hours over the 12 months prior to the commencement of the leave (29 USC § 2611; 29 CFR 825.110).

1038.4 TYPE AND DURATION OF LEAVE

Generally, eligible employees are entitled under FMLA to 12 workweeks of unpaid leave during a 12-month period (29 USC § 2612; 29 CFR 825.100). Up to 26 workweeks of unpaid leave during a single 12-month period may be available to care for certain injured military servicemembers. The 12-month period is a rolling 12-month period measured backward from the date leave is taken and continuously with each additional leave day taken.

1038.4.1 SERIOUS HEALTH CONDITIONS

Eligible employees may take up to 12 workweeks of leave to care for a spouse, child, or parent with a serious health condition or when the employee is unable to work because of their own serious health condition (29 USC § 2612(a)(1); 29 CFR 825.200).

If both spouses are employed by the Golder Ranch Fire District, the combined number of workweeks to care for a sick parent is limited to 12 workweeks during any 12-month period (29 USC § 2612(f); 29 CFR 825.201).

Generally, a serious health condition is an illness, injury, impairment, or physical or mental condition that involves (29 USC § 2611; 29 CFR 825.113):

- An overnight stay in a hospital, hospice, or residential medical care facility (29 CFR 825.114).
- Continuing treatment by a qualified health care professional due to a serious health condition of more than three full consecutive calendar days (29 CFR 825.115(a)).
- Any period of incapacity due to pregnancy complications or prenatal care (29 CFR 825.115(b)).

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- A chronic condition which requires treatment (29 CFR 825.115(c)).
- A permanent condition for which treatment may not be effective (such as Alzheimer's or the terminal stages of a disease) (29 CFR 825.115(d)).
- Any period of absence to receive multiple treatments, including any recovery period, either for restorative surgery after an accident or other injury, or for a condition that would likely result in a period of incapacity of more than three consecutive calendar days without medical intervention or treatment (such as cancer chemotherapy or physical therapy for arthritis) (29 CFR 825.115(e)).

1038.4.2 BIRTH OR PLACEMENT OF A CHILD

Eligible employees may take up to 12 weeks of leave for the birth, adoption, or foster care placement of a child of the employee (29 USC § 2612; 29 CFR 825.200). The leave must be concluded within one year of the birth or placement of the child (29 CFR 825.120; 29 CFR 825.121).

If both parents are employed by the Golder Ranch Fire District, the combined number of work weeks of leave is limited to 12 work weeks during any 12-month period (29 USC § 2612(f); 29 CFR 825.120; 29 CFR 825.121).

1038.4.3 MILITARY EXIGENCY LEAVE

Eligible employees may take servicemember leave of up to 12 workweeks for qualifying exigencies occurring because a spouse, child, or parent is on covered active duty or has been notified of an impending order to active duty (29 USC § 2612(a)(1)(E); 29 CFR 825.200). This type of leave is available to a family member of a person in the National Guard, Reserve, or members of the regular Armed Forces deployed to a foreign country. Qualifying exigencies include (29 CFR 825.126):

- Addressing issues that arise from a short notice (seven or fewer days) deployment.
- Attending military events related to the active duty or call to duty.
- Attending family support or assistance programs.
- Making child care or educational arrangements or attending school activities arising from active duty or a call to active duty.
- Making financial and legal arrangements.
- Spending time with a military member who is on short-term rest-and-recuperation leave during a period of deployment.
- Attending post-deployment activities.
- Addressing issues that arise from the death of a military member, such as making funeral arrangements.
- Caring for a military employee's parent who is incapable of self-care, such as providing care on an immediate-need basis or arranging for alternative care.

1038.4.4 MILITARY CAREGIVER LEAVE

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Family and Medical Leave

Eligible employees may take up to 26 weeks of leave in a single 12-month period to care for a spouse, son, daughter, parent, or next of kin who has incurred an injury or illness in the line of duty while on active duty in the Armed Forces, provided that such injury or illness may render the family member medically unfit to perform work (29 USC § 2612; 29 CFR 825.200).

Military caregiver leave is also available to family members of covered veterans who were members of the Armed Forces, including the National Guard or Reserve, at any point in the five years preceding the date on which the veteran undergoes medical treatment, recuperation, or therapy (29 USC § 2612; 29 CFR 825.127).

During the single 12-month period, employees are entitled to no more than a combined total of 26 weeks of FMLA leave. In any case in which both spouses are employed by the Golder Ranch Fire District, the combined number of work weeks of leave is limited to 26 work weeks during any 12-month period (29 USC § 2612(f); 29 CFR 825.127).

Servicemember FMLA leave runs concurrent with other leave entitlements provided under federal, state, and local law. Where FMLA leave qualifies as both military caregiver leave and care for a family member with a serious health condition, the leave will be designated as military caregiver leave first.

1038.4.5 INTERMITTENT LEAVE

An employee may take leave for the employee's own serious health condition, for the serious health condition of the employee's spouse, child, or parent, or to care for a covered servicemember with a serious injury or illness, intermittently or on a reduced schedule if medically necessary, and if that medical need can best be accommodated by an intermittent schedule as defined in federal law (29 USC § 2612(b); 29 CFR 825.202; 29 CFR 825.124).

Leave due to a military exigency may be taken on an intermittent or reduced-leave schedule (29 CFR 825.202).

Intermittent leave for the birth, adoption, or foster care placement of a child is only available if granted at the discretion of the Fire Chief, unless the employee has a serious health condition in connection with the birth or if the newborn child has a serious health condition (29 CFR 825.120; 29 CFR 825.121).

Intermittent leave for any employee shall be tracked and calculated.

1038.4.6 PREGNANCY DISABILITY LEAVE

Pregnant employees who are disabled by pregnancy may be entitled to a disability leave in addition to any FMLA leave. The duration of leave is dependent on the circumstances. The District shall defer to a pregnant employee's qualified health care professional in assessing the employee's ability to work.

1038.5 EMPLOYEE BENEFITS WHILE ON LEAVE

While on leave, employees will continue to be covered by any group health insurance to the same extent that coverage is provided while the employee is on the job (29 USC § 2614(c); 29 CFR 825.209). However, employees will not continue to be covered under non-health benefit plans.

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Family and Medical Leave

Employees are responsible for any health plan employee contributions while on leave (29 CFR 825.210). Employee contribution rates are subject to any change in rates that occurs while the employee is on leave. If an employee fails to return to work after their leave entitlement has been exhausted or expires, the District may recover its share of health plan premiums for the entire leave period unless the employee does not return because of the continuation, recurrence, or onset of a serious health condition of the employee or their family member that would entitle the employee to leave, or because of circumstances beyond the employee's control (29 CFR 825.213). The District may recover premiums through deduction from any sums (e.g., unpaid wages, ~~vacation~~ PTO pay).

Employees may not earn additional time off while on unpaid leave.

1038.6 SUBSTITUTION OF PAID ACCRUED LEAVES

~~Subject to applicable MOUs, District policy, and civil service rules,~~ employees are required to exhaust all applicable paid leave before taking unpaid leave. Paid accrued leave available for use during FMLA leave includes ~~PTO vacation leave, sick leave, personal leave, and~~ compensatory time earned in lieu of overtime, pursuant to the Fair Labor Standards Act, ~~during FMLA leave~~. Employees may not use paid accrued leave to extend FMLA leave beyond 12 workweeks per year (29 CFR § 825.207(f); 29 USC § 207(o)).

1038.7 USE OF FMLA LEAVE

If an employee takes a leave of absence for any reason that is FMLA qualifying, the District may designate that non-FMLA leave as running concurrently with the employee's 12-week FMLA leave entitlement.

1038.8 PROCEDURES

The following procedures will apply to all employees requesting leave under FMLA:

- A. When a leave is requested for a medical or other FMLA-related treatment appointment, the employee must make a reasonable effort to schedule the appointment at a time that minimizes disruption to the District's operations (29 USC § 2612; 29 CFR 825.302).
- B. An employee who wishes to take FMLA must provide their supervisor with 30 days' advance notice when the leave is foreseeable, or as soon as practicable if the need for leave is not foreseeable (29 USC § 2612; 29 CFR 825.302; 29 CFR 825.303). Supervisors must instruct the employee to notify Human Resources as soon as they are notified of a potential FMLA-qualifying event.
- ~~C. At the time of the~~ When requesting FMLA leave, the employee must complete follow the -FMLA request form instructions for the District's third-party administrator. Appropriate forms ~~These instructions~~ will be provided by the Human Resources ~~Department~~ upon notice of a potential FMLA-qualifying event.
- ~~C-D.~~ The employee shall follow the applicable District procedure for FMLA leaves.

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Requests for medical leave shall be accompanied by a qualified health care professional statement, including the date on which the serious health condition began and the estimated date of return to work (29 USC § 2613; 29 CFR 825.302).

Once the leave is requested, or designated by the District, the supervisor should forward the request and any documentation received to the Human Resources Department to ensure the employee is provided the necessary ~~forms~~ and FMLA information within five days (29 CFR 825.300).

Employees are required to provide medical certification of a qualified health care professional or military documentation, if requested (29 CFR 825.305; 29 CFR 825.308; 29 CFR 825.309; 29 CFR 825.310).

Employees shall be required to periodically report on their status and intent to return to work (29 USC § 2614; 29 CFR 825.311). This may assist in avoiding a delay in reinstatement when the employee is ready to return to work.

Employees returning from a medical leave from the employee's own serious health condition will be required to present medical verification from a qualified health care professional of the employee's ability to return to work and a list of any restrictions that need to be accommodated (29 USC § 2614; 29 CFR 825.100; 29 CFR 825.312).

1038.9 REINSTATEMENT FOLLOWING LEAVE

Generally, employees returning from FMLA leave within the qualified period will be restored to their original job or to an equivalent job with equivalent pay and benefits, unless the employee would not otherwise have been employed at the time reinstatement is requested (e.g., in the case of a layoff) (29 USC § 2614; 29 CFR 825.214; 29 CFR 825.216).

If the same position is no longer available, such as in a layoff, the employee will be entitled to a position that is comparable in pay, job content, and promotional opportunities and geographic location, if such a comparable position exists.

If upon return from leave an employee is unable to perform the essential functions of the job because of a physical or mental disability, Human Resources will engage in an interactive process with the employee to identify a potential reasonable accommodation.

1038.10 RESPONSIBILITY

Supervisors should work with Human Resources regarding questions relating to leave or reinstatement from leave under this policy. ~~The~~ Human Resources should advise the supervisor and inform members of their rights and responsibilities.

1038.11 RECORDS

The District will ~~maintain~~ ensure that leave-related records are maintained as required by 29 CFR 825.500 for at least three years and in compliance with the ~~d~~ District's established records retention schedule.

Records and documents related to ~~doctor~~ medical certifications and other medical information

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created or maintained for purposes of complying with FMLA and this policy shall be maintained as confidential medical records, ~~in separate files from employee personnel files~~ records.

1038.12 NOTICE TO EMPLOYEES

Human Resources should ensure that a notice explaining the FMLA's provisions and procedures is prominently posted in conspicuous places in the District where it can be readily seen by all employees and applicants for employment. Electronic posting is sufficient as long as the other posting requirements have been met as provided by 29 CFR 825.300 (29 CFR 825.300).

Family and Medical Leave

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- To care for a spouse, son, daughter, parent, or next of kin who is a servicemember of the United States Armed Forces and who has a serious injury or illness incurred in the line of duty.
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Definitions related to this policy include:

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Qualified health care professional - A physician, surgeon, doctor of osteopathy, podiatrist,

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dentist, psychologist, optometrist, nurse practitioner, nurse midwife, clinical social worker, or physician assistant duly licensed and authorized to practice medicine; chiropractors for some purposes; any health care provider from whom the District's benefits plan will accept certification of the existence of a serious health condition to substantiate a claim for benefits (29 CFR 825.125).

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1038.4 TYPE AND DURATION OF LEAVE

Generally, eligible employees are entitled under FMLA to 12 workweeks of unpaid leave during a 12-month period (29 USC § 2612; 29 CFR 825.100). Up to 26 weeks of unpaid leave during a single 12-month period may be available to care for certain injured military servicemembers. The 12-month period is a rolling 12-month period measured backward from the date leave is taken and continuously with each additional leave day taken.

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Generally, a serious health condition is an illness, injury, impairment, or physical or mental condition that involves (29 USC § 2611; 29 CFR 825.113):

- An overnight stay in a hospital, hospice, or residential medical care facility (29 CFR 825.114).
- Continuing treatment by a qualified health care professional due to a serious health condition of more than three full consecutive calendar days (29 CFR 825.115(a)).
- Any period of incapacity due to pregnancy complications or prenatal care (29 CFR

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825.115(b)).

- A chronic condition which requires treatment (29 CFR 825.115(c)).
- A permanent condition for which treatment may not be effective (such as Alzheimer's or the terminal stages of a disease) (29 CFR 825.115(d)).
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1038.4.2 BIRTH OR PLACEMENT OF A CHILD

Eligible employees may take up to 12 weeks of leave for the birth, adoption, or foster care placement of a child of the employee (29 USC § 2612; 29 CFR 825.200). The leave must be concluded within one year of the birth or placement of the child (29 CFR 825.120; 29 CFR 825.121).

If both parents are employed by the Golder Ranch Fire District, the combined number of workweeks of leave is limited to 12 workweeks during any 12-month period (29 USC § 2612(f); 29 CFR 825.120; 29 CFR 825.121).

1038.4.3 MILITARY EXIGENCY LEAVE

Eligible employees may take servicemember leave of up to 12 weeks for qualifying exigencies occurring because a spouse, child, or parent is on covered active duty or has been notified of an impending order to active duty (29 USC § 2612(a)(1)(E); 29 CFR 825.200). This type of leave is available to a family member of a person in the National Guard, Reserve, or members of the regular Armed Forces deployed to a foreign country. Qualifying exigencies include (29 CFR 825.126):

- Addressing issues that arise from a short notice (seven or fewer days) deployment.
- Attending military events related to the active duty or call to duty.
- Attending family support or assistance programs.
- Making child care or educational arrangements or attending school activities arising from active duty or a call to active duty.
- Making financial and legal arrangements.
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During the single 12-month period, employees are entitled to no more than a combined total of 26 weeks of FMLA leave. In any case in which both spouses are employed by the Golder Ranch Fire District, the combined number of workweeks of leave is limited to 26 workweeks during any 12-month period (29 USC § 2612(f); 29 CFR 825.127).

Servicemember FMLA leave runs concurrent with other leave entitlements provided under federal, state, and local law. Where FMLA leave qualifies as both military caregiver leave and care for a family member with a serious health condition, the leave will be designated as military caregiver leave first.

1038.4.5 INTERMITTENT LEAVE

An employee may take leave for the employee's own serious health condition, for the serious health condition of the employee's spouse, child, or parent, or to care for a covered servicemember with a serious injury or illness, intermittently or on a reduced schedule if medically necessary, and if that medical need can best be accommodated by an intermittent schedule as defined in federal law (29 USC § 2612(b); 29 CFR 825.202; 29 CFR 825.124).

Leave due to a military exigency may be taken on an intermittent or reduced-leave schedule (29 CFR 825.202).

Intermittent leave for the birth, adoption, or foster care placement of a child is only available if granted at the discretion of the Fire Chief, unless the employee has a serious health condition in connection with the birth or if the newborn child has a serious health condition (29 CFR 825.120; 29 CFR 825.121).

Intermittent leave for any employee shall be tracked and calculated.

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Pregnant employees who are disabled by pregnancy may be entitled to a disability leave in addition to any FMLA leave. The duration of leave is dependent on the circumstances. The District shall defer to a pregnant employee's qualified health care professional in assessing the employee's ability to work.

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1038.5 EMPLOYEE BENEFITS WHILE ON LEAVE

While on leave, employees will continue to be covered by any group health insurance to the same extent that coverage is provided while the employee is on the job (29 USC § 2614(c); 29 CFR 825.209). However, employees will not continue to be covered under non-health benefit plans.

Employees are responsible for any health plan employee contributions while on leave (29 CFR 825.210). Employee contribution rates are subject to any change in rates that occurs while the employee is on leave. If an employee fails to return to work after their leave entitlement has been exhausted or expires, the District may recover its share of health plan premiums for the entire leave period unless the employee does not return because of the continuation, recurrence, or onset of a serious health condition of the employee or their family member that would entitle the employee to leave, or because of circumstances beyond the employee's control (29 CFR 825.213). The District may recover premiums through deduction from any sums (e.g., unpaid wages, PTO).

Employees may not earn additional time off while on unpaid leave.

1038.6 SUBSTITUTION OF PAID ACCRUED LEAVES

Subject to applicable MOUs, District policy, and law, employees are required to exhaust all applicable paid leave before taking unpaid leave. Paid accrued leave available for use during FMLA leave includes PTO and compensatory time earned in lieu of overtime, pursuant to the Fair Labor Standards Act. Employees may not use paid accrued leave to extend FMLA leave beyond 12 workweeks per year (29 CFR § 825.207(f); 29 USC § 207(o)).

1038.7 USE OF FMLA LEAVE

If an employee takes a leave of absence for any reason that is FMLA qualifying, the District may designate that non-FMLA leave as running concurrently with the employee's 12-week FMLA leave entitlement.

1038.8 PROCEDURES

The following procedures will apply to all employees requesting leave under FMLA:

- A. When a leave is requested for a medical or other FMLA-related treatment appointment, the employee must make a reasonable effort to schedule the appointment at a time that minimizes disruption to the District's operations (29 USC § 2612; 29 CFR 825.302).
- B. An employee who wishes to take FMLA must provide their supervisor with 30 days' advance notice when the leave is foreseeable, or as soon as practicable if the need for leave is not foreseeable (29 USC § 2612; 29 CFR 825.302; 29 CFR 825.303). Supervisors must instruct the employee to notify Human Resources as soon as they are notified of a potential FMLA-qualifying event.
- C. When requesting FMLA leave, the employee must follow the FMLA request instructions for the District's third-party administrator. These instructions will be provided by the Human Resources Department upon notice of a potential FMLA-qualifying event.

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D. The employee shall follow the applicable District procedure for FMLA leaves.

Requests for medical leave shall be accompanied by a qualified health care professional statement, including the date on which the serious health condition began and the estimated date of return to work (29 USC § 2613; 29 CFR 825.302).

Once the leave is requested, or designated by the District, the supervisor should forward the request and any documentation received to the Human Resources Department to ensure the employee is provided the necessary FMLA information within five days (29 CFR 825.300).

Employees are required to provide medical certification of a qualified health care professional or military documentation, if requested (29 CFR 825.305; 29 CFR 825.308; 29 CFR 825.309; 29 CFR 825.310).

Employees shall be required to periodically report on their status and intent to return to work (29 USC § 2614; 29 CFR 825.311). This may assist in avoiding a delay in reinstatement when the employee is ready to return to work.

Employees returning from a medical leave from the employee's own serious health condition will be required to present medical verification from a qualified health care professional of the employee's ability to return to work and a list of any restrictions that need to be accommodated (29 USC § 2614; 29 CFR 825.100; 29 CFR 825.312).

1038.9 REINSTATEMENT FOLLOWING LEAVE

Generally, employees returning from FMLA leave within the qualified period will be restored to their original job or to an equivalent job with equivalent pay and benefits, unless the employee would not otherwise have been employed at the time reinstatement is requested (e.g., in the case of a layoff) (29 USC § 2614; 29 CFR 825.214; 29 CFR 825.216).

If the same position is no longer available, such as in a layoff, the employee will be entitled to a position that is comparable in pay, job content, and promotional opportunities and geographic location, if such a comparable position exists.

If upon return from leave an employee is unable to perform the essential functions of the job because of a physical or mental disability, Human Resources will engage in an interactive process with the employee to identify a potential reasonable accommodation.

1038.10 RESPONSIBILITY

Supervisors should work with Human Resources regarding questions relating to leave or reinstatement from leave under this policy. Human Resources should advise the supervisor and inform members of their rights and responsibilities.

1038.11 RECORDS

The District will ensure that leave-related records are maintained as required by 29 CFR 825.500 for at least three years and in compliance with the District's established records retention schedule.

Records and documents related to medical certifications and other medical information created

Golder Ranch Fire District

Family and Medical Leave

or maintained for purposes of complying with FMLA and this policy shall be maintained as confidential medical records, separate from employee personnel records.

1038.12 NOTICE TO EMPLOYEES

Human Resources should ensure that a notice explaining the FMLA's provisions and procedures is prominently posted in conspicuous places in the District where it can be readily seen by all employees and applicants for employment. Electronic posting is sufficient as long as the other posting requirements have been met as provided by 29 CFR 825.300 (29 CFR 825.300).



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Jeff Sargent, Acting Finance Director

MTG. DATE: September 15, 2026

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT FOR JULY 2026

ITEM #: 8D

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 reports for July 2026 as presented.

GRFD_07_2026Statement of Revenues and Expenditures - Unposted Transactions Included In Report
From 7/1/2026 Through 8/31/2026

	<u>Current Year Actual</u>	<u>YTD Budget - Original</u>	<u>YTD Budget Variance - Original</u>
Revenue			
Tax Revenue - Current Year	151,108.60	267,941.27	(116,832.67)
Tax Revenue - Prior Year	75,827.94	0.00	75,827.94
Debt Service - Revenue	8,386.33	9,000.00	(613.67)
Debt Services - Interste	110,341.84	70,000.00	40,341.84
PARS	0.00	12,000.00	(12,000.00)
Bond Interest	18,871.65	15,500.00	3,371.65
Ambulance Revenue	1,079,382.01	900,000.00	179,382.01
Subscription Services	20,768.27	14,000.00	6,768.27
Fee for Service	61,753.69	53,333.32	8,420.37
Wildland	378,778.34	320,000.00	58,778.34
Sweep Interest	1,118.58	9,000.00	(7,881.42)
Miscellaneous	30,322.24	31,097.16	(774.92)
Total Revenue	1,936,659.49	1,701,871.75	234,787.74

GRFD_07_2026Statement of Revenues and Expenditures - Unposted Transactions Included In Report
From 7/1/2026 Through 8/31/2026

	<u>Current Year Actual</u>	<u>YTD Budget - Original</u>	<u>YTD Budget Variance - Original</u>
Expenses			
5000 Labor, Beneefits, & ERE	6,236,900.03	7,849,917.13	1,613,017.10
6200 Supplies	216,239.24	259,838.66	43,599.42
6500 Vehicle & Equipment	186,807.10	529,665.00	342,857.90
6700 Utiliteis	102,728.37	101,737.06	(991.31)
7000 Professional Fees	314,433.52	423,185.18	108,751.66
7500 Membership Dues, Liecense Renewals	381,829.20	157,096.26	(224,732.94)
7700 Business Insurance	0.00	75,340.00	75,340.00
8000 Facility Repair & Maintenance	57,438.51	195,912.00	138,473.49
9000 Debit Services	442,623.16	267,251.34	(175,371.82)
9900 Capital / Lease	<u>75,379.36</u>	<u>1,100,000.00</u>	<u>1,024,620.64</u>
Total Expenses	8,014,378.49	10,959,942.63	2,945,564.14



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Jeff Sargent, Acting Finance Director

MTG. DATE: September 15, 2026

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT FOR AUGUST 2026

ITEM #: 8E

REQUIRED ACTION: ☐ Discussion Only ☒ Formal Motion ☐ Resolution

RECOMMENDED ACTION: ☒ Approve ☐ Conditional Approval ☐ Deny

SUPPORTED BY: ☒ Staff ☒ Fire Chief ☐ Legal Review

BACKGROUND

Presented are the monthly financial reports and cash reconciliation.

RECOMMENDED MOTION

Motion to approve and accept the Golder Ranch Fire District reconciliation and monthly financial reports for August 2026 as presented.

GRFD_07_2026Statement of Revenues and Expenditures - Unposted Transactions Included In Report
From 8/1/2026 Through 8/31/2026

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original
Revenue			
Tax Revenue - Current Year	151,108.60	267,941.27	(116,832.67)
Tax Revenue - Prior Year	(29,456.65)	0.00	(29,456.65)
Debt Service - Revenue	2,762.82	4,500.00	(1,737.18)
Debt Services - Interste	58,576.84	35,000.00	23,576.84
PARS	0.00	6,000.00	(6,000.00)
Bond Interest	10,499.29	7,500.00	2,999.29
Ambulance Revenue	533,532.57	450,000.00	83,532.57
Subscription Services	3,146.61	7,000.00	(3,853.39)
Fee for Service	51,119.69	26,666.66	24,453.03
Wildland	378,778.34	160,000.00	218,778.34
Sweep Interest	1,118.58	9,000.00	(7,881.42)
Miscellaneous	22,142.60	15,548.58	6,594.02
Total Revenue	1,183,329.29	989,156.51	194,172.78

GRFD_07_2026Statement of Revenues and Expenditures - Unposted Transactions Included In Report
From 8/1/2026 Through 8/31/2026

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original
Expenses			
5000 Labor, Beneefits, & ERE	3,231,770.35	3,444,018.32	212,247.97
6200 Supplies	86,091.12	91,819.33	5,728.21
6500 Vehicle & Equipment	95,522.35	128,125.00	32,602.65
6700 Utiliteis	61,840.48	51,168.53	(10,671.95)
7000 Professional Fees	122,091.04	209,872.38	87,781.34
7500 Membership Dues, Liecense Renewals	318,542.70	69,663.13	(248,879.57)
7700 Business Insurance	0.00	6,670.00	6,670.00
8000 Facility Repair & Maintenance	30,771.39	32,137.00	1,365.61
9000 Debit Services	383,002.34	126,101.67	(256,900.67)
9900 Capital / Lease	24,202.59	0.00	(24,202.59)
Total Expenses	4,353,834.36	4,159,575.36	(194,259.00)



GOLDER RANCH FIRE DISTRICT BOARD COMMUNICATION MEMORANDUM

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

MTG. DATE: September 15, 2026

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: September 15, 2026

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.