ANNUAL REPORT

2025|2026



GOLDER RANCH FIRE DISTRICT

GOVERNING **BOARD**

Golder Ranch Fire District is governed by a five-person, non-partisan board that is elected by registered voters of the District. Board members are elected for alternating four-year terms. As a result, there are at least two members elected every two-years. The Governing Board is charged with diverse responsibilities. Specifically, the Board establishes policy, sets tax rates, approves annual budgets and hires the Fire Chief. The Governing Board also maintains sole authority to set policy and approval of annexations. The GRFD governing board meets the third Tuesday of each month. Meetings are open to the public.



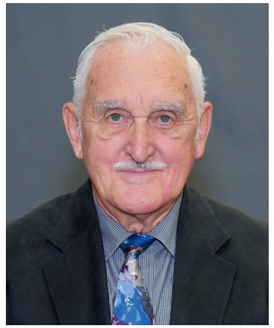
VICKI COX-GOLDER
CHAIRPERSON



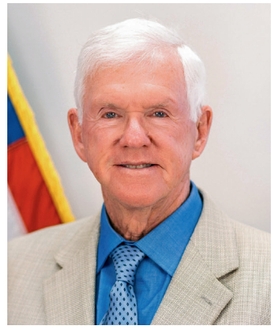
WALLY VETTE
VICE CHAIRPERSON



SANDRA OUTLAW
BOARD CLERK



STEVE BRADY
BOARD MEMBER



TOM SHELLENBERGER
BOARD MEMBER

Cover Photo: Oro Valley Police Department

MOTTO

Community First!

MISSION

To provide community stability through compassionate service

VISION

To be progressive and innovative public safety leaders

VALUES

The Golder Ranch Fire District serves with PRIDE:

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

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

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

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

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



FROM THE OFFICE OF THE **FIRE CHIEF**

This year marks an important milestone for the Golder Ranch Fire District as we present our inaugural annual report, reflecting on the progress and service delivered throughout FY 2025/2026. As our community continues to grow, so does our responsibility to provide responsive, professional, and forward-thinking fire and emergency services.

Over the past year, our personnel responded to a wide range of emergencies, from everyday calls for service to complex incidents requiring coordination, adaptability, and professionalism. While the demands of our work continue to evolve, our commitment remains the same, delivering high-quality, compassionate service when our community needs it most.

We have also made meaningful progress beyond emergency response. Through expanded community risk reduction efforts, new programs, and increased outreach, we are working to prevent emergencies before they happen. Investments in training, personnel, and technology have strengthened our ability to serve both today and into the future.

None of this work happens without the dedication of our firefighters and professional staff, along with the support of their families. Their commitment to excellence and service is what defines this organization, and I am proud of the work they do each day.

As we look ahead, we remain focused on meeting the growing needs of our community, strengthening partnerships, and continuing to evolve as an organization. We are committed to being proactive, transparent, and responsive in all that we do.

On behalf of the entire organization, thank you to our community, our partners, and our Governing Board for your continued trust and support. It is an honor to serve you.

Respectfully,

THOMAS BRANDHUBER, Fire Chief
Golder Ranch Fire District

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DISTRICT OVERVIEW

The Golder Ranch Fire District (GRFD) was established in November 1977 as a volunteer service in Catalina, Arizona, with a single fire station. Over the years, GRFD has grown into a full-service, all-career agency providing fire, rescue, and emergency medical services across 238 square miles.

Coverage Area

- 238 square miles, including Oro Valley, Catalina, SaddleBrooke, SaddleBrooke Ranch, unincorporated Pima and Pinal Counties
- Arizona Department of Health Services (AZDHS) Certificate of Necessity (CON)-56
- CON-56 covers approximately an additional 145 square miles in unincorporated southern Pinal County

Population

- Over 103,114 residents
- 2,500 commercial occupancies

Specialized Response Teams

- Hazardous Materials
- Wildland
- Special Operations

Fire District

- 10 fire stations
- Fire headquarters and 4 fire stations in Oro Valley
- Minimum of 56 firefighters daily, 260 total firefighters



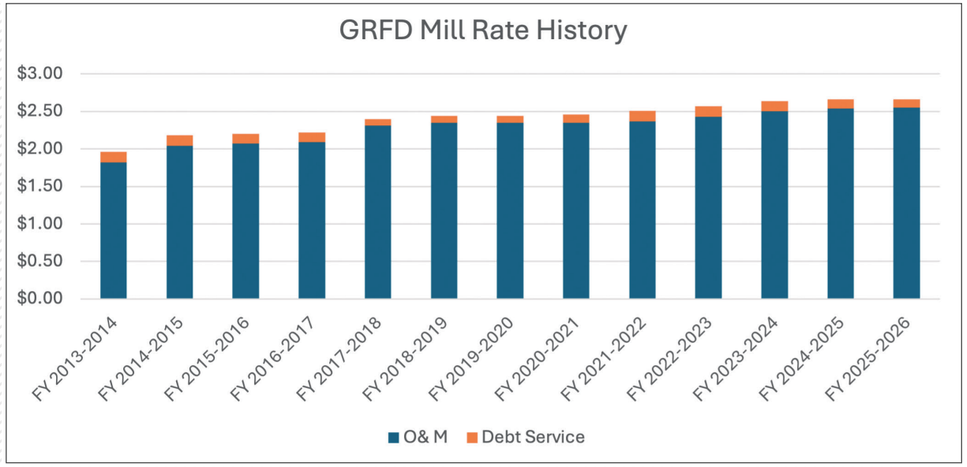
Response Time

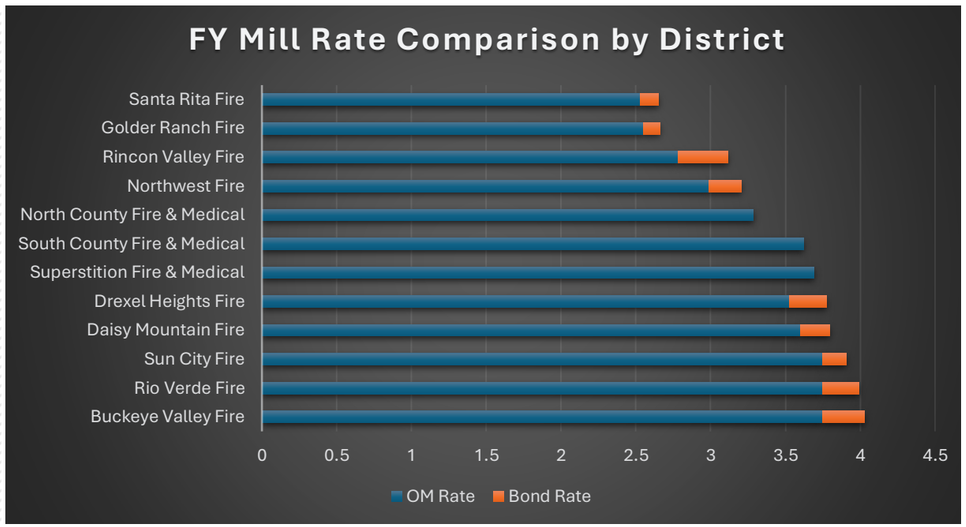
- 8:39, 90th Percentile Response Time

**Response time is the total time from a 911 call to the arrival of the first unit on scene.*

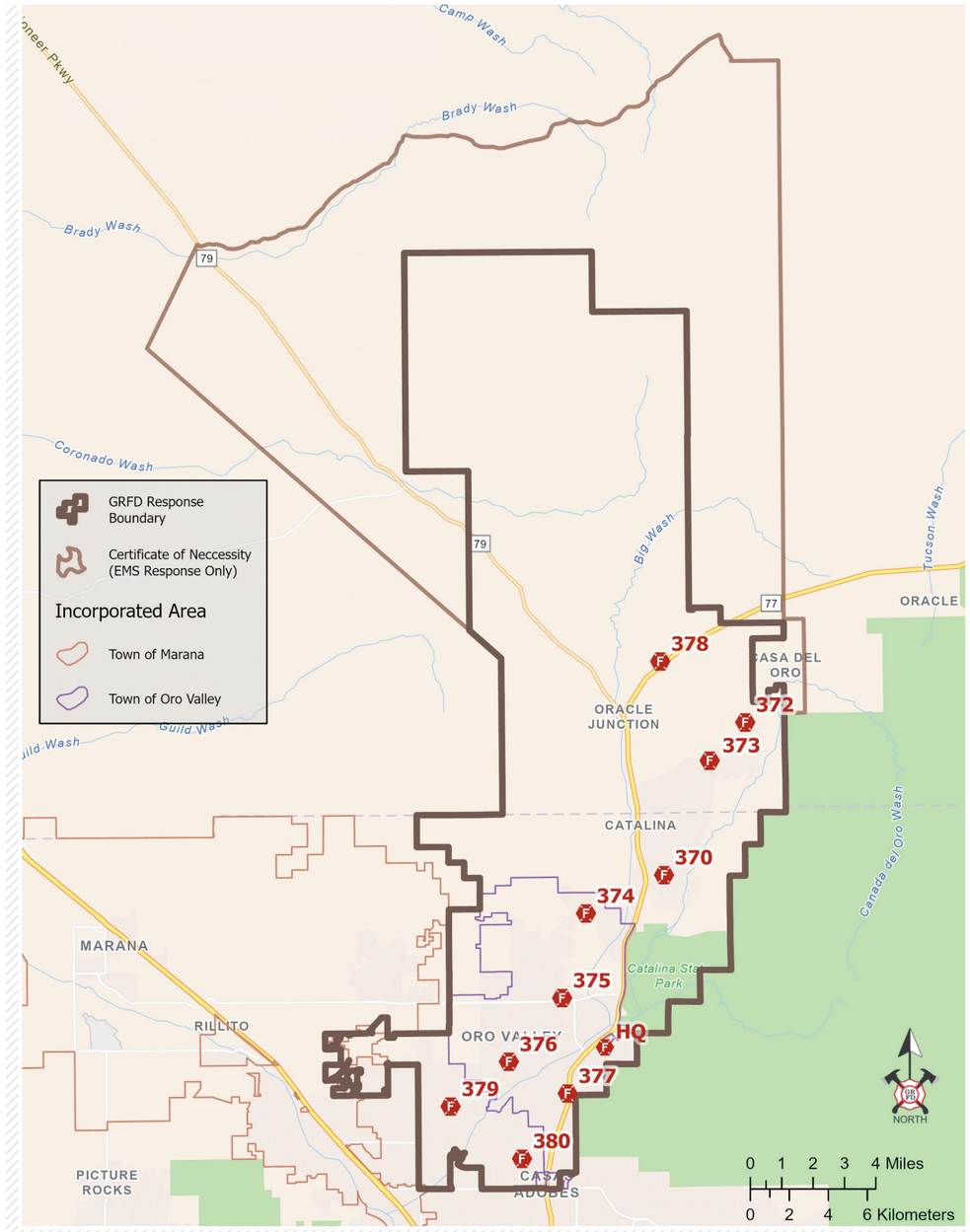
Fiscal Responsibility

- Budget: $56,941,579
- Net Assessed Value: $1,693,128,535
- Property Tax Rate, $2.66 per $100 of assessed property value, consisting of:
  - $2.55 for Operations and Maintenance
  - $0.11 for voter-approved bond repayment

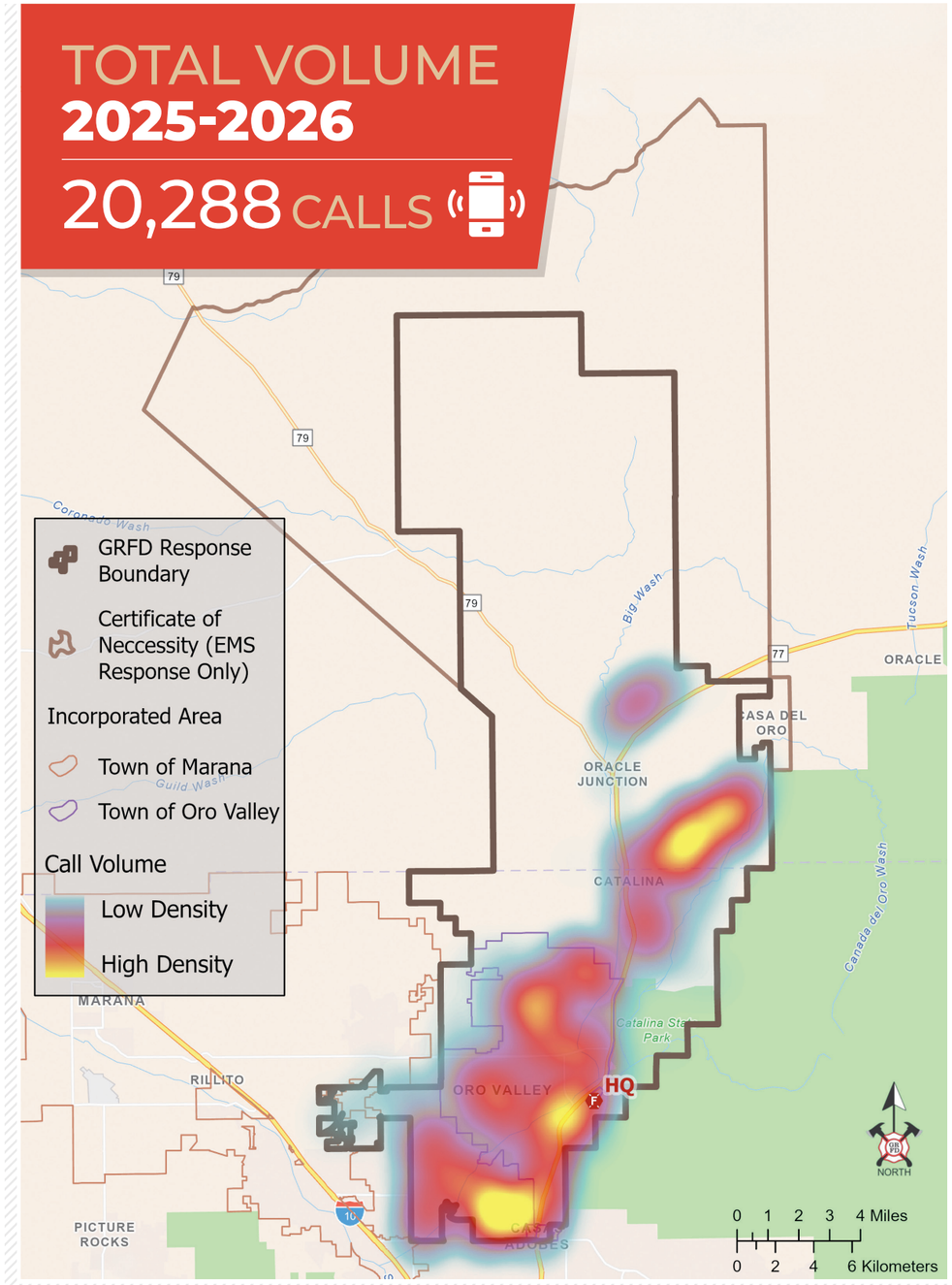




Golder Ranch Fire District
Service Area



Golder Ranch Fire District

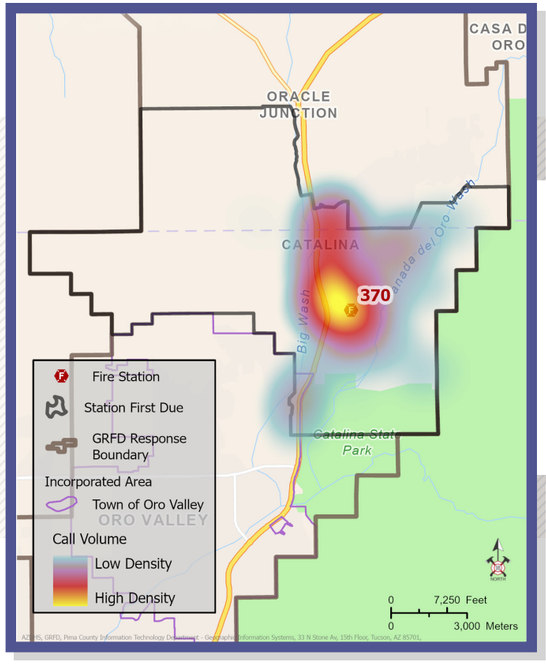


DISTRICT OVERVIEW

Total Incidents

First Due Station	EMS	MVC	Fire	HazMat	TRT	WUI	Service	All Other Calls	Totals
370	1,053	36	120	21	2	15	414	2	**1,663**
372	143	2	13	3	0	1	261	0	**423**
373	1,835	14	64	24	2	1	1,200	1	**3,141**
374	1,112	14	99	22	0	1	849	0	**2,097**
375	1,365	59	124	47	8	1	1,205	2	**2,811**
376	959	34	61	28	0	2	730	0	**1,814**
377	1,449	59	101	28	5	0	531	1	**2,174**
378	347	12	26	13	0	2	479	5	**884**
379	1,706	40	114	44	0	2	678	0	**2,584**
380	1,815	90	130	25	1	6	625	5	**2,697**
Totals	**11,784**	**360**	**852**	**255**	**18**	**31**	**6,972**	**16**	**20,288**

MVC = Motor Vehicle Collision | TRT = Technical Rescue Team | WUI = Wildland Urban Interface

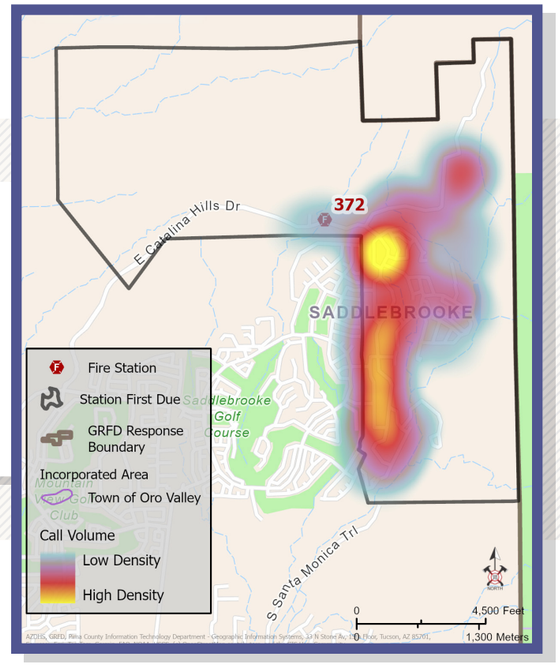


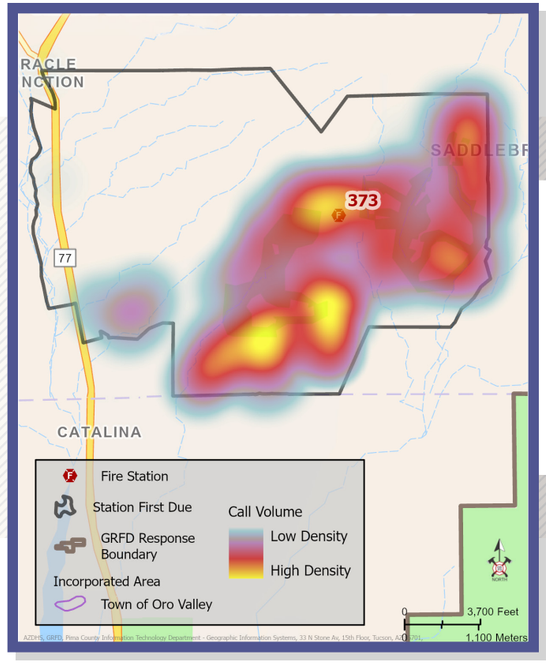
STATION 370

1,663 CALLS

STATION 372

423 CALLS



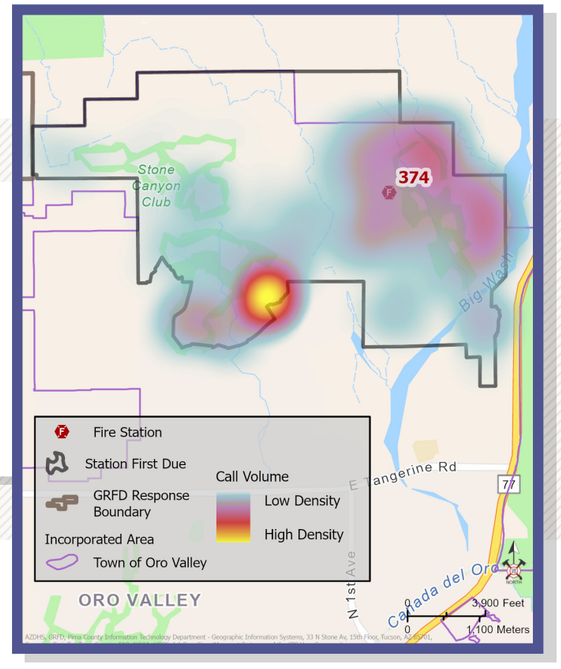


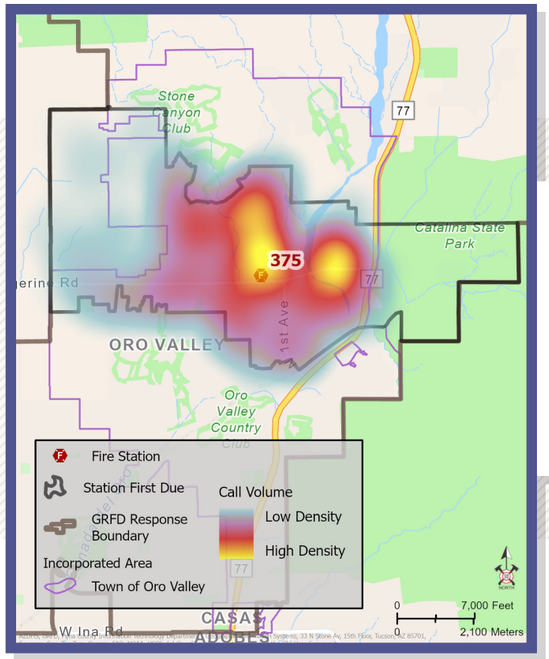
STATION 373

3,141 CALLS

STATION 374

2,097 CALLS



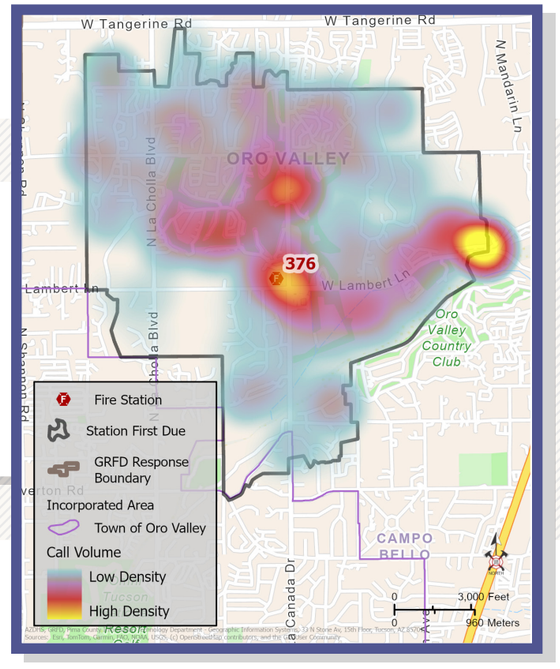


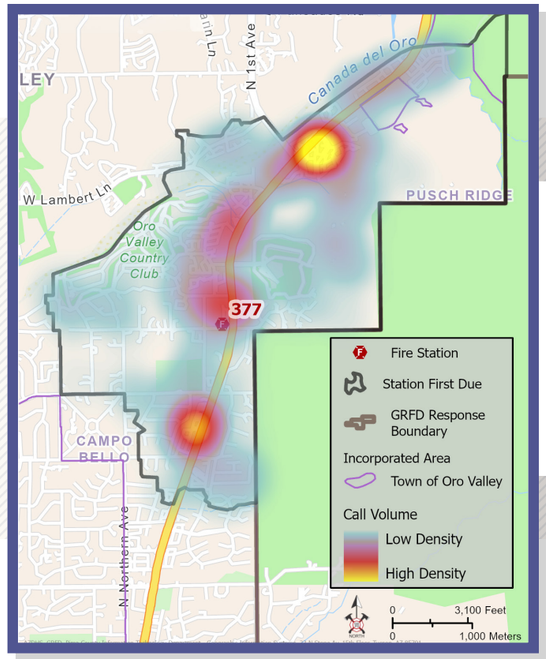
STATION 375

2,811 CALLS

STATION 376

1,814 CALLS



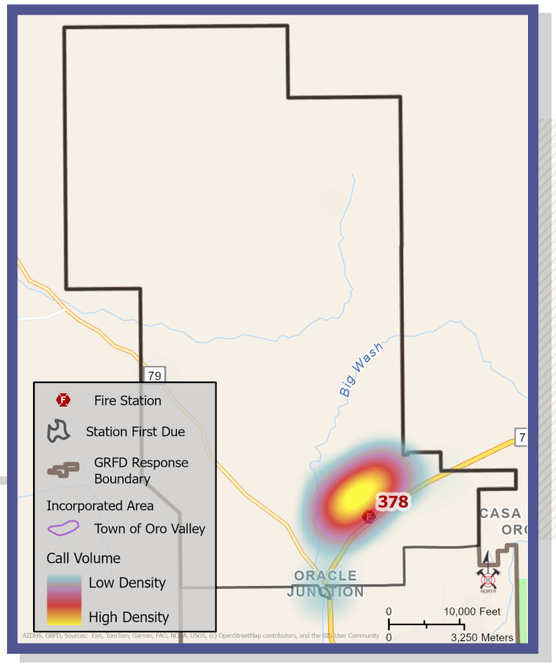


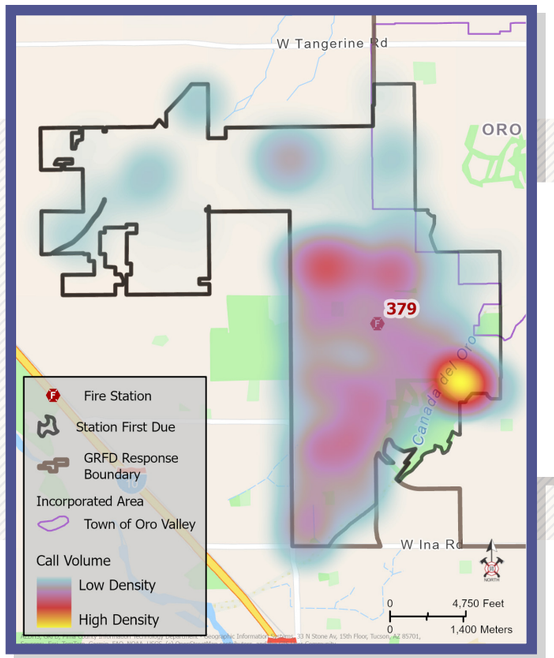
STATION 377

2,174 CALLS

STATION 378

884 CALLS



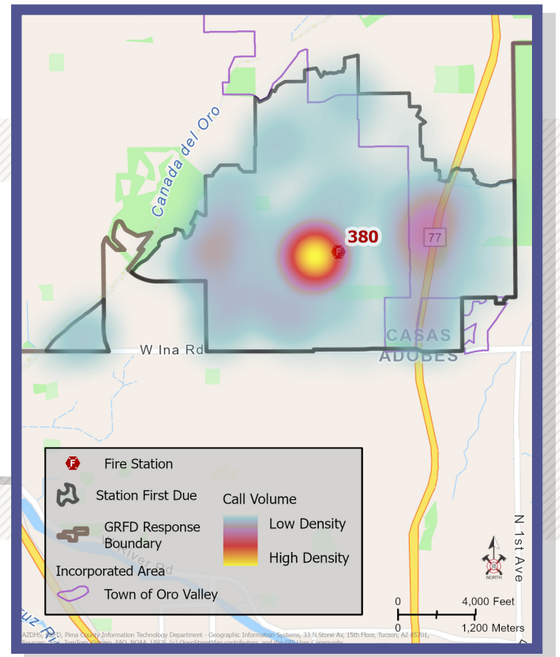


STATION 379

2,584 CALLS

STATION 380

2,697 CALLS



Stations



STATION 370

- North Battalion Chief
- Wildland
- 7 Personnel
- Fire Engine
- Ambulance
- Utility Truck
- Water Tender (reserve)
- Type 3 Brush Engine (reserve)
- Type 6 Brush Engine (reserve)



STATION 372

- 4 Personnel
- Fire Engine
- Ambulance (reserve)
- Type 6 Brush Engine (reserve)
- Community Resource Technician Truck

** Reserve apparatus available for service as needed*

STATION 373

- 6 Personnel
- Fire Engine
- Ambulance



STATION 374

- 4 Personnel
- Fire Engine
- Type 3 Brush Engine (reserve)



** Reserve apparatus available for service as needed*

STATION 375

- 6 Personnel
- Ladder Truck
- Ambulance
- Community Resource Technician Truck



STATION 376

- 6 Personnel
- Fire Engine
- 40 hour Ambulance
- Water Tender (reserve)



** Reserve apparatus available for service as needed*



STATION **377**

- Special Ops
- 7 Personnel
- Fire Engine
- Ambulance
- EMS Captain
- Rescue Squad (reserve)
- TRT Response Truck (reserve)



STATION **378**

- 4 Personnel
- Fire Engine
- Type 3 Brush Engine (reserve)

** Reserve apparatus available for service as needed*

STATION **379**

- 7 Personnel
- Fire Engine
- Ambulance
- Water Tender (reserve)
- Air & Power Truck
- Utility Truck



STATION **380**

- South Battalion Chief
- 11 Personnel
- Fire Engine
- Ladder Truck
- Ambulance
- Type 6 Brush Engine (reserve)



** Reserve apparatus available for service as needed*

DISTRICT OVERVIEW

GOLDER RANCH FIRE DISTRICT
ORGANIZATIONAL CHART

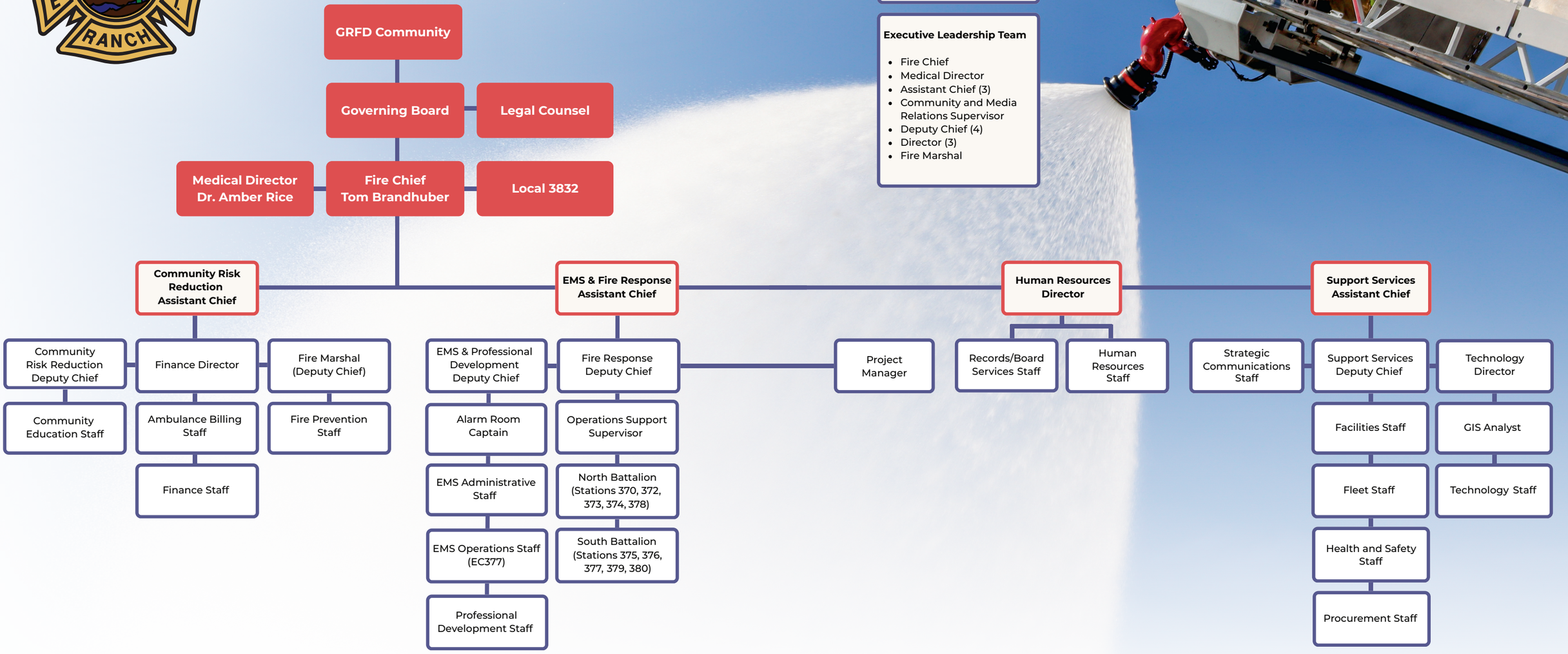


Command Staff

- Fire Chief
- Assistant Chief (3)
- Deputy Chief (4)
- Fire Marshal

Executive Leadership Team

- Fire Chief
- Medical Director
- Assistant Chief (3)
- Community and Media Relations Supervisor
- Deputy Chief (4)
- Director (3)
- Fire Marshal



Strategic Business Plan

The Golder Ranch Fire District Governing Board adopted the 2025-2030 Strategic Business Plan on February 18, 2025. During the intervening time, the District has worked hard to develop the baseline measures as well as the appropriate processes to begin tracking performance against those benchmarks.



STRATEGIC RESULT 1: Exceptional Customer Service and 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 2028, 95% of respondents surveyed (Internal and External) will report that they were treated with respect.
  - External Customers: 90.1% for FY 2025/2026
  - Internal Employees: 91.0% for FY 2025/2026
- By 2028, 95% of respondents surveyed will report that they were treated with kindness or compassion.
  - External Customers: 89.0% for FY 2025/2026
  - Internal Employees: 92.0% for FY 2025/2026
- By 2028, 95% surveyed respondents will report that their problem was addressed appropriately.
  - 89.5% for FY 2025/2026
- By March 2025, the Golder Ranch Fire District will develop a written description of its desired family-oriented culture.
  - Developed and published November 13, 2025 in Administrative Directive 25-005 Leader's Intent – Defining Our Family-Oriented Culture
- By 2028, 95% of the members surveyed will report that they experience the Golder Ranch Fire District's family-oriented culture.
  - 81.0% for FY 2025/2026

STRATEGIC RESULT 2: Communication

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 2028, 75% of the members surveyed will report that they understand the decisions of management and why those decisions are made.
  - 56% for FY 2025/2026
- 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.
  - This is the inaugural Annual Performance Report

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 2028, 95% of open positions will have multiple qualified internal applicants.
  - It has been determined this goal needs to be reworked to ensure specificity and clarity of what is being measured. This will be accomplished in June 2026 and will be published in the Strategic Business Plan Update for FY 2026/2027.
- By July 2025, a decision will be made regarding viable options for the district's training capabilities and/or facilities.
  - The decision was made and work began to renovate and update the entire north campus to maximize the training capabilities utilizing bond dollars. Construction started in March 2026.
- By 2028, 95% of administrative and operational support staff will participate in professional development
  - It has been determined this goal needs to be reworked to ensure specificity and clarity of what is being measured. This was accomplished in June 2026 and will be published in the Strategic Business Plan Update for FY 2026/2027.



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.
  - 40% for FY 2025/2026
- By 2026, the district will achieve 100% compliance with the completion of annual physical exams.
  - 95% for FY 2025/2026

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.)
  - Fall Injuries are 8.75% of total call volume for FY 2025/2026 with a prior Fiscal Year benchmark of 8.65%.
  - In January 2026, the District contracted with Nymbl Balance Training to provide a phone app to help residents over 65 maintain and improve balance. This is being rolled out through an education and advertisement campaign to the general public as well as to assisted living facilities throughout the District.
- By November 2024, to enhance reliability and efficiency, the Golder Ranch Fire District will develop proof of concept for an alternative deployment model to meet the evolving needs and expectations of the community.
  - The District began with one pickup staffed with two employees from 0800 to 1800 out of our North Battalion in early 2025. In the fall of 2025, due to the success, this program expanded to a second truck in the South Battalion. To the extent possible, both trucks are staffed 7 days a week, and account for 43% of the smoke alarm battery replacement and reptile relocation responses in the District. This was a total of 2,926 incidents that did not need to be handled by emergency personnel over FY 2025/2026.
- 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.
  - The Golder Ranch Fire District remains a Premier Provider for EMS.
- By 2026, turnout time for EMS will be 1:15 or less 90% of the time.
  - 01:36.6 for FY 2025/2026
- By 2026, turnout time for Fire will be 1:30 or less 90% of the time.
  - 01:58.0 for FY 2025/2026
- The Golder Ranch Fire District will continue to work with dispatch partners to decrease call transfer and processing times, thus reducing overall response times.
  - The District continues to work closely with dispatch partners through the Southern Arizona Fire and Emergency Regional Consortium (SAFERC), including providing one of three Alarm Room Captains to support efforts to reduce call transfers and improve call processing times.



Commission on Fire Accreditation International

Golder Ranch Fire District is proud to be an accredited agency through the Commission on Fire Accreditation International (CFAI), a distinction that represents a recognized standard of excellence in the fire service and places the District among the top 1% of fire departments nationwide.

Accreditation reflects our commitment to continuous improvement, accountability, and delivering high-quality service to the community. Achieving and maintaining this designation requires a comprehensive self-assessment and independent peer review process, ensuring our decisions are data-informed and aligned with the needs of those we serve.

This process requires the District to evaluate the risks specific to its community and develop deployment strategies and response performance objectives based on that information. This helps to ensure that the District's resource allocation and long-term planning are aligned with community needs.

In addition, the accreditation process requires the District to benchmark its operations against nationally recognized best practices and establish goals for continuous improvement in those areas. The process also confirms that the District is properly equipped, staffed, and trained to provide reliable and effective emergency services.

Most importantly, accreditation reinforces our commitment to transparency and strengthens the trust placed in us by our community.

Commission on Accreditation of Ambulance Services

Golder Ranch Fire District is accredited through the Commission on Accreditation of Ambulance Services (CAAS), demonstrating a strong commitment to delivering high-quality, patient-centered emergency medical care. GRFD is the only fire district in Arizona to hold this prestigious accreditation.

CAAS accreditation requires compliance with rigorous national standards focused on clinical excellence, operational performance, and patient safety. Through this process, the District continuously evaluates and strengthens its emergency medical services to ensure care is effective, reliable, and aligned with industry best practices.

This designation reflects our dedication to providing exceptional EMS service and improving patient outcomes across the communities we serve.



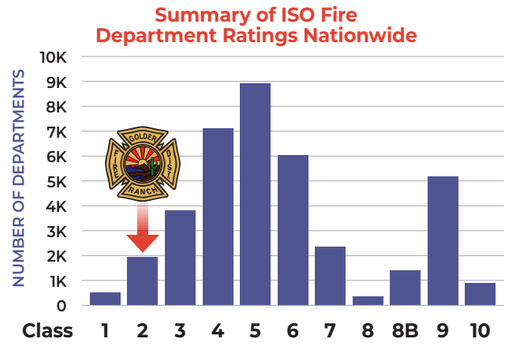
Premier Provider

Golder Ranch Fire District is proud to be recognized by the Arizona Department of Health Services as a Premier EMS Agency, a designation awarded to EMS providers that demonstrate excellence in clinical care, quality assurance, and continuous performance improvement. This recognition reflects our commitment to evidence-based medicine, thorough patient care review, and the use of data to improve outcomes. Maintaining Premier EMS Agency status reinforces our dedication to providing the highest level of emergency medical care to the communities we serve.

Insurance Services Office

The Insurance Services Office (ISO) evaluates and rates fire departments nationally on their ability to provide structural fire suppression. ISO rates a fire department on a scale of 1 to 10; one being the highest/best rating, ten being the lowest rating.

Components of the rating include receiving and handling of alarms, fire department prevention, suppression, and water supply capabilities. The most recent ISO evaluation of Golder Ranch Fire District was completed in 2024, resulting in a Class 2 rating.



GRFD's ISO Class 2 rating is in the top 5% in the country, and in the top 11% in Arizona. ISO ratings are one factor that insurers may consider when establishing property insurance rates for homeowners and businesses within the District, although the impact varies by insurance provider.



Fire Response

The Fire Response Program provides 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.

In FY 2025/2026, Fire Response personnel responded to a range of emergencies across the district and regional automatic aid system, including medical calls, structure fires, technical rescues, hazardous materials incidents, wildland fires, and severe weather events. Staff consistently demonstrated adaptability, professionalism, and operational excellence in complex and demanding situations.

This year, we prioritized improving operational capability, response reliability, and regional coordination. The district used data-driven analytics through National Fire Operations Reporting System (NFORS) and performance dashboards to evaluate turnout times, response times, unit utilization, apparatus reliability, deployment models, and call processing. These insights supported tactical decisions, staffing analysis, apparatus placement, and operational readiness.

The Fire Response Program advanced its data-driven response model by integrating with the National Emergency Response Information System (NERIS), the next-generation fire service reporting platform. NERIS offers enhanced analytics, incident tracking, and real-time performance measurements compared to the legacy National Fire Incident Reporting System (NFIRS). Ongoing development of dashboards and reporting workflows positions the district to leverage new technologies and data systems to improve response, resource deployment, and strategic decision-making.

The Fire Response Program strengthened regional partnerships through automatic aid and cooperative response agreements with neighboring agencies in Southern Arizona. These collaborations ensured consistent emergency response and maximized resource efficiency and interoperability across jurisdictions.

DURING FY 2025/2026, SEVERAL OPERATIONAL IMPROVEMENTS AND INITIATIVES WERE COMPLETED, INCLUDING:

- Continued refinement of response deployment models utilizing operational performance data and system analytics
- Ongoing monitoring of turnout and response times through NFORS performance dashboards
- Expansion of regional collaboration and interoperability with automatic aid partners
- Continued support of specialty response programs, including Wildland, Special Operations, and REMS capabilities
- Operational readiness improvements through enhanced apparatus availability and fleet reliability initiatives
- Increased focus on operational risk reduction, firefighter safety, and accountability
- Continued integration of emerging technologies and mobile response tools to improve field operations and incident management

The Fire Response Program maintained a strong commitment to training, mentorship, and professional development. Personnel participated in quarterly multi-company drills, regional exercises, specialty training, and readiness evaluations to enhance decision-making, communication, and tactical effectiveness during emergencies.





EMS

The purpose of the Emergency Medical Response Program is to provide emergency response, evidence-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. The program accomplishes this by providing state-of-the-art apparatus, equipment, and supplies; providing high quality, realistic and practical education and training to our providers; and continuously improving our service delivery and patient outcomes through our quality assurance and improvement program. Achieving these targets allows us to maintain CAAS accreditation and our status as a premier provider with the Arizona Department of Health Services.

NEW PROGRAMS

Emergency Medical Services (EMS) began some new programs and practices in FY 2025/2026. These additions improved clinical care, organizational efficiencies, and provided a method to understand customer satisfaction.

Along with our regional partners, EMS began treating patients suffering from heat emergencies with active cooling sheets. Also, we began participation in MD-Ally with our regional partners. This program diverts lower acuity 911 calls to a telehealth provider. The patient receives telehealth care, or the call is transferred back for EMS response.

EMS began evaluations of a new documentation class: Certified Ambulance Documentation Specialist (CADS). CADS serves as the industry standard and organizational expectation in patient care documentation. EMS staff and select personnel completed this training and determined it will be rolled out organizationally in 2026.

To improve organizational efficiency, EMS centralized ordering and receiving of EMS supplies and equipment. This new process provided for more focused financial accountability as well as providing our EMS captains with more time to provide education, training, and mentorship.

ACHIEVEMENTS

Golder Ranch Fire District EMTs and paramedics were consistently recognized for their outstanding clinical care throughout the year. This great care and clinical benchmark achievement resulted in positive outcomes for our residents and visitors. Recognitions were completed internally for cardiac arrest saves and benchmark achievements from our medical director. Our personnel were also recognized externally by regional hospitals for outstanding clinal care provided to patients suffering from signs and symptoms of stroke and ST Elevation Myocardial Infarction (STEMI).



BY THE NUMBERS

144 EMTs

116 Paramedics

11,784 EMS Incidents

7,448 EMS Transports

CLINICAL BENCHMARKS

- Out-of-Hospital Cardiac Arrest (OHCA)
  - ETCO2 documented with advanced airway (goal 90%): 100%
  - Appropriate termination documentation (goal 95%): 97.5%
  - Utstein survivability score (internationally standardized, uniform set of reporting guidelines for OHCA): 48%
- Stroke Interventions: 98%
  - Combined score based on completing all of the following actions
    - Large bore IV attempted
    - Last known well documented
    - FSBG obtained
    - Stroke alert documented
    - Stroke screen documented

CARDIAC ARREST SAVES: 7

Operational Benchmarks

- Turnout of 75 seconds or less to EMS incidents: 80%
- Customer Satisfaction: 94%



Special Operations

The purpose of the Special Operations Program is to provide technical rescue and hazardous materials emergency services to the community, ensuring prompt response and safe resolution to complex emergency situations. To enhance the Special Operations Team's ability to achieve this purpose, significant effort and resources were utilized to ensure the team is adequately staffed, equipped, and trained. Consistent with the district's Strategic Plan, the Special Operations Team is a well-trained professional workforce designed to meet the community's immediate and future needs.

A significant part of building a well-trained workforce is providing district suppression apparatus with the necessary equipment and training to handle lower acuity rescue and hazardous incidents. Through this decentralized approach, the District's suppression personnel are able to promptly respond to these incidents and safely resolve them, often times without requiring Special Operations personnel to respond. This increased capability allows the community to experience prompt responses and safe resolutions, while the Special Operations Team's personnel maintain availability to respond to more complex incidents within the district and region.

WITHIN THE FY 2025/2026, SPECIAL OPERATIONS SUPPORTED SUPPRESSION APPARATUS WITH THE FOLLOWING EQUIPMENT UPGRADES:

- New air monitors for all suppression apparatus.
- New supplies to keep all suppression personnel safer on lithium-ion battery fires.
- New swift water rescue rings for both of the District's ladder trucks.
- New swift water rescue helmets to ensure all helmets are within standard.
- New swift water rescue throw bags to ensure all rope is within standard.

IN ADDITION, SPECIAL OPERATIONS COMPLETED THE FOLLOWING INITIAL AND ANNUAL SPECIAL OPERATIONS TRAINING FOR SUPPRESSION PERSONNEL:

- Rope Rescue Operations and Technician
- Swift Water Rescue Technician
- Hazardous Materials Operations

In FY 2025/2026, the Special Operations Team members assigned to Station 377 completed an average of 124 hours of training per person, above and beyond their normal fire and EMS requirements, and responded to or supported suppression personnel on 157 incidents. Operating out of Station 377 and utilizing five different apparatus, the team safely and professionally served the Golder Ranch Fire District, the communities within the automatic aid system, and the broader regional areas.





Wildland

The Wildland Program provides wildfire risk reduction, response, and mitigation services to the community, as well as to local, state, and federal partners. The program is built upon coordinated and collaborative wildfire response efforts focused on the preservation of life and property.

The availability of the team, combined with the depth of multi-level experience and qualifications within the organization, allowed for appropriate, aggressive, and effective responses to several emerging wildfire incidents both within and threatening the district during FY 2025/2026.

A significant factor contributing to the success of these responses is the ability of team members to advance through the National Wildfire Coordinating Group (NWCG) tiered qualification and certification system. Advancement within this system requires personnel to travel and operate on incidents throughout the state and nation in varying fuel models and operational environments to gain critical experience. The knowledge and skills acquired during these assignments directly enhanced district operations through improved tactical decision-making, advanced suppression strategies, and more effective resource allocation during local incidents.

Several incidents during the fiscal year also provided opportunities for the Wildland Team to strengthen collaboration and interoperability with mutual aid partners and neighboring regional agencies, reinforcing coordinated wildfire response capabilities throughout the region.







IMPROVEMENTS AND ACCOMPLISHMENTS:

- Existing leadership transitioned a strong and highly functional program to the new leadership team
- New leadership assignments were implemented within the internal team command structure
- Annual wildland refresher training was successfully completed for the entire operational workforce
- Wildland station staffing and placements were adjusted to better align with team operational needs
- Advocacy efforts related to billing and cost recovery, conducted in coordination with regional partners, improved reimbursement opportunities for resources assigned outside the district in support of state and national incidents
- Equipment updates and Personal Protective Equipment (PPE) replacement initiatives were completed in response to emerging industry information regarding Per- and Polyfluoroalkyl Substances (PFAS) exposure concerns
- Multiple middle- and upper-level National Wildfire Coordinating Group (NWCG) task books were initiated or completed, increasing both operational depth and support function capability within the organization
- Suppression resources, including engines, tenders, EMS crews, and Rapid Extraction Module Support (REMS) units, received consistently positive evaluations while deployed on incidents across multiple states and diverse incident types
- Single-resource personnel assigned to incidents throughout the country also received highly favorable evaluations for professionalism, operational performance, and interagency collaboration

BY THE NUMBERS

32
Wildfire incidents
- These incidents were limited to a total of 1,300 acres due to the efforts of GRFD personnel

47
Out-of-district assignments
- Locations included Alaska, Florida, Texas, and numerous locations throughout the western United States

0
Civilian or firefighter causalities

0
Structures lost



COMMUNITY RISK REDUCTION

Fire Prevention

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. FY 2025/2026 brought the adoption of the 2024 International Fire Code which is vital for updating standards to match modern construction methods, emerging technologies, and addressing new risks specifically energy storage systems.

In support of future succession planning, two promotions took place within the Fire Prevention Program this year resulting in one Fire Inspector Apprentice advancing to Fire Inspector I and one Fire Inspector I advancing to Fire Inspector II.

The Fire Prevention Program hosted the National Fire Academy Residential Sprinkler Plan Review class. Firefighters, captains, fire marshals, fire inspectors, plans examiners, senior inspectors, chiefs, fire chiefs, assistant fire marshals, and permit technicians attended this class from 17 agencies throughout Arizona, Alaska, and Maine.

Prevention efforts over the last year resulted in two residential smoke alarm saves alerting eight sleeping occupants along with nine pets, one commercial kitchen hood suppression system save, one fire extinguisher save by employees in a commercial kitchen, and one commercial fire sprinkler system save at a preschool where 90 children under the age of five were safely evacuated.

BY THE NUMBERS

9
Employees

99.66%
Fire prevention inspections completed

2,345
Fire prevention inspections completed

599
Fire prevention re-inspections completed

$157,810
Permit fees invoiced

1,015
Fire prevention violations corrected

25
Fire investigations
- 15 unintentional
- 10 undetermined

$14,365,839
Property saved

$1,577,450
Property loss

TOP 5
Violations found
- Fire extinguisher maintenance
- Illumination of exit signs
- Maintenance of fire protection systems
- KNOX key placement
- Abatement of electrical hazards

406
Commercial construction inspections completed

425
Residential construction inspections completed

918
Code compliance plan reviews completed





Community Education

The Community Education Program's purpose is to reduce risk, prevent injuries and property loss, and empower residents with the knowledge and confidence to respond effectively during emergencies. Through strong community partnerships, public outreach, and innovative training methods, the program continues to build a culture of safety, preparedness, and resilience across the community. The offers a broad range of community safety programs and trainings designed to serve all age groups and risk levels.

During FY 2025/2026, the program achieved significant growth in both reach and impact. Educational outreach expanded across neighborhoods, schools, businesses, and community organizations, resulting in increased participation in fire safety presentations, evacuation drills, and hands-on training opportunities. Highlights included the introduction of the Smoke Alarm Walk and Nymbl Balance Training, two innovative initiatives designed to enhance community risk reduction and personal safety. These programs provided participants with interactive and engaging opportunities to improve smoke alarm awareness, reduce fire-related risks, strengthen balance, and decrease the likelihood of falls among vulnerable populations.

The also launched the Phones Down, Just Drive campaign, a public awareness initiative focused on educating drivers about the dangers of distracted driving. The campaign emphasized safe driving behaviors and increased community awareness regarding the risks associated with mobile device use behind the wheel.

New initiatives focused on reaching diverse and at-risk populations throughout the district. Youth education programs expanded with age-appropriate curriculum designed to promote lifelong safety habits and emergency awareness. Senior-focused outreach addressed important topics such as fall prevention, residential lock box placements, emergency planning, and home fire safety. In addition, the increased efforts related to community preparedness by delivering workshops and resources such as our Skills Lab that helped residents understand risk reduction strategies, defensible space practices, and emergency readiness.

Throughout the fiscal year, these efforts helped reinforce situational awareness, improve emergency preparedness, and strengthen relationships between the fire district and the residents it serves.





BY THE NUMBERS

- 95% of seniors, adults, and high school participants reported that the education provided was valuable in helping identify and minimize life safety risks.
- 95% of elementary and middle school students and teachers reported high value in the safety lessons delivered.
- 95% of survey respondents reported satisfaction with the service received from Community Education.
- 156 total community education classes/programs delivered
- 37,769 community interactions through educational programming
- 21 schools served
- 41 HOAs served with community education programs
- 11 assisted living facilities served with community education programs
- 41 car seat safety check installations completed
- 462 participants reached through the Cool Pool Rules swimming safety program
- 381 fire extinguisher training participants
- 1,446 attendees at general safety and skills lab presentations
- 394 participants in Life Beyond Books programming
- 746 Mini Muster attendees
- 2,367 participants in the Talk and Truck Time safety series

Community Resource Technicians

The Community Resource Technician (CRT) Program provides non-emergency services to the community, ensuring residents continue to receive proactive and responsive public assistance in a cost-effective and efficient manner. FY 2025/2026 marked the first full year of implementation for the program. By handling non-emergency calls, CRTs allowed suppression units to remain in service and readily available for emergency incidents.

In addition to supporting operational efficiency, the program also served as a valuable pathway for aspiring firefighters to gain experience and learn more about the culture, values, and personnel of Golder Ranch Fire District. Several CRTs applied for firefighter positions, and four candidates were selected for the 26-01 Fire Academy. All four successfully graduated and are now serving in the field.

Due to the demonstrated success and value of the program, a second Community Resource Technician vehicle was placed into service to provide coverage for both battalions. The responsibilities of the CRTs were also expanded to include securing residents' keys in mounted lockboxes, further enhancing the services provided to the community.



BY THE NUMBERS

1,558
Reptile calls

46,354
Miles driven by our CRT units

1,368
Smoke alarm battery changes

410
Lockbox key placements

2% Suppression unit reliability improvement district wide with CRTs in service

- Three stations, in particular, showed a large increase in reliability, EN372 with 8%, EN373 with 5% and EN377 with almost 10%
- Reliability is measured by availability to respond to emergency calls



SUPPORT SERVICES

Professional Development

The Professional Development Program equips our personnel to perform safely, efficiently, and effectively when it matters most. We believe that excellence is a career-long pursuit and that firefighters at every rank should continually master their craft and refine their skills. That commitment demands training that is relevant, realistic, and focused, ensuring our people are always ready to answer the call.

RELEVANT TRAINING

Training that is relevant is derived from data-driven and scientifically proven tactics that are considered best practices. For this reason, the Professional Development Program has adopted, within our annual training plan, a research function that considers the specific characteristics of our community. These research topics are identified at the beginning of the calendar year and are based on current fire service trends seen nationally but are, more importantly, tied specifically to trends seen within our own community.

REALISTIC TRAINING

Training that is realistic mimics the size, scope, and stress of the incidents we respond to every day. It is almost always prop-dependent and utilizes resources such as the training tower, propane tank prop, or ventilation prop and covers incident types that are high-risk and low-frequency. The goal is realism in every evolution, whether conducting a single-company drill, a multi-company drill, or a Company Readiness Drill (CRD), realistic training scenarios prepare the crews for real emergencies. On occasion, crews are rotated into the Training Campus without any knowledge of what they might encounter. Utilizing simulated dispatches, they are sent on a specific high-risk call. Every decision made by individual members, as well as the overall operational plan, is recorded and evaluated by GRFD Professional Development and Operations command staff. The intent is to identify and filter the best decision-making practices through proven fire service tactics, and then communicate those out as lessons learned once the data is processed.

FOCUSED TRAINING

Professional firefighter training must be reevaluated on an annual basis, with consideration given to the various methods through which it can be developed and delivered. Through collaboration with Operations, we evaluate the variety of calls our suppression crews have responded to in order to assess the effectiveness of each call type.

The Professional Development Program has developed various training and education courses on a two-year cycle. During "even" years (e.g., 2026), the following courses and training occur:

- Building Construction Course
- Fire Instructor I & II Course
- 160 hours of Leadership I, II, & III Course
- 160 hours of Driver Operator/Pump Operator Course
- 192 hours of Fire Officer I & II Certification Course
- Battalion Chief Certification Course











During "odd" years (e.g., 2025), the following courses and promotional processes occur:

- Battalion Chief Promotional Process
- Captain Promotional Process
- Engineer Promotional Process
- 40 hours of Ropes Certification Course
- 40 hours of Swift Water Certification Course

On an annual basis, the following courses and training take place:

- Annual Air Consumption Drill
- Annual OSHA Training
- Annual Wildland Refresher
- Annual Swift Water Refresher
- Annual Hazardous Materials Refresher

BY THE NUMBERS

- 600 hours of recruit firefighter training including Recruit Training Academy 26-01, certifying 23 new firefighters
  - Arizona State Fire I & II Certification
  - Hazardous Materials FRA & FRO Certification
  - Swift Water Operations Certification
  - Ropes Operations Certification
  - Wildland: S-130, S-190, & L-180 course completions
- National Registry of Emergency Medical Technicians (NREMT) certifications
- Completed Engineer Promotional Process
- Completed Captain Promotional Process
- Completed Fire Instructor I & II Course
- Completed Driver Operator/Pump Operator Course
- 192 hours of Fire Officer I & II Certification Course
- 100% completion of required OSHA training for all district departments
- 84% completion of driver's training across all district departments (voluntary participation for some departments)



Health & Safety

The purpose of the Health and Safety Program is to support the health, wellness, resiliency, and overall well-being of all members throughout the organization. The program ensures the District remains compliant with federal, state, and industry standards by promoting proactive health initiatives, maintaining safety best practices, and overseeing adherence to regulatory requirements.

Throughout the past year, the program continued to advance several initiatives focused on improving member health and wellness. Key accomplishments included the expansion of comprehensive health screening programs, providing members with increased access to advanced cardiac testing, multi-cancer screenings, and enhanced mental health resources. These efforts support early detection, prevention, and long-term member wellness.

In alignment with the District's Strategic Business Plan, the program continues to prioritize annual physical compliance for all suppression personnel and remains committed to achieving a 100% completion rate. Maintaining compliance with annual physicals directly contributes to workforce readiness.

The program also continued investing in the growth and development of the Peer Support Team through regional training opportunities and ongoing professional education. With 32 trained members, the Peer Support Team remains available 24/7 to provide confidential assistance and support to employees and their family members when needed. This continued investment reflects the organization's commitment to mental wellness and member resiliency.



In support of regional first responder wellness efforts, the program strengthened partnerships with neighboring agencies and healthcare organizations through active participation in the planning and coordination of the annual wellness conference. These collaborative efforts reinforce a shared commitment to promoting wellness, resilience, and long-term health outcomes for first responders across the region.

Additionally, the program remains dedicated to promoting post-traumatic growth and resiliency through the Struggle Well program, which focuses on resilience, personal growth, gratitude, and peer connection. Golder Ranch Fire District became the first fire organization in Southern Arizona to incorporate Struggle Well into the first week of its fire academy curriculum, receiving overwhelmingly positive feedback from recruits. To date, 127 members have completed the program, keeping the organization on pace to achieve the Strategic Business Plan goal of 80% member participation by 2029.

BY THE NUMBERS

92%
Surveyed respondents are satisfied with service received from health and safety

98%
District members who completed their annual physical

79
Peer support sessions conducted

40%
(127 Members)
Members that have completed struggle well



Fleet

The purpose of the Fleet Services Program is to ensure that the district's emergency response apparatus and support vehicles are safe, reliable, and available for use when they are called on to aid the public. To support this, the Fleet Manager creates preventative maintenance schedules and vehicle replacement schedules that are based on recommendations of each equipment manufacture and National Fire Protection Association (NFPA) guidelines. This consists of a preventative maintenance program as well as, annual testing of apparatus including fire pump tests, aerial ladder testing, apparatus weigh-ins, brake testing, and annual Department of Health Services inspections. Each technician is certified by the Emergency Vehicle Technician Certification Commission (EVTCC) and the National Institute of Automotive Service Excellence (ASE) to perform maintenance and repairs on all GRFD rolling equipment as outlined in NPFA 1071.

Last year in Fleet, we added a new position for an Electronics Installation Technician. This individual's sole responsibility is outfitting light vehicles with emergency response packages that include, emergency lights, sirens and mobile radio equipment. This saved the district on installation costs for outfitting 6 vehicles with emergency kits this and will continue to offer internal growth for years to come.

All our technicians took advantage of more in-depth training this year that allowed our team to perform multiple major repairs which saved the district both money on outsourced repairs and critical down time on our apparatus.

Technicians also attended preconstruction for our new 107-foot aerial ladder truck, which is set to be delivered in early fall 2026.

BY THE NUMBERS

11%
Of vehicle downtime for maintenance and repair

1,926
Fleet maintenance work orders closed

100%
Of required NFPA and Arizona state vehicle testing completed



Facilities

The purpose of Facilities Services Program is maintaining the safety, functionality, and operational readiness of the district's buildings and infrastructure. Fire stations serve as both operational facilities and 24-hour living environments for firefighters, while administrative buildings support daily business operations. The program oversees maintenance of plumbing, electrical, HVAC, roofing, and structural systems, ensuring facilities remain safe, efficient, and mission ready.

A strong preventative maintenance program continues to improve operational efficiency, reduce emergency repair costs, and extend the lifespan of District assets. The program also manages facility-related expenditures while maintaining compliance with safety standards and supporting long-term infrastructure needs.





During FY 2025/2026, Facilities Services continued utilizing the Facilities Module within Operative IQ (OpIQ), a computerized maintenance management system that tracks deficiencies, repairs, inspections, and maintenance history. This technology has enhanced infrastructure management, safety compliance, budgeting, and capital planning by providing valuable data for informed decision-making.

Several capital improvement projects were completed during the fiscal year. Asphalt improvements were made at Stations 373, 375, 376, 379, and 380 to improve access and preserve infrastructure. Multiple buildings received roof assessments, repairs, and recoating to extend service life. HVAC systems were upgraded or replaced at Stations 370 and 372, with replacement planning underway for the North Administration Building.

A significant achievement was the completion and occupancy of Station 378. Facilities staff played an important role throughout the project, supporting operational needs, implementing new technologies, and maintaining fiscal responsibility.

The program also contributed to the acquisition and planning of the district's new Procurement Facility at 3701 W. Quasar. Staff provided project oversight, operational input, and cost-saving recommendations to help ensure the facility will provide a safe, efficient, and modern workspace.

Through proactive maintenance, strategic investments, and responsible stewardship of District resources, Facilities Services continues to support the district's mission by providing safe, reliable, and efficient facilities for all personnel.

BY THE NUMBERS

0
Employees injured due to facility conditions

790
Service ticket responses provided

120
Monthly station inspections completed

Project Management

Over the past year, the Project Management Program continued to strengthen the District's organizational planning and improvement efforts through strategic planning, accreditation support, project coordination, and grant development. As the District continues to grow and take on increasingly complex initiatives, emphasis has been placed on developing more consistent project management practices to support collaboration, accountability, and efficient use of resources. These efforts help ensure that strategic priorities are effectively planned, monitored, and aligned with the District's mission to provide exceptional service to the community.

Throughout the year, staff supported district-wide projects, improved documentation and accreditation processes, and expanded data use to inform decision-making. Grant research and grant writing also helped identify external funding opportunities that support District programs and reduce the financial impact on taxpayers. Looking ahead, the continued integration of project management principles will further strengthen the District's ability to implement strategic initiatives, measure progress, and successfully deliver projects that benefit both the organization and the community it serves.

BY THE NUMBERS

16
Projects completed

3
Grants approved

$592,000
Amount of approved grant funding



Technology

The purpose of the Technology Program at its core is to provide a secure, robust and resilient foundation for the district's computing needs. The team is responsible for supporting both the administrative and public safety aspects of the organization. On the administrative side this takes the form of responding to user's service requests tickets, maintaining workstations, network infrastructure and supporting both cloud and self-hosted systems as well as safeguarding data. The public safety side includes all this as well as support for the computer-aided dispatch system.

Beyond simply maintaining systems, Technology strives to keep up to date and provide innovative solutions to meet the district needs. As part of the Technology team, the Geographic Information Systems (GIS) program has proven extremely valuable in providing data and data analytics to refine response times, predict resources needs and improve incident routing. Understanding the unique requirements of working in 24/7/365 public safety organizations, the Technology program aims to provide solutions that empower staff without taking their focus away from the mission at hand of protecting and serving our community.

PROJECTS COMPLETED:

- The establishment of a Datamart server to host a copy of ImageTrend data in house, allowing for fast and secure access to this data.
- Implementation of ESRI Enterprise that will utilize various data sources, including the aforementioned Datamart, to build out portals and dashboards to present data in an easy to use and meaningful way.
- Upgrading the district network firewall to improve security and allow for an increase in internet bandwidth for the district.
- A complete rebuild and redesign of the district interactive map.
- A full deployment of new Panasonic FZ-G2 computers to replace the aging Panasonic CF-20 platform for use as ePCR (electronic patient care reporting) tablets in the field.
- Implementation of Abnormal AI Phishing Coach to provide realistic simulations and point of impact training to help users identify and appropriately respond to cybersecurity threats.





BY THE NUMBERS

7
Staff

99.9%
Time network is up and available

1,807
Total help desk responses this year

185
GIS projects completed this year



Human Resources & Board Services

The Human Resources Program (HR) has primary responsibility of supporting the full employment lifecycle of all District employees. This includes policy development, recruitment and hiring, benefits and leave management, onboarding and offboarding, personnel records retention, compensation administration, performance management, compliance with employment and labor laws, and labor relations. HR works closely with all District s to provide workforce support services and respond to operational needs while managing a wide variety of personnel processes and documentation.

During FY 2025/2026, HR focused on enhancing internal support processes to better serve the District's workforce. Efforts included continued revisions to policies and procedures through Lexipol, a web-based platform providing legally vetted, state-specific policy guidance developed by subject matter experts. HR also continues a comprehensive review and update of all job descriptions to improve consistency, ensure current operational alignment, and maintain compliance with applicable employment standards and regulations. This fiscal year, HR improved leave management processes through coordination with a third-party compliance administration vendor. In addition, HR implemented Document Locator, which will transition personnel recordkeeping from a paper-based system to a secure electronic records management system.

BOARD SERVICES

The Board Services Program oversees functions including the Governing Board and Public Safety Personnel Retirement System (PSPRS) Local Pension Board administration, public records management, elections coordination, records retention and destruction, public notices, the front lobby, fingerprinting services, and internal organizational communications.

Board Services coordinated 13 Governing Board meetings, including 12 required regular sessions and one special budget study session, as well as four PSPRS Local Pension Board meetings.

A priority during the fiscal year was maintaining timely and transparent public access to District information through public record requests. The program also maintained compliance with approved records retention schedules and Arizona Revised Statutes through the appropriate disposition and destruction of records.

Internally, Board Services supported organizational communication by distributing 138 regular memorandums, six administrative directives, and two operational directives to District personnel. These communications disseminate policy updates, operational guidance, and administrative information across the organization.

Additionally, Board Services expanded its regional leadership role by hosting an administrative professionals training program for seven fire service agencies throughout Pima and Pinal Counties. The training attracted 27 attendees, with 100% of survey respondents indicating they would attend future sessions, highlighting the program's success and GRFD's continued commitment to professional development and regional collaboration.



BY THE NUMBERS

HUMAN RESOURCES

- 93% retention rate
- 23 internal and external recruitments conducted
- 1,220 candidate applications reviewed
- 42 new hires oriented
- 183 policies reviewed and/or updated
- 53 job descriptions reviewed and/or updated

BOARD SERVICES

- 303 public records requests processed
- 2,681 fingerprint appointments
- 30 boxes of records destroyed in accordance with Arizona State retention schedule
- 127 construction plans destroyed in accordance with Arizona State retention schedule
- Published 12 regular session governing board meeting packets and 1 special session meeting packet; published 4 PSPRS local pension board meeting packets.



Finance & Billing

The purpose of the Finance and Billing Program is to provide fiscal resource management and consultation services to the Golder Ranch Fire District family ensuring timely billing and payments, supporting informed decision-making, and upholding strong fiduciary responsibility. During FY 2025/2026, the Finance Program transitioned to a program-structured, performance-based budget to align with our Strategic Business Plan. This type of budgeting structure supports our desire for open and transparent expenditure of public resources.

During this fiscal year, Finance and Billing strengthened its internal operations through the continued refinement and documentation of key processes and procedures. These improvements have enhanced consistency, efficiency, and overall service delivery across the program. The team remains focused on delivering responsive financial services, strengthening operational efficiency, and supporting the District's long-term financial stability.

Through these ongoing efforts, Finance and Billing continues to advance its commitment to accountability, transparency, and the responsible management of public funds on behalf of the District and the community it serves.

BY THE NUMBERS

10,412
Ambulance incidents processed for both GRFD and outside agencies
- 7,394 GRFD
- 1,622 Avra Valley Fire District
- 1,396 Rincon Valley Fire District

1,522
EMS memberships

25
Wildland incidents billed

78%
Net ambulance billing collection rate

5 YEAR
GRFD tax increase average 6% versus National Employment Cost Index (ECI) growth average of 20%

Strategic Communications

The Strategic Communications Program provides emergency alerts and updates, public service announcements, media content creation and monitoring, and executive leadership communications. The team supported the district through timely, accurate, and mission-driven messaging across media, digital platforms, and community outreach efforts.

With the addition of a media specialist, the team expanded video and photography capabilities, including production of the Recruit Academy 26-01 graduation video and a firefighter cancer awareness campaign. Through coordinated messaging and outreach, the team helped ensure the public received timely information during emergencies, community initiatives, and district-wide programs.

Enhanced digital engagement and expanded multimedia storytelling strengthened connections with residents. The district's social media presence continued to expand significantly during FY 2025/2026, with Facebook content generating more than 3 million views and Instagram content exceeding 1.5 million views. Through proactive media relations, strategic storytelling, and enhanced multimedia production capabilities, the team reinforced transparent and consistent communication with the community.

The program also emphasized innovation through the launch of a redesigned website and refreshed branding standards, improving user experience across communication platforms. These efforts positioned the district to better serve the community through clear, modern, and responsive communication strategies.

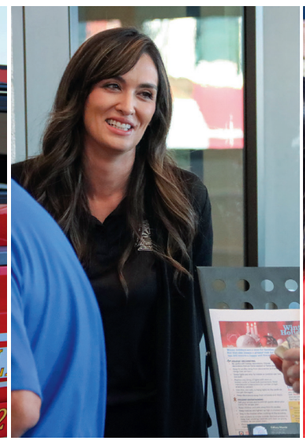
BY THE NUMBERS

Followers: 12,871
Views: 3,138,112
Posts: 232

Followers: 4,300
Views: 1,419,254
Posts: 522

Followers: 3,511
Impressions:
(Times post was seen on X)
121,020
Posts: 202









CAAS AND CFAI
ACCREDITED AGENCY

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