



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

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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

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

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