

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

**Tuesday, September 15, 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, September 15, 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: Assistant Chief Cesarek, Assistant Chief Grissom, Assistant Chief Perry, Fire Marshal Akins, Deputy Chief Jarrold, Deputy Chief Wilson, Deputy Chief Hilderbrand, Information 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

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



Captain Stevens recognized Engineer Capuano for his 30 years of service with the District.

IT Director Martinez presented the new IT Services Supervisor, Christopher Parent.

Chairperson Cox Golder administered the loyalty and behavioral oaths.

The Governing Board took a brief recess at 9:14 a.m.

The meeting resumed at 9:15 a.m.

6. CONSENT AGENDA

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

MOTION by Board Member Brady to approve the September 15, 2026, Consent Agenda.

MOTION SECONDED by Vice-Chairperson Vette.

MOTION CARRIED 5/0

7. REPORTS AND CORRESPONDENCE

- A. FIRE CHIEF'S REPORT – Assistant Chief Cesarek presented the Fire Chief's report. He reminded everyone they can submit questions for the Tailboard Talks at any point during the month and thanked everyone that has submitted questions.

Chairperson Cox Golder asked about the portion of Board Services report that mentioned commercial records requests.

Board Services Supervisor Ortiz replied the Board Services Division receives records requests from companies who obtain the data to sell it. Requestors are charged a \$50.00 flat commercial request fee. When a commercial request is submitted, they are required by law to declare they are a commercial entity and that they are going to sell the data. There is a section on the request form for the company to declare they are a commercial vendor. However, the District is not allowed to pursue further action. So, if the District believes a request is commercial, GRFD is not legally allowed to question whether it is commercial or not. Furthermore, the District has been fortunate in that the companies have been honest. The District has not had anyone that was a commercial vendor that did not declare it. There is one vendor that submits requests quarterly and the Records Division has worked with the district attorney to establish a \$50.00 flat fee for commercial requests.

Captain Ryan Ward presented on behalf of the Union. He asked for a moment of silence in honor of 9/11, the 343 firefighters, and one fire patrolman that died that day as well as the over 1,000 firefighters that have died of cancer since then. He reported September was busy for the labor groups with Labor Day. Local 3832



participated in the Pima County Labor Day celebration, where they handed out bottles of sunscreen to educate the public on the effects of cancer. They also handed out “Our Pets In This Home” stickers. The sticker lets first responders know when they respond at a home, what and how many pets there are. This allows them to be aware and to help in any way possible with the animals. He mentioned the Arizona Attorney General joined the class action lawsuit regarding the production of firetrucks. The Attorney General’s office has included fire districts as plaintiffs to the lawsuit as well.

- B. COMMUNITY RISK REDUCTION DIVISION’S REPORT – Assistant Chief Perry presented the Community Risk Reduction’s report.

Vice-Chairperson Vette thanked Assistant Chief Perry and Deputy Chief Wilson for calculating the mileage costs for service calls.

Vice-Chairperson Vette inquired about overpayments made by Finance.

Assistant Chief Perry replied there were a few invoices that were received by email and hard copies. Finance is working on cleaning up this process.

Chairperson Cox Golder asked about MIP.

Assistant Chief Perry stated Finance decided to start a new instance in MIP, the accounting software. This will be stand-alone from past years. The previous years were one instance. The goal was to start fresh moving forward. He disclosed Finance was still working through the process with a contractor.

Chairperson Cox Golder stated she thought the Peachjar digital communication sounded like a great program for the employees.

Deputy Chief Wilson thanked Community Education Supervisor Dan Habinek for finding Peachjar through his years of teaching. He stated Peachjar is able to disseminate information monthly to anyone who is enrolled in the Amphitheater School District. Community Risk Reduction received a report that showed 20,000 people receive the information the District sends out each month.

Board Member Shellenberger asked why the ladder truck was used to respond to six calls that the Community Resource Technicians (CRTs) would normally respond to.

Assistant Chief Grissom stated the ladder truck responded to these calls after hours when the CRTs were no longer in service for the day.

- C. SUPPORT SERVICES DIVISION’S REPORT – Assistant Chief Cesarek presented the Support Services’ report. He thanked IT for all of their hard work during the internet outage. He mentioned the District will be releasing an annual report and it will be the first time the District has done this. He thanked Community & Media Relations



Supervisor Lydia Camarillo for all of her work on the report as well as everyone that assisted with the report.

Chairperson Cox Golder asked what an Industrial Commissions of Arizona (ICA) claim was.

Assistant Chief Cesarek explained it was an injury an employee experienced while on-duty.

Chairperson Cox Golder asked what the kits were that were mentioned in the Procurement report.

Assistant Chief Cesarek replied Procurement has been using the software OPIQ to track inventory. Crews have begun using the kit function in OPIQ to keep track of inventory on an apparatus/ambulance. This function will help keep track of inventory, purchasing, and managing supplies.

Board Member Brady asked about the status of the Quasar building.

Assistant Chief Cesarek said there has been a delay with the permits from the county. Starting the following week, milling would be done and the asphalt would be replaced.

- D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISION'S REPORT – Assistant Chief Grissom presented the EMS and Fire Response's report to the Governing Board. Assistant Chief Grissom recognized Suppression for all of their hard work responding to hazmat calls, house fires, and vehicle fires. He said it goes to show the training they have done has been worthwhile. There has been no injuries and the crews have been doing a great job.

Chairperson Cox Golder said she wanted to compliment staff on all of the training and props that they have put together. She asked about the introduction of a new smoke machine and a new strip mall prop.

Assistant Chief Grissom responded the Training Cadre has been working on a new strip mall prop to train crews on how to properly ventilate strip mall fires and safely fight those fires. They are tricky and are not common fires. There are different types of tactics they must deploy to those types of fires.

Chairperson Cox Golder asked what the difference was between the call types: altered mental status and psychological behavior issues.

EMS Division Chief Jason Taylor said the main difference was one was a mental illness and the other was behavioral. They may cross, but that is the general divider between the two.

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

Assistant Chief Cesarek thanked everyone for their work on the Strategic Business Plan.

Assistant Chief Perry began his presentation to the Governing Board. He stated last year the Governing Board adopted the District's Strategic Business Plan. Part of the plan was that it was a working document. The goal was to review and update the plan every year. He presented the progress made in the past year.

Board Member Shellenberger asked if this would be an annual report.

Assistant Chief Perry said that would be a goal.

Chairperson Cox Golder asked about a statistic which stated 56% of staff understood the decisions made and the goal of reaching 75%.

Assistant Chief Perry said he had a presentation that might answer the Board's questions. He provided an update on the District's Strategic Plan and reviewed progress toward the established strategic results and annual metrics. He reported that 91% of internal employees and 90% of external customers indicated they were treated with respect, while 92% reported experiencing kindness or compassion. Additionally, 81% of employees stated they experienced the District's family culture. Assistant Chief Perry noted that the District had also clearly defined its family culture, which was included as an appendix to the Strategic Update Plan.

Assistant Chief Perry identified employees' understanding of management decisions as an area of focus, with 56% of employees indicating they understood the decisions being made by management, regardless of whether they agreed with those decisions or not. He stated this figure provides a baseline for measuring improvement as the District implements more communication efforts, including Tailboard Talks. The District established a goal of having at least nine monthly Tailboard Talks completed by July 1, 2027.

Regarding workforce health, Assistant Chief Perry reported that 95% of suppression personnel completed their annual physicals. He noted that while the District would like to achieve 100%, the current percentage is considered positive given employee leave and other circumstances. The District also established a goal for at least 75% of non-suppression personnel to participate in annual physicals.

Assistant Chief Perry reported that the District achieved its fire turnout objective of 1 minute and 30 seconds 100% of the time during the past year. EMS turnout compliance was approximately 82% for the 1 minute and 15 second objective. He explained that the difference is primarily due to the significantly greater volume of EMS calls and the larger amount of associated data.



For workforce development, Assistant Chief Perry explained that the District identified a need for formal leadership development programs for administrative supervisors and employees preparing to advance into higher-level leadership positions. The District has established goals to develop and implement these programs. A few administrative supervisors recently participated in a leadership class as a trial to help evaluate the program moving forward.

Assistant Chief Perry also reported that approximately 42% of personnel have attended a “Struggle Well” program, with a goal of increasing the participation to 80% of District personnel by 2029.

Under the strategic result related to community health and safety, the District refined its measures and established a goal of reducing fall-related injuries or fall-related calls by 5% by July 1, 2030. He reported progress through the use of the Nymb! application and educational presentations and stated the District is working towards implementing scheduled Community Risk Reduction home safety fall assessments.

Assistant Chief Perry stated the District is continuing to monitor EMS and fire turnout times and is beginning to examine transfer times between the primary Public Safety Answering Point (PSAP) and the City of Tucson’s secondary PSAP. He explained that the District currently does not have a clear understanding of the amount of time involved in those transfers and is working to establish a baseline.

Assistant Chief Perry also discussed the addition of a new strategic result addressing fiscal responsibility and transparency. The District established an ongoing goal of maintaining the District budget within a plus-or-minus 3% variance. Additionally, the District established a goal of having emergency reserves identified in the Board’s financial management rules fully funded and segregated by 2030.

Assistant Chief Perry concluded by stating that the remainder of the Strategic Plan focuses on operational measures. District divisions have reviewed and revised the measures used to manage their programs and support achievement of the strategic goals. He emphasized that the established baselines are intended to drive active management and embed the District’s strategic goals into its daily operations.

MOTION by Vice-Chairperson Vette to approve the proposed 2026-2027 Strategic Business Plan Update as an addendum to the 2025-2030 Strategic Business Plan.

MOTION SECONDED by Board Clerk Outlaw.

MOTION CARRIED 5/0

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



Assistant Chief Perry said \$1.2 million was set aside last year as sinking funds. He requested the Board's permission to use these funds, separately, to open a Certificate of Deposit account. This would be renewed every month.

Chairperson Cox Golder asked if the accounts would be different amounts for different time periods.

Assistant Chief Perry replied it was not a true CD. What they would do was segregate the funds that were committed to sinking monies and at the end of the year, place the money in the same auto-renewing CD.

MOTION by Board Member Shellenberger 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.

MOTION SECONDED by Board Clerk Outlaw.

MOTION CARRIED 5/0

C. DISCUSSION AND/OR POSSIBLE ACTION REGARDING POLICIES: 708- PUBLIC ALERTS; 1005- LIMITED USE OF FRAGRANCE PRODUCTS; AND 1038- FAMILY AND MEDICAL LEAVE

HR Director Delong presented the policies to the Board and made herself available for questions.

The Board had no questions.

Vice-Chairperson Vette commended the HR team for their work in going through the policies and ensuring the policies reflect compliance.

MOTION by Vice-Chairperson Vette to approve policies: 708 Public Alerts; 1005 Limited Use of Fragrance Products; and 1038 Family and Medical Leave.

MOTION SECONDED by Board Member Shellenberger.

MOTION CARRIED 5/0

D. DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORTS FOR JULY 2026

Acting Finance Director Sargent presented the financial statements to the Governing Board. He said his division is working towards providing all reports directly from the finance software.

Acting Finance Director Sargent presented the financial and revenue reports for July and August. He explained that the District's new sweep account structure causes significant fluctuations between beginning and ending cash balances shown on bank statements and financial reports. Although the primary checking account may show a low balance at the end of a month, funds are transferred to the sweep account



overnight and remain available to the District. He also discussed an account associated with a discontinued employee benefit that will be closed after the applicable 90-day period, with remaining funds used for eligible healthcare-related expenses in accordance with the Internal Revenue Service (IRS) requirements.

Acting Finance Director Sargent reviewed the new financial reporting format, noting that the District is transitioning from spreadsheet-based reports to reports generated directly from the financial management system. He explained that the “GRFD 0726” designation identifies the new MIP database and will remain on future reports. The reports now include unposted transactions, which are being used during the financial system cleanup and integration process to allow staff to correct coding without creating numerous reversals. He noted that significant time has been spent ensuring payroll and other transactions are properly coded and integrated into MIP.

He reviewed the July and August revenue reports and explained the timing of current-year property tax collections and the assumptions used for budgeting based on historical County collection information. Interest revenue has been separated by accounts to provide greater transparency, particularly regarding bond funds and interest that may be subject to repayment requirements. He noted that bond funds are being spent on the Fleet and Training Area project and are anticipated to be substantially expended by the end of the fiscal year. He also discussed miscellaneous revenue, which includes items such as the sale of District assets, and noted that a more detailed report could be provided if desired.

Acting Finance Director Sargent reported that year-to-date revenue was approximately \$243,000 ahead of budget. He explained that some revenue and expenditure variances are attributable to the timing of transactions, including sweep account interest and subscription revenue. Staff have changed the process for recording subscription revenue so that receipts are coded at the time of deposit, resulting in more accurate financial information and eliminating the need for subsequent journal entries.

Regarding expenditures, Acting Finance Director Sargent explained that the July and August variances were primarily attributable to timing differences rather than expenditures exceeding the annual budget. Items contributing to the July variance included workers’ compensation payments and the Fleet and Training Area project. The project was budgeted based on an anticipated \$1.1 million quarterly payment; however, the actual spending schedule calls for smaller monthly expenditures and larger payments at various points during the year. He stated that these variances are expected to balance by year-end. He also explained that the engine purchase was budgeted in June, but the payment occurred in August creating a temporary variance.

Acting Finance Director Sargent further discussed insurance expenses and other transactions that have been affected by invoices and payment timing. Staff are reviewing whether expenses are being paid, coded, and recorded in the appropriate



periods. He noted that the Public Agency Retirement Services (PARS) account is also being incorporated into the MIP reporting. The account previously held approximately \$4 million before funds were used toward the District's unfunded liability, leaving approximately \$300,000.

Acting Finance Director Sargent explained that the State provides funding that offsets a portion of the District's Public Safety Personnel Retirement System (PSPRS) obligations. The State recently changed the timing of those payments, resulting in the PSPRS expense currently showing as zero for the initial payrolls of the fiscal year. He stated that the District historically did not separately record the State funding as revenue and is working with Walker & Armstrong to correct the accounting treatment. The intent is to record the State funding as revenue and appropriately offset the PSPRS expense. He noted that this accounting adjustment is part of the District's ongoing financial cleanup and will also support the strategy of building the PARS account to address the unfunded liability.

Acting Finance Director Sargent asked Billing Supervisor Shelby Massie to present the financial reports for the Billing Division.

Billing Supervisor Massie presented the billing and transport revenue report for August 2026. She reported \$533,269 in transport revenue, an increase of 31% compared to August 2025, with 633 transports during the month, averaging approximately 20 transports per day.

She stated that the District billed approximately \$1.2 million in charges for August. With 71% of transports being Medicare and 8% Medicaid, the collectible net charges totaled \$595,665. The District also recorded 30 membership enrollments, generating \$3,146 in revenue, and approximately \$9,880 in transport revenue write-offs.

For the fiscal year-to-date period of July and August, Billing Supervisor Massie reported approximately \$1 million in transport revenue from a total of 1,231 transports. She noted that membership enrollment revenue was lower at the beginning of the fiscal year because the District generally receives the majority of its membership enrollments in June. This year, membership renewal notices were sent later than usual due to the timing of the rate-setting with the State, resulting in some renewal revenue being received after the start of the fiscal year.

Billing Supervisor Massie reviewed the District's cash collections, reporting approximately \$543,000 collected in July and \$595,000 collected in August. Of the charges billed in August, approximately 20% was collected within the first month, totaling \$121,000. She explained that the District typically collects most transport revenue within 45 days. Future reports will include an aging analysis showing where outstanding revenue falls within the 0–60, 61–90, and 90-plus day categories, with the goal of maintaining the highest percentage of revenue in the 0–60 day range.



Lastly, Billing Supervisor Massie reported that approximately \$31,000 was submitted to the collection agency in August, with \$270 in collection fees paid on amounts collected.

MOTION by Board Clerk Outlaw approve and accept the Golder Ranch Fire District reconciliation and monthly financial reports for July 2026 as presented.

MOTION SECONDED by Vice-Chairperson Vette.

MOTION CARRIED 5/0

E. **DISCUSSION AND/OR POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORTS FOR AUGUST 2026**

MOTION by Board Member Shellenberger to approve and accept the Golder Ranch Fire District reconciliation and monthly financial reports for August 2026 as presented.

MOTION SECONDED by Vice-Chairperson Vette.

MOTION CARRIED 5/0

9. **FUTURE AGENDA ITEMS**

The next regularly scheduled meeting will be October 20, 2026.

10. **CALL TO THE PUBLIC**

There were no public issues presented.

11. **ADJOURNMENT**

MOTION by Board Member Brady to adjourn the meeting at 10:20 a.m.

MOTION SECONDED by Board Member Shellenberger.

MOTION CARRIED 5/0



Sandra Outlaw, Clerk of the Board
Golder Ranch Fire District

