

**GOLDER RANCH FIRE DISTRICT  
GOVERNING BOARD MEETING  
PUBLIC NOTICE AND AGENDA**

**Tuesday, November 21, 2023, 9:00 a.m.**

**1600 East Hanley Boulevard, Oro Valley, Arizona 85737**

**\*Please take note of the change of location from previous board meetings.**

*Pursuant to ARS § 38-431.02, ARS § 38-431.03 and ARS § 38-431.05, the Golder Ranch Fire District Governing Board will meet in Regular Session that begins at approximately 9:00 a.m. on Tuesday, November 21, 2023. The meeting will be held at the Fire District Headquarters Board Room, which is located at 1600 East Hanley Boulevard Oro Valley, Arizona 85737. The order of the agenda may be altered or changed by direction of the Board. The Board may vote to go into Executive Session, which are not open to the public, on any agenda item pursuant to ARS § 38-431.03(A)(3) for discussion and consultation for legal advice with the Fire District Attorney on the matter(s) as set forth in the agenda item. The following topics and any reasonable variables related thereto will be subject to discussion and possible action.*

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

**2. SALUTE AND PLEDGE OF ALLEGIANCE**

**3. FIRE BOARD REPORTS**

**4. CALL TO THE PUBLIC**

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

**5. PRESENTATIONS**

**A. PRESENTATION OF PERSONNEL**

- YEARS OF SERVICE
    - GABE BRAVO, OPERATIONS SUPPORT SUPERVISOR-15 YEARS
  
  - PROMOTIONS
    - TREVOR CARLSON, CAPTAIN
    - JACLYN FRAZIER-RADEMACHER, CAPTAIN
    - SAM GARCIA, CAPTAIN
    - RYAN HOFFMAN, CAPTAIN
    - KARL RHEIN, CAPTAIN
  
  - NEW HIRE
    - DJ TARBILL, FACILITIES MAINTENANCE TECHNICIAN
- Behavioral and Loyalty Oaths will be administered.*



## **6. CONSENT AGENDA**

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

A. APPROVE MINUTES- OCTOBER 17, 2023, REGULAR SESSION

## **7. REPORTS AND CORRESPONDENCE**

A. FIRE CHIEF'S REPORT – CHIEF BRANDHUBER

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

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

- UPDATES ON THE FOLLOWING AREAS:
  - FIRE AND LIFE SAFETY
  - COMMUNITY SERVICES

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

- UPDATES ON THE FOLLOWING AREAS:
  - PLANNING
  - LOGISTICS
  - FACILITIES MAINTENANCE
  - FLEET
  - SUPPLY

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

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



## **8. REGULAR BUSINESS**

- A. DISCUSSION AND POSSIBLE ACTION REGARDING THE AUDIT RESULTS PRESENTED BY BEACHFLEISCHMAN AND THE DRAFT ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR) FOR FISCAL YEAR ENDING JUNE 30, 2023
- B. DISCUSSION AND POSSIBLE ACTION REGARDING THE CONTRACT WITH IMAGETREND FOR ELECTRONIC PATIENT CARE REPORTING
- C. DISCUSSION AND POSSIBLE ACTION TO ACCEPT AND APPROVE THE 2<sup>ND</sup> EDITION GRFD COMMUNITY RISK ASSESSMENT – STANDARDS OF COVER DOCUMENT
- D. DISCUSSION AND POSSIBLE ACTION REGARDING THE RENEWAL OF THE AGREEMENT BETWEEN GOLDER RANCH FIRE DISTRICT AND GRANICUS (SWAGIT PRODUCTIONS) FOR LIVE STREAMING, MEDIA ON DEMAND, AND INDEXING MONTHLY BOARD MEETINGS
- E. DISCUSSION AND POSSIBLE ACTION REGARDING THE GOLDER RANCH FIRE DISTRICT RECONCILIATION AND MONTHLY FINANCIAL REPORT

## **9. FUTURE AGENDA ITEMS**

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

- Regularly scheduled meeting – December 19, 2023

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

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

## **11. ADJOURNMENT**

---

Sandra Outlaw, Clerk of the Board  
Golder Ranch Fire District

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

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

Posted by: Shannon Ortiz 11/15/2023 at 10:30 a.m.



**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

DATE: November 21, 2023

SUBJECT: Fire Board Reports

ITEM #: 3

REQUIRED ACTION:       Discussion Only       Formal Motion       Resolution

RECOMMENDED ACTION:       Approve       Conditional Approval       Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

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

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

DATE: November 21, 2023

SUBJECT: Call to the Public

ITEM #: 4

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve             Conditional Approval     Deny

SUPPORTED BY:             Staff                     Fire Chief                 Legal Review

**BACKGROUND**

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

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

DATE: November 21, 2023

SUBJECT: PRESENTATION OF PERSONNEL

ITEM #: 5A

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve             Conditional Approval     Deny

SUPPORTED BY:             Staff                     Fire Chief                 Legal Review

**BACKGROUND**

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

- YEARS OF SERVICE
  - Gabe Bravo, Operations Support Supervisor- 15 years
  
- PROMOTIONS
  - Trevor Carlson, Captain
  - Jaclyn Frazier-Rademacher, Captain
  - Sam Garcia, Captain
  - Ryan Hoffman, Captain
  - Karl Rhein, Captain
  
- NEW HIRE
  - DJ Tarbill, Facilities Maintenance Technician  
*Behavioral and Loyalty Oaths will be administered.*

**RECOMMENDED MOTION**

No motion required for this agenda item.

# **EMPLOYEE RECOGNITION**

Employee Name: Gabe Bravo

Date of Hire: 11/19/08

**Current Position:**

Reason for Recognition: Years of Service



**Prepared by:**

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

---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Joined fire service in 2006 and worked at Rincon Valley FD  
Hired with GRFD in November of 2008  
Joined the Special Operations Team in 2011  
Promoted to Engineer in 2015  
Member of Professional Development from 2016 to 2021  
Proud member of the training cadres for 5 fire academies and countless promotional processes and trainings  
Worked closely with regional partners in developing interagency CRDs  
Created Fire Tactical Simulators for the Battalion Chief and Captain's Promotional Process  
Took on Emergency Response Support Specialist position and managed district wide staffing and special projects  
Work seamlessly with Finance and HR to ensure payroll is accurate and on time  
Implemented Lexipol policy and procedures program

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Technical Rescue Technician  
HazMat Technician  
VFIS Emergency Vehicle Instructor  
Driver/Operator Instructor  
CPR Instructor  
AZ Center for Excellence Instructor - Instructed Fire Instructor I and II to many members of our region  
Blue Card Incident Command Instructor - Instructed Blue Card Incident Command functions to GVFD, CDTFD, and DHFD  
ISFSI Live Fire Instructor  
Awarded Pima County Sheriff's Public Safety Achievement Medal - December 2013 for assisting in rescuing a family of hikers.  
Awarded Golder Ranch Fire District Employee of the Year - December 2022  
Currently working towards completing a Bachelors in Business Administration degree from NAU

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

Greatest accomplishment is being married to my beautiful wife Andrea for 15 amazing years.  
My children Gabriel (25), Alexia (18) and Isaac (14)  
My son Gabriel and his fiance Mari blessed me with a beautiful grandson named Raiden (8 mos)

# **EMPLOYEE RECOGNITION**

Employee Name: Trevor Carlson

Date of Hire: 1/9/12

**Current Position:** Captain

Reason for Recognition: Job Promotion

**Prepared by:** BC M. Leslie

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

---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Trevor's journey with our organization began on January 9, 2012 when he joined as a firefighter, initially assigned to the 376-C Shift during his probationary year. Throughout his career, Trevor demonstrated his dedication and versatility, serving at various stations, including 377 C-Shift, 373 A-Shift, and C-Shift. In March 2014, he pursued additional training by attending paramedic classes, a milestone that led to his promotion to the rank of Paramedic on March 9, 2020.

Before reaching the esteemed position of Captain, Trevor made significant contributions while stationed at Stn 375 A-Shift. During this period, he became well-known as "T-Boy Carlson" or "Big Trev" among his crew and the local residents, earning the respect and admiration of those he served.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Trevor's impressive professional achievements reflect his invaluable contributions, notably as a key member of the inaugural EMS/Best Practice committee. Furthermore, Trevor's notable participation in multiple Code-Saves has earned him recognition from both the Golder Ranch Fire District and local hospitals, underscoring his exceptional dedication and skill in the field.

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

Trevor is typically a reserved individual by nature, but if you've had the privilege of working alongside "T-Boy Carlson" or "Big Trev," you know just how deeply he cherishes and loves his family. Trevor and his wonderful wife Staci have been happily married for 15 years, and together, they have three remarkable children: their 7-year-old daughter, Andi, and their sons, Brody (5 years old) and Jace (4 years old).

When Trevor isn't at home with his beloved family, you'll often find him actively engaged with his church, where he plays a significant role in the "Teen Program" and is affectionately known as "Turbo Tim."

Outside of his professional life, Trevor is an avid enthusiast of the great outdoors, relishing activities such as camping, fishing, and hunting. Trevor's promotion to the position of Captain is a well-deserved recognition of his dedication and exceptional qualities. Congratulations, Trevor!



# **EMPLOYEE RECOGNITION**

Employee Name: Jaclyn Frazier-Rademacher

Date of Hire:

**Current Position:** Fire Captain

Reason for Recognition: Job Promotion



**Prepared by:** Jason Taylor

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



---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Jackie began her career with Golder Ranch in 2014. In 2017 she successfully completed a paramedic training program and was promoted to paramedic.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

During her time at Golder Ranch Jackie has been an active member of the special operations team. She holds certifications as a hazardous materials technician as well as all technical rescue certifications. Jackie serves as a shift representative for the uniform committee, local 3832. Prior to promotion, Jackie was a team member with essential services and assisted with the modernization or creation of GRFD policies and procedures.

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

Jackie is an avid hunter in her off duty time.

She also loves her time with and the support she receives from her family, her step father was a great influence in her pursuit of firefighting as a career choice. Jackie recently celebrated an addition to her family, with the birth of her daughter Tatum on March 7th

Jackie also credits her experience in team sports as influencing her to join the fire service. Fun fact, Jackie was the place kicker and goal kicker for her high school football team

# **EMPLOYEE RECOGNITION**

Employee Name: Sam Garcia

Date of Hire: 7/3/17

**Current Position:** Fire Captain

Reason for Recognition: Job Promotion

**Prepared by:** BC Seeley

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



---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Sam was brought on GRFD when the consolidation with MVFD happened in July of 2017. Prior to working at GRFD Sam was hired by MVFD in July of 2016, before that he was hired at PRFD in February 2016.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Sam was promoted to Paramedic in 2018, and was most recently assigned to the special operations team at 377 C Shift. Sam has two AAS degrees from PCC (Fire Science, Paramedicine). Sam is a haz-tech as well as a fully certified technical rescue technician. Sam has completed the TFD engineer academy, Captain certification class.

Sam and his crew were awarded the Fire Chief award for rescuing two children and their father trapped in a flash flood. Sam also has received 3 code save coins from the EMS division.

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

When Sam is not at work he enjoys spending time with his GF Katie, who is a RN at Banner and his two children daughter Addyson- 6 and Jaxson who is 3 months old. They enjoy spending time outdoors camping, fishing, snowboarding, and riding side by sides. Sam also is Addyson's coach for her little league team. Sam's brother Nick is a FF for TFD and is following in big brothers footsteps currently in Medic school.

# **EMPLOYEE RECOGNITION**

Employee Name: Ryan Hoffman

Date of Hire: 9/15/20

**Current Position:** Captain 370 A shift

Reason for Recognition: Job Promotion



**Prepared by:** Lee Muscarella

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

---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Has promoted through the ranks from Firefighter to D/O, paramedic now to Captain.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

a long his promotional journey Ryan has participated in many EMS committees, and is a long standing member of the Honor Guard team of which he is the vVice commander. Ryan is also a member of our Wildland team where he holds the training position and working on his Engine Boss certification.

Ryan is well known for holding the line in the weight room vocalizing his enthusiasm in the high DB range to inspire others.

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

Married to wife Kendra

4 daughters

- Daisy whom teaches at the Lemann academy
- Kayla soon to be married and making grandparents of Ryan and Kendra
- Faith whom will also be getting married soon
- Mylee who is sophmore at Mountain View HS

this happy go lucky guy is an avid outdoors enthusiast that enjoys hunting, hiking and all things equestrian. He enjoys glamping with family all things happy but don't ruin that smile by messing with his truck mirrors.

# **EMPLOYEE RECOGNITION**

Employee Name: Karl Rhein

Date of Hire:

**Current Position:** Fire Captain

Reason for Recognition: Job Promotion



**Prepared by:** Jason Taylor

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

---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD CAREER HISTORY:**

Karl is approaching twenty years in the fire service, he has been with Golder Ranch since 2013. In 2019 Karl successfully promoted to Engineer.

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

As a member of the GRFD Wildland Team and through his education and experience, Karl has certified himself to the position of engine boss.

As a member of the GRFD Honor Guard, Karl helps uphold rich fire service traditions when it comes to the celebration or memorialization of fire service members

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

Karl brings great leadership experience from his roles in the US Army and the Golder Ranch Wildland Team. He continues to serve his community and country through the Army National Guard.

As an avid baseball fan, Karl is pursuing a visit to all Major League Baseball parks with seven out of thirty checked off the list.

# **EMPLOYEE RECOGNITION**

Employee Name: Douglas Tarbill (DJ)

Date of Hire: 11/6/23

**Current Position: Facility Technician**

Reason for Recognition: New Hire

**Prepared by:** Division Chief Price

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



---

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

***Please return to Human Resources via email by the 25<sup>th</sup> of the month, prior to the Board Meeting.***

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

---

- **GRFD/CAREER HISTORY:**

Worked in the family printing business for 23 years

Facility Manager and Technician for another 23 years

Most recently he was a Maintenance Tech with Saddlebrook HOA2

- **PROFESSIONAL ACCOMPLISHMENTS/ACHIEVEMENTS:**

Raising his two kids

Attended Pima College and obtained his Associates in Graphic technology

DJ also obtained his Fire Fighter I and Firefighter II when he was with Avra Valley Fire District.

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

Married 33 years to his wife Suzanne and they have two children, Cody 26 works for GRFD

Ashley 29 is a Dental Assistant in Tucson

Enjoys hiking, and took in a trip to Israel 2010



# GOLDER RANCH FIRE DISTRICT

## BEHAVIORAL OATH

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

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

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

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

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

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

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

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

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

\_\_\_\_\_  
Employee Name - Printed

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Administering Official - Printed

\_\_\_\_\_  
Administering Official Signature

\_\_\_\_\_  
Date



# GOLDER RANCH FIRE DISTRICT

## LOYALTY OATH OF OFFICE

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

\_\_\_\_\_  
Employee Name - Printed

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Administering Official - Printed

\_\_\_\_\_  
Administering Official Signature

\_\_\_\_\_  
Date

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

DATE: November 21, 2023

SUBJECT: APPROVE MINUTES – OCTOBER 17, 2023, REGULAR SESSION

ITEM #: 6A

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve       Conditional Approval     Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

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

A. OCTOBER 17, 2023, REGULAR SESSION

**RECOMMENDED MOTION**

Motion to approve the November 21, 2023, Consent Agenda.

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

**Tuesday, October 17, 2023, 9:00 a.m.  
3885 East Golder Ranch Drive, Tucson, Arizona**

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

Chairperson Vicki Cox-Golder called the meeting to order on September 19, 2023, at 9:00 a.m.

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

Staff Present: Fire Chief Brandhuber, Assistant Chief Cesarek, Assistant Chief Perry, Assistant Chief Grissom, Deputy Chief Rutherford, Deputy Chief Hilderbrand, Deputy Chief Jarrold, Deputy Chief Wilson, , Fire Marshal Akins, Local 3832 President Jones, Human Resources Director Delong, Finance Director Christian, Information Technology Director Rascon, Division Chief Price, Community Relations Supervisor Camarillo, and Board Services Supervisor Ortiz

**2. SALUTE AND PLEDGE OF ALLEGIANCE**

All in attendance recited the Pledge of Allegiance.

**3. FIRE BOARD REPORTS**

Board Member Brady thanked everyone who attended the event on Sunday (Rockin' 4 Heroes).

**4. CALL TO THE PUBLIC**

There were no public issues presented.

**5. PRESENTATIONS**

**A. PRESENTATION OF PERSONNEL**

- RETIREMENTS
  - ANDREW BAUMAN, ENGINEER
  - BILL HURLEY, FIRE INSPECTOR

Neither retiree was able to attend. Chief Brandhuber stated his appreciation for their service.

- PROMOTIONS
  - JENNIFER AKINS, FIRE MARSHAL/DEPUTY CHIEF LEVEL



- JEREMY HILDERBRAND, DEPUTY CHIEF OF COMMUNITY RISK REDUCTION
- ADAM JARROLD, DEPUTY CHIEF OF SUPPORT SERVICES
- TONY RUTHERFORD, DEPUTY CHIEF OF OPERATIONS
- MARK WILSON, DEPUTY CHIEF OF EMS & PROFESSIONAL DEVELOPMENT
- KYLE GOODRICH, BATTALION CHIEF

Assistant Chief Perry presented Fire Marshal Jenn Akins for her promotion to Fire Marshal at the Deputy Chief level. Her twin sister pinned her.

Assistant Chief Perry introduced BC Jeremy Hilderbrand for his promotion to Deputy Chief of Community Risk Reduction. His wife pinned him.

Assistant Chief Cesarek introduced BC Adam Jarrold for his promotion to Deputy Chief of Support Services. His daughter pinned him, and his family was present.

Assistant Chief Grissom presented BC Mark Wilson for his promotion to Deputy Chief of EMS & Professional Development. His wife pinned him, and his family was present.

Assistant Chief Grissom presented Division Chief Rutherford for his promotion to Deputy Chief of Operations. His wife pinned him, and his family was present.

Deputy Chief Rutherford presented Captain Kyle Goodrich for his promotion to Battalion Chief. His wife pinned him, and his family was present.

- NEW HIRES
  - DARLA KING, FIRE INSPECTOR APPRENTICE
  - BRIAN VOETBERG, FIRE INSPECTOR APPRENTICE

*Behavioral and Loyalty Oaths will be administered.*

Fire Marshal Akins introduced Brian Voetberg as a new Fire Inspector.

Fire Marshal Akins introduced Darla King as a new Fire Inspector.

Chairperson Cox-Golder administered the behavioral and loyalty oaths.

At 9:38 a.m. the Governing Board took a two-minute break.

The meeting was reconvened at 9:40 a.m.

## 6. **CONSENT AGENDA**

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

### A. APPROVE MINUTES- SEPTEMBER 19, 2023, REGULAR SESSION



**MOTION** by Board Member Brady to approve the October 17, 2023, Consent Agenda  
**MOTION SECONDED** by Vice-Chairperson Vette  
**MOTION CARRIED 5/0**

## **7. REPORTS AND CORRESPONDENCE**

- A. FIRE CHIEF'S REPORT – Chief Brandhuber presented the Fire Chief's report to the Governing Board. He stated the updated contract had not been received from ImageTrend so he asked the Board to table this item for the next board meeting. Chief Brandhuber thanked the crews for all of the events they have been attending.

Community Relations Supervisor Camarillo presented her report to the Board. She thanked everyone for attending the Rockin' 4 Heroes event.

Chief Brandhuber thanked Supervisor Camarillo for the great job she has been doing.

- LEADERSHIP TEAM REPORT – President Jones presented the Leadership team report to the Board. He reiterated what Chief Brandhuber mentioned and said Supervisor Camarillo has been doing a great job. Union members attended the Rockin' 4 Heroes event as well as the Southern Arizona Home Builders Association (SAHBA) event. They were able to get sponsors for Union fundraisers. President Jones thanked Tobin Johnson for all of his work in fundraising. The Union will be doing a photo shoot for calendar as a fundraiser. Freddy Rodriguez will be the photographer.

Director Delong presented the Human Resources report to the Governing Board.

Director Rascon presented IT's report to the Governing Board.

- B. COMMUNITY RISK REDUCTION DIVISION'S REPORT- Assistant Chief Perry presented the Community Risk Reduction report to the Governing Board. He said his division has been doing a lot with Public Education.

Chairperson Cox Golder asked if his division offered slip/trip/fall classes for the elderly.

Assistant Chief Perry responded that was something he and his staff were researching.

- C. SUPPORT SERVICES DIVISION'S REPORT- Assistant Chief Cesarek presented the Support Services' report to the Governing Board. Assistant Chief Cesarek said there has been a soft opening at Hanley. Some assistant chiefs and deputy chiefs have moved into the building. Staff will be moving in the next couple of weeks. Station 378 construction documents have been through the first review for the building and site. Assistant Chief Cesarek is working with Robson regarding access to the station,



including modifications to curbing. Assistant Chief Cesarek said the intent is to have the next board meeting at Hanley.

Vice-Chairperson Vette asked about a repair that was done to a resident's door.

Assistant Chief Cesarek explained the details of the incident.

Vice-Chairperson Vette asked about PPE.

Assistant Chief Cesarek explained the process for cleaning PPE.

- D. EMERGENCY MEDICAL SERVICES & FIRE RESPONSE DIVISION'S REPORT-Assistant Chief Grissom presented the EMS & Fire Response and Professional Development report to the Governing Board. Assistant Chief Grissom mentioned an incident where Station 375 C shift saved a life and how grateful the patient was. Seven personnel were promoted to captain, they will be recognized at the next board meeting. Assistant Chief Grissom thanked Captain Hastings for all of his work during the captain promotional process. Professional Development will now work on the engineer promotional process.

## **8. REGULAR BUSINESS**

- A. DISCUSSION AND POSSIBLE ACTION REGARDING A CONTRACT WITH IMAGETREND FOR ELECTRONIC PATIENT CARE REPORTING

This agenda item was tabled for the November Governing Board meeting.

- B. DISCUSSION AND POSSIBLE ACTION REGARDING THE ADOPTION OF RESOLUTION 2023-0010 TO DECLARE DISTRICT ITEMS AS SURPLUS AND DIRECTION TO STAFF TO ADD DECLARED SURPLUS ITEMS TO A PUBLIC AUCTION SITE OR SELL TO A NEIGHBORING OR MUTUAL AID FIRE DISTRICT/DEPARTMENT

Assistant Chief Cesarek stated the items declared as surplus are old office furniture and pieces that were in the Hanley building when it was purchased that are no longer needed. The Logistics Division has inventoried all items.

Regarding surplus, Board Member Shellenberger asked if the engine that was posted as surplus was sold.

Assistant Chief Cesarek responded that he would research this and let Board Member Shellenberger know.

**MOTION** by Board Member Shellenberger to accept Resolution 2023-0010 as presented to declare listed item presented as surplus and direction for staff to place the item on the public surplus auction site or sell to a neighboring or regional fire department or district.



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

**MOTION CARRIED 5/0**

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

Finance Director Christian presented the monthly financials and reconciliation for Golder Ranch Fire District to the Governing Board. He reported the District received the ARPA (American Rescue Plan Act) and SAFER Grant funds.

Chairperson Cox Golder asked who wrote the grants.

Director Christian responded ARPA was passed in 2020. The money was distributed to the states. The states then allocated the money to jurisdictions based on their net assessed value. The jurisdictions were responsible for proving the money was spent in order to be reimbursed.

Director Christian proceeded to explain the revenues and expenditures for September were favorable. Ambulance billing stayed steady. In September the average was 19.5 transports per day, in October the average is 20 transports a day. GRFD Wildland crews are currently assigned to a wildfire in California. This might be the last fire of the season. The total billed for Wildland in the past year was about \$234,000.00.

**MOTION** by Vice Chairperson Vette to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.

**MOTION SECONDED** by Board Clerk Outlaw.

**MOTION CARRIED 5/0**

9. **FUTURE AGENDA ITEMS**

The next regularly scheduled meeting will be on November 21, 2023

10. **CALL TO THE PUBLIC**

There were no public issues presented at this time.

11. **ADJOURNMENT**

**MOTION** by Chairperson Cox Golder to adjourn the meeting at 10:06 a.m.

**MOTION SECONDED** by Vice Chairperson Vette

**MOTION CARRIED 5/0**

---

Sandra Outlaw, Clerk of the Board  
Golder Ranch Fire District  
S/O



**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Tom Brandhuber, Fire Chief

DATE: November 21, 2023

SUBJECT: FIRE CHIEF'S REPORT

ITEM #: 7A

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve             Conditional Approval     Deny

SUPPORTED BY:             Staff                     Fire Chief                 Legal Review

**BACKGROUND**

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

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

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

- Leadership Team Report – President Jones

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.



# FIRE CHIEF'S REPORT

Tom Brandhuber

*October 2023*



---

## Chief's Activities for the Month

---

- Attended the GRFD October board meeting.
- Attended the Leadership team meeting (labor/management).
- Attended the Arizona Fire Institute (AFSI) meeting.
- Attended the CRASOC (community risk reduction/standards of cover) presentation with the CSPE accreditation team.
- Attended a meeting at Mesa Fire Department with AZFCA-AFDA-AzAA-GMR to discuss Article 9 DHS ground ambulance rules.
- Attended two-day Struggle Well Course, Post Traumatic Growth Course.  
<https://bouldercrest.org/program/struggle-well/>
- Attended the graduation of the Chief Executive Officer Program in Mesa for our graduates.
- Held ¼ Pima Emergency Medical Council Meeting
- Attended Oro Valley Town Manager Executive Leadership Meeting
- Attended Pima County Fire Chiefs meeting.

- Attended the GRFD Culture Club meeting.
- Attended the ¼ Southeastern Arizona EMS council meeting.
- Participated in GRFD Captains Interviews.
- Promoted seven Captains
- Participated in the third planning meeting for the District annual Children Christmas party.
- Met with OVPD Police Chief Kara Riley for lunch.
- Met with new local management for AMR/Southwest Ambulance.
- Participated in discussion about current fire suppression/prevention practices for electric vehicle and micro-mobility devices with TFD-NWFD-Phoenix Fire -Mesa Fire-Scottsdale Fire-Glendale Fire
- Attended the Oro Valley State of the Town
- Attended the Saddlebrooke Ranch Rotary luncheon and gave a presentation.
- Attended a meeting with DHS director in Phoenix with AZFCA-AFDA-and PFAA.
- Spoke to the GRFD Engineer candidates.
- Attended and presented to the Pima Community College Fire Academy students on interview skills.
- Held the elections for the AzAA executive board in Mesa.
- Held the monthly AzAA executive board meeting.
- Held weekly executive leadership team meetings (Deputy Chiefs-Assistant Chiefs-Directors)
- Held the Fire Chiefs status update meeting.
- Spoke at the public comment meeting at DHS for Article 9-10-11-12.
- Several Calls with DHS regarding Article 9-10-11-12 rules.
- Various meetings with personnel.
- Held final meeting to discuss Imagetrend EPCR adoption pending board approval.



# OCTOBER REPORT

Tom Brandhuber

*October 2023*

---

## Community/Media Relations

---

### Events:

- Station Tour at 380 with 10 adults and 9 children
- Two ride alongs at Station 380
- Rockin' 4 Heroes
- State of the Town in Oro Valley
- Dinner at a Fire Station at Station 377 with community members that won opportunity through a raffle prize
- Oro Valley Chamber Board Meeting
- Cox Media marketing meeting with Administrative Assistant Maggie Hernandez
- Dashboard update meeting with Deputy Chief Tony Rutherford, Engineer Gabe Bravo and Administrative Assistant Maggie Hernandez
- Kold media coverage on Hector Medel's Hispanic Heritage Month highlight
- Kgun 9 media Interview with Assistant Chief Scott Robb on his retirement
- Kgun 9 media coverage of parade led by Golder Ranch for World War II Navy Veteran George DeGregorio
- Red Cross Blood Drive
- Breast Cancer Awareness month
- National Teen Driver Safety Week

### Community Presence:

- Community alert with video of hiker rescue from Linda Vista Trailhead
- Community alert with pictures of detached garage fire near La Cholla and Naranja Dr.
- Community alert with pictures of Engine 373 assisting in the rescue of a puppy trapped in a fence
- Press release on Assistant Chief Scott Robb's retirement
- Press release on newly promoted Captains and the promotional process
- Online post on Chief Robb's retirement
- Online post showing pictures of individuals recently promoted to Captain

- Online post on community member that recently suffered from cardiac arrest stopping by to thank 375 C-Shift crew
- Online post on the annual Sibling Reunion Picnic
- Online post on Brain Attack Team (BAT) pins handed out to Engineer Karl Rhein and Paramedic Kyle Milligan
- Online post and shared several posts on Local 3832 taking part in SAHBA expo
- Online posts promoting Rockin' 4 Heroes event and sharing pictures of actual event including the recognition of the family of Captain Randall Watts
- Online post of parade led by Golder Ranch for World War II Navy Veteran George DeGregorio
- Online post of board meeting moments including recently promoted Deputy Chiefs and Battalion Chief receiving their new badges as well as two new Fire Inspector Apprentices taking their oaths
- Online post for National First Responders Day
- Created daily posts during Fire Prevention Week (FPW) highlighting cooking safety
- Shot and edited video of Paramedic Patrick Roemer making a meal in the fire station and going over cooking safety for FPW
- State of the Town meetings, booth preparations and online post showcasing various pictures from event
- Created graphic for upcoming Fire Academy with link to more information on how to become a firefighter
- Created online post in support of Breast Cancer Awareness month showcasing Golder Ranch Fire pink shirts
- Created online post highlighting Hispanic Heritage Month and Paramedic Hector Medel's citizenship story
- Created online post for National Teen Driver Safety week with distracted driving information and shared video of Ironwood Ridge High School's Volleyball Team saying "don't text and drive"
- Video on rain coming down at Station 380 for safety message on driving
- Promotion and online post of National Night Out event with Halloween Safety information
- Several more online posts sharing Halloween safety with community
- Social media stories on blood drive taking place at Station 380 classroom
- Highlight of mini musters starting off
- Highlight of shared video of new fire engine at Station 380
- Highlight of Ventana Roche Health Fair and information on how to use a fire extinguisher for entire community
- Highlight of graduates of the Arizona Fire Chiefs Association's Chief Executive Officer Program

- Highlight of St. Mark's Early Childhood Center's Kindergarten class thank you cards after fire station tour

#### Social Media and Online Presence Totals:

- Facebook reach is 35,000 and engagement is 18,500
- Instagram accounts reached 4,800; followers increased by 3.7%
- Twitter impressions 20,000; top tweet was Halloween safety Ghostbusters photo; Who you gonna call? Golder Ranch!

#### Future Projects and Events:

- Ongoing preparations underway for several Christmas and holiday events
- Ongoing promotion and marketing of upcoming Fire Academy
- Creating content and slides for Dashboard
- Fuel Up With A firefighter event planning with Savaya Coffee





---

## Board Services

---

Record Specialist Wong responded to 22 records requests for the month of October.

The breakdown is as follows:

Environmental Reports	1
Outstanding Code Violations/Inspection Report	1
Fire Reports	4
Incident Reports	-
Medical Records	10
Other	2

---

Fingerprinting and i9's taken at the front desk in the month of October:

---

Throughout the month of October, RS Wong has continued to respond to emails, phone calls, and walk-ins providing information on the process of obtaining records from Golder Ranch Fire District and responding to records requests.

RS Wong finished reviewing, redacting, and converting over 5,450 emails for a public records request. They were reviewed by the District Attorney Aversa and released to the requestor.

Some other tasks that were completed by RS Wong were: adding documents into Document Locator (GRFD's electronic management system), placing documents in files in their corresponded filing cabinets, reviewing, proof-reading documents, and covering the front desk. RS Wong also met with Board Services Supervisor (BSS) Ortiz to review the drafted September's Board Meeting minutes, posted a public notice and mailed the adopted resolution to Pima and Pinal County to be recorded.

RS Wong continues to review boxes of records and create certificates of destruction for them. The boxes of records will be placed in the shed for storage until they are ready to be destroyed.

Board Services moved to the new Hanley building on Thursday, October 26<sup>th</sup>, 2023. Everyone is getting settled into their new offices. RS Wong is excited about her new office space.

Tuesday, October 2<sup>nd</sup> Board Services Supervisor Ortiz attended the Arizona Secretary of State's (AZSOS) Elections Re-certification training. As a former Election's department employee, the AZSOS allows her to maintain her state certification. The topics of the session included election law and litigation updates, election official code of conduct, ethics, information security, outreach, and best practices. Re-certification is required every two years.

Wednesday, October 11<sup>th</sup> Board Services Supervisor Ortiz attended a web-based leadership program facilitated by Brandy Ferrer of Pathfinder Strategies. The title of the session was Leadership Growth Program- Motivate and Engage in the Team. Facilitator Ferrer's sessions are always informative and relevant to real life applications.

The Culture Committee had their first meeting with the new members on Monday, October 16<sup>th</sup>. The membership includes Chief Tom Brandhuber, Assistant Chief Chris Grissom, Deputy Chief Tony Rutherford, Deputy Fire Marshal Brenda Druke, Captain Chris Charnoki, Captain Tobin Johnson, Captain Steve White, Operations Support Supervisor Gabe Bravo, Billing Supervisor Shelby Massie,

Board Services Supervisor Shannon Ortiz, Paramedic Jesse Behunin, Paramedic Camden Garcia, Human Resources Representative Emily Noland, and Firefighter Danielle Walker. The committee discussed organizing events/gatherings to promote employee engagement and other opportunities to further boost employee morale.

Assistant Chief Scott Robb's retirement celebration will be Wednesday, November 8<sup>th</sup> from noon to 2. A public notice has been posted in case a quorum of the board is present.

Deputy Chief Fred Pearce has announced his retirement. He currently sits on the Golder Ranch Fire District (GRFD) Public Safety Retirement System (PSPRS) Local Pension Board. At the end of September, a survey was sent to all GRFD PSPRS members to submit names of nominees for DC Pearce's replacement on the board. Several names were submitted. On October 24<sup>th</sup> a second survey was distributed to membership to vote for a candidate based on the names submitted from the previous survey and those who accepted their nominations. The survey will be open for 30 days.

On Halloween, the Colby kids trick-or-treated at the new Hanley building!



---

## Finance Report

---

### The Four Building Blocks of Better Financial Communication (Cont. from Sept):

Humans are inherently limited in our ability to understand abstract concepts, like numbers. Abstractions require effortful thinking to fully understand; or as I call them 'mental gymnastics'. This is why young children are taught to count real objects like fingers and toes. The numbers that public finance officers need to communicate to elected officials and other interested parties often go well beyond what can be accommodated by our phalangi. Large numbers can be abstract. In fact, the larger the number the more abstract they become. Consider the phenomena of psychological numbing. Psychologists have known for years that the bigger a number gets the less inherent understanding our human brain has of that number. To illustrate, suppose you are shopping for a toaster, and two stores have the same make and model you want for \$40. However, the one across town is on sale for \$20 off; that's ½ off the full price! You might be inclined to drive a bit to get ½ off the full price. However, you may be less inclined to drive across town to save only 2% off of a \$1,000 TV. The total dollar savings would be the same, but it just SEEMS less. This is an example of how the larger a number is, the more abstract it becomes to us.

Many public finance officers have witnessed a similar situation when an elected body spends a lot of time discussing a large change in a very minor budget line item, but then soon after will approve a massive multimillion dollar capital budget item with minimal discussion.

The essence of dealing with psychological numbing and other impediments to understanding numbers (especially large numbers) is to take a cue from our childhoods and transform numbers into a human experience. We can do better than fingers and toes, however. Over the next few months I will share these four basic strategies on how to better communicate financial matters: 1. Translate numbers into the human scale 2. Help people grasp numbers 3. Catalyze action with emotional numbers and 4. Build a scale model.

---

## Human Resources

---

HR participated in all regularly scheduled meetings and completed all regular duties. Additionally, we were involved in the following:

### **Recruitments:**

- Recently Closed:
  - Engineer - Internal
  - Facilities Maintenance Technician - External

- Currently Open:
  - Procurement & Supply Specialist - External
- Future Upcoming:
  - Battalion Chief – Internal
  - Firefighter Academy - External
  - IT Specialist - External

### **Congratulations:**

- **New Hires:**
  - DJ Tarbill – Facilities Maintenance Technician
- **Promotions – Engineer:**
  - Sam Yankovich
  - Ryan Kreitner
  - Jimmy Labas
  - Anthony Rios
- **Eligibility List – Engineer:**
  - Albert Ortiz

### **Current HR Trends:**

Performance reviews are a hot-button topic – and not just at GRFD. A recent article in the SHRM (Society of Human Resources Managers) magazine (March, 2023) is titled “The Performance Review Problem.” That doesn’t sound good...

Reviews are not the problem. Every employee wants to know how they are doing. Many take those opportunities to discuss career path options. One of the biggest challenges we face with an annual performance review is just that – it’s done annually. A lot can happen in that intervening year and memorializing that information one time per year is expecting too much. Often, reviews will focus on the past two – three months, and much of the hard work, or in some cases not-so-hard work, they put in before that is not captured.

A webinar produced and distributed by the IAFC, “Conducting Relevant Employee Performance Reviews” advocated less formal but considerably more frequent “tailboard talks” where a Captain has an individual discussion with their crewmember, followed by documentation sent by email of the conversation so everyone has points to refer to during the next conversation. This method also allows those documented conversations to serve as disciplinary precursors if necessary improvement has been noted, but not taken to heart. It also creates a less stressful situation for both the supervisor and the employee while opening the lines of communication.

The Performance Evaluation committee is going to be considering and discussing these types of alternatives. The Paycom system, used by HR and Finance, will support the “tailboard talks” method. Paycom will allow all supervisors and team members to utilize the evaluation system on a more frequent basis than annually and provide a place for documentation from both parties that can be accessed as needed, or desired.

This is just a single option for revamping the performance evaluation process. We anticipate having great conversations with the Performance Evaluation committee as we strive to create a better process for everyone!

### **HR Team Projects:**

- HR is partnering with Professional Development and the Recruitment Team to prepare for the next Firefighter Academy. We have been brainstorming and planning innovative ways to reach a more diverse candidate pool.
- HR is working with Board Services on two PSPRS medical retirement requests.
- HR attended required annual ASRS Employers Training Webinar.
- HR is working closely with Health & Safety and Operations to track our people out, or on light duty, due to personal or work-related illness/injury.
  - At this time we have 7 people on that list.
- HR has also been working closely with Health and Safety to:
  - Prepare for Administrative personnel to receive annual physicals from 1582, the same organization Suppression personnel use.
  - Finalize the process for Retirees to participate in annual physicals, at their own expense, from 1582. This process will look much like that for Administrative personnel.
  - Finalize an exposure protocol through Tucson ER & Hospital to protect our employees as they care for patients.
  - Provide flu shots to interested employees.
- Freddy has been assigned to bring back the Familiar Faces page on the intranet. HR is working with IT to re-design the layout for ease of maintenance. This is a page on our intranet that houses all employee photos and names, it helps for identifying your co-workers in such a growth-positive environment.
- Paycom Set-up, next items:
  - Updating Organizational Chart after all the current movement
  - Updating COBRA system to make process more accessible to those participating in COBRA benefits
  - Moving forms into Paycom
    - Supervisor Report of Injury (Worker’s Comp), disciplinary documents, conflict of employment form, etc.
  - Assessing changes to the current performance evaluation process and implementing the new process in Paycom

- Performance Evaluation committee:
  - Thank you to the following participants: Alicia Roberson (Finance), Jesus Limas (IT), Charlie Raney (Fleet), Nick Boone (Cpt), James Glover (PM/Union)
  - First meeting to be scheduled by EOY
  - Evaluating performance evaluation options
  - Assessing what electronic performance evaluations will look like in Paycom
- Policy reviews and updates – *please see policy section of board packet*

### Employee Recognition

*Congratulations on your Golder anniversary!*

*Thank you for being such amazing team members!*



#### GRFD Employee Years of Service Recognition - Nov

Employee Name	Hire Date	Years of Service
MUIRHEAD, JAMES MICHAEL	11/05/1992	31
SMITH, ANDY	11/11/1993	30
DICOCHA, EDWARD MARTINEZ	11/18/2002	21
BOONE, NICKOLAS	11/19/2008	15
BRAVO, JUAN GABRIEL	11/19/2008	15
CHILDRESS, CHRISTOPHER DANIEL	11/19/2008	15
CESAREK, GRANT DEREK	11/30/2015	8
NEASHAM, SHELLEY ANN	11/14/2022	1

---

## IT Applications Group Activities/Projects

---

The GRFD IT Applications group has been working on the following projects:

- The application group has been focused on dealing with ongoing tickets, doing regular maintenance, and dealing with documentation on new issues.
- Update on the recent phishing campaign conducted by our IT department as part of our ongoing efforts to fortify employee resilience against cyber threats. The objective of this initiative is to enhance our organization’s security posture and empower our workforce with robust cybersecurity awareness.

Campaign Overview:

- The phishing campaign comprised carefully crafted simulated phishing emails, mirroring real-world scenarios. These simulations aimed to assess the vigilance and

preparedness of our employees in identifying and mitigating potential security risks. The scenarios ranged from classic phishing attempts to more sophisticated tactics commonly employed by threat actors.

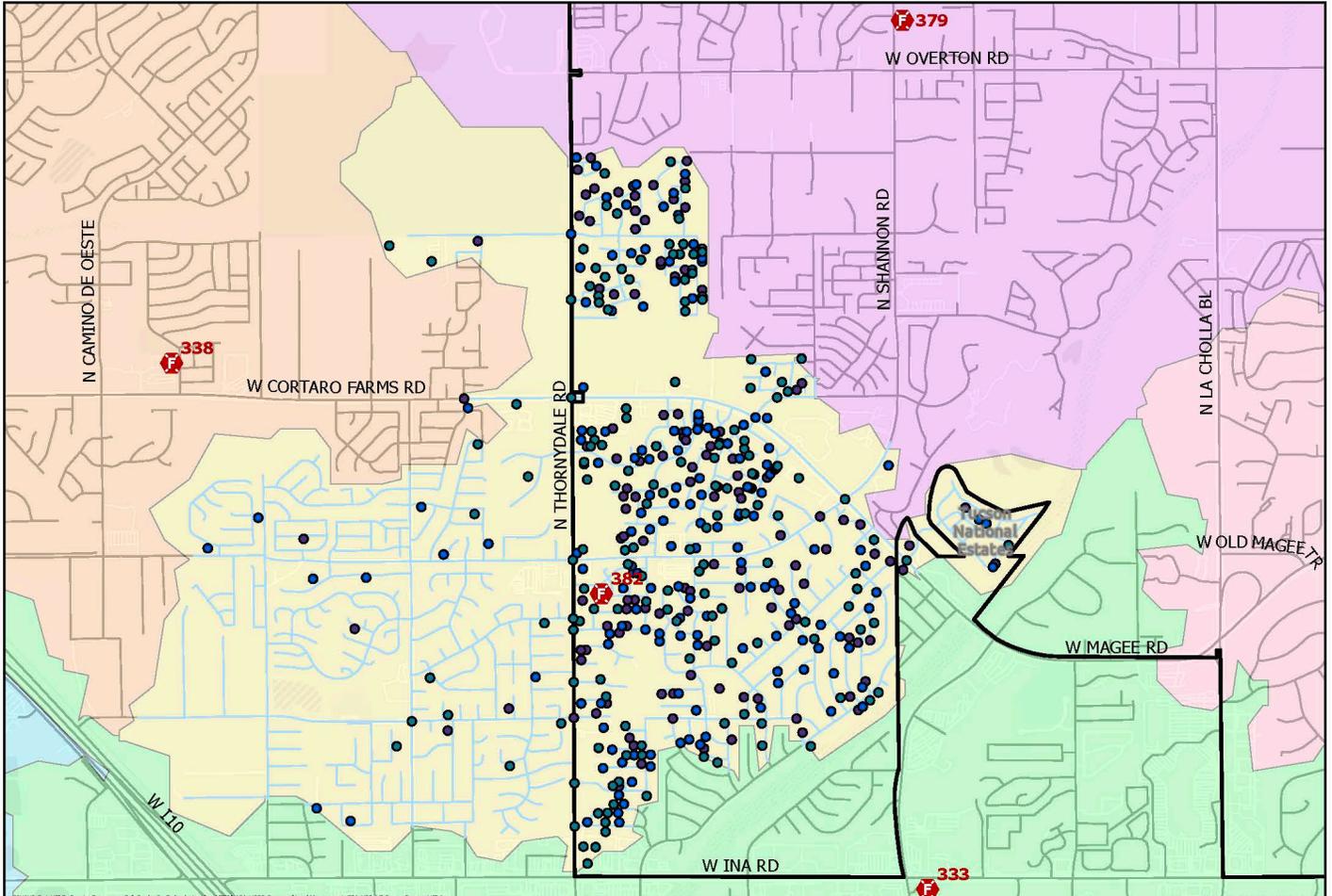
- In conclusion, our phishing campaign has proven instrumental in elevating the overall cybersecurity posture of our organization. By combining simulated threats with targeted training, we are equipping our employees with the skills needed to thwart potential cyber-attacks. The commitment to ongoing cybersecurity education remains paramount in the face of evolving threats.

---

## IT GIS Activities/Projects

---

- Continual collaboration with Tucson Fire, Public Safety, and Northwest Fire GIS folks to streamline the process of pulling data from dispatch and automating this process
  - Review the latest data pull from Computer Automated Dispatch (CAD)
  - Ongoing project
- Update the online public interactive map on our website
  - Link:  
<https://grfdaz.maps.arcgis.com/apps/webappviewer/index.html?id=1317798a5115403aa11e770ba28c18df>
- Billing Supervisor Shelby Massie requested for number of engines and ambulances for the range of 7/1/22 – 6/30/23 for Avra Valley and Rincon Valley
- Update the district map for public requests for Freddy
  - Map attached
- Census data on urban/rural/suburban / wilderness rules, including meeting with census statistician and geographer for Chief Brandhuber
- Station 382 analysis for Chief Pearce
  - Map attached
- Swift Water Rescue Project collaboration
  - Continue working with GIS folks from NWFD, TFD Pima County Regional Flood Control District (RFCD), and Information Technology (IT) departments
  - Ongoing project
- Omni Tucson Nation Golf Course's best access map request from Capt. Brandon Daily
  - Map attached
- IT Application Specialist Artan Bela requested all zip codes within GRFD services
- Assist Carol with Christmas breakfast planning
- Continued educational improvement through online training in spatial analysis
- Pima County GIS Fair
  - Participate on the fair committee to assist with the county's annual GIS Fair on November 17, 2023



©2019 Esri, HERE, Garmin, Earthstar, GeoTechnology, Mapbox, NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA

©2019 ArcGIS, Esri, HERE, Garmin, Earthstar, GeoTechnology, Mapbox, NASA, USGS, Bureau of Land Management, EPA, NPS, US Census Bureau, USDA



**Golder Ranch Fire District  
Station 382  
Incidents by Date Range**

- Dec 1, 2022 - April 30, 2023
- May 1 - Oct 2, 2023
- May 1 - Oct 1, 2022

GRFD Boundary

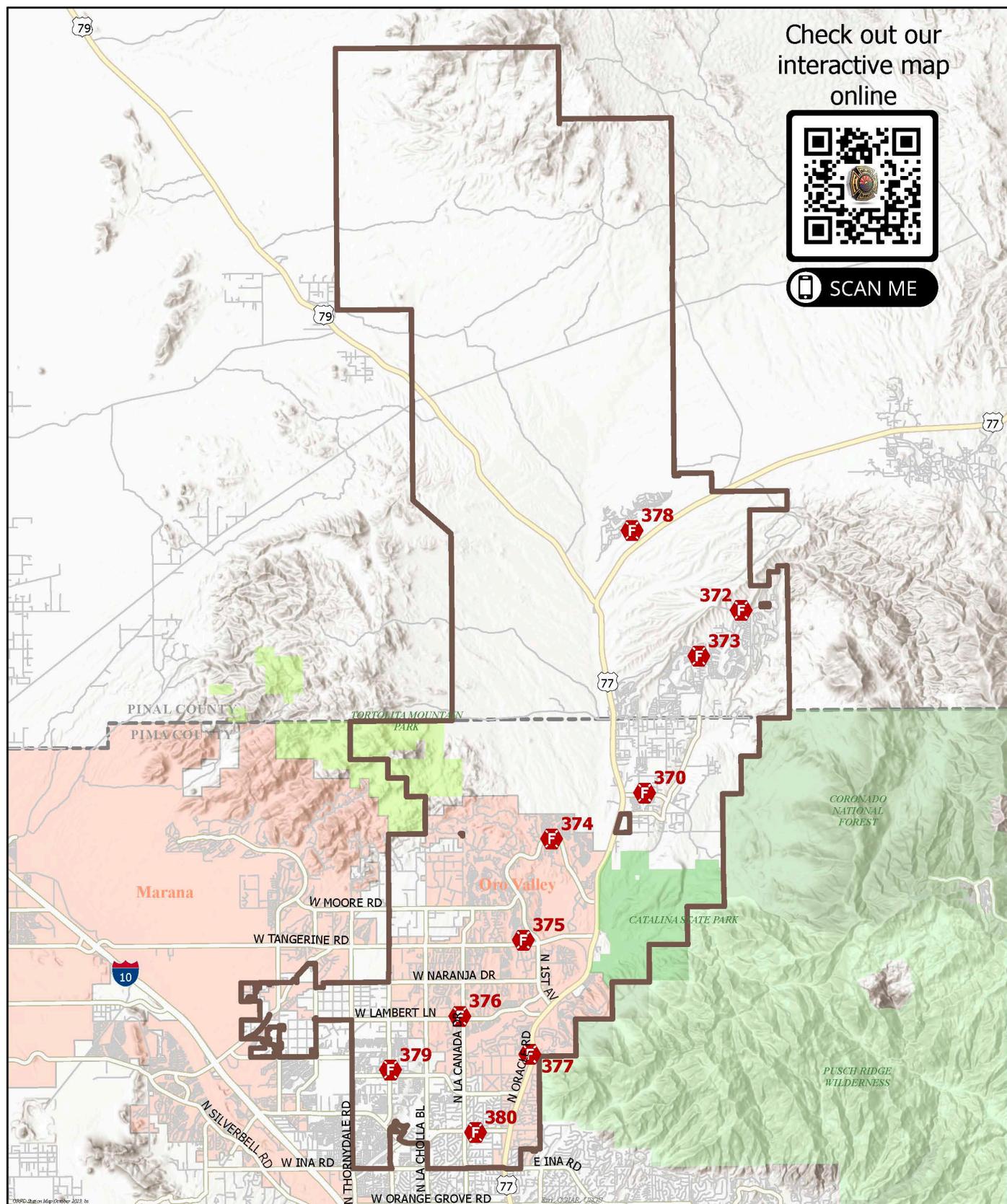


Golder Ranch Fire District (GRFD) is not responsible for the accuracy, reliability, or completeness of the data displayed on this map. The data is provided for informational purposes only and should not be used for any other purpose. The data is provided as a service to the community and is not intended to be used for any other purpose. The data is provided as a service to the community and is not intended to be used for any other purpose. The data is provided as a service to the community and is not intended to be used for any other purpose.

Check out our interactive map online



SCAN ME



# Golder Ranch Fire District

-  District Boundary
-  County Boundary

 Fire Station

0 1 2 Miles




Golder Ranch Fire District (GRFD) gives no warranty, expressed or implied, as to the accuracy, reliability, or completeness of the data displayed within this product. All data is approximate and should not be used for authoritative or legal location purposes. Users should independently research, investigate, and verify all information to determine if the quality is appropriate for their intended purpose. If legally defensible boundaries or locations are required, they should be established by an appropriate state-registered professional.

Per A.R.S. 37-178: A public agency that shares geospatial data of which it is the custodian is not liable for errors, inaccuracies or omissions and shall be held harmless from and against all damage, loss or liability arising from any use of geospatial data that is shared.



## Systems Group Activities/Projects

---

The GRFD IT Systems group has been working on the following projects:

- The System group has been focused on setting up hardware and software for users related to the new organizational move.
- We have been working on ensuring the UPS (Uninterruptible Power Supplies) that supply power to our station alerting systems are in good condition. These ensure that these alerting systems are kept running despite power fluctuations. The work we've been performing on these UPSes includes making sure that their batteries are replaced before the end of their lifespans, as well as improving the monitoring and management capabilities to ensure that our station alerting systems remain functional and continue serving their role in keeping the community safe.
- We have also been working on documenting our communication rooms in each of the stations to ensure that we are up to date on the layout and organization of our systems. This ensures we can troubleshoot systems even when we are not able to be onsite to provide faster resolutions to outages.
- We recently received and prepared our new Panasonic Toughbook (MDC). The units have been asset-tagged and imported to our inventory management software (OPIQ). They are configured with all necessary operations and security software.
- We have also completed the report for iPhone upgrade eligibility. We will begin ordering new iPhones and reaching out to users to transfer any requested Apps and data from an old/source iPhone (Apple ID/iCloud data transfer).
- We have just completed the installation of all new network equipment at the new Hanley building. The new switches and router will support all new data, wireless, and lock systems in the building. Along with the network hardware, all new Wi-Fi configurations and testing have been completed.

---

## Thank You Correspondence

---

- A thank you poster was received from Painted Sky Pre-School for the following personnel of Station 374: Captain William Howe, Engineer Shan Pettit, Paramedic David Deadman, Paramedic Ryon Peoples and Probationary Firefighter Manuel Garcia
- Thank you correspondence was received through the district website for the following personnel: Captain Nate Mitchell, Engineer Ignacio Gamez, Paramedic Camden Garcia, Probationary Firefighter Casaundra Ortiz, Firefighter Jacob Dybis and Probationary Firefighter Enrique Ruiz

- Thank you cards were received from children who did a station tour at Station 380 for the following personnel: Paramedic Jake Bishop, Firefighter Logan Bradshaw, Captain Tobin Johnson, Engineer Thomas Mathews, Paramedic Patrick Roemer, Firefighter Keith Lushbaugh, Captain Dean Stevens, Paramedic Tyler Drury, Probationary Firefighter Erin Rogers and Probationary Firefighter Ayon Cody
- A thank you card was received from a resident



Golden Ranch:  
High Five  
for Keeping us  
Alive!

Thank You!

Little Thunderbirds  
Imagine Preschool  
Painted Sky Elementary School

EWIE

Robert

Kellys

Ervin

Addie

Lily

Eloise

Cameron

Lilly Ann

Mason

Meach

Annal.

**From:** [Camarillo, Lydia](#)  
**To:** [Rodriguez, Freddy](#); [Ortiz, Shannon](#)  
**Subject:** Fwd: Thank you for saving my life  
**Date:** Tuesday, October 31, 2023 4:40:39 PM

---

Hello!

We received a thank you message through the PIO email.

Thank you,

Lydia

Sent from my iPhone

Begin forwarded message:

**From:** noreply <noreply@grfdaz.gov>  
**Date:** October 31, 2023 at 1:12:12 PM MST  
**To:** PIO <PIO@grfdaz.gov>  
**Subject:** Thank you for saving my life  
**Reply-To:** [REDACTED]



**Name**

[REDACTED]

---

**Phone**

[REDACTED]

---

**E-mail**

[REDACTED]

---

**Message Subject**

Thank you for saving my life

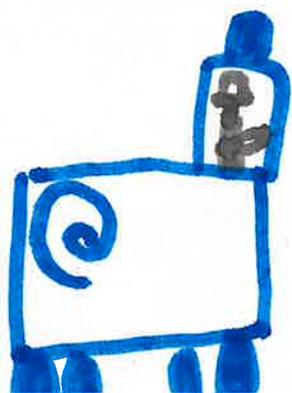
---

**Message**



You rushed me to OV Hospital. I spent five weeks  
recouping from this ailment. Thank you for saving me.

Sent from [Golder Ranch Fire District](#)



THA AVPOU

TQBIN  
CARTAIN  
JAKELOAN

LIBERTY

FROM

FIRE





B  
Y  
A  
I  
E



L  
L  
A



Golden Ranch Fire Dept. ,

Thank you for coming  
to my rescue on  
[REDACTED]

I appreciate your kindness  
to the aftermath of something  
as important as a mountain  
board. I realized that I

did not have my helmet  
on at that time. I will  
most likely never go down  
that hill again through a  
mountain board.

I appreciate your kindness  
and benefit of a way to  
get observed better.

With appreciation,  
[REDACTED]

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

DATE: October 17, 2023

SUBJECT: COMMUNITY RISK REDUCTION ASSISTANT CHIEF'S REPORT

ITEM #: 7B

REQUIRED ACTION:       Discussion Only     Formal Motion             Resolution

RECOMMENDED ACTION:     Approve                     Conditional Approval     Deny

SUPPORTED BY:             Staff                         Fire Chief                     Legal Review

**BACKGROUND**

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

- Fire and Life Safety
- Community Services

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.



# ASSISTANT CHIEF'S REPORT

Community Risk Reduction – Eric Perry

*October 2023*

---

## Assistant Chief's Activities

---

Meetings and Events participated in:

- Attended weekly District Executive Leadership Team meetings.
- Attended weekly alignment meetings with the Fire Chief and assistant chiefs (AC)s.
- Attended monthly Town of Oro Valley (TOV) Unsheltered updates meeting with Fire Marshal (FM) Akins.
- Attended monthly TOV Executive Leadership Team meeting in place of Chief Brandhuber.
- Attended the first two biweekly strategy sessions with Deputy Chief (DC) Hilderbrand and FM Akins to develop mission and vision for Community Risk Reduction (CRR) division.
- Attended Oro Valley State of the Town event.

Projects:

- Continued work on accreditation site visit scheduling and travel arrangements.
- Developing a work process documentation working group to formally document important processes district wide.
- Researching the development of a therapy dog program for the district.
- Developing a website working group to make appropriate changes to the district website to ensure compliance with applicable laws as well as to streamline for district residents.

---

## Community Risk Reduction

---

Deputy Chief Hilderbrand completed the National Fire Academy class, "Introduction to Strategic Community Risk Assessment." Other meetings and events participated in:

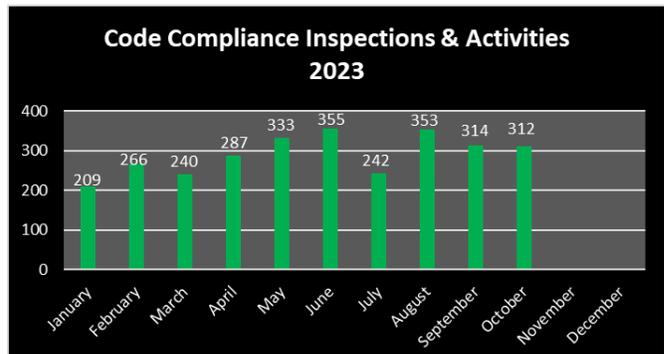
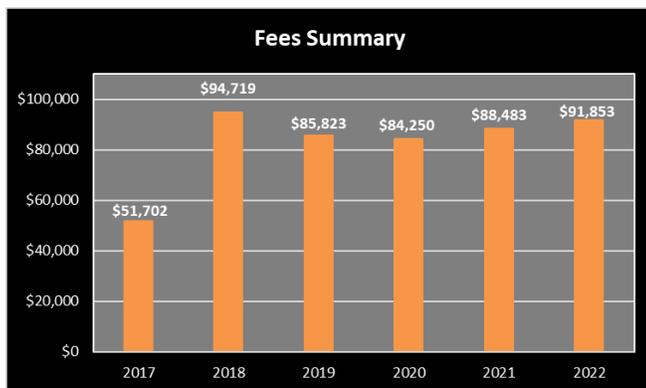
- Working to develop the Community Risk Reduction truck concept.
- Working to move CPR program under CRR division with goal to expand and offer off-site.
- Working with multiple internal partners with recruitment team and upcoming academy recruitment.

Community Education Supervisor Dan Habinek was very active last month. Meetings and events participated in:

- Attended several festivals: Oro Valley Police Department National Night Out, Resurrection Lutheran Church Fall Festival, Harvest Festival and Chili Cook Off, and Rancho Vistoso Fall Festival.
- Organized and participated in several Mini Musters at local elementaries: Mesa Verde Elementary, Butterfield Elementary, Innovation Academy, and Copper Creek Elementary.

- Provided Safety Fair and Fire Safety presentations in SaddleBrooke and a Fire Safety presentation at Legacy Traditional School.
- Presented at Ironwood Ridge High School during Career Day to talk about the fire service.
- Organized and attended a surprise fire engine drive-by for World War 2 veteran's 98th birthday: <https://www.kgun9.com/news/local-news/world-war-ii-veteran-surprised-with-drive-by-parade-on-98th-birthday-in-oro-valley>





Top 3 Inspections	Quantity
Prevention/re-inspection	148
Residential	60
Commercial	32

## Commercial Projects Summary

New projects for this month = **Green**

ZONE 1 Stations 378, 372, 373, 370, 374	ZONE 2 Stations 374, 375, 376	ZONE 3 Stations 377	ZONE 4 Stations 379	ZONE 5 Stations 380
Painted Sky Fire Alarm 12620 N Woodburne	<b>Shell Building</b> <b>1826 E Innovation Park</b>	Basis Administration T.I. 10134 N Oracle	Circle K CO2 3712 W Cortaro Farms	Canyon Community Bank T.I. 7981 N Oracle
Splendido Remodel 13500 N Rancho Vistoso	Pima Eye Institute T.I. 1884 E Innovation Park	Flex Gymnastics T.I. 11085 N Oracle	Beautiful Savior Fire Alarm 7570 N Thornydale	Shell Building T.I. 7435 N Oracle
Desert Palms PT T.I. 12142 N Rancho Vistoso	ROCHE Building 3 T.I. 1910 E Innovation Park	GNC Live Well T.I. 10515 N Oracle Ste 145	AMG Medical Aesthetics T.I. 7356 N La Cholla	Sprouts T.I. 7665 N Oracle
The Motive Wellness 2530 E Vistoso Commerce	Oro Valley Hospital T.I. 1551 E Tangerine	Linda Vista Luxury Rentals 375 E Linda Vista	Arroyo Verdre Apartments 8020 N La Cholla	Saffron T.I. 7607 N Oracle
Golder Ranch Vineyard 64496 E Edwin	TOV Community Center T.I. 10555 N La Canada	Aspen Dental T.I. 10580 N Oracle Ste 100	Landlord Improvement 7350 N La Cholla	Design Center T.I. 8454 N Oracle
Thin Blue Line T.I. 1171 W Rancho Vistoso Ste 159	Highland Clubhouse T.I. 10702 N Highlands	TOV Pusch Ridge Golf T.I. 10000 N Oracle	Taco Giro T.I. 8320 N Thornydale Ste 110	Family Life Radio T.I. 7350 N Oracle
Healthy Skin T.I. 2295 E Vistoso Commerce	Goodwill T.I. 10560 N La Canada	Shell Building 10556 N Oracle	Fry's T.I. 3770 W Ina	Casa Linda Apartments T.I. 699 W Magee
Vantage West T.I. 15250 N Oracle Ste 150	The X Noodle T.I. 11931 N First Ste 102	Surf Thru Car Wash 11595 N Oracle	Villa Cielo Cortaro Apartments 8255 N Shannon	TMC One T.I. 7510 N Oracle Ste 100
Oro Valley Coffee Roasters T.I. 15631 N Oracle	Tangerine Dental T.I. 1880 E Tangerine Ste 190	3 Degree Saunna Spa T.I. 1930 E Tangerine Ste 100	Villa Cielo Cortaro Apartments 8255 N Shannon	Discount Tire T.I. 8125 N Oracle
	Oro Valley Massage T.I. 10420 N La Canada Ste 150	La Posada 10930 N First	<b>Kick Rocks T.I.</b> <b>8330 N Thornydale</b>	Arizona Mohs Surgery T.I. 7530 N Oracle
<b>Who Received Project Final Inspection</b>	Oro Valley Assisted Living 12380 N Vistoso Park	Hilton Epazote T.I. 10000 N Oracle		Dr. Roberts Dentistry T.I. 7921 N Oracle
Body Fit Training T.I. 11015 N Oracle Ste 110/111	<b>Pet Supplies Plus T.I.</b> <b>10540 N La Canada</b>	II Sons For Men T.I. 10556 N Oracle	*Inspector for this zone is also assigned to the La Posada project	Eegee's T.I. 7911 N Oracle
<b>Oro Valley Pediatric Dentistry</b> <b>8351 N Oracle</b>	<b>Oro Valley Court T.I.</b> <b>11000 N La Canada</b>	Red Lobster Fire Alarm 11695 N Oracle		NW Bible Church T.I. 889 W Chapala
Agave Title T.I. 8580 N Oracle		Shell Building 9645 N Oracle		Cabali Tiki T.I. 8195 N Oracle Ste 125
Sportsclips T.I. 2060 E Tangerine Ste 142		Brian's Bike Shop T.I. 11015 N Oracle Ste 141		Pusch Ridge Christian Academy 9500 N Oracle
Goodwill T.I. 2990 W Ina		Dollar Tree T.I. 11865 N Oracle		<b>State Farm T.I.</b> <b>200 E Magee Ste 130</b>
Global Recording Network 16131 N Vernon		<b>Shell Building</b> <b>375 W Linda Vista</b>		<b>Country Financial T.I.</b> <b>200 E Magee Ste 140</b>
Resurrection Lutheran T.I. 11575 N First				<b>GI Alliance T.I.</b> <b>7490 N Oracle</b>

### Fire Marshal Akins:

- Attended meeting with the developer and representatives for the Golder 19 subdivision near the northeast corner of Oracle Rd. and Golder Ranch Drive.
- Attended meeting with the architects and county plan reviewer for the Station 378 project.
- Attended the Oro Valley State of the Town.
- Attended re-occurring meetings to include TOV pre-construction/development review committee (DRC)/traffic, Joint Fire Investigations, Fire Chief Status, Executive Leadership, GRFD Fire Board, Southern Arizona Fire Marshals Association (SAFMA), Arizona Fire Marshals Association (AFMA), GRFD Shark Tank, TOV Traffic Safety, and Fire & Life Safety (FLS) staff.

Education/Committees/Training Activities:

- Inspectors Helvig, King, and Voetberg attended a Fire Inspector class in Mesa.
- Inspectors King and Voetberg attended a Fundamentals of Fire Investigation class in Huntsville, Alabama.
- Deputy Fire Marshal (DFM) White and Inspectors Filener, Ross, and Helvig attended the joint fire investigation meeting with Northwest Fire District (NWFD), Oro Valley Police Department (OVPD), Marana Police Department (MPD), Pima County Sheriff’s Department (PCSD), and the County Attorney’s Office.
- Inspector Filener presented a case study for a recent fire investigation at the joint fire investigation meeting.
- Permit Technician Devine attended Permit Technician class at Arizona Building Officials (AZBO) in Mesa.
- DFM White attended Special and Complex Occupancy Plan Review class at AZBO in Mesa.

GRFD Fire Investigations

Date	Type of Call	Property Use	Estimated Property Loss	Estimated Content Loss	Estimated Property Save	Estimated Content Save
01/06/23	House Fire	One-Two Family Dwelling	\$31,253	\$10,418	\$177,098	\$93,758
01/09/23	House Fire	One-Two Family Dwelling	\$25,648	\$2,565	\$487,310	\$253,914
01/13/23	Mobile Home	One-Two Family Dwelling	\$8,000	\$0	\$0	\$0
01/31/23	House Fire	One-Two Family Dwelling	\$166,257	\$97,828	\$220,490	\$95,546
02/03/23	Mobile Home	One-Two Family Dwelling	\$1,125	\$200	\$6,375	\$200
02/14/23	House Fire	One-Two Family Dwelling	\$0	\$2,000	\$264,324	\$130,162
03/21/23	Building Fire	Commercial - Business	\$337,637	\$180,877	\$144,701	\$60,292
04/06/23	Building Fire	One-Two Family Dwelling	\$3,465	\$1,733	\$343,083	\$171,541
04/19/23	House Fire	One-Two Family Dwelling	\$0	\$300	\$261,005	\$130,203
04/23/23	Vehicle Explosion	Travel Trailer	\$20,000	\$1,000	\$0	\$9,000
05/08/23	House Fire	One-Two Family Dwelling	\$28,258	\$14,129	\$254,322	\$127,161
05/25/23	House Fire	One-Two Family Dwelling	\$300	\$100	\$312,454	\$156,277
06/07/23	House Fire	One-Two Family Dwelling	18241	9121	\$164,173	\$82,086
06/14/23	House Fire	One-Two Family Dwelling	\$59,055	\$47,244	\$177,167	\$70,867
07/09/23	Brush Fire	One-Two Family Dwelling	\$0	\$0	\$397,542	\$0
07/26/23	House Fire	One-Two Family Dwelling	\$129,748	\$72,983	\$194,623	\$30,137
08/02/23	Building Fire	Commercial - A3	\$81,222	\$81,222	\$730,995	\$324,887
08/11/23	House Fire	One-Two Family Dwelling	\$7,236	\$1,809	\$354,550	\$179,084
09/02/23	Building Fire	One-Two Family Dwelling	\$15,211	\$12,684	\$10,157	\$0
09/19/23	Building Fire	One-Two Family Dwelling	\$21,016	\$4,203	\$399,308	\$205,959
09/21/23	Mobile Home	One-Two Family Dwelling	\$7,500	\$5,000	\$0	\$0
09/25/23	Building Fire	One-Two Family Dwelling	\$30,174	\$7,544	\$271,566	\$143,326
09/26/23	Vehicle Fire	Travel Trailer	\$8,000	\$12,000	\$0	\$0
10/07/23	House Fire	One-Two Family Dwelling	\$172,000	\$30,000	\$43,000	\$0
		TOTAL	\$1,171,346	\$594,960	\$5,214,243	\$2,264,400

- On October 7, 2023, a shed fire was reported in Golder Ranch Fire District.
  - The area of origin was in the RV trailer near the battery storage area.
  - The fire is classified as undetermined.
- On October 13, 2023, a trailer fire was reported in NWFD.
  - GRFD assisted with the origin and cause investigation.
- On October 18, 2023, an apartment fire was reported in NWFD.
  - GRFD assisted with the origin and cause investigation.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Grant Cesarek, Assistant Chief of Support Services

DATE: November 21, 2023

SUBJECT: SUPPORT SERVICES ASSISTANT CHIEF'S REPORT

ITEM #: 7C

REQUIRED ACTION:       Discussion Only     Formal Motion             Resolution

RECOMMENDED ACTION:     Approve                     Conditional Approval     Deny

SUPPORTED BY:             Staff                         Fire Chief                     Legal Review

**BACKGROUND**

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

- Assistant Chief's Activities
- Planning
- Logistics
- Facilities Maintenance
- Fleet
- Supply

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.



# ASSISTANT CHIEF'S REPORT

---

Grant Cesarek – Assistant Chief Support Services

October, 2023

---

- Attended executive staff meetings for the month, great teamwork and everyone coming together. These meetings include Deputy Chief Jarrold as well.
- Chief Jarrold, Chief Price and myself attended the fire chief status meeting and conducted a monthly meeting with our teammembers.
- We also attend the Rocking For Heros event.
- Attended the Town of Oro Valley state of the town luncheon, interacted with elected officials and many business owners from the region.
- Assisted our team with hiring a new facilities tech, we have a great addition with DJ Tarbil
- It was refreshing to attend a mini-muster to see our employees train and interact with 2<sup>nd</sup> graders, great job to everyone making those happen.
- Quarterly board meeting for the Foothills Business Park.
- Multiple conference calls regarding the station 378 project and meeting with Robson representatives.
- Continued work with new access security software for our door locks, the new system is a performance upgrade we needed.

## Headquarters Update

- The move in went very well, great to see each division helping each other out.
- Continued work finalizing purchases, construction punch list and fine tuning.
- The A/V team has done a fantastic job to finish their install and coordinating with our IT team.
- Signage and artwork was delivered and installed, it looks great.
- As expected, there are some items still in progress, such as breakroom seating.

## Station 378 Update

- Our team, including the FM Akins worked with the plan reviewer to meet their expectations on initial comments.
- Building plans are ready for a final submittal to Pinal County. Submittal to occur when the civil plans are approved. This coordination is intended to reduce any contradictions.
- We are working with Robson Ranch Communities on communication of the project status.
- Weekly construction meetings have started to keep us on track with the schedule and moving forward to clearing land.
- We do not expect permits to be released until the start of December if all submittals are approved.

---

## Adam Jarrold- Deputy Chief

---

- Attended several weekly Facilities meetings to find how I can best support the division
- Met with North and Kolt to find how I can best support Health & Safety
- Attended Leadership Team meeting
- Assisted with several District Mini Musters
- Attended two-day Struggle Well course. Great experience!
- Attended October Board meeting for my Deputy Chief pinning
- Assisted with oral boards for Facilities Maintenance Tech position
- Attended meeting with Health & Safety, HR, and Tucson ER representative about changes to our Infectious Disease exposure protocols
- Facilitated annual PCWIN radio maintenance for all District radios. Thanks to the flexibility of the field crews, we were able to complete this process in 3 days. This has taken up to two weeks in the past.
- 2023 AFG Radio Grant: Continue to receive and coordinate radio equipment as the lead agency for the grant with TFD NWFD, GVFD, CTFD, RVFD, HPFD, MLFD as regional partners.

---

## Michael Price - Division Chief of Logistics/Fleet, Equipment & Facilities

---

- Assisted with hiring interviews for new facilities tech.
- Attended a course at the manufacturing plant for our turnout gear. Great information about construction, materials used, and maintenance. Information passed along to health and safety.
- Coordinated electrical work for the install of dashboard screens at all facilities.
- Service Desk used for repair or service requests: July
  - Fleet: 52 requests
  - Facilities: 47 requests
  - Supply: 10 requests

---

## Facilities

---

Summary of items addressed at District facilities:

- Station 370: repaired fire alarm system, repaired exhaust fan, repaired water heater
- Station 372: repaired exhaust fan, installed new TV
- Station 375: replaced E-Stop, repaired leak in ceiling of kitchen
- Station 377: turnout storage project complete
- Station 379: annual backflow inspection completed. Major landscape clean-up completed
- Station 380: new thermostat for HVAC system installed
- Fleet: repaired overhead door, repaired make-up air unit
- Chairs purchased for Headquarters Boardroom dais

Daily repairs, scheduled preventative maintenance, regular maintenance & construction projects are on going

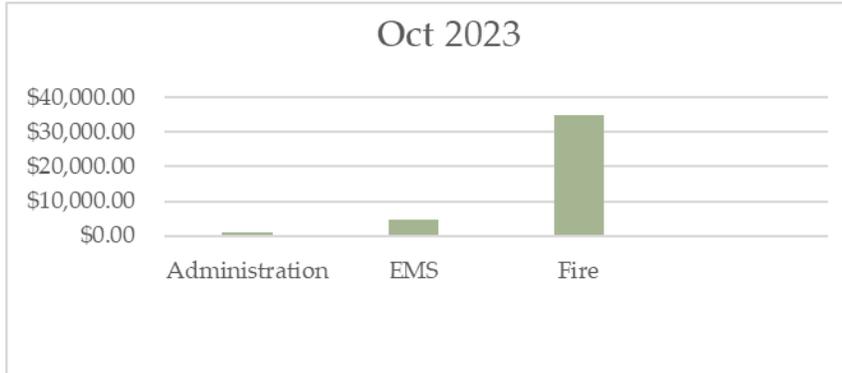
---

## Fleet

---

### Monthly vehicle parts Costs

- Administration - \$1,076.87
- EMS – \$4,742.75
- Fire – \$34,838.54



---

## Procurement Specialist

---

- Andy enjoyed much needed R&R as he traveled to visit family for the first two weeks of October
- Continued to assist Health and Safety with tracking of turnout gear in OpIQ
- Worked with Jarrold to create a radio frequency class to be taught to the field crews
- Fielded requests for fire supplies from field crews and delivered to the stations
- Purchased and delivered needed janitorial supplies and equipment to Headquarters

---

## Health and Safety

---

- The majority of Captain North's time this month has been dedicated to attending a Battalion Chief Preparatory course in Phoenix
- Health and Safety personnel, several Peer Support Team members and several other employees from both Operations and Administration attended the District sponsored Struggle Well course October 10<sup>th</sup> and 11<sup>th</sup>. This was a great course that teaches participants strategies to overcome PTSD.
- Safety Committee meeting was held on October 12<sup>th</sup>. The committee, which is comprised of employees from all divisions, continues to evaluate and implements practices to keep our personnel safe.
- Firefighter Kolt continued to spend a great deal of time this month inventorying and organizing the firefighter turnout gear in the district. This is to ensure that all firefighters are currently assigned gear that is less than five years old, we have an adequate supply of loaner gear on the Air/Power truck to give to the firefighters after their primary gear is exposed to products of combustion so that the primary gear can be cleaned effectively. We also have an

adequate supply of older gear for recruits to use in the upcoming academy as well as new gear to issue to the new firefighters after academy graduation. There continues to be long lead times nationally purchasing new turnout gear, but our Health and Safety and Procurement personnel continue to be forward thinking to keep our firefighters safe and properly equipped.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

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

DATE: November 21, 2023

SUBJECT: EMS & FIRE RESPONSE ASSISTANT CHIEF'S REPORT

ITEM #: 7D

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve             Conditional Approval     Deny

SUPPORTED BY:             Staff                 Fire Chief             Legal Review

**BACKGROUND**

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

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

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.



# ASSISTANT CHIEF'S REPORT

EMS/Fire Response – Chris Grissom

October 2023



Engineer Promotional Process

## EMS

### EMS Training

- October's Skills Lab Curriculum was completed.
  - This was coordinated with Professional Development to bring in two crews in the mornings and two in the afternoon to complete EMS and Fire training.
  - Everything went well, and a big thank you to the shift EC's, BC's and Administrative Paramedic Morales-German for making this happen.
  - The focus for the Skills Lab was adult/pediatric respiratory emergencies and hands on training with the new Zoll X-Series Advanced EKG monitor.
- University Arizona EMS (UAEMS) training is issued monthly via Vector Solutions.
  - October's topics were Pediatric Respiratory Illness, Pediatric Abuse and Neglect, Immunologic Emergencies.

### Other Items of Interest

- Our new Zoll X-Series Advanced Monitors were delivered on October 18<sup>th</sup> and have been assembled and distributed to the crews.



## EMS Team

- Monitoring emergency department (ED) wait times closely, we continue to have tight communication and working with hospital liaisons to find efficient ways of maintaining quick patient transfers.
- Continued collaboration with all hospital partners and EMS agencies.
- Continued monthly meetings with the EMS Team to continuously improve communication across all three shifts with EC talking points.
- The Administrative EMS Captain (EC), Operations ECs, continue to meet with GRFD's Medical Director and Deputy Director from Banner University Medical Group (B-UMG), focusing primarily on policies and processes.
- EMS Captains continue to monitor the Narcotics process.
  - October's monthly narcotics audit, which matches medication administration, replacement, and inventory levels, went very well with no issues.
  - The program is working as intended.
  - Received kudos from Medical Direction, stating our processes are top notch.
- ECs continue to collaborate in tight communication with area EDs for smooth and quick offload times.

Monthly EMS Stats

Month of October Details

Transports +/- From Last Month

Interfacility +/- From Last Month

MD372	0	0	0	0
MD376	0	0	0	0
MD379	0	0	0	0
PM370	64	6	0	-2
PM371	0	0	0	0
PM372	0	0	0	0
PM373	89	5	0	-4
PM374	0	0	0	0
PM375	85	-28	2	-1
PM376	95	5	0	-5
PM377	95	-9	2	1
PM379	0	0	0	0
PM380	116	-14	0	0
PM381	27	6	0	0

Transports +/- for the Month

Interfacility +/- for the Month

Total Transports for the Month to Date: 571  
 +/- From Last Month -29  
 Total Responses 587  
 Transport % 97%

Total Inter-facility for the Month to Date: 4  
 +/- From Last Month -9

Fiscal Year Details for 2022-23

Transports

Interfacility

Fiscal Year to Date: 2,299  
 Last Fiscal Year to Date: 2,256  
 +/- From Last Month 43  
 Total Responses 2,340  
 Transport % 98%

Transports Fiscal Year to Date: 11  
 Last Year to Today Last Year: 32  
 +/- From Last Month -21



Training Drill

### Courses/Training

- 2023 Fall I CRD
  - Took place throughout the month of October in conjunction with the EMS CE.
  - Topic covered was Firefighter Survival.

### 2022-02 Probationary Year

- Module IV books have been assigned and will be due November 6, 2023.
- Module III and IV practical testing will be November 13<sup>th</sup>, 14<sup>th</sup>, and 15<sup>th</sup>.

### 23-01 Probationary Year

- Module IV books have been assigned and will be due February 12, 2024.
- Module III and IV practical testing will be February 20<sup>th</sup>, 21<sup>st</sup>, and 22<sup>nd</sup>.

### Promotional Processes

- Captain Promotional Process
  - Chief's interviews took place October 2-3, 2023.
  - Congratulations to the 7 individuals that successfully completed the promotional process and were promoted on October 16, 2023.
- Engineer Promotional Process announced.
  - Written exam took place on October 19, 2023.
  - Oral boards took place October 23-27, 2023.
  - 40-hour Engineer promotional process started October 30, 2023.

## Car Seat Program

- No car seat installs were done in the month of October.

---

## Wildland

---

### Current Assignment

- 11/06/23 – Present – GRFD Wildland Team members Waldorf, Kroger, Strieter and Petersen are assigned to the Silver Fire near Superior, AZ on GRFD 2239 (Type 6 Engine) helping with USFS coverage.

### Recent Assignments

- 10/13 – 10/29/23 – GRFD Wildland Team members Petersen, Strieter, Huber and Metz were assigned to California pre-positioning on GRFD 1634 (Type 3 Engine) and assisted with fuel thinning projects.

### Current Projects

- The Wildland Team continues to work with the State of Arizona on a fuels program to assist with a fire break between Catalina State Park, Catalina, and parts of Saddlebrooke.
- GRFD Wildland Team members “end of season” gathering is November 4, 2023, at the Catalina State Park campgrounds. Designed to bring everyone together for a job well done over the long season, present WL awards, relax and mingle with friends and family.
- The Arizona Wildfire and Incident Management Academy (AWIMA) will be held March 9-14, 2024. Fourteen participants including students and instructors have been registered.

---

## Honor Guard/Pipes and Drums

---

### Honor Guard

- Two expenditures – monthly total: \$2,458.06 to Marlow White and The UPS Store.
- District credit card and Honor Guard (HG) budget all squared up.
- Presented retired member Helmandollar with his appreciation plaque and HG t-shirts.
- 10/13/23 – Monthly HG meeting.
- 10/25/23 – Oro Valley State of the Town – Hoffman and Glover attended.
- 10/27/23 – Oro Valley National Night Out – Hoffman and Colby attended.

### Pipes & Drums

- Expenses:
  - AZ Fire Service Pipes and Drums workshop and lodging for two members – Scott Ellis (bagpipes) and Landon Holzhauser (drums).
- Rockin’ 4 Heroes event – Lundeberg, Wood, and Holzhauser attended.
- Oro Valley State of the Town – Ellis attended.

---

## Special Operations

---

### Training

- In October, some of our GRFD Special Operations members were able to participate in a Ropes Rescue Technician class, which was hosted by Northwest Fire District (NWFD). The Rope Rescue Operations class was a five-day intensive study into high-angle technical ropes rescue. The class, which consisted of many practical exercises, combined skills that will prepare our rescuers to operate in high-angle environments through practical exercise. Again, huge thanks goes out to Captain Tobin Johnson and Paramedics Kyle Campbell and Dominic Rhodes for helping out as assistant instructors for both courses.

### Calls

- In October, our GRFD Special Operations Team had a busy month with multiple hiker rescues.
  - In early October, station 377 crews responded to an injured hiker on the Linda Vista Trail. Because of the terrain and location of the incident, the PCSO rescue helicopter was requested for patient short haul. The patient was flown from the incident location to the ambulance staging area, where they were then transported to Banner University Medical Center (UMC).
  - During the middle of October, station 377 crews responded to the 50-year trail for a cyclist accident, in which the patient was successfully flown out by a Department of Public Safety (DPS) Ranger and transported to Banner UMC.

# Monthly Type Count Report

## Golder Ranch Fire District Call Load Breakdown

October 2023

CALL TYPE	370	372	373	374	375	376	377	378	379	380	TOTAL
Aircraft											0
Brush / Vegetation	2		1			1		1			5
Building						1					1
Electrical / Motor											0
Fires - All Other	2				2	1					5
Gas Leak											0
Hazmat											0
Trash / Rubbish										1	1
Unauthorized Burning					1						1
Vehicle	1						1			1	3
<b>Total Fire</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>16</b>
Animal Problem											0
Animal Rescue											0
Assist -Other	8	11	49	31	25	15	16	20	14	13	202
Battery Change	1	8	36	8	5	1	3	8			70
Bee Swarm	1				1					1	3
Defective Appliance											0
Invalid Assist	1	4	21	15	9	3	6	2	19		80
Snake	30	14	48	59	77	80	58	46	56	67	535
Lockout										2	2
Fire Now Out									1		1
<b>Total Service Calls</b>	<b>41</b>	<b>37</b>	<b>154</b>	<b>113</b>	<b>117</b>	<b>99</b>	<b>83</b>	<b>76</b>	<b>90</b>	<b>83</b>	<b>893</b>
Alarms (Fire, Smoke, CO)	6	2	8	5	7	3	19	3	5	13	71
Cancelled / Negative	6		7	5	5	5	11	3	9	11	62
Smoke / Odor Invest.	4	1		1	2				5	4	17
<b>Total Good Intent</b>	<b>16</b>	<b>3</b>	<b>15</b>	<b>11</b>	<b>14</b>	<b>8</b>	<b>30</b>	<b>6</b>	<b>19</b>	<b>28</b>	<b>150</b>
Motor Vehicle Accident	2		4		3	4	5	1	3	5	27
Rescue-high, trench, water	2						2				4
Interfacility Transport					2		2				4
All Other EMS Incidents	79	14	113	94	76	91	119	25	113	129	853
<b>Total EMS Type</b>	<b>83</b>	<b>14</b>	<b>117</b>	<b>94</b>	<b>81</b>	<b>95</b>	<b>128</b>	<b>26</b>	<b>116</b>	<b>134</b>	<b>888</b>
<b>TOTAL ALL</b>	<b>145</b>	<b>54</b>	<b>287</b>	<b>218</b>	<b>215</b>	<b>205</b>	<b>242</b>	<b>109</b>	<b>225</b>	<b>247</b>	<b>1947</b>
Percentage of Call Load	7%	3%	15%	11%	11%	11%	12%	6%	12%	13%	100%
Average Calls Per Day	4.68	1.74	9.26	7.03	6.94	6.61	7.81	3.52	7.26	7.97	62.81
<b>Patients Transported</b>				<b>571</b>							
<b>Last 12 Month Call Load</b>				<b>19893</b>							
<b>Last October Call Load</b>				<b>1809</b>							

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Dave Christian, Finance Director

DATE: November 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE AUDIT RESULTS PRESENTED BY BEACH FLEISCHMAN AND THE DRAFT ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR) FOR FISCAL YEAR ENDING JUNE 30, 2023

ITEM #: 8A

REQUIRED ACTION:       Discussion Only       Formal Motion       Resolution

RECOMMENDED ACTION:  Approve       Conditional Approval       Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

The auditors from Beach Fleischman have completed their audit of the Golder Ranch Fire District's accounting records for fiscal year ending June 30, 2023. This information has been utilized to create the Annual Comprehensive Financial Report (ACFR) for fiscal year ending June 30, 2023.

The auditors from Beach Fleischman will present the reports to the Governing Board via Zoom.

**RECOMMENDED MOTION**

Motion to approve the Beach Fleishman audit report and the draft ACFR for fiscal year 2023 as presented.



# GOLDER RANCH FIRE DISTRICT

★ ARIZONA ★

# Audit Results

For the period of July 1, 2022 to June 30, 2023

# Audit Results

---

- Unmodified opinion on the financial statements
- Single Audit
  - Unmodified opinion on the major program
- Required communications
- Summary of financial information
- Consideration of internal control
- Annual Comprehensive Financial Report

# Required Communications

- Accounting policies
- Estimates
- Disclosures are neutral, consistent and clear
- Sensitive disclosures
- No significant disagreements with management
- Compliance with ARS 48-805.02, subsection G
- Adjustments

# Adjusting Journal Entries

## Modified Accrual:

Description	Assets and Deferred Outflows	Liabilities and Deferred Inflows	Fund Balance	Revenues/ Other Financing Sources	Expenditures/ Other Financing Uses
Pre-audit Balances (cash basis)	\$ 33,333,000	\$ (724,000)	\$ (32,609,000)	\$ (48,295,000)	\$ 49,904,000
Adjusting Journal Entries:					
Prepared by Client	-	-	-	-	-
Prepared by Auditor	4,232,000	(1,923,000)	1,240,000	(2,809,000)	(740,000)
Reclassifying Journal Entries:					
Prepared by Auditor	-	-	-	-	-
Prepared by Auditor	-	-	-	-	-
Total Adjustments	4,232,000	(1,923,000)	1,240,000	(2,809,000)	(740,000)
Fund Balance Effect			(3,549,000)		
	4,232,000	(1,923,000)	(2,309,000)	(2,809,000)	(740,000)
Audited Balances	\$ 37,565,000	\$ (2,647,000)	\$ (34,918,000)	\$ (51,104,000)	\$ 49,164,000

## Adjustment to Full Accrual for financial statement presentation:

Prepared by Auditor	49,504,000	(72,112,000)	23,538,000	4,228,000	(5,158,000)
Total Adjustments	49,504,000	(72,112,000)	23,538,000	4,228,000	(5,158,000)
Net Position Effect			(930,000)		
Audited Government-wide Balances	\$ 87,069,000	\$ (74,759,000)	\$ (12,310,000)	\$ (46,876,000)	\$ 44,006,000

# Financial Highlights – Statement of Net Position

	2021	2022	2023
Current assets	\$ 15,184,000	\$ 16,936,000	\$ 20,358,000
Noncurrent assets	70,973,000	50,349,000	52,962,000
Deferred outflows	<u>15,123,000</u>	<u>35,975,000</u>	<u>13,749,000</u>
<b>Total assets and deferred outflows</b>	<b><u>\$ 101,280,000</u></b>	<b><u>\$ 103,260,000</u></b>	<b><u>\$ 87,069,000</u></b>
Current liabilities	\$ 6,376,000	\$ 7,075,000	\$ 8,341,000
Noncurrent liabilities	88,076,000	77,887,000	63,439,000
Deferred inflows	<u>1,402,000</u>	<u>8,859,000</u>	<u>2,979,000</u>
Net position:			
Unrestricted	(8,064,000)	(8,819,000)	(6,415,000)
Restricted	298,000	3,975,000	4,314,000
Net investment in capital assets	<u>13,192,000</u>	<u>14,283,000</u>	<u>14,411,000</u>
	5,426,000	9,439,000	12,310,000
<b>Total liabilities, deferred inflows and net position</b>	<b><u>\$ 101,280,000</u></b>	<b><u>\$ 103,260,000</u></b>	<b><u>\$ 87,069,000</u></b>

# Financial Highlights – Statement of Activities

	2021	2022	2023
Property tax revenue	\$ 32,572,000	\$ 34,970,000	\$37,055,000
Charges for services	5,437,000	5,709,000	5,597,000
Grants and contributions	215,000	36,000	2,401,000
Investment income (loss)	134,000	(292,000)	974,000
Other revenue	<u>333,000</u>	<u>648,000</u>	<u>849,000</u>
<b>Total revenues</b>	<b><u>38,691,000</u></b>	<b><u>41,071,000</u></b>	<b><u>46,876,000</u></b>
Operating expenses	34,134,000	33,765,000	39,799,000
Pension expense	5,790,000	3,292,000	4,207,000
<b>Total expenses</b>	<b><u>39,924,000</u></b>	<b><u>37,057,000</u></b>	<b><u>44,006,000</u></b>
<b>Increase (decrease) in net position</b>	<b><u>\$ (1,233,000)</u></b>	<b><u>\$ 4,014,000</u></b>	<b><u>\$2,870,000</u></b>

# Cash Flow Summary

	2021	2022	2023
Net cash provided by (used in):			
Operating activities	\$ 6,025,000	\$ 8,062,000	\$ 7,443,000
Capital purchases	(3,860,000)	(6,372,000)	(7,353,000)
Proceeds from sale of capital	-	364,000	72,000
PSPRS contribution	-	(24,931,000)	-
Debt payments (principal & int)	(2,230,000)	(3,944,000)	(4,452,000)
Debt issuance proceeds	45,759,000	3,000,000	3,874,000
Net increase in cash	45,694,000	(23,821,000)	(416,000)
Beginning cash	11,924,000	57,618,000	33,797,000
Ending cash	\$ 57,618,000	\$ 33,797,000	\$ 33,381,000

# Internal Controls

---

- Internal Controls – designed to safeguard assets and prevent or detect losses
- Segregation of Duties – a fundamental concept in internal controls, involves having multiple individuals involved in a process
- The size of the District limits segregation of duties
- Oversight role of the Governing Board is a key component of the District's internal controls in fulfilling the Board's fiduciary responsibility

# ACFR - Annual Comprehensive Financial Report

---

- Introductory Section
  - Letter of Transmittal
  - GFOA Certification
- Financial Section
  - Auditors' report
  - Management's Discussion & Analysis
  - Financial Statements
  - Required Supplementary Information
- Statistical Section
  - Financial Trends
  - Revenue Capacity
  - Debt Capacity
  - Demographic and Economic Info
  - Operating Info

November 21, 2023

Governing Board  
Golder Ranch Fire District  
3885 East Golder Ranch Drive  
Tucson, Arizona 85739

We have audited the financial statements of the governmental activities and each major fund of Golder Ranch Fire District for the year ended June 30, 2023, and expect to issue our report thereon dated November 21, 2023. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America, *Government Auditing Standards*, and Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated July 18, 2023. Professional standards also require that we communicate to you the following information related to our audit.

#### Significant Audit Matters

##### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Golder Ranch Fire District are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2023. We noted no transactions entered into by the Golder Ranch Fire District during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Management's estimate of the contractual allowance and bad debt calculation for ambulance receivables is based on prior experience and management's assessment of collectibility of specific accounts.

Management provides depreciation on equipment and other capital assets using the straight-line method over the estimated useful lives of the assets.

Management records pension/OPEB expense, deferred inflows/outflows, and net pension/OPEB liability (asset) based on the estimates prepared by third-party actuaries.

We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

#### *Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. The attached schedule 'Summary of Uncorrected Audit Adjustments' summarizes uncorrected misstatements of the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. The uncorrected misstatements or the matters underlying them could potentially cause future period financial statements to be materially misstated, even though, in our judgment, such uncorrected misstatements are immaterial to the financial statements under audit. The attached schedule 'Adjusting Journal Entries' summarizes the misstatements detected as a result of audit procedures and corrected by management.

#### *Disagreements with Management*

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

#### *Management Representations*

We have requested certain representations from management that are included in the management representation letter.

#### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to Golder Ranch Fire District's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

### *Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as Golder Ranch Fire District's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

### Other Matters

We applied certain limited procedures to management's discussion and analysis, budgetary comparison information, and the pension plan and other postemployment benefit plan information, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on combining individual fund statements and schedules, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the other information, consisting of the introductory section and statistical section, which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it. We have obtained the other information included in annual reports and read the information for consistency with the financial statements. We noted no material inconsistencies between the other information and the audited financial statements.

We included a paragraph in our report required by *Government Auditing Standards* on compliance with regulatory requirements in connection with the audited financial statements. Our report expressed negative assurance about the District's compliance with the provisions of the Arizona Revised Statutes section 48-805.02, subsection G based on the procedures done in our audit of the financial statement.

Restriction on Use

This information is intended solely for the information and use of the Governing Board and management of Golder Ranch Fire District and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

*BeachFleischman PLLC*

**SUMMARY OF UNCORRECTED AUDIT ADJUSTMENTS**  
**6/30/2023**

Description	Debit (Credit) in category				
	Assets and Deferred Outflows of Resources	Liabilities and Deferred Inflows of Resources	Net Position/Fund Balance	Revenue	Expenses/ Expenditures
Prior year turnaround effect	\$ -	\$ -	\$ 68,561	\$ (68,561)	\$ -
Current year:					
To record unrealized losses on County pooled investment accounts	(357,359)	-	-	357,359	-
To record grant revenue in the correct year.	-	-	(28,765)	28,765	-
To record projected additional accounts payable.	-	(44,931)	-	-	44,931
	-	-	-	-	-
Current year effect	<u>(357,359)</u>	<u>(44,931)</u>	<u>(28,765)</u>	<u>386,124</u>	<u>44,931</u>
Total adjustments	(357,359)	(44,931)	39,796	317,563	44,931
Income effect	-	-	362,494	-	-
Totals	<u>\$ (357,359)</u>	<u>\$ (44,931)</u>	<u>\$ 402,290</u>	<u>\$ 317,563</u>	<u>\$ 44,931</u>

There are no misstatements of disclosures, including qualitative and quantitative disclosures, that entered into our evaluation of whether uncorrected accumulated misstatements are material, individually or in the aggregate, in relation to specific accounts and disclosures and to the financial statements as a whole.

**Golder Ranch Fire District**

Year End: June 30, 2023

Adjusting Journal Entries

Date: 7/1/2022 To 6/30/2023

AJE-3

Filed by	Prepared by ACF 10/12/2023	Reviewed by LH 9/17/2023
Reviewed by	Reviewed by	

Number	Date	Name	Account No	Reference	Annotation	Debit	Credit	Recurrence	Misstatement
1	6/30/2023	Cash-JP Morgan	1030	J-1		41,236.34			
1	6/30/2023	Cash-JP Morgan	1030	J-1		63.66			
1	6/30/2023	Cash-JP Morgan	1030	J-1			41,300.00		
1	6/30/2023	Contingency Res	1036	J-1			396,373.41		
1	6/30/2023	Ambulance receivable	1150	J-1		1,252,532.25			
1	6/30/2023	Intergovernmental receivable	1160	J-1		150,792.00			
1	6/30/2023	Ambulance allowance	1199	J-1			688,893.00		
1	6/30/2023	Due from other funds	1200	J-1		320,358.66			
1	6/30/2023	Property tax receivable	1250	J-1		730,845.00			
1	6/30/2023	Property tax receivable	1250	J-1		36,199.00			
1	6/30/2023	W/H PSPRS	2005	J-1			164,006.00		
1	6/30/2023	W/H ASRS	2006	J-1			22,359.00		
1	6/30/2023	Claims payable	2090	J-1			365,787.00		
1	6/30/2023	Accounts Payabl	2100	J-1			20,000.00		
1	6/30/2023	Accounts Payabl	2100	J-1			110,631.00		
1	6/30/2023	Unavailable revenue - property taxes	2250	J-1			568,312.00		
1	6/30/2023	Unavailable revenue - property taxes	2250	J-1			25,448.00		
1	6/30/2023	Unavailable revenue - wildland	2252	J-1			65,646.00		
1	6/30/2023	Unavailable revenue - ambulance	2254	J-1			207,006.00		
1	6/30/2023	Accrued wages and benefits	2300	J-1			1,069,911.00		
1	6/30/2023	Due to / Due Fr	2400	J-1			200.00		
1	6/30/2023	Due to / Due Fr	2400	J-1			63.66		
1	6/30/2023	Due to / Due Fr	2400	J-1			320,295.00		
1	6/30/2023	Accrued interest payable	2450	J-1			11,471.00		
1	6/30/2023	Fund Balance	3000	J-1		1,053,768.18			
1	6/30/2023	Fund Balance	3000	J-1			10,751.00		
1	6/30/2023	Fund Balance	3000	J-1		472,226.00			
1	6/30/2023	Life Insurance	5115	J-1		31,883.00			
1	6/30/2023	Misc. Expense	8018	J-1			1,451.02		
		Entry to roll modified accrual fund balance. /acf						Recurring	
2	6/30/2023	Land	1900	J-1		274,984.10			
2	6/30/2023	Fund Balance	3000	J-1			274,984.10		
		To remove new land account that should be offset against net assets. /lh							
3	6/30/2023	Prin COP Bonds	9008	I-1			276,156.60		
3	6/30/2023	Int COP Bonds	9908	I-1		276,156.60			
		To reclassify COP payment between principal and interest. /lh							
4	6/30/2023	Contingency Res	1036	A-7		239,290.64			
4	6/30/2023	Unrealized Gains or Losses	4101	A-7			239,290.64		
		To record unrealized losses on investment							
5	6/30/2023	Intergovernmental receivable - grants	1180	X-2		2,311,370.00			
5	6/30/2023	Grant Revenue	4400	X-2			2,311,370.00		
		To record grant revenue and receivable from the State. /lh							
6	6/30/2023	Accrued wages and benefits	2300	H-3		740,746.00			
6	6/30/2023	Salaries & Wage	5101	H-3			740,746.00		
		To adjust accrued payroll liability at year end							
7	6/30/2023	W/H MetLife Std	2050	H-3		109,153.64			
7	6/30/2023	Life Insurance	5115	H-3			109,153.64		
		Client provided entry to adjust Met Life Standard Accrual JSK							
8	6/30/2023	Property tax receivable	1250	B-4			30,567.00		
8	6/30/2023	Property tax receivable	1250	B-4			231.00		

**Golder Ranch Fire District**

Year End: June 30, 2023

Adjusting Journal Entries

Date: 7/1/2022 To 6/30/2023

**AJE-3-1**

Filed by	Prepared by ACF 10/12/2023	Reviewed by LH 9/17/2023
Reviewed by	Reviewed by	

Number	Date	Name	Account No	Reference	Annotation	Debit	Credit	Recurrence	Misstatement
8	6/30/2023	Pima County Pro	4010	B-4		30,567.00			
8	6/30/2023	Pima County Pro	4010	B-4		231.00			
		To adjust property tax AR to actual. /JSK							
9	6/30/2023	Ambulance receivable	1150	B-6		557,179.42			
9	6/30/2023	Ambulance Fees	4325	B-6			557,179.42		
		To adjust ambulance AR at year end. /ACF							
10	6/30/2023	Ambulance allowance	1199	B-10			396,934.00		
10	6/30/2023	Ambulance Fees	4325	B-10		396,934.00			
		To adjust allowance to estimate above.							
11	6/30/2023	Lease Financing	4551	I-1			10,000.00		
11	6/30/2023	Bank Fees	7008	I-1		10,000.00			
		To adjust issuance costs net against the proceeds from new PNC loan. /lh							
12	6/30/2023	Intergovernmental receivable	1160	B-1			128,510.00		
12	6/30/2023	Wild Land Reven	4380	B-1		128,510.00			
		To adjust Wild Land receivables at year end.							
13	6/30/2023	W/H PSPRS	2005	H-10		106,044.97			
13	6/30/2023	Psrs	5110	H-10			106,044.97		
		To adjust accrued PSRS							
14	6/30/2023	Copier Lease Ag	9010	E-7		32,208.00			
14	6/30/2023	Capital Spend	9911	E-7			32,208.00		
		To reclassify lease payments for modified accrued presentation. [Client does not need to record] /SF							
15	6/30/2023	Unavailable revenue - property taxes	2250	B-12		254,726.00			
15	6/30/2023	Unavailable revenue - property taxes	2250	B-12		10,867.00			
15	6/30/2023	Unavailable revenue - wildland	2252	B-12		65,646.00			
15	6/30/2023	Unavailable revenue - ambulance	2254	B-12			51,229.00		
15	6/30/2023	Pima County Pro	4010	B-12			254,726.00		
15	6/30/2023	Pima County Pro	4010	B-12			10,867.00		
15	6/30/2023	Ambulance Fees	4325	B-12		51,229.00			
15	6/30/2023	Wild Land Reven	4380	B-12			65,646.00		
		Receivables not available to pay for current period expenditures are deferred in the funds. /lh							
16	6/30/2023	Accounts Payabl	2100	H-2A			208,080.00		
16	6/30/2023	Capital Spend	9911	H-2A		208,080.00			
		To accrue additional payable for the capital projects fund. /lh							
17	6/30/2023	Pima Cnty Debt	1015	FS			325.00		
17	6/30/2023	Pima Cnty Debt	1015	FS		325.00			
17	6/30/2023	Due to / Due Fr	2400	FS		325.00			
17	6/30/2023	Due to / Due Fr	2400	FS			325.00		
		To reclassify immaterial negative balance in cash to due to/from for FS presentation. /lh							
						<b>9,894,477.46</b>	<b>9,894,477.46</b>		

**Golder Ranch Fire District**

Year End: June 30, 2023

Adjusting Journal Entries

Date: 7/1/2022 To 6/30/2023

**AJE-3-2**

Filed by	Prepared by ACF 10/12/2023	Reviewed by LH 9/17/2023
Reviewed by	Reviewed by	

Number	Date	Name	Account No	Reference	Annotation	Debit	Credit	Recurrence	Misstatement
		Net Income (Loss)	2,870,269.31						



# GOLDER RANCH FIRE DISTRICT

★ ARIZONA ★

ANNUAL COMPREHENSIVE FINANCIAL REPORT  
for the fiscal year ended June 30, 2023

# DRAFT

## **GOLDER RANCH FIRE DISTRICT**

*Proudly serving the communities of Oro Valley, Catalina and SaddleBrooke*



## **ANNUAL COMPREHENSIVE FINANCIAL REPORT**

***For the fiscal year ended June 30, 2023***

**Golder Ranch Fire District  
1600 N. Hanley Blvd.  
Oro Valley, AZ 85737  
Phone 520-825-9001  
Fax 520-825-8043  
[www.grfdaz.gov](http://www.grfdaz.gov)**

**Prepared by the Finance Department of Golder Ranch Fire District**

Tom Brandhuber, Fire Chief  
David Christian CPA, Finance Director  
Alica Roberson, Budget Analyst  
Jean Oliver, Finance Lead  
Tina Brookshire, Financial Specialist  
Shelby Massie, EMS Billing Supervisor  
Jessica Santiago, Billing Specialist  
Shelley Neasham, Billing Specialist

**CONTENTS**

Introductory Section

Letter of transmittal	1 - 14
GFOA Certificate of Achievement	15
Organizational chart	16
List of elected and appointed officials	17

Financial Section

Independent auditors' report	19 - 21
Management's discussion and analysis (MD&A)	22 - 30
Basic financial statements:	
Government-wide financial statements:	
Statement of net position	32
Statement of activities	33
Fund financial statements - governmental funds:	
Balance sheet	34
Reconciliation of the balance sheet to the statement of net position	35
Statement of revenues, expenditures and changes in fund balances	36
Reconciliation of the statement of revenues, expenditures and changes in fund balances to the statement of activities	37
Notes to basic financial statements	38 - 76
Required supplementary information:	
Schedule of revenues, expenditures and changes in fund balances - budget to actual - general fund	78
Pension schedules	79 - 82
OPEB schedules	83 - 85
Notes to required supplementary information	86 - 87

# Golder Ranch Fire District

# DRAFT

Year Ended June 30, 2023

## CONTENTS (continued)

### Other supplementary information:

Schedule of revenues, expenditures and changes in fund balances - budget and actual - debt service	89
Schedule of revenues, expenditures and changes in fund balances - budget and actual - capital projects	90

### Statistical Section

#### Financial trends:

Net position by component	93
Changes in net position	94
Fund balances - governmental funds	95
Changes in fund balances - governmental funds and debt service ratio	96

#### Revenue capacity:

Assessed and estimated full cash value of taxable property	97
Net limited assessed property value by property classification	98
Direct and overlapping property tax rates	99
Principal property taxpayers	100
Property tax levies and collections	101

#### Debt capacity:

Computation of legal debt margin	102
Direct and overlapping governmental activities debt	103
Outstanding debt by type	104

#### Demographic and economic information:

Demographic and economic statistics	105 - 106
Principal employers	107

#### Operating information:

Full-time equivalent employees by function	108
Operating indicators by function	109
Capital assets by function	110

# DRAFT

## INTRODUCTORY SECTION



November 21, 2023

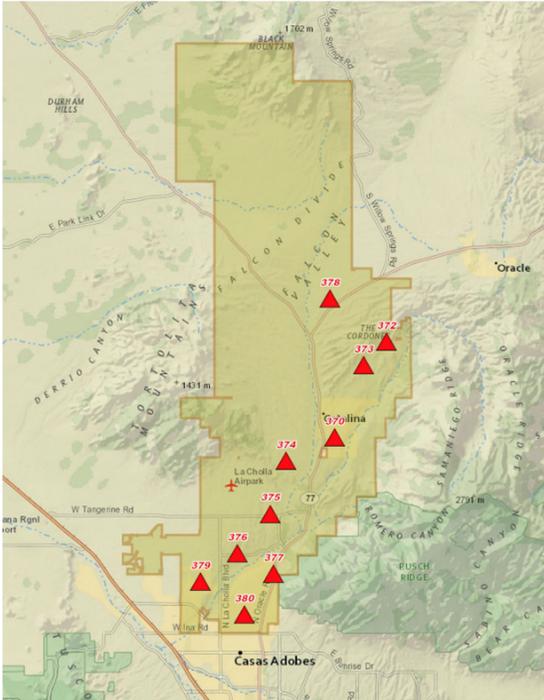
To: Golder Ranch Fire District Board of Directors and Citizens:

The following is the Annual Comprehensive Financial Report (ACFR) of the Golder Ranch Fire District for the fiscal year ending June 30, 2023. This ACFR report is intended to meet and exceed all legal reporting requirements that are borne by this jurisdiction. Furthermore, the responsibility for the completeness, fairness and accuracy of the data presented and all accompanying disclosures rests with the District. To provide a reasonable basis for making these representations, the District's management has established a comprehensive internal control framework that is designed both to protect the District's assets from loss, theft, or misuse; and to compile sufficient reliable information for the preparation of the District's financial statements in conformity with accounting principles generally accepted in the United States of America. Because the cost of internal controls should not outweigh their benefits, the District's comprehensive framework of internal controls has been designed to provide reasonable, rather than absolute, assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

Arizona Revised Statutes (ARS) 48-253 and 48-805(10) require an annual audit to be performed in accordance to the statutory requirements and in conformance to generally accepted government auditing standards. As such, this fiscal year audit has been performed by independent Certified Public Accountants (CPA) with the Beach Fleischman, PC accounting firm.

The independent auditor's opinion has been included at the front of the financial section of this report. The Management's discussion and analysis (MD&A) immediately follows the independent auditor's report and provides a narrative introduction, overview and analysis of the basic financial statements. The MD&A complements this letter of transmittal and should be read in conjunction with it.

## District Profile



Golder Ranch Fire District was created in 1977 under the provisions set forth in Arizona Revised Statute (ARS) 48-261 and maintained in accordance to ARS 48-805. Additionally, the Fire District possesses a Certificate of Necessity (CON) #56 from the Arizona Department of Health Services and subsequently operates an ambulance transport service under the provisions set forth in Title 36, Chapter 21.1 of the Arizona Revised Statutes. The District is governed by a five-member Board of Directors that serves staggered four-year terms. The Fire Chief manages the daily operations of the District and is appointed by the Governing Board.

Since its inception, the geographical boundaries of the District have expanded through various annexations, mergers and in July 2017 consolidation with the Mountain Vista Fire District. The consolidation added 2 fire stations, an administration building, numerous equipment and apparatus as well as a substantial increase in the District's

service area. Golder Ranch Fire District's total net assessed value (NAV) now sits at \$1.424B one of the largest in the State of Arizona for FY 2023.

The current district fire boundaries are approximately 235 square miles and the ambulance transport boundaries are approximately 409 square miles. These boundaries are geographically located within the Town of Oro Valley, in Northern Pima, and Southern Pinal County. The District is predominantly comprised of residential properties, commercial and retail occupancies, light industrial business and a limited urban/commercial corridor. The District's estimated population is over 100k residents, or an average population density of 412 per square mile. The population of the District resides primarily in the three communities of Oro Valley, Catalina and Saddlebrooke.

The District currently own and/or operates ten (10) fire stations, one (1) fleet services facility, one (1) training facility and three (3) administration buildings. Services are rendered by a full-time staff of two hundred and ninety-two (292) employees.

The District is focused on providing the taxpayers with the highest level of services through an efficient and effective all-hazards response model. Services include fire, medical, technical rescue, wildfire suppression, hazardous material, fire inspection, fire investigation, code enforcement, public education, life-safety classes, desert creature removal, smoke alarm assistance, lockout assistance and much more. Medical emergencies account for the majority of reported incidents within the District. Accordingly, all front-line fire and medical response vehicles are staffed with firefighters that are trained as paramedics and/or emergency medical technicians. The District continues to implement operational improvements in order to accomplish strategic goals and exceed community expectations.

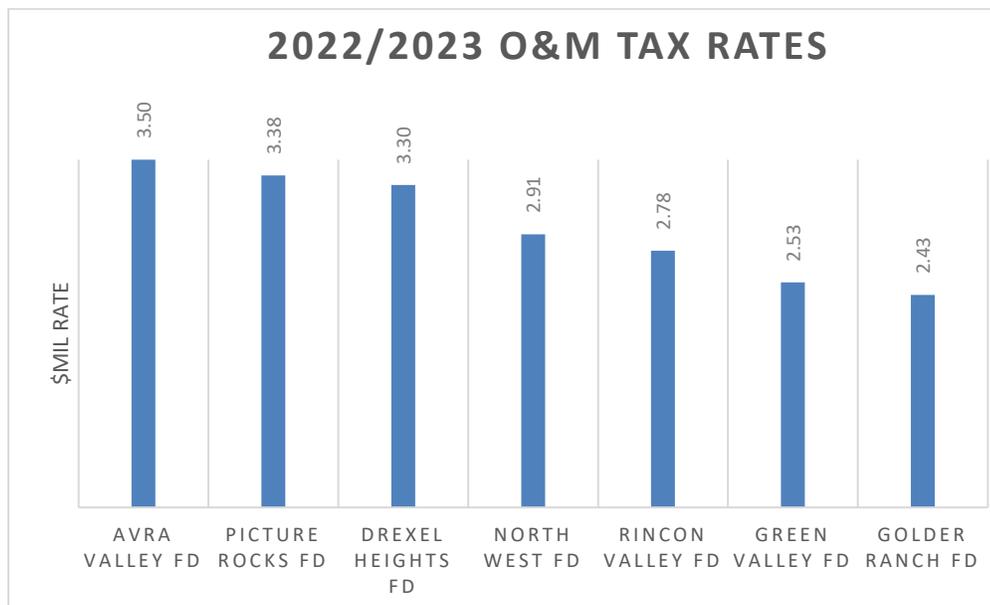
## District Budget

Golder Ranch Fire District is considered a political subdivision of the State of Arizona and is authorized to levy an ad valorem property tax for the services it provides. This tax is assessed on all non-exempt real and personal property located within the geographical boundaries of the District and serves as its primary funding source.

For the fiscal year ended June 30, 2023 the District O&M tax rate was \$2.43 per \$100 of assessed value and is lower than all other comparable Southern Arizona fire districts and well below the State imposed ceiling limit of \$3.50. The District also set ¢14 per \$100 of assessed value to service its general obligation bonds.

For the 2023 fiscal year the District saw an increase in assessed valuations from \$1.364 billion to \$1.424 billion. This net assessed value coupled with the \$2.57 aggregate mil rate provided a levy of \$36,585,269.

Even with a slight increase in the mil rate, the District's levy is still a remarkably good value for the level of services provided. The District has historically been at or near the lowest for the Tucson Metropolitan area. For the 2023 fiscal year, GRFD continues to have the lowest tax rate of the region's largest full-service fire districts and the lowest tax rate of all fire districts providing ambulance transports.



The District budgets all funds in accordance with the requirements of State law. The Board resolution authorizing budgeted expenditures for each fund sets the level by which actual expenditures should not exceed budgeted expenditures. The following flow chart summarizes the FY 2023 budget development.

**February, 2022** Five-Year Capital Improvement Plan (CIP) Budget templates made ready for distribution to Chief Officers

**February, 2022** Operating budget worksheets made ready for distribution to all assigned department or functional area managers

**February, 2022** Preliminary CIP submitted to the Fire Chief for review and approval

**March, 2022** Preliminary budget proposals submitted by department or program stakeholders to the Finance Director

**March, 2022** Review of budget proposals by the Fire Chief

**April, 2022** Final internal budget reviews and approval completed

**April, 2022** Regular Meeting: Proposed 2022/23 Budget presented to the Governing Board at their monthly meeting

**May, 2022** Study Session: Discussion and Review of Proposed Fiscal Year 2022/23 Budget

**May, 2022** Study Session: Approval of the Tentative Fiscal Year 2022/23 Budget

**June, 2022** Regular Agenda: Public Hearing on the Fiscal Year 2022/23 budget as tentatively adopted. Budget approved in regular session.

## Local Economy and Outlook

### Arizona Outlook

The forecasts for Arizona, Phoenix, and Tucson depend on the outlook for the global and national economies. The forecasts presented here are based on U.S. projections released by S&P Global in April 2023. It was based on the following assumptions: After increasing by 2.1% in 2022, the baseline forecast calls for U.S. real GDP growth to slow to 1.4% in 2023 and 1.5% in 2024. The economy is projected to be slightly stronger than expected, reflecting stronger recent growth. On a quarterly basis, the forecast calls for real GDP to decline by 0.4% in the second quarter of 2023 before posting positive gains through the remainder of the year. The drop in the second quarter reflects the impact of tightening financial conditions (created by recent bank failures) on economic activity.

A slowing national economy will mean slower growth in Arizona. The chart below shows that Arizona's job growth is forecast to slow from 4.2% in 2022 to 2.2% in 2023 and then again to 1.5% in 2024. Even so, the pace of state job growth is expected to far outpace the nation.

With the end of pandemic-related income support in 2021, Arizona personal income growth decelerated to 3.3% over the year in 2022. Gains returned to normal in 2023, as labor market remain tight, interest rates remain elevated, and transfer income increases.

Retail sales growth (including remote sellers) decelerated from 8.1% in 2022 to 3.9% in 2023 and again to 3.1% in 2024, reflecting slower job gains and increased economic uncertainty.

Strong net migration related to the pandemic drove population growth of 1.7% in 2022. As the boost to net migration from the pandemic wanes, population growth is forecast to decelerate to 1.5% in 2023 and 1.2% in 2024.

The state labor market is forecast to remain tight this year, with the unemployment rate expected to rise from 3.8% in 2022 to 4.0% in 2023.

As job growth decelerates in 2024, the unemployment rate is projected to increase to 4.6%. Arizona total housing permits are forecast to decline from 60,994 in 2023 to 43,886 in 2024, reflecting rising significantly higher mortgage interest rates and lower housing affordability. Permits will bounce up modestly in 2024 and then settle in at a pace consistent with population change.

	Actual	Forecast		
	2022	2023	2024	2025
<b>Growth Rate</b>				
Nonfarm Jobs	4.2	2.2	1.5	2.3
Personal Income	3.3	5.9	5.9	6.3
Retail Plus Remote Sales	8.1	3.9	3.1	6.2
Population	1.7	1.5	1.2	1.3
<b>Level</b>				
Unempl. Rate	3.8	4.0	4.6	4.8
Housing Permits	60,994	43,886	44,888	44,898

*George Hammond, Economic and Business Research Center, The University of Arizona 2023*

## Long Term Financial Planning

As part of the budget approval process, beginning in July 2014, the District adopted a five-year capital improvement plan (CIP). The CIP is a comprehensive, plan for sustaining and enhancing emergency response infrastructure by refurbishing or replacing aging facility and apparatus assets. The CIP provides a forecast for the life expectancy of each of the District's long-lived assets and the estimated cost of their replacement and or refurbishment. Finally, and most importantly, the CIP will define the funding levels needed year over year for the 5-year time horizon of the plan.

Financial Governance for the District is provided for by an internal financial policy that is referred to as the *Principles of Sound Financial Management* (PSOFM). This document establishes the fiscal framework associated with the establishment of funds, fund balances, reserve funds and capital outlays. The District has and continues to automate numerous processes associated with accounts receivable, payable, billing for ambulance transports and payroll.

A multi-year Strategic Plan has been developed and adopted by the Fire Board. This plan establishes the vision and direction that is required for District growth and operation.

## Major Initiatives

### EMS

The EMS Division's primary objective in Fiscal Year (FY) 22/23 was to enhance operational efficiencies and optimize workflows for field providers and staff. This encompassed various areas such as ePCR, ongoing education, training, organizational and professional growth, equipment, and clear expectation of staff roles and responsibilities.

ePCR: Collaborative focus groups were established, involving operations, IT, billing, and EMS to address ePCR enhancements. This initiative led to a three-phase integration plan, ensuring compliance within the documentation platform. Subsequently, due to challenges encountered with our existing provider, the organization explored alternative ePCR documentation platforms such as ImageTrend. The EMS Division then engaged ImageTrend to conduct a demonstration and a comprehensive Q&A session for all impacted divisions.

Continued Education and Training: Monthly EMS training was delivered through Vector Solutions ensuring the fulfillment of necessary hours for provider's State and National recertifications. Regular skills labs offered on a Trimester schedule, concentrating on the latest trends, knowledge, skills, and proficiencies required by our providers. These skills labs have consistently improved team dynamics and communication leading to positive patient care outcomes. Topics covered:

- Adult and Pediatric Cardiac Arrest with ECG rhythm recognition/static cardiology recognition with demonstrated synchronized cardioversion and pacing, Handtevy, AREST 10-5-5 Pit Crew sets and repetitions
- CPAP, ET Tube, I-Gel, videoscope, laryngoscope, and ZOLL AutoPulse hands on training and implementation
- Trauma with tourniquet, pelvic binder, and wound packing
- ALS and BLS airway for Adult and Pediatrics, Handtevy

The EMS Division has implemented a narcotics replacement program utilizing OPIQ to enhance control over the entire process, encompassing receipt, usage, waste, and auditing functions. Additionally, the EMS Division provided strategic guidance to the organization regarding a significant change in Administrative Medical Direction. The change has optimized operational efficiencies and upholds the organization and its delivery of high-quality emergency services.

Professional development: Prioritized professional development by facilitating and offering district providers the opportunity to attend classes, symposiums, and conferences for staff, GRFD providers, and the Division Chief of EMS. These events focused on EMS and leadership topics, ensuring a stake in a dynamic and ever-changing EMS landscape, and fostering networking opportunities with similar-minded organizations.

EMS staff roles and responsibilities: With the departure of our Critical Care Coordinator at the beginning of the FY and recognizing the significant organizational role of EMS, the division conducted extensive review of EMS Staff roles and responsibilities. This effort was intended at maintaining the leading-edge and reputable status of GRFD across all spectrums of EMS programs under its direction. The EMS Organizational Chart allows for implementation and is anticipated as a positive impact.

In collaboration with fleet and logistics, the EMS Division successfully introduced new power loaders to its fleet of ambulances with the new generation of power gurneys to be added early in FY 23/24. Furthermore, an oxygen exchange program was instituted district-wide to enhance efficiencies and provider safety.

Throughout the fiscal year, the EMS Division engaged with multiple crews to acknowledge their commendable contributions in cases of cardiac arrests resulting in successful outcomes, known as code saves. A code save signifies instances where crews effectively restored pulses, leading to patients' being discharged from the hospital neurologically intact. In recognition of their achievements, these crews were honored with Code Save Challenge Coins.

### **Training**

Fiscal year 2023 was busy and productive for the Professional Development Division. Quarterly drills focused on quick attack fire techniques and high-rise firefighting operations. A transitional academy took place in early 2023. For this academy, fire and emergency certifications were required which resulted in all recruits having previous firefighting experience. Live fire training took place over the summer, and all 30 crews were able to have didactic and hands-on training by observing and experiencing actual fire conditions. Outside instruction offering in-person seminars was offered to supervisors and managers in administration and suppression. This training was followed up with online assignments and conversations. Another round of online training will take place in October 2023. Throughout the year, members of administration attended outside instruction on the topic of managerial leadership and Professional Development sponsored several members of suppression to attend conferences and hands-on training at the local, state, and national level. There will be a Captain's promotional process in September 2023 and an engineer's promotional process in October 2023. Each of these processes will require candidates to demonstrate their skills and abilities over a couple of weeks as opposed to previous processes which happened over a couple of days. Professional Development anticipates a Battalion Chief process at the end of 2023. In early 2024, Professional Development anticipates another new hire academy which could vary from 16-24 recruits depending on operational need.

### **Fire & Life Safety**

The Fire and Life Safety (FLS) Division began FY 22-23 with seven full-time staff members and has concluded the year with eight full-time staff members. Supervised by the fire marshal, there are four fire inspectors and two deputy fire marshals who participated in approximately 3,500 inspection activities who receive support from one permit technician. Through education and enforcement over 1,200 findings were addressed which resulted in reducing hazardous conditions in both public facilities and private residences. FLS staff members have reviewed approximately 787 sets of construction plans ensuring fire code compliance in all new and modified buildings and structures. This included reviews of all fire protection systems; such as fire alarms systems, detection systems and

automatic fire suppression systems. All FLS staff are required to achieve certification as Fire Inspectors through the International Code Council (ICC) the publishers of the International Fire Code (IFC) and obtain certification through the State of Arizona as Fire Inspector. FLS partners with four building departments as the fire district crosses several jurisdictional boundaries. These include Pima and Pinal Counties and the Towns of Marana and Oro Valley.

FLS staff actively participates in the development review processes attending partnership meetings and has a vigorous fire inspection program for buildings that are modified and newly constructed. All phases of construction are inspected including the installation of new fire service mains and hydrants, fire protection systems, fire protection devices and the overall building itself for fire code compliance.

The FLS staff members, as certified fire investigators, completed 85 fire investigations in FY 22-23. GRFD has partnered with the neighboring Northwest Fire District, through a regionalization plan, to jointly investigate fires in both jurisdictions. FLS members prepare detailed reports of the investigations and when responsible parties are prosecuted for arson, the investigators present in a court of law and render opinions as expert witnesses.

FLS staff members, as certified fire instructors, continue to serve the State of Arizona at a high level in the field of fire science, teaching and coordinating classes at the local community colleges, annual Arizona Wildland Incident Management Academy in Prescott, AZ, and at the annual Arizona Fire School in Mesa, AZ. Fire investigation, fire inspector certification, and fire code enforcement related courses are provided to all agencies interested in these disciplines. FLS Staff members also provide basic courses in these disciplines to newly appointed firefighters, promoted captains and promoted battalion chiefs. Courses include fundamentals of building construction and firefighter safety, fire origin and cause and fundamentals of fire protection systems.

GRFD currently has achieved an ISO protection Class rating of two. In the last rating evaluation of the possible 5.50 fire prevention points available in the ISO Fire Suppression Rating Schedule, GRFD has achieved 4.87 points, the highest score in the country for fire prevention activities during that rating period. The caliber of the FLS staff in maintaining a high degree of professional certification attributed to this score.

FLS staff members routinely develop the local fire code. Currently, GRFD has adopted the IFC, 2018 edition with local amendments as approved through the Arizona Office of State Fire Marshal. The adopted fire code requires all new commercial buildings to include automatic fire sprinkler systems which assist in reducing the experienced fire loss throughout the fire district. The fire code is adopted on a six-year cycle in order to maintain ISO rating points, where it is required to adopt a fire code that is within five years of the ISO rating date.

The ISO process evaluates the water supplies for jurisdictions and the fire districts abilities to deliver fire flow during fire events. Water supply is approximately 50% of the overall ISO rating. FLS maintains professional relationships with the eight water companies within the boundaries of the fire district. All water companies are responsive to the needs of the community for providing fire flow through a distribution of fire hydrants. GRFD has bridged gaps between Fire and Life Safety and Fire Operations through the development of computerized programs for inspecting and maintaining fire hydrants, of which there are approximately 4,595 hydrants throughout the fire district. All hydrants are tested and inspected on an annual basis. GRFD achieved 32.73 points of the available 40.00 points in the ISO rating schedule for water supply.

## *Health & Safety*

The Health and Safety Division has strengthened its programs to meet to the needs of our personnel, focusing on cancer prevention, personnel protection, and overall physical and mental well-being, all while prioritizing the safety of both our members and the community. We are committed to a continuous enhancement of facility and personnel safety, incident control, exposure management, apparatus maintenance and standards, as well as the physical, mental, and medical welfare of our members. Our dedicated team is committed to delivering effective training and protection to our organization to ensure the utmost reduction in risk.

In the fiscal year 2023-24, our team will expand its involvement in industry organizations and fully leverage the benefits of our membership in these organizations to elevate our safety and prevention efforts for both our members and the community.

## *Human Resources*

In response to the growing awareness of the importance of employee well-being, HR and Health & Safety have been focused on implementing robust human resource initiatives that prioritize work-life balance and mental health. These initiatives have served to create a supportive and inclusive work environment that fosters employee engagement and productivity. Flexible work arrangements, such as remote work options or flexible hours, have been introduced to allow employees to better manage their personal and professional responsibilities. Additionally, mental health programs, benefits, and resources, such as counseling services, stress management workshops, and benefits specifically focused on meaningful time off, have been integrated into the workplace to address the challenges posed by work-related stress and promote overall mental well-being. By investing in work-life balance and mental health initiatives, the District continues to attract top talent and enhance employee satisfaction, retention, and overall organizational success.

In the realm of recruitment, the District is known for its forward-thinking and has been adopting innovative human resource initiatives to attract diverse talent and promote inclusivity. The Human Resource team has been reevaluating our recruitment processes to eliminate bias and embrace diversity and inclusion. This includes researching and implementing new processes that eliminate potential hurdles for applicants, such as removing testing procedures that cost the applicant and may be prohibitive. Human Resources has also been working with Professional Development on actively seeking candidates from different backgrounds and perspectives to enrich their talent pool and create a more dynamic workforce. Moreover, we have begun to leverage technology and social media platforms to expand our reach and engage with potential candidates more effectively. By incorporating diversity and inclusion in our recruitment strategies, we not only enhance our employer brand but also foster an inclusive workplace culture where employees feel valued and appreciated, leading to greater creativity, collaboration, and improved business outcomes.

## *IT Department*

Golder Ranch Fire District Information Technology (GRFDIT) is a dedicated public safety information technology department servicing the need of the Golder Ranch fire district and neighboring districts.

GRFD is part of a Fire Consortium, which includes Northwest, Picture Rocks, Avra Valley, Rincon Valley, Mountain Lemmon, and Three Points Fire Districts. Golder Ranch also works with the City of Tucson on dispatch-related projects, providing services to surrounding districts.

The IT department is responsible for servicing all hardware and software issues within the district. All mobile data and related applications are the responsibility of the IT department. The majority of our servers are Microsoft Windows-based in an active directory environment. Our clients are mainly Windows-based with some Apple and Linux users. We also maintain Linux servers and open-source applications. Our network connectivity is comprised of fiber, Wi-Fi, and microwave-based connections, with Cisco as our standard vendor for networking equipment. IT is responsible for monitoring and maintenance of the WAN, LAN, firewalls, internet, intranet, VPN, and Cisco VoIP phone system. We also host services for Avra Valley, Mountain Lemmon, Three Points Fire, and Rincon Valley Fire.

Our current major project includes the following: Implementation of Cisco DUO required bringing several different vendors and team members together to implement. Cisco Duo is a technology that enables two-factor authentication to verify a user's identity for a login or other transaction. Multifactor authentication combines two or more independent credentials and was a requirement by our Cybersecurity insurance provider to maintain our current policy and level of coverage.

Deployment of new Dell PowerEdge 740 XD servers to replace the existing hardware end-of-life hardware. Upgrade VMware Vsphere virtualization environment to version 7.0 as part of the virtualization infrastructure upgrade.

Integration of Operative IQ Inventory Software, Asset Management Software, Controlled Substance Tracking Software, Fleet Maintenance Software, and Service Desk Software. This software is used by many departments including EMS, Fleet Logistics, Fire supply, and IT.

Improve the quality of service and lower the overall cost of providing public internet service to all stations and administrative offices. Accomplished by consolidating 10 individual lines of service into a single 200MB business class internet circuit. Implementation of a Ruckus SmartZone controller virtual appliance that allows for this high-quality internet connection to be distributed via/Wireless Access Point devices to all Golder Ranch Fire District-owned locations.

Complete the migration to Microsoft's O365 products for all users within the district. This includes applications such as one drive, email, and Teams. Increased security by requiring two-factor authentication for all users.

Enhanced operational security by implementing solutions to require privileged accounts to use two-factor authentication.

Upgrade and enhance the district for email filter, antivirus, and ransomware protection.

Upgrades and enhancements to the disaster recovery infrastructure to better align with industry standards for best practices of data retention, offsite storage, encryption, and immutable backups.

The IT-GIS analyst has been very busy assisting with several projects including:

District Accreditation Process.

Created several maps showing incidents and demographics data for the entire district as well as each Emergency Service Zone (ESZ).

Created performance charts for all response times in Fire, TRT, EXT, EMS, Hazmat, Wildland, and divided them into urban and rural categories for 2020, 2021, 2022, and 2020-2022.

Predictive analysis and modeling for ambulance and station locations along with best run times for apparatus.

Preplan project to add all unit numbers and building numbers for apartment and mobile home complexes into the Mobile Data Terminal (MDT).

Analysis of ambulance transports over different periods of time to find hot spots, covid responses, and clusters for finance.

Collaborate with Northwest Fire District, Tucson Fire Department, and Pima County Regional Flood Control District to create an app for swift water rescue access areas and to add the best access points into the MDT.

### **Board Services**

The Board Services Division is responsible for a variety of administrative duties for the Golder Ranch Fire District, including elections, preparing board meeting agendas and meeting notices, public records requests, records retention, records destruction, and annexations. It is the responsibility of the Board Services Division to ensure the District complies with all Open Meeting Laws, including posting agendas/public notices and creating board packets. Compiling a Governing Board meeting packet entails working with department heads to ensure the items required to go before the Governing Board are placed on an agenda for the board to review and take action. Board Services transcribes and posts the minutes for the Governing Board meetings, special sessions, and study sessions in compliance with state statute. In fiscal year 2023 there were twelve regular session and eight special session board meetings held. Board Services is also responsible for the Public Safety Personnel Retirement System's (PSPRS) Local Pension Board meetings. Preparation, for this statutorily required board, includes preparing agendas and board packets, transcribing minutes, and providing the information to PSPRS regarding new members, normal retirements, disability retirements, survivor benefits, reviewing and accepting the annual actuarial report.

Board Services also oversees records for the District, including records requests, retention and destruction. Over the past year, Board Services fulfilled 232 public records requests for medical records, fire reports, incident reports, media requests, and other miscellaneous documents. The Board Services Division ensures records are retained in compliance with state statute outlined in the Arizona Secretary of State's retention schedules. Once the records

meet their retention period, the records are destroyed accordingly, and the corresponding certificates of destruction are submitted to the Arizona Secretary of State's Office as prescribed by law. As a public service, the Board Services Division provides fingerprinting. Over the course of the past year there were over 2,385 digital fingerprints performed and sent to the Department of Public Safety for clearance cards and/or background checks. The entire Board Services team is committed to professional development; every member of the team attended different trainings that were offered, whether in person or online, to stay up-to-date on best practices or the latest changes to legislation that would affect the division and the District. Each member of Board Services is also dedicated to maintaining the "family" culture that Golder Ranch Fire District is known for. The Board Services team participates in committees throughout the organization such as the Christmas Committee, Peer Support Team, Shark Tank, and Culture Committee.

### ***Essential Services***

Golder Ranch Fire District (GRFD) Essential Services Division is a new division to the district. This division handles policy development and maintenance, community education, project management, and work process improvement district wide. As a new division, not all these responsibilities have been fully built out and resourced. Currently, the division is led by a Deputy Chief and staffed by a Community Education Supervisor and a Project Manager.

The Community Education Supervisor is a masters level educator and has been tasked with developing a community risk reduction plan to encompass all the district's current educational efforts as well as to develop further programs targeted to reduce risks that are specific to our community. There are plans to further staff this department with additional community educators to broaden our reach to a wider demographic within our community, as well as with community risk reduction technicians to assist the district with conducting risk reduction projects such as targeted fall prevention strategies, fire safety programs, and other strategies based on a data driven approach. The focus of this department is on providing a proactive response to reducing risk before the emergency.

The Project Manager is currently responsible for achieving and maintaining Center for Public Safety Excellence Accreditation. Following the achievement of accreditation, the project manager has been tasked with developing a Project Management Office. The goal of this office will be to allow better coordination between cross-division projects and to provide up to the minute access to ongoing project status for the Fire Chief, the Executive Leadership Team, and the Governing Board. In addition, the vision for this position includes the development and maintenance of project dashboards for greater transparency to all employees.

### ***Capital Improvement***

The 2023 fiscal year saw the conclusion of a number of long lived capital projects. The District took delivery of Five new KME class A pumpers. Originally ordered in 2020 from HME equipment in Phoenix Arizona, the engines were delayed numerous times due first to production issues, then supply chain issues. Also completed in 2023 were numerous capital projects paid for with proceeds from bond sales. Concrete replaced asphalt at all district stations, exterior security fencing is now complete around all employee parking areas, and all stations now have proper turnout storage to mitigate exposure to carcinogens.

Ongoing projects include the remodeling of the future administration building located on Hanley Blvd, as well as the construction of a new fire station located at Saddlebrooke Ranch. These projects will likely be completed in the 2024 fiscal year.



## ***Awards & Acknowledgment***

### ***Awards***

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the District for its comprehensive annual financial report for the fiscal year ended June 30, 2022. In order to be awarded this certificate, the District published an easily readable and efficiently organized comprehensive annual financial report. This report satisfied both accounting principles generally accepted in the United States of America and applicable legal requirements.

This certificate is valid for a period of one year only. We believe that this current annual comprehensive financial report continues to meet the programs' requirements and we will be submitting it to GFOA to determine its eligibility for the fiscal year 2022-23.

## *Acknowledgements*

A sincere gratitude is extended to the personnel of the Finance Division and the members of the Golder Ranch Fire District who contributed to this report. We are also deeply appreciative of the support extended to us by the Board of Directors and the citizens of this District.

Respectfully Submitted,



**Thomas Brandhuber**  
Fire Chief



**Dave Christian, CPA**  
Finance Director

DRAFT



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Golder Ranch Fire District  
Arizona**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2022

*Christopher P. Morill*

Executive Director/CEO

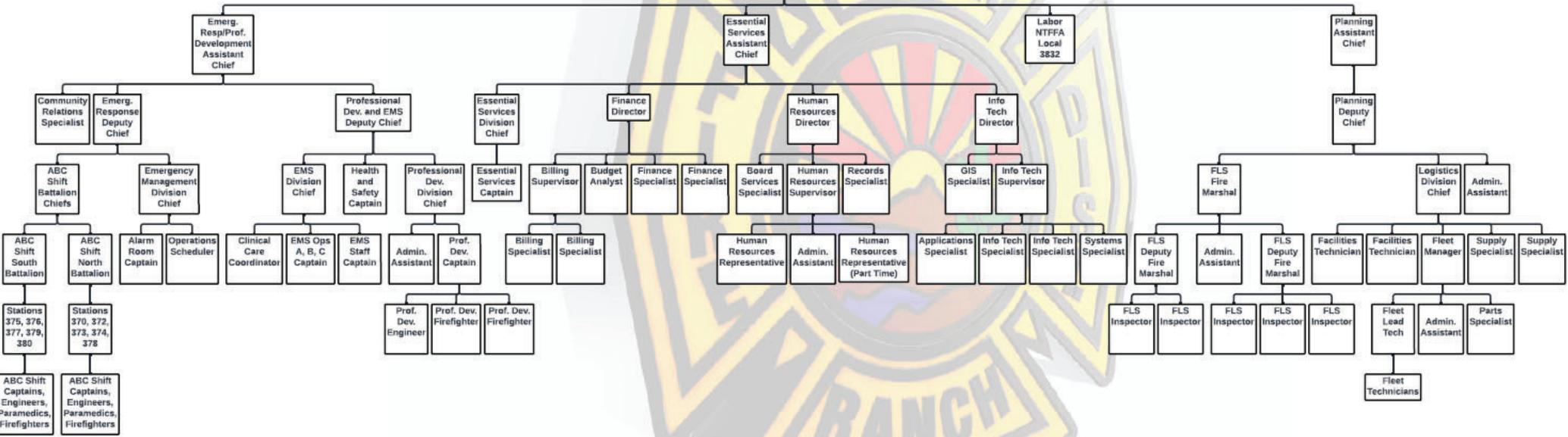
# Golder Ranch Fire District

DRAFT

District Residents

**Governing Board**  
 Vicki Cox-Golder, Tom Shellenberger,  
 Wally Vette, Steve Brady, Sandra Outlaw

**Fire Chief**





# DRAFT

**GOLDER RANCH FIRE DISTRICT**

*Meeting the emerging needs of the community through teamwork, dedication, and professionalism*

## **LIST OF ELECTED AND APPOINTED OFFICIALS**

### **BOARD OF DIRECTORS:**

		<b><u>Term Expires</u></b>
Chairperson	Vicki Cox Golder	November 2026
Vice Chair	Wally Vette	November 2024
Clerk	Sandra Outlaw	November 2026
Board Member	Steve Brady	November 2024
Board Member	Tom Shellenberger	November 2024

### ***Administrative Offices:***

3885 E. Golder Ranch Dr.  
Tucson, AZ 85739

### ***Registered Agent:***

Tom Brandhuber  
Fire Chief

### ***Legal Counsel:***

Leonard & Felker, P.L.C.  
7440 N. Oracle Rd, Bldg 2  
Tucson, AZ 85704

**DRAFT**

**FINANCIAL SECTION**

## Independent Auditors' Report

Governing Board and Management  
Golder Ranch Fire District  
Tucson, Arizona

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities and each major fund of Golder Ranch Fire District, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Golder Ranch Fire District's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of Golder Ranch Fire District, as of June 30, 2023, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Golder Ranch Fire District and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Golder Ranch Fire District's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Golder Ranch Fire District's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Golder Ranch Fire District's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

## ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison information, and the pension and other post employment benefit (OPEB) plan information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

## ***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise Golder Ranch Fire District’s basic financial statements. The other supplementary information as listed in the table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the other supplementary information as listed in the table of contents are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

## ***Other Information***

Management is responsible for the other information included in the annual report. The other information comprises the introductory and statistical sections but does not include the basic financial statements and our auditors' report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

## **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated , on our consideration of Golder Ranch Fire District’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Golder Ranch Fire District’s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Golder Ranch Fire District’s internal control over financial reporting and compliance.

Tucson, Arizona

# DRAFT

**Management's Discussion and Analysis (MD&A)**  
**(Required Supplementary Information)**



## **MANAGEMENT DISCUSSION & ANALYSIS**

As management of the Golder Ranch Fire District (the District), we offer readers of these financial statements this narrative overview and analysis of the financial activities for the fiscal year ended June 30, 2023. This discussion and analysis is intended to be an easily readable breakdown of the District's financial activities based on currently known facts, decisions and conditions. Readers are encouraged to consider the information presented here in conjunction with the financial statements as a whole, which will follow this narrative.

### ***Financial Highlights***

- At the close of the fiscal year ended June 30, 2023, the District had a combined ending fund balance of \$34,918,428 an increase of \$1,940,205 from the 2022 fiscal year end. The entire fund balance is legally restricted or committed by the District Board of Directors.
- Between December 2022 and May 2023, the District received five (5) class A type 1 pumpers from HME at a total cost of \$3.8 million. The District financed this purchase with a 7 year loan.
- Throughout fiscal year 2023, the District worked to renovate the future new administration offices located at 1600 N Hanley Blvd in Oro Valley.
- Additions to the fleet during fiscal 2023 included the purchase of an ambulance as well as a two leased F150's for the Fire Marshal's staff.

### ***Overview of the Financial Statements***

This annual report consists of two parts: management's discussion and analysis (this section) and the basic financial statements. The basic financial statements include The *Statement of Net Position* and the *Statement of Activities* (on pages 32 and 33) these statements provide information about the activities of the District as a whole and present a longer-term view of the District's finances. Fund financial statements start on page 34. For governmental activities,

these statements tell how these services were financed in the short term as well as what remains for future spending. Fund financial statements also report the District's operations in more detail than the government-wide statements by providing information about the District's most significant funds individually.

## ***The Statement of Net Position and the Statement of Activities- Government Wide***

One of the most important questions asked about the District's finances is, "Is the District as a whole better or worse off as a result of the year's activities?" The Statement of Net Position and the Statement of Activities report information about the District as a whole and about its activities in a way that helps answer this question. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector companies. All the current year's revenues and expenses are considered regardless of when cash is received or paid.

The *Statement of Net Position* and *Statement of Activities* report the District's net position and changes in them. You can think of the District's **net position** — the difference between assets and liabilities—as one way to measure the District's financial health, or financial position. Over time changes in the District's net position are one indicator of whether its financial health is improving or deteriorating. You will need to consider other non-financial factors, however, such as changes in the District's property tax base, access to non-property tax revenues, age of the District's existing infrastructure, etc., to fully understand the overall financial health of the District.

In the *Statement of Net Position* and the *Statement of Activities*, the District presents total Governmental activities. All of the District's basic services are reported in these two reports.

## ***Fund Financial Statements***

The fund financial statements (pages 34 - 37) provide detailed information about the General Fund and Debt Service Fund specifically. All of the District's basic services are reported in the General Fund, which focuses on how money flows into and out of those funds and the balances left at year-end that are available. The fund is reported using an accounting method called modified accrual accounting. This method measures cash and all other financial assets that can be readily converted to cash. The General Fund statements provide a detailed short-term view of the District's general government operations and the basic services it provides.

Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the District's programs. We describe the relationship (or differences) between governmental activities (reported in the *Statement of Net Position* and the *Statement of Activities*) and governmental funds in a reconciliation included with the financial statements.

The District adopts an annual appropriated budget for the various funds. A budgetary comparison statement has been provided for the General Fund to demonstrate compliance with this budget.

### ***Notes to the financial statements***

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The Notes to the financial statements begin on page 38.

### ***Government Wide Financial Analysis***

As noted earlier, net position over time may serve as a useful indicator of a government's financial position. The District's assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$12,309,413 at the close of FY2023 which is an increase of \$2,870,270 from the previous 2022 fiscal year.

The largest portion of the District's net Position is its investment in capital assets (ie: land, buildings, equipment and fleet) net of debt. The District has monies held by a paying agent (Pima County Treasurer) that is legally restricted to service the bond obligations owed by the District. The rest of the District's cash are available to meet the ongoing operational needs of the District.

The following table presents a summary of the District's net position at the years ended June 30<sup>th</sup> 2022 and 2023 respectively.

	Governmental Activities			
	As of June 30, 2023		As of June 30, 2022	
<b>ASSETS</b>				
Current and Other Assets	20,358,395		16,935,721	
Capital Assets	35,752,804		31,362,269	
Cash, Investments restricted	17,209,145		18,987,094	
Total Assets	<b>\$ 73,320,344</b>		<b>\$ 67,285,084</b>	
Deferred Outflows of Resources	13,749,105		35,975,136	
<b>LIABILITIES</b>				
Current Liabilities	8,341,504		7,075,234	
Non-Current Liabilities	63,439,571		77,887,047	
Total Liabilities	<b>\$ 71,781,075</b>		<b>\$ 84,962,281</b>	
Deferred Inflows of Resources	2,978,961		8,858,796	
<b>NET POSITION</b>				
Net Investment in Capital Assets	14,410,911	117%	14,282,862	151%
Restricted for debt service	471,013	4%	371,695	4%
Restricted for pension	3,842,916	0%	3,603,625	0%
Unrestricted	(6,415,427)	-52%	(8,819,039)	-93%
Total Net Position	<b>\$ 12,309,413</b>	<b>69%</b>	<b>\$ 9,439,143</b>	<b>62%</b>

Total Assets increased from fiscal year 2022 due to a significant investment in long term capital projects. During the FY2022, the contribution to PSPRS is recorded as deferred outflows of resources, since the contribution was made subsequent to the measurement date of the net pension liability. In FY2023, the net pension liability was reduced by this additional contribution. The remainder of the proceeds from the sale of COP bonds is held restricted in a code section 117 trust restricted for use to keep the pension fully funded.

## Governmental Activities

Governmental activities increased the District's net position by \$2,870,270. The biggest factor of this change was due to increase in ambulance transport revenue, property taxes and grants.

Revenues from property taxes increased by \$2.1M as a result of an increase in the requested property tax mil rate. State shared revenues were derived from a statewide proposition passed in FY 2021 that provided a sales tax benefiting public safety organizations.

The costs of all governmental activities for the year ended June 30, 2023 was \$44,007,658. Property and Fire District Assistance Taxes provided \$37,054,744 or 79% of total revenues. Fees for ambulance transports and wild land billing amounted to \$5,596,593 or 12% of total revenues.

<b>Changes in Net Position</b>	<b>Governmental Activities</b>	
	<b>2023</b>	<b>2022</b>
<b>Revenues:</b>		
Program Revenues		
Charges for Services	\$ 5,596,593 12%	\$ 5,708,715 14%
Operating grants and contributions	2,401,324 5%	35,715 0%
General Revenues:		
Property taxes	37,054,744 79%	34,970,177 85%
State shared rev.	616,389 1%	585,747 1%
Investment income (loss)	974,466 2%	(292,141) -1%
Miscellaneous	234,412 1%	62,370 0%
<b>TOTAL REVENUES</b>	<b>\$ 46,877,928</b>	<b>\$ 41,070,583</b>
<b>Expenditures/expenses:</b>		
Public Safety	\$ 42,600,871	\$ 35,716,401
Interest on long-term debt	1,406,787	1,340,682
<b>TOTAL EXPENSES</b>	<b>\$ 44,007,658</b>	<b>\$ 37,057,083</b>
Change in Net Assets	\$ 2,870,270	\$ 4,013,500
Net Position - July 1	9,439,143	5,425,643
<b>Net Position - June 30</b>	<b>\$ 12,309,413</b>	<b>\$ 9,439,143</b>

## *Financial Analysis of the Districts Funds*

As the District completed the year, it reported a combined fund balance of \$34,918,428 (as presented in the report on page 34), which is an increase from the FY 2022 balance of \$1,940,205. The General Fund increased by \$3,846,738 while the Debt Services fund increased by \$99,318 and the multiyear capital improvement plan decreased by \$2,005,851 the completion of capital projects.

### ***Golder Ranch Fire District Governmental Funds - Fund Balances***

MAJOR FUNDS	2023		2022	
	Amount	%	Amount	%
General Fund	22,183,815	64%	18,337,077	56%
Debt Service Fund	471,013	1%	371,695	1%
Capital Projects Fund	12,263,600	35%	14,269,451	43%
Total Fund Balance	34,918,428	100%	32,978,223	100%

### ***General Fund.***

The General Fund accounts for most all of the day-to-day operational and maintenance needs of the District, as well as funding necessary to service the District's one capital lease. The General Fund increased primarily because of better-than-expected proceeds from interest revenues as well as savings from not having election costs in November 2022. Additionally, the District was awarded a \$2.3M grant from the ARPA (American Rescue Plan Act).

### ***Debt Service Fund.***

This fund is used to account for the property tax collections and servicing of general obligation debt associated with the 2015, 2017, 2020-2022 GO bond issues. The debt service fund has its own source of revenue with a restricted property tax levy.

### ***Capital Improvement Projects Fund (CIP)***

The Capital Projects Fund is used to provide funding for long lived assets and real property improvement projects. Beginning with the 2019 budget the District has been committing a portion of the General Fund every year as well as selling GO Bonds to finance the multi-year CIP.

## General Fund Budgetary Highlights

Pursuant to ASRS 48-805 The District adopts an annual budget for the General Fund and sets a levy for the Debt Service Fund. This budget is used to determine the funding requirements for The District. The following report shows results of the budget to actual comparison for fiscal 2023.

### **Golder Ranch FD Gov Funds - Gen Fund Actual to Budget FY 2023**

	<i><b>Actuals</b></i>	<i><b>Budget</b></i>	<i><b>Variance</b></i>
<b>REVENUES</b>			
Property Taxes	35,332,967	34,357,968	974,999
Intergovernmental	2,840,440	-	2,840,440
Charges for Services	5,171,894	5,113,152	58,742
Investment Income	603,212	45,000	558,212
Other Rev & Financing Sources	688,301	800,000	(111,699)
<b>Total Revenues &amp; Financing Sources</b>	<b>44,636,814</b>	<b>40,316,120</b>	<b>4,320,694</b>
<b>EXPENSES</b>			
Public Safety	37,348,983	38,025,467	676,484
Capital Outlay	4,854,311	-	(4,854,311)
Debt Service	2,532,969	2,490,653	(42,316)
Bond Issuance	-	-	-
Contingency	-	300,000	300,000
<b>Total expenses</b>	<b>44,736,263</b>	<b>40,816,120</b>	<b>(3,920,143)</b>
<b>Other financing sources (net)</b>			
Issuance of Capital Lease Obligations	3,874,175	-	(3,874,175)
Proceeds from sale of capital assets	72,012	-	(72,012)
<b>Total other financing sources (uses)</b>	<b>3,946,187</b>	<b>-</b>	<b>(3,946,187)</b>
<b>CHANGES IN FUND BALANCE</b>			
Increase (Decrease) in Fund Balance	3,846,738	(500,000)	4,346,738
Beginning Fund Balance	18,337,077	18,337,077	-
<b>Ending Fund Balance</b>	<b>22,183,815</b>	<b>17,837,077</b>	<b>4,346,738</b>

## Capital Position

At the end of FY 2023 the District had \$57,857,066 invested in land, buildings, apparatus, vehicles and equipment before consideration of accumulated depreciation. Land is held in the District's books at cost or in the case of donated land, at acquisition value. All buildings and rolling stock are held on the books at cost.

<u>Governmental Type Activities</u>	<u>2023</u>	<u>2022</u>
Land not depreciated	7,621,445	7,013,639
Buildings and improvements	28,709,463	27,027,936
Vehicles, Apparatus & Equipment	21,526,158	18,210,856
Accumulated Depreciation	(22,104,262)	(20,890,162)
<b>Net Capital Assets</b>	<b>35,752,804</b>	<b>31,362,269</b>

Major capital projects for 2023 have already been mentioned in this analysis. The District's capitalization threshold is \$5,000. Through careful planning and monitoring of the District's capital asset replacement schedule, the District has determined an annual funding requirement that will provide for the timely replacement of major apparatus and equipment. The Capital Projects funding requirement for the fiscal year of 2023 was \$5,619,275.

Additional information regarding capital assets can be found in the Notes to the Financial Statements on page 51.

## Long-Term Liabilities

At the end of fiscal 2023, the District had total debt outstanding of \$59,593,688, an increase of \$813,830 from the end of fiscal 2022.

<u>Governmental Type Activities</u>	<u>Outstanding Debt as of June 30,</u>		
	<u>2023</u>	<u>2022</u>	<u>Change</u>
COP Bonds	25,590,000	27,035,000	(1,445,000)
General Obligation Bonds	24,572,000	25,542,000	(970,000)
Unamortized Bond Premium	3,785,609	3,960,009	(174,400)
Leases Payable	18,165	66,748	(48,583)
Financed Purchases	5,627,914	2,176,101	3,451,813
Total Obligations	59,593,688	58,779,858	813,830

Additional information regarding the long and short term District obligations can be found in the notes to the Financials Statements on pages 52 through 55.

### ASSESSED VALUES

Fiscal 2023 saw an increase from 2022 limited property valuation as a result of the increases in the property valuations district wide of 11%. The O&M Mil rate increased by 13 cents or 5% which resulted in an increase in the Levy of 17%.

<u>Governmental Type Activities</u>			
	<u>2023</u>	<u>2022</u>	<u>% Change</u>
GRFD NAV	1,509,929,565	1,363,677,866	11%
LEVY	37,748,239	32,319,166	17%
AVG COMBINED MIL RATE	2.50	2.37	5%

This financial report is designed to provide our citizens, taxpayers, customers, bond holders and creditors with a general overview of the District's finances and to comply with the District's fiduciary responsibility. If you have questions about this report or need additional financial information, contact the Finance Director at (520) 825-9001 located at 1600 N Hanley Blvd. Oro Valley, AZ 85739.

# DRAFT

## **Basic Financial Statements**

Golder Ranch Fire District

DRAFT

Statement of Net Position

June 30, 2023

	<u>Governmental activities</u>
<b>Assets</b>	
Current assets:	
Cash and investments	\$ 16,557,631
Property taxes receivable	736,246
Accounts receivable, net	730,866
Due from governmental entities	<u>2,333,652</u>
Total current assets	<u>20,358,395</u>
Noncurrent assets:	
Capital assets, non-depreciable	7,621,445
Capital assets, depreciable (net)	28,131,359
Cash and investments, restricted	16,823,384
Net pension/OPEB assets	<u>385,761</u>
Total noncurrent assets	<u>52,961,949</u>
Total assets	<u>73,320,344</u>
<b>Deferred outflows of resources</b>	
Deferred charge on refunding	14,754
Deferred outflows related to pensions/OPEB	<u>13,734,351</u>
Total deferred outflows of resources	<u>13,749,105</u>
<b>Liabilities</b>	
Current liabilities:	
Accounts payable	739,360
Accrued payroll and related benefits	560,331
Claims payable	365,787
Accrued interest	11,471
Compensated absences payable	3,235,000
Bonds, notes, and leases payable	<u>3,429,555</u>
Total current liabilities	<u>8,341,504</u>
Noncurrent liabilities:	
Compensated absences payable	1,385,998
Bonds, notes, and leases payable	56,164,133
Net pension/OPEB liabilities	<u>5,889,440</u>
Total noncurrent liabilities	<u>63,439,571</u>
Total liabilities	<u>71,781,075</u>
<b>Deferred inflows of resources</b>	
Deferred inflows related to pensions/OPEB	<u>2,978,961</u>
Total deferred inflows of resources	<u>2,978,961</u>
<b>Net position</b>	
Net investment in capital assets	14,410,911
Restricted - debt service	471,013
Restricted - pension	3,842,916
Unrestricted	<u>(6,415,427)</u>
Total net position	<u>\$ 12,309,413</u>

See notes to financial statements.

**Golder Ranch Fire District**

**DRAFT**

**Statement of Activities**

Year Ended June 30, 2023

<u>Functions/programs:</u>	<u>Expenses</u>	<u>Program revenues</u>		<u>Net (expense) revenue and changes in net position</u>
		<u>Charges for services</u>	<u>Operating grants and contributions</u>	<u>Governmental activities</u>
<b>Governmental activities:</b>				
Public safety - emergency services	\$ 33,355,919	\$ 5,596,593	\$ 2,401,324	\$ (25,358,002)
Public safety - administration	9,244,952	-	-	(9,244,952)
Interest on long-term debt	<u>1,406,787</u>	<u>-</u>	<u>-</u>	<u>(1,406,787)</u>
Total governmental activities	<u>\$ 44,007,658</u>	<u>\$ 5,596,593</u>	<u>\$ 2,401,324</u>	<u>\$ (36,009,741)</u>
<b>General revenues:</b>				
Property taxes				\$ 37,054,744
State shared tax revenues				616,389
Investment income				974,466
Miscellaneous				<u>234,412</u>
Total general revenues				<u>38,880,011</u>
Changes in net position				2,870,270
Net position, beginning of year				<u>9,439,143</u>
Net position, end of year				<u>\$ 12,309,413</u>

**Balance Sheet - Governmental Funds**

June 30, 2023

	<u>General</u>	<u>Debt service</u>	<u>Capital projects</u>	<u>Total governmental funds</u>
<b>Assets:</b>				
Cash and investments	\$ 16,108,005	\$ 449,626	\$ -	\$ 16,557,631
Property taxes receivable	700,278	35,968	-	736,246
Accounts receivable, net	730,866	-	-	730,866
Due from governmental entities	2,333,652	-	-	2,333,652
Due from other funds	383,441	-	-	383,441
Cash and investments, restricted	<u>3,842,916</u>	<u>-</u>	<u>12,980,468</u>	<u>16,823,384</u>
Total assets	<u>\$ 24,099,158</u>	<u>\$ 485,594</u>	<u>\$ 12,980,468</u>	<u>\$ 37,565,220</u>
<b>Liabilities:</b>				
Accounts payable	\$ 405,933	\$ -	\$ 333,427	\$ 739,360
Accrued payroll and related benefits	560,331	-	-	560,331
Claims payable	365,787	-	-	365,787
Accrued interest	11,471	-	-	11,471
Due to other funds	<u>-</u>	<u>-</u>	<u>383,441</u>	<u>383,441</u>
Total liabilities	<u>1,343,522</u>	<u>-</u>	<u>716,868</u>	<u>2,060,390</u>
<b>Deferred inflows of resources:</b>				
Unavailable revenue - property taxes	313,586	14,581	-	328,167
Unavailable revenue - ambulance	<u>258,235</u>	<u>-</u>	<u>-</u>	<u>258,235</u>
Total deferred inflows of resources	<u>571,821</u>	<u>14,581</u>	<u>-</u>	<u>586,402</u>
<b>Fund balances:</b>				
Restricted	3,842,916	471,013	12,263,600	16,577,529
Committed	14,992,103	-	-	14,992,103
Unassigned	<u>3,348,796</u>	<u>-</u>	<u>-</u>	<u>3,348,796</u>
Total fund balances	<u>22,183,815</u>	<u>471,013</u>	<u>12,263,600</u>	<u>34,918,428</u>
Total liabilities, deferred inflows of resources and fund balances	<u>\$ 24,099,158</u>	<u>\$ 485,594</u>	<u>\$ 12,980,468</u>	<u>\$ 37,565,220</u>

**Reconciliation of the Balance Sheet - Governmental Funds  
to the Statement of Net Position**

June 30, 2023

Total fund balances - governmental funds	\$ 34,918,428
Amounts reported for governmental activities in the statement of net position are different because:	
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	35,752,804
Some receivables are not available to pay for current period expenditures and, therefore, are reported as deferred inflows in the funds.	586,402
Deferred charges related to the issuance of refunding bonds are amortized over the life of the associated bond issue in the government-wide financial statements, but are not reported in the funds.	14,754
Net pension/OPEB assets held in trust for future benefits are not available for District operations and, therefore, are not reported in the funds.	385,761
Noncurrent liabilities are not due and payable in the current period and, therefore, are not reported in the funds:	
Compensated absences payable	(4,620,998)
Bonds payable	(24,572,000)
Certificates of participation	(25,590,000)
Financed purchases	(5,627,914)
Leases payable	(18,165)
Unamortized premium	(3,785,609)
Net pension/OPEB liabilities	(5,889,440)
Deferred outflows and inflows of resources related to pensions/OPEB are applicable to future reporting periods and, therefore, are not reported in the funds:	
Deferred outflows of resources related to pensions/OPEB	13,734,351
Deferred inflows of resources related to pensions/OPEB	<u>(2,978,961)</u>
Net position of governmental activities	<u>\$ 12,309,413</u>

**Statement of Revenues, Expenditures and Changes in Fund Balances -  
Governmental Funds**

Year Ended June 30, 2023

	<u>General</u>	<u>Debt service</u>	<u>Capital projects</u>	<u>Total governmental funds</u>
Revenues:				
Property taxes	\$ 35,332,967	\$ 1,987,370	\$ -	\$ 37,320,337
State shared tax revenues	616,389	-	-	616,389
Intergovernmental	2,840,440	-	-	2,840,440
Charges for services	5,171,894	-	-	5,171,894
Investment income	603,212	31,361	339,893	974,466
Miscellaneous	<u>71,912</u>	<u>-</u>	<u>162,500</u>	<u>234,412</u>
Total revenues	<u>44,636,814</u>	<u>2,018,731</u>	<u>502,393</u>	<u>47,157,938</u>
Expenditures:				
Public safety:				
Emergency services	29,243,726	-	9,118	29,252,844
Administration	8,105,257	-	-	8,105,257
Capital outlay	4,854,311	-	2,499,126	7,353,437
Debt service:				
Principal	1,915,945	970,000	-	2,885,945
Interest	<u>617,024</u>	<u>949,413</u>	<u>-</u>	<u>1,566,437</u>
Total expenditures	<u>44,736,263</u>	<u>1,919,413</u>	<u>2,508,244</u>	<u>49,163,920</u>
Revenues over (under) expenditures	(99,449)	99,318	(2,005,851)	(2,005,982)
Other financing sources:				
Issuance of financed purchases	3,874,175	-	-	3,874,175
Proceeds from sale of capital assets	<u>72,012</u>	<u>-</u>	<u>-</u>	<u>72,012</u>
Total other financing sources	<u>3,946,187</u>	<u>-</u>	<u>-</u>	<u>3,946,187</u>
Net change in fund balances	3,846,738	99,318	(2,005,851)	1,940,205
Fund balances, beginning of year	<u>18,337,077</u>	<u>371,695</u>	<u>14,269,451</u>	<u>32,978,223</u>
Fund balances, end of year	<u>\$ 22,183,815</u>	<u>\$ 471,013</u>	<u>\$ 12,263,600</u>	<u>\$ 34,918,428</u>

**Reconciliation of the Statement of Revenues, Expenditures and  
Changes in Fund Balances - Governmental Funds to the  
Statement of Activities**

Year Ended June 30, 2023

Net change in fund balances - governmental funds	\$ 1,940,205
Amounts reported for governmental activities in the statement of activities are different because:	
Capital outlays are reported in governmental funds as expenditures. However, in the statement of activities, the cost of those capital assets is allocated over their estimated useful lives as depreciation expense. In the current period, these amounts are:	
Capital outlay	6,481,684
Depreciation/amortization expense	(2,078,248)
Gain on sale of capital assets	59,111
Proceeds from sale of capital assets	(72,012)
Certain revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds.	(280,010)
District pension/OPEB contributions are reported as expenditures in the governmental funds when made. However, they are reported as deferred outflows of resources in the statement of net position because the reported net pension/OPEB liability is measured a year before the District's report date. Pension/OPEB expense, which is the change in the net pension/OPEB liability adjusted for changes in deferred outflows and inflows of resources related to pensions/OPEB, is reported in the statement of activities.	
Pension/OPEB contributions	2,550,364
Pension/OPEB expense	(4,206,521)
Certain expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds:	
Compensated absences	(695,723)
Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net position. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces noncurrent liabilities in the statement of net position. In the current year, the amount consists of:	
Issuance of financed purchases	(3,874,175)
Principal paid	2,885,945
Amortization of deferred bond items	(14,750)
Amortization of premium	174,400
	174,400
Change in net position of governmental activities	\$ 2,870,270

**Notes to Financial Statements**

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies:

The accounting policies of Golder Ranch Fire District (the District) conform to accounting principles generally accepted in the United States of America (GAAP) applicable to governmental units as promulgated by the Governmental Accounting Standards Board (GASB).

Reporting entity:

Established in 1977, Golder Ranch Fire District is an Arizona Special Taxing District operating under Arizona Revised Statutes Title 48, Chapter 5. The District provides a range of fire protection and emergency services, emergency medical services, ambulance transport and community assistance to the residents of unincorporated Pima and Pinal Counties, Town of Oro Valley and the communities of Catalina and SaddleBrooke.

The power and authority given to the District is vested in a Board of Directors, each member being elected for a four-year term. The Board of Directors has the statutory authority to adopt and modify the budget, levy taxes, control all assets, including facilities and properties, authorize borrowing or long-term debt issuances, sign contracts and develop the service programs to be provided. The responsibility and accountability over all funds and fiscal matters are vested in the Board of Directors. The District is responsible for its debts and is entitled to surpluses. No separate agency receives a financial benefit from nor imposes a financial burden on the District.

The Board of Directors appoints the Fire Chief of the District. The activities under the purview of the Fire Chief are within the scope of the reporting entity and the Fire Chief is accountable to the Board of Directors for the activities being managed. The District is the primary, special purpose government responsible for all fire protection within its service areas. As a result, all significant activities have been included in the government-wide financial statements. The District's financial statements represent those of a stand-alone government, as there are no discretely or blended component units.

Government-wide and fund financial statements:

The basic financial statements include both government-wide financial statements and fund financial statements. The government-wide financial statements report information on all of the governmental activities of the District. Eliminating entries have been posted to minimize the double counting of internal activities. Governmental activities are financed primarily through property taxes and ambulance transport revenues. The government-wide financial statements include a statement of net position and a statement of activities.

The statement of activities presents a comparison between direct expenses of the public safety program of the District and program revenues. Direct expenses are those that are specifically associated with the public safety function and, therefore, are clearly identifiable to that function. Program revenues include: 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions. Property taxes, investment earnings, insurance refunds, and other items that are not classified as program revenues, are presented as general revenues.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Measurement focus, basis of accounting and financial statement presentation:

The government-wide financial statements are reported using the economic resources measurement focus, whereby all assets and liabilities are included in the statement of net position. The increases and decreases in the net position are presented in the government-wide statement of activities. These statements are reported on the accrual basis of accounting, whereby revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

The governmental fund financial statements are accounted for using a current financial resources measurement focus, whereby only current assets and current liabilities generally are included in the balance sheet, and the statement of revenues, expenditures and changes in fund balances present increases and decreases in those net current assets. These funds use the modified accrual basis of accounting whereby revenues are recorded only when susceptible to accrual (both measurable and available). "Measurable" means that the amount of the transaction can be determined. "Available" is defined as being collectible within the current period or soon enough thereafter (60 days) to be used to liquidate liabilities of the current period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures including lease liabilities, as well as expenditures related to compensated absences, and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt, acquisitions under lease contracts, and subscription-based information technology arrangements are reported as other financing sources.

Real and personal property taxes are levied on or before the third Monday in August that become due and payable in two equal installments. The first installment is due on the first day in October and becomes delinquent after the first business day of November. The second installment is due on the first day of March of the next year and becomes delinquent after the first business day of May. The county attaches a lien on real and personal property on the first day of January preceding assessment and levy. All property taxes are billed and collected by the Pima and Pinal County Treasurers. In the governmental fund financial statements, property taxes are reflected as revenues in the fiscal period for which they were levied, provided they are due, or past due and receivable within the current period, and collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period (60 days). Otherwise they are reported as deferred inflows of resources.

Intergovernmental revenues are recognized as revenues when all eligibility requirements are met. There are, however, essentially two types of intergovernmental revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the District; therefore, all eligibility requirements are determined to be met when the underlying expenditures are recorded. In the other, monies are virtually unrestricted as to the purpose of the expenditure and are usually revocable only for failing to comply with prescribed requirements; therefore, all eligibility requirements are determined to be met at the time of receipt or earlier if the susceptible to accrual criteria are met.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Measurement focus, basis of accounting and financial statement presentation (continued):

The District reports the following major governmental funds:

The General Fund is the primary operating fund of the District. It accounts for all financial resources of the District, except those required to be accounted for in another fund, either legally or by Board direction. The principal revenue source is property taxes. Primary expenditures are for public safety.

The Capital Projects Fund accounts for financial resources that are restricted, committed or assigned for the acquisition or construction of major capital assets. Bond proceeds restricted for the acquisition or construction of major capital assets are included in this fund.

The Debt Service Fund accounts for repayment of general obligation debt. The principal revenue source is property taxes, while primary expenditures are for principal and interest debt service payments.

Estimates:

The preparation of the basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the basic financial statements and the reported amounts of revenues and expenses during the reporting period. Management evaluates its estimates and assumptions on an ongoing basis. Actual results could differ from those estimates and assumptions.

Cash and investments:

The District considers cash on hand, demand deposits and short-term highly liquid investments with a maturity of three months or less, when purchased, to be cash and cash equivalents. Investments maintained in the Pima and Pinal County Investment Pools, are carried at cost, which approximates fair value, and are classified as a cash equivalents. Fair value of the investments in these pools is the same as the value of the pool shares.

Investment income is comprised primarily of interest earnings.

Cash and investments, restricted:

Certain proceeds of the District's long-term debt are classified as restricted assets on the statement of net position because they are maintained in separate bank accounts and their use is limited to the acquisition and construction of capital assets, and to reduce the Public Safety Personnel Retirement System unfunded liability.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Cash and investments, restricted (continued):

A Section 115 Pension Trust account was established this fiscal year to account and accumulate resources for public safety pension obligations. The Board approved the issuance of Certificates of Participation (COPs) which generated proceeds, after issuance costs, in the amount of \$27.5 million. The District contributed \$24.9M to PSPRS, the remaining COP proceeds of \$2.6M and a Board approved transfer of \$1.4M were placed in an irrevocable trust, as allowed by Section 115 of the Internal Revenue Code of 1986. The District plans to utilize the balance in the trust and future investment earnings for current and future public safety pension obligations. The balance in the trust account is included with restricted cash and investments in the general fund.

Fair value measurements:

Fair value is defined as the price to sell an asset between market participants in an orderly exchange in the principal or most advantageous market for that asset. The fair value for the commingled funds and qualifying alternative investments is determined based on the investment's net asset value as a practical expedient. Considerable judgment is required in interpreting market data used to develop the estimates of fair value. Accordingly, the estimates presented in the financial statements are not necessarily indicative of the amounts that could be realized in a current market exchange. The use of different market assumptions and estimation methodologies may have a material effect on the estimated fair value.

Receivables:

All accounts and property tax receivables are shown net of any allowance for uncollectible accounts. Real and personal property taxes are levied upon all taxable property within the District and become liens against the property on the first day of January preceding assessment and levy. Federal and state grants and contracts are recorded as intergovernmental receivables and revenues when the related expenditures are incurred.

Revenue from emergency medical and transportation services are recognized as charges for services. These charges for services are reported at their estimated net realizable amounts from patients, third-party payers, and others for services rendered, including estimated retroactive adjustments under reimbursement allowances with third-party payers, provisions for bad debt and uncompensated care. The allowance for doubtful accounts, including contractual adjustments, at June 30, 2023 is approximately \$1,085,827. Amounts not collected by the District within 60 days subsequent to June 30, 2023 are recorded as deferred inflows of resources in the fund financial statements.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Deferred outflows and inflows of resources:

In addition to assets, the statement of financial position includes a separate section for deferred outflows of resources. Deferred outflows of resources represent a consumption of net assets that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The District has three items that qualify for reporting in this category. It is the deferred charge on refunding reported in the government-wide statement of net position, and deferred amounts related to pension and OPEB. The deferred charge on refunding resulted from the difference between the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt. The deferred amounts related to pension and OPEB relate differences between estimated and actual investment earnings, changes in actuarial assumptions, and other pension and OPEB related changes.

In addition to liabilities, the statement of financial position includes a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net assets that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The District has three items that qualify for reporting in this category. Unavailable revenue is reported only in the governmental funds balance sheet. The governmental funds report unavailable revenues primarily from the following sources: property taxes, ambulance charges, and intergovernmental. These amounts are deferred and recognized as an inflow of resources in the period that the amounts become available. In the government-wide financial statements the District reports deferred amounts related to pension and OPEB.

Prepaid items:

Payments to vendors for services that will benefit future accounting periods are recorded as prepaid items using the consumption method. A current asset for the prepaid amount is recorded at the time of purchase and an expenditure/expense is reported in the year in which services are consumed.

Capital assets:

Capital assets are stated at cost or estimated historical cost. Donated capital assets are recorded at acquisition value at the date of donation. Normal maintenance and repairs are charged to expense as incurred. Major additions, improvements and replacements are capitalized. Gains or losses from sales or retirements of capital assets are included in the results of operations.

Capital assets include land, buildings, improvements, equipment, and other tangible assets costing over \$5,000 and that have initial useful lives extending beyond a single reporting period.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Capital assets (continued):

Depreciation/amortization is computed on assets in service, using the straight-line method over their estimated useful lives:

Land and construction in progress	Not depreciated
Buildings and improvements	5 to 40 years
Vehicles, furniture and equipment	5 to 18 years
Right-to-use leased assets:	
Vehicles and equipment	5 years

Intangible right-to-use leased assets are amortized over the shorter of the lease term or the useful life of the underlying asset.

Compensated absences:

It is the District's policy to permit employees to accumulate earned but unused paid time off. A liability is reported for paid time off that the District will pay upon termination or retirement. None of the liability for compensated absences is expected to be liquidated with expendable available financial resources. Accordingly, compensated absences are accrued as a liability only in the government-wide financial statements. The General Fund has typically been used to liquidate the liability for compensated absences in prior years.

Leases:

The District is a lessee for noncancelable leases of vehicles and equipment. The District recognizes a lease liability and an intangible right-to-use lease asset (lease asset) in the government-wide financial statements. The District recognizes lease liabilities with an initial, individual value of \$5,000 or more.

At the commencement of a lease, the District initially measures the lease liability at the present value of payments expected to be made during the lease term. Subsequently, the lease liability is reduced by the principal portion of lease payments made. The lease asset is initially measured as the initial amount of the lease liability, adjusted for lease payments made at or before the lease commencement date, plus certain initial direct costs. Subsequently, the lease asset is amortized on a straight-line basis over its useful life.

Key estimates and judgments related to leases include how the District determines the discount rate it uses to discount the expected lease payments to present value, the lease term, and the lease payments. The District uses the interest rate charged by the lessor as the discount rate. When the interest rate charged by the lessor is not provided, the District generally uses its estimated incremental borrowing rate as the discount rate for leases. The lease term includes the noncancelable period of the lease. Lease payments included in the measurement of the lease liability are composed of fixed payments and purchase option price that the District is reasonably certain to exercise.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Leases (continued):

The District monitors changes in circumstances that would require a remeasurement of its lease and will remeasure the lease asset and liability if certain changes occur that are expected to significantly affect the amount of the lease liability. Lease assets are reported with other capital assets and lease liabilities are reported with long-term debt on the statement of net position.

Long-term debt:

In the government-wide financial statements, long-term debt, lease liabilities, and other long-term obligations are reported as liabilities on the statement of net position. Bond premiums and discounts, are amortized over the life of the bonds using the straight-line method. Deferred amounts on refunding result from the difference between the carrying value of refunded debt and its reacquisition price. This amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

Postemployment benefits:

For purposes of measuring the net pension and other postemployment benefits (OPEB) liabilities or assets, deferred outflows of resources and deferred inflows of resources related to pensions and OPEB, and pension and OPEB expense, information about the plans' fiduciary net position and additions to/deductions from the plans' fiduciary net position have been determined on the same basis as they are reported by the plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. The plans' investments are reported at fair value.

Interfund activity:

Flows of cash from one fund to another without a requirement for repayment are reported as interfund transfers. Interfund transfers between governmental funds are eliminated in the Statement of Activities. Interfund transfers in the fund financial statements are reported as other financing sources (uses) in governmental funds.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Fund balance:

The District’s fund balance is divided into five classifications based primarily on the extent to which the District is bound to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:

- Nonspendable – The nonspendable fund balance category includes amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash.
- Restricted – The restricted fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or is imposed by law through constitutional provisions or enabling legislation. Enabling legislation authorizes the District to assess, levy, charge, or otherwise mandates payment of resources and includes a legally enforceable requirement that those resources be used only for the specific purposes stipulated in the legislation. Legal enforceability means that the District can be compelled by an external party – such as citizens, public interest groups, or the judiciary to use resources created by enabling legislation only for the purposes specified by the legislation.
- Committed – The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by the Board of Directors. Those committed amounts cannot be used for any other purpose unless the Board of Directors removes or changes the specified use by taking the same type of formal action it employed to previously commit those accounts. In contrast to fund balance that is restricted by enabling legislation, committed fund balance classification may be redeployed for other purposes with appropriate due process by resolution of the Board of Directors. Constraints imposed on the use of committed amounts are imposed by the Board of Directors through formal action, separate from the authorization to raise the underlying revenue; therefore, compliance with these constraints is not considered to be legally enforceable. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.
- Assigned – Amounts in the assigned fund balance classification are intended to be used by the District for specific purposes, but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the Board of Directors or a District official delegated that authority by District Charter, through a formal board action.

## Notes to Financial Statements (continued)

Year Ended June 30, 2023

## 1. Description of organization and summary of significant accounting policies (continued):

## Fund balance (continued):

- Unassigned – Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned. The District applies restricted resources first when expenditures are incurred for purposes for which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available.

## The Board has established the following reserve funds:

- Emergency Reserve – By Board resolution, the District maintains an “Emergency Reserve” in the General Fund of ten percent (10%) of the average actual General Fund revenues for the preceding three fiscal years. The Emergency Reserve is for unexpected, large-scale events where damage in excess of \$250,000 is incurred and immediate, remedial action must be taken to protect the health and safety of residents (e.g. floods, fires, storm damage). Any usage of Emergency Reserves must be appropriated or ratified by the Board of Directors, through formal Board resolution.
- Operating Reserve – By Board resolution, the District maintains an additional General Fund “Operating Reserve” with an upper goal of an additional twenty percent (20%) of the average actual General Fund revenues for the preceding three fiscal years. The Operating Reserve is intended to be a reserve for unexpected events whose impact exceeds \$500,000. Any use of the Operating Reserve funds must be approved by the Board of Directors and include a repayment plan that projects to restore the Operating Reserve to the twenty percent (20%) level within two fiscal years following the fiscal year in which the event occurred.
- Budget Stabilization Reserve – By Board resolution, the District maintains an additional General Fund “Budget Stabilization Reserve” with an upper goal of an additional ten percent (10%) of the average actual General Fund revenues for the preceding three fiscal years. The Budget Stabilization Reserve may be used to provide funding to deal with fluctuations within the fiscal cycle(s) and operating requirements that exceed \$500,000. The reserve funds will provide time for the District to restructure its operations in a deliberate manner to ensure continuance of critical District activities. Any use of the Budget Stabilization Reserve funds must be approved by the Board of Directors and include a repayment plan, based on a multi-year financial projection, that plans to restore the Budget Stabilization Reserve to the ten percent (10%) level within the three fiscal years following the fiscal year in which the event occurred.
- Contingency Reserve – By Board resolution, the District maintains an additional General Fund “Contingency Reserve.” The Contingency Reserve is intended to be a resource that will help the District effectively manage the innate risks of the public pension funding, particularly market return risk and actuarial risk, and help maintain a well-funded Plan for the duration of the COP bonds. A portion of the reserve is placed in restricted accounts.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Fund balance (continued):

The Board authorized the Fire Chief to assign amounts for specific purposes pursuant to the fund balance policy adopted by resolution. When expenditures are incurred for purposes for which both restricted and unrestricted funds balances are available, the District considers restricted amounts to be used first, then unrestricted. When expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, they are considered to be spent in the following order: committed, assigned and then unassigned.

The table below provides detail of the major components of the District’s fund balance classifications at June 30, 2023.

	<u>General fund</u>	<u>Debt service fund</u>	<u>Capital projects fund</u>
Fund balances:			
Restricted:			
Debt service	\$ -	\$ 471,013	\$ -
Bond construction projects	-	-	12,263,600
Future pension obligations	3,842,916	-	-
Committed:			
Emergency reserve	3,708,755	-	-
Operating reserve	7,417,509	-	-
Budget stabilization reserve	3,708,755	-	-
Contingency reserve	157,084	-	-
Unassigned	<u>3,348,796</u>	<u>-</u>	<u>-</u>
	<u>\$ 22,183,815</u>	<u>\$ 471,013</u>	<u>\$ 12,263,600</u>

Net position:

Net position represents the difference between assets, liabilities and deferred outflows/inflows of resources. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through enabling legislation or through external restrictions imposed by creditors, grantors or laws or regulations of other governments.

In the government-wide fund financial statements, the District applies restricted resources first when outlays are incurred for purposes for which either restricted or unrestricted amounts are available.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

1. Description of organization and summary of significant accounting policies (continued):

Budgetary information:

The District budgets all funds in accordance with the requirements of state law. All funds are budgeted on the modified accrual basis of accounting. The Governing body adopts the original budget by resolution prior to the beginning of the fiscal year of the District. The Board resolution authorizing budgeted expenditures for each fund sets the level by which actual expenditures should not be exceeded. Total labor, goods, services and other expenditures for the funds are the levels of control established by the budget resolution. The detailed budget document is required to contain specific detailed information for the above mentioned expenditures. Budgeted expenditures lapse at June 30 and may not be carried over to subsequent years.

2. Cash and investments:

The District maintains a cash and investment pool that is available for use by all funds. Each fund's portion of this pool is displayed on the statement of net position as part of cash and investments. Cash and investments are comprised of the following at June 30, 2023:

Deposits:

Operating accounts	\$ 2,643,571
Bond proceeds, restricted for capital purchases	347,126
Petty cash	350

Investments:

Pima County Treasurer investment pool	13,902,052
Pima County Treasurer investment pool - bond proceeds, restricted for capital purchases	12,633,342
Section 115 pension trust pool, restricted for pension	3,842,916
Pinal County Treasurer investment pool	<u>11,658</u>
	<u>\$ 33,381,015</u>

The Arizona Revised Statutes authorize the District to invest public monies in the State or County Treasurer's investment pool; interest-bearing savings accounts, certificates of deposit and repurchase agreements in eligible depositories; bonds or other obligations of the United States government that are guaranteed as to principal and interest by the United States government; and bonds of the State of Arizona's counties, cities, towns, school districts and special districts as specified by statute.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

2. Cash and investments (continued):

Deposits:

Custodial credit risk is the risk that in the event of bank failure, the District's deposits may not be returned. Arizona Revised Statutes require collateral for demand deposits, certificates of deposit and repurchase agreements at 101 percent of all deposits not covered by federal depository insurance. At June 30, 2023, deposits with financial institutions have a book value of \$2,991,047 and a bank balance of \$3,450,986. The difference of \$459,939 represents deposits in transit, outstanding checks, and other reconciling items at June 30, 2023. At June 30, 2023, the District's deposits were insured or covered by collateral held by the pledging financial institution in the District's name.

Investments:

The District invests funds in two County Local Government Investment Pools. No oversight is provided for the investment pools, nor does the structure of the pools provide for shares. The balance reported is fully liquid and available upon demand. Participation in the investment pools is involuntary. Participants in the pools are not required to categorize the value of shares in accordance with the fair value hierarchy.

The District's investments at June 30, 2023 were as follows:

	<u>Rating</u>	<u>Rating agency</u>	<u>Average maturities</u>	<u>Amount</u>
Local Government investment pools	Unrated	Not applicable	270 days	\$ 26,547,052
Section 115 pension trust	Unrated	Not applicable	270 days	\$ 3,842,916

The fair value of the investment pool is discussed in note 3.

Interest rate risk - Interest rate risk is the risk that changes in interest rates will adversely affect an investment's fair value. The District does not have a formal investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit risk - The District has no investment policy that would further limit its investment choices. As of June 30, 2023, the District's investment in the County Treasurer investment pools did not receive a credit rating from a national rating agency.

Custodial credit risk - The District's investment in the County Treasurers' investment pools represents a proportionate interest in the pools' portfolio; however, the District's portion is not identified with specific investments and is not subject to custodial credit risk.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

3. Fair value:

The District measures and categorizes its investments using fair value measurement guidelines established by GAAP. These guidelines establish a three-tier hierarchy of inputs to valuation techniques used to measure fair value, as follows:

Level 1 - Inputs are unadjusted quoted prices for identical assets or liabilities in active markets that the District has the ability to access.

Level 2 - Inputs, other than quoted market prices included within Level 1, are observable, either directly or indirectly.

Level 3 - Inputs are unobservable and significant to the fair value measurement.

Other investments at fair value - Investments for which fair value is measured at net asset value per share (or its equivalent). Due to the inherent uncertainty of these estimates, these values may differ materially from the values that would have been used had a ready market for these investments existed.

At June 30, 2023, the fair value of investments measured on a recurring basis is as follows:

	Fair value	Other investments at fair value	Level 1	Level 2	Level 3
External investment pools:					
Local Government investment pools	\$ 26,547,052	\$ 26,547,052	\$ -	\$ -	\$ -
Section 115 pension trust	<u>3,842,916</u>	<u>3,842,916</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 30,389,968</u>	<u>\$ 30,389,968</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The fair value of a participant’s portion in the Pima County Treasurer's investment pool and the Pinal County Treasurer's investment pool approximates the value of that participant’s pool shares and the participant’s shares are not identified with specific investments. The investment pools are not registered with the Securities and Exchange Commission as an investment company and there is no regulatory oversight of their operations. There are no unfunded commitments or redemption restrictions related to these investments.

The Pima County Treasurer's investment pool invests primarily in the State Treasurer's Local Government Investment Pool, corporate bonds, U.S. Treasury notes, and agency bonds.

**Notes to Financial Statements (continued)**

Year Ended June 30, 2023

## 4. Capital assets:

Capital asset activity for the year ended June 30, 2023 was as follows:

	Beginning balance	Increases	Decreases	Ending balance
Capital assets, not depreciated:				
Land	\$ 3,756,456	\$ 333,773	\$ -	\$ 4,090,229
Construction in progress	<u>3,257,183</u>	<u>1,552,292</u>	<u>(1,278,259)</u>	<u>3,531,216</u>
Total capital assets, not depreciated	<u>7,013,639</u>	<u>1,886,065</u>	<u>(1,278,259)</u>	<u>7,621,445</u>
Capital assets, depreciated:				
Buildings and improvements	27,027,936	1,681,527	-	28,709,463
Vehicles, furniture and equipment	18,071,341	4,192,351	(828,526)	21,435,166
Right-to-use leased vehicles and equipment	<u>139,515</u>	<u>-</u>	<u>(48,523)</u>	<u>90,992</u>
Total capital assets, depreciated	<u>45,238,792</u>	<u>5,873,878</u>	<u>(877,049)</u>	<u>50,235,621</u>
Less accumulated depreciation for:				
Buildings and improvements	(8,578,845)	(912,716)	-	(9,491,561)
Vehicles, furniture and equipment	(12,238,049)	(1,116,986)	815,625	(12,539,410)
Less accumulated amortization for leased assets	<u>(73,268)</u>	<u>(48,546)</u>	<u>48,523</u>	<u>(73,291)</u>
Total accumulated depreciation and amortization	<u>(20,890,162)</u>	<u>(2,078,248)</u>	<u>864,148</u>	<u>(22,104,262)</u>
Total capital assets, depreciated, net	<u>24,348,630</u>	<u>3,795,630</u>	<u>(12,901)</u>	<u>28,131,359</u>
Total capital assets, net	<u>\$ 31,362,269</u>	<u>\$ 5,681,695</u>	<u>\$ (1,291,160)</u>	<u>\$ 35,752,804</u>

Notes to Financial Statements (continued)

Year Ended June 30, 2023

5. Changes in noncurrent liabilities:

A summary of the changes in noncurrent liabilities for the year ended June 30, 2023 was as follows:

	Beginning balance	Additions	Reductions	Ending balance	Due within one year
Bonds, notes, and leases:					
Series 2015 GO Bonds	\$ 1,266,000	\$ -	\$ (626,000)	\$ 640,000	\$ 640,000
Series 2016 GO Bonds	1,496,000	-	(344,000)	1,152,000	373,000
Series 2020 GO Bonds	6,900,000	-	-	6,900,000	-
Series 2021 GO Bonds	12,880,000	-	-	12,880,000	-
Series 2022 GO Bonds	3,000,000	-	-	3,000,000	100,000
Certificates of participation	27,035,000	-	(1,445,000)	25,590,000	1,635,000
Financed purchases	2,176,101	3,874,175	(422,362)	5,627,914	666,310
Leases payable	66,748	-	(48,583)	18,165	15,245
Unamortized premium	3,960,009	-	(174,400)	3,785,609	-
Total bonds, notes, and leases payable	58,779,858	3,874,175	(3,060,345)	59,593,688	3,429,555
Net pension liability	20,811,243	-	(14,923,610)	5,887,633	-
Net OPEB liability	4,616	-	(2,809)	1,807	-
Compensated absences payable	3,925,275	3,870,151	(3,174,428)	4,620,998	3,235,000
	<u>\$ 83,520,992</u>	<u>\$ 7,744,326</u>	<u>\$ (21,161,192)</u>	<u>\$ 70,104,126</u>	<u>\$ 6,664,555</u>

6. General obligation bonds:

Series 2015 and Series 2016:

General obligation bonds are direct obligations and pledge the full faith and credit of the District. The District has outstanding general obligation bonds payable from a \$5,310,000 refunded issuance of callable 10-year bonds dated January 22, 2015 with interest rates of 2.05% and a \$2,932,000 refunded issuance of callable 10-year bonds dated December 28, 2016 with interest rates of 2.25%.

Series 2020, 2021, and 2022:

The District, pursuant to a special bond election, received voter approval to issue up to \$26,600,000 in general obligation debt to finance various capital improvements and to pay off capital leasing obligations.

The 2020 General Obligation Bonds were issued by the District in the amount of \$6,900,000. The interest rate ranges from 3% - 4% and the bonds mature July 1, 2044. The bonds were issued with a premium of \$1,241,088 that is being amortized over the life of the debt.

**Notes to Financial Statements (continued)**

Year Ended June 30, 2023

6. General obligation bonds (continued):

Series 2020, 2021, and 2022 (continued):

The 2021 General Obligation Bonds were issued by the District in the amount of \$12,880,000. The interest rate ranges from 4% - 5% and the bonds mature July 1, 2045. The bonds were issued with a premium of \$3,008,637 that is being amortized over the life of the debt.

The 2022 General Obligation Bonds were issued by the District in the amount of \$3,000,000. The interest rate is 2.61% and the bonds mature July 1, 2034.

Principal and interest on all long-term debt is paid semi-annually. The bonds are repaid from general fund secondary property taxes and used to fund construction projects, purchase capital equipment and fire apparatus.

Annual debt service requirements to maturity for the general obligation bonds are as follows:

Year ending <u>June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 1,113,000	\$ 919,740	\$ 2,032,740
2025	1,029,000	895,618	1,924,618
2026	1,060,000	866,598	1,926,598
2027	1,090,000	836,869	1,926,869
2028	1,120,000	796,954	1,916,954
2029 - 2033	5,530,000	3,341,930	8,871,930
2034 - 2038	5,170,000	2,317,202	7,487,202
2039 - 2043	6,145,000	1,220,000	7,365,000
2044 - 2048	<u>2,315,000</u>	<u>130,000</u>	<u>2,445,000</u>
	<u>\$ 24,572,000</u>	<u>\$ 11,324,911</u>	<u>\$ 35,896,911</u>

7. Certificates of Participation:

During 2021, the District issued Certificates of Participation (COPs) in the amount of \$28,000,000, which are debt instruments representing a fractional share of the District's interest in a tax-exempt lease marketed to investors. The District will use the proceeds from the COPs to reduce the District's unfunded pension liability with Public Safety Personnel Retirement System (PSPRS) and to fund a Contingency Reserve fund. The District's lease payments to the trustee repay the COPs. The lease payments are payable in semi-annual installments of principal and interest, with interest rates ranging from .357% to 2.91%. Ownership of the underlying assets transfer to the District at the end of the contract. The COPs are secured by the leased assets and mature July 1, 2037.

**Notes to Financial Statements (continued)**

Year Ended June 30, 2023

7. Certificates of Participation (continued):

Future principal and interest payments are as follows:

Year ending <u>June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 1,635,000	\$ 550,128	\$ 2,185,128
2025	1,645,000	538,945	2,183,945
2026	1,665,000	520,916	2,185,916
2027	1,685,000	500,169	2,185,169
2028	1,710,000	473,328	2,183,328
2029 - 2033	9,105,000	1,813,165	10,918,165
2034 - 2038	<u>8,145,000</u>	<u>586,830</u>	<u>8,731,830</u>
	<u>\$ 25,590,000</u>	<u>\$ 4,983,481</u>	<u>\$ 30,573,481</u>

8. Financed purchases:

The District has acquired various equipment and a vehicle under contract agreements at a total purchase price of \$7,247,739. The following schedule details debt service requirements to maturity of the District's financed purchases at June 30, 2023.

Year ending <u>June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 666,310	\$ 117,756	\$ 784,066
2025	734,142	172,834	906,976
2026	736,142	145,796	881,938
2027	737,142	118,715	855,857
2028	740,142	91,612	831,754
2029 - 2033	1,805,036	131,081	1,936,117
2034 - 2038	<u>209,000</u>	<u>6,783</u>	<u>215,783</u>
	<u>\$ 5,627,914</u>	<u>\$ 784,577</u>	<u>\$ 6,412,491</u>

9. Leases payable:

The District has acquired various vehicles and equipment under the provisions of various lease agreements. The total amount of lease assets and the related accumulated amortization are as follows:

Total right-to-use lease assets	\$ 90,992
Less accumulated amortization	<u>73,291</u>
Carrying value	<u>\$ 17,701</u>

**Notes to Financial Statements (continued)**

Year Ended June 30, 2023

8. Leases payable (continued):

The following schedule details minimum lease payments to maturity for the District's lease payable at June 30, 2023.

Year ending June 30,	Principal	Interest	Total
2024	\$ 15,245	\$ 392	\$ 15,637
2025	<u>2,920</u>	<u>26</u>	<u>2,946</u>
	<u>\$ 18,165</u>	<u>\$ 418</u>	<u>\$ 18,583</u>

10. Risk management:

The District is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The District carries commercial insurance for all such risks of loss, including workers' compensation and employees' health and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

The District has established a self-insured health care program for employees, employees' spouses, and their dependents. Payments are made to Blue Cross and Blue Shield for 100 percent of services and have a maximum of \$1,000 per enrolled person on a contract year basis. During the year ended June 30, 2023, the District General Fund paid claims in the amount of \$2,418,270. All claims handling procedures are performed by a third-party claims administrator. The District purchased reinsurance that limits exposure of any single claim to \$75,000 and \$1.5 million in the aggregate.

The District limits its exposure through specific and aggregate stop-loss coverage. All claims handling procedures are performed by a third-party claims administrator. Reported unpaid claims, have been accrued as a liability based upon monthly claims summary reports. These claims are expected to be fully paid within one year of the financial statement date.

Changes in the balances of claims payable during the past two years are as follows:

	Claims payable beginning of year	Current year claims and changes in estimates	Claims payments	Claims payable at end of year
2022 - 2023	\$ 365,787	\$ 2,418,270	\$ (2,418,270)	\$ 365,787
2021 - 2022	240,961	2,105,744	(1,980,918)	365,787

Notes to Financial Statements (continued)

Year Ended June 30, 2023

11. Commitments and contingencies:

Intergovernmental agreements:

The District is party to a variety of intergovernmental agreements entered into in the ordinary course of business pursuant to which it may be obligated to provide services outside of its geographic boundaries and/or receive assistance from other parties. As part of these agreements, the District is obligated to indemnify other parties for certain liabilities that arise out of, or relate to, the subject matter of the agreements.

Construction commitments:

As of January 2, 2023, the District entered into an agreement related to the construction of a new Fire Headquarters. The total amount of the agreement is \$2,009,706. The total amount expended on the contract as of June 30, 2023 was \$1,394,119.

Legal:

From time to time, the District may be party to certain pending or threatened lawsuits arising out of or incident to the ordinary course of business for which it carries general liability and other insurance coverages. In the opinion of management and based upon consultation with legal counsel, resolution of any pending or threatened lawsuits will not have a material adverse effect on the District's financial statements.

12. Pension and other postemployment benefits:

The District contributes to the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS). These plans are component units of the State of Arizona.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

At June 30, 2023, the District reported on the Statement Net Position and Statement of Activities the following aggregate amounts related to pensions and other postemployment benefits (OPEB) for all plans to which it contributes:

	<u>Net pension/ OPEB liability</u>	<u>Net pension/ OPEB asset</u>	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>	<u>Pension/ OPEB expense</u>
Pension plans:					
ASRS	\$ 3,197,523	\$ -	\$ 513,173	\$ 360,810	\$ 181,517
PSPRS - Tier 1 & 2	2,690,110	-	12,420,373	2,109,186	3,995,820
PSPRS - Tier 3 Risk Pool	-	(77,543)	648,576	75,714	42,108
OPEB plans:					
ASRS - health insurance premium benefit	-	(109,387)	8,068	62,604	(15,283)
ASRS - long-term disability	1,807	-	6,427	7,837	738
PSPRS - Tier 1 & 2	-	(181,779)	133,020	359,041	4,962
PSPRS - Tier 3 Risk Pool	-	(17,052)	4,714	3,769	(3,341)
	<u>\$ 5,889,440</u>	<u>\$ (385,761)</u>	<u>\$ 13,734,351</u>	<u>\$ 2,978,961</u>	<u>\$ 4,206,521</u>

The District’s accrued payroll and related benefits includes approximately \$160,000 of outstanding pension and OPEB contribution amounts payable to the plan for the year ended June 30, 2023.

The District reported \$2,550,364 of pension and OPEB contributions as expenditures in the governmental funds related to all plans to which it contributes.

Arizona State Retirement System (ASRS):

Plan description - District employees not covered by the other pension plan described below participate in the Arizona State Retirement System (ASRS). The ASRS administers a cost-sharing multiple-employer defined benefit pension plan, a cost-sharing multiple-employer defined benefit health insurance premium benefit (OPEB) plan, and a cost-sharing multiple-employer defined benefit long-term disability (OPEB) plan. The Arizona State Retirement System Board governs the ASRS according to the provisions of A.R.S. Title 38, Chapter 5, Articles 2 and 2.1. The ASRS issues a publicly available financial report that includes its financial statements and required supplementary information. The report is available on its website at [www.azasrs.gov](http://www.azasrs.gov).

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

Benefits provided - The ASRS provides retirement, health insurance premium supplement, long-term disability, and survivor benefits. State statute establishes benefit terms. Retirement benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	Initial membership date:	
	Before July 1, 2011	On or after July 1, 2011
Years of service and age required to receive benefit	Sum of years and age equals 80 10 years age 62 5 years age 50* any years age 65	30 years age 55 25 years age 60 10 years age 62 5 years age 50* any years age 65
Final average salary is based on	Highest 36 consecutive months of last 120 months	Highest 60 consecutive months of last 120 months
Benefit percent per year of service	2.1% to 2.3%	2.1% to 2.3%

\* with actuarially reduced benefits

Retirement benefits for members who joined the ASRS prior to September 13, 2013 are subject to automatic cost-of-living adjustments based on excess investment earnings. Members with a membership date on or after September 13, 2013 are not eligible for cost-of-living adjustments. Survivor benefits are payable upon a member’s death. For retired members, the retirement benefit option chosen determines the survivor benefit. For all other members, the beneficiary is entitled to the member’s account balance that includes the member’s contributions and employer’s contributions, plus interest earned.

Health insurance premium benefits are available to retired and disabled members with five years of credited service. The benefits are payable only with respect to allowable health insurance premiums for which the member is responsible. For members with 10 or more years of service, benefits range from \$100 per month to \$260 per month depending on the age of the member and dependents. For members with five to nine years of service, the benefits are the same dollar amounts as above multiplied by a vesting fraction based on completed years of service.

Active members are eligible for a monthly long-term disability benefit equal to two-thirds of monthly earnings. Members receiving benefits continue to earn service credit up to their normal retirement dates. Members with long-term disability commencement dates after June 30, 1999 are limited to 30 years of service or the service on record as of the effective disability date, if their service is greater than 30 years.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

Contributions - In accordance with State statutes, annual actuarial valuations determine active member and employer contribution requirements. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. For the year ended June 30, 2023, statute required active ASRS members to contribute at the actuarially determined rate of 12.17% (12.03% for retirement and 0.14% for long-term disability) of the members' annual covered payroll, and statute required the District to contribute at the actuarially determined rate of 12.17% (11.92% for retirement, 0.11% for health insurance premium benefit, and 0.14% for long-term disability) of the active members' annual covered payroll.

The District's contributions for the year ended June 30, 2023 were as follows:

	<u>Contributions</u>
Pension	\$ 316,279
Health insurance premium	2,919
Long-term disability	3,715

The District's net pension and OPEB liabilities, and related contributions, are paid by the same funds as the employee's salary, with the largest component coming from the General Fund.

Pension and OPEB assets/liabilities - At June 30, 2023, the District reported the following asset and liabilities for its proportionate share of the ASRS' net pension/OPEB asset or liability.

	<u>Net pension/OPEB (asset) liability</u>
Pension	\$ 3,197,523
Health insurance premium benefit	(109,387)
Long-term disability	1,807

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

The net asset and net liabilities were measured as of June 30, 2022. The total liability used to calculate the net asset or net liability was determined using update procedures to roll forward the total liability from an actuarial valuation as of June 30, 2021, to the measurement date of June 30, 2022. The District's proportion of the net asset or net liability was based on the District's actual contributions to the plan relative to the total of all participating employers' contributions for the year ended June 30, 2022. The District's proportion measured as of June 30, 2022, and the change in proportions measured as of June 30, 2021, were:

	<u>Proportion</u>	<u>Increase (decrease)</u>
Pension	0.01959 %	(0.00274)
Health insurance premium benefit	0.01960 %	(0.00283)
Long-term disability	0.01957 %	(0.00279)

Pension/OPEB expense - For the year ended June 30, 2023, the District recognized pension and OPEB expense for ASRS as follows:

	<u>Expense</u>
Pension	\$ 181,517
Health insurance premium benefit	(15,283)
Long-term disability	738

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

Deferred outflows/inflows of resources - At June 30, 2023, the District reported deferred outflows of resources and deferred inflows of resources related to pensions and OPEB from the following sources:

	Pension		Health insurance premium benefit		Long-term disability	
	Deferred outflows of resources	Deferred inflows of resources	Deferred outflows of resources	Deferred inflows of resources	Deferred outflows of resources	Deferred inflows of resources
Differences between expected and actual experience	\$ 27,245	\$ -	\$ -	\$ 55,825	\$ 941	\$ 1,684
Net difference between projected and actual earnings on pension plan investments	-	84,226	-	3,685	-	56
Changes in assumptions	158,699	-	1,775	2,983	984	4,411
Changes in proportion and differences between employer contributions and proportionate share of contributions	10,950	276,584	3,374	111	787	1,686
Contributions subsequent to the measurement date	316,279	-	2,919	-	3,715	-
	<u>\$ 513,173</u>	<u>\$ 360,810</u>	<u>\$ 8,068</u>	<u>\$ 62,604</u>	<u>\$ 6,427</u>	<u>\$ 7,837</u>

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

The amounts reported as deferred outflows of resources related to ASRS pensions and OPEB resulting from District contributions subsequent to the measurement date will be recognized as an increase of the net asset and a reduction of the net liability in the year ending June 30, 2024. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions and OPEB will be recognized as expenses as follows:

Year ending <u>June 30,</u>	<u>Pension</u>	Health insurance premium benefit	<u>Long-term disability</u>
2024	\$ 16,837	\$ (15,939)	\$ (418)
2025	(169,324)	(17,426)	(519)
2026	(146,236)	(19,198)	(943)
2027	134,807	(2,253)	(278)
2028	-	(2,639)	(1,094)
Thereafter	<u>-</u>	<u>-</u>	<u>(1,873)</u>
	<u>\$ (163,916)</u>	<u>\$ (57,455)</u>	<u>\$ (5,125)</u>

Actuarial assumptions - The significant actuarial assumptions used to measure the total pension/OPEB liability are as follows:

Actuarial valuation date	June 30, 2021
Actuarial roll forward date	June 30, 2022
Actuarial cost method	Entry age normal
Investment rate of return	7.0%
Projected salary increases	2.9% - 8.4% for pensions/not applicable for OPEB
Inflation	2.3%
Permanent benefit increase	Included for pensions/not applicable for OPEB
Mortality rates	2017 SRA Scale U-MP for pension and health insurance premium benefit
Recovery rates	2012 GLDT for long-term disability
Healthcare cost trend rate	Not applicable

Actuarial assumptions used in the June 30, 2021 valuation were based on the results of an actuarial experience study for the 5-year period ended June 30, 2020.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

The long-term expected rate of return on ASRS pension plan investments was determined to be 7.0% using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage.

The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-term expected geometric real rate of return</u>
Equity	50 %	3.90 %
Fixed income - credit	20 %	5.30 %
Fixed income - interest rate sensitive	10 %	(0.20)%
Real estate	20 %	6.00 %
	<u>100 %</u>	

Discount rate— At June 30, 2022, the discount rate used to measure the ASRS total pension/OPEB liability was 7.0%. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates based on the ASRS Board’s funding policy, which establishes the contractually required rate under Arizona statute. Based on those assumptions, the plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension/OPEB liability.

Sensitivity of the District's proportionate share of the ASRS net pension/OPEB (asset) liability to changes in the discount rate - The following table presents the District's proportionate share of the net pension/OPEB (asset) liability calculated using the discount rate of 7.0%, as well as what the District's proportionate share of the net pension/OPEB (asset) liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.0%) or 1 percentage point higher (8.0%) than the current rate:

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Arizona State Retirement System (ASRS) (continued):

	1% decrease (6.0%)	Current discount rate (7.0%)	1% increase (8.0%)
Net pension liability	\$ 4,717,850	\$ 3,197,523	\$ 1,929,808
Net health insurance premium liability (asset)	\$ (78,655)	\$ (109,387)	\$ (135,463)
Net long-term disability liability	\$ 2,996	\$ 1,807	\$ 655

Pension plan fiduciary net position - Detailed information about the pension plan’s fiduciary net position is available in the separately issued ASRS financial report.

Public Safety Personnel Retirement System (PSPRS):

Plan description - District employees who are regularly assigned hazardous duty participate in the Public Safety Personnel Retirement System (PSPRS) or employees who became members on or after July 1, 2017, may participate in the Public Safety Personnel Defined Contribution Retirement Plan (PSPDCRP). The PSPRS administers agent and cost-sharing multiple-employer defined benefit pension plans and agent and cost-sharing multiple-employer defined benefit health insurance premium benefit (OPEB) plans. A nine-member board known as the Board of Trustees and the participating local boards govern the PSPRS according to the provisions of A.R.S. Title 38, Chapter 5, Article 4. Employees who were PSPRS members before July 1, 2017, participate in the agent plans, and those who became PSPRS members on or after July 1, 2017, participate in the cost-sharing plans (PSPRS Tier 3 Risk Pool).

The PSPRS issues a publicly available financial report that include financial statements and required supplementary information. The report is available on the PSPRS website at [www.psprs.com](http://www.psprs.com).

Benefits provided - The PSPRS provides retirement, health insurance premium supplement, disability, and survivor benefits. State statute establishes benefit terms. Certain retirement, disability, and survivor benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

	Initial membership date:		
	Tier 1	Tier 2	Tier 3
	Before January 1, 2012	On or after January 1, 2012 and before July 1, 2017	On or after July 1, 2017
Years of service and age required to receive benefit	20 years of service, any age 15 years of service, age 62	25 years of service or 15 years of credited service, age 52.5	15 years of credited service, age 52.5*; 15 or more years of service, age 55
Final average salary is based on	Highest 36 consecutive months of last 20 years	Highest 60 consecutive months of last 20 years	Highest 60 consecutive months of last 15 years
Benefit percent:			
Normal retirement	50% less 2.0% for each year of credited service less than 20 years OR plus 2.0% to 2.5% for each year of credited service over 20 years, not to exceed 80%	1.5% to 2.5% per year of credited service, not to exceed 80%	
Accidental disability retirement	50% or normal retirement, whichever is greater		
Catastrophic disability retirement	90% for the first 60 months then reduced to either 62.5% or normal retirement, whichever is greater		
Ordinary disability retirement	Normal retirement calculated with actual years of credited service or 20 years of credited service, whichever is greater, multiplied by years of credited service (not to exceed 20 years) divided by 20		
Survivor benefit:			
Retired members	80% to 100% of retired member's pension benefit		
Active member	80% to 100% of accidental disability retirement benefit or 100% of average monthly compensation if death was the result of injuries received on the job		

\* with actuarially reduced benefits

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

Retirement and survivor benefits are subject to automatic cost-of-living adjustments based on inflation. PSPRS also provides temporary disability benefits of 50 percent of the member’s compensation for up to 12 months.

Health insurance premium benefits are available to retired or disabled members with 5 years of credited service. The benefits are payable only with respect to allowable health insurance premiums for which the member is responsible. Benefits range from \$100 per month to \$260 per month depending on the age of the member and dependents.

Employees covered by benefit terms - At June 30, 2023, the following employees were covered by the agent plans' benefit terms:

	<u>Pension</u>	<u>Health</u>
Inactive employees or beneficiaries currently receiving benefits	35	35
Inactive employees entitled to but not yet receiving benefits	28	13
Active employees	<u>159</u>	<u>159</u>
	<u>222</u>	<u>207</u>

Contributions - State statutes establish the pension contribution requirements for active PSPRS employees. In accordance with State statutes, annual actuarial valuations determine employer contribution requirements for PSPRS pension and health insurance premium benefits. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. Contribution rates are a percentage of active members’ annual covered payroll. Contribution rates for the year ended June 30, 2023 are indicated below:

	<u>Tier 1 &amp; 2</u>	<u>Tier 3</u>
Active members - pension	7.65% - 11.65%	9.94 %
District:		
Pension	25.95 %	9.00 %
Health insurance	0.28 %	0.12 %
Legacy cost - Tiers 1 & 2 unfunded liabilities	- %	12.94 %

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

In addition, the District is required to contribute at the actuarially determined rate of 12.94% of annual covered payroll of retired members who worked for the District in positions that an employee who contributes to the PSPRS would typically fill and of employees participating in the PSPRS Tier 3 Risk Pool and PSPDCRP members in addition to the District’s required contributions to the PSPRS Tier 3 Risk Pool and PSPDCRP.

The District's contributions to the pension and OPEB plans for the year ended June 30, 2023 were:

	<u>Tier 1 &amp; 2</u>	<u>Tier 3</u>
Pension	\$ 1,932,266	\$ 250,263
Health insurance	41,586	3,337

The District's pension and OPEB contributions are paid by the same funds as the employee's salary, with the largest component coming from the general fund.

PSPRS agent multiple-employer plans (Tier 1 & 2):

Liability - At June 30, 2023, the District reported net pension liability of \$2,690,110 and a net OPEB (asset) liability of \$(181,779). The net assets and net liabilities were measured as of June 30, 2022, and the total liability used to calculate the net asset or liability was determined by an actuarial valuation as of that date. The total liabilities as of June 30, 2022 reflect changes of actuarial assumptions, including decreasing the investment rate of return from 7.3% to 7.2%, changing the wage inflation from 3.5% to a range of 3.0% - 6.25%, and increasing the cost-of-living adjustment from 1.75% to 1.85%.

Actuarial assumptions - The significant actuarial assumptions used to measure the total pension/OPEB liability are as follows:

Actuarial valuation date	June 30, 2022
Actuarial cost method	Entry age normal
Investment rate of return	7.2%
Wage inflation	3.0% - 6.25% for pensions/not applicable for OPEB
Price inflation	2.5% for pensions/not applicable for OPEB
Cost-of-living adjustment	1.85% for pensions/not applicable for OPEB
Mortality rates	PubS-2010 tables
Healthcare cost trend rate	Not applicable

Actuarial assumptions used in the June 30, 2022 valuation were based on the results of an actuarial experience study for the 5-year period ended June 30, 2021.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS agent multiple-employer plans (Tier 1 & 2) (continued):

The long-term expected rate of return on PSPRS plan investments was determined to be 7.2% using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expenses and inflation) are developed for each major asset class.

The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-term expected geometric real rate of return</u>
U.S. public equity	24 %	3.49 %
International public equity	16 %	4.47 %
Global private equity	20 %	7.18 %
Other assets (capital appreciation)	7 %	4.83 %
Core bonds	2 %	0.45 %
Private credit	20 %	5.10 %
Diversifying strategies	10 %	2.68 %
Cash - Mellon	1 %	(0.35)%
	<u>100 %</u>	

Discount rate - At June 30, 2022, the discount rate used to measure the total pension/OPEB liability was 7.20%, which was a decrease of 0.1 from the discount rate used as of June 30, 2021. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between the actuarially determined contribution rate and the member rate. Based on those assumptions, the plans' fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension/OPEB liability.

## Notes to Financial Statements (continued)

Year Ended June 30, 2023

## 12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS agent multiple-employer plans (Tier 1 &amp; 2) (continued):

Changes in the net pension liability -

	Total pension liability (a)	Plan fiduciary net position (b)	Net pension liability (a) - (b)
	<u>                    </u>	<u>                    </u>	<u>                    </u>
Balances at June 30, 2022	\$ 85,570,873	\$ 67,693,693	\$ 17,877,180
Adjustment to beginning of year	-	33,649	(33,649)
Changes for the year:			
Service cost	3,180,496	-	3,180,496
Interest on the total pension liability	6,373,461	-	6,373,461
Differences between expected and actual experience in the measurement of the pension liability	(1,681,014)	-	(1,681,014)
Changes of assumptions	1,388,711	-	1,388,711
Contributions - employer	-	26,825,686	(26,825,686)
Contributions - employee	-	1,339,073	(1,339,073)
Net investment income	-	(3,683,500)	3,683,500
Benefit payments, including refunds of employee contributions	(2,887,370)	(2,887,370)	-
Administrative expense	-	(66,184)	66,184
Net changes	<u>6,374,284</u>	<u>21,527,705</u>	<u>(15,153,421)</u>
Balances at June 30, 2023	<u>\$ 91,945,157</u>	<u>\$ 89,255,047</u>	<u>\$ 2,690,110</u>

**Notes to Financial Statements (continued)**

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS agent multiple-employer plans (Tier 1 & 2) (continued):

Changes in the net OPEB liability -

	Total OPEB liability (a)	Plan fiduciary net position (b)	Net OPEB liability (asset) (a) - (b)
Balances at June 30, 2022	\$ 1,317,499	\$ 1,719,479	\$ (401,980)
Changes for the year:			
Service cost	63,117	-	63,117
Interest on the total OPEB liability	99,768	-	99,768
Differences between expected and actual experience in the measurement of the OPEB liability	(23,387)	-	(23,387)
Changes of assumptions	55,144	-	55,144
Contributions - employer	-	43,099	(43,099)
Net investment income	-	(67,457)	67,457
Benefit payments, including refunds of employee contributions	(27,866)	(27,866)	-
Administrative expense	-	(1,201)	1,201
Net changes	166,776	(53,425)	220,201
Balances at June 30, 2023	\$ 1,484,275	\$ 1,666,054	\$ (181,779)

Sensitivity of the District's net pension/OPEB (asset) liability to changes in the discount rate - The following table presents the District's net pension/OPEB (assets) liabilities calculated using the discount rate of 7.2%, as well as what the District's net pension/OPEB (asset) liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.2%) or 1 percentage point higher (8.2%) than the current rate:

	1% decrease (6.2%)	Current discount rate (7.2%)	1% increase (8.2%)
District's net pension liability	\$ 17,610,505	\$ 2,690,110	\$ (9,278,091)
District's net OPEB (asset) liability	\$ 17,431	\$ (181,779)	\$ (348,032)

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS agent multiple-employer plans (Tier 1 & 2) (continued):

Plan fiduciary net position - Detailed information about the plans' fiduciary net position is available in the separately issued PSPRS financial report. This report is available on the PSPRS website at [www.psprs.com](http://www.psprs.com).

Expense - For the year ended June 30, 2023, the District recognized the following as pension and OPEB expense:

	<u>Expense</u>
Pension	\$ 3,995,820
Health insurance	4,962

Deferred outflows/inflows of resources - At June 30, 2023, the District reported deferred outflows of resources and deferred inflows of resources related to pensions and OPEB from the following sources:

	<u>Pension</u>		<u>Health</u>	
	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>
Differences between expected and actual experience	\$ 4,424,633	\$ 2,109,186	\$ 570	\$ 328,205
Changes in assumptions	3,488,822	-	59,314	30,836
Net difference between projected and actual earnings on plan investments	2,574,652	-	31,550	-
Contributions subsequent to the measurement date	<u>1,932,266</u>	<u>-</u>	<u>41,586</u>	<u>-</u>
	<u>\$ 12,420,373</u>	<u>\$ 2,109,186</u>	<u>\$ 133,020</u>	<u>\$ 359,041</u>

The amounts reported as deferred outflows of resources related to pensions and OPEB resulting from District contributions subsequent to the measurement date will be recognized as an increase in the net asset or a reduction of the net liability in the year ending June 30, 2024.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS agent multiple-employer plans (Tier 1 & 2) (continued):

Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions and OPEB will be recognized as expenses as follows:

Year ending <u>June 30,</u>	<u>Pension</u>	<u>Health</u>
2024	\$ 1,547,222	\$ (35,827)
2025	1,343,270	(40,465)
2026	678,203	(55,995)
2027	2,781,700	(3,015)
2028	657,768	(41,426)
Thereafter	<u>1,370,758</u>	<u>(90,879)</u>
	<u>\$ 8,378,921</u>	<u>\$ (267,607)</u>

PSPRS cost-sharing multiple-employer plans (Tier 3 Risk Pool):

Pension and OPEB assets/liabilities - At June 30, 2023, the District reported the following asset and liabilities for its proportionate share of the PSPRS Tier 3 Risk Pool net pension/OPEB asset or liability.

	<u>Net pension/OPEB (asset) liability</u>
Pension	\$ (77,543)
Health insurance premium benefit	(17,052)

The net asset and net liabilities were measured as of June 30, 2022. The total liability used to calculate the net asset or net liability was determined using update procedures to roll forward the total liability from an actuarial valuation as of June 30, 2021, to the measurement date of June 30, 2022. The total liabilities as of June 30, 2022 reflect changes of actuarial assumptions, including changing the projected salary increases from 3.5% - 7.5% to 2.75% - 15%, and increasing the future benefit increases from 1.75% to 1.85%.

The District's proportion of the net asset or net liability was based on the District's actual contributions to the plan relative to the total of all participating employers' contributions for the year ended June 30, 2022. The District's proportion measured as of June 30, 2022, and the change in proportions measured as of June 30, 2021, were:

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS cost-sharing multiple-employer plans (Tier 3 Risk Pool) (continued):

	<u>Proportion</u>	<u>Increase (decrease)</u>
Pension	1.43438 %	0.20143
Health insurance premium benefit	1.43595 %	0.25324

Pension/OPEB expense - For the year ended June 30, 2023, the District recognized pension and OPEB expense for PSPRS Tier 3 Risk Pool as follows:

	<u>Expense</u>
Pension	\$ 42,108
Health insurance premium benefit	(3,341)

Deferred outflows/inflows of resources - At June 30, 2023, the District reported deferred outflows of resources and deferred inflows of resources related to pensions and OPEB from the following sources:

	<u>Pension</u>		<u>Health insurance premium benefit</u>	
	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>
Differences between expected and actual experience	\$ 371,632	\$ -	\$ 389	\$ 1,446
Net difference between projected and actual earnings on pension plan investments	18,233	-	313	-
Changes in assumptions	935	19,284	444	4
Changes in proportion and differences between employer contributions and proportionate share of contributions	7,513	56,430	231	2,319
Contributions subsequent to the measurement date	<u>250,263</u>	<u>-</u>	<u>3,337</u>	<u>-</u>
	<u>\$ 648,576</u>	<u>\$ 75,714</u>	<u>\$ 4,714</u>	<u>\$ 3,769</u>

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS cost-sharing multiple-employer plans (Tier 3 Risk Pool) (continued):

The amounts reported as deferred outflows of resources related to PSPRS Tier 3 Risk Pool pensions and OPEB resulting from District contributions subsequent to the measurement date will be recognized as an increase of the net asset and a reduction of the net liability in the year ending June 30, 2024.

Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions and OPEB will be recognized as expenses as follows:

Year ending <u>June 30,</u>	<u>Pension</u>	<u>Health insurance premium benefit</u>
2024	\$ 28,153	\$ (296)
2025	28,314	(286)
2026	26,281	(359)
2027	49,980	482
2028	28,624	(193)
Thereafter	<u>161,247</u>	<u>(1,740)</u>
	<u>\$ 322,599</u>	<u>\$ (2,392)</u>

Actuarial assumptions - The significant actuarial assumptions used to measure the total pension/OPEB liability are as follows:

Valuation (measurement) date	June 30, 2022
Actuarial cost method	Entry age normal
Investment rate of return	7.0%
Projected salary increases	2.75% - 15% for pensions/not applicable for OPEB
Price inflation	2.5% for pensions/not applicable for OPEB
Future benefit increases	1.85% for pensions/not applicable for OPEB
Mortality rates	PubS-2010 tables

Actuarial assumptions used were based on the results of an actuarial experience study for the 5-year period ended June 30, 2021.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPRS cost-sharing multiple-employer plans (Tier 3 Risk Pool) (continued):

The long-term expected rate of return on PSPRS Tier 3 Risk Pool pension plan investments was determined to be 7% using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage.

The target allocation and best estimates of geometric real rates of return for each major asset class are consistent with the allocations disclosed for the PSPRS agent multiple-employer plans (Tier 1 & 2).

Discount rate - The discount rate used to measure the PSPRS Tier 3 Risk Pool total pension/OPEB liability was 7%. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates. Based on those assumptions, the plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension/OPEB liability.

Sensitivity of the District's proportionate share of the PSPRS Tier 3 Risk Pool net pension/OPEB (asset) liability to changes in the discount rate - The following table presents the District's proportionate share of the net pension/OPEB (asset) liability calculated using the discount rate of 7.0%, as well as what the District's proportionate share of the net pension/OPEB (asset) liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.0%) or 1 percentage point higher (8.0%) than the current rate:

	1% decrease (6.0%)	Current discount rate (7.0%)	1% increase (8.0%)
Net pension liability (asset)	\$ 189,387	\$ (77,543)	\$ (276,822)
Net health insurance premium liability (asset)	\$ (13,529)	\$ (17,052)	\$ (19,856)

PSPDCRP plan:

District employees who are regularly assigned hazardous duty and are not members of PSPRS participate in the PSPDCRP. The PSPDCRP is a defined contribution pension plan. The PSPRS Board of Trustees governs the PSPDCRP according to the provisions of A.R.S. Title 38, Chapter 5, Article 4.1. Benefit terms, including contribution requirements, are established by State statute.

Notes to Financial Statements (continued)

Year Ended June 30, 2023

12. Pension and other postemployment benefits (continued):

Public Safety Personnel Retirement System (PSPRS) (continued):

PSPDCRP plan (continued):

For the year ended June 30, 2023, active PSPDCRP members were required by statute to contribute at least 9 percent of the members' annual covered payroll, and the District was required by statute to contribute 9 percent of active members' annual covered payroll to an individual employee account. Employees are immediately vested in their own contributions and the earnings on those contributions. Employees vest in a portion of the District's contributions each year as set forth in statute. The plan retains nonvested District contributions when forfeited because of employment terminations.

# DRAFT

**Required Supplementary Information**

**Schedule of Revenues, Expenditures and Changes in Fund Balance -  
Budget to Actual - General Fund**

Year Ended June 30, 2023

	Budgeted amounts		Actual	Variance with final budget over (under)
	Original	Final		
Revenues:				
Property taxes	\$ 34,357,968	\$ 34,357,968	\$ 35,332,967	\$ 974,999
State shared tax revenue	800,000	800,000	616,389	(183,611)
Intergovernmental	-	-	2,840,440	2,840,440
Charges for services	5,113,152	5,113,152	5,171,894	58,742
Investment income	45,000	45,000	603,212	558,212
Miscellaneous	-	-	71,912	71,912
Total revenues	<u>40,316,120</u>	<u>40,316,120</u>	<u>44,636,814</u>	<u>4,320,694</u>
Expenditures:				
Public safety:				
Emergency services	29,893,864	29,893,864	29,243,726	(650,138)
Administration	8,431,603	8,431,603	8,105,257	(326,346)
Capital outlay	-	-	4,854,311	4,854,311
Debt service:				
Principal	1,887,361	1,887,361	1,915,945	28,584
Interest	603,292	603,292	617,024	13,732
Total expenditures	<u>40,816,120</u>	<u>40,816,120</u>	<u>44,736,263</u>	<u>3,920,143</u>
Revenues under expenditures	<u>(500,000)</u>	<u>(500,000)</u>	<u>(99,449)</u>	<u>400,551</u>
Other financing sources:				
Issuance of capital lease obligations	-	-	3,874,175	3,874,175
Proceeds from sale of capital assets	-	-	72,012	72,012
Total other financing sources	<u>-</u>	<u>-</u>	<u>3,946,187</u>	<u>3,946,187</u>
Change in fund balance	(500,000)	(500,000)	3,846,738	4,346,738
Fund balance, beginning of year	<u>18,337,077</u>	<u>18,337,077</u>	<u>18,337,077</u>	<u>-</u>
Fund balance, end of year	<u>\$ 17,837,077</u>	<u>\$ 17,837,077</u>	<u>\$ 22,183,815</u>	<u>\$ 4,346,738</u>

Golder Ranch Fire District

DRAFT

Schedule of the District's Proportionate Share of the Net Pension Liability - Cost Sharing Plan (ASRS)

Year Ended June 30, 2023

(schedule to be built prospectively from 2015; 2014 information not available)

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
District's proportion of the net pension liability	0.020 %	0.022 %	0.022 %	0.023 %	0.022 %	0.020 %	0.018 %	0.017 %	0.015 %	- %
District's proportionate share of the net pension liability	\$ 3,197,523	\$ 2,934,063	\$ 3,829,161	\$ 3,356,953	\$ 3,129,590	\$ 3,067,318	\$ 2,871,485	\$ 2,625,582	\$ 2,319,839	\$ -
District's covered payroll	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ 1,921,633	\$ 166,230	\$ 1,552,663	\$ 1,518,869	\$ -
District's proportionate share of the net pension liability as a percentage of its covered payroll	140 %	116 %	164 %	143 %	131 %	160 %	172 %	169 %	153 %	- %
Plan fiduciary net position as a percentage of total pension liability	74 %	79 %	69 %	73 %	73 %	70 %	67 %	68 %	69 %	- %

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

Golder Ranch Fire District

DRAFT

Schedule of Changes in Net Pension Liability and Related Ratios - Agent Retirement Plan (PSPRS)

Year Ended June 30, 2023

(schedule to be built prospectively from 2015; 2014 information not available)

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
<b>Total pension liability</b>										
Service cost	\$ 3,180,496	\$ 2,977,424	\$ 2,998,212	\$ 3,287,055	\$ 3,033,033	\$ 2,463,426	\$ 1,893,767	\$ 1,665,435	\$ 1,631,075	\$ -
Interest	6,373,461	5,789,150	5,128,762	4,693,500	4,179,191	3,531,633	2,926,935	2,662,254	2,320,648	-
Benefit changes	-	-	-	-	-	338,676	4,530,962	-	53,327	-
Difference between expected and actual experience	(1,681,014)	1,549,363	2,845,080	(525,159)	(619,413)	2,862,034	(589,166)	(320,149)	29,015	-
Assumption changes	1,388,711	-	-	1,477,194	-	1,124,342	1,944,844	-	1,270,274	-
Benefit payments, including refunds of employee contributions	(2,887,370)	(2,142,124)	(1,667,602)	(1,957,201)	(869,270)	(1,566,333)	(812,716)	(687,217)	(1,252,497)	-
<b>Net change in total pension liability</b>	<b>6,374,284</b>	<b>8,173,813</b>	<b>9,304,452</b>	<b>6,975,389</b>	<b>5,723,541</b>	<b>8,753,778</b>	<b>9,894,626</b>	<b>3,320,323</b>	<b>4,051,842</b>	<b>-</b>
<b>Total pension liability, beginning</b>	<b>85,570,873</b>	<b>77,397,060</b>	<b>68,092,608</b>	<b>61,117,219</b>	<b>55,393,678</b>	<b>46,639,900</b>	<b>36,745,274</b>	<b>33,424,951</b>	<b>29,373,109</b>	<b>-</b>
<b>Total pension liability, ending (a)</b>	<b>\$ 91,945,157</b>	<b>\$ 85,570,873</b>	<b>\$ 77,397,060</b>	<b>\$ 68,092,608</b>	<b>\$ 61,117,219</b>	<b>\$ 55,393,678</b>	<b>\$ 46,639,900</b>	<b>\$ 36,745,274</b>	<b>\$ 33,424,951</b>	<b>\$ -</b>
<b>Plan fiduciary net position</b>										
Contributions - employer	\$ 26,825,686	\$ 3,747,569	\$ 3,320,145	\$ 3,844,207	\$ 3,929,939	\$ 2,446,935	\$ 1,857,235	\$ 1,462,125	\$ 1,320,493	\$ -
Contributions - employee	1,339,073	1,436,667	1,280,952	1,381,209	1,287,889	1,428,130	1,168,274	1,043,183	892,042	-
Pension plan net investment income	(3,683,500)	14,445,803	615,150	2,289,859	2,538,757	3,640,691	162,509	916,962	2,861,697	-
Benefit payments, including refunds of employee contributions	(2,887,370)	(2,142,124)	(1,667,602)	(1,957,201)	(869,270)	(1,566,333)	(812,716)	(687,217)	(1,252,497)	-
Hall/Parker settlement	-	-	-	-	(1,622,681)	-	-	-	-	-
Administrative expense	(66,184)	(67,238)	(50,159)	(40,787)	(39,340)	(33,014)	(23,784)	(22,759)	(23,047)	-
Other	-	-	-	357	7,424	676,374	136,088	(18,717)	54,389	-
<b>Net change in fiduciary net position</b>	<b>21,527,705</b>	<b>17,420,677</b>	<b>3,498,486</b>	<b>5,517,644</b>	<b>5,232,718</b>	<b>6,592,783</b>	<b>2,487,606</b>	<b>2,693,577</b>	<b>3,853,077</b>	<b>-</b>
<b>Plan fiduciary net position, beginning</b>	<b>67,693,693</b>	<b>50,273,016</b>	<b>46,774,527</b>	<b>41,282,624</b>	<b>36,049,906</b>	<b>29,457,123</b>	<b>26,969,517</b>	<b>24,275,940</b>	<b>20,422,863</b>	<b>-</b>
Adjustment to beginning of year	33,649	-	3	(25,741)	-	-	-	-	-	-
<b>Plan fiduciary net position, ending (b)</b>	<b>\$ 89,255,047</b>	<b>\$ 67,693,693</b>	<b>\$ 50,273,016</b>	<b>\$ 46,774,527</b>	<b>\$ 41,282,624</b>	<b>\$ 36,049,906</b>	<b>\$ 29,457,123</b>	<b>\$ 26,969,517</b>	<b>\$ 24,275,940</b>	<b>\$ -</b>
<b>Net pension liability (asset), ending (a) - (b)</b>	<b>\$ 2,690,110</b>	<b>\$ 17,877,180</b>	<b>\$ 27,124,044</b>	<b>\$ 21,318,081</b>	<b>\$ 19,834,595</b>	<b>\$ 19,343,772</b>	<b>\$ 17,182,777</b>	<b>\$ 9,775,757</b>	<b>\$ 9,149,011</b>	<b>\$ -</b>
<b>Plan fiduciary net position as a percentage of total pension liability</b>	<b>97.07 %</b>	<b>79.11 %</b>	<b>64.95 %</b>	<b>68.69 %</b>	<b>67.55 %</b>	<b>65.08 %</b>	<b>63.16 %</b>	<b>73.40 %</b>	<b>72.63 %</b>	<b>- %</b>
<b>Covered valuation payroll</b>	<b>\$ 13,316,535</b>	<b>\$ 14,327,018</b>	<b>\$ 13,615,505</b>	<b>\$ 13,570,844</b>	<b>\$ 13,813,062</b>	<b>\$ 9,669,855</b>	<b>\$ 9,616,923</b>	<b>\$ 7,834,709</b>	<b>\$ 7,044,295</b>	<b>\$ -</b>
<b>Net pension liability as a percentage of covered valuation payroll</b>	<b>20.20 %</b>	<b>124.78 %</b>	<b>199.21 %</b>	<b>157.09 %</b>	<b>143.59 %</b>	<b>200.04 %</b>	<b>178.67 %</b>	<b>124.77 %</b>	<b>129.88 %</b>	<b>- %</b>

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

Golder Ranch Fire District

DRAFT

Schedule of the District's Proportionate Share of the Net Pension/OPEB Liability - Cost Sharing Plan  
(PSPRS Tier 3 Risk Pool)

Year Ended June 30, 2023

(schedule to be built prospectively from 2019; 2018 - 2014 information not available)

**PSPRS Tier 3 Risk Pool - Pension**

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
District's proportion of the net pension liability	1.434 %	1.233 %	1.316 %	1.055 %	0.171 %	- %	- %	- %	- %	- %
District's proportionate share of the net pension liability	\$ (77,543)	\$ (114,155)	\$ 4,620	\$ (15,148)	\$ 337	\$ -	\$ -	\$ -	\$ -	\$ -
District's covered payroll	\$ 2,301,672	\$ 968,088	\$ 429,370	\$ 14,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
District's proportionate share of the net pension liability as a percentage of its covered payroll	(3.4)%	(11.8)%	1.1 %	(101.7)%	- %	- %	- %	- %	- %	- %
Plan fiduciary net position as a percentage of total pension liability	108 %	122 %	99 %	118 %	89 %	- %	- %	- %	- %	- %

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

## Golder Ranch Fire District

# DRAFT

### Schedule of Pension Contributions

Year Ended June 30, 2023

(schedule to be built prospectively from 2015; 2014 information not available)

#### ASRS - Pension

Reporting fiscal year	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Statutorily required contribution	\$ 316,279	\$ 279,783	\$ 292,510	\$ 267,474	\$ 262,397	\$ 261,018	\$ 207,152	\$ 180,786	\$ 169,085	\$ -
Contributions in relation to the contractually required contribution	<u>316,279</u>	<u>279,783</u>	<u>292,510</u>	<u>267,474</u>	<u>262,397</u>	<u>261,018</u>	<u>207,152</u>	<u>180,786</u>	<u>169,085</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>								
District's covered payroll	\$ 2,672,666	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ 1,921,633	\$ 1,666,230	\$ 1,552,663	\$ -
Contributions as a percentage of covered payroll	11.83 %	12.28 %	11.60 %	11.44 %	11.19 %	10.90 %	10.78 %	10.85 %	10.89 %	- %

#### PSPRS - Pension

Reporting fiscal year	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Actuarially determined contribution	\$ 1,932,266	\$ 26,874,431	\$ 3,745,277	\$ 3,399,372	\$ 3,972,703	\$ 3,240,966	\$ 1,669,984	\$ 1,600,256	\$ 1,239,451	\$ -
Contributions in relation to the actuarially determined contribution	<u>1,932,266</u>	<u>26,874,431</u>	<u>3,745,277</u>	<u>3,399,372</u>	<u>3,972,703</u>	<u>3,240,966</u>	<u>1,669,984</u>	<u>1,600,256</u>	<u>1,239,451</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
District's covered payroll	\$ 18,272,436	\$ 13,316,535	\$ 14,327,018	\$ 13,615,505	\$ 13,570,844	\$ 13,813,062	\$ 9,669,855	\$ 9,616,923	\$ 7,834,709	\$ -
Contributions as a percentage of covered payroll	10.57 %	201.81 %	23.06 %	22.10 %	26.40 %	23.46 %	17.27 %	16.64 %	15.82 %	- %

#### PSPRS Tier 3 Risk Pool - Pension

Reporting fiscal year	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Statutorily determined contribution	\$ 250,263	\$ 208,301	\$ 87,612	\$ 38,858	\$ 1,347	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	<u>250,263</u>	<u>208,301</u>	<u>87,612</u>	<u>38,858</u>	<u>1,347</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
District's covered payroll	\$ 2,551,101	\$ 2,301,672	\$ 968,088	\$ 429,370	\$ 14,900	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions as a percentage of covered payroll	9.81 %	9.05 %	9.05 %	9.05 %	9.04 %	- %	- %	- %	- %	- %

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

Golder Ranch Fire District

DRAFT

Schedule of Changes in Net OPEB Liability and Related Ratios - Agent Retirement Plan (PSPRS)

Year Ended June 30, 2023

(schedule to be built prospectively from 2018; 2017 - 2014 information not available)

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
<b>Total OPEB liability</b>										
Service cost	\$ 63,117	\$ 61,817	\$ 63,176	\$ 45,641	\$ 44,258	\$ 35,780	\$ -	\$ -	\$ -	\$ -
Interest on total OPEB liability	99,768	94,355	88,993	97,498	91,047	90,698	-	-	-	-
Benefit changes	-	-	-	-	-	16,830	-	-	-	-
Difference between expected and actual experience	(23,387)	(62,450)	(46,866)	(275,940)	(55,773)	(39,217)	-	-	-	-
Assumption changes	55,144	-	-	14,537	-	(68,340)	-	-	-	-
Benefit payments	(27,866)	(13,893)	(14,126)	(14,276)	(17,485)	(20,376)	-	-	-	-
<b>Net change in total OPEB liability</b>	<b>166,776</b>	<b>79,829</b>	<b>91,177</b>	<b>(132,540)</b>	<b>62,047</b>	<b>15,375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total OPEB liability, beginning</b>	<b>1,317,499</b>	<b>1,237,670</b>	<b>1,146,493</b>	<b>1,279,033</b>	<b>1,216,986</b>	<b>1,201,611</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total OPEB liability, ending (a)</b>	<b>\$ 1,484,275</b>	<b>\$ 1,317,499</b>	<b>\$ 1,237,670</b>	<b>\$ 1,146,493</b>	<b>\$ 1,279,033</b>	<b>\$ 1,216,986</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Plan fiduciary net position</b>										
Contributions - employer	\$ 43,099	\$ 55,775	\$ 52,626	\$ 47,374	\$ 38,459	\$ 39,810	\$ -	\$ -	\$ -	\$ -
Contributions - employee	-	-	-	-	-	-	-	-	-	-
Net investment income	(67,457)	362,488	15,941	62,584	73,472	109,600	-	-	-	-
Benefit payments	(27,866)	(13,893)	(14,126)	(14,276)	(17,485)	(20,376)	-	-	-	-
Administrative expenses	(1,201)	(1,491)	(1,296)	(1,080)	(1,118)	(970)	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Net change in fiduciary net position</b>	<b>(53,425)</b>	<b>402,879</b>	<b>53,145</b>	<b>94,602</b>	<b>93,328</b>	<b>128,064</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Plan fiduciary net position, beginning</b>	<b>1,719,479</b>	<b>1,316,600</b>	<b>1,263,455</b>	<b>1,143,112</b>	<b>1,049,784</b>	<b>921,720</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Adjustment to beginning of year	-	-	-	25,741	-	-	-	-	-	-
<b>Plan fiduciary net position, ending (b)</b>	<b>\$ 1,666,054</b>	<b>\$ 1,719,479</b>	<b>\$ 1,316,600</b>	<b>\$ 1,263,455</b>	<b>\$ 1,143,112</b>	<b>\$ 1,049,784</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net OPEB liability (asset), ending (a) - (b)</b>	<b>\$ (181,779)</b>	<b>\$ (401,980)</b>	<b>\$ (78,930)</b>	<b>\$ (116,962)</b>	<b>\$ 135,921</b>	<b>\$ 167,202</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Plan fiduciary net position as a percentage of total OPEB liability</b>	<b>112.25 %</b>	<b>130.51 %</b>	<b>106.38 %</b>	<b>110.20 %</b>	<b>89.37 %</b>	<b>86.26 %</b>	<b>- %</b>	<b>- %</b>	<b>- %</b>	<b>- %</b>
<b>Covered valuation payroll</b>	<b>\$ 13,316,535</b>	<b>\$ 14,327,018</b>	<b>\$ 13,615,505</b>	<b>\$ 13,570,844</b>	<b>\$ 13,813,062</b>	<b>\$ 9,669,855</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net OPEB liability as a percentage of covered valuation payroll</b>	<b>(1.37)%</b>	<b>(2.81)%</b>	<b>(0.58)%</b>	<b>(0.86)%</b>	<b>0.98 %</b>	<b>1.73 %</b>	<b>- %</b>	<b>- %</b>	<b>- %</b>	<b>- %</b>

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

## Golder Ranch Fire District

# DRAFT

### Schedule of the District's Proportionate Share of the Net OPEB Liability - Cost Sharing Plan (ASRS)

Year Ended June 30, 2023

(schedule to be built prospectively from 2018; 2017 - 2014 information not available)

#### ASRS Health insurance premium benefit

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
District's proportion of the net OPEB (asset)	0.020 %	0.022 %	0.022 %	0.023 %	0.023 %	0.020 %	- %	- %	- %	- %
District's proportionate share of the net OPEB (asset)	\$ (109,387)	\$ (109,281)	\$ (15,604)	\$ (6,533)	\$ (8,235)	\$ (10,877)	\$ -	\$ -	\$ -	\$ -
District's covered payroll	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ 1,921,633	\$ -	\$ -	\$ -	\$ -
District's proportionate share of the net OPEB (asset) as a percentage of its covered payroll	(4.80)%	(4.33)%	(0.67)%	(0.28)%	(0.34)%	(0.57)%	- %	- %	- %	- %
Plan fiduciary net position as a percentage of total OPEB (asset)	138 %	130 %	104 %	102 %	102 %	104 %	- %	- %	- %	- %

#### ASRS Long-term disability

Reporting date (Measurement date)	2023 (2022)	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)
District's proportion of the net OPEB liability	0.020 %	0.022 %	0.022 %	0.023 %	0.022 %	0.020 %	- %	- %	- %	- %
District's proportionate share of the net OPEB liability	\$ 1,807	\$ 4,616	\$ 16,705	\$ 15,263	\$ 11,751	\$ 7,166	\$ -	\$ -	\$ -	\$ -
District's covered payroll	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ 1,921,633	\$ -	\$ -	\$ -	\$ -
District's proportionate share of the net OPEB liability as a percentage of its covered payroll	0.08 %	0.18 %	0.71 %	0.65 %	0.49 %	0.37 %	- %	- %	- %	- %
Plan fiduciary net position as a percentage of total OPEB liability	95 %	90 %	68 %	73 %	78 %	84 %	- %	- %	- %	- %

See accompanying notes to required supplementary information.

# Golder Ranch Fire District

# DRAFT

## Schedule of OPEB Contributions

Year Ended June 30, 2023

(schedule to be built prospectively from 2018; 2017 - 2014 information not available)

### ASRS Health insurance premium benefit

Reporting fiscal year	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Actuarially determined contribution	\$ 2,919	\$ 4,892	\$ 9,792	\$ 11,446	\$ 10,796	\$ 10,537	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	<u>2,919</u>	<u>4,892</u>	<u>9,792</u>	<u>11,446</u>	<u>10,796</u>	<u>10,537</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
District's covered payroll	\$ 2,672,666	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ -	\$ -	\$ -	\$ -
Contributions as a percentage of covered payroll	0.11 %	0.21 %	0.39 %	0.49 %	0.46 %	0.44 %	- %	- %	- %	- %

### ASRS Long-term disability

Reporting fiscal year	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Actuarially determined contribution	\$ 3,715	\$ 4,426	\$ 4,520	\$ 3,972	\$ 3,756	\$ 3,831	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	<u>3,715</u>	<u>4,426</u>	<u>4,520</u>	<u>3,972</u>	<u>3,756</u>	<u>3,831</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>					
District's covered payroll	\$ 2,672,666	\$ 2,278,810	\$ 2,521,399	\$ 2,337,951	\$ 2,345,241	\$ 2,394,661	\$ -	\$ -	\$ -	\$ -
Contributions as a percentage of covered payroll	0.14 %	0.19 %	0.18 %	0.17 %	0.16 %	0.16 %	- %	- %	- %	- %

### PSPRS Health insurance premium benefit

Actuarially determined contribution	\$ 41,586	\$ 23,265	\$ 58,803	\$ 56,090	\$ 52,657	\$ 58,168	\$ -	\$ -	\$ -	\$ -
Contributions in relation to the actuarially determined contribution	<u>41,586</u>	<u>23,265</u>	<u>58,803</u>	<u>56,090</u>	<u>52,657</u>	<u>58,168</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>					
District's covered payroll	\$ 18,272,436	\$ 13,968,225	\$ 16,244,333	\$ 13,615,505	\$ 13,570,844	\$ 13,813,062	\$ -	\$ -	\$ -	\$ -
Contributions as a percentage of covered payroll	0.23 %	0.17 %	0.36 %	0.36 %	0.34 %	0.42 %	- %	- %	- %	- %

NOTE: The pension and OPEB schedules in the required supplementary information are intended to show information for ten years, and additional information will be displayed as it becomes available.

Notes to Required Supplementary Information

Year Ended June 30, 2023

1. Budgetary basis of accounting:

The adopted budget of the District is prepared on a basis consistent with accounting principles generally accepted in the United States of America.

2. Pension and OPEB plan schedules:

Actuarially determined contribution rates:

Actuarial determined contribution rates for PSPRS are calculated as of June 30 two years prior to the end of the fiscal year in which contributions are made. The actuarial methods and assumptions used to establish the contribution requirements are as follows:

Actuarial cost method	Entry age normal
Amortization method	Level percent-of-pay, closed
Remaining amortization period as of the 2021 actuarial valuation	15 years
Asset valuation method	7-year smoothed fair value; 80%/120% corridor

Actuarial assumptions:

Investment rate of return  
 In the 2019 actuarial valuation, the investment rate of return was decreased from 7.4% to 7.3%. In the 2017 actuarial valuation, the investment rate of return was decreased from 7.5% to 7.4%. In the 2016 actuarial valuation, the investment rate of return was decreased from 7.85% to 7.5%. In the 2013 actuarial valuation, the investment rate of return was decreased from 8.0% to 7.85%.

Salary increase  
 In the 2017 actuarial valuation, projected salary increases were decreased from 4.0% - 8.0% to 3.5% - 7.5%. In the 2014 actuarial valuation, projected salary increases were decreased from 4.5% – 8.5% to 4.0% – 8.0%. In the 2013 actuarial valuation, projected salary increases were decreased from 5.0% – 9.0% to 4.5% – 8.5%.

Wage growth  
 In the 2017 actuarial valuation, wage growth was decreased from 4% to 3.5%. In the 2014 actuarial valuation, wage growth was decreased from 4.5% to 4.0%. In the 2013 actuarial valuation, wage growth was decreased from 5.0% to 4.5%.

Notes to Required Supplementary Information (continued)

Year Ended June 30, 2023

2. Pension and OPEB plan schedules (continued):

Actuarially determined contribution rates (continued):

Retirement age	Experience-based table of rates that is specific to the type of eligibility condition. Last updated for the 2012 valuation pursuant to an experience study of the period July 1, 2006 - June 30, 2011.
Mortality	In the 2019 actuarial valuation, changed to PubS-2010 tables. In the 2017 actuarial valuation, changed to RP-2014 tables, with 75% of MP-2016 fully generational projection scales. RP-2000 mortality table (adjusted by 105% for both males and females).

Factors that affect trends:

Arizona courts have ruled that provisions of a 2011 law that changed the mechanism for funding permanent pension benefit increases and increased employee pension contribution rates were unconstitutional or a breach of contract because those provisions apply to individuals who were members as of the law’s effective date. As a result, the PSPRS changed benefit terms to reflect the prior mechanism for funding permanent benefit increases for those members and revised actuarial assumptions to explicitly value future permanent benefit increases. PSPRS also reduced those members’ employee contribution rates. These changes are reflected in the plans’ pension liabilities for fiscal year 2015 (measurement date 2014) for members who were retired as of the law’s effective date and fiscal year 2018 (measurement date 2017) for members who retired or will retire after the law’s effective date. These changes also increased the PSPRS-required pension contributions beginning in fiscal year 2016 for members who were retired as of the law’s effective date. These changes increased the PSPRS-required contributions beginning in fiscal year 2019 for members who retired or will retire after the law’s effective date. Also, the District refunded excess employee contributions to PSPRS members. PSPRS allowed the District to reduce its actual employer contributions for the refund amounts. As a result, the District's pension contributions were less than the actuarially or statutorily determined contributions for 2018 and 2019.

**DRAFT**

**Combining and Individual Fund Financial  
Statements and Schedules**

**Schedule of Revenues, Expenditures and Changes in Fund Balance -  
Budget to Actual - Debt Service**

Year Ended June 30, 2023

	<u>Budgeted amounts</u>		<u>Variance with final</u>
	<u>Original &amp; Final</u>	<u>Actual</u>	<u>budget over (under)</u>
Revenues:			
Property taxes	\$ 1,992,972	\$ 1,987,370	\$ (5,602)
Investment income	-	31,361	31,361
Total revenues	<u>1,992,972</u>	<u>2,018,731</u>	<u>25,759</u>
Expenditures:			
Public safety:			
Debt service:			
Principal	970,000	970,000	-
Interest	<u>862,014</u>	<u>949,413</u>	<u>87,399</u>
Total expenditures	<u>1,832,014</u>	<u>1,919,413</u>	<u>87,399</u>
Net change in fund balance	160,958	99,318	(61,640)
Fund balance, beginning of year	<u>371,695</u>	<u>371,695</u>	-
Fund balance, end of year	<u>\$ 532,653</u>	<u>\$ 471,013</u>	<u>\$ (61,640)</u>

**Schedule of Revenues, Expenditures and Changes in Fund Balance -  
Budget to Actual - Capital Projects Fund**

Year Ended June 30, 2023

	<u>Budgeted amounts</u>		<u>Variance with final</u>
	<u>Original &amp; Final</u>	<u>Actual</u>	<u>budget over(under)</u>
Revenues:			
Investment income	\$ -	\$ 339,893	\$ 339,893
Miscellaneous	-	<u>162,500</u>	<u>162,500</u>
Total revenues	<u>-</u>	<u>502,393</u>	<u>502,393</u>
Expenditures:			
Public safety:			
Emergency services	-	9,118	9,118
Capital outlay	<u>5,619,275</u>	<u>2,499,126</u>	<u>(3,120,149)</u>
Total expenditures	<u>5,619,275</u>	<u>2,508,244</u>	<u>(3,111,031)</u>
Revenues under expenditures	(5,619,275)	(2,005,851)	3,613,424
Other financing sources:			
Transfers in	1,034,329	-	(1,034,329)
Issuance of lease obligations	<u>4,088,575</u>	<u>-</u>	<u>(4,088,575)</u>
Total other financing sources	<u>5,122,904</u>	<u>-</u>	<u>(5,122,904)</u>
Net change in fund balance	(496,371)	(2,005,851)	(1,509,480)
Fund balance, beginning of year	<u>14,269,451</u>	<u>14,269,451</u>	<u>-</u>
Fund balance, end of year	<u>\$ 13,773,080</u>	<u>\$ 12,263,600</u>	<u>\$ (1,509,480)</u>

**DRAFT**

**STATISTICAL SECTION**

The statistical section presents financial statement trends as well as detailed financial and operational information not available elsewhere in the report. The statistical section is intended to enhance the reader’s understanding of the information presented in the financial statements, notes to the financial statements, and other supplementary information presented in this report. The statistical section is comprised of the five categories of statistical information presented below.

**Financial Trends**

These schedules contain trend information to help the reader understand how the District's financial performance and financial activities have changed over time.

**Revenue Capacity**

These schedules contain information to help the reader assess the factors affecting the District's ability to generate revenue.

**Debt Capacity**

These schedules present information to help the reader evaluate the District's current levels of outstanding debt as well as assess the District's ability to make debt payments and/or issue additional debt in the future.

**Demographic and Economic Information**

These schedules present various demographic and economic indicators to help the reader understand the environment in which the District's financial activities take place and to help make comparisons with other school districts.

**Operating Information**

These schedules contain information about the District's operations and various resources to help the reader draw conclusions as to how the District's financial information relates to the services provided by the District.

**Note:** Due to cost considerations for the accumulation of data, the District has elected to present less than ten years of data, or data from less than nine years prior, for certain statistical schedules. This information will be accumulated and reported each year until the complete ten years of data is presented.

Due to the consolidation with another fire district in fiscal year 2018, amounts reported reflect the consolidated operations accordingly. Balances prior to fiscal year 2018 have not been restated to include the operations of the other fire district.

## Golder Ranch Fire District Net Position by Component

(Accrual Basis)

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Net investments in capital assets	\$ 14,410,911	\$ 14,282,862	\$ 13,191,964	\$ 13,453,568	\$ 12,172,501	\$ 11,489,341	\$ 9,236,846	\$ 7,672,389	\$ 7,191,068	\$ 6,640,717
Restricted	4,313,929	3,975,320	298,140	465,973	387,052	393,625	311,946	352,779	954,221	528,150
Unrestricted	<u>(6,415,427)</u>	<u>(8,819,039)</u>	<u>(8,064,461)</u>	<u>(7,261,130)</u>	<u>(4,880,045)</u>	<u>(6,331,545)</u>	<u>(11,938,989)</u>	<u>(4,523,981)</u>	<u>(3,981,422)</u>	<u>5,020,475</u>
Total primary government net position	<u>\$ 12,309,413</u>	<u>\$ 9,439,143</u>	<u>\$ 5,425,643</u>	<u>\$ 6,658,411</u>	<u>\$ 7,679,508</u>	<u>\$ 5,551,421</u>	<u>\$ (2,390,197)</u>	<u>\$ 3,501,187</u>	<u>\$ 4,163,867</u>	<u>\$ 12,189,342</u>

Source: District financial records.

Note: The decrease in net position in fiscal year 2015 is due to the implementation of the pension standards.

# Golder Ranch Fire District

# DRAFT

## Changes in Net Position

(Accrual Basis)

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Expenses</b>										
Governmental activities:										
Public Safety-Fire Protection	\$ 42,600,871	\$ 35,716,401	\$ 39,252,475	\$ 36,952,273	\$ 33,648,043	\$ 28,086,591	\$ 28,391,504	\$ 21,837,480	\$ 18,460,962	\$ 17,274,232
Interest on long-term debt	1,406,787	1,340,682	671,347	274,914	345,221	407,258	383,790	309,662	412,387	506,040
Total primary government expenses	<u>44,007,658</u>	<u>37,057,083</u>	<u>39,923,822</u>	<u>37,227,187</u>	<u>33,993,264</u>	<u>28,493,849</u>	<u>28,775,294</u>	<u>22,147,142</u>	<u>18,873,349</u>	<u>17,780,272</u>
<b>Program revenues:</b>										
Governmental activities:										
Charges for services	5,596,593	5,708,715	5,436,525	4,750,885	5,240,197	4,479,411	3,759,813	3,314,268	3,295,320	2,538,435
Operating grants & contributions	2,401,324	35,715	215,236	624,167	952,998	321,564	625,157	506,456	315,056	131,249
Total primary government revenues	<u>7,997,917</u>	<u>5,744,430</u>	<u>5,651,761</u>	<u>5,375,052</u>	<u>6,193,195</u>	<u>4,800,975</u>	<u>4,384,970</u>	<u>3,820,724</u>	<u>3,610,376</u>	<u>2,669,684</u>
Total primary government net expenses	<u>(36,009,741)</u>	<u>(31,312,653)</u>	<u>(34,272,061)</u>	<u>(31,852,135)</u>	<u>(27,800,069)</u>	<u>(23,692,874)</u>	<u>(24,390,324)</u>	<u>(18,326,418)</u>	<u>(15,262,973)</u>	<u>(15,110,588)</u>
<b>General revenues &amp; other changes in net position</b>										
Property taxes	37,054,744	34,970,177	32,572,287	30,560,207	29,195,901	27,061,849	18,247,838	17,424,433	17,022,813	15,371,055
State shared taxes	616,389	585,747	-	-	-	-	-	-	-	-
Investment income	974,466	(292,141)	133,813	209,986	178,250	64,706	40,069	37,175	28,328	30,977
Miscellaneous	234,412	62,370	333,193	60,845	125,129	89,435	211,033	202,130	40,841	22,124
Total primary government	<u>38,880,011</u>	<u>35,326,153</u>	<u>33,039,293</u>	<u>30,831,038</u>	<u>29,499,280</u>	<u>27,215,990</u>	<u>18,498,940</u>	<u>17,663,738</u>	<u>17,091,982</u>	<u>15,424,156</u>
<b>Change in net position</b>										
Total primary government	<u>\$ 2,870,270</u>	<u>\$ 4,013,500</u>	<u>\$ (1,232,768)</u>	<u>\$ (1,021,097)</u>	<u>\$ 1,699,211</u>	<u>\$ 3,523,116</u>	<u>\$ (5,891,384)</u>	<u>\$ (662,680)</u>	<u>\$ 1,829,009</u>	<u>\$ 313,568</u>

Source: District financial records.

## Golder Ranch Fire District Fund Balances - Governmental Funds

(Modified Accrual Basis)

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>General fund</b>										
Restricted	\$ 3,842,916	\$ 3,603,625	\$ 27,529,838	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Committed	14,992,103	14,008,756	15,154,624	11,244,200	9,404,028	7,793,404	6,767,528	6,950,492	6,553,262	5,511,562
Assigned	-	-	-	-	-	-	-	-	461,157	-
Unassigned	<u>3,348,796</u>	<u>724,696</u>	<u>(1,823,644)</u>	<u>871,619</u>	<u>2,027,715</u>	<u>2,217,191</u>	<u>-</u>	<u>80,635</u>	<u>-</u>	<u>-</u>
Total general fund	<u>\$ 22,183,815</u>	<u>\$ 18,337,077</u>	<u>\$ 40,860,818</u>	<u>\$ 12,115,819</u>	<u>\$ 11,431,743</u>	<u>\$ 10,010,595</u>	<u>\$ 6,767,528</u>	<u>\$ 7,031,127</u>	<u>\$ 7,014,419</u>	<u>\$ 5,511,562</u>
<b>All other governmental funds</b>										
Restricted	\$ 12,734,613	\$ 14,641,146	\$ 16,197,208	\$ 2,625,091	\$ 387,052	\$ 356,913	\$ 275,964	\$ 316,071	\$ 937,297	\$ 482,794
Unassigned	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(320,295)</u>	<u>(1,332,040)</u>	<u>(1,171,373)</u>	<u>(601,718)</u>	<u>-</u>	<u>-</u>
Total all other governmental funds	<u>\$ 12,734,613</u>	<u>\$ 14,641,146</u>	<u>\$ 16,197,208</u>	<u>\$ 2,625,091</u>	<u>\$ 66,757</u>	<u>\$ (975,127)</u>	<u>\$ (895,409)</u>	<u>\$ (285,647)</u>	<u>\$ 937,297</u>	<u>\$ 482,794</u>

Source: District financial records.

Golder Ranch Fire District

DRAFT

Changes in Fund Balances - Governmental Funds and Debt Service Ratio

(Modified Accrual Basis)

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Revenues:</b>										
Property taxes	\$ 37,320,337	\$ 34,957,909	\$ 32,679,063	\$ 30,478,853	\$ 29,218,457	\$ 27,099,046	\$ 18,262,016	\$ 17,138,081	\$ 17,156,974	\$ 15,310,805
State shared revenue	616,389	585,747	-	-	-	-	-	-	-	-
Investment income (loss)	974,466	(292,141)	133,813	209,986	178,250	64,706	40,069	37,175	28,328	30,977
Charges for services	5,171,894	4,963,014	4,551,145	4,319,159	4,160,970	4,479,411	3,759,813	3,314,268	3,295,320	2,538,435
Intergovernmental	2,840,440	660,311	970,587	1,141,226	1,955,126	407,221	454,266	526,090	329,620	139,408
Miscellaneous	234,412	62,370	333,193	60,845	125,129	89,435	211,033	202,130	40,841	22,124
Total revenues	<u>47,157,938</u>	<u>40,937,210</u>	<u>38,667,801</u>	<u>36,210,069</u>	<u>35,637,932</u>	<u>32,139,819</u>	<u>22,727,197</u>	<u>21,217,744</u>	<u>20,851,083</u>	<u>18,041,749</u>
<b>Expenditures:</b>										
Current:										
Public Safety	37,358,101	57,996,122	34,939,530	31,907,084	30,537,720	28,999,791	21,546,721	19,008,691	17,261,181	16,246,534
Capital outlay	7,353,437	6,372,105	4,291,522	2,012,260	788,328	1,528,255	1,475,740	2,453,770	471,978	488,724
Debt service:										
Principal	2,885,945	2,382,153	1,533,116	6,726,313	1,961,099	1,685,938	1,229,192	1,030,778	912,827	640,000
Interest	1,566,437	1,562,857	696,593	272,959	330,471	392,508	310,512	294,912	397,637	469,985
Debt issuance cost	-	67,500	648,561	190,131	-	-	55,690	-	82,496	-
Payment to the escrow agent	-	-	-	-	-	-	-	-	200,000	-
Total expenditures	<u>49,163,920</u>	<u>68,380,737</u>	<u>42,109,322</u>	<u>41,108,747</u>	<u>33,617,618</u>	<u>32,606,492</u>	<u>24,617,855</u>	<u>22,788,151</u>	<u>19,326,119</u>	<u>17,845,243</u>
Excess (deficiency) of revenues	<u>(2,005,982)</u>	<u>(27,443,527)</u>	<u>(3,441,521)</u>	<u>(4,898,678)</u>	<u>2,020,314</u>	<u>(466,673)</u>	<u>(1,890,658)</u>	<u>(1,570,407)</u>	<u>1,524,964</u>	<u>196,506</u>
<b>Other financing sources (uses):</b>										
Issuance of debt	3,874,175	3,000,000	42,750,000	6,900,000	-	1,013,268	3,825,825	364,171	5,310,000	-
Premiums on debt issuance	-	-	3,008,637	1,241,088	-	-	-	-	-	-
Payment to escrow agent	-	-	-	-	-	-	(2,808,528)	-	(5,227,504)	-
Proceeds from sale of capital assets	72,012	363,724	-	-	13,842	-	-	-	349,900	-
Total other financing sources	<u>3,946,187</u>	<u>3,363,724</u>	<u>45,758,637</u>	<u>8,141,088</u>	<u>13,842</u>	<u>1,013,268</u>	<u>1,017,297</u>	<u>364,171</u>	<u>432,396</u>	<u>-</u>
Net change in fund balance	<u>\$ 1,940,205</u>	<u>\$ (24,079,803)</u>	<u>\$ 42,317,116</u>	<u>\$ 3,242,410</u>	<u>\$ 2,034,156</u>	<u>\$ 546,595</u>	<u>\$ (873,361)</u>	<u>\$ (1,206,236)</u>	<u>\$ 1,957,360</u>	<u>\$ 196,506</u>
Debt service as a percentage of noncapital expenditures	<u>10.43 %</u>	<u>6.36 %</u>	<u>5.83 %</u>	<u>17.89 %</u>	<u>6.48 %</u>	<u>6.66 %</u>	<u>6.75 %</u>	<u>6.21 %</u>	<u>8.45 %</u>	<u>6.40 %</u>

Source: District financial records.

Golder Ranch Fire District

DRAFT

Assessed and Estimated Full Cash Value of Taxable Property

(Last Ten Fiscal Years)

Fiscal year	Full cash assessed valuation (actual value)	Total limited assessed valuation (AV)	Total Exemptions	Personal property	Real property	Net limited assessed valuation (NAV)	NAV as a percent of AV	Mil rate
2014	7,294,163,472	828,694,963	62,890,247	31,785,594	734,019,122	765,804,716	92 %	1.82
2015	7,353,451,941	832,900,767	65,448,195	19,674,351	747,778,221	767,452,572	92 %	2.04
2016	7,462,920,408	836,047,970	64,474,173	17,730,345	753,843,452	771,573,797	92 %	2.07
2017	7,846,369,226	865,169,007	61,708,968	16,867,752	786,592,287	803,460,039	93 %	2.09
2018	11,114,698,106	1,194,562,191	81,675,905	41,371,077	1,071,515,209	1,112,886,286	93 %	2.29
2019	11,199,397,485	1,240,416,009	76,966,123	44,193,799	1,119,256,087	1,163,449,886	94 %	2.35
2020	10,675,464,787	1,297,655,239	77,257,891	44,469,435	1,175,927,913	1,220,397,348	94 %	2.35
2021	11,349,042,012	1,371,578,958	81,922,170	37,536,288	1,248,669,381	1,289,656,788	94 %	2.35
2022	13,842,489,860	1,445,853,793	82,272,788	48,264,311	1,315,413,606	1,363,977,917	94 %	2.37
2023	13,192,645,085	1,503,791,073	80,239,818	49,449,419	1,374,101,836	1,423,551,255	95 %	2.43

Source: State and County Abstract of the Assessment Roll, Arizona Department of Revenue, PTOC Levy Limit worksheet, District financial records

## Golder Ranch Fire District

### Net Limited Assessed Property Value by Property Classification

(Last ten fiscal years)

<u>Fiscal year</u>	<u>Commercial, industrial, utilities, and mines</u>	<u>Agricultural and vacant</u>	<u>Residential (owner occupied)</u>	<u>Residential (rental)</u>	<u>Historical property</u>	<u>Total net limited assessed valuation</u>
2014	-	-	-	-	-	-
2015	-	-	-	-	-	-
2016	-	-	-	-	-	-
2017	100,742,378	42,944,448	489,834,086	169,936,295	2,832	803,460,039
2018	103,622,758	44,115,550	787,949,002	177,196,004	2,972	1,112,886,286
2019	158,911,806	52,899,821	713,040,044	238,595,094	3,121	1,163,449,886
2020	159,624,123	53,471,517	760,516,608	246,781,823	3,277	1,220,397,348
2021	159,030,684	56,077,041	798,118,284	276,427,368	3,411	1,289,656,788
2022	190,939,726	59,120,822	1,011,847,969	101,768,783	566	1,363,677,866
2023	170,931,365	53,326,518	1,115,738,288	83,551,288	3,794	1,423,551,253

NOTE: Increase in Net Limited Assessed Property Value for fiscal year 2018/19 is mostly attributable to the consolidation of the District and Mountain Vista Fire District of Pima County, Arizona.

NOTE: Information prior to fiscal year 2017 was not available.

Source: State and County Abstract of the Assessment Roll, Arizona Department of Revenue.

## Golder Ranch Fire District

### Direct and Overlapping Property Tax Rates (per \$100 of assessed value)

(Last Ten Fiscal Years)

Fiscal year	Golder Ranch Fire District - Secondary	Golder Ranch Fire District - Debt Service	Amphitheater Unified School District #10	Pima Community College	Pima County	Pinal County
2014	1.82	0.14	3.81	1.18	4.31	4.15
2015	2.04	0.14	3.97	1.33	4.28	4.06
2016	2.07	0.13	3.60	1.30	4.39	3.87
2017	2.09	0.13	5.49	1.38	4.29	3.87
2018	2.29	0.10	5.63	1.40	4.07	3.87
2019	2.35	0.09	5.45	1.38	4.58	3.79
2020	2.35	0.09	5.45	1.60	4.54	3.79
2021	2.35	0.11	4.21	1.33	4.78	3.69
2022	2.37	0.11	5.10	1.34	5.62	3.69
2023	2.43	0.14	5.01	1.28	5.10	3.56

Source: Property Tax Rates and Assessed Values, Arizona Tax Research Foundation.

**Golder Ranch Fire District**  
**Principal Property Taxpayers**

**FY 2023 and FY 2014**

Taxpayer	Fiscal year					
	2023			2014		
	Limited net assessed value	Rank	Percent of District's net limited assessed valuation	Net full cash assessed value	Rank	Percent of District's net full cash assessed valuation
Oro Valley Hospital	9,218,642	1	0.6 %	10,385,671	1	1.4 %
Oro Valley Market Place	8,585,773	2	0.6 %	5,257,481	3	0.7 %
Roche	5,170,941	3	0.4 %	3,991,460	6	0.5 %
Splendido	4,245,653	4	0.3 %	5,240,941	4	0.7 %
Honeywell	3,728,513	5	0.3 %	4,923,082	5	0.6 %
Desert Point	3,546,480	6	0.3 %	2,052,077	8	0.3 %
Miraval Resort	3,166,099	7	0.2 %	3,779,034	7	0.5 %
El Conquistador Resort	1,989,392	8	0.1 %	-	-	- %
Encantada Steam Pump Ranch	1,785,007	9	0.1 %	-	-	- %
Sonofi	1,582,514	10	0.1 %	-	-	- %
CCH Tucson Partnership LLC	-	-	- %	5,300,000	2	0.7 %
HDP Northwest	-	-	- %	1,593,152	9	0.2 %
Target Corp	-	-	- %	1,506,739	10	0.2 %
<b>Total</b>	<b>1,423,551,255</b>		<b>%</b>	<b>765,804,716</b>		<b>- %</b>

Source: Pima/Pinal County Assessor's website

## Golder Ranch Fire District Property Tax Levies and Collections

(Accrual Basis)  
(Last Ten Fiscal Years)

Fiscal year	Operating property tax levy	Tax roll corrections	Property tax levy (adjusted)	Collected within the fiscal year of the levy		Collections in subsequent years	Total collections to date	
				Amount	% of levy		Amount	% of levy
2014	15,009,773	(61,076)	14,948,697	14,398,923	96.3 %	529,890	14,928,813	99.9 %
2015	16,733,540	(463)	16,733,077	16,398,624	98.0 %	313,905	16,712,529	99.9 %
2016	16,974,606	(2,021)	16,972,585	16,577,634	97.7 %	348,910	16,926,544	99.7 %
2017	17,836,813	(17,345)	17,819,468	17,588,080	98.7 %	184,348	17,772,428	99.7 %
2018	26,519,024	(139,668)	26,379,356	26,251,961	99.5 %	50,155	26,302,116	99.7 %
2019	28,415,178	(9,679)	28,405,499	27,638,023	97.3 %	474,946	28,112,969	99.0 %
2020	29,728,895	(4,483)	29,724,412	29,343,391	98.7 %	280,089	29,623,480	99.7 %
2021	31,725,557	(22,568)	31,702,989	30,605,303	96.5 %	1,058,267	31,663,570	99.9 %
2022	34,228,315	(1,942)	34,226,373	33,974,854	99.3 %	198,030	34,172,884	99.8 %
2023	36,585,269	-	36,585,269	36,103,405	98.7 %	-	36,103,405	98.7 %

Source: Pima and Pinal County Treasurer reports

## Golder Ranch Fire District Computation of Legal Debt Margin

(Last Ten Fiscal Years)

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Net assessed value	1,423,551,255	1,363,677,866	1,289,656,788	1,220,397,348	1,163,449,886	1,112,886,286	803,460,039	771,573,797	767,452,572	765,804,716
Debt limit rate (Article IX, Sect 8)	6 %	6 %	6 %	6 %	6 %	6 %	6 %	6 %	6 %	6 %
Debt limit	85,413,075	81,820,672	77,379,407	73,223,841	69,806,993	66,773,177	48,207,602	46,294,428	46,047,154	45,948,283
Less bond and lease obligations	<u>(59,593,688)</u>	<u>(58,779,858)</u>	<u>(58,196,896)</u>	<u>(12,845,604)</u>	<u>(12,671,916)</u>	<u>(14,633,015)</u>	<u>(9,359,804)</u>	<u>(10,280,171)</u>	<u>(10,854,778)</u>	<u>(11,677,605)</u>
Additional debt capacity	<u>25,819,387</u>	<u>23,040,814</u>	<u>19,182,511</u>	<u>60,378,237</u>	<u>57,135,077</u>	<u>52,140,162</u>	<u>38,847,798</u>	<u>36,014,257</u>	<u>35,192,376</u>	<u>34,270,678</u>
Debt capacity as a percent of total debt limit	69.8 %	71.8 %	75.2 %	17.5 %	18.2 %	21.9 %	19.4 %	22.2 %	23.6 %	25.4 %

Source: State and County Abstract of the Assessment Roll and District financial records

**Direct and Overlapping Governmental Activities Debt**

Jurisdiction	**Net direct debt outstanding at June 30, 2022	Percentage applicable to District (based on 2022 NAV)	Amount applicable to District
Pima County*	270,453,000	11.79 %	31,873,784
Amphitheater Unified School District No. 10	78,225,000	41.38 %	32,369,505
Town of Oro Valley	51,232,938	100.00 %	51,232,938
Pinal County	285,957,000	5.79 %	<u>16,561,122</u>
Subtotal, overlapping debt			132,037,349
Direct:			
Golder Ranch Fire District			<u>59,593,688</u>
Total direct and overlapping debt			<u><u>191,631,037</u></u>

Source: Pinal and Pima County ACFR, Town of Oro Valley CAFR, June 30, 2022 and District financial records.

\*Excludes improvement Districts

\*\* Outstanding debt as of June 30, 2022 is the most recent information available. Includes all long-term debt instruments of the governmental activities, including bonds, notes, certificates of participation, loans and capital leases.

## Golder Ranch Fire District

### Outstanding Debt by Type

(Last Ten Fiscal Years)

Fiscal year	General obligation bonds							Total outstanding debt		
	General obligation bonds	Debt service monies available	Net bonded debt	Ratio to assessed value	Per capita	Percentage of personal income	Leases/ financed purchases/ certificates of participation	Total	Per capita	Percentage of personal income
2014	9,805,000	1,448,051	8,356,949	1.1 %	140.55	0.4 %	1,897,605	11,702,605	166.77	0.6 %
2015	9,165,000	1,575,872	7,589,128	1.0 %	125.07	0.3 %	1,659,778	10,824,778	155.55	0.5 %
2016	8,520,000	1,206,827	7,313,173	0.9 %	118.93	0.3 %	1,760,171	10,280,171	147.56	0.5 %
2017	7,044,000	271,779	6,772,221	0.8 %	83.73	0.2 %	2,315,804	9,359,804	147.80	0.3 %
2018	6,448,000	354,352	6,093,648	0.5 %	75.18	0.2 %	8,185,015	14,633,015	168.41	0.5 %
2019	5,558,000	383,694	5,174,306	0.4 %	63.67	0.2 %	7,113,916	12,671,916	164.16	0.4 %
2020	12,773,293	460,404	12,312,889	1.0 %	147.30	0.4 %	1,300,604	14,073,897	164.94	0.4 %
2021	27,627,409	292,030	27,335,379	2.1 %	313.51	0.8 %	30,569,487	58,196,896	667.46	1.8 %
2022	29,502,009	360,944	29,141,065	2.1 %	293.65	0.8 %	29,277,849	58,779,858	592.31	1.6 %
2023	28,357,609	449,626	27,907,983	2.0 %	277.98	0.8 %	31,236,079	59,593,688	593.60	1.6 %

Demographic and Economic Statistics

(Last Ten Fiscal Years)

Fiscal year	Population	Personal income	Per capita personal income	Unemployment rate - Pima Countywide
2014	59,459	2,107,408,342	35,443	7.3 %
2015	60,678	2,203,830,393	36,320	5.1 %
2016	61,489	2,120,493,144	34,486	5.3 %
2017	80,879	2,886,217,504	35,686	4.4 %
2018	81,056	2,893,501,243	35,698	4.4 %
2019	81,267	2,894,978,243	35,623	4.4 %
2020	83,591	3,141,079,624	37,577	10.6 %
2021	87,191	3,307,759,756	37,937	6.5 %
2022	99,238	3,654,858,034	36,829	4.0 %
2023	100,394	3,706,853,839	36,923	4.4 %

Source: Pima County Association of Governments, University of Arizona

## Golder Ranch Fire District Demographic and Economic Statistics

Community	Census year							
	2022				2011			
	Population	Percentage of population >65 years of age	Land area (square miles)	Persons / square miles	Population	Percentage of population >65 years of age	Land area (square miles)	Persons / square miles
Saddlebrooke	12,574	70.8 %	48.50	259.3	9,950	75.2 %	48.50	328.2
Catalina	7,551	27.7 %	14.10	535.5	7,569	26.1 %	14.10	536.4
Town of Oro Valley	48,226	34.6 %	34.99	1,378.3	43,070	32.7 %	34.99	1,154.4
Other	32,043	15.2 %	145.81	219.8	900	16.4 %	145.81	6.0
	<u>100,394</u>		<u>243.40</u>	<u>412.5</u>	<u>61,489</u>		<u>243.40</u>	<u>252.6</u>

## Golder Ranch Fire District

### Principal Employers

FY 2023 and FY 2014

Employer	Fiscal year					
	2023			2014		
	Employees	Rank	Percent of total employment	Employees	Rank	Percent of total employment
Roche Tissue Diagnostics	1,800	1	5 %	1,100	1	7 %
Honeywell Aerospace	705	2	2 %	800	2	5 %
Amphi Schools	584	3	2 %	733	3	5 %
Simple View	450	4	1 %	-	-	- %
Town of Oro Valley	442	5	1 %	424	4	3 %
Oro Valley Hospital	421	6	1 %	343	7	2 %
Miraval Resorts	292	7	1 %	374	6	3 %
Hilton El Conquistador Resort	270	8	1 %	394	5	3 %
Fry's Food Stores	270	9	1 %	235	9	2 %
Walmart	194	10	1 %	237	8	2 %
Splendido	-	-	- %	176	10	1 %
*Total estimated employee population	<u>34,166</u>		<u>16 %</u>	<u>14,934</u>		<u>33 %</u>

Source: OroValleyAZ.gov, Pima County Association of Governments, Miraval Resorts HR, Arizona Daily Star and Town of Oro Valley FY2020 ACFR

\*based on an assumed 40.17% of total population

**Golder Ranch Fire District**  
**Full-Time Equivalent District Employees by Function**  
**(Last Ten Fiscal Years)**

	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Fire and rescue	231	203	209	204	224	220	154	140	135	124
Administrative and support	61	57	59	57	40	41	37	37	31	29
Total	292	260	268	261	264	261	191	177	166	153

Source: District records.

**Golder Ranch Fire District**  
**Operating Indicators by Function**  
 (Last Ten Fiscal Years)

Function	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Public safety</b>										
Emergency medical service calls	11,116	11,029	9,749	9,078	8,729	9,031	6,694	6,324	5,997	5,404
Fire responses	137	146	166	193	216	229	181	186	159	155
Other responses (including hazardous condition, public service)	6,853	6,579	5,852	6,122	6,751	5,894	4,575	4,651	4,309	3,961
Miscellaneous - including good intent	<u>1,349</u>	<u>1,219</u>	<u>1,146</u>	<u>1,112</u>	<u>1,055</u>	<u>1,055</u>	<u>807</u>	<u>766</u>	<u>719</u>	<u>595</u>
Total	<u>19,455</u>	<u>18,973</u>	<u>16,913</u>	<u>16,505</u>	<u>16,751</u>	<u>16,209</u>	<u>12,257</u>	<u>11,927</u>	<u>11,184</u>	<u>10,115</u>

Source: District records.

## Golder Ranch Fire District

### Capital Assets by Function

(Last Ten Fiscal Years)

Function	Fiscal year									
	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Public safety</b>										
Number of Stations	10	10	10	10	10	10	7	7	7	7
Equipment:										
Aerial/Truck/Platform	3	4	4	4	4	4	3	2	2	2
Brush Rig	6	8	7	6	6	5	4	4	3	3
Passenger Vehicles	51	41	42	38	38	37	26	24	20	20
Medic Unit	12	14	14	14	13	12	11	10	9	9
Mobile Command Unit	-	1	1	1	1	1	1	1	1	1
Pumper/Engine	19	17	16	15	15	15	11	10	9	8
Rehab Unit	1	1	1	1	1	1	1	1	1	1
Mass Casualty/MMRS	1	1	1	1	1	1	1	1	1	1
Technical Rescue	1	1	1	1	1	1	1	1	1	1
Water Tender	5	6	6	6	6	6	3	3	3	3
Total rolling stock	99	95	94	87	86	83	62	57	50	49

Source: District records.

# DRAFT

**GOLDER RANCH FIRE DISTRICT**

**SINGLE AUDIT REPORTS**

**YEAR ENDED JUNE 30, 2023**

SINGLE AUDIT REPORTS

YEAR ENDED JUNE 30, 2023

CONTENTS

	Page
Independent auditors' report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with <i>Government Auditing Standards</i> and report on compliance with State of Arizona regulatory requirements	1 - 2
Independent auditors' report on compliance for each major program, on internal control over compliance, and on the Schedule of Expenditures of Federal Awards required by the <i>Uniform Guidance</i>	3 - 5
Schedule of expenditures of federal awards	6
Notes to schedule of expenditures of federal awards	7
Schedule of findings and questioned costs	8 - 10
Summary schedule of prior year findings	11

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND  
ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS  
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS* AND  
REPORT ON COMPLIANCE WITH STATE OF ARIZONA REGULATORY REQUIREMENTS**

Governing Board and Management  
Golder Ranch Fire District  
Tucson, Arizona

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund of Golder Ranch Fire District (the District), as of and for the year ended June 30, 2023 and the related notes to the financial statements, which collectively comprise the District's basic financial statements, and have issued our report thereon dated November 17, 2023.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the District's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the District's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

### **Report on Compliance with State of Arizona Regulatory Requirements**

In connection with our audit, nothing contrary came to our attention that caused us to believe that Golder Ranch Fire District incurred any debt or liability in excess of taxes levied and to be collected and the monies actually available and unencumbered at that time in the District's general fund, except for those liabilities as prescribed in Arizona Revised Statutes section 48-805, subsection B, paragraphs 2 and 3 and sections 48-806 and 48-807, or that the District failed to comply with Arizona Revised Statutes section 48-805.02, subsection F. However, our audit was not directed primarily toward obtaining knowledge of such noncompliance. This report is supplemental reporting as required by Arizona statutes intended solely for the information and use of management and the members of the Arizona State Legislature and is not intended to be and should not be used by anyone other than these specified parties.

Tucson, Arizona  
November 17, 2023

## INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM, ON INTERNAL CONTROL OVER COMPLIANCE, AND ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE

Governing Board and Management  
Golder Ranch Fire District  
Tucson, Arizona

### **Report on Compliance for Each Major Federal Program**

#### ***Opinion on Each Major Federal Program***

We have audited Golder Ranch Fire District's (the District) compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on each of the District's major federal programs for the year ended June 30, 2023. The District's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the District complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2023.

#### ***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the District and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the District's compliance with the compliance requirements referred to above.

#### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the District's federal programs.

## **Auditors' Responsibilities for the Audit of Compliance**

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the District's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the District's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the District's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the District's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, the report is not suitable for any other purpose.

**Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance**

We have audited the financial statements of the governmental activities and each major fund of the District, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the District's basic financial statements. We issued our report thereon dated November 17, 2023, which contained unmodified opinions on those financial statements. Our audit was performed for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

Tucson, Arizona  
November 17, 2023

## SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

YEAR ENDED JUNE 30, 2023

Federal Grant/Pass-Through Grantor/ Program or Cluster Title	Federal Assistance Listing Number (ALN)	Pass-through entity identifying number	Passed through to subrecipients	Federal expenditures
<u>U.S. Department of the Treasury</u>				
COVID 19 - Coronavirus State and Local Fiscal Recovery Funds	21.027			
Passed through:				
Industrial Commission of Arizona		Unknown	\$ -	\$ 2,311,370
Pima County		Unknown	-	28,765
			<u>-</u>	<u>2,340,135</u>
Total U.S. Department of the Treasury			<u>-</u>	<u>2,340,135</u>
<u>U.S. Department of Homeland Security</u>				
Assistance to Firefighters Grant	97.044			
Direct Program			-	21,571
Passed through:				
Northwest Fire District		EMW-2019-FG-00112	-	39,618
			<u>-</u>	<u>61,189</u>
Total U.S. Department of Homeland Security			<u>-</u>	<u>61,189</u>
Total expenditures of federal awards			<u>\$ -</u>	<u>\$ 2,401,324</u>

## NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

YEAR ENDED JUNE 30, 2023

## 1. Basis of presentation:

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes the federal award activity of Golder Ranch Fire District (the District) under programs of the federal government for the year ended June 30, 2023. The information in this Schedule is presented in accordance with the requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*. Because the Schedule presents only a selected portion of the operations of Golder Ranch Fire District, it is not intended to and does not present the financial position, changes in net position or cash flows of the District.

## 2. Summary of significant accounting policies:

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the *Uniform Guidance*, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

## 3. Indirect cost rate:

The District has elected to use the ten percent de minimis indirect cost rate as allowed under the Uniform Guidance.

## 4. Federal Assistance Listing Numbers (ALN):

The program titles and ALN, or federal identification numbers, were obtained from the federal or pass-through grantor or the update to the *Catalog of Federal Domestic Assistance*.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

YEAR ENDED JUNE 30, 2023

**SUMMARY OF AUDITORS' RESULTS**

*Financial Statements*

The auditors' report expressed unmodified opinions on whether the financial statements of Golder Ranch Fire District were prepared in accordance with accounting principles generally accepted in the United States of America.

Internal control over financial reporting:

Material weakness(es) identified?  Yes  No  
 Significant deficiency(ies) identified?  Yes  None reported

Noncompliance material to financial statements noted?  Yes  No

*Federal Awards*

Internal control over major federal programs:

Material weakness(es) identified?  Yes  No  
 Significant deficiency(ies) identified?  Yes  None reported

The auditors' report on compliance for the major federal awards program of Golder Ranch Fire District expressed an unmodified opinion on its major program.

Audit findings that are required to be reported in accordance with 2 CFR 200.516(a) are reported in the Schedule.

Identification of major federal program:

ALN 21.027                      Coronavirus State and Local Fiscal Recovery Funds

Dollar threshold used to distinguish between Type A and Type B programs: \$750,000

Auditee qualified as a low-risk auditee?  Yes  No

GOLDER RANCH FIRE DISTRICT

DRAFT

SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
(CONTINUED)

YEAR ENDED JUNE 30, 2023

**FINDINGS - FINANCIAL STATEMENT AUDIT**

None.

GOLDER RANCH FIRE DISTRICT

DRAFT

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
(CONTINUED)**

**YEAR ENDED JUNE 30, 2023**

**FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS AUDIT**

None.

GOLDER RANCH FIRE DISTRICT

DRAFT

SUMMARY SCHEDULE OF PRIOR YEAR FINDINGS

YEAR ENDED JUNE 30, 2023

None.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Tom Brandhuber - Fire Chief

DATE: October 17, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO ACCEPT AND APPROVE THE CONTRACT WITH IMAGETREND FOR ELECTRONIC PATIENT CARE REPORTING

ITEM #: 8B

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:  Approve               Conditional Approval     Deny

SUPPORTED BY:             Staff                       Fire Chief               Legal Review

**BACKGROUND**

The district has utilized Zoll as their Electronic Patient Care Reporting (EPCR) platform since 2011. Zoll has not been able to meet our changing requirements and desired best practices of a EPCR platform. The proposed EPCR change does not affect the Zoll medical equipment that the district utilizes. Imagetrend was selected because they are the sole source that is capable of electronically sharing patient care information with our automatic aid partners in real time. Imagetrend provides highly efficient and customizable software solutions designed for the healthcare and public safety sectors. Their products optimize efficiency, simplify data management, ensure compliance, and enhance interoperability. Imagetrend affords data-driven decision-making, and remote accessibility, leading to enhanced organizational performance. Furthermore, Imagetrend is the EPCR platform utilized by the majority of providers within Arizona, and Arizona DHS has chosen Imagetrend to upload data reported to Arizona Prehospital information and EMS Registry System (AZ-PIERS).

Budget reduction in several areas combined with savings on the Zoll monitor agreement allow for the implementation of Imagetrend while not causing an increase in FY 23/24 budgeted costs. Annual subscription costs will be effective in FY 24/25 as is the model currently with Zoll.

**RECOMMENDED MOTION**

Motion to approve the contract with Imagetrend as presented.

# GOLDER RANCH FIRE DISTRICT

Imagetrend



# ZOLL AGREEMENT

ZOLL Data Systems, Inc. Sales Order #

**MASTER SOFTWARE LICENSE AGREEMENT**

THIS MASTER SOFTWARE LICENSE AGREEMENT ("MSLA") is made as of 04/27/2011 (the "Effective Date"), by and between ZOLL Data Systems, Inc., a Delaware corporation, with offices at 11632 Ridge Parkway, Suite 400, Drummfield, CO 80031 ("ZOLL") and the party identified below (the "Customer")

<b>Bill To:</b> Goldfar Ranch Fire Department <b>Attn. To:</b> Kerner, Randy <b>Address:</b> 3885 E Goldfar Ranch Drive Tucson, AZ 85739	<b>Ship To:</b> Goldfar Ranch Fire Department <b>Attn. To:</b> Kerner, Randy <b>Address:</b> 3885 E Goldfar Ranch Drive Tucson, AZ 85739
<b>Sales Rep:</b> Snyder, Bret	<b>Ship Via:</b> FedEx

Item	Description	Qty	List Price	Disc.	Adj. Price	Ext. Price
<b>Crew Scheduler/Resource Planner</b>						
CR44	RescueNet Crew Scheduler 151-500 FT Employees	151	\$210.00	40.00%	\$126.00	\$19,026.00
<b>RescueNet ePCR Suite</b>						
RF25	RescueNet ePCR Basic System - New Customers	1	\$9,500.00	40.00%	\$5,700.00	\$5,700.00
TWUL	TabletPCR Mobile Local License	7	\$3,000.00	40.00%	\$1,800.00	\$12,600.00
TWLL	RescueNet WebPCR User License	3	\$3,000.00	40.00%	\$1,800.00	\$5,400.00
NEED	RescueNet ePCR Extract - NEMESIS Base	1	\$0.00		\$0.00	\$0.00
TSEC	Security Module	1	\$4,500.00	40.00%	\$2,700.00	\$2,700.00
TF9U	Fax Server Utility	1	\$3,500.00	40.00%	\$2,100.00	\$2,100.00
TBWEET	RescueNet ePCR Extract - SweetAmazon Billing Plugin	1	\$6,500.00	40.00%	\$3,900.00	\$3,900.00
PHY	TabletPCR Medtronic Lifelink SDK (Physio Interface)	1	\$4,500.00	40.00%	\$2,700.00	\$2,700.00
US2TBIF	RescueNet System to TabletPCR Basic Interface Framework	1	\$0.00		\$0.00	\$0.00
TABFRMS	TabletPCR Interface to RescueNet FireRMS	1	\$0.00		\$0.00	\$0.00
<b>RescueNet FireRMS</b>						
FEM625	FireRMS Enterprise Edition Per Station (25-25)	5	\$3,000.00	40.00%	\$1,800.00	\$9,000.00
FMI	FireRMS Mobile Per Device (1-174)	14	\$666.00	40.00%	\$409.00	\$5,726.00
FBYNC	FireRMS Sync Manager	1	\$6,000.00	40.00%	\$3,600.00	\$3,600.00
FRWSEPCR	SMS Add-On FireRMS ePCR Interface	1	\$0.00		\$0.00	\$0.00
FRWSCAD	SMS w/ FireRMS CAD Interface - Other	1	\$0,000.00	40.00%	\$4,000.00	\$4,000.00
<b>Implementation - Deployment/Project Management/Other Special</b>						
RNT	RescueNet ePCR Deployment (Excludes TSL)	1	\$12,000.00		\$12,000.00	\$12,000.00
TI	IT Implementation per day (Excludes Travel & Expenses)	1	\$1,500.00		\$1,500.00	\$1,500.00
RNF	RescueNet FireRMS Deployment (Excludes Travel & Expenses)	6	\$1,500.00		\$1,500.00	\$9,000.00
RNF5	RescueNet FireRMS SMS Interface Deployment	1	\$1,500.00		\$1,500.00	\$1,500.00
RNF1	RescueNet FireRMS Training (Excludes Travel & Expenses)	6	\$1,500.00		\$1,500.00	\$9,000.00

**Total Software Discount Amount: \$57,266.00**

**Comments:** Payment Terms: 50% (50% initial month's payments, with first payment due July 1st, 2011. The 50% remaining payments due the 1st of each of the following months. Deployment/training and installation dates will not be confirmed until this first payment is received.

Travel and Expenses not to exceed \$7500.00

IT Implementation day to move Crew Scheduler from ASP to Enterprise Installation

Initial SMS deployment will be with ADSI CAD the same config as City of Tucson

**TOTAL SOFTWARE & IMPLEMENTATION (EXCL MAINT): \$117,384.00**

*Note: Taxes (if applicable) will be added at the appropriate rate upon invoicing.*

Page 1 of 7 Customer Initials:

## ZOLL – CURRENT COSTS

- EMS Mobile Health Services - \$9,442.32
- Hosted Billing Pro - \$28,644.00
- Quarterly Maintenance (EPCR Billing) - \$56,584.00
- FLS ICC 2018 IFC – 1,093.00
  
- Total - \$95,763.32

# BENEFITS

- Enhanced unified platform
  - FireRMS
  - Electronic Patient Care Reporting (EPCR)
  - Billing
  - Fire and Life Safety (FLS)
- Interoperability
  - Auto aid partners moving toward this system
  - AZDHS
- Data access/exchange
  - Allows easier up to the minute access to data for Community Risk Reduction (CRR)
  - Allows exchange data between regional providers
  - Operations can access building info from FLS
  - Ability to move patient care reports amongst agencies

# BENEFITS

- Modern updated platform
  - Zoll is outdated and their update is not currently as functional
- Web-based rather than in house
- In house administrative control
- Changes are done instantly when updated due to web based
- State compliance done by company not us
- Intuitive user interface
- All current hardware and infrastructure will support Imagetrend implementation

# BENEFITS

- COT CAD vendor has clients using and has the interface built
- Ability to directly send back report corrections from billing
- Reduction of IT overhead/maintenance of system
- Quicker inspections due to ability to use off-line in field
- Prebuilt dashboard and reports tailored to CPSE Accreditation and reporting needs

# STRATEGIC PLAN GOALS

- Maintain and enhance financial resources to ensure the district meets its performance delivery goals and objectives.
- Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured on an annual basis.
- Develop a risk management plan that includes all elements of risk at GRFD including but not limited to financial, health, wellness and safety of employees, service delivery liability, property, cybersecurity, and employment liabilities.

# IMAGETREND INITIAL COSTS

- Three stage implementation
  - 1<sup>st</sup> stage **one-time** cost this fiscal year - \$49,650.00
    - Prorated subscription cost if implemented prior to 24/25 fiscal \$20,000
  - 2<sup>nd</sup> stage **recurring** cost budgeted annually – \$119,492.00 + 3% annual increase
- Total Year 1 - \$169,142.00

# Master Software and Services Agreement

**CONTRACT NUMBER: 00007839.0**

---

*BETWEEN*

---

**Golder Ranch Fire District  
3885 E. Golder Ranch Drive  
Tucson, AZ 85739-9797**

---

*AND*

---

**IMAGETREND®**

**ImageTrend, LLC  
20855 Kensington Blvd.  
Lakeville, Minnesota 55044**

**THIS AGREEMENT** is made and entered into on the date last written below, by and between the ImageTrend, LLC, a Minnesota corporation (hereinafter "ImageTrend"), and Golder Ranch Fire District (hereinafter "Client"), together "the Parties."

## RECITALS

**WHEREAS**, Client desires to have services performed by ImageTrend; or

**WHEREAS**, Client desires to purchase Commercial-Off-The-Shelf Software from ImageTrend; or

**WHEREAS**, Client desires to purchase Custom Software Development from ImageTrend; and

**WHEREAS**, ImageTrend possesses technical skill, knowledge, and capability in consulting and designing custom and off-the-shelf software solutions and performing technical software services and Client desires such services.

**NOW, THEREFORE, THE PARTIES HEREBY AGREE AS FOLLOWS:**

## SECTION 1. DEFINITIONS

**"Agreement"** and **"This Agreement"** means this Master Software and Services Agreement, the Work Orders issued hereunder, all Attachments and Exhibits attached hereto, or any Amendments made in mutually executed hereto.

**"Business Day"** means a single 8 hour period occurring on a Monday, Tuesday, Wednesday, Thursday or Friday, 9:00am CST to 5:00pm CST, excluding holidays per §14(b) below. Unless specified in a Service Order, ImageTrend personnel will only perform services during Business Days.

**"Business Week"** means a 5 day period, beginning Monday at 9:00am CST and ending Friday at 5:00pm CST, excluding holidays per below.

**"Confidential information"** means the proprietary products and trade secrets, including, but not limited to, computer software, code, technical parameters, price lists, methods of pricing, customer lists, designs, software documentations, manuals, models and account tables, and any and all information maintained or developed. Information shall be considered Confidential Information if it is identified in writing as confidential or proprietary, or if disclosed verbally or visually in discussion, upon written notice specifying and describing the nature of the orally disclosed Confidential Information at that time, or within fifteen (15) days of such disclosure.

**"Commercial Off The Shelf" or "COTS"** means pre-designed software products which are made available for sale by ImageTrend to many customers. COTS is mutually exclusive to Custom Software or Custom IP. MOTS means Modified Off The Shelf, and is a derivative work of ImageTrend COTS Software.

**"Custom IP" or "Custom Software"** means software IP products, or other Intellectual Property, which is designed for a specific purpose, for a specific customer or CLIENT.

**“Deliverable”** means an intangible or tangible product, material, or service produced as a result of a Work Order, and each Deliverable is specified in the corresponding Work Order from which it is produced.

**“Disclosing Party”** means the party disclosing Confidential Information to the other party, see also Receiving Party.

**“Effective Date”** means the date upon which the last party has signed and executed this Agreement.

**“Fixed Fee”** means a fixed amount of compensation due in return for a fixed Deliverable.

**“Governmental Entity”** shall have the same meaning as “State and local government entities” as defined in the General Services Administration Acquisition Manual (GSAM) at 538.7001, as updated.

**“Intellectual Property”** means any intellectual property or proprietary rights in any jurisdiction, whether owned or held for use under license, whether registered or unregistered, including such rights in and to: (i) trademarks, trade dress, service marks, certification marks, logos, trade names, brand names, corporate names, assumed names and business names (“Trademarks”, which term shall include the items described in clause (viii) below); (ii) patents and any and all divisions, continuations, continuations-in-part, reissues, continuing patent applications, reexaminations or extensions thereof, any counterparts claiming priority therefrom, utility models, patents of importation/confirmation, certificates of invention, certificates of registration and like statutory rights; inventions, invention disclosures, discoveries and improvements, whether patentable or not; (iii) copyrights and works of authorship; (iv) trade secrets (including those trade secrets defined in the Uniform Trade Secrets Act and under corresponding federal, state or foreign statutory or common law), business, technical and know-how information, non-public information, and confidential information and rights to limit the use or disclosure thereof by any Person; (v) mask works; (vi) moral rights, author’s rights or rights of publicity; (vii) claims, causes of action and defenses relating to the enforcement of any of the foregoing; (viii) any applications for registration of any of the foregoing, and all renewals or extensions of any of the foregoing, whether now existing or hereafter arising; and (ix) the goodwill associated with each of the foregoing. For the avoidance of doubt, “Intellectual Property Rights” includes any and all of the foregoing related to computer software, data files, Source Code, Object Code, APIs, manuals, documentation, specifications, databases or other materials or information.

**“Licensed Information”** means any information pertaining to the Software which is owned by IMAGETREND and is licensed to CLIENT. Licensed Information includes such information as input form, user manuals and user documentation, interface format and input/output format, and any other materials pertaining to the Software.

**“Local Travel”** means travel to a destination in the Twin Cities Metro area, within 30 miles of Lakeville, MN.

**“Materials” and “Expenses”** means but is not limited to third party software licenses, physical hardware, test devices, or other items, reasonable travel expenses (including but not limited to food, lodging, and transportation), printing, delivery of materials, or any other cost reasonably incurred arising out of this Agreement.

**“Master Services Agreement”** means this document excluding Work Orders issued from this document.

**“Pre-Existing Materials”** means code, documentation, frameworks, development accelerators, tool sets or any other materials owned by ImageTrend and not developed as part of the services performed for

Client. It may include, without limitation, Security Framework, Dashboard, ImageTrend Frameworks, Report Writer and any other tools or Intellectual Property made or used by ImageTrend unrelated to this Agreement.

**“On-Site Hour”** means time an hour worked by ImageTrend personnel on Client premises, or other premises of Client’s choosing that are not ImageTrend’s corporate offices.

**“Statement of Work”** means the technical document which outlines a mutually agreed upon specification for particular Custom Development projects and associated costs, payment terms and acceptance procedures. This document requires client acceptance and signature prior to beginning work.

**“Support”** means technical support for the configuration and functioning of the products, including taking and monitoring defect reports, as defined further below in the Service Level Agreement between ImageTrend and Client.

**“Software”** means ImageTrend software provided to Client by ImageTrend, specifically software developed and/or written by ImageTrend. Software developed by a third-party which is purchased on behalf of Client is considered Third Party Material.

**“Receiving Party”** means the party receiving Confidential Information from the Disclosing Party.

**“The Agreement”** means collectively this Master Services Agreement, its Exhibits, all Work Orders issued from this Master Services Agreement, and all Exhibits to Work Orders.

**“Third Party Material(s)”** means software or other materials owned by a party other than Client or ImageTrend.

**“Time and Materials Basis”** means charges billable to the Client based upon each hour worked, multiplied by the hourly rate for the work, plus the cost of any Materials necessary (including but not limited to, the cost of third party software licenses, travel and accommodation expenses, or otherwise), or Materials beneficial (conditioned upon mutual assent of the parties), billed on a monthly basis in arrears.

**“Work Order”** means the document which outlines a mutually agreed upon set of services, products, or Deliverables and associated costs, payment terms, and acceptance procedures.

---

## **SECTION 2. TERM OF AGREEMENT**

The Term of this Agreement shall be 12 months from the Effective Date of this Agreement (“Initial Term”). Upon expiration of a Term, the Term shall automatically renew under the same terms and conditions for additional subsequent 12 month term (“Renewal Term”), unless terminated under the terms of this Agreement or by otherwise giving the other party no less than 30 days of written notice prior to the last day of the then-current Term.

---

## **SECTION 3. WORK ORDERS**

**CREATION OF WORK ORDERS.** The parties may, from time to time, work together to detail the specific engagement scope, pricing, acceptance criteria, and terms of services to be performed and Deliverables to be delivered by ImageTrend. ImageTrend will set forth these details as a Work Order. If the Work Order is for the purchase of COTS Software, the Work Order shall also outline the quantity and SKU of

each product or service as applicable. Should a Work Order contain no term regarding a topic, the terms of this Master Software and Services Agreement shall hold instead.

**LIMITATIONS OF WORK ORDERS.** Work Orders may include requirements on the Client. Such requirements, when executed as part of a mutual agreed writing, form a material part of this Agreement and of the Work Order where the requirement is presented. Additionally, either party may set forth factual assumptions (“Assumption”) in each Work Order. Notwithstanding anything in this Agreement or the Work Order, a Work Order will be rendered void to the extent that ImageTrend is obligated to perform services which are impossible or impracticable. Further, a Work Order will be rendered voidable to the extent that ImageTrend is obligated to perform services materially different than originally set out in that Work Order due to an inaccurate Assumption. The parties will make commercially reasonable efforts to negotiate an alternative or modified Work Order in light of the inaccurate Assumption.

**MODIFICATION OF WORK ORDERS.** Any modification to the scope or tasks identified within the Work Order that change the work budget by an estimated 10 hours of work or more shall require a new modified written Work Order or written Change Order. ImageTrend shall not work on the new tasks in the modified Work Order until the Client has provided signed written acceptance of the new Work Order. The parties may waive this requirement on a case-by-case basis in writing. Modifications requiring less than an estimated 10 hours of work may be proposed and accepted verbally, with such modifications requiring less than 10 hours of work billed on a Time and Materials basis.

**FEE MODEL.** The Work Order will contain fee and payment terms. The following fee models are contemplated:

Model Name	Definition
<b>Fixed Fee</b>	ImageTrend shall perform the work outlined in the Work Order for a fixed flat fee, plus Expenses. The Fixed Fee is exclusive of Expenses unless the Work Order outlines the Expenses. The Fixed Fee model may include milestone payments, with such milestone payments outlined in the Work Order.
<b>Time and Materials</b>	ImageTrend shall perform the work outlined in the Work Order on a Time and Materials basis, at the rate(s) specified in the Work Order.

**LEGAL EFFECT.** Work Orders issued under this Master Services Agreement are incorporated by reference into this Master Services Agreement which collectively is called “the Agreement.” Work Orders do not override the terms of this Master Services Agreement unless specifically stated that they do so. Work Orders may contain their own Fee/Payment Schedules and Payment Terms; those terms are binding insofar as they concern the services or Deliverables contemplated by the Work Order. For Work Orders without their own fee and payment terms, the payment terms in the Price Sheet and Work Order Attachment below control.

**CUSTOMIZED SOFTWARE DEVELOPMENT.** The parties may mutually agree to a Work Order also known as a Statement of Work for the development of new or custom software, also known as “Modified Off The Shelf” or MOTS. All normal requirements of the Work Order shall apply, but additionally the parties must work together to mutually define a Statement of Work which outlines the tasks, and their timelines, to be undertaken as part of the project. Any Customized Software or MOTS Software developed under this Agreement will be Intellectual Property owned by ImageTrend. Should Client

desire ownership of any Intellectual Property developed by ImageTrend, this must be embodied by a separate, mutually executed contract. For clarity, Client shall not and will not own any ImageTrend Intellectual Property under any circumstance under this Agreement. Client may only receive a license thereto as outlined in each Work Order.

---

#### **SECTION 4. PERFORMANCE OF SERVICES**

---

**COMMENCEMENT.** ImageTrend shall begin services described in the Work Order subsequent mutual signed execution the Work Order. No services shall begin before mutual signed and written final acceptance of each Work Order.

**USE OF KNOW HOW.** ImageTrend shall use its know-how, Intellectual Property, talent, skills, and employees to perform the services. Client shall conditionally receive a license to any and all pre-existing ImageTrend Intellectual Property and Know-How used in the creation of Deliverables and delivery of services as outlined below in §6 “Licensing and Intellectual Property” and the Software Licensing Terms Attachment.

**MATERIALS.** Materials (including, but not limited to, third party software licenses, physical hardware, test devices, or other items and any other Material) that will be used in the development of the Software will be identified by ImageTrend to Client. ImageTrend shall acquire such Materials as the parties mutually agree should be acquired, and it shall be the Client’s responsibility to pay for those materials.

**ACCEPTANCE OF SERVICES AND DELIVERABLES.** ImageTrend shall deliver completed Deliverables and services to Client for acceptance. Each Work Order must detail the acceptance criteria for each Deliverable or service contained within that Work Order. If a Deliverable or services acceptance criteria is measurable objectively, it shall be complete upon satisfaction of that objective measurement without regard to either party’s satisfaction with the Deliverable. If 1) a Deliverable’s acceptance criteria is based on Client’s satisfaction with the Deliverable, or 2) no acceptance criteria is detailed, then the following default clause shall apply:

*After delivery of the Deliverable or performance of the service, Client shall have no more than 15 days to: 1) accept the deliverable or service, or 2) reject the deliverable or service by providing a written rejection that reasonably sets forth the reason for the rejection and the changes required to gain Client’s acceptance, or 3) provide a written request for a 15 additional day extension to review the Deliverable or service; ImageTrend shall not unreasonably withhold approval of such 15 day extension. If Client does not provide an acceptance within the above time frame inclusive of extensions, the Deliverable or service will be deemed accepted. After delivery of the fourth revision of the service or Deliverable, the service or Deliverable shall be deemed accepted by Client.*

---

#### **SECTION 5. FEES, INVOICING, AND PAYMENT TERMS**

---

**PROMPT PAYMENT ACTS. IF CLIENT IS A GOVERNMENTAL ENTITY, THE FOLLOWING PARAGRAPH APPLIES:** To the degree any term in this Section 5, or any payment related term in any Work Order,

conflicts with the governing prompt payment act or similar procurement act which unambiguously limits client's ability to agree or comply with any term in this section 5 or in any payment related term in any work order ("The PPA"), the term in the PPA will instead control. For clarity, unless there is an unambiguous conflict between the terms of this Section 5 or in any Work Order, the PPA shall not control and this Agreement shall still control.

**FEES.** Client shall owe to ImageTrend such fees as set forth in each mutually executed Work Order.

**SCHEDULING NON-LOCAL TRAVEL.** For air travel Client may, and is strongly advised to, schedule travel no less than 3 weeks in advance of the first on-site date by written request; ImageTrend reserves the right to approve or deny travel requests on a per-request basis. Client may also request travel by writing with 3 weeks or less advance notice; ImageTrend reserves the right to approve or deny such travel requests, and to invoice costs to Client due to scheduling changes ImageTrend must make to accommodate such a request if approved.

**CANCELLATION, RESCHEDULE, OR DELAY.** Client will provide to ImageTrend (10) ten business days prior written notice of Client's intent to delay, reschedule, or cancel ("Staffing Change") any service in a Work Order which requires an ImageTrend employee to perform work at a specific location or at a specific time (e.g. face-to-face meetings, on-site visits, after hours on-call status). If Client fails to provide such notice, Client shall reimburse ImageTrend for loss caused by the Staffing Change. ImageTrend shall use commercially reasonable efforts to mitigate any losses that would be incurred by a Staffing Change and due to ImageTrend by Client.

**INVOICING.** Unless otherwise specified in a Work Order, invoices must be paid on Net 30 terms. Any objection to an invoice must be made in writing. Client may request up to an additional 15 days to review Deliverables associated with an invoice, approval to which ImageTrend shall not unreasonably withhold. If Client does not object to an invoice, or request an extension to review Deliverables, within 15 days after receipt of the invoice then the invoice is deemed accepted and any right to object to the invoice is waived. Payment shall be made by check or by ACH transfer to ImageTrend.

**REMEDIES FOR NON-PAYMENT.** Should Client fail to pay per the terms of this Agreement and this Section 5, ImageTrend may; 1) suspend services under all Work Orders until such payment is made in full, and/or 2) charge a late fee at the lesser of 1.5% or the maximum allowed by law, and/or 3) invoice Client for the costs of collection including reasonable attorney's fees.

**TRAVEL COSTS.** Should Client desire ImageTrend to send personnel to a location of Client's choosing in the continental United States, Client may pay \$1,800 per ImageTrend trainer per trip and a further \$1,750 per trainer per day spent at Client's chosen location. Travel outside of the continental US will be quoted by ImageTrend upon request. Travel may only be scheduled for a maximum of one business week of Monday through Friday per trip; however, Client may book consecutive trips. Non-local travel scheduling which runs from one business week into a subsequent business week(s) (e.g. start date on Friday at 8:00am, end date Wednesday at 5:00pm, "Overlapped Weekend") will result in ImageTrend invoicing Client an additional trip for each Overlapped Weekend. ImageTrend staff will work 8 hours

each day, except on the first and last day of each trip ImageTrend may reserve up to 2 hours of the Business Day for travel time.

**TIME AND MATERIALS RATE.** Unless otherwise specified in a Work Order, ImageTrend's Time and Materials rate is \$225.00 per hour.

**PRICE ESCALATION.** ImageTrend reserves the right to escalate the prices contained herein, and any recurring fee, by no more than 3% of the then current price for each anniversary of the Effective Date beginning one year from the last signature. ImageTrend further reserves the right to escalate travel prices once per year upon written notice to Client. Such travel price increases will only affect future travel prices and will not change the price or amount due to ImageTrend for previously rendered travel.

---

## **SECTION 6. DATA AND INTELLECTUAL PROPERTY**

---

**CLIENT DATA.** All Client data provided to ImageTrend remains at all times the property of the Client unless otherwise specified by a Work Order. ImageTrend will not to use or make available any personally identifiable information or patient health information other than for performing the services outlined in a Work Order, and for use in an aggregated manner to monitor, operate, train artificial intelligence, and conduct statistical analyses relevant to the application's proper functioning, maintenance, optimization, or improvement. ImageTrend will not in any way transfer to any third party any Confidential Information of Client.

**DE-IDENTIFICATION.** ImageTrend may create a de-identified data set of Client's data ("the De-identified Data Set") and ImageTrend may, in ImageTrend's discretion, transform, analyze, distribute and redistribute, create derivative works of, license, make available to 3rd party researchers, or otherwise use the De-identified Data Set except as limited by: 1) this Agreement, 2) applicable law and regulation, e.g. State and Local data privacy law and HIPAA/HITECH, 3) notwithstanding any of the prior, ImageTrend shall create the De-identified Data Set in accordance with the then current HIPAA Safe Harbor Rule at 45 CFR § 164.514(2)(i) by removing the 18 listed data elements, and any additional data element designated as 'Personal Information' by State and Local data breach law (or equivalent laws). ImageTrend shall ensure its methods for creating the De-identified Data Set comport with industry best practices and guidance such as NISTIR 8053 'De-Identification of Personal Information' (available at <http://dx.doi.org/10.6028/NIST.IR.8053>). ImageTrend shall use reasonable administrative, technical, and physical safeguards to protect and prevent unauthorized disclosure of the De-identified Data Set. ImageTrend shall not attempt to re-identify any de-identified records.

**GRANT OF LICENSE TO IMAGETREND'S PRE-EXISTING IP AND OWNERSHIP OF NEW IP.** All Intellectual Property Rights connected to the ImageTrend pre-existing materials such as architectural structure, modules, processes, and Know-How that may be used in Deliverables ("Pre-existing IP"), shall remain owned by ImageTrend. ImageTrend agrees to grant to Client a royalty-free, worldwide, transferable, non-exclusive, use license for these architectural structures, modules, and processes that may be used solely in conjunction with the Deliverables and services performed under Work Orders and in accordance with the license selected below in the Software Licensing Terms Attachment, conditioned upon full payment of the Work Order from which the Deliverable containing Pre-Existing IP originates. This license may not be transferred, and Client may not sublicense, use, reproduce, distribute or prepare derivative works of ImageTrend's Pre-Existing IP except to the extent strictly necessary to fulfill the purpose of a Work Order. New Deliverables utilizing the same Pre-Existing IP may require another

license for that new Deliverable, in ImageTrend's discretion. New Custom Intellectual Property authored by the parties in the course of performing a Work Order shall be owned by the party that authored the Intellectual Property and in the case of derivative works, it shall be owned by the party who owns the work from which the derivative is made, or as otherwise set forth in the Work Order. In the case of ImageTrend Software products licensed per in the Software Licensing Terms Attachment below, or "Modified Off The Shelf Software" as defined above, ImageTrend shall own all Intellectual Property related to or arising out of any Work Order. A Work Order may specify who owns the intellectual property embodied in a Deliverable; however, absent such terms in the Work Order, the terms of this Agreement shall control. Any right not hereby granted is reserved.

---

**SECTION 7. CONFIDENTIALITY**

---

**CONFIDENTIALITY ACKNOWLEDGEMENT.** Each party hereby acknowledges and agrees that the other Party's Data, potential clients or customers, client or customer lists, business plans, pricing structures, software and database designs, and any other information a Party has marked as Confidential, constitute Confidential Information. Each party agrees to treat (and take precautions to ensure that its authorized personnel treat) Confidential Information as confidential in accordance with the confidentiality requirements and conditions set forth below. Orally transmitted information shall not be Confidential Information unless specified as such in a writing transmitted from the Disclosing party to the Receiving party within 15 days of the oral transmission, with such writing providing a reasonable description and scope of the Confidential Information transmitted.

**CONFIDENTIALITY OBLIGATIONS.** Each party agrees to keep confidential all confidential information disclosed to it by the other party in accordance herewith, and to protect the confidentiality thereof in the same manner it protects the confidentiality of similar information and data of its own (at all times exercising at least a reasonable degree of care in the protection of confidential information); provided, however, that the provisions of this §7 shall not apply to information which: (i) is in the public domain; (ii) has been acquired by a Party by means other than the disclosure of the information by the Disclosing Party; (iii) is duly obtained by a Party directly or indirectly from a third party who has independently developed the information and is entitled to disclose the information to the Party, and such disclosure does not directly or indirectly violate the confidentiality obligation of such third party; or (iv) becomes known publicly, without fault on the part of a Party, subsequent to the receipt of the information by Party. (v) for information obtained by third parties subject to Arizona Public Records and Open Meeting Laws.

**SURVIVAL.** This §7 shall survive the termination of this Agreement or of any license granted under this Agreement.

---

**SECTION 8. WARRANTIES**

---

**NO CONFLICTS OF INTEREST.** ImageTrend does not have any express or implied obligation to a third party which in any way conflicts with any of ImageTrend's obligations under this Agreement.

**SERVICES.** All services and will be provided in a professional and workmanlike manner in accordance with applicable industry standards and will comply with all applicable laws. All Deliverables will substantially conform to the agreed-upon specifications set forth in the applicable Work Order or as otherwise set forth in this Agreement.

EXCEPT AS SPECIFICALLY SET FORTH IN THIS AGREEMENT ABOVE, THE SERVICES IMAGETREND PROVIDES TO CLIENT ARE PROVIDED WITHOUT ADDITIONAL WARRANTY OF ANY KIND, EITHER EXPRESSED OR IMPLIED, INCLUDING BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE AND ANY ORAL OR WRITTEN REPRESENTATIONS, PROPOSALS, OR STATEMENTS MADE PRIOR TO THIS AGREEMENT. IMAGETREND HEREBY EXPRESSLY DISCLAIM, AND CLIENT HEREBY WAIVES, ANY REPRESENTATION OR WARRANTY OF ANY KIND WITH RESPECT TO THE SERVICES, INCLUDING WITHOUT LIMITATION, THE IMPLIED WARRANTIES OF MERCHANTABILITY, NON-INFRINGEMENT AND FITNESS FOR A PARTICULAR PURPOSE. THE REMEDIES PROVIDED IN THIS AGREEMENT ARE CLIENT'S SOLE AND EXCLUSIVE REMEDIES.

---

**SECTION 9. LIMITATION OF LIABILITY**

EACH PARTY SHALL NOT, UNDER ANY CIRCUMSTANCES, BE LIABLE TO THE OTHER PARTY FOR CONSEQUENTIAL, INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES OR LOSSES ARISING OUT OF OR RELATED TO THIS AGREEMENT, EVEN IF THAT PARTY IS ADVISED OF THE LIKELIHOOD OF SUCH DAMAGES OCCURRING. EACH PARTY'S CUMULATIVE LIABILITY ARISING OUT OF OR IN ANY MANNER RELATED TO THIS SHALL BE LIMITED TO THE AMOUNT OF THE FEES DUE UNDER THIS AGREEMENT.

---

**SECTION 10. DISPUTE RESOLUTION****DUTY TO NEGOTIATE IN GOOD FAITH PRIOR TO FORMAL DISPUTES. IF CLIENT IS A GOVERNMENTAL ENTITY, THE FOLLOWING 2 PARAGRAPHS APPLY:**

The parties shall attempt in good faith to resolve any dispute arising out of or relating to this agreement promptly by negotiation between executives who have authority to settle the controversy and who are at a higher level of management than the persons with direct responsibility for administration of this agreement. Any party may give the other party written notice of any dispute not resolved in the normal course of business. Within 15 days after delivery of the notice, the receiving party shall submit to the other a written response. The notice and response shall include with reasonable particularity (a) a statement of each party's position and a summary of arguments supporting that position, and (b) the name and title of the executive who will represent that party and of any other person who will accompany the executive. Within 30 days after delivery of the notice, the executives of both parties shall meet at a mutually acceptable time and place, or by teleconference.

All offers, promises, conduct and statements, whether oral or written, made in the course of the negotiation by any of the parties, their agents, employees, experts and attorneys are confidential, privileged and inadmissible for any purpose, including impeachment, in arbitration or other proceeding involving the parties, provided that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the negotiation.

**ARBITRATION. If Client is NOT a Governmental Entity the following paragraph applies:**

Any dispute between ImageTrend and Client under this Agreement shall be resolved by arbitration by an arbitrator selected under the rules of the American Arbitration Association in the State of the defending party and the arbitration shall be conducted in that same location under the rules of said Association. If an arbitrator cannot be agreed upon by the parties, ImageTrend and Client shall each choose an arbitrator, and those two chosen arbitrators shall choose a third arbitrator, that third arbitrator shall preside over any dispute. ImageTrend and Client shall each be entitled to present evidence and argument to the arbitrator. The arbitrator shall have the right only to interpret and apply the provisions

of this Agreement and may not change any of its provisions. The arbitrator shall permit reasonable pre-hearing discovery of facts, to the extent necessary to establish a claim or a defense to a claim, subject to supervision by the arbitrator. The arbitrator shall endeavor to keep costs as low as possible while still allowing for the just and fair disposition of the dispute. The determination of the arbitrator shall be conclusive, final and binding upon the parties and judgment upon the same may be entered in any court having jurisdiction thereof. The arbitrator shall give written notice to the parties stating his determination, and shall furnish to each party a signed copy of such determination. ImageTrend and Client shall equally share the cost of the arbitrator(s) fees. The arbitrator may award reasonable costs and expenses, including reasonable attorney fees, to the prevailing party.

---

**SECTION 11. NON-EXCLUSIVITY**

This Agreement does not establish any exclusivity of service, contract, customer relationship, or otherwise between the parties.

---

**SECTION 12. AMENDMENTS**

This Agreement may only be modified by a mutually executed writing including but not limited to Work Orders, signed by a person having authority to sign.

---

**SECTION 13. TERMINATION**

Either Party may terminate this Agreement upon giving the other Party thirty days (30) days' prior written notice to the other Party in addition to any other remedy or right contained in this Agreement. This right of termination is additive to other rights of termination identified above in this Agreement and does not preclude the exercise of those other rights.

---

**SECTION 14. INDEMNIFICATION**

**IMAGETREND INDEMNITY.** ImageTrend shall defend and indemnify Client from and against third party claims, actions, suits, demands, damages, obligations, losses, settlements, judgments, costs, and expenses ("Claims"), which arise out of any negligent act or omission, or willful misconduct of ImageTrend. Client shall promptly notify ImageTrend for any actual or prospective Claim for which indemnification is sought. In the event that any third-party Claim is made and Client invokes this clause, ImageTrend shall have the right and option to undertake and control such defense of such action with counsel of ImageTrend's choice with control to settle any such Claim. ImageTrend shall have no obligation to defend or indemnify Client from Claims arising out of Client's negligent or intentional wrongful acts or omissions. Because ImageTrend must provide its own insurers with notice of a claim within 60 days of actual knowledge of a Claim, Client accordingly must provide ImageTrend written notice no more than 60 days after Client has actual knowledge of a Claim else ImageTrend shall have no obligation to indemnify Client.

**CLIENT INDEMNITY. IF CLIENT IS A GOVERNMENTAL ENTITY THE FOLLOWING PARAGRAPH DOES NOT APPLY.** Client shall defend and indemnify ImageTrend from and against third party claims, actions, suits, demands, damages, obligations, losses, settlements, judgments, costs, and expenses ("Claims"), which arise out of any negligent act or omission, or willful misconduct of Client. ImageTrend shall promptly notify Client for any actual or prospective Claim for which indemnification is sought. In the event that any third-party Claim is made and Client invokes this clause, Client shall have the right and option to undertake and control such defense of such action with counsel of Client's choice with control to settle

any such Claim. Client shall have no obligation to defend or indemnify ImageTrend from Claims arising out of Client's negligent or intentional wrongful acts or omissions. ImageTrend accordingly must provide Client written notice no more than 60 days after ImageTrend has actual knowledge of a Claim else Client shall have no obligation to indemnify Client.

---

**SECTION 15. COOPERATIVE USE**

---

Public and nonprofit agencies that have entered into a Cooperative Purchasing Agreement with the CLIENT are eligible to participate in any subsequent Agreement. The parties agree that these lists are subject to change. Any such usage by other municipalities and government agencies must be in accord with the ordinance, charter, rules and regulations of the respective political entity and with applicable State and Federal Laws.

---

**SECTION 16. GENERAL TERMS**

---

- a. **INSURANCE REQUIREMENTS.** ImageTrend will provide to Client a Certificate of Insurance upon request.
- b. **ELECTRONIC SIGNATURES.** The parties agree to conduct transactions primarily via electronic means. Accordingly, each party accepts electronic signatures and Deliverables as equivalent to physical versions of the same.
- c. **BUSINESS DAYS AND HOLIDAYS.** The parties agree a business day is 8 hours long, and excludes Saturdays, Sundays, and days reasonably considered a holiday by either party per each party's written policies. Unless otherwise specified in a Work Order, ImageTrend shall perform services only during business days, from 9:00am CST to 5:00pm CST.
- d. **COUNTERPARTS.** This Agreement may be executed in counterpart originals, duly signed by both parties, each of which will be deemed an original but all of which, together, will constitute one and the same Agreement. Any terms not present in all counterpart copies are severed and void. Electronic counterparts are equally as valid as original counterparts.
- e. **FORCE MAJEURE.** Neither party will be liable for delays nor for non-performance due to an unforeseeable event, external to this Agreement and the parties, where the occurrence of the event beyond the non-performing or delayed party's reasonable control ("Force Majeure Events.") This clause shall not apply to costs due to ImageTrend to reimburse cancellation, reschedule, or modification of travel arrangements per §5 above. Force Majeure Events may include, but are not limited to: war, terrorism or threats of terrorism, civil disorder, labor strikes, fire, disease, medical epidemics or outbreaks, events which curtail necessary transportation facilities (e.g. airports), or other unforeseeable events where the occurrence of the event is beyond the non-performing or delayed party's control.
- f. **REASONABLE COOPERATION.** Client will reasonably cooperate with ImageTrend to the extent reasonably necessary to enable ImageTrend to perform the Services contemplated in each Work Order. Accordingly, Client will provide access, information or other materials in a fashion timely to the schedule of each Work Order. ImageTrend shall have no liability to Client for delays arising out the actions or non-actions of Client.

- g. **NON ASSIGNABILITY.** A party shall not assign this Agreement or its rights hereunder without the prior written consent of the other party.
- h. **JURISDICTION AND VENUE.** The parties agree that the law governing this Agreement shall be that of the State of Minnesota without regard to its conflict of laws principles. **IF CLIENT IS A GOVERNMENTAL ENTITY** the law governing this Agreement shall be that of the Client's jurisdiction without regard to its conflict of laws principles.
- i. **ENTIRE AGREEMENT.** This Agreement constitutes the entire Agreement between the parties, with respect to this subject matter, including, but not limited to the services, goods, products, and Software provided by ImageTrend for Client and the compensation provided by Client for said provision of such services therefore, and supersedes all previous proposals, both oral and written, negotiations, representations, writings and all other communications between the parties. This Agreement may not be released, discharged, or modified except by an instrument in writing signed by the parties.
- j. **SEVERABILITY.** If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, such determination shall not affect the validity or enforceability of any other part or provision of this Agreement.
- k. **WAIVER.** No waiver by either party of any of any provision hereof shall constitute a waiver of any other term of this Agreement nor shall it preclude either party from enforcing its rights.
- l. **NONAPPROPRIATION. IF CLIENT IS A GOVERNMENTAL ENTITY THE FOLLOWING PARAGRAPH APPLIES.** The continuation of this Agreement is contingent upon the appropriation of funds by the legislature or other sources as applicable to fulfill the requirements of the Agreement. If the insufficient monies are appropriated to provide for the continuation of the Contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the applicable appropriation laws or regulations for any lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of this Agreement or any Work Order hereto, the Agreement or applicable Work Order(s) shall terminate on the date of the beginning of the first fiscal year for which funds have not been appropriated. ImageTrend shall be entitled to payment for deliverables in progress, to the extent work has been performed pursuant to this Agreement or any Work Order hereto; obligations that have been incurred that extend beyond the date of termination; and reasonable contract close-out costs.
- m. **ATTORNEYS' FEES.** In any action between the parties to enforce any of the terms of this Agreement, the prevailing party shall be entitled to recover reasonable expenses, including reasonable attorneys' fees.
- n. **INDEPENDENT CONTRACTORS.** It is the express intention of Client and ImageTrend that ImageTrend and its employees and agents will perform the services hereunder as independent contractors to Client. Nothing in this Agreement shall in any way be construed to constitute ImageTrend or its employees or agents as an agent, employee or representative of Client.

Without limiting the generality of the foregoing, ImageTrend is not authorized to bind Client to any liability or obligation or to represent ImageTrend has any such authority. Client and ImageTrend agree that neither ImageTrend employees nor its agents will receive Client - sponsored benefits from Client.

- o. **NOTICES.** Any notice required to be given by either party to the other shall be deemed given if in writing on the date actually delivered (including electronic methods such as e-mail), or if deposited in the United States mail in registered or certified form with return receipt requested, postage prepaid, on the postmarked date and addressed to the notified party at the address set forth below, or to such other address as a party may designate from time to time by means of notice given hereunder to the other party.

**If to Client:**

Golder Ranch Fire District  
Attn: Tony Rutherford  
3885 E. Golder Ranch Drive  
Tucson, AZ 85739-9797

**If to ImageTrend:**

ImageTrend, LLC  
Attn: Legal Department  
20855 Kensington Boulevard  
Lakeville, MN 55044

---

**IN WITNESS WHEREOF:** the undersigned parties, each having authority to bind their respective organizations, hereby agree.

<b>Client</b>	<b>ImageTrend</b>
Signature: _____	Signature: _____
Print Name: _____	Print Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

## SOFTWARE LICENSING TERMS ATTACHMENT

To the degree any Work Order involves licensing ImageTrend Software, the following terms shall apply:

**“ImageTrend Elite Data Marts”** means the relational database(s) that contain an enhanced and simplified reporting-ready format of the transactional data collected within ImageTrend Elite. The Elite Data Marts are available for use with the ImageTrend Elite Reporting Tools.

**“ImageTrend Elite Reporting Tools”** means the Transactional Report Writer, Visual Informatics, Analytical Chart Reporting Tool and Analytical Tabular Reporting Tool in the Software that are based on a set of Elite Data Marts.

**“Incident(s)”** means an instance where the Client sends a vehicle or emergency responder to a situation requiring emergency response, as measured by the number of incident reports within ImageTrend Software systems.

**“Licensed Information”** means other Deliverables provided to Client by ImageTrend relating to the operation or design of the Software, or other Deliverables provided to Client by ImageTrend which are common to ImageTrend (e.g. such Deliverables are not unique to Client). A copy of the software specification Licensed Information is available within the Software labeled as “ImageTrend University.”

**“The Software”** means the sum of all software licenses granted by this Agreement or Work Order hereto as provided in Section 1 below.

### SECTION 1. GRANT OF LICENSE TO SOFTWARE.

Each Work Order for the sale of Software Licenses shall outline which of the below licenses are being granted by the Work Order. The license selection will be evidenced by the title of each SKU in the Work Order, e.g. “Elite EMS SaaS” shall be licensed under the Software as a Service License below. If the license is not apparent by the name of the SKU, then the license shall default to Software as a Service. ImageTrend may discontinue or replace a license in this table by providing Client reasonable written notice of the change. Replacing this table shall not have the effect of revoking previously agreed licenses, rather, ImageTrend’s right to replace this table shall apply to only future Work Orders.

Name of License	Terms of License
<b>Software as a Service License (SaaS) or Integration as a Service (IaaS) (“SaaS”)</b>	ImageTrend hereby grants Client a non-exclusive, non-transferable license to use the ImageTrend Software product(s) listed in the Work Order for such time as listed in said Work Order. During the term of the Work Order, the Client shall have access to the Software, which will be installed on servers at the ImageTrend hosting facility and subject to the Service Level Agreement attached. All copies of the Software and/or Licensed Information in any form provided by ImageTrend to Client hereunder are the sole property of ImageTrend and/or its suppliers, and that Client shall not have any right, title, or interest to any such Software

	and/or Licensed Information or copies thereof except as provided in this Agreement.
<b>ImageTrend Hosted License (“License”)</b>	ImageTrend will grant Client a non-exclusive, non-transferable, perpetual use license without rights of resale or sublicensing, to the ImageTrend Software product(s) listed in the Work Order. Client shall have access to the Software, which will be installed on servers at the ImageTrend hosting facility and subject to the Service Level Agreement attached. All copies of the Software and/or Licensed Information in any form provided by ImageTrend to Client hereunder are the sole property of ImageTrend and/or its suppliers, and that Client shall not have any right, title, or interest to any such Software and/or Licensed Information or copies thereof except as provided in this Agreement.

**SECTION 2. PROTECTION OF SOFTWARE AND LICENSED INFORMATION**

Client agrees to respect and not to, nor permit any third-party to, remove, obliterate, or cancel from view any copyright, trademark, confidentiality or other proprietary notice, mark, or legend appearing on any of the Software or Licensed Information, and to reproduce and include the same on each authorized copy of the Software and Licensed Information.

Client shall not nor shall Client permit any third-party under Client’s control to, copy, reverse engineer, or duplicate the Software or any part thereof except for the purposes of system backup, testing, maintenance, or recovery. Client may duplicate the Licensed Information only for internal training, provided that all the names, trademark rights, product names, copyright statement, and other proprietary right statements of ImageTrend are reserved. ImageTrend reserves all rights which are not expressly granted to Client in this Agreement.

Client shall not, nor shall Client permit any third-party to, modify, reverse engineer, disassemble, or decompile the Software, or any portion thereof, and shall not use the software or portion thereof for purposes other than as intended and provided for in this Agreement.

**SECTION 3. IMAGETREND ELITE DATA MARTS NON-EXCLUSIVE USE LICENSE.**

In accordance with the terms and conditions hereof, ImageTrend hereby grants the use of the ImageTrend Elite Data Marts only via ImageTrend Elite Reporting Tools, unless an “Elite Data Mart License” is included and detailed in a Work Order. Absent that license, this Agreement does not give the Customer the rights to access and query the ImageTrend Elite Data Marts directly using SQL query tools, reporting tools, ETL tools, or any other tools or mechanisms. Direct access to ImageTrend Elite Data Marts is only available via the aforementioned separately-priced product and service offering from ImageTrend.

**SECTION 4. INSTALLATION, INTRODUCTORY TRAINING AND DEBUGGING.**

**IMPLEMENTATION.** ImageTrend shall provide Client with start-up services such as the installation and introductory training relating to the Software, and, if necessary, initial debugging services known as “Implementation”. During Implementation, Client must make available sufficient time and resources as

is necessary to accomplish the milestones and tasks per the party's project plans (as applicable), typically between 4 and 15 hours a week. Depending on Client's objectives, Client may need to allocate more time or resources to achieve Client's desired timelines.

**TRAIN THE TRAINER.** ImageTrend may provide "Train-the-trainer" training for administrators as detailed in each Work Order. Additionally, online training videos and user guides in electronic format will be made available via ImageTrend University.

**INSTRUCTIONS.** ImageTrend will provide installation instructions and assistance for installation of the Software on the Servers appropriate to the License selection in the Work Order per the table above at (e.g. Client Hosted on premise license) as detailed in Service Level Attachment, below.

**SOFTWARE SUPPORT.** ImageTrend shall provide Software Support as detailed in the Service Level Attachment, below.

**TRAINING USAGE AND EXPIRATION.** The training line items and quantities as detailed in price table attached must be delivered within 2 years of the Effective Date. It shall be Client's responsibility to request the training session(s). Training not used within the 2 year cut-off shall expire and no refund or credit will be payable to Client.

---

## **SECTION 5. SOFTWARE WARRANTIES.**

---

**PERFORMANCE WARRANTY.** ImageTrend warrants that the Software will conform to the specifications as set forth in the Licensed Information. However, this warranty shall be revoked in the event that any person other than ImageTrend and its agents make any unauthorized modification or change to the Software in any manner outside of the configuration available within the Software's built-in functionality. This warranty does not apply to data extracted from the system.

**OWNERSHIP WARRANTY.** ImageTrend represents that it is the owner of the entire right, title, and interests in and to the Software, and that it has the sole right to grant licenses thereunder, and that it has not knowingly granted licenses thereunder to any other entity that would restrict rights granted hereunder to Client.

**LIMITATIONS ON WARRANTY.** All of ImageTrend's obligations under this Section shall be contingent on Client's use of the Software in accordance with this Agreement and in accordance with ImageTrend's instructions as provided by ImageTrend in the Licensed Information, and as such instructions may be amended, supplemented, or modified by ImageTrend from time to time. ImageTrend shall have no warranty obligations with respect to usage which does not conform with ImageTrend's instructions as provided by ImageTrend in the Licensed Information. ImageTrend shall have no warranty obligations with respect to any failures of the Software which are the result of accident, abuse, misapplication, extreme power surge or extreme electromagnetic field of a Client device. In addition to any other limitation on warranty or liability; Client's sole remedy for breach of warranty related to or arising out of the Software, or a defect with the Software, shall be at Client's option 1) repair of the Software or defect, 2) termination of this Agreement for convenience as outlined elsewhere in this Agreement.

THE EXPRESS WARRANTIES PROVIDED HEREIN ARE THE ONLY WARRANTIES MADE BY ImageTrend WITH RESPECT TO THE SOFTWARE AND SUPERSEDE ALL OTHER EXPRESS OR IMPLIED WARRANTIES,

INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY AND WARRANTIES FOR ANY SPECIAL PURPOSE.

**SECTION 6. MAINTENANCE.**

ImageTrend shall provide scheduled updates and new releases for the Software, as well as defect correction as needed per the Service Level Agreement, attached for so long as Client has contracted for support (as indicated by a recurring fee containing the product name and word ‘Support’). Specific out-of-scope system enhancement requests are excluded from support. Should Client desire specific source-code level modifications to the system, Client may submit a request to ImageTrend’s UserVoice page at <https://ImageTrend.uservoice.com/>.

**SECTION 7. RETURN OF DATA.**

Upon termination of this Agreement for any reason, Client may request ImageTrend provide to Client a copy of Client’s data. ImageTrend will produce this data by first using relevant export functionality provided by the application, e.g. for ImageTrend Elite the data would be produced as a NEMESIS Version 3 XML file(s), or by other native data export format should the application provide no export functionality. ImageTrend may redact or remove ImageTrend trade secret and confidential information, such as database schema design details, or data which is used solely in an operational or administrative fashion (e.g. data which was never entered by Client end-users). For clarity, ImageTrend may not redact or remove data that Client or Client’s end-users entered. ImageTrend will provide this exported data to Client via secure electronic transfer, such as SFTP/FTPS. ImageTrend shall have 90 days from Client’s request to produce the native data export for Client. Should Client desire the data to come in any alternative format, or be in any way different than as described in this section, Client must request those services from ImageTrend separately on a Time and Materials basis under its own time frame. ImageTrend will make efforts to accommodate Client’s request, but ImageTrend is under no obligation to do so.

**SECTION 8. IMAGETREND ELITE AUTHORIZED USERS AND SCOPE OF USAGE**

This Grant of License is strictly conditioned on the Software being used by only Authorized Users. ImageTrend may audit Client’s Software, users, and usage to ensure compliance with the scope of usage detailed by this Agreement, in ImageTrend’s discretion. Non-compliance with the scope of usage shall be considered a material breach.

If this Agreement is for the licensing of ImageTrend Elite EMS, the following scope of usage and Authorized User definitions apply.

Organization Type	Organization Definition	Authorized User Definition
Private Agency	Client responds to emergency medical incidents for-profit or not-for-profit and the Client <u>is not</u> a Governmental Entity.	All employees & contractors of Client who respond to emergency medical incidents in the regular scope of their employment
Public Agency, County, Region, or City for its own employed EMS	Client responds to emergency medical incidents and transports patients therefrom and <u>is</u> a Governmental Entity	All employees & contractors of Client who respond to emergency medical incidents in the regular scope of their employment

workers (“Public Agency”)		
Hospital or Health Network	Client is a 1) hospital, 2) health network, 3) or other medical institution that provides care which does not involve responding to emergency medical incidents and transporting patients therefrom as a primary service of the organization; and Client is recognized and licensed as such by the Client’s governing State	All employees & contractors of Client who respond to emergency medical incidents in their regular scope of employment at or from the named Hospital brick-and-mortar locations. If the specific brick-and-mortar location(s) is not named in a Work Order, then it shall be interpreted as the brick-and-mortar location from which the Client primary contact, Tony Rutherford or their successor, conducts their job duties most frequently.
State, County, Region, City for its constituents	Client is a Governmental Entity with authority or an official mandate to improve, facilitate, organize, surveil, investigate, report, collect reports of, or otherwise govern public health matters; or another entity acting under a grant or contract of and for equivalent authority	Licensed individuals within Client’s legal or governing jurisdiction and geographic boundary, who to respond to emergency medical incidents in the regular scope of their employment, and not individuals whose primary job duty involves law enforcement.
Group Purchase (Multi-Agency)	Client(s) are a plurality of Private Agencies and/or Public Agencies	All employees & contractors of each named organization, who respond to emergency medical incidents
Financing Party (e.g. billing company) on behalf of Agency/City/County third party beneficiary	Client is an entity which does not respond to emergency medical incidents or provide for the care or transportation of patients; rather Client is an entity who procures or pays for a third party beneficiary who is a Private or Public Agency.	All employees & contractors of third party beneficiary Public or Private Agency, who respond to emergency medical incidents in the regular scope of their employment.

## PRICE SHEET AND WORK ORDER ATTACHMENT

The prices below are based on the following SaaS transaction volumes, as provided by Client:  
20,000 Incidents annually

### One Time Fees

Description	SKU	Unit Price	Qty	Extended Amount
<b>Elite™ Rescue Setup &amp; Implementation</b>	ELT.003.002.003	\$21,375.00	1	\$21,375.00
<b>Webinar Training 2hr Session</b>	ELT.006.003.009	\$450.00	1	\$450.00
<b>Onsite Training Session - 8 Hours</b>	ELT.006.003.004	\$1,800.00	3	\$5,400.00
<b>Travel</b>	ELT.006.003.008	\$1,750.00	1	\$1,750.00
<b>Microsoft Azure Active Directory SSO Setup</b>	ELT.003.002.031	\$2,475.00	1	\$2,475.00
<b>Collection Gateway Setup</b>	BBR.003.001.005	\$2,500.00	1	\$2,500.00
<b>ImageTrend Billing Bridge™ Setup</b>	BBR.003.001.001	\$12,000.00	1	\$12,000.00
<b>Webinar Training 2hr Session</b>	BBR.006.003.008	\$450.00	6	\$2,700.00
<b>Agency Preferred Clearinghouse Vendor - Integration Setup</b>	BBR.003.001.008	\$1,000.00	1	\$1,000.00

**Total One-Time Fees: \$49,650.00**

### Recurring Fees

Description	SKU	Unit Price	Qty	Extended Amount
<b>Elite™ Rescue - SaaS *Includes Elite™ Field</b>	ELT.001.002.015	\$47,500.00	1	\$47,500.00
<b>CAD Distribution</b>	ELT.002.007.001	\$3,500.00	1	\$3,500.00
<b>Other CAD Vendor</b>	ELT.002.007.033	\$0.00	1	\$0.00
<b>Elite Site to Site Transfers</b>	ELT.002.010.016	\$500.00	2	\$1,000.00
<b>Mobile Fire Inspections - SaaS</b>	ELT.001.002.014	\$4,370.00	1	\$4,370.00
<b>Permits</b>	ELT.001.002.021	\$4,750.00	1	\$4,750.00
<b>Continuum®</b>	CTM.001.002.001	\$9,500.00	1	\$9,500.00
<b>Continuum® EMS Content Package</b>	CTM.001.002.002	\$4,750.00	1	\$4,750.00
<b>Continuum® Fire Content Package</b>	CTM.001.002.003	\$4,750.00	1	\$4,750.00
<b>Microsoft Azure Active Directory SSO</b>	ELT.001.002.076	\$4,400.00	1	\$4,400.00
<b>NFPA 25 - Per User</b>	ELT.002.007.110	\$46.00	1	\$460.00
<b>TeleStaff Distribution</b>	ELT.002.011.004	\$3,500.00	1	\$3,500.00
<b>Collection Gateway</b>	BBR.002.003.003	\$5,000.00	1	\$5,000.00
<b>ImageTrend Billing Bridge™ - SaaS</b>	BBR.001.002.001	\$19,822.00	1	\$19,822.00
<b>Agency Preferred Clearinghouse Vendor - Integration</b>	BBR.002.003.006	\$2,200.00	1	\$2,200.00
<b>NFPA 10 - Per User</b>	ELT.002.007.104	\$39.00	10	\$390.00
<b>NFPA 13 - Per User</b>	ELT.002.007.105	\$79.00	10	\$790.00
<b>NFPA13D - Per User</b>	ELT.002.007.106	\$39.00	10	\$390.00

NFPA 13R - Per User		\$39.00	10	\$390.00
NFPA 70 - Per User	ELT.002.007.111	\$73.00	10	\$730.00
NFPA 72 - Per User	ELT.002.007.112	\$74.00	10	\$740.00
NFPA 99 - Per User	ELT.002.007.114	\$56.00	10	\$560.00

**Total Recurring Fees: \$119,492.00**

**TOTAL YEAR 1: \$169,142.00**

**Send Invoices To:**

Tony Rutherford  
 trutherford@grfdaz.gov  
 3885 E Golder Ranch Dr.  
 Tucson, Arizona 85739-9797

**Payment Terms:**

1. "One Time Fees" are due once, as specified by the Milestone terms below.
2. "Recurring Fees" are annual fees which recur each year. They are due on each anniversary of the fee, with the start date beginning upon completion as specified by the Milestone terms below. The Recurring Fees will escalate in price annually by 3% beginning with fees due for year 2.
3. ImageTrend may temporarily suspend performance (e.g. cease to provide access, hosting, support) due to Client's breach of contract provided Client shall have 30 days to cure such breach before ImageTrend may suspend performance.
4. ImageTrend may charge to Client a late fee of 1.5% per month, or the highest rate allowed under the law, whichever is lower, on any overdue amounts. Client also agrees ImageTrend may charge to Client all reasonable costs and expenses of collection, including attorneys' fees where, in ImageTrend's discretion, payments are consistently deficient or late.
5. All Annual SaaS Fees are based upon anticipated transaction volumes (as provided by Client) and are subject to an annual usage audit. ImageTrend reserves the right to increase fees in accordance with increased transaction volume per the Unit Price listed in the tables above.
6. ImageTrend will not be responsible for third-party fees related to this Agreement unless specifically outlined by this Agreement

Optional Items

Items in the table below are not goods or services currently contracted or provided by this Agreement, rather, they are included to allow Client to add those goods or services by first providing written notice to ImageTrend, subsequently ImageTrend will provide Client with a Work Order for the Optional item, and upon Client's signature of that Work Order, ImageTrend will begin the work.

Product	SKU	Unit Price	Description
<b>Data Mart™ Subscription</b>	ELT.001.002.064	\$6,750.00	
<b>MyEMSCare</b>	BBR.002.003.004	\$1,000.00	MyEMSCare is an online patient payment portal, which allows a patient to access and make a one-time payment to their invoice online 24 hours a day 7 days a week. Also

			included in MyEMSCare is the ability for your patients to take an online survey, either before or after their invoice is paid. Authorize.net payment processor is required; all credit card and merchant fees are the responsibility of the City. If the agency does not already have a merchant account with Authorize.net, navigate to this website for additional details; <a href="https://account.authorize.net/signUpNow?resellerID=105200">https://account.authorize.net/signUpNow?resellerID=105200</a>
<b>Availity Clearinghouse - Integration</b>	BBR.002.003.005	\$2,750.00	The Availity Clearinghouse Integration for a single agency Includes: Electronic Claims (837), Electronic remittance advice (835), Electronic paperwork claim attachments (PWK), Eligibility verification, Daily automated claim status inquiry, and Real-time claim editing validation. The initial clearinghouse enrollment process will be assisted by ImageTrend to ensure a smooth transition. ImageTrend includes the cost of Availity's Clearinghouse service within the cost of the Availity Clearinghouse Integration. Any and all support regarding the clearinghouse after initial enrollment will be the responsibility of the client.

### MILESTONE 1

**Project Kick Off.** ImageTrend will designate an implementation coordinator. The implementation coordinator will schedule a "Kick Off Call" with Client where the implementation coordinator outlines the implementation process, gives an overview of the Client's order, and starts discovery of how the Client's processes work. This Project Kick Off Milestone is complete when: 1) Client has been assigned an implementation coordinator; and 2) the Kick Off Call has occurred

Description	Unit Price	Quantity	Extended Amount
<b>Elite™ Rescue Setup &amp; Implementation</b>	\$21,375.00	1	\$21,375.00
<b>Microsoft Azure Active Directory SSO Setup</b>	\$2,475.00	1	\$2,475.00
<b>Collection Gateway Setup</b>	\$2,500.00	1	\$2,500.00
<b>ImageTrend Billing Bridge™ Setup</b>	\$12,000.00	1	\$12,000.00
<b>Agency Preferred Clearinghouse Vendor - Integration Setup</b>	\$1,000.00	1	\$1,000.00

Milestone 1 Total      \$39,350.00

### MILESTONE 2

**Site Available.** ImageTrend software is available via the Web. This Site Available Milestone is complete when ImageTrend has provided Client: 1) at least one web URL to the ImageTrend software, and 2) a system administrator account with login credentials, and 3) Client is able to log into the ImageTrend software at that URL.

Description	Unit Price	Quantity	Extended Amount
<b>Elite™ Rescue - SaaS *Includes Elite™ Field</b>	\$47,500.00	1	\$47,500.00
<b>Mobile Fire Inspections - SaaS</b>	\$4,370.00	1	\$4,370.00
<b>Permits</b>	\$4,750.00	1	\$4,750.00
<b>Continuum®</b>	\$9,500.00	1	\$9,500.00
<b>Continuum® EMS Content Package</b>	\$4,750.00	1	\$4,750.00
<b>Continuum® Fire Content Package</b>	\$4,750.00	1	\$4,750.00
<b>Microsoft Azure Active Directory SSO</b>	\$4,400.00	1	\$4,400.00
<b>ImageTrend Billing Bridge™ - SaaS</b>	\$19,822.00	1	\$19,822.00

Milestone 2 Total      \$99,842.00

### MILESTONE 3

**Go Live.** The parties understand that while the system can be infinitely configured and refined, that the software system must reach a level of readiness and it must “go-live” for usage by the end-users in its intended use cases. Client may desire staged roll out of different features or products for large implementations, or Client may desire to have all functions go live all at once. In the interest of defining a fair and objective measurement point, this Go Live Milestone will be complete when the Client’s Software system processes, receives, transmits, generates, or otherwise interacts with the first non-test data record, excluding non-test data which is migrated on a one-time basis from another system.

Description	Unit Price	Quantity	Extended Amount
CAD Distribution	\$3,500.00	1	\$3,500.00
Other CAD Vendor	\$0.00	1	\$0.00
Elite Site to Site Transfers	\$500.00	2	\$1,000.00
NFPA 25 - Per User	\$46.00	1	\$460.00
TeleStaff Distribution	\$3,500.00	1	\$3,500.00
Collection Gateway	\$5,000.00	1	\$5,000.00
Agency Preferred Clearinghouse Vendor - Integration	\$2,200.00	1	\$2,200.00
Other Clearinghouse Vendor:	\$0.00	1	\$0.00
NFPA 10 - Per User	\$39.00	10	\$390.00
NFPA 13 - Per User	\$79.00	10	\$790.00
NFPA13D - Per User	\$39.00	10	\$390.00
NFPA 13R - Per User	\$39.00	10	\$390.00
NFPA 70 - Per User	\$73.00	10	\$730.00
NFPA 72 - Per User	\$74.00	10	\$740.00
NFPA 99 - Per User	\$56.00	10	\$560.00
Milestone 3 Total			\$19,650.00

### MILESTONE 4

**Training.** This Training Milestone will be complete, and invoiceable in advance of delivery of all training session(s), when the Go Live Milestone is complete.

Description	Unit Price	Quantity	Extended Amount
Webinar Training 2hr Session	\$450.00	1	\$450.00
Onsite Training Session - 8 Hours	\$1,800.00	3	\$5,400.00
Travel	\$1,750.00	1	\$1,750.00
Webinar Training 2hr Session	\$450.00	6	\$2,700.00
Milestone 4 Total			\$10,300.00

**IMAGETREND TERMS OF USE OF NFPA CODES.****Effective August 1, 2023**

ImageTrend licenses proprietary content from National Fire Protection Association (“NFPA”) for Client use within ImageTrend’s solutions (“Codes”). Effective August 1, 2023, NFPA updated the list of available NFPA Code sets and their pricing structure, requiring new licensing terms and pricing for ImageTrend clients.

Codes may not be reproduced, distributed, or used in any way other than intended by the Software. Clients’ use of the Codes will comply with all applicable laws and be subject to NFPA’s licensing terms, including permissible use and Annual Subscription Fee pricing included below.

Client understands that ImageTrend’s access to Codes is restricted by NFPA, and that all Codes may not be available. ImageTrend shall conspicuously disclose all NFPA fees passed through to the Client, including all price adjustments mandated by NFPA.

**NFPA Annual Subscription Fee per Account**

The Annual Subscription Fee per Account, which is tiered by Users, allows access to specified NFPA content within ImageTrend’s inspection software.

For the purpose of this subscription package, an "Account" is any individual, agency, fire department, or governmental entity authorized to use licensee's software and "Users" are the number of individual users within an account with access to the NFPA Code Data Packs. For example, Agency X subscribes to ImageTrend Software and provides 50 fire personnel with access to the NFPA Code Data Pack NFPA1. In this case, there are 50 Users under the Agency X Account, for which NFPA shall charge ImageTrend the corresponding Fee per Account (\$462 for access to NFPA 1). Client’s utilization and corresponding user tier will be reviewed, and if necessary, adjusted on an annual basis.

The Subscription Fees are outlined in the attached NFPA Code Data Packs for Inspection Software Price List.



## NFPA® CODE DATA PACKS FOR INSPECTION SOFTWARE PRICE LIST

### Effective 8-30-23

An "account" is any individual, agency, fire department, or governmental entity authorized to use licensee's software. "Users" are the number of individual users within an account with access to the NFPA Code Data Packs.

Single Edition Pricing		Annual Subscription Fee Per Account				
		Single Edition Pricing Tiers				
NFPA Code Data Pack	Title	TIER 1 1-4 Users	TIER 2 5-10 Users	TIER 3 11-50 Users	TIER 4 51-100 Users	TIER 5 100+ Users
NFPA 1	Fire Code	\$92	\$216	\$462	\$780	\$1,080
NFPA 101®	Life Safety Code®	\$92	\$216	\$462	\$780	\$1,080
NFPA 10	Standard for Portable Fire Extinguishers	\$47	\$109	\$234	\$396	\$540
NFPA 12	Standard on Carbon Dioxide Extinguishing Systems	\$47	\$109	\$234	\$396	\$540
NFPA 13	Standard for the Installation of Sprinkler Systems	\$95	\$221	\$474	\$804	\$1,125
NFPA 13D	Standard for the Installation of Sprinkler Systems in One- and Two-Family Dwellings and Manufactured Homes	\$47	\$109	\$234	\$396	\$540
NFPA 13R	Standard for the Installation of Sprinkler Systems in Low-Rise Residential Occupancies	\$47	\$109	\$234	\$396	\$540
NFPA 14	Standard for the Installation of Standpipe and Hose Systems	\$47	\$109	\$234	\$396	\$540
NFPA 17	Standard for Dry Chemical Extinguishing Systems	\$42	\$98	\$210	\$360	\$495
NFPA 17A	Standard for Wet Chemical Extinguishing Systems	\$42	\$98	\$210	\$360	\$495
NFPA 20	Standard for Installation of Stationary Pumps for Fire Protection	\$55	\$129	\$276	\$468	\$675
NFPA 25	Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems	\$55	\$129	\$276	\$468	\$675
NFPA 30A	Code for Motor Fuel Dispensing Facilities and Repair Garages	\$42	\$98	\$210	\$360	\$495
NFPA 70®	National Electrical Code®	\$88	\$204	\$438	\$744	\$1,080
NFPA 72®	National Fire Alarm and Signaling Code®	\$89	\$207	\$444	\$756	\$1,080
NFPA 80	Standard for Fire Doors and Other Opening Protectives	\$55	\$129	\$276	\$468	\$675
NFPA 96	Standard for Ventilation Control and Fire Protection of Commercial Cooking Operations	\$47	\$109	\$234	\$396	\$540
NFPA 99	Health Care Facilities Code	\$67	\$157	\$336	\$576	\$810



## NFPA® CODE DATA PACKS FOR INSPECTION SOFTWARE PRICE LIST *continued*

Effective 8-30-23

Single Edition Pricing Continued		Annual Subscription Fee Per Account				
		Single Edition Pricing Tiers				
NFPA Code Data Pack	Title	TIER 1 1-4 Users	TIER 2 5-10 Users	TIER 3 11-50 Users	TIER 4 51-100 Users	TIER 5 100+ Users
NFPA 105	Standard for Smoke Door Assemblies and Other Opening Protectives	\$42	\$98	\$210	\$360	\$495
NFPA 110	Standard for Emergency and Standby Power Systems	\$42	\$98	\$210	\$360	\$495
NFPA 220	Standard on Types of Building Construction	\$37	\$87	\$186	\$312	\$450
NFPA 221	Standard for High Challenge Fire Walls, Fire Walls, and Fire Barrier Walls	\$42	\$98	\$210	\$360	\$495
NFPA 400	Hazardous Materials Code	\$67	\$157	\$336	\$576	\$810
NFPA 770	Standard on Hybrid (Water and Inert Gas) Fire-Extinguishing Systems	\$42	\$98	\$210	\$360	\$495
NFPA 921	Guide for Fire and Explosion Investigations	\$88	\$204	\$438	\$744	\$1,080
NFPA 1033	Standard for Professional Qualifications for Fire Investigator	\$42	\$98	\$210	\$360	\$495
NFPA 2001	Standard on Clean Agent Fire Extinguishing Systems	\$55	\$129	\$276	\$468	\$675
NFPA 2010	Standard for Fixed Aerosol Fire-Extinguishing Systems	\$42	\$98	\$210	\$360	\$495
FLAmended 2 Pack (NFPA 1 & NFPA 101)		\$221	\$517	\$1,017	\$1,867	\$2,586

Collections pricing includes all editions of NFPA codes and standards currently available within selected NFPA Code Data Packs.

Collections Pricing	Discount From Tier Rate
Choose 2 or more	10%
Choose 5 or more	20%
Choose 10 or more	30%
Choose 20 or more	40%
Choose 30 or more	50%

### For More Information

- For more information about NFPA Code Data Packs, email William Slawter, Licensing Project Manager, at [wslawter@nfpa.org](mailto:wslawter@nfpa.org).

## **MANDATORY TERMS OF USE FOR CLEARINGHOUSE PROVIDER**

Client shall adhere to the rules, regulations and policies of Payers and governmental agencies having jurisdiction including the department of Health and Human Services (“HHS”). Client shall provide or obtain any documents or supplementary agreements requested by Clearinghouse necessary to comply with said rules, regulations, and policies. Client shall be bound, to the same extent as Clearinghouse, by all applicable Payer-imposed contractual obligations or policies required for access to such Payer, and this Agreement shall be subject to any such obligation or policy. Client acknowledges that from time to time, Client may be required to give its written acknowledgement of certain obligations. With respect to Medicaid eligibility transactions, Clearinghouse and ImageTrend are required to pass on and/or obtain the following covenants from Client: (a) access to eligibility information shall be restricted to the sole purpose of verification of Medicaid eligibility where the recipient has requested Medicaid payment for medical services; (b) verification of eligibility under the system is not a guarantee of payment and the records as to the recipient’s eligibility status shall be final authority; (c) Client indemnifies and holds harmless each State, its agents and employees, from any and all claims by such Client or any recipient who is aggrieved by the actions of Client; and (d) Client agrees to abide by the Federal and State regulations regarding confidentiality of information. Clearinghouse explicitly disclaims all other warranties, including warranties of merchantability or fitness for a particular use. Clearinghouse does not guarantee the payment or the timing of payment of any claims submitted through the Clearinghouse services. Payment remains the responsibility of the particular payer of health care services and/or supplier to which the Client is submitting. In no event shall Clearinghouse be liable for incidental, consequential or special damages even if clearinghouse has been advised of the possibility of such damages. Clearinghouse’s aggregate liability to Client under this agreement and with respect to clearinghouse services, CHC products and CHC materials furnished hereunder (whether under contract, tort or any other theory of law or equity) shall not exceed, under any circumstances, the lesser of (a) the price paid by vendor to Clearinghouse for the particular Clearinghouse services, Clearinghouse products and/or Clearinghouse materials during the one (1) year preceding vendor’s claim; or (b) \$10,000. The foregoing limitation of liability represents the allocation of risk of failure between the parties as reflected in the pricing hereunder and is an essential element of the basis of the bargain between the parties. In the event information to be transmitted through the Clearinghouse Services is not transmitted by Clearinghouse or is not accurately transmitted as a result of Clearinghouse’s failure to perform the Clearinghouse Services in accordance with the terms of this Agreement and such failure results in damage to Client, then Clearinghouse’s sole obligation and liability to Client for such event (subject to reasonable mitigation by Client) shall be limited to furnishing credits on subsequent invoices from Clearinghouse to ImageTrend and Client in an aggregate amount equal to the actual damages incurred for reconstructing or retransmitting the data, including reasonable out-of-pocket expenses which Client can demonstrate it has sustained and which are directly attributable to such failure. Any claim against Clearinghouse by Client must be asserted in writing within sixty (60) days after Clearinghouse should have transmitted information received from a Client or the transmission of inaccurate information on which the claim is based, whichever is applicable. Client hereby agrees to promptly supply to Clearinghouse and ImageTrend documentation reasonably requested by Clearinghouse or ImageTrend to support any claim of Vendor. The foregoing states the entire liability of Clearinghouse with respect to claims that information was not transmitted or was transmitted inaccurately by clearinghouse and such liability is further limited by the limitations of liability appearing in the paragraph above.

## SERVICE LEVEL AGREEMENT ATTACHMENT

ImageTrend is committed to offering exceptional levels of service to our customers. This Service Level Agreement (“SLA”) guarantees your website or application’s availability, reliability and performance. This SLA applies to any site or application hosted on our network.

### 1. Customer Support

ImageTrend is committed in providing an exceptional level of customer support. ImageTrend’s servers are monitored 24 hours per day, 7 days per week, 365 days per year and our support staff is available via phone (888.469.7789) and email ([www.imagetrend.com/support](http://www.imagetrend.com/support)) as posted on the company’s website. ImageTrend works to promptly resolve all issues reported by customers, and will acknowledge the disposition and potential resolution according to the chart below:

Severity Level	Example	Acknowledgement of Error Notice	Response Goal
<b>High/Site Down</b>	<ul style="list-style-type: none"> <li>- Complete shutdown or partial shutdown of one or more Software functions</li> <li>- Access to one or more Software functions not available</li> <li>- Major subset of Software application impacted that is necessary for usage of the software</li> </ul>	Within one (1) hour of initial notification during business hours or via <a href="mailto:support.imagetrend.com">support.imagetrend.com</a>	Six (6) hours
<b>Medium</b>	<ul style="list-style-type: none"> <li>- Minor subsystem failure</li> <li>-Data entry or access impaired on a limited basis.</li> </ul>	Within four (4) hours of initial notification	24 Business hours
<b>Low</b>	<ul style="list-style-type: none"> <li>- User error (i.e. training) or forgotten passwords</li> <li>- Issue can or must be delegated to local Client contact as a first level of response for resolution</li> </ul>	Same day or next business day of initial notification	As appropriate depending on nature of issue and party responsible for resolution

### 2. Data Ownership

All customer data collected and maintained by ImageTrend shall at all times remain the property of the customer.

### 3. Data Protection

ImageTrend takes data privacy and cybersecurity very seriously. ImageTrend utilizes compliant and industry recognized best practices to ensure data security, and does not use or make available any personally identifiable information to third parties without customer consent or as required by law. ImageTrend acknowledges that its handling of information on behalf of customers may be subject to federal, state or local laws, rules, regulation and restrictions regarding the privacy of consumer information. ImageTrend agrees to comply with all of such laws, rules, regulations and restrictions at its sole cost and expense.

#### 4. Suspension of Service

ImageTrend reserves the right to suspend and limit network resources to customers failing to pay the monthly fee in advance at its own discretion. In the event of service suspension, full service delivery will be restored within 48 hours from the date and time that payment is received.

#### 5. Availability

ImageTrend is fully committed to providing quality service to all customers. To support this commitment, ImageTrend offers the following commitments related to application server Availability:

**Availability Objective:** ImageTrend will provide 99.5% Availability (as defined below) for the ImageTrend network services within ImageTrend's Immediate Control. For purposes, hereof, "Availability" or "Available" means the ImageTrend Services are available for access and use through the Internet.

"Immediate Control" includes ImageTrend's network services within the ImageTrend data center which extends to, includes and terminates at the Internet Service Provider ("ISP") circuit termination point on the router in ImageTrend's data center (*i.e.*, public Internet connectivity).

Specifically excluded from the definition of "Immediate Control" are the following:

- a. Equipment, data, materials, software, hardware, services and/or facilities provided by or on behalf of Client or a third-party entity (or any of their vendors or service providers) and Client's or a third party entity's network services or end-user hardware.
- b. Acts or omissions of Client, their employees, contractors, agents or representatives, third party vendors or service providers or anyone gaining access to the ImageTrend Services at the request of Client.
- c. Issues arising from bugs, defects, or other problems in the software, firmware, or hardware of third parties.
- d. Delays or failures due to circumstances beyond ImageTrend's reasonable control that could not be avoided by its exercise of due care.
- e. Any outage, network unavailability or downtime outside the ImageTrend data center.

**Availability Calculation:** Availability is based on a monthly calculation. The calculation will be as follows:  $((a - b) / a) \times 100$ , where "a" is the total number of hours in a given calendar month, excluding Scheduled Maintenance (as defined below), and "b" is the total number of hours that service is not Available in a given month.

**Offline Capability:** The Software may have offline capability which provides redundancy when network or server back-end capability is not available. Periods of time when the Software's primary functions continue to function offline shall be excluded from the unavailability calculation "b" above.

**Scheduled Maintenance:** ImageTrend conducts scheduled maintenance, as necessary, every last Wednesday of the month. ImageTrend will perform scheduled maintenance within that maintenance window between the hours of 9:00 p.m. CST to 11:00 p.m. CST. ImageTrend may change the regularly scheduled maintenance window from time to time at ImageTrend's discretion upon reasonable notice to Client.

**Service Disruption:** Upon customer's written notice to ImageTrend, if Availability for the month is below the guaranteed level, ImageTrend will issue a credit to customer in accordance with the schedule below:

Availability: 99.0% - 99.5% = 5% of monthly hosting fee credited  
95.0% - 98.99% = 10% of monthly hosting fee credited  
90.0% - 94.99% = 15% of monthly hosting fee credited  
89.99% or below = 2.5% for every 1% of lost Availability (in no event exceeding 50% of monthly hosting fees)

ImageTrend maintains precise and objective Availability metrics, which shall be determinative when calculating any customer requested credit. ImageTrend maintained Availability metrics shall only be requested in good faith to address material customer concerns. To receive a credit, customers must specifically request it during the month following the month for which the credit is requested. Credits shall not be issued if a customer account is past due, suspended or pending suspension.

## **6. General**

ImageTrend reserves the right to change or modify this SLA and the related services being provided to benefit its customers, including changes to hosting environments and infrastructure, provided that any such improvements shall adhere to the regulatory guidelines and best practices referenced herein.

## BUSINESS ASSOCIATE AGREEMENT ATTACHMENT

This Business Associate Agreement (“Agreement”) dated (the “Effective Date”), is entered into by and between **Golder Ranch Fire District** located at 3885 E. Golder Ranch Drive, Tucson, AZ 85739-9797 (the “Covered Entity”) and ImageTrend, LLC, a Minnesota corporation (the “Business Associate”).

**WHEREAS**, Covered Entity (also referred to as “Client”) and Business Associate have entered into, or are entering into, or may subsequently enter into, agreements or other documented arrangements (collectively, the “Business Arrangements”) pursuant to which Business Associate may provide products and/or services for Covered Entity that require Business Associate to access, create and use health information that is protected by state and/or federal law; and

**WHEREAS**, pursuant to the Administrative Simplification provisions of the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”), the U.S. Department of Health & Human Services (“HHS”) promulgated the Standards for Privacy of Individually Identifiable Health Information (the “Privacy Standards”), at 45 C.F.R. Parts 160 and 164, requiring certain individuals and entities subject to the Privacy Standards (each a “Covered Entity”, or collectively, “Covered Entities”) to protect the privacy of certain individually identifiable health information (“Protected Health Information”, or “PHI”); and

**WHEREAS**, pursuant to HIPAA, HHS has issued the Security Standards (the “Security Standards”), at 45 C.F.R. Parts 160, 162 and 164, for the protection of electronic protected health information (“EPHI”); and

**WHEREAS**, in order to protect the privacy and security of PHI, including EPHI, created or maintained by or on behalf of the Covered Entity, the Privacy Standards and Security Standards require a Covered Entity to enter into a “business associate agreement” with certain individuals and entities providing services for or on behalf of the Covered Entity if such services require the use or disclosure of PHI or EPHI; and

**WHEREAS**, on February 17, 2009, the federal Health Information Technology for Economic and Clinical Health Act was signed into law (the “HITECH Act”), and the HITECH Act imposes certain privacy and security obligations on Covered Entities in addition to the obligations created by the Privacy Standards and Security Standards; and

**WHEREAS**, the HITECH Act revises many of the requirements of the Privacy Standards and Security Standards concerning the confidentiality of PHI and EPHI, including extending certain HIPAA and HITECH Act requirements directly to business associates; and

**WHEREAS**, Business Associate and Covered Entity desire to enter into this Business Associate Agreement.

**NOW THEREFORE**, in consideration of the mutual promises set forth in this Agreement and the Business Arrangements, and other good and valuable consideration, the sufficiency and receipt of which are hereby severally acknowledged, the parties agree as follows:

1. **Business Associate Obligations.** Business Associate may receive from Covered Entity, or create or receive on behalf of Covered Entity, health information that is protected under applicable state and/or federal law, including without limitation, PHI and EPHI. All capitalized terms not

otherwise defined in this Agreement shall have the meanings set forth in the Privacy Standards, Security Standards or the HITECH Act, as applicable (collectively referred to hereinafter as the “Confidentiality Requirements”). All references to PHI herein shall be construed to include EPHI. Business Associate agrees not to use or disclose (or permit the use or disclosure of) PHI in a manner that would violate the Confidentiality Requirements if the PHI were used or disclosed by Covered Entity in the same manner.

2. **Use of PHI.** Except as otherwise required by law, Business Associate shall use PHI in compliance with 45 C.F.R. § 164.504(e). Furthermore, Business Associate shall use PHI (i) solely for Covered Entity’s benefit and only for the purpose of performing services for Covered Entity as such services are defined in Business Arrangements, and (ii) as necessary for the proper management and administration of the Business Associate or to carry out its legal responsibilities, provided that such uses are permitted under federal and state law. Covered Entity shall retain all rights in the PHI not granted herein.
3. **Disclosure of PHI.** Subject to any limitations in this Agreement, Business Associate may disclose PHI to any third party persons or entities as necessary to perform its obligations under the Business Arrangement and as permitted or required by applicable federal or state law. Further, Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that (i) such disclosures are required by law, or (ii) Business Associate: (a) obtains reasonable assurances from any third party to whom the information is disclosed that it will be held confidential and further used and disclosed only as required by law or for the purpose for which it was disclosed to the third party; (b) requires the third party to agree to immediately notify Business Associate of any instances of which it is aware that PHI is being used or disclosed for a purpose that is not otherwise provided for in this Agreement or for a purpose not expressly permitted by the Confidentiality Requirements. Additionally, Business Associate shall ensure that all disclosures of PHI by Business Associate and the third party comply with the principle of “minimum necessary use and disclosure,” i.e., only the minimum PHI that is necessary to accomplish the intended purpose may be disclosed; provided further, Business Associate shall comply with Section 13405(b) of the HITECH Act, and any regulations or guidance issued by HHS concerning such provision, regarding the minimum necessary standard and the use and disclosure (if applicable) of Limited Data Sets. If Business Associate discloses PHI received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity, to agents, including a subcontractor (collectively, “Recipients”), Business Associate shall require Recipients to agree in writing to the same restrictions and conditions that apply to the Business Associate under this Agreement. Business Associate shall report to Covered Entity any use or disclosure of PHI not permitted by this Agreement, of which it becomes aware, such report to be made within three (3) business days of the Business Associate becoming aware of such use or disclosure. In addition to Business Associate’s obligations under Section 9, Business Associate agrees to mitigate, to the extent practical and unless otherwise requested by Covered Entity in writing or as directed by or as a result of a request by Covered Entity to disclose to Recipients, any harmful effect that is known to Business Associate and is the result of a use or disclosure of PHI by Business Associate or Recipients in violation of this Agreement.
4. **Individual Rights Regarding Designated Record Sets.** If Business Associate maintains a Designated Record Set on behalf of Covered Entity, Business Associate shall (i) provide access to, and permit inspection and copying of, PHI by Covered Entity or, as directed by Covered Entity,

an individual who is the subject of the PHI under conditions and limitations required under 45 CFR §164.524, as it may be amended from time to time, and (ii) amend PHI maintained by Business Associate as requested by Covered Entity. Business Associate shall respond to any request from Covered Entity for access by an individual within five (5) days of such request and shall make any amendment requested by Covered Entity within ten (10) days of such request. Any information requested under this Section 4 shall be provided in the form or format requested, if it is readily producible in such form or format. Business Associate may charge a reasonable fee based upon the Business Associate's labor costs in responding to a request for electronic information (or a cost-based fee for the production of non-electronic media copies). Covered Entity shall determine whether a denial is appropriate or an exception applies. Business Associate shall notify Covered Entity within five (5) days of receipt of any request for access or amendment by an individual. Covered Entity shall determine whether to grant or deny any access or amendment requested by the individual. Business Associate shall have a process in place for requests for amendments and for appending such requests to the Designated Record Set, as requested by Covered Entity.

5. **Accounting of Disclosures.** Business Associate shall make available to Covered Entity in response to a request from an individual, information required for an accounting of disclosures of PHI with respect to the individual in accordance with 45 CFR §164.528, as amended by Section 13405(c) of the HITECH Act and any related regulations or guidance issued by HHS in accordance with such provision. Business Associate shall provide to Covered Entity such information necessary to provide an accounting within thirty (30) days of Covered Entity's request or such shorter time as may be required by state or federal law. Such accounting must be provided without cost to the individual or to Covered Entity if it is the first accounting requested by an individual within any twelve (12) month period. For subsequent accountings within a twelve (12) month period, Business Associate may charge a reasonable fee based upon the Business Associate's labor costs in responding to a request for electronic information (or a cost-based fee for the production of non-electronic media copies) so long as Business Associate informs the Covered Entity and the Covered Entity informs the individual in advance of the fee, and the individual is afforded an opportunity to withdraw or modify the request. Such accounting obligations shall survive termination of this Agreement and shall continue as long as Business Associate maintains PHI.
6. **Withdrawal of Authorization.** If the use or disclosure of PHI in this Agreement is based upon an individual's specific authorization for the use of his or her PHI, and (i) the individual revokes such authorization in writing, (ii) the effective date of such authorization has expired, or (iii) the consent or authorization is found to be defective in any manner that renders it invalid, Business Associate agrees, if it has notice of such revocation or invalidity, to cease the use and disclosure of any such individual's PHI except to the extent it has relied on such use or disclosure, or where an exception under the Confidentiality Requirements expressly applies.
7. **Records and Audit.** Business Associate shall make available to the U.S. Department of Health and Human Services or its agents, its internal practices, books, and records relating to the use and disclosure of PHI received from, created, or received by Business Associate on behalf of Covered Entity for the purpose of determining Covered Entity's compliance with the Confidentiality Requirements or any other health oversight agency, in a time and manner designated by the Secretary. Except to the extent prohibited by law, Business Associate agrees to notify Covered Entity immediately upon receipt by Business Associate of any and all requests

by or on behalf of any and all federal, state and local government authorities served upon Business Associate for PHI.

8. **Implementation of Security Standards; Notice of Security Incidents.** Business Associate will use appropriate safeguards to prevent the use or disclosure of PHI other than as expressly permitted under this Agreement. Business Associate will implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity and availability of the PHI that it creates, receives, maintains or transmits on behalf of Covered Entity. Business Associate acknowledges that the HITECH Act requires Business Associate to comply with 45 C.F.R. §§ 164.308, 164.310, 164.312, 164.314, and 164.316 as if Business Associate were a Covered Entity, and Business Associate agrees to comply with these provisions of the Security Standards and all additional security provisions of the HITECH Act. Furthermore, **to the extent feasible, Business Associate will use commercially reasonable efforts to** ensure that the technology safeguards used by Business Associate to secure PHI will render such PHI unusable, unreadable and indecipherable to individuals unauthorized to acquire or otherwise have access to such PHI in accordance with HHS Guidance published at 74 Federal Register 19006 (April 17, 2009), or such later regulations or guidance promulgated by HHS or issued by the National Institute for Standards and Technology (“NIST”) concerning the protection of identifiable data such as PHI. Business Associate acknowledges and agrees that the HIPAA Omnibus Rule finalized January 25, 2013 at 78 Fed. Reg. 5566 requires Business Associate to comply with new and modified obligations imposed by that rule under 45 C.F.R. §164.306, 45 C.F.R. § 164.308, 45 C.F.R. § 163.310, 45 C.F.R. § 164.312, 45 C.F.R. § 164.316, 45 C.F.R. § 164.502, 45 C.F.R. § 164.504. Lastly, Business Associate will promptly report to Covered Entity any successful Security Incident of which it becomes aware. At the request of Covered Entity, Business Associate shall identify: the date of the Security Incident, the scope of the Security Incident, the Business Associate’s response to the Security Incident and the identification of the party responsible for causing the Security Incident, if known. Business Associate and Covered Entity shall take reasonable measures to ensure the availability of all affirmative defenses under the HITECH Act, HIPAA, and other state and federal laws and regulations governing PHI and EPHI.

9. **Data Breach Notification and Mitigation.**

A. **HIPAA Data Breach Notification and Mitigation.** Business Associate agrees to implement reasonable systems for the discovery and prompt reporting of any “breach” of “unsecured PHI” as those terms are defined by 45 C.F.R. §164.402 (hereinafter a “HIPAA Breach”). The parties acknowledge and agree that 45 C.F.R. §164.404, as described below in this Section 9.1, governs the determination of the date of a HIPAA Breach. In the event of any conflict between this Section 9.1 and the Confidentiality Requirements, the more stringent requirements shall govern. Business Associate will, following the discovery of a HIPAA Breach, notify Covered Entity immediately and in no event later than three (3) business days after Business Associate discovers such HIPAA Breach, unless Business Associate is prevented from doing so by 45 C.F.R. §164.412 concerning law enforcement investigations. For purposes of reporting a HIPAA Breach to Covered Entity, the discovery of a HIPAA Breach shall occur as of the first day on which such HIPAA Breach is known to the Business Associate or, by exercising reasonable diligence, would have been known to the Business Associate. Business Associate will be considered to have had knowledge of a HIPAA Breach if the HIPAA Breach is known, or

by exercising reasonable diligence would have been known, to any person (other than the person committing the HIPAA Breach) who is an employee, officer or other agent of the Business Associate. No later than seven (7) business days following a HIPAA Breach, Business Associate shall provide Covered Entity with sufficient information to permit Covered Entity to comply with the HIPAA Breach notification requirements set forth at 45 C.F.R. §164.400 *et seq.* Specifically, if the following information is known to (or can be reasonably obtained by) the Business Associate, Business Associate will provide Covered Entity with: (i) contact information for individuals who were or who may have been impacted by the HIPAA Breach (e.g., first and last name, mailing address, street address, phone number, email address); (ii) a brief description of the circumstances of the HIPAA Breach, including the date of the HIPAA Breach and date of discovery; (iii) a description of the types of unsecured PHI involved in the HIPAA Breach (e.g., names, social security number, date of birth, address(es), account numbers of any type, disability codes, diagnostic and/or billing codes and similar information); (iv) a brief description of what the Business Associate has done or is doing to investigate the HIPAA Breach, mitigate harm to the individual impacted by the HIPAA Breach, and protect against future HIPAA Breaches; and (v) appoint a liaison and provide contact information for same so that the Covered Entity may ask questions or learn additional information concerning the HIPAA Breach. Following a HIPAA Breach, Business Associate will have a continuing duty to inform Covered Entity of new information learned by Business Associate regarding the HIPAA Breach, including but not limited to the information described in items (i) through (v), above.

- B. Data Breach Notification and Mitigation Under Other Laws. In addition to the requirements of Section 9.1, Business Associate agrees to implement reasonable systems for the discovery and prompt reporting of any breach of individually identifiable information (including but not limited to PHI, and referred to hereinafter as “Individually Identifiable Information”) that, if misused, disclosed, lost or stolen, Covered Entity believes would trigger an obligation under one or more State data breach notification laws (each a “State Breach”) to notify the individuals who are the subject of the information. Business Associate agrees that in the event any Individually Identifiable Information is lost, stolen, used or disclosed in violation of one or more State data breach notification laws, Business Associate shall promptly: (i) cooperate and assist Covered Entity with any investigation into any State Breach or alleged State Breach; (ii) cooperate and assist Covered Entity with any investigation into any State Breach or alleged State Breach conducted by any State Attorney General or State Consumer Affairs Department (or their respective agents); (iii) comply with Covered Entity’s determinations regarding Covered Entity’s and Business Associate’s obligations to mitigate to the extent practicable any potential harm to the individuals impacted by the State Breach; and (iv) assist with the implementation of any decision by Covered Entity or any State agency, including any State Attorney General or State Consumer Affairs Department (or their respective agents), to notify individuals impacted or potentially impacted by a State Breach.
- C. Breach Indemnification. Business Associate shall indemnify, defend and hold Covered Entity and its officers, directors, employees, agents, successors and assigns harmless, from and against all reasonable losses, claims, actions, demands, liabilities, damages, costs and expenses (including costs of judgments, settlements, court costs and

reasonable attorneys' fees actually incurred) (collectively, "Information Disclosure Claims") arising from or related to: (i) the use or disclosure of Individually Identifiable Information (including PHI) by Business Associate in violation of the terms of this Agreement or applicable law, and (ii) whether in oral, paper or electronic media, any HIPAA Breach of unsecured PHI and/or State Breach of Individually Identifiable Information by Business Associate. If Business Associate assumes the defense of an Information Disclosure Claim, Covered Entity shall have the right, at its expense and without indemnification notwithstanding the previous sentence, to participate in the defense of such Information Disclosure Claim. Business Associate shall not take any final action with respect to any Information Disclosure Claim without the prior written consent of Covered Entity. Covered Entity likewise shall not take any final action with respect to any Information Disclosure Claim without the prior written consent of Business Associate. To the extent permitted by law and except when caused by an act of Covered Entity or resulting from a disclosure to a Recipient required or directed by Covered Entity to receive the information, Business Associate shall be fully liable to Covered Entity for any acts, failures or omissions of Recipients in furnishing the services as if they were the Business Associate's own acts, failures or omissions.

- A. **If Client is a Governmental Entity the following clause does not apply:** Covered Entity shall indemnify, defend and hold Business Associate and its officers, directors, employees, agents, successors and assigns harmless, from and against all reasonable losses, claims, actions, demands, liabilities, damages, costs and expenses (including costs of judgments, settlements, court costs and reasonable attorneys' fees actually incurred) (collectively, "Information Disclosure Claims") arising from or related to: (i) the use or disclosure of Individually Identifiable Information (including PHI) by Covered Entity, its subcontractors, agents, or employees in violation of the terms of this Agreement or applicable law, and (ii) whether in oral, paper or electronic media, any HIPAA Breach of unsecured PHI and/or State Breach of Individually Identifiable Information by Covered Entity, its subcontractors, agents, or employees.
- B. Covered Entity and Business Associate shall seek to keep costs or expenses that the other may be liable for under this Section 9, including Information Disclosure Claims, to the minimum reasonably required to comply with the HITECH Act and HIPAA. Covered Entity and Business Associate shall timely raise all applicable affirmative defenses in the event a violation of this Agreement, or a use or disclosure of PHI or EPHI in violation of the terms of this Agreement or applicable law occurs.

#### **10. Term and Termination.**

- A. This Agreement shall commence on the Effective Date and shall remain in effect until terminated in accordance with the terms of this Section 10, provided, however, that termination shall not affect the respective obligations or rights of the parties arising under this Agreement prior to the effective date of termination, all of which shall continue in accordance with their terms.
- B. Covered Entity shall have the right to terminate this Agreement for any reason upon thirty (30) days written notice to Business Associate.

- C. Covered Entity, at its sole discretion, may immediately terminate this Agreement and shall have no further obligations to Business Associate if any of the following events shall have occurred and be continuing:
    - A. Business Associate fails to observe or perform any material covenant or obligation contained in this Agreement for ten (10) days after written notice thereof has been given to the Business Associate by Covered Entity; or
    - B. A violation by the Business Associate of any provision of the Confidentiality Requirements or other applicable federal or state privacy law relating to the obligations of the Business Associate under this Agreement.
  - D. Termination of this Agreement for either of the two reasons set forth in Section 10.c above shall be cause for Covered Entity to immediately terminate for cause any Business Arrangement pursuant to which Business Associate is entitled to receive PHI from Covered Entity.
  - E. Upon the termination of all Business Arrangements, either Party may terminate this Agreement by providing written notice to the other Party.
  - F. Upon termination of this Agreement for any reason, Business Associate agrees either to return to Covered Entity or to destroy all PHI received from Covered Entity or otherwise through the performance of services for Covered Entity, that is in the possession or control of Business Associate or its agents. In the case of PHI which is not feasible to “return or destroy,” Business Associate shall extend the protections of this Agreement to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such PHI. Business Associate further agrees to comply with other applicable state or federal law, which may require a specific period of retention, redaction, or other treatment of such PHI.
11. **No Warranty.** PHI IS PROVIDED TO BUSINESS ASSOCIATE SOLELY ON AN “AS IS” BASIS. COVERED ENTITY DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY, AND FITNESS FOR A PARTICULAR PURPOSE.
12. **Ineligible Persons.** Business Associate represents and warrants to Covered Entity that Business Associate (i) is not currently excluded, debarred, or otherwise ineligible to participate in any federal health care program as defined in 42 U.S.C. Section 1320a-7b(f) (“the Federal Healthcare Programs”); (ii) has not been convicted of a criminal offense related to the provision of health care items or services and not yet been excluded, debarred, or otherwise declared ineligible to participate in the Federal Healthcare Programs, and (iii) is not under investigation or otherwise aware of any circumstances which may result in Business Associate being excluded from participation in the Federal Healthcare Programs. This shall be an ongoing representation and warranty during the term of this Agreement, and Business Associate shall immediately notify Covered Entity of any change in the status of the representations and warranty set forth in this section. Any breach of this section shall give Covered Entity the right to terminate this Agreement immediately for cause.

**13. Miscellaneous.**

- A. **Notice.** All notices, requests, demands and other communications required or permitted to be given or made under this Agreement shall be in writing, shall be effective upon receipt or attempted delivery, and shall be sent by (i) personal delivery; (ii) certified or registered United States mail, return receipt requested; or (iii) overnight delivery service with proof of delivery. Notices shall be sent to the addresses below. Neither party shall refuse delivery of any notice hereunder.

If to Covered Entity:

ATTN: Compliance Department  
3885 E. Golder Ranch Drive  
Tucson, AZ 85739-9797

If to Business Associate:

ImageTrend, LLC  
Attn: Legal Department  
20855 Kensington Blvd.  
Lakeville, MN 55044

14. **Waiver.** No provision of this Agreement or any breach thereof shall be deemed waived unless such waiver is in writing and signed by the Party claimed to have waived such provision or breach. No waiver of a breach shall constitute a waiver of or excuse any different or subsequent breach.
15. **Assignment.** Neither Party may assign (whether by operation or law or otherwise) any of its rights or delegate or subcontract any of its obligations under this Agreement without the prior written consent of the other Party. Notwithstanding the foregoing, Covered Entity shall have the right to assign its rights and obligations hereunder to any entity that is an affiliate or successor of Covered Entity, without the prior approval of Business Associate.
16. **Severability.** Any provision of this Agreement that is determined to be invalid or unenforceable will be ineffective to the extent of such determination without invalidating the remaining provisions of this Agreement or affecting the validity or enforceability of such remaining provisions.
17. **Entire Agreement.** This Agreement constitutes the complete agreement between Business Associate and Covered Entity relating to the matters specified in this Agreement, and supersedes all prior representations or agreements, whether oral or written, with respect to such matters. In the event of any conflict between the terms of this Agreement and the terms of the Business Arrangements or any such later agreement(s), the terms of this Agreement shall control unless the terms of such Business Arrangements are more strict with respect to PHI and comply with the Confidentiality Requirements, or the parties specifically otherwise agree in writing. No oral modification or waiver of any of the provisions of this Agreement shall be binding on either Party; provided, however, that upon the enactment of any law, regulation, court decision or relevant government publication and/or interpretive guidance or policy that the Covered Entity believes in good faith will adversely impact the use or disclosure of PHI under

this Agreement, Covered Entity may amend the Agreement to comply with such law, regulation, court decision or government publication, guidance or policy by delivering a written amendment to Business Associate which shall be effective thirty (30) days after receipt. No obligation on either Party to enter into any transaction is to be implied from the execution or delivery of this Agreement. This Agreement is for the benefit of, and shall be binding upon the parties, their affiliates and respective successors and assigns. No third party shall be considered a third-party beneficiary under this Agreement, nor shall any third party have any rights as a result of this Agreement.

18. **Governing Law.** This Agreement shall be governed by and interpreted in accordance with the laws of the state in which Business Associate is located, excluding its conflicts of laws provisions. Jurisdiction and venue for any dispute relating to this Agreement shall exclusively rest with the state and federal courts in the county in which Business Associate is located.
19. **Equitable Relief.** The parties understand and acknowledge that any disclosure or misappropriation of any PHI in violation of this Agreement will cause the other irreparable harm, the amount of which may be difficult to ascertain, and therefore agrees that the injured party shall have the right to apply to a court of competent jurisdiction for specific performance and/or an order restraining and enjoining any such further disclosure or breach and for such other relief as the injured party shall deem appropriate. Such right is to be in addition to the remedies otherwise available to the parties at law or in equity. Each party expressly waives the defense that a remedy in damages will be adequate and further waives any requirement in an action for specific performance or injunction for the posting of a bond.
20. **Nature of Agreement; Independent Contractor.** Nothing in this Agreement shall be construed to create (i) a partnership, joint venture or other joint business relationship between the parties or any of their affiliates, or (ii) a relationship of employer and employee between the parties. Business Associate is an independent contractor, and not an agent of Covered Entity. This Agreement does not express or imply any commitment to purchase or sell goods or services.
21. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same document. In making proof of this Agreement, it shall not be necessary to produce or account for more than one such counterpart executed by the party against whom enforcement of this Agreement is sought. Signatures to this Agreement transmitted by facsimile transmission, by electronic mail in portable document format (“.pdf”) form, or by any other electronic means intended to preserve the original graphic and pictorial appearance of a document, will have the same force and effect as physical execution and delivery of the paper document bearing the original signature.

**IN WITNESS WHEREOF:** the undersigned parties, each having authority to bind their respective organizations, hereby agree.

**Client** \_\_\_\_\_

**ImageTrend** \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## DATA EXCHANGE AUTHORIZATION

Between ImageTrend, LLC (“ImageTrend”), a Minnesota Corporation located at 20855 Kensington Blvd., Lakeville, MN 55044 and Golder Ranch Fire District (“the Data Controller” and “Client”) residing at 3885 E. Golder Ranch Drive Tucson,, AZ 85739-9797 for transmitting ePHI data as identified below.

**Whereas;** ImageTrend is a provider of data management services and a current Business Associate to the Data Controller; and

**Whereas;** the Data Controller wishes ImageTrend to exchange certain ePHI data from and to the Data Controller’s System, in ImageTrend’s capacity as a Business Associate.

**Data Exchange Purpose** The purpose of this Data Exchange Authorization is to exchange Data Controller’s data in accordance with the table below that lists the data exchange work items to be fulfilled by ImageTrend (“the Identified Data Exchanges”). It is Data Controller’s sole obligation to ensure the “Destination” column is accurate. ImageTrend will fulfill and exchange data with the listed Destination party, and will not deviate from the identified destination unless ImageTrend is directed otherwise in writing by Data Controller. Notwithstanding any term to the contrary, ImageTrend shall not be liable in any manner for sending or receiving data as outlined below; Data Controller assumes all risk for the data source(s) and destination(s) identified below.

Description	Quote Description	Data Source	Data Destination
<b>Availity Clearinghouse - Integration</b>	The Availity Clearinghouse Integration for a single agency Includes: Electronic Claims (837), Electronic remittance advice (835), Electronic paperwork claim attachments (PWK), Eligibility verification, Daily automated claim status inquiry, and Real-time claim editing validation. The initial clearinghouse enrollment process will be assisted by ImageTrend to ensure a smooth transition. ImageTrend includes the cost of Availity’s Clearinghouse service within the cost of the Availity Clearinghouse Integration. Any and all support regarding the clearinghouse after initial enrollment will be the responsibility of the client.	ImageTrend at Lakeville, MN55044	Availity
<b>Elite Site to Site Transfers</b>	Elite Site to Site Transfers allows your agency to transfer EMS incidents in the field from your agency to other agencies using an Elite site that exists outside of your Elite System. The setup is based on a per agency basis.	ImageTrend at Lakeville, MN55044	Northwest Fire District

**Authorization.** Data Controller hereby authorizes ImageTrend to transmit, import, and/or disclose in accordance with the Identified Data Exchanges, and to transmit, import and/or disclose other data reasonably necessary to achieve the purpose of each work line item outlined in the table above. This Agreement modifies any prior agreements of the parties only to the extent necessary to effect this agreement, and does not otherwise change the terms of any prior agreements between the parties.

**Right to Revoke or Terminate.** Data Controller may terminate or revoke the right to transmit or disclose data granted to ImageTrend by this Agreement at any time by providing reasonable written notice to ImageTrend and providing a commercially reasonable period of time in which to effect the termination.

**The Parties hereby agree to this Data Exchange Authorization:**

**IN WITNESS WHEREOF:** the undersigned parties, each having authority to bind their respective organizations, hereby agree.

**Client** \_\_\_\_\_

**ImageTrend** \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Eric Perry, Assistant Chief of Community Risk Reduction

DATE: October 17, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO ACCEPT AND APPROVE THE 2<sup>ND</sup> EDITION GRFD COMMUNITY RISK ASSESSMENT – STANDARDS OF COVER DOCUMENT

ITEM #: 8C

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve       Conditional Approval     Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

This draft 2<sup>nd</sup> Edition Community Risk Assessment – Standards of Cover document was developed to incorporate compromises to critical tasking with automatic aid partners. The effective response force adjustments from the 1<sup>st</sup> edition were proposed for implementation to the Regional Operations Committee. In an effort to ensure regional alignment, compromises to these response forces were reached that met the needs of all automatic aid agencies. This new document represents those compromises and offered the district the chance to improve the standards of cover based on lessons learned from developing the first edition. Staff has prepared a brief presentation highlighting findings and are available to answer any questions.

**RECOMMENDED MOTION**

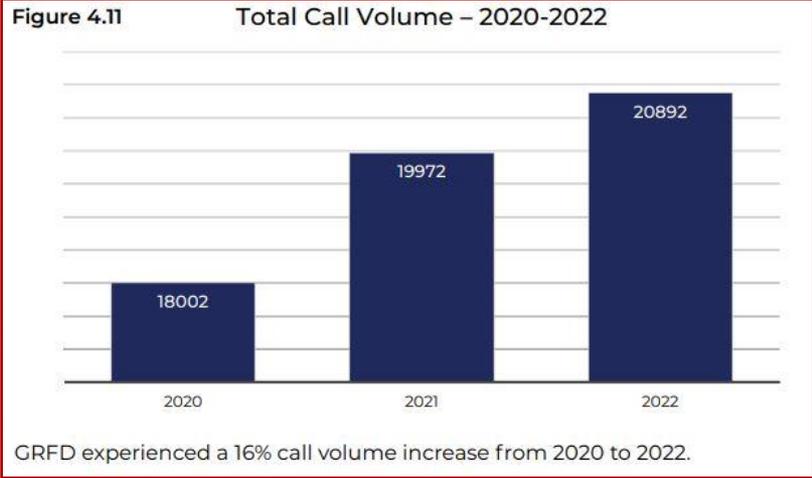
Motion to approve the 2<sup>nd</sup> Edition GRFD Community Risk Assessment – Standards of cover document as presented.



# **Community Risk Assessment – Standards of Cover 2<sup>nd</sup> Edition**

Golder Ranch Fire District

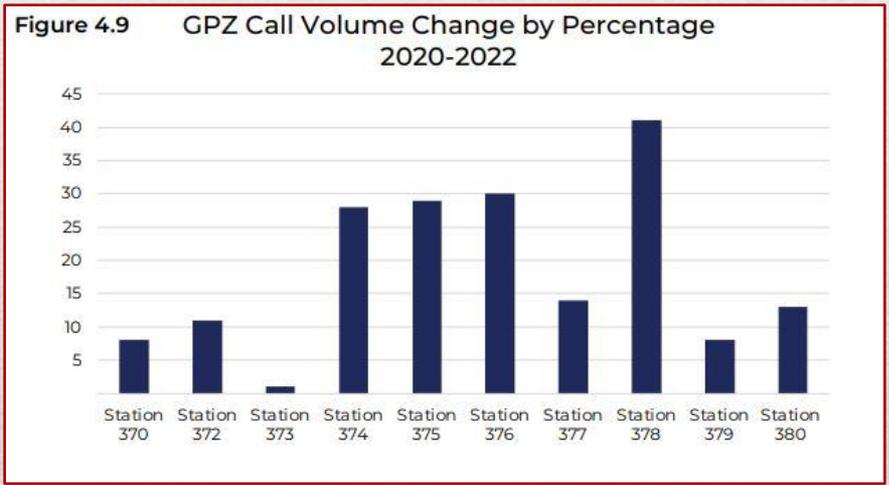
---



16% increase in total call volume over 3 years

Call volume increasing in all station first due areas

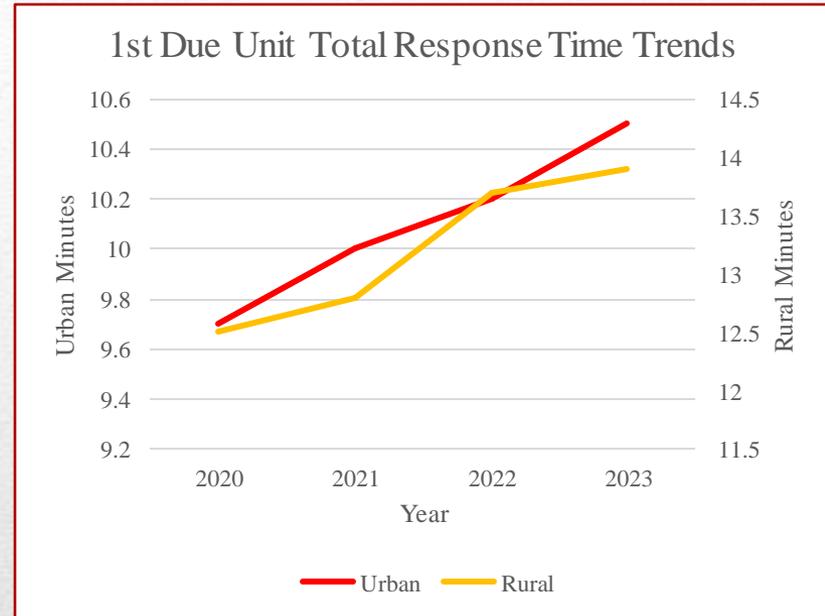
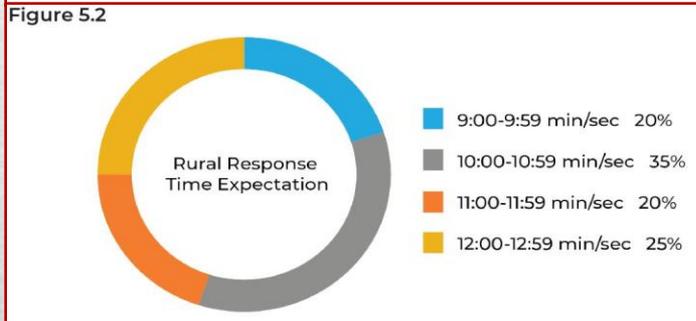
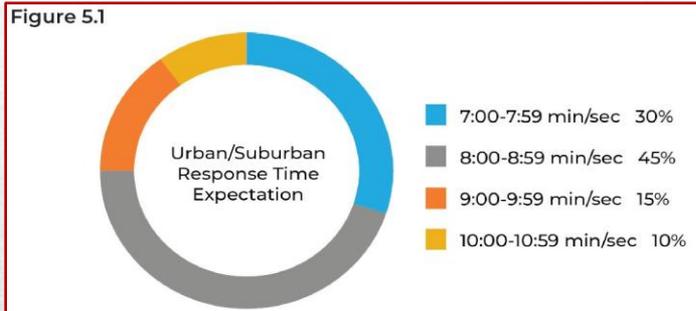
- 1% to 41%



# Highlights

## 1st due Total Response Times

- ~8% increase urban @ 10:30
- ~11% increase rural @ 13:54



## 2022 Public Expectations Survey

- 9:00 urban
- 11:00 rural

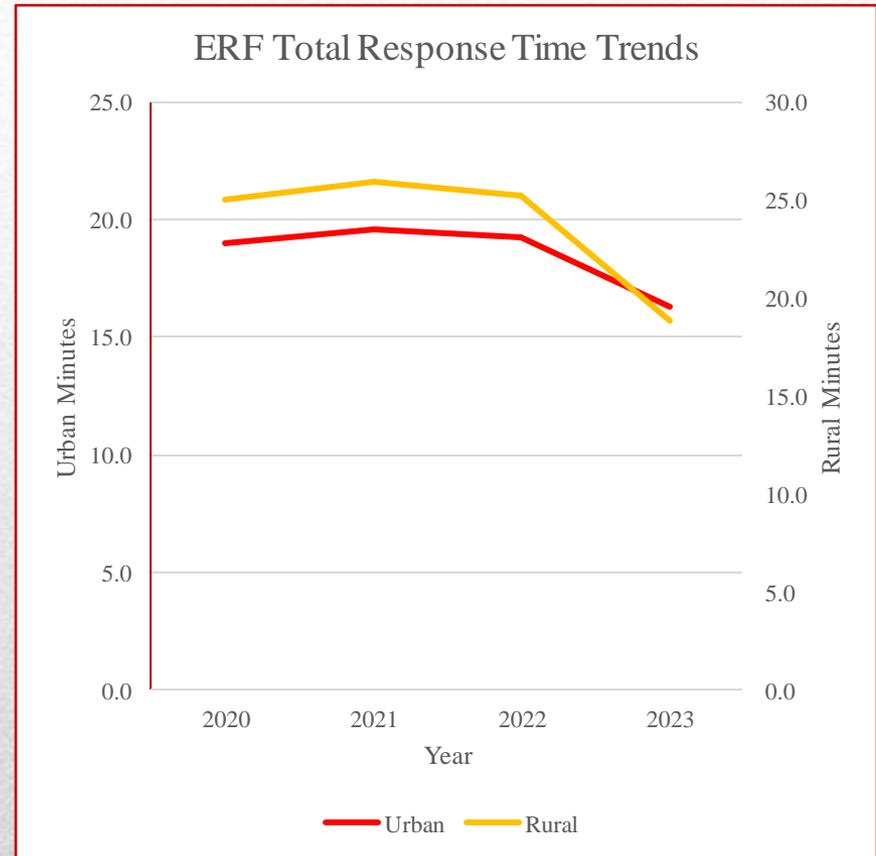
# Highlights

## ERF Total Response Times

- Steady over past 3 years
- Decrease in 2023
  - Due to incomplete year

## Current 90<sup>th</sup> percentile

- ~ 20 minutes urban
- ~ 25 minutes rural



# Highlights

Reliability includes service calls (Ideal reliability is about 80%)

- Average total reliability = 74.7% Average without service calls = 80.2%
- Removing service calls from analysis increases individual reliability on average by 5.5%

Station	370	372	373	374	375	376	377	378	379	380
Total Reliability	82.2%	69.5%	79.9%	79.0%	67.4%	73.3%	82.5%	79.8%	59.8%	73.4%
Reliability w/o Service Calls	87.5%	74.7%	90.1%	85.7%	71.3%	77.5%	88.5%	91.7%	58.3%	76.7%

# Station Reliability

---

- Improve alarm handling times
- Maintain turnout times
- Increase reliability of units
  - Remove service calls with alternate service delivery tier
  - Targeted CRR programs to prevent risk to community

Response Time Component	Action Item	Manager	Timeline
Alarm Handling	Work through SAFERC and COT PSCD to implement CORTI AI system to decrease alarm handling times.	AC Chris Grissom / DC Tony Rutherford	To be implemented by 7/2024.
Alarm Handling	Work with SAFERC to institute time benchmarks and compliance standards in future IGA with COT PSCD.	AC Chris Grissom / DC Tony Rutherford	IGA to be renewed by 7/1/2024.
Turnout Times	Install information kiosks in all facilities with link to response analytics platform.	AC Grant Cesarek / DC Adam Jarrold	To be installed by 12/2023.
Turnout Times	Monitor turnout times and ensure crews maintain awareness of their performance.	Battalion Chiefs	Ongoing / continuous
Turnout Times	Institute competition between shifts and stations to improve turnout times.	Battalion Chiefs	Ongoing / continuous
Travel Time	Develop alternative service delivery tier that handles service calls and increases the availability and reliability of emergency response units.	AC Eric Perry / DC Jeremy Hilderbrand	Initial rollout to be by 12/2023.
Travel Time	Review response data and develop targeted CRR strategies that decrease reliance on 911 and increase the availability and reliability of emergency response units.	DC Jeremy Hilderbrand / CRRS Habinek	Initial community risk reduction plan to be published by 7/2024. Annual review and revising based on monitoring of outcomes and impacts.

# Initial plan to address



**QUESTIONS?**

---

Draft

# GOLDER RANCH FIRE DISTRICT

## COMMUNITY RISK ASSESSMENT – STANDARDS OF COVER

Second Edition  
September 2023



Draft

## Mission Statement

With integrity – Golder Ranch Fire District provides responsive and caring fire and life safety services that meet the emerging needs of our community through teamwork, dedication and professionalism.

## District Mottos

Community First.

Serving with strong hands and caring hearts.

## Vision Statement

To be progressive, professional, fiscally responsible and customer centered.

## Value Statement

Accountability is achieved by our actions to each other, the organization and the citizens we serve.

Dependable service is accomplished by being fast, capable, consistent and proactive.

Integrity is always doing the right thing even when it's the hard thing.

Respect is recognizing individual differences while appreciating the value of each person.

Excellence is achieving the best possible in every situation.

Compassion is treating each other and our customer as an extension of our family.

Trust is building and strengthening relationships through our words and actions.



## Community Risk Assessment/Standards of Cover

**Second Edition – August 2023**

**Golder Ranch Fire District**  
Fire Chief Tom Brandhuber

**Accreditation Manager**  
Deputy Chief Eric Perry

As adopted by the Golder Ranch Fire District Board on \_\_\_\_\_ .

Resolution No. \_\_\_\_\_ .

### CRA-SOC Update Log

Description	CRA-SOC Team Facilitator	Signature	Fire Chief	Signature	Date
2023 CRA-SOC	Eric Perry		Randy Karrer		
2023 2nd Edition	Eric Perry		Tom Brandhuber		
2024 Update					
2025 Update					
2026 Update					
2027 Update					

The CRA-SOC is designed to be a dynamic document and shall be updated on an annual basis.

## CONTENTS

ACKNOWLEDGMENTS 08

EXTERNAL STAKEHOLDERS 09

TABLE OF FIGURES 10-12

FIRE CHIEF'S MESSAGE 13

INTRODUCTION 14-16

SECTION 1 | DISTRICT SERVICE AREA CHARACTERISTICS 17-42

- Legal Basis for Existence and Description of Governance Model
- District Governing Board
- District History
- Organizational Structure
- Funding Sources
- Assessed Valuation
- Climate
- Topography
- Geology
- Vegetation
- Water Resources
- Population, Demographics, Housing
- Area Economics
- Land Use
- Zoning Maps
- General Description of Occupancies
- Service Type Infrastructure
- Transportation Infrastructure
- Growth

## CONTENTS

### SECTION 2 | DISTRICT PROGRAMS & SERVICES 43-48

- Fire & Life Safety Division
- Public Education
- Nonemergency Services Provided by Shift Personnel
- Fire Suppression
- Emergency Medical Services
- Hazardous Materials
- Technical Rescue
- Wildland Fire

### SECTION 3 | ALL-HAZARDS COMMUNITY RISK ASSESSMENT 49-94

- Community Risk Assessment Process
- Geographic Planning Zones
- Unique Risks Factors
- Emergency Medical Services Risk Assessment
- Fire Risk Assessment
- Hazmat Risk Assessment
- Extrication Risk Assessment
- Technical Rescue Risk Assessment
- Wildland Fire Risk Assessment
- Large-Scale Potentially Districtwide Event Risk Assessment
- FEMA National Risk Index Discussion

### SECTION 4 | CURRENT DEPLOYMENT & PERFORMANCE 95-138

- Staffing
- Mobile Resources/Apparatus
- Fixed Resources
- Performance
- Cascade of Events
- Method Used for Reporting Response Times
- Response Time Performance

## CONTENTS

### SECTION 5 | EVALUATION OF CURRENT DEPLOYMENT & PERFORMANCE 139-152

- Community Expectations
- Performance Comparison
- Service Level Performance Goals & Objectives
- Performance Gap Charts

### SECTION 6 | PLAN FOR IMPROVING AND MAINTAINING RESPONSE CAPABILITIES 153-158

- Compliance Model
- Plan Steps
- Performance Gap Discussion
- Current Performance Improvement Plan

### SECTION 7 | KEY FINDINGS & RECOMMENDATIONS 159-162

### GLOSSARY 163-166

### APPENDICES 167-221

### REFERENCES 222

## ACKNOWLEDGMENTS

### **CRA-SOC COMMITTEE**

Adam Lundeberg, Captain  
Steve Lunde, Division Chief (Ret)  
Jeremy Rinder, Captain  
Jaclyn Frazier-Rademacher, Paramedic  
Andrew Garcia, Firefighter  
Dan Cramblit, Engineer  
Jenn Akins, Fire Marshal  
Brenda Druke, Fire Inspector II  
Brett Houser, Engineer  
Fred Pearce, Deputy Chief  
Jason Taylor, Battalion Chief  
Eric Perry, Deputy Chief,  
Essential Services

### **EMS SUBCOMMITTEE**

Jaclyn Frazier-Rademacher, Paramedic  
Adam Hastings, Captain  
Graham Ludewig, Firefighter  
Dean Sanchez, Paramedic  
Molly Kolt, Firefighter

### **FIRE SUBCOMMITTEE**

Andrew Garcia, Firefighter  
Jose Ahumada, Captain  
Glenn (Shan) Pettit, Engineer  
Brent Avey, Firefighter  
Kyle Campbell, Paramedic  
Lee Muscarella, Battalion Chief

### **HAZMAT SUBCOMMITTEE**

Jeremy Rinder, Captain  
Jenn Akins, Fire Marshal  
Chris Cavaletto, Captain  
Dennis Yauch, Engineer  
Stephen Ledoux, Firefighter

### **TRT SUBCOMMITTEE**

Brett Houser, Engineer  
Steve Lunde, Division Chief (Ret)  
Dan Wallace, Paramedic  
Ryan Szach, Paramedic  
Rene Sanchez, Captain

### **WILDLAND SUBCOMMITTEE**

Steve Lunde, Division Chief (Ret)  
Michael Waldorf, Captain  
Colin Port, Captain  
Brandy Labas, Firefighter  
James (Ryan) Hoffman, Paramedic

### **LARGE-SCALE RISK SUBCOMMITTEE**

Steve Lunde, Division Chief (Ret)  
Jason Taylor, Battalion Chief  
Lee Muscarella, Battalion Chief  
Adam Jarrold, Acting Battalion Chief

### **GENERAL RECOGNITION**

Randy Karrer, Fire Chief (Ret)  
Golder Ranch Fire District  
Rebecca Steinnecker, GIS Analyst  
Golder Ranch Fire District  
Danny Lawlor, U of A Graduate Student  
David Adler, Pima Association  
of Governments  
Josh Pope, Pima Association  
of Governments  
Eric Kramer, Pima Association  
of Governments  
Johanna Kraus, Northwest Fire District  
James Wadsworth, Tucson Fire  
Department  
Burt Shotton, Pinal County  
Flood Control District  
Jessica Orto, Pima County Regional  
Flood Control District  
Town of Oro Valley Planning Division

## EXTERNAL STAKEHOLDER PARTICIPANTS

Mary Jacobs  
Oro Valley Town Manager

Kara Riley  
Oro Valley Police Chief

Douglas Hanna  
Pima County Sheriff's Department

Chuck Kmet  
Pinal County Emergency Manager

Jeff McClure  
Pinal County Supervisor District 4

Char Ackerman  
Oro Valley Emergency Manager

Griselda Moya-Flores  
Pima County Emergency Management

Cameron Lewis  
Oro Valley Hospital

Dinny Cousins  
NorthStar Strategies

Tom Hebner  
Roche Tissue Diagnostics

Barbara McClure  
Impact of Southern Arizona

Leah Noreng  
Amphi Foundation

Jessica LeBlanc  
Roche Tissue Diagnostics

### RESIDENTS

Sylvia Smith

Linda Harvey

Kay Williams

Jim Horn

Janice Wyatt

Gary Brunelle

Anita Yeazel

Debby Chopp

Jack Talmage

Bill Pike

Paul Loomis

Ron Parisotto

John Rowe

Meetings took place in February 2022.  
Individuals' employment/positions may  
have changed.



Facilitation by Ironwood Strategic Solutions

## TABLE OF FIGURES

1.1 Organizational structure .....	22
1.2 FY 2023-2024 budgeted operations & maintenance revenue .....	23
1.3 GRFD total assessed valuation .....	24
1.4 GRFD tax rate per \$100 assessed valuation .....	24
1.5 Historic Arizona drought .....	25
1.6 Average high and low temperature .....	26
1.7 Average rainfall .....	26
1.8 Water purveyors .....	30
1.9 GRFD 1990-2030 growth pattern .....	31
1.10 Population density – rural and urban .....	32
1.11 Population density – rural, urban, suburban .....	34
1.12 Ethnicity .....	35
1.13 Median income .....	36
1.14 Land use map .....	38
1.15 GRFD planned future development .....	42
3.1 Level of risk .....	50
3.2 Vision 20/20 model .....	51
3.3 CPSE Quality Improvement for the Fire and Emergency Services model .....	52
3.4 NFPA 1300, <i>Standard on Community Risk Assessment and Community Risk Reduction Plan Development</i> .....	52
3.5 GRFD area by Certificate of Necessity (CON), District and Geographic Planning Zones (GPZs) .....	53

## TABLE OF FIGURES

3.6 Over-65 population comparison .....	64
3.7 Over-65 population compared to AZ and U.S. ....	64
3.8 Senior population by GPZ .....	65
3.9 2022 annual daily traffic .....	66
3.10 Chain of survival for cardiac arrest .....	68
3.11 Percent chance of survival from cardiac arrest .....	68
3.12 Top ten EMS calls.....	69
3.13 Three-dimensional risk model .....	69
3.14 Heron’s Formula .....	70
3.15 Fire progression to flashover .....	74
3.16 Wildfire risk map .....	87
3.17 Profile risk index .....	90
3.18 Risk scoring equation.....	94
4.1 Station location map .....	101
4.2 Automatic aid map .....	110
4.3 Summary of ISO fire department ratings – nationwide .....	111
4.4 Fire dollar loss/property saved .....	112
4.5 Incidents by time of day .....	113
4.6 Calls by day of week .....	113
4.7 Calls by month .....	114
4.8 Call volume by GPZ.....	114
4.9 GPZ call volume – change by percentage – 2020-2022.....	115

## TABLE OF FIGURES

4.10 Call types.....	116
4.11 Total call volume – 2020-2022.....	116
4.12 Call volume increase by call type.....	117
4.13 Call volume by staffed units.....	118
4.14 Call volume by battalion chief.....	118
4.15 Emergent incidents heat map – all GPZs.....	119
4.16 EMS incidents heat map – all GPZs.....	120
4.17 Structure fire incidents map – all GPZs.....	121
4.18 Service call concentration map – all GPZs.....	122
4.19 Cascade of events.....	123
4.20 Total response time variables.....	124
5.1 Urban/suburban response time expectation.....	135
5.2 Rural response time expectation.....	135
6.1 Compliance model.....	150

## MESSAGE FROM THE FIRE CHIEF



Dear Members of the Community,

I am pleased to update you on the progress in the ongoing journey toward achieving Center for Public Safety Excellence accreditation. The Golder Ranch Fire District (GRFD) has created this updated edition of our Community Risk Assessment - Standards of Cover (CRA-SOC) document. We have built on the lessons learned during the development of the first edition and have applied these insights to our service model. These adjustments are presented here in our updated CRA-SOC.

GRFD is, at its core, an organization that is committed to serving a diverse community. As a dedicated service organization, we must remain attuned to the evolving needs of our community. This freshly updated document is a testament to our transparency in service delivery, performance benchmarks and unwavering dedication to continuous improvement.

Our pursuit of exceptional service for our employees and the community necessitates candidly evaluating our organizational processes. While such introspection may sometimes be uncomfortable, it underscores GRFD's unwavering commitment to our community. One result of this evaluation is establishing the Assistant Chief of Community Risk role. This is a significant step towards bolstering our workforce and resources to meet the dynamic needs of our valued residents, visitors and GRFD personnel.

Like all public safety agencies, GRFD faces many challenges that impact service levels, all while balancing the responsible utilization of taxpayer funding. Our proactive approach to mitigating risks serves as a foundation, and the findings of the CRA-SOC assessment will guide our collaborative, transparent approach.

We are fortunate to boast an active community that consistently provides us with valuable feedback, enabling us to channel our efforts toward what truly matters. Our dedicated personnel have demonstrated an unwavering commitment to identifying and rectifying areas needing improvement. This spirit of continuous improvement propels us forward, guiding us as we collect insights, listen, and analyze data, ensuring our alignment with the community and GRFD needs.

As the new Fire Chief, I was fortunate to inherit an agency already in motion toward accreditation. This updated CRA-SOC document will serve as a guide for improving our service delivery moving forward. We pledge to pursue excellence diligently, striving to consistently serve to the very best of our abilities.

Respectfully,

A handwritten signature in black ink, appearing to read 'Tom Brandhuber', written over a light blue horizontal line.

Tom Brandhuber

## INTRODUCTION

This is the second edition of the Golder Ranch Fire District (GRFD) Community Risk Assessment-Standards of Cover (CRA-SOC). The development of a CRA-SOC represents the next step in GRFD’s continuing efforts to become a more methodical, systematic and data-driven organization. This document is part of accreditation that GRFD is pursuing through the Commission on Fire Accreditation International.

The two core elements of this document may be defined in the following ways:

- **Community Risk Assessment** is a comprehensive evaluation that identifies, prioritizes and defines the risks that pertain to the overall community.<sup>1</sup>
- **Standards of Cover** consists of a systematic approach to determine the distribution and concentration of fixed and mobile GRFD resources that is based on community risk and the community’s performance expectations.

A CRA-SOC accomplishes the following elements for GRFD:



<sup>1</sup>National Fire Protection Association. (2020). NFPA 1300, *Standard on Community Risk Reduction and Community Risk Reduction Plan Development*.

The development of the CRA-SOC generally followed the process as outlined by the Commission on Fire Accreditation International.<sup>2</sup> NFPA 1201, *Standard for Providing Fire and Emergency Services to the Public* was referenced as a check and balance to compare GRFD's current service delivery organization structure against a national consensus standard. A table illustrating GRFD's fire and emergency service delivery to its community – compared to NFPA 1201 standard elements is in **Appendix A.1**.

GRFD utilized a consultant to facilitate the process. It also utilized district resources for various elements of the document. GRFD and City of Tucson Public Safety Communications databases were used to analyze response time data. Internal and external resources were used to develop relevant GIS maps. In addition, public and third-party resources were consulted for demographic and other relevant information.

As part of the CRA-SOC development process, gaining external and internal stakeholder input was a high priority for GRFD. Information and survey results from two external stakeholder meetings held in February 2022 were incorporated into this process.

This CRA-SOC document supports the following goal of the GRFD 2021-2024 Strategic Plan:

- Goal 4 – Develop a formal, sustainable community risk reduction plan (CRR) that is reviewed and measured on an annual basis.



<sup>2</sup>Center for Public Safety Excellence. (2020). *Quality Improvement for the Fire and Emergency Services*. Chantilly, VA.

The report is organized into seven sections.

- **Section 1** provides an overview of the structure and management of GRFD and community characteristics.
- **Section 2** includes an overview of the service programs currently delivered, both nonemergency and emergency.
- **Section 3** represents the community risk assessment portion of the document. It includes assessment of large-scale, potentially districtwide risks as well as fire, EMS, hazmat, technical rescue and wildland fire risks in the community. The risk assessment process also includes the development of critical tasks that in turn determine the associated effective response forces to respond to and mitigate different levels and categories of risk.
- **Section 4** describes the current deployment of fixed and mobile resources and the performance of emergency services provided with an emphasis on response time elements.
- **Section 5** provides an evaluation of the current deployment and performance goals and objectives for future performance – based on community expectations and GRFD performance goals.
- **Section 6** presents the district’s six-step plan for maintaining and improving response capabilities.
- **Section 7** outlines key findings and associated recommendations resulting from development of the CRA-SOC.

Along with the CRA-SOC, a current strategic plan and a response to approximately 250 performance indicators are required documents for accreditation status. A reference table of CRA-SOC-related performance indicators is located in **Appendix A.2**.

The command staff and representatives from IAFF Local 3832 have reviewed the data collected and performance objectives developed during the many months of the CRA-SOC preparation and are committed to maintaining and improving service delivery performance.

The CRA-SOC is designed to be a living, dynamic document that will be reviewed and updated on a yearly basis by a standing district committee to ensure that the most effective and efficient fire and emergency services are delivered to GRFD residents, business owners and visitors.

Draft

**SECTION 1 – DISTRICT AREA CHARACTERISTICS**

---



Golder Ranch Fire District (GRFD) is located in southeast Arizona. It is approximately 12 miles north of the center of Tucson and serves the Town of Oro Valley, portions of unincorporated Pima and Pinal Counties and a small section of the Town of Marana. GRFD's service area includes 238 square miles and a population of 100,059.<sup>3</sup> The Town of Oro Valley has 47,879 residents<sup>4</sup> which represents 48% of the district's total population.

### LEGAL BASIS FOR EXISTENCE AND DESCRIPTION OF GOVERNANCE MODEL

Golder Ranch Fire District GRFD was formed in 1977 by residents living in the unincorporated Golder Ranch area of Pima County. The Pima County Board of Supervisors officially approved the formation of GRFD on November 8th, 1977, under Resolution 1977-186. The district operates under the requirements of Arizona Revised Statutes (ARS) §48-803, §48-804 and §48-805.

GRFD is administrated and directed by a governing board that consists of five elected board members who serve staggered four-year terms. The governing board approves an annual budget, reviews and approves policies and reviews and approves services provided by the district. Arizona Revised Statute 48-804 requires that the governing board meet monthly. The GRFD governing board meets the third Tuesday of each month. Meetings are open to the public.

GRFD operates under the guidance of mission, vision and value statements as outlined earlier in this document.

### Golder Ranch Fire District Governing Board



Steve Brady  
Member



Sandra Outlaw  
Clerk



Vicki Cox-Golder  
Chair



Tom Shellenberger  
Member



Wally Vette  
Vice Chair

<sup>3</sup>Source – Pima Association of Governments

<sup>4</sup>U.S. Census Bureau. 2021 population estimate. <https://www.census.gov/quickfacts/orovalley-townarizona>

## DISTRICT HISTORY

The Golder Ranch Fire District (GRFD) began as a volunteer fire district in November 1977, with one fire station in the unincorporated area of Catalina, Arizona. In 1980, the district signed a contract to provide fire coverage for the Catalina Fire District in the northern part of the Catalina area. In 1981, GRFD was granted membership in the regional MEDS dispatching system, and as the district grew, it changed from volunteer to paid on call – to career with reserves to supplement the career staff.



Golder Ranch Fire District Fleet – Late 1980's

In 1989, GRFD joined the Public Safety Personnel Retirement System for its career staff. The complete transition to a career-only agency was in August of 2001.

The district's boundaries grew through a 1996 consolidation of the Catalina Fire District and the Oracle Junction Fire District, and in 1999 GRFD joined a communications consortium that contracted for dispatching by the City of Tucson Public Safety Communications.

GRFD began ambulance service in 1980 with one ambulance. The district currently holds a Certificate of Necessity (CON #56) from the State of Arizona, allowing ambulance transport services within district boundaries and an additional area of 145 square miles in unincorporated southern Pinal County.

Throughout the years, multiple additional annexations led to the growth of the district, and a 2017 consolidation of the Mountain Vista Fire District added 19 square miles to the boundaries.

GRFD is an all-hazard, all-career agency serving 100,059 people within its approximately 238-square-mile boundary and 403-square-mile ambulance service area, including the communities of SaddleBrooke, SaddleBrooke Ranch, Catalina and the Town of Oro Valley.



Engine 370 – C Shift Crew

Coverage is maintained out of ten strategically placed fire stations with a full-time staff of 299 employees. Since the inception of the fire district, there have been five fire chiefs including current fire chief, Tom Brandhuber.

In 2017, the Golder Ranch Fire District signed an automatic aid agreement with the Northwest Fire District. This agreement was the first automatic aid agreement in the Tucson area, and in 2020, the City of Tucson Fire Department joined GRFD and NWFD in the automatic aid agreement.

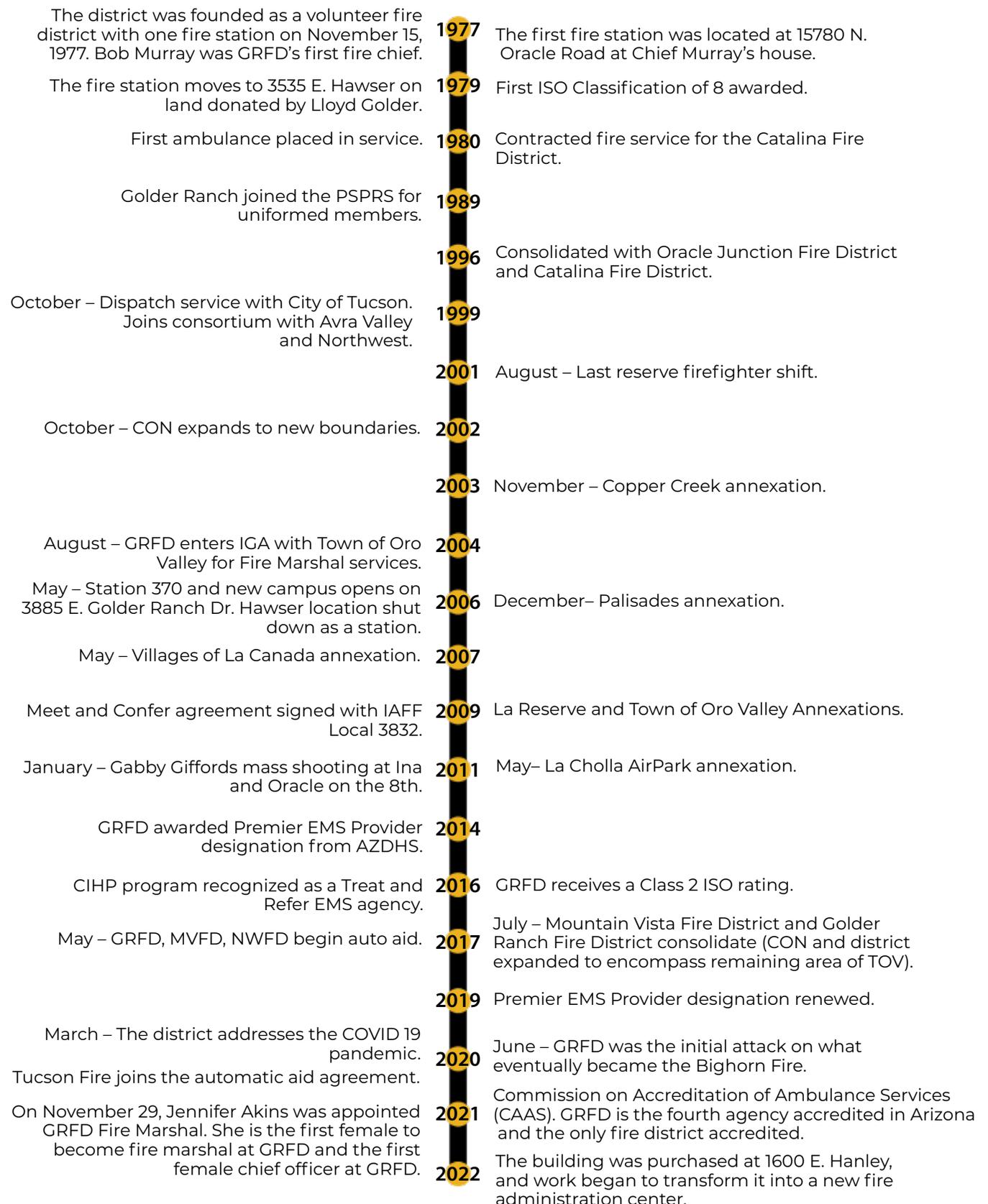
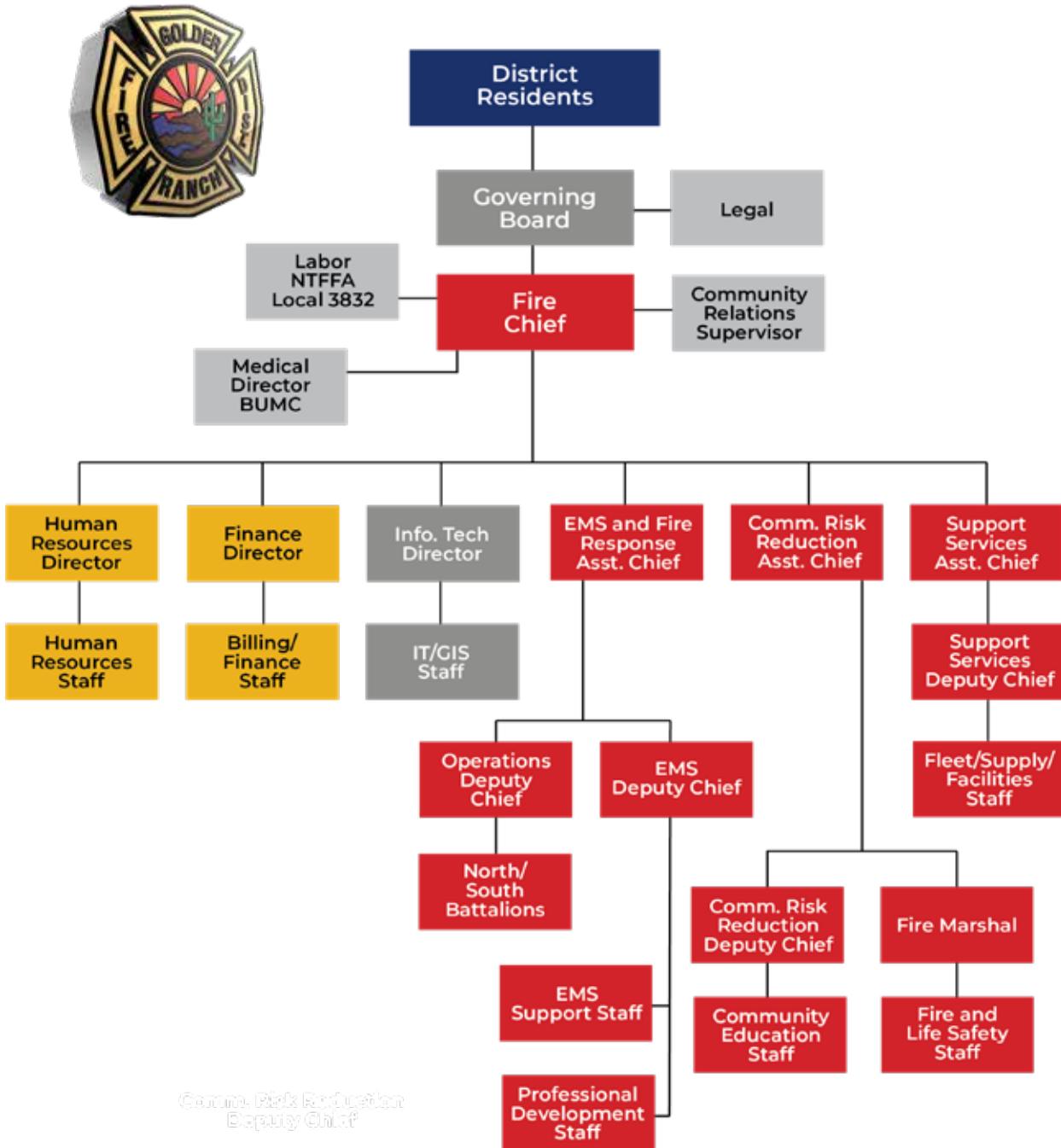


Figure 1.1 Organizational Structure



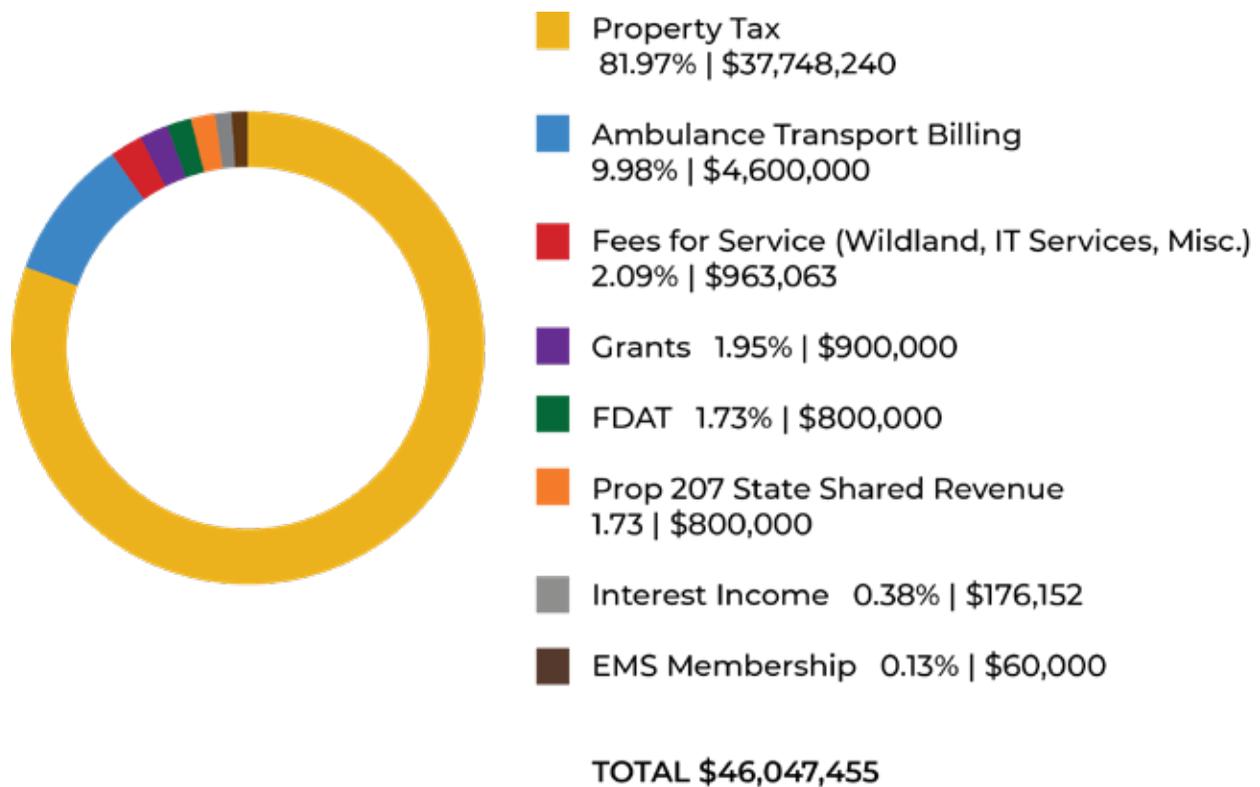
Comm. Risk Reduction Deputy Chief

Approved by the GRFD Governing Board, 2023

## FUNDING SOURCES

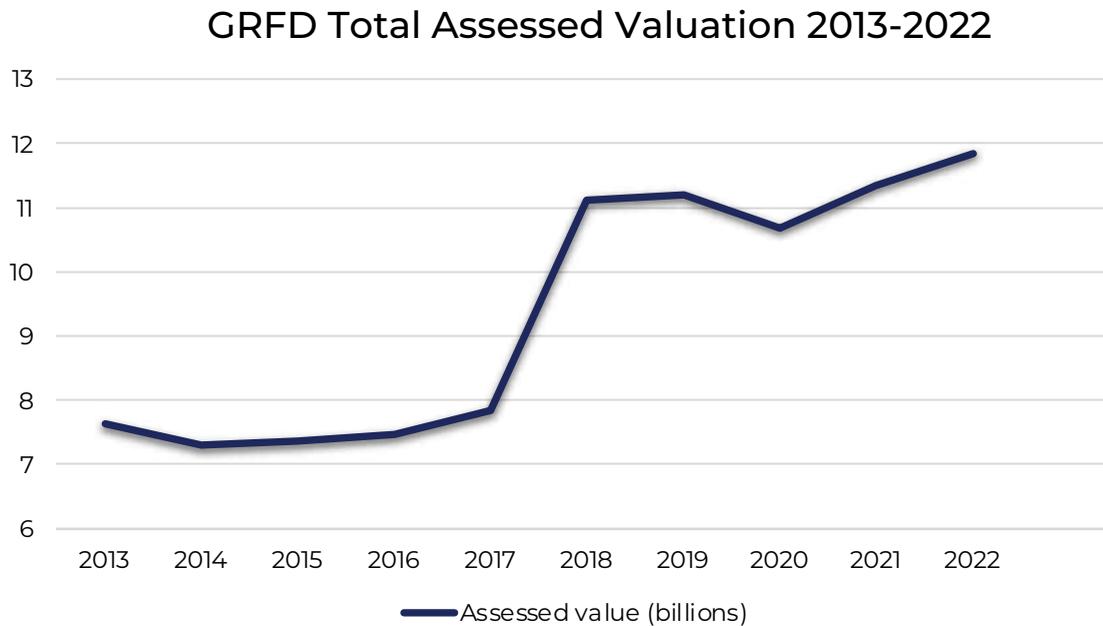
GRFD is considered a political subdivision of the State of Arizona. It is authorized to levy a property tax within the geographical boundaries of the district. The tax serves as the district's primary funding source. The following figure presents all funding sources for GRFD.

**Figure 1.2 FY23/24 Budgeted Operations & Maintenance Revenue**

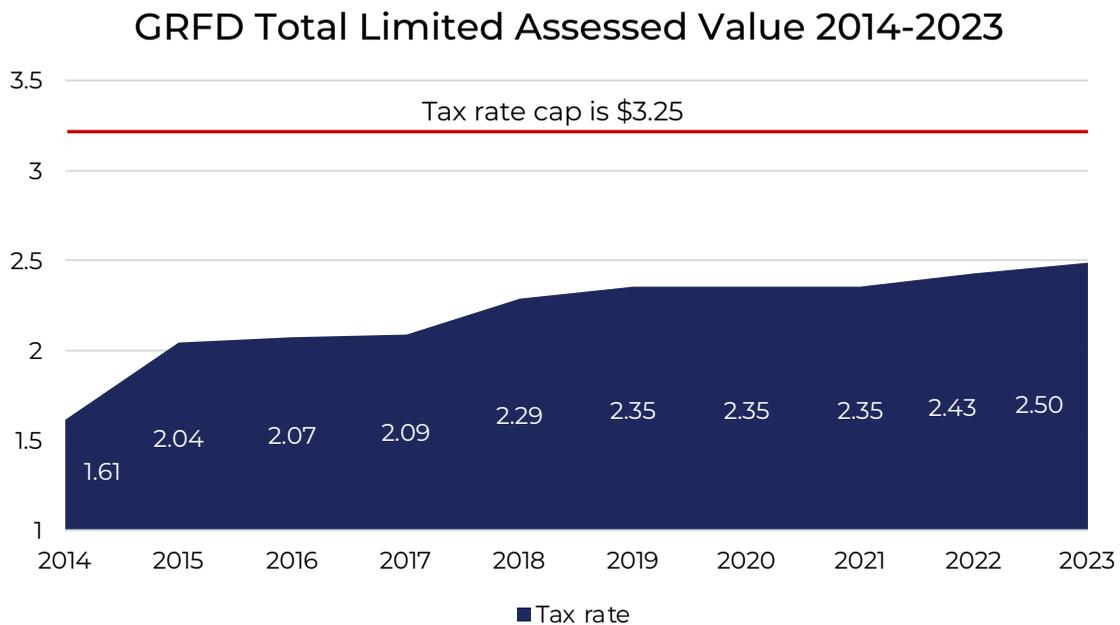


As indicated in **Figure 1.3**, GRFD receives most of its funding from property taxes that are derived from total assessed valuation of property within the district. The following figures show GRFD's 10-year history of assessed value and tax rate. Total assessed value has increased 51.5% the past ten years.<sup>5</sup>

**Figure 1.3**



**Figure 1.4**



<sup>5</sup>Source – Pima County Assessor's Office

### CLIMATE

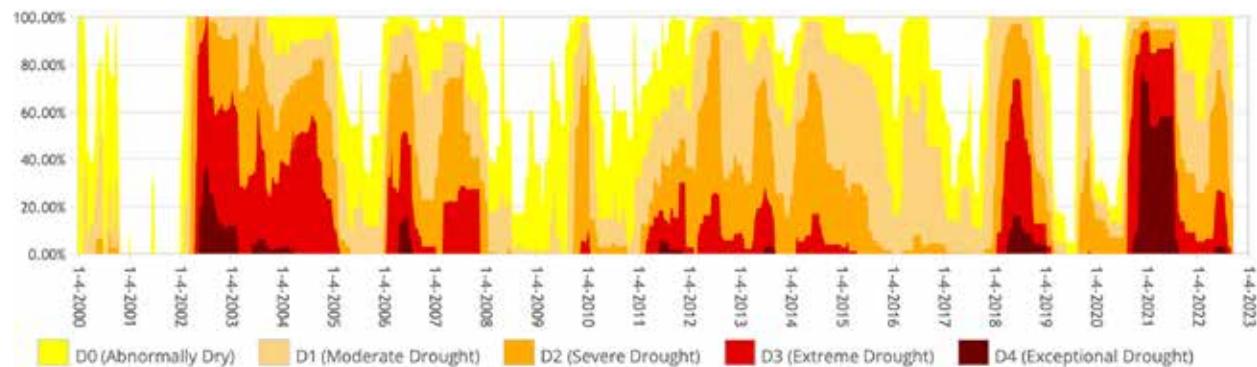
According to the Köppen Climate Classification,<sup>6</sup> the area that GRFD serves is classified as a hot semi-arid climate. The area receives approximately 12 inches of rain annually, with slightly more precipitation in the Santa Catalina foothills. August is the wettest month. The driest month is May. Late June to early September is when the area receives well over half of its annual rainfall. This period is known as the monsoon.

The GRFD service area rarely receives snowfall during the winter months. When it does snow, it is often limited to the Santa Catalina foothills but can occur in the valley areas as well. Snowfall accumulation is generally only a few inches and usually dissipates within a day or two.

According to the Arizona State Climate Office, Arizona is currently in the 27th year of a long-term drought. “Drought in the West is a long-term concept, which means that a single dry year does not constitute a drought in Arizona. Since Arizona has an arid and semi-arid climate, extremely variable precipitation is normal. Drought is instead characterized by a string of dry years, occasionally interrupted by a wet year or two.”<sup>7</sup>

The graph below shows the Arizona percent area in U.S. Drought Monitor categories since the year 2000.

**Figure 1.5 Historic Arizona Drought**

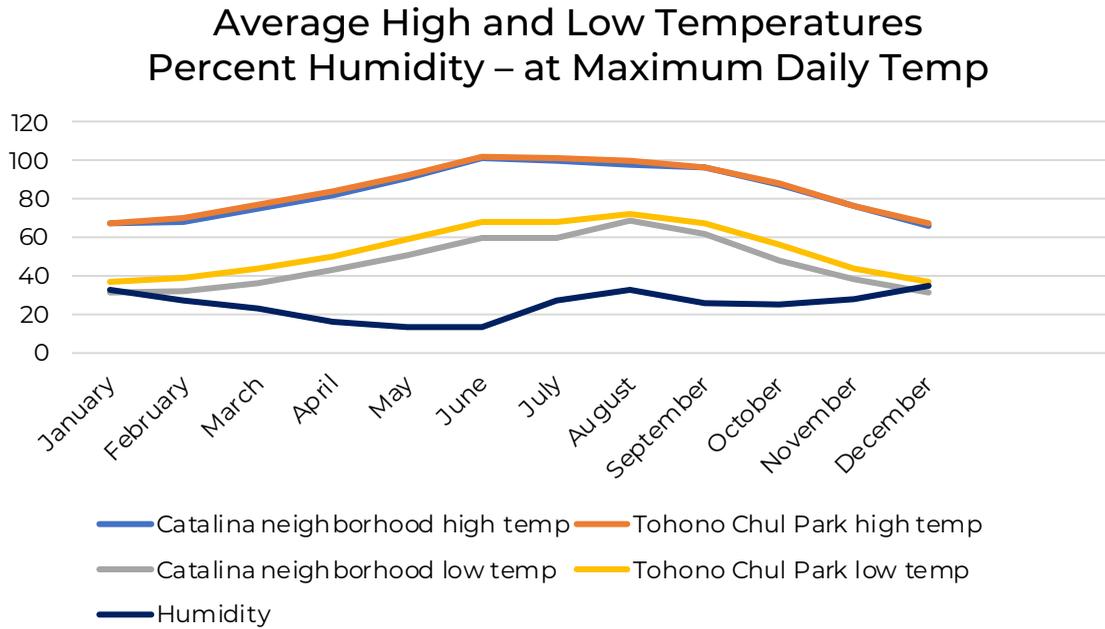


Source: U.S. Drought Monitor

<sup>6</sup>The Köppen climate classification is the most widely used system to catalog climate types. It has five climate types – tropical, arid, temperate, continental and polar. These are further categorized into finer units – primarily on temperature and to a lesser degree – rainfall.

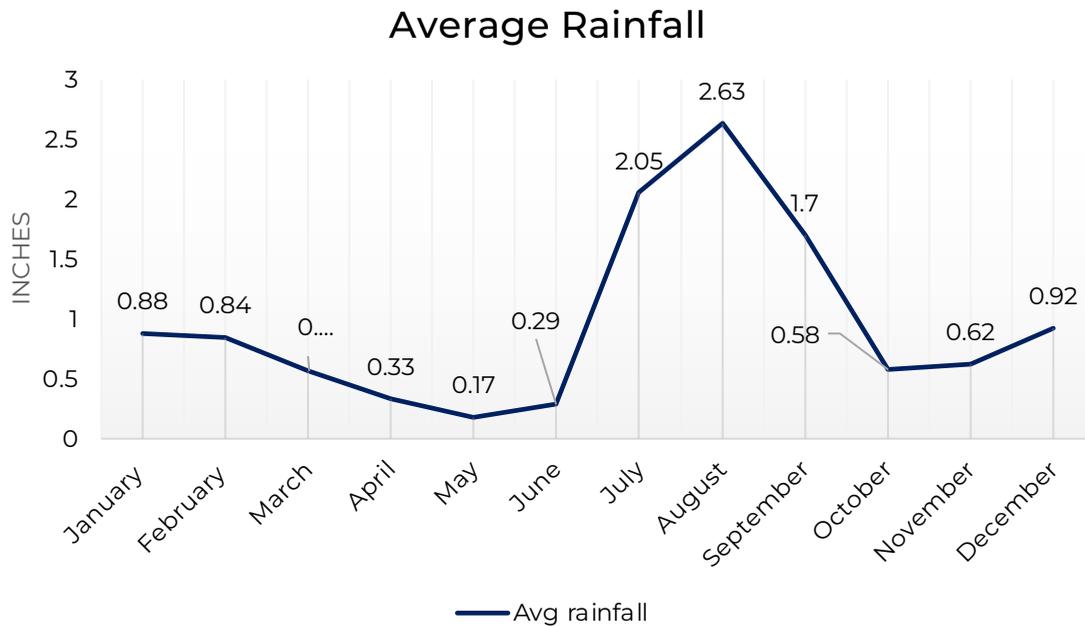
<sup>7</sup><https://azclimate.asu.edu/drought/>

Figure 1.6



Source – National Weather Service

Figure 1.7



Source – National Weather Service, University of Arizona campus

## TOPOGRAPHICAL DESCRIPTION AND FEATURES

A wide range of topographical features exist in Golder Ranch Fire District. Elevations within the district range from approximately 2250 to 3500 feet above sea level. Elevation gradients vary from gentle hills to nearly vertical rock faces in the Tortolita and Santa Catalina Mountains within the district.

The major drainage feature is the Cañada del Oro (CDO) Wash that transects the district from near the northeast corner to the southwest corner of the service area. The majority of the year the CDO Wash is dry but can produce heavy volume flows with high velocity after heavy rains, particularly during the summer monsoon months. There are many drainage washes that are dry most of the year. However, larger washes including the CDO that cross unbridged roadways can lead to significant swift-water rescue risks during heavy periods of rain, as further described in Section 3.



Cañada del Oro Wash at First Avenue

## GEOLOGY

Much like the topography, Golder Ranch Fire District has a broad spectrum of geology. GRFD includes part of the Tortolita Mountains and foothills that primarily consist of diorite and medium-to-fine-grain granite. The eastern boundary area of GRFD includes the western edge of the Catalina Mountains that consist primarily of granite with areas of schist and quartzite near the Cañada del Oro Wash in various stages of weathering.<sup>8</sup>

Moving from east to west in GRFD, granite and closely-related geology give way toward more weathered features such as conglomerate and the much more predominant alluvial fan features.<sup>9</sup> These fans are dissected by drainage features that are deeper cut in areas of more prominent elevation gradients. The alluvial fans become finer grained with a higher percentage of silt and clay as the elevation gradient decreases in a general northeast to southwest direction.

The Federal Emergency Management Agency (FEMA) classifies the seismic design category for the GRFD service area as B, the second lowest risk category; A being the lowest, E being the highest. There are no active faults within GRFD. However the Santa Rita Fault located approximately 45 miles to the south is categorized by the United States Geological Survey as an active Late Quaternary fault capable of producing an earthquake of a magnitude six or seven.<sup>10, 11</sup> **Appendix 1.1** is a map of the FEMA seismic hazards that includes the GRFD service area.

The closest earthquake of significant magnitude to occur in the relatively recent past was the 1887 Sonoran earthquake in Sonora, Mexico that was approximated as a magnitude 7.6 It resulted in some structural damage to buildings in Tucson and caused many residents to flee into the streets.

<sup>8</sup>Arizona Geological Survey, University of Arizona. <https://geomapaz.azgs.arizona.edu/>

<sup>9</sup>Alluvial fans are fan-shaped deposits of water-transported material. They typically form at the base of topographic features such as mountain ranges where there is a marked break in slope. Consequently, alluvial fans tend to be coarse-grained soils at their bases, becoming finer grained at their edges.

<sup>10</sup>United States Geological Survey. U.S. Quaternary Faults. <https://usgs.maps.arcgis.com/apps/webappviewer/index.html?id=5a6038b3a1684561a9b0aadf88412fcf>

<sup>11</sup>Arizona Geological Survey video. (2015). [https://www.youtube.com/watch?v=\\_K\\_irMbt6HQ&t=11s](https://www.youtube.com/watch?v=_K_irMbt6HQ&t=11s)

## VEGETATION

Much of GRFD's service area contains native vegetation on larger residential lots and undeveloped land. The lower elevations are typical of Sonoran Desert vegetation that includes mesquite, ironwood and palo verde trees, triangle leaf sagebrush, brittlebush, annual and perennial grasses, and cactus of various types including saguaro, prickly pear and barrel cactus. The annual and perennial grasses are very moisture dependent and have a much greater presence during a wet winter or summer rainy season. The natural drainages generally contain a higher concentration of vegetation and often contain high densities of invasive species such as salt cedar and buffelgrass that have a high combustible potential.

The upper elevations on the eastern edge of GRFD have a transitional vegetative type that includes scrub oak, manzanita and alligator juniper along with annual and perennial grasses.



Near Tangerine Rd. and La Cholla Blvd.

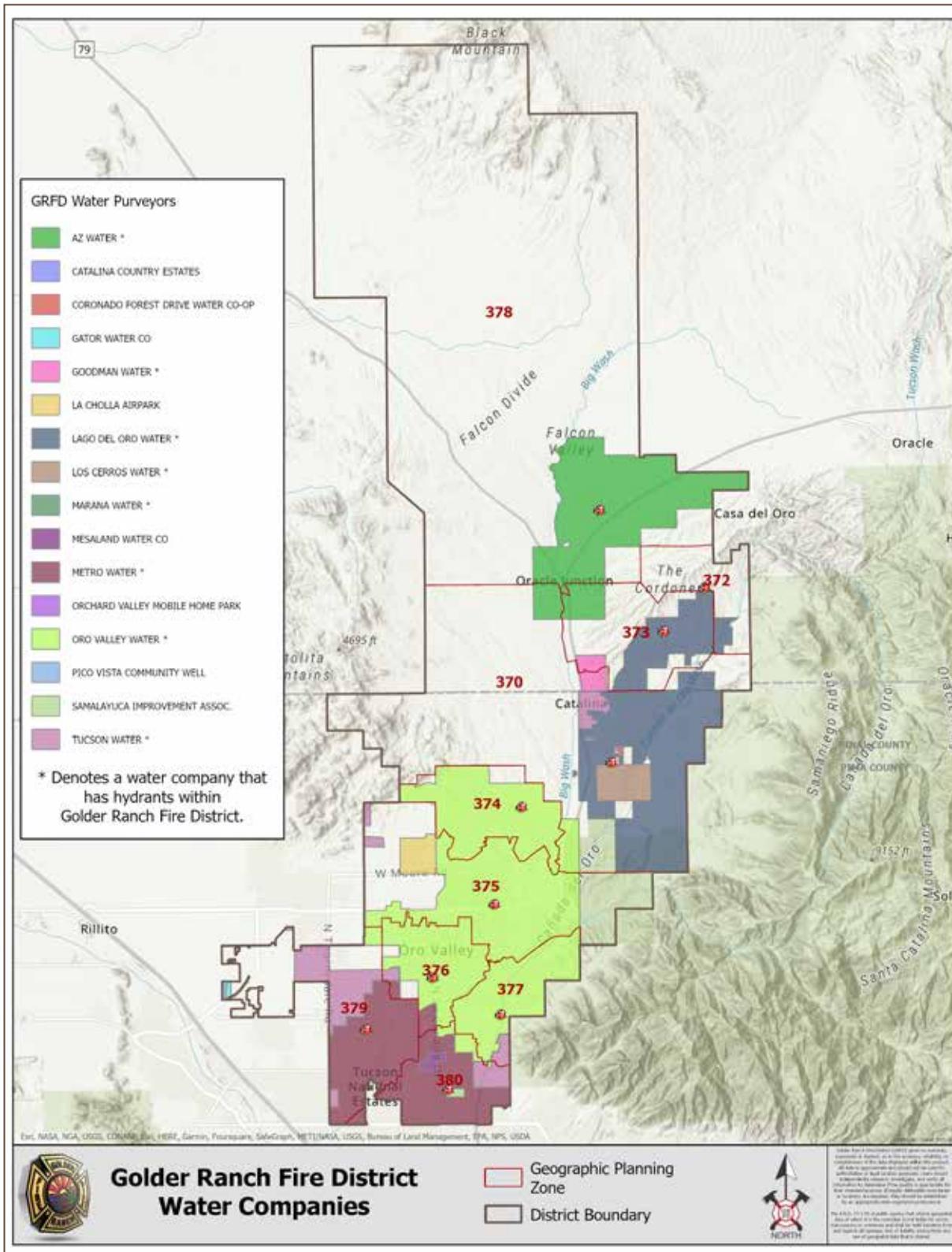
## WATER RESOURCES

GRFD receives its water supply from eight water purveyors (public and private) within its boundaries. Most of these providers depend on groundwater for their source, however Tucson Water, Oro Valley Water, Marana Water and Metro Water supplement their groundwater supply with Central Arizona Project water whose primary source is the Colorado River.<sup>12</sup>

**Figure 1.8** shows areas served by the various water purveyors.

<sup>12</sup><https://www.cap-az.com/>

Figure 1.8 Water Purveyors Within Golder Ranch Service Area



There are 4,633 hydrants in Golder Ranch Fire District. Hydrant maps specific to the ten geographic planning zones (first due areas) are located in **Appendix 1.2**.

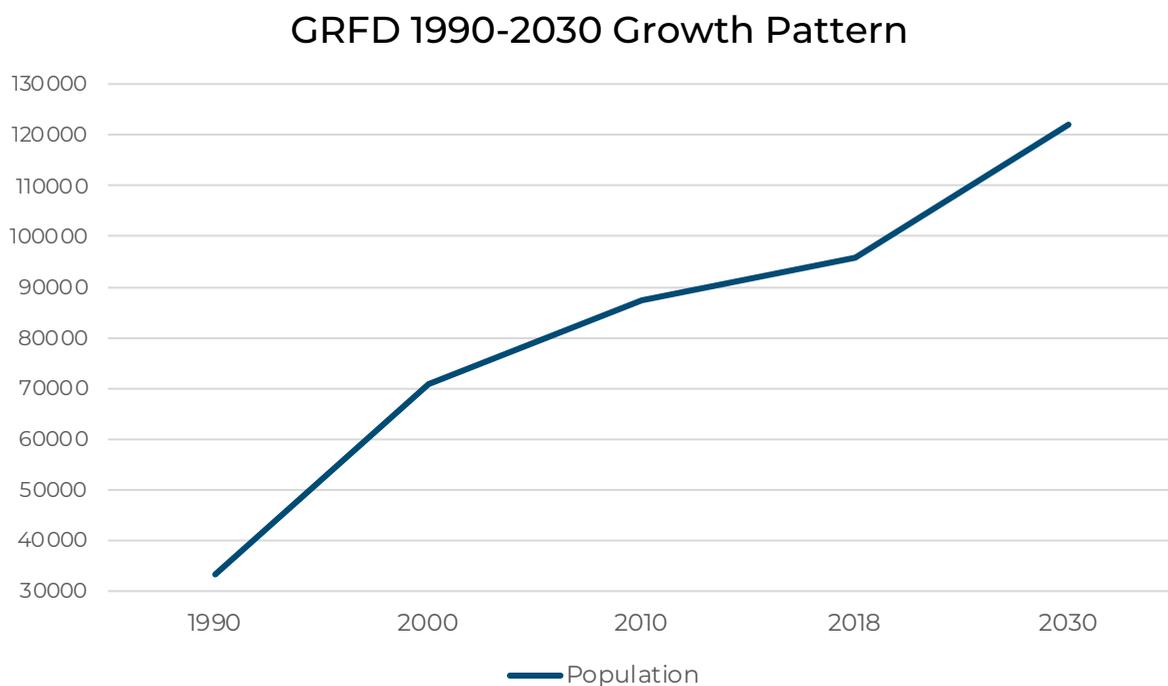
GRFD scored 34.6 out of a possible 40 points in the most recent Insurance Services Organization (ISO) water supply section rating (2018), equating to a water resources percentage score of 86.5%. GRFD's ISO rating is further discussed in Section 4.

### POPULATION, DEMOGRAPHICS AND HOUSING DATA

As noted in the beginning of this section the population within the GRFD boundaries is 100,059 with 47,879 residing within Oro Valley town limits. The population in Oro Valley increased 17% from 2010 to 2021. The annual growth rate during the last five years of that time period was approximately 1.5%. Similar increases occurred in the unincorporated areas that GRFD serves.

**Figure 1.9** illustrates the population growth trend throughout the service area since 1990 and projects continued growth through 2030.

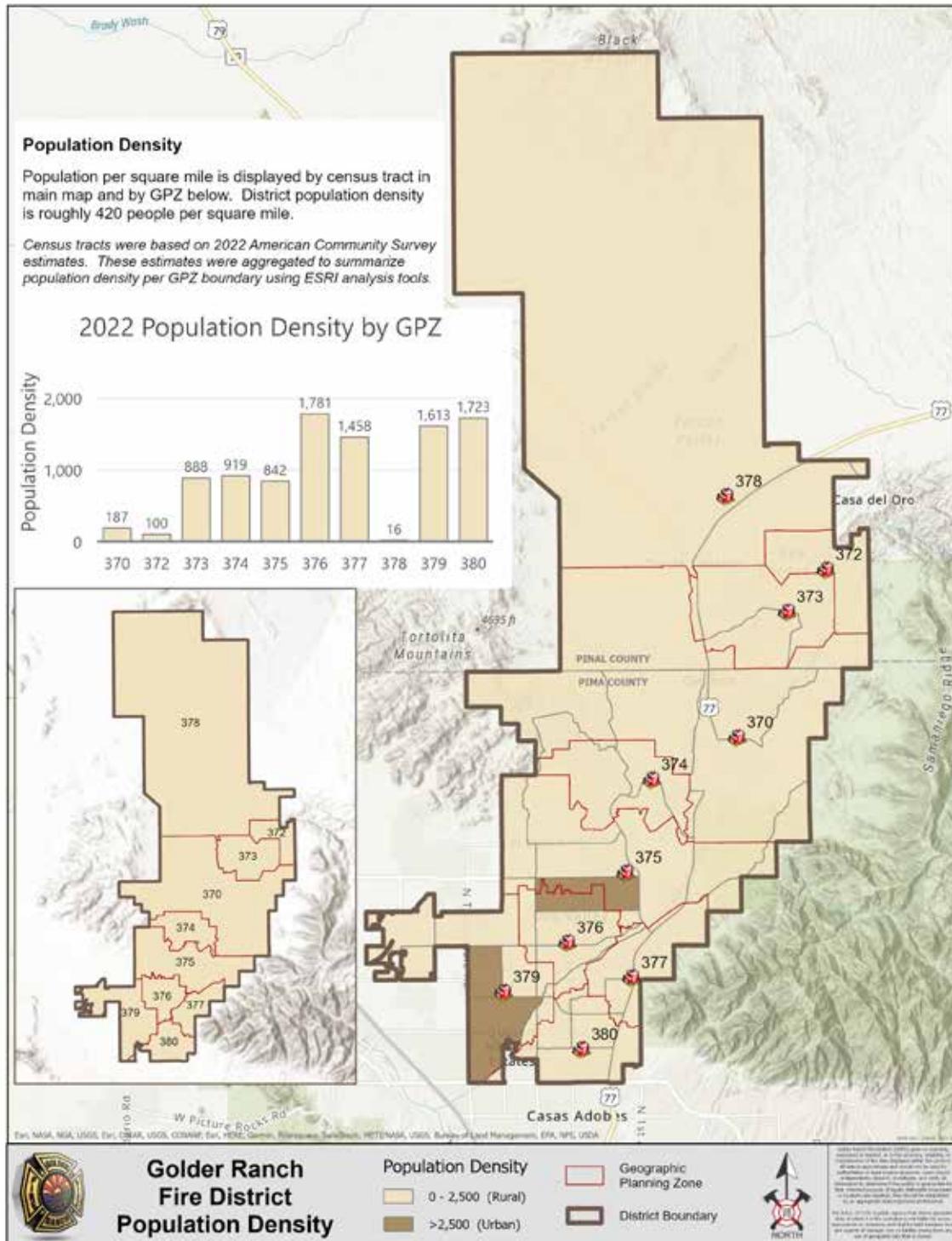
**Figure 1.9**



Source – 2010 U.S. census and 2017-2021 five-year ACS.

District population density based on urban and rural densities is shown in **Figure 1.10**.

Figure 1.10



The table below represents present and anticipated population as well as housing data by geographic planning zone (GPZ). GPZs are the same as station first due areas. Individual GPZ maps that indicate urban and rural population densities<sup>13</sup> are presented in Section 3.

GPZ Population and Residential Occupancy Statistics				
GPZ	Population	Housing units	Percentage of total housing units in GRFD	Median Home Value
370	8,628	3,937	8.1%	\$309,550
372	534	286	0.6%	\$415,730
373	8,998	5,379	11.1%	\$418,008
374	7,601	4,683	9.6%	\$346,128
375	17,031	7,232	14.9%	\$370,117
376	11,143	5,126	10.5%	\$345,626
377	8,967	5,206	10.7%	\$369,376
378	2,255	1,374	2.8%	\$230,729
379	22,751	9,655	19.9%	\$279,340
380	11,881	5,731	11.8%	\$333,541

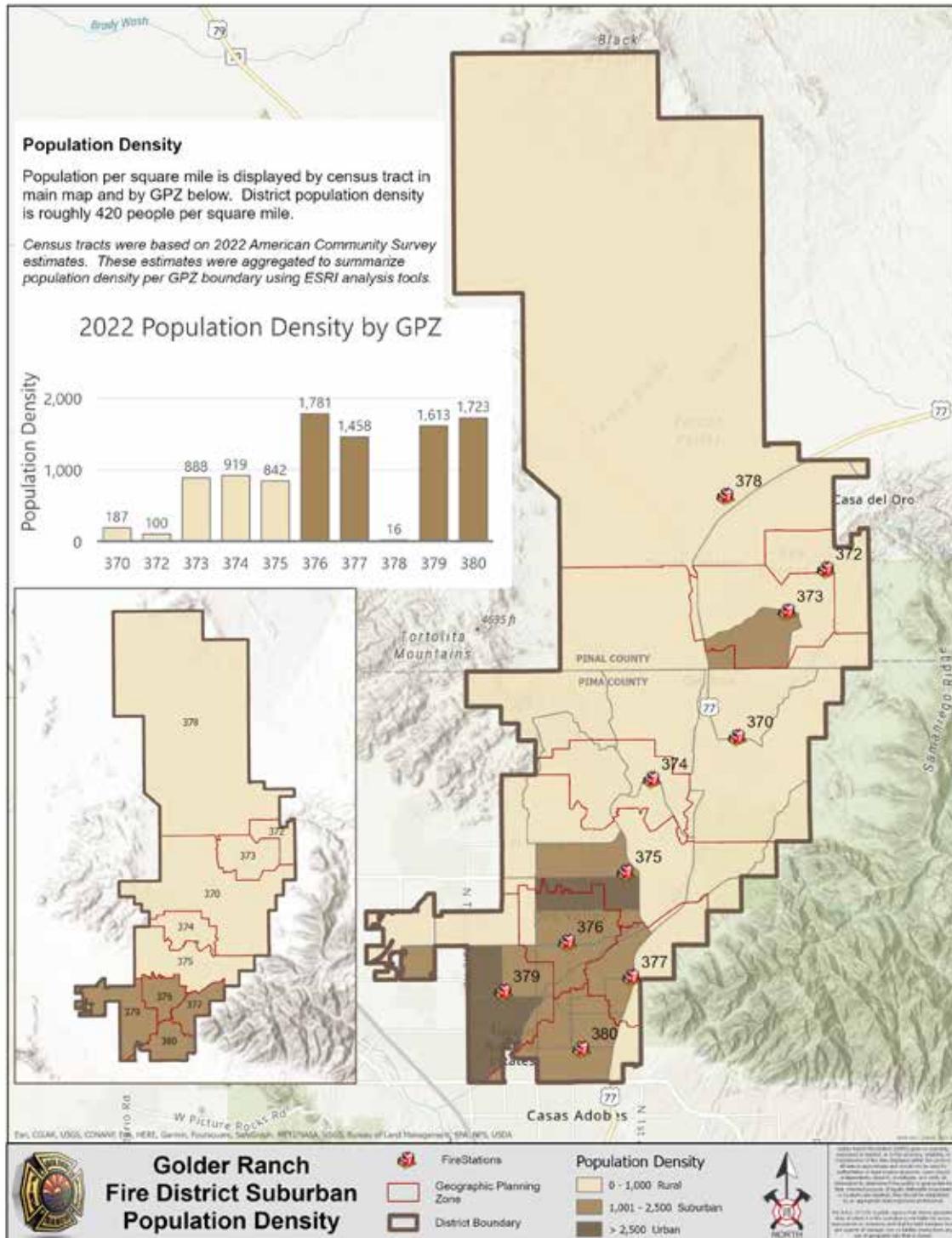


Facing west – N. Paseo del Norte & W. Chapala Dr.

<sup>13</sup>Urban and rural densities are defined as per the U.S. census definition. Urban density = >2500 population per square mile; rural density = <2500 population per square mile.

To further analyze the population density, GRFD has chosen to create a third population density classification; suburban. This involved redefining the characteristics of rural and urban densities. A breakdown of the three population density classifications is shown in the map below.

Figure 1.11



Additional demographic and other pertinent data relating to the fire district service area are listed below. Information is compiled from U.S. census data.

Description	GRFD Service Area
Population	100,059
Population per square mile	420.1
Percent female	52%
Percent male	48%
Median resident age	53
Persons under 5 years	3,595
Persons under 18 years	15,617
Persons 65 years and older	33,895
With a disability	11,335
Education – bachelor’s degree or above	21,059
Home ownership percentage	72%
Percentage living in poverty	5%

Ethnicity percentages in GRFD and the Town of Oro Valley are presented in **Figure 1.12**.

**Figure 1.12**

**Ethnicity in District and Town of Oro Valley (%)**

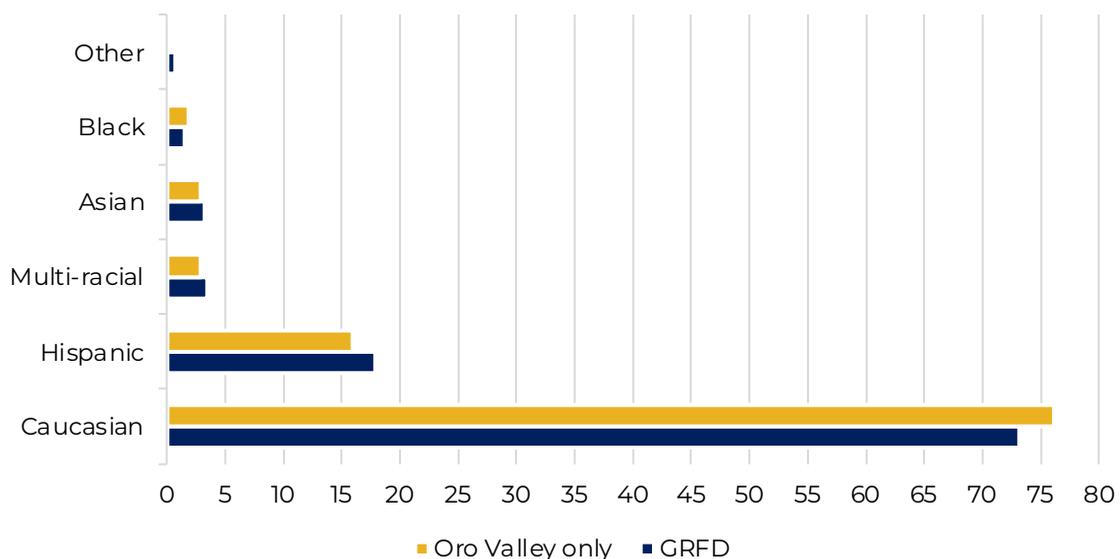
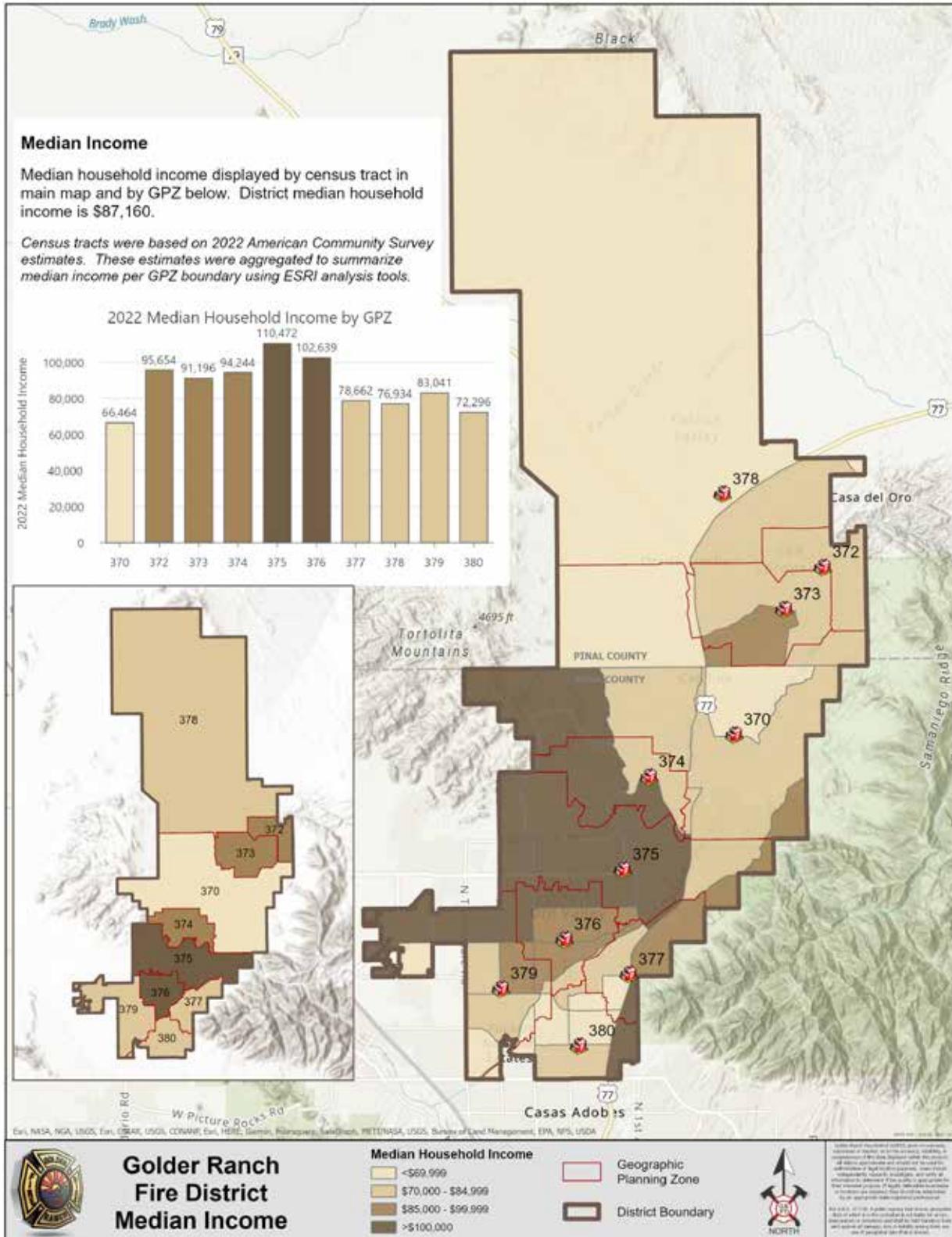


Figure 1.13 Median Income



## AREA ECONOMICS

The largest employment categories in GRFD are technology, health care, education, local government, tourism and retail. The largest employers within the district are listed in the table below.

Employer	Employees who work within the district
Roche Tissue Diagnostics	1,800
Honeywell Aerospace	631
Oro Valley Hospital	500
Simple View	470
Town of Oro Valley	449
Amphitheater Public Schools	439
Walmart	338
Golder Ranch Fire District	299
El Conquistador Resort	294
Splendido	200
Fry's Food & Drug	182

Source: Town of Oro Valley



Roche Tissue Diagnostics – The largest employer in Golder Ranch Fire District.



### GENERAL DESCRIPTION OF OCCUPANCIES

GRFD serves a primarily residential community along with industrial and commercial occupancies. The age range of residences in the district vary from newly-constructed homes to homes that are 50 to 60 years old. The majority of residences within GRFD are under 30 years old. There are very large homes, typically on several acres of land located in the Tortolita Foothills in the northwest area of the district. Many of these are occupied seasonally. There are numerous retail occupancies within GRFD. Many of the larger



retail occupancies are adjacent to Oracle Road. While there are several big box stores, the majority of retail occupancies are in single-story strip malls.

There are several large industrial occupancies in GRFD including Honeywell Aerospace, Roche Tissue

Diagnostics and Meggitt Securaplane. The majority of industrial occupancies are also adjacent or near the Oracle Road corridor. There are two-to-four-story large garden-style apartment complexes located throughout the district.

There is one hospital within GRFD. Oro Valley Hospital is a 146-bed, all private room acute care hospital located in the NE quadrant of GRFD. In addition to smaller extended care facilities scattered throughout the district, there are several large extended care facilities offering various levels of care. There are four public elementary schools, three public middle schools and two public high schools within GRFD. There are also several private and charter schools.

There are many faith-based occupancies throughout the district, varying in size from small to very large – able to accommodate over 1000 attendees.



### SERVICE TYPE INFRASTRUCTURE

There are several high-voltage transmission lines that run through GRFD. Associated with these transmission lines are supporting substations. There are high-pressure, large-diameter natural gas transmission lines present in the far northern unpopulated area of the district and two major arterial gas lines. Location maps of the arterial lines are located in **Appendix 1.3**. The district maintains a list of other critical service and building infrastructure that is guided by the Federal Emergency Management Agency (FEMA) critical infrastructure definition.<sup>14</sup> There are no major wastewater treatment plants in GRFD.

### TRANSPORTATION INFRASTRUCTURE

There are no railways or interstate highways within GRFD. State Route 77, also known as Oracle Road is a six-lane major highway that traverses GRFD's service area north to south along the east side of the district. It has the highest traffic volume of roadways within GRFD.



State Route 77 – Oracle Rd.

There are other major arterial roadways that provide the basic vehicle transportation infrastructure for the area. Traffic volumes for some of the major arterials in GRFD are presented in Section 3. There are no new major roadways planned within the district in the near future.

Many of the arterial roadways have designated bike lanes or separated shared-use paths. A premier bike and pedestrian path follows the Cañada del Oro Wash through much of GRFD. The Regional Transportation Authority (RTA) provides public bus service utilizing several different routes in Oro Valley and unincorporated areas of GRFD.

<sup>14</sup>FEMA defines critical infrastructure as those assets, systems, networks and functions – physical or virtual – so vital to the United States that their incapacitation or destruction would have a debilitating impact on security, national economic security, public health or safety or any combination of those matters.



There is a single private airport within GRFD's service area. La Cholla Airpark is located in the northwest area of the district. It has a 4670-foot runway and is unique in that many of the residents of the airpark development have direct aircraft access to the runway

from their homes. One and two engine privately owned aircraft fly in and out of the airport.

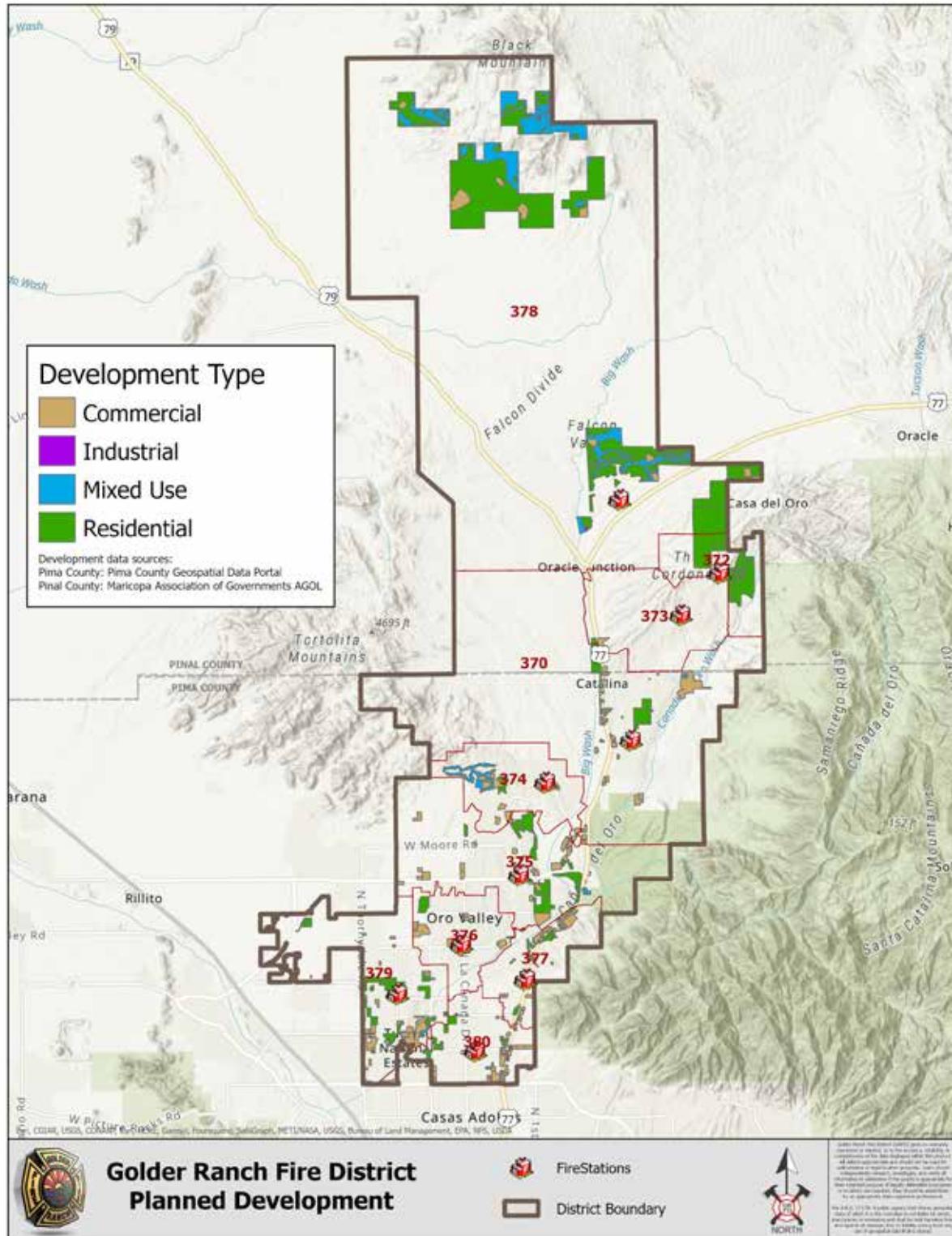
## GROWTH

As noted earlier in this section, growth continues at a rapid pace in GRFD. The Town of Oro Valley anticipates 1,025 single family resident (SFR) permits in already-approved subdivisions in the next five years. This represents a strong indicator that growth likely will continue at or above the current growth rate. Similar growth rates are forecast for the unincorporated areas of GRFD. Areas of future development are identified in **Figure 1.15** on the following page.



New development adjacent to La Cholla Blvd. & Naranja Dr.

Figure 1.15



## **SECTION 2 – DISTRICT PROGRAMS & SERVICES**

---

A grayscale photograph of two firefighters from the Golder Ranch Fire department. They are wearing dark shirts with 'GOLDER RANCH FIRE' printed in white on the back. One firefighter is holding a mobile phone up to inspect the ceiling, while the other is looking at the wall. The room has wood-paneled walls and a window with a view of a brick building.

**GOLDER RANCH  
FIRE**

Fire departments are the most common local-level disaster management resource in the world.

–Damon P. Coppola in Introduction to International Disaster Management (Third Edition), 2015

## FIRE AND LIFE SAFETY DIVISION

The Fire and Life Safety Division provides proactive service delivery, including fire inspections, building plan reviews and fire investigations. Periodic inspections on selected commercial occupancies are performed to check for compliance with fire prevention codes. Maintenance inspections ensure that exits, exit sign lighting, fire sprinklers and fire alarm systems are maintained and in good working order. Certified fire investigators perform an investigation of fires to determine origin and cause. Findings are utilized to prioritize fire inspections and develop focused public education programs to help minimize fire loss in the community.



## PUBLIC EDUCATION

Public education is a vital part of how GRFD best serves the community. The goal of the GRFD's public education program is to provide every citizen within GRFD with the highest level of safety awareness training available. Public education programs currently being delivered include CPR training, child car seat safety, smoke alarm education and assistance, hazard safety inspections and elementary school fire prevention education.



## NONEMERGENCY SERVICES PROVIDED BY SHIFT PERSONNEL

On-duty shift personnel provide several nonemergency services to the community. These include station tours, presence at community functions, smoke detector battery replacement and desert reptile removal.



## FIRE SUPPRESSION

GRFD provides emergency response to a wide range of fire suppression-related incidents from small grass and dumpster fires to residential, commercial and industrial occupancy fires. The National Fire Protection Association (NFPA) Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments is utilized as a guide and planning resource.

The district maintains minimum staffing at 56 personnel including eight engine companies, two truck companies, six ambulances and one air/light/power apparatus. When staffing allows, the district will also staff a seventh day ambulance, two utility trucks, a hazmat technical rescue truck and a ninth engine for a total of 67 personnel. Two shift battalion chiefs oversee



daily operations and provide incident command on multi-company incidents, as well as one emergency medical captain who functions as a safety officer on emergency incidents. Additionally, five water tenders and six brush trucks are cross staffed. All fire apparatus at the time of their manufacture date meet the requirements of NFPA 1901, *Standard for Automotive Fire Apparatus*.

### EMERGENCY MEDICAL SERVICES

Emergency medical services (EMS) make up 86% of GRFD's emergent call volume. GRFD provides all patient transports within the district with seven advanced life support (ALS) level ambulances. The district maintains an Arizona Department of Health Services Certificate of Necessity (CON) that permits transportation and cost recovery for both basic and advanced life



support patients. See **Appendix 2.1**. In addition, all first-due companies are staffed to provide ALS-level services. GRFD firefighters are certified EMTs at minimum, and 44% percent of shift personnel are certified as paramedics.<sup>15</sup>

The emergency medical services division chief is responsible for the overall supervision, operational readiness and effectiveness of medical operations and administration. The EMS

division chief also has regional responsibilities that include participation in pre-hospital care committees and liaison responsibilities with the district's medical director.

In addition to emergency medical response, the GRFD offers a Community Integrated Healthcare Program (CIHP) to reduce hospital readmission for patients discharged with diagnoses of congestive heart failure, chronic obstructive pulmonary disease, diabetes mellitus, myocardial infarction and pneumonia. Through partnerships with hospitals, primary care physicians and specialists, patients who live in the district are identified and offered enrollment when discharged. Community paramedics then work with the patient to assist them in understanding and managing their health conditions. Community paramedics have received 60 hours of additional training in nutrition, pharmacology, lab value interpretation, smoking cessation and disease-specific processes. GRFD has three CIHP certified paramedics.



<sup>15</sup>As defined by the Arizona Department of Health Services, Title 9 – Health Services, Chapter 25.

## HAZARDOUS MATERIALS



GRFD maintains response capability for hazardous materials (hazmat) emergencies within the district. All GRFD firefighters are trained at the operations level per NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* and can mitigate basic hazardous materials emergencies such as small flammable liquid spills, carbon monoxide alarms, small to moderate diameter natural gas line breaks and small pressurized vessel leaks. The district also maintains hazmat apparatus and a hazmat team consisting of 29 personnel trained to the technician level as defined in NFPA 472. For hazmat emergencies that extend beyond the capabilities of the GRFD Hazmat Team,

Northwest Fire District and Tucson Fire Department are available to respond with additional technician-level personnel and equipment.

## TECHNICAL RESCUE

GRFD responds to various types of technical rescue incidents in the community, including high and low angle, confined space, swift water, structural collapse and machinery extrication. All GRFD firefighters have awareness-level training per NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*, and there are 28 firefighters trained to the technician level as defined in NFPA 1670. In order to be a member of the TRT team, personnel must be trained to the technician level in rope rescue, swift water, confined space rescue at a minimum, and are expected to obtain training to the technician level in trench rescue and emergency building shoring once becoming part of the team.



The district maintains a TRT apparatus and equipment trailers. GRFD may request assistance from Northwest Fire District and Tucson Fire Department for additional technician-level personnel and equipment.

## WILDLAND FIRE

GRFD responds to wildland fires inside and outside district boundaries in cooperation with the State Department of Forestry and Fire Management. All GRFD firefighters are trained to the level of Type 2 wildland firefighter. Members of the 35-person wildland team are trained to that minimum and are red carded through the National Wildland Coordinating Group (NWCG).

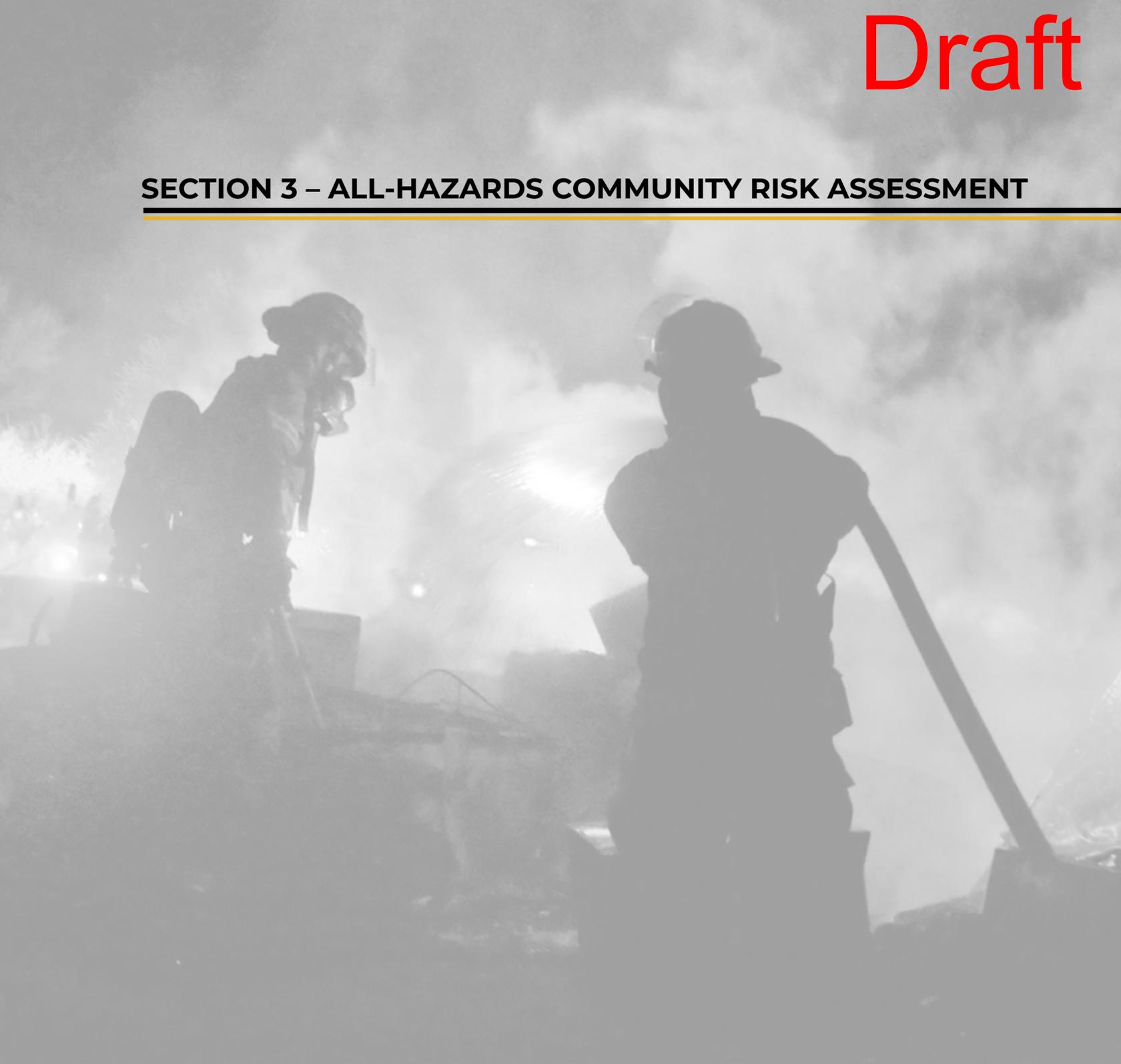


Many wildland team members also have more advanced certifications through the NWCG, such as engine and crew boss. In addition to the basic level of training, there are six engine bosses, five engine boss trainees and two public information officers certified through the NWCG.

GRFD maintains a total of six brush trucks, three Type 6 and three Type 3 engines as described by the NWCG. All wildland fire apparatus at the time of their manufacture date meet the requirements of NFPA 1906, *Standard for Wildland Fire Apparatus*.

## SECTION 3 – ALL-HAZARDS COMMUNITY RISK ASSESSMENT

---

A grayscale photograph showing the silhouettes of two firefighters in full protective gear. They are positioned in front of a large fire, with bright light and smoke in the background. One firefighter on the right is holding a hose, and another on the left is looking towards the fire. The scene is dramatic and emphasizes the hazardous environment.

The essence of risk management lies in maximizing the areas where we have some control over the outcome while minimizing the areas where we have absolutely no control over the outcome.

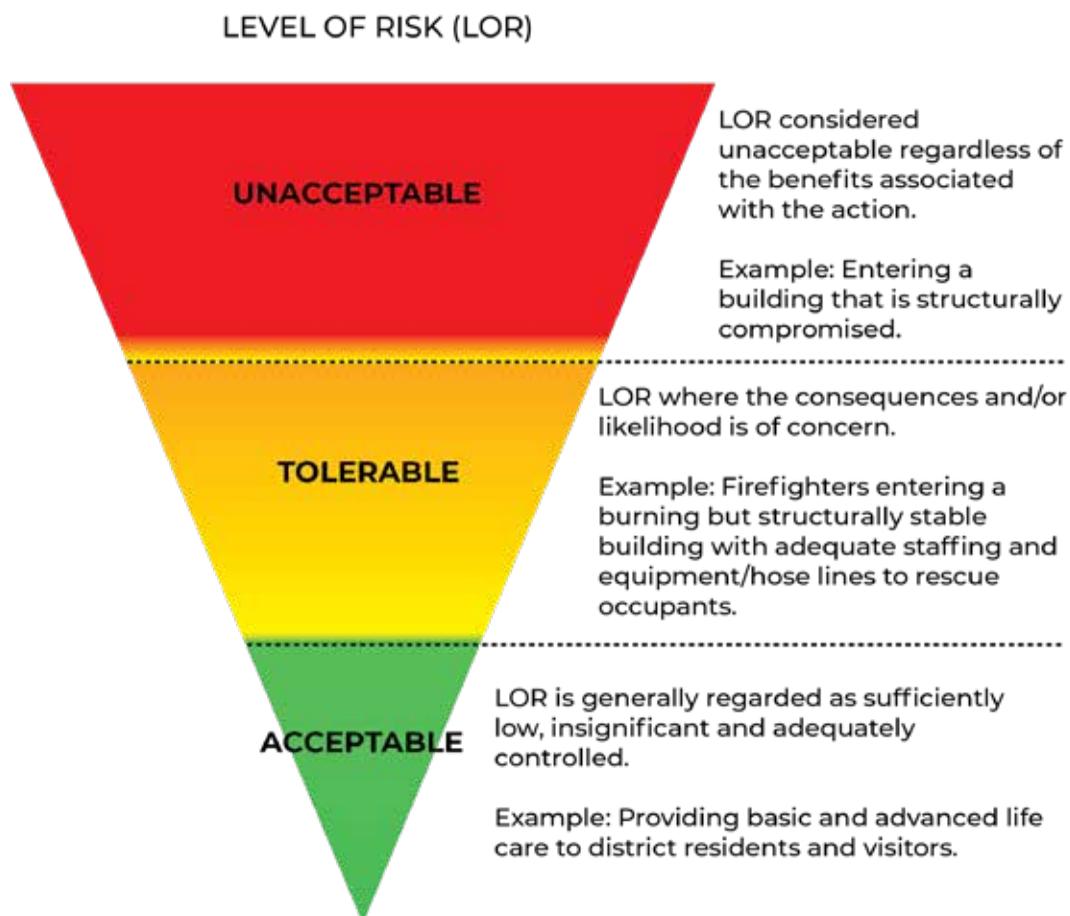
–Peter L. Bernstein

Hazards, in the context of this document, are any dangerous conditions with the potential to cause harm to people and loss to property, including fires, medical emergencies, the release of hazardous materials, entrapments and other hazards. Risk can be defined as an estimate of the probability of a hazard-related incident occurring and the severity, harm or damage that could result.<sup>16</sup>

It is important to note that there is always residual risk. It is not possible to eliminate all risk. The public's tolerance of risk as represented through the elected governing fire board and the fire chief's perspective of risk determine the allocation of risk and the acceptable level of residual risk to the community.

This generally follows the As Low as Reasonably Possible (ALARP) risk management concept – illustrated below.

**Figure 3.1**



<sup>16</sup>Manuele, Fred A. (2008). Advanced Safety Management, Hoboken NJ: John Wiley & Sons, p.113.

## COMMUNITY RISK ASSESSMENT PROCESS

A comprehensive community risk assessment provides a focused and systematic approach for the district to develop risk management/reduction strategies and tactics. Vision 20/20 Community Risk Assessment: A Guide for Conducting Community Risk Assessment defines community risk assessment as “basically the identification of potential and likely risks within a particular community, and the process of prioritizing those risks. It is the critical initial step in emergency preparedness, which enables organizations to eventually mitigate (if possible), plan, prepare and deploy appropriate resources to attain a desired outcome.”<sup>17</sup>

Risk management can be defined as the identification and evaluation of risks, and the development, selection and implementation of control measures up front to lessen the probability of a harmful consequence.<sup>18</sup>

Quoting again from the Vision 20/20 document, community risk reduction (CRR), is a “desired outcome of a community risk assessment (CRA), and can be defined as a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.”<sup>19</sup>

Both the National Fire Protection Association (NFPA) 1300 standard and Vision 20/20 document recommend that following the development of the CRA, a community risk reduction plan be constructed based on the findings of the CRA.

The GRFD community risk assessment process incorporated procedures from three best practice documents 1) The Vision 20/20 guide 2) Center for Public Safety Excellence (CPSE) Quality Improvement for the Fire and Emergency Services Model and 3) the NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition).

**Figure 3.2 Vision 20/20 Model**

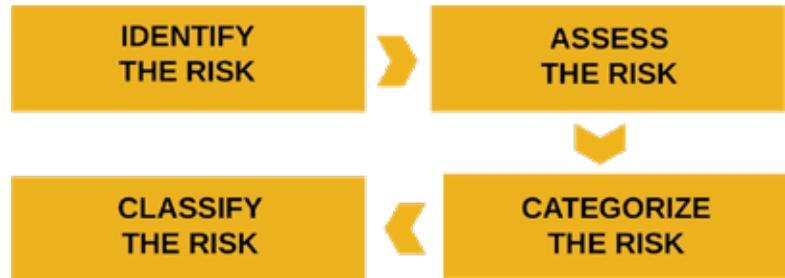


<sup>17</sup>Stouffer, John A. Vision 20/20. Community Risk Reduction: A Guide for Conducting a Community Risk Assessment. Version 1.5 Rev. 02/16.

<sup>18</sup>Graham, Gordon. www.firenuggets.com.

<sup>19</sup>Stouffer, John A. Vision 20/20. Community Risk Reduction: A Guide for Conducting a Community Risk Assessment. Version 1.5 Rev. 02/16.

**Figure 3.3 CPSE Quality Improvement for the Fire and Emergency Services Model**



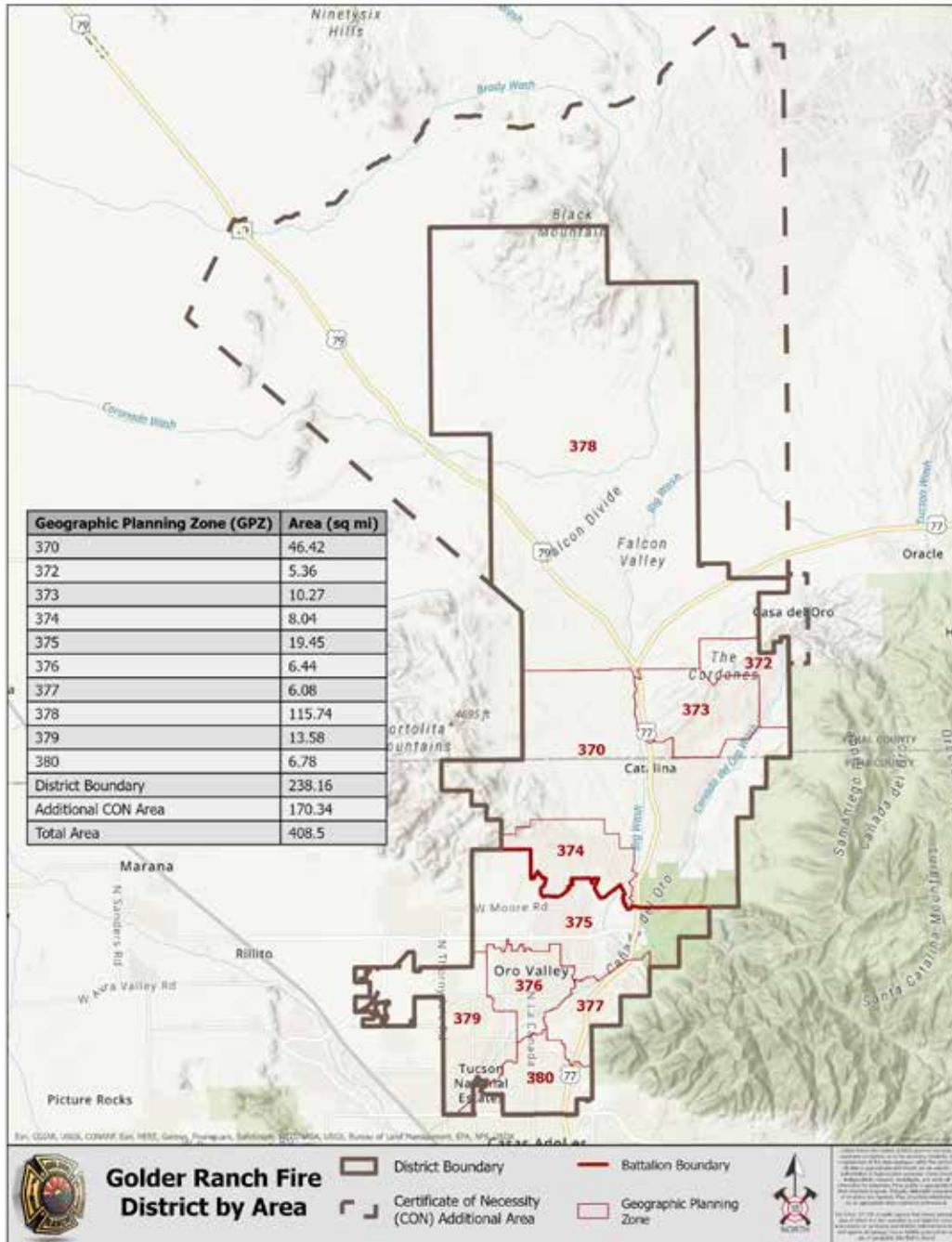
**Figure 3.4 NFPA 1300 Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)**

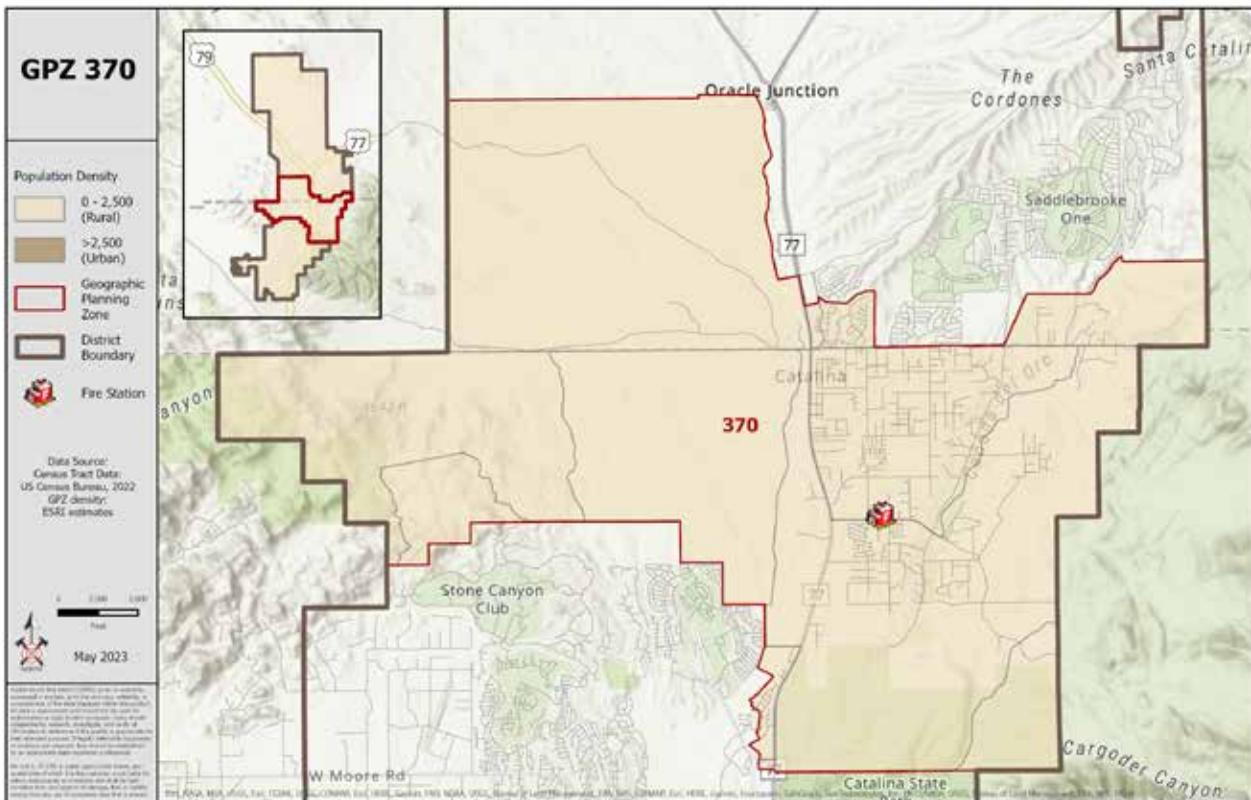
<b>STEP 1</b>	Recognize the need to conduct a community risk assessment (CRA), and develop a community risk reduction plan (CRR) based on the CRA.
<b>STEP 2</b>	Define the problem by identifying the potential risks and their root causes, and develop programs that are appropriate to mitigate the identified risks that exist within the available categories.
<b>STEP 3</b>	Collect empirical data (verifiable and validated) regarding the community’s demographics, building stock profile, geography, past loss history and potential likelihood or anticipated future events.
<b>STEP 4</b>	Analyze the data.
<b>STEP 5</b>	Identify gaps; areas where actual conditions vary from desired outcomes.
<b>STEP 6</b>	Validate the CRA by comparing the findings of the CRA with the available data, to ensure they are consistent with the community’s level of acceptable risk, capabilities and resources. All risks considered in the CRA might not be addressed in the CRR plan.

## GEOGRAPHIC PLANNING ZONES

As part of the community risk assessment process, GRFD created ten geographic planning zones (GPZs) that align with current station first due areas. These zones were assessed to determine various risk factors in each zone such as population density, occupancies, incident history, travel time and other relevant risk factors.

Figure 3.5





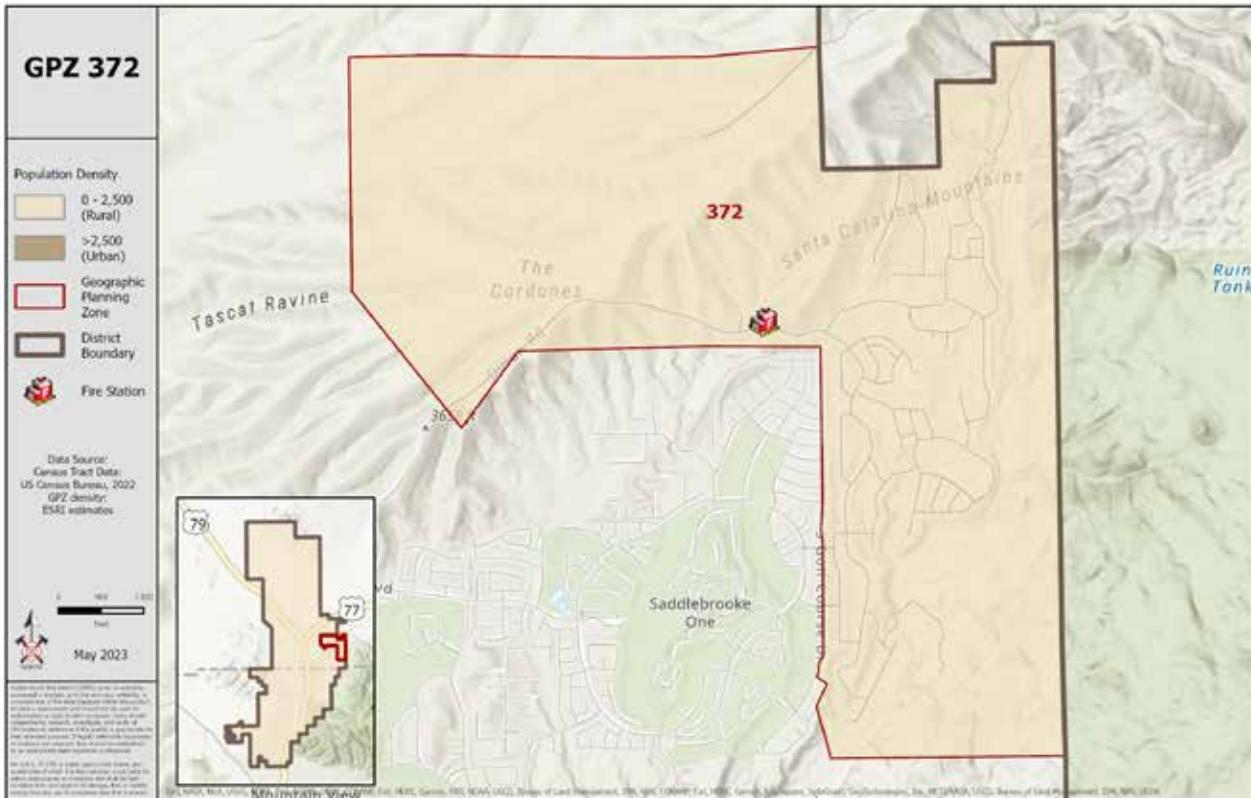
### General Description

GPZ 370 covers the area where the GRFD was initially founded. The western half of the GPZ consists of open land and desert, while the unincorporated residential area of Catalina encompasses the majority of the eastern half of the GPZ. Catalina is a community characterized by large lots of one acre or more. The construction types vary widely due to the unincorporated nature of the area, ranging from aging modular homes to custom construction.

### Critical Infrastructure and Significant Features

State Route 77 (Oracle Road) traverses this GPZ in a north-south direction. The eastern edge of this GPZ borders the Coronado National Forest in the foothills of the Santa Catalina Mountains and represents a significant wildland-urban interface risk.

Square Miles	46.42	% Total Coverage Area	19.5%		
Total Call Volume – 2020-2022	4,485	% Total Call Volume – 2020-2022	8.2%		
Population	8,628	Density	185.9		
		Calls Per 100 Population	52		
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	High	Moderate	High	High



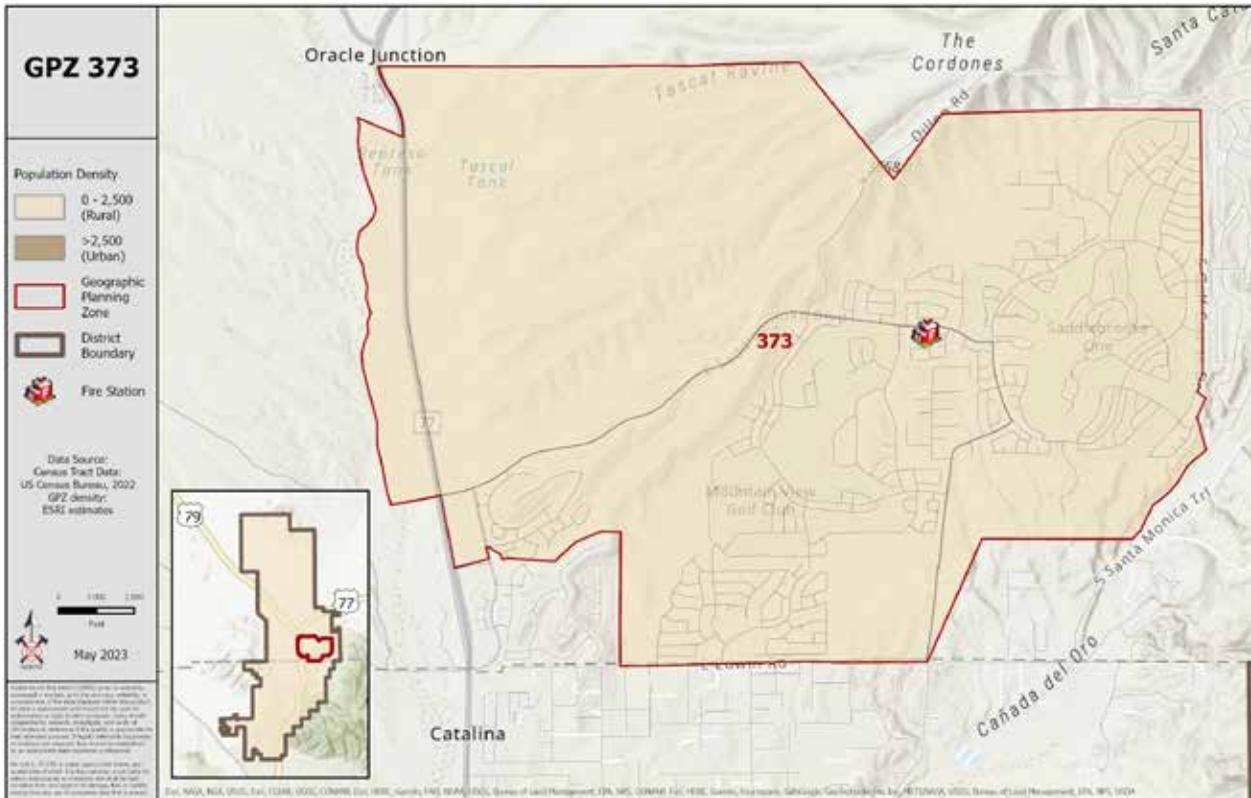
## General Description

GPZ 372 includes the northeastern portion of the Saddlebrooke retirement community. This encompasses approximately the entire eastern half of this GPZ. Saddlebrooke is a master-planned retirement community with construction typified by lightweight wood frame and stucco housing. This community is built around several golf courses and there is very little commercial in this GPZ. What is present consists of a golf club and clubhouse.

## Critical Infrastructure and Significant Features

The eastern edge of the GPZ borders the Coronado National Forest in the foothills of the Santa Catalina Mountains and represents a significant wildland-urban interface risk.

Square Miles	5.36	% Total Coverage Area	2.3%		
Total Call Volume – 2020-2022	1,050	% Total Call Volume – 2020-2022	1.9%		
Population	534	Density	99.6	Calls Per 100 Population	198
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Low	Low	Low	Low	High



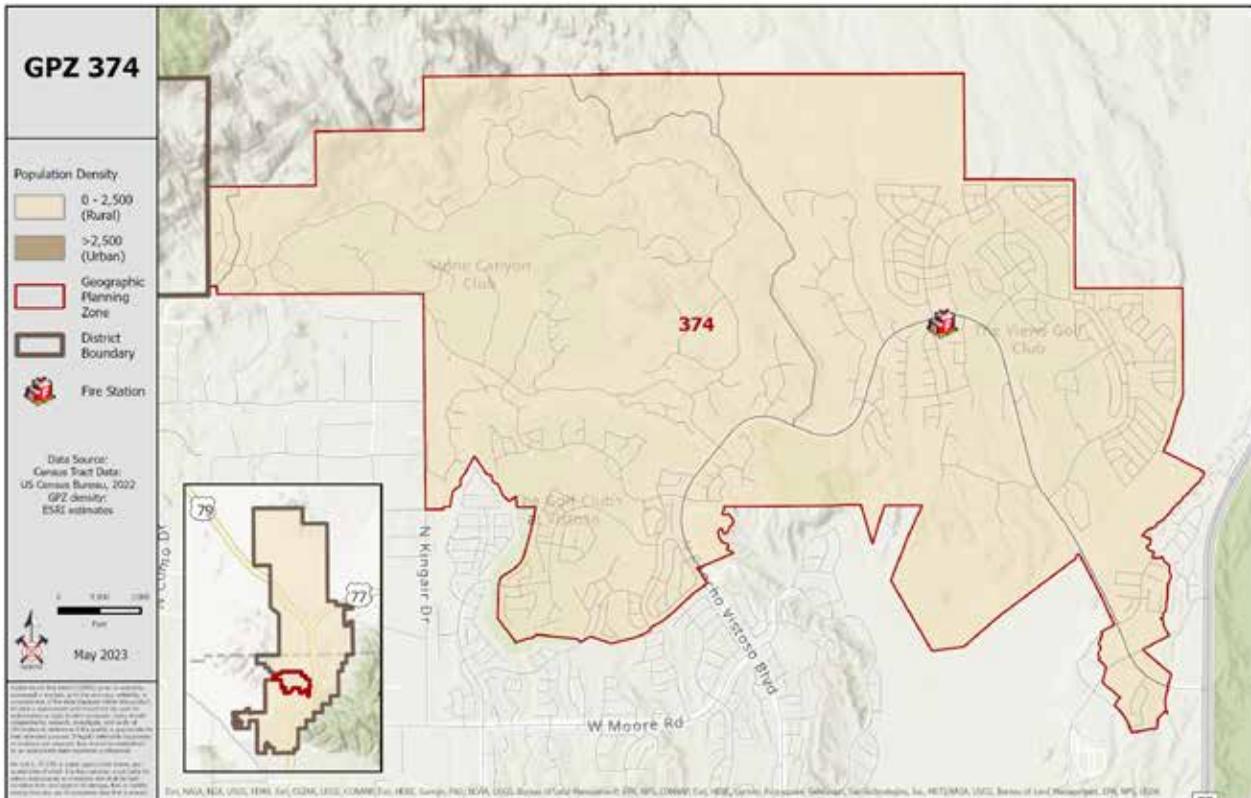
## General Description

GPZ 373 covers most of the Saddlebrooke retirement community except the northeastern third. Saddlebrooke is a master-planned community with construction typified by lightweight wood frame and stucco housing. This community is built around several golf courses. There is very little commercial in this GPZ. What is present consists of a golf club and clubhouse. Saddlebrooke encompasses the eastern third of this GPZ. The remainder to the west is open state and private land. The southeastern corner of this GPZ abuts the Coronado National Forest for approximately two miles.

## Critical Infrastructure and Significant Features

State Route 77 (Oracle Road) traverses the western edge of the GPZ in a north-south direction.

Square Miles	10.27	% Total Coverage Area	4.3%		
Total Call Volume – 2020-2022	8,854	% Total Call Volume – 2020-2023	16.2%		
Population	8,998	Density	876.1	Calls Per 100 Population	98
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	High	Moderate	High	Low	High



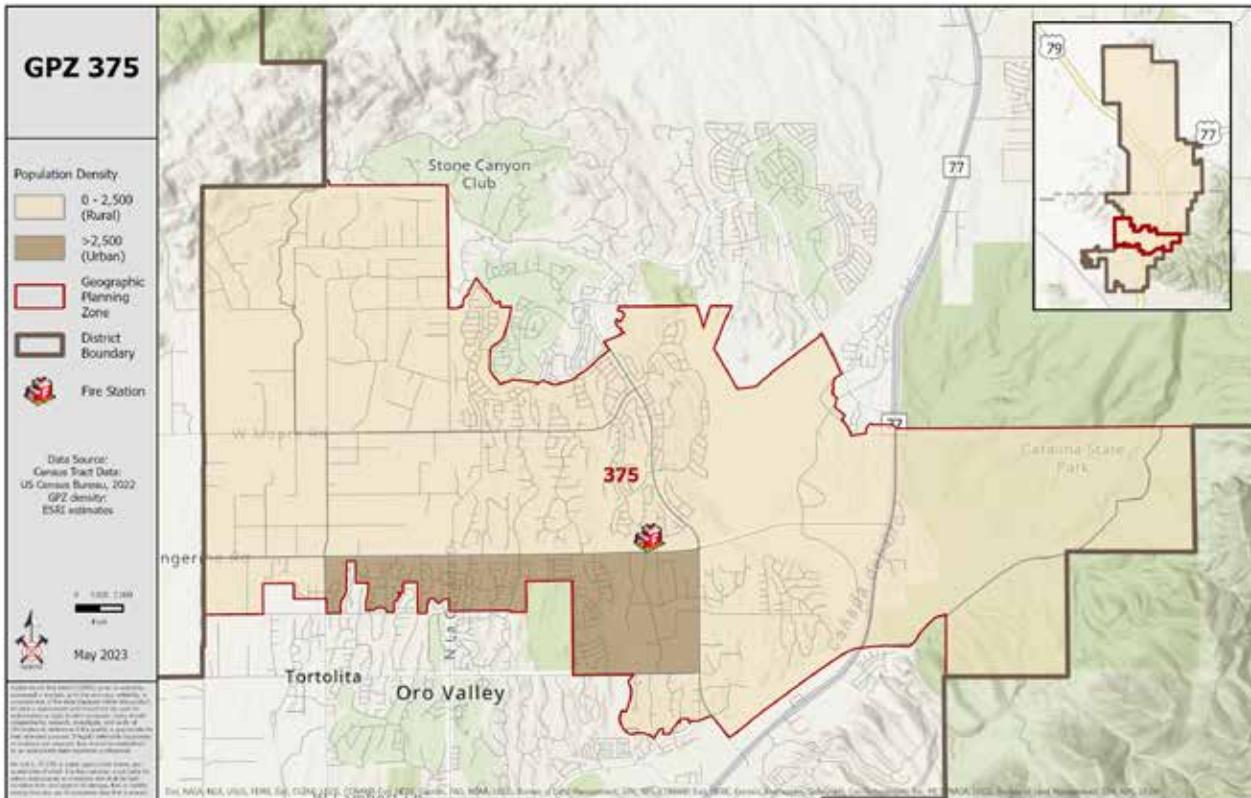
### General Description

GPZ 374 encompasses Sun City and Honeybee Canyon Estates neighborhoods and a portion of Innovation Park, which contains most of the commercial occupancies. Sun City is a typical adult-living neighborhood characterized by 2000-square-foot homes of lightweight wood frame and stucco on small lots. Honeybee Canyon Estates is a gated community of approximately 50 large luxury homes on one acre plus lots in the Tortolita Foothills. These neighborhoods are part of the master-planned Rancho Vistoso community surrounded by open land preserved for recreational activities. The western side of this GPZ includes Stone Canyon; another gated and master-planned community.

### Critical Infrastructure and Significant Features

State Route 77 (Oracle Road) traverses the eastern edge of the GPZ in a north-south direction. There is a significant wildland/urban interface risk for homes located in the foothills of the Tortolita Mountains.

Square Miles	8.04	% Total Coverage Area	3.4%		
Total Call Volume – 2020-2022	4,596	% Total Call Volume – 2020-2022	8.4%		
Population	7,601	Density	954.4	Calls Per 100 Population	60
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	Moderate	Moderate	Low	Low



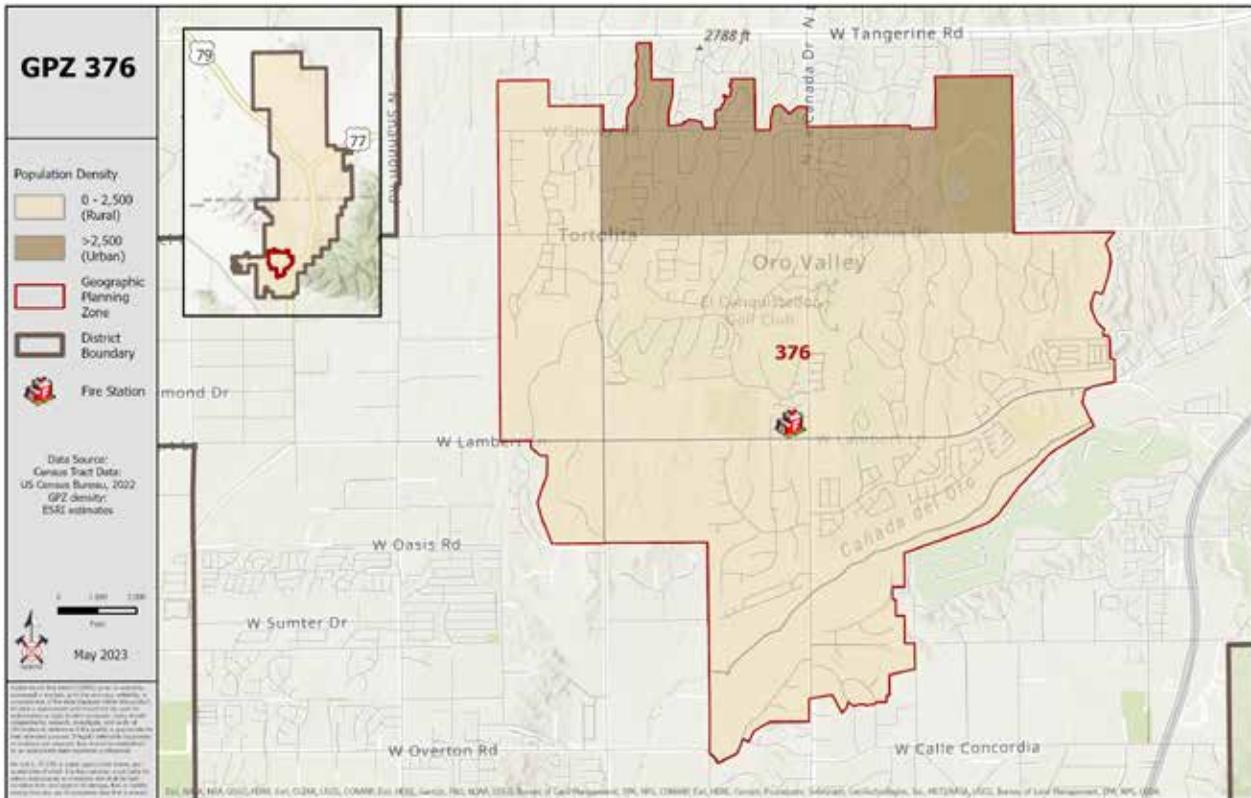
### General Description

This GPZ covers the western portion of the Rancho Vistoso master-planned community. Commercial occupancies in this GPZ are mainly concentrated along Oracle and Tangerine roads, as well as in Innovation Park. This GPZ includes the Oro Valley Hospital and Roche Diagnostics, two of the larger employers in the Golder Ranch Fire District. Most of this GPZ is typical family or adult suburban neighborhoods of lightweight wood frame and stucco houses. The western side of the GPZ consists of La Cholla Airpark, a 1000-acre private residential airpark.

### Critical Infrastructure and Significant Features

Oro Valley Hospital, the only hospital within GRFD and Roche Diagnostics, the largest employer in GRFD are located in this GPZ.

Square Miles	19.45	% Total Coverage Area	8.2%		
Total Call Volume – 2020-2022	8,161	% Total Call Volume – 2020-2022	15.0%		
Population	17,031	Density	875.6	Calls Per 100 Population	48
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	High	High	High	Moderate



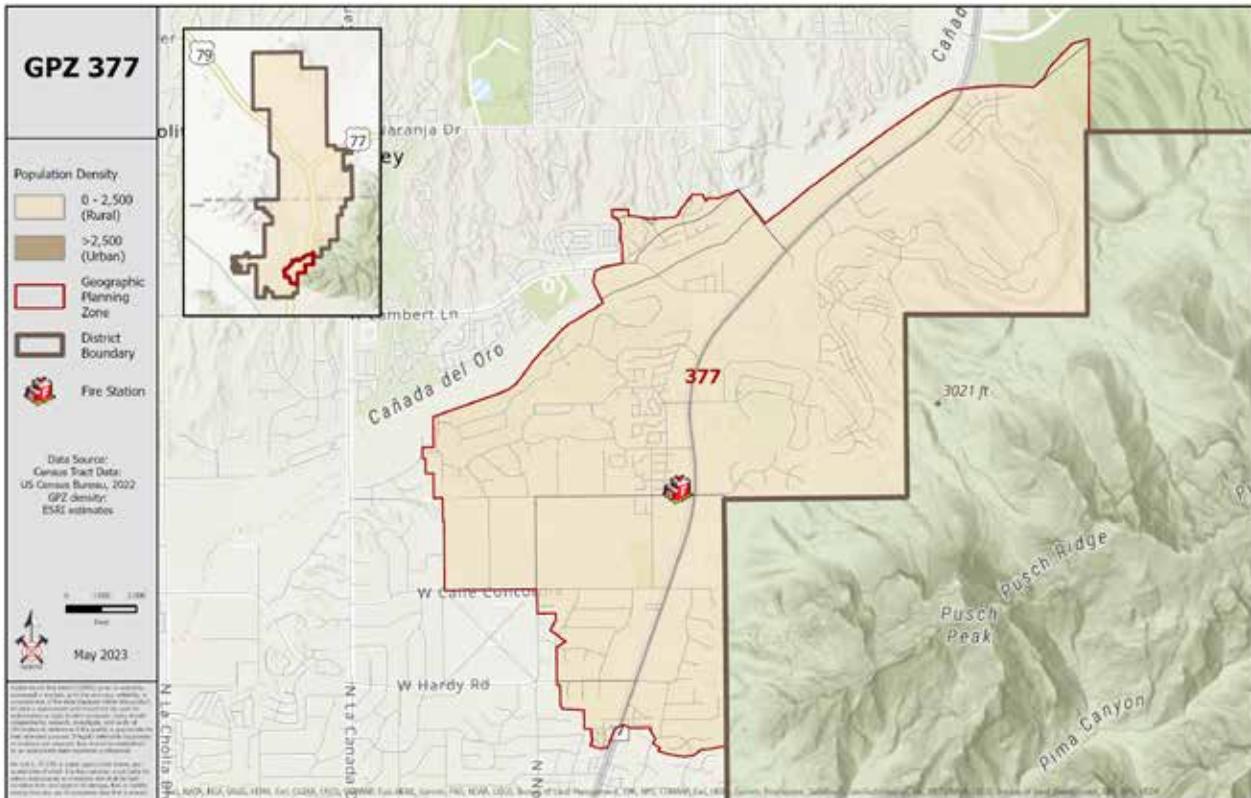
## General Description

The central portion of GPZ 376 is one of the few areas of the district that rises to the level of urban population density, though much of the area consists of suburban neighborhoods with some commercial including an anchor store strip retail center. Housing construction ranges from block to wood frame, and stucco and lots vary in size. Some neighborhoods on the western and the southern end of the GPZ feature larger one-acre plus lots though the neighborhoods in the central portion typically consist of smaller lots.

## Critical Infrastructure and Significant Features

There is a large high school located in this GPZ. One of the largest faith-based occupancies (1000+ capacity) is also located in this GPZ.

Square Miles	6.44	% Total Coverage Area	2.7%		
Total Call Volume – 2020-2022	5,043	% Total Call Volume – 2020-2022	9.2%		
Population	11,413	Density	1,772.2		
		Calls Per 100 Population	44		
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	Moderate	High	Low	Low



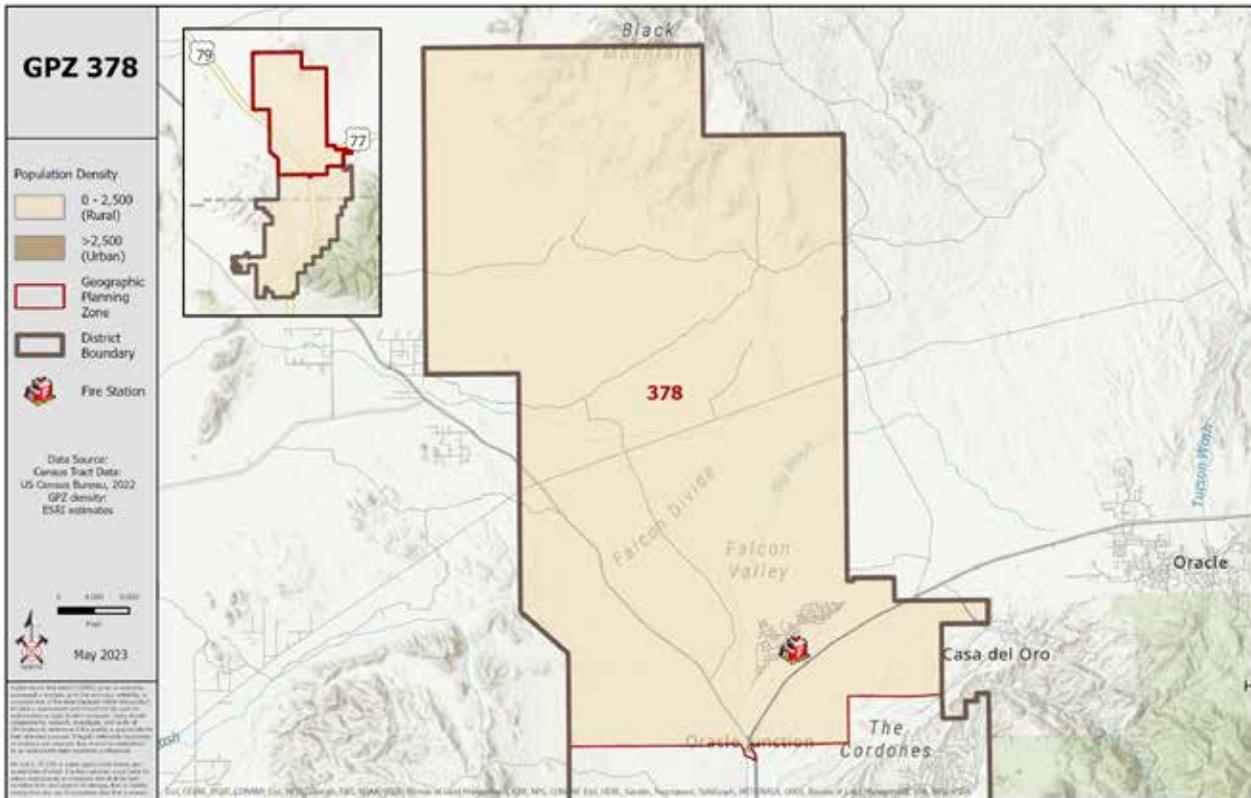
### General Description

GPZ 377 straddles Oracle Road, along which are most of the commercial structures. These commercial areas are typically strip malls anchored by larger big box occupancies. There are a few light manufacturing facilities along Oracle Road in the northeastern part of the GPZ. This GPZ consists of residential neighborhoods interspersed with open land. Along the eastern edge is the El Conquistador Resort, surrounded by neighborhoods of patio-type homes, and La Reserve, a private gated community of high-end homes and condominiums. Residential construction throughout this GPZ varies between block and wood frame and stucco.

### Critical Infrastructure and Significant Features

One of the largest faith-based occupancies (1000+ capacity) is located in this GPZ. The entire eastern edge of the GPZ abuts the Coronado National Forest and larger lot homes in this area have wildland-urban interface risk. This GPZ serves one the busier parts of State Route 77 (Oracle Road).

Square Miles	6.08	% Total Coverage Area	2.0%		
Total Call Volume – 2020-2022	5,927	% Total Call Volume – 2020-2022	10.9%		
Population	8,967	Density	1,474.8		
		Calls Per 100 Population	66		
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	Moderate	Moderate	Low	Low



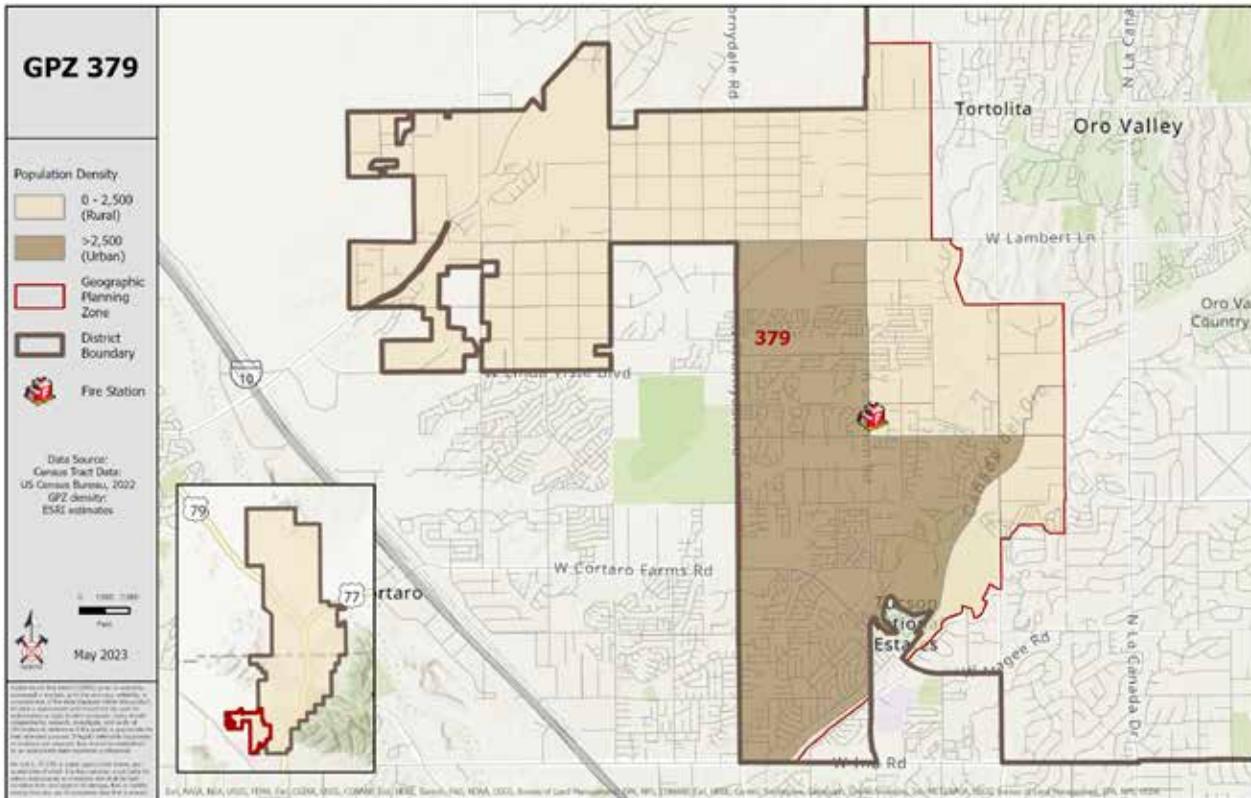
## GPZ 378 General Description

GPZ 378 is the largest of the district at 118.14 square miles but also the most sparsely populated. The only concentrated area of population is the Saddlebrooke Ranch Community. This community is a roughly two-square-mile 55+ active adult retirement community located in the southern portion of the GPZ off Highway 77, several miles north of the junction of Highways 77 and 79. The remainder of this GPZ consists of open desert, most of which is state trust land.

## Critical Infrastructure and Significant Features

State Highway 79 traverses in a southeast to northwest direction in the southwest quadrant of the GPZ.

Square Miles	115.74	% Total Coverage Area	48.5%		
Total Call Volume – 2020-2022	1,944	% Total Call Volume – 2020-2022	3.6%		
Population	2,255	Density	19.5		
		Calls Per 100 Population	86		
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Low	Low	Low	Low	Moderate



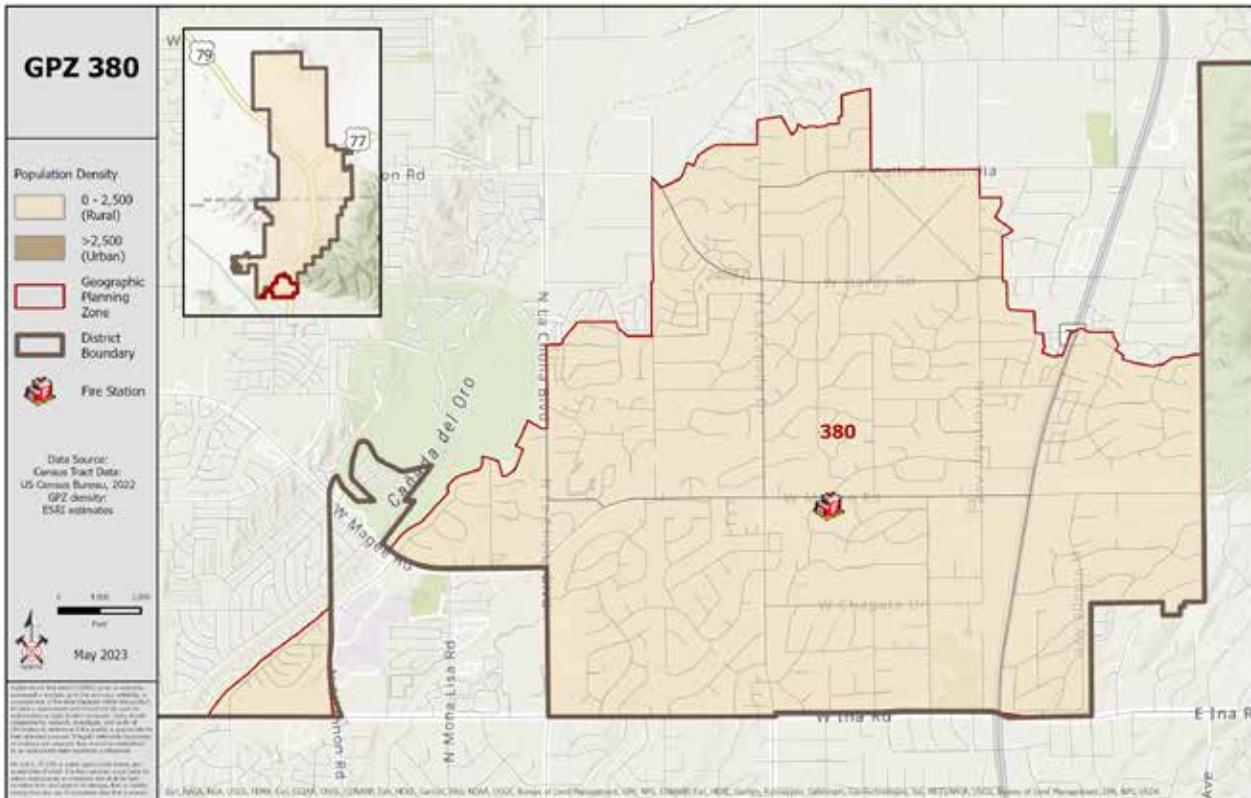
### General Description

GPZ 379 is the farthest southeast GPZ and is almost surrounded by the Northwest Fire District with the exception of its eastern border. The southern portion of this GPZ comprises older neighborhoods with population densities that rise to the urban threshold of greater than 2500 people per square mile. These homes consist of wood frame and siding, with a minority being block construction. The northern portion is suburban neighborhoods with larger lots and residential construction ranging from block to wood frame and stucco. The western side of this GPZ consists of one-acre lots and tends to have more custom homes. There are also several large apartment complexes in this GPZ.

### Critical Infrastructure and Significant Features

Other than several water reservoirs, there is no substantial critical infrastructure. The Cañada del Oro (CDO) wash flows in a northeast to southwest direction in the southeast quadrant of the GPZ and an unbridged crossing of the CDO represents a significant swift-water risk during high flows.

Square Miles	13.58	% Total Coverage Area	5.7%		
Total Call Volume – 2020-2022	6,151	% Total Call Volume – 2020-2022	11.3%		
Population	22,751	Density	1,675.3		
		Calls Per 100 Population	27		
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	Moderate	High	High	Low	Moderate



### General Description

This GPZ is consistent with mainly block-constructed suburban homes on half-acre or larger lots. Approximately one square mile in the center of this GPZ is above the urban threshold, but the remainder is under that threshold. Commercial construction is concentrated along Oracle, Magee and Ina roads and consists of strip malls, office complexes and grocery stores. In addition, this GPZ contains a few extensive assisted and independent living facilities. The Northwest Fire District borders the southern edge of this GPZ.

### Critical Infrastructure and Significant Features

State Route 77 (Oracle Road) traverses the GPZ in a north-south direction near the eastern edge. There is a large water reservoir also located near the eastern edge of the GPZ.

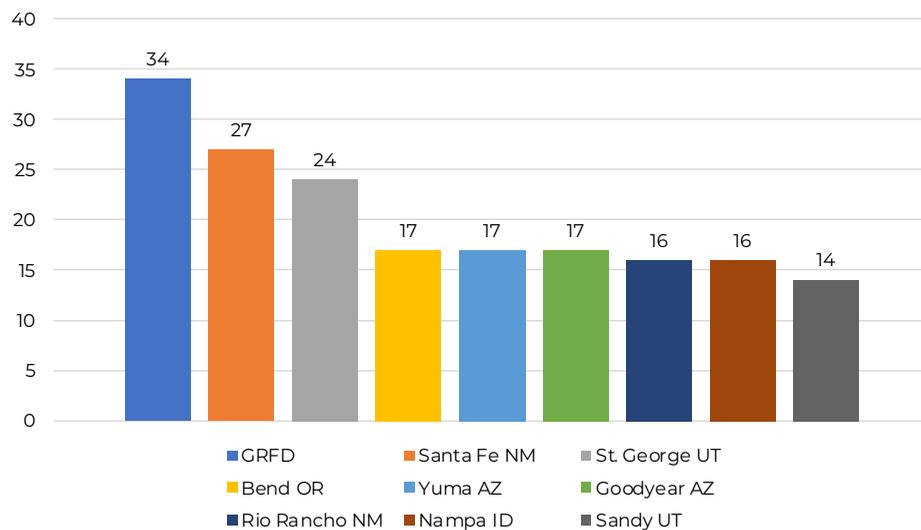
Square Miles	6.78	% Total Coverage Area	2.8%		
Total Call Volume – 2020-2022	8,335	% Total Call Volume – 2020-2022	15.3%		
Population	11,881	Density	1,752.4	Calls Per 100 Population	70
Service Program	EMS	Fire	Hazmat	TRT	Wildland
Risk Category	High	High	Moderate	Low	Low

### UNIQUE RISK FACTORS IN GOLDER RANCH FIRE DISTRICT

#### Senior Population Risk

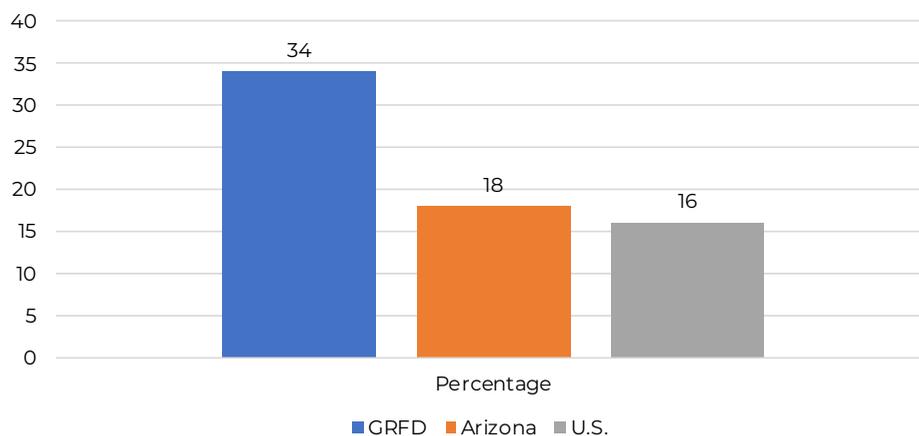
The over-65 population in GRFD is 34%; slightly more than one-third of the total residential population that GRFD serves. This percentage is substantially higher than similar sized fire agency demographics. The influx of winter visitors each year raises this percentage even higher. **Figures 3.6 and 3.7** show the population percentage of over-65 residents in comparison to other similar sized regional fire/EMS agencies, as well as the State of Arizona and the U.S.

**Figure 3.6** Percentage of Over-65 Population Compared to Similar Size Fire Departments\*



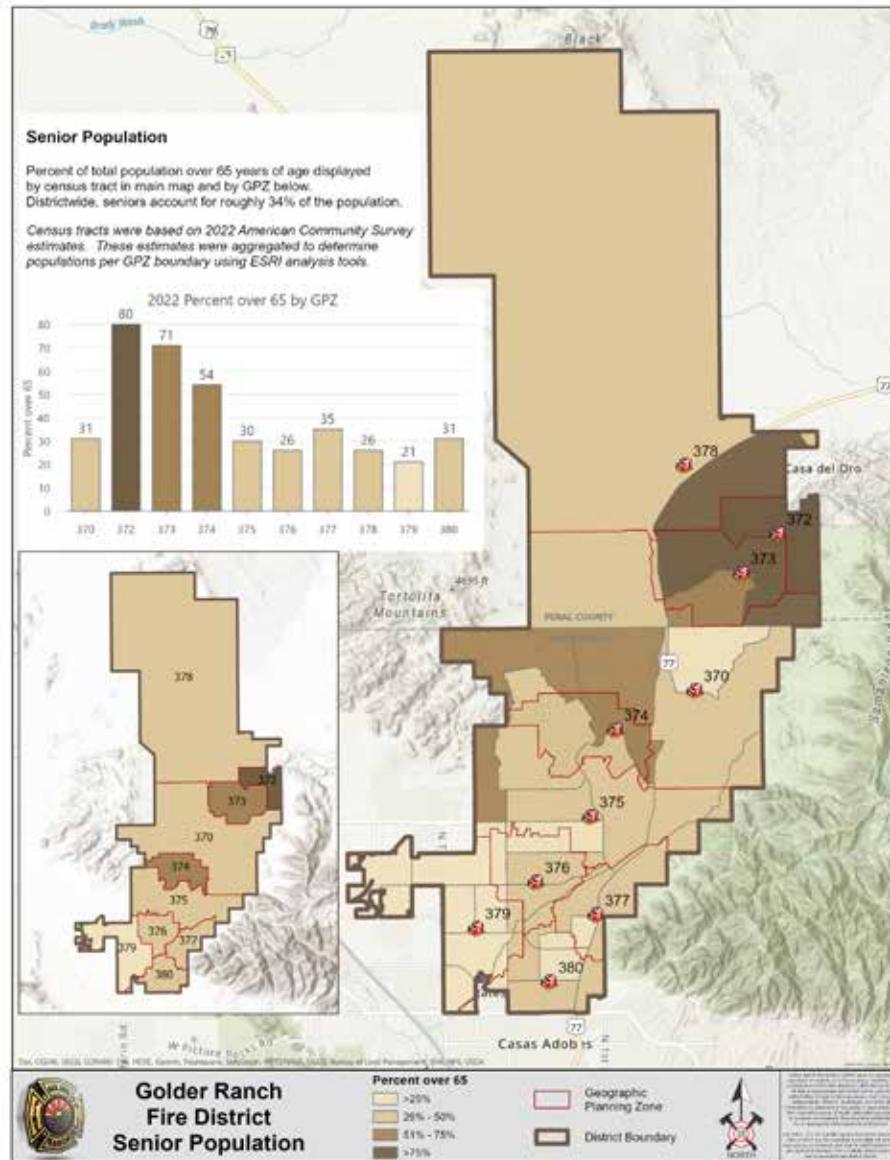
\*Population range of selected fire departments was 95,814 (Yuma) to 154,853 (Santa Fe).

**Figure 3.7** Percentage of Over-65 Population Compared to State of Arizona and U.S.



According to the United States Fire Administration,<sup>20</sup> older adults (65 years and older) experience a fire death risk 2.5 times higher than the general population. The NFPA reports that physical disabilities are a contributing factor in 15% of home fires.<sup>21</sup> Of persons over the age of 65, 33% have a disability,<sup>22</sup> thus further increasing the risk of injury or death in this age group.

**Figure 3.8**



<sup>20</sup>USFA . (October 2021). Volume 21, Issue 8. Fire Risk in 2019. <https://www.usfa.fema.gov/downloads/pdf/statistics/v21i8.pdf>

<sup>21</sup>NFPA – Fire Analysis & Research. Physical Disability as a Factor in Home Fire Deaths Fact Sheet. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Fact-sheets/disabilityfactsheet.ashx#:~:text=NFPA%20estimates%20that%20physical%20disability,home%20fire%20deaths%20per%20year.>

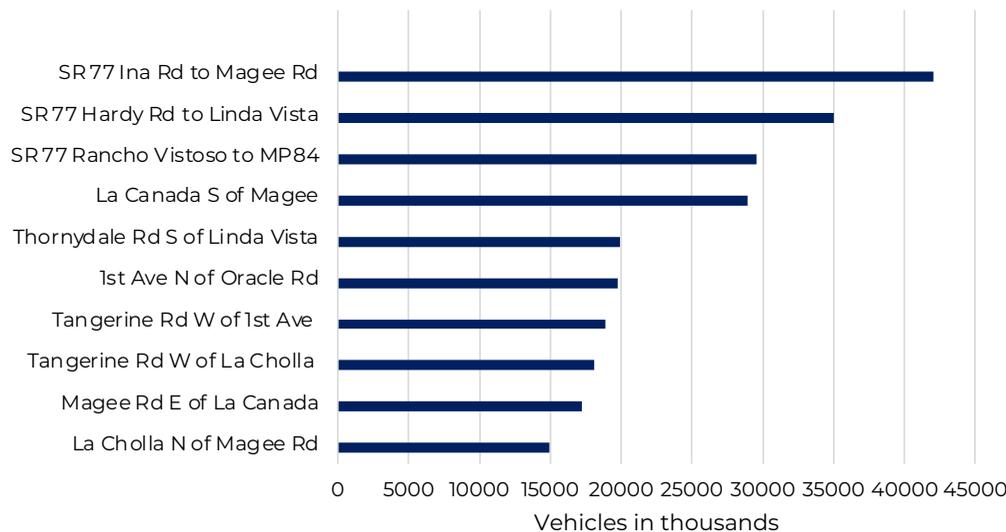
<sup>22</sup>Rehabilitation Research and Training Center on Disability Statistics and Demographics. (2017).

## Vehicle Traffic

Growth within the Golder Ranch Fire District service area is contributing to more congested roadways and resulting accidents. This negatively impacts GRFD in several ways. As traffic on the roadways increases, GRFD’s travel response times increase. This is evident in the response time data in Section 4 of this document. GRFD has responded to an average of 444 motor vehicle collisions (MVCs) annually in the past three years. This call type volume contributes to longer response times for all call types. MVCs also present a significant risk to GRFD personnel and all first responders given the fact that these incidents require operating on an active roadway.

Below is a chart that illustrates the 2022 annual average daily traffic of some of the major arterial roadways and State Route 77 (Oracle Road). The data is reflective of the high volume of traffic that occurs in GRFD.

**Figure 3.9** 2022 Annual Average Daily Traffic (AADT)\*



\*Source – Pima Association of Governments and Arizona Department of Transportation. (SR 77 data.)

With projected population growth rates of nearly 2% per year expected in the next five years and with no significant mass transit projects planned in the foreseeable future, this particular risk for GRFD is expected to continue to increase.

## Wildland Urban Interface

GRFD includes a significant percentage of area that has a high degree of wildland urban interface (WUI) risk. In its history the district has experienced several serious wildland fires that resulted in structures being lost or severely threatened. The most recent example is the sentinel Bighorn Fire that occurred June 5 to July 23, 2020. It consumed 119,978 acres, mostly outside of the district boundaries but threatened many homes along GRFD's eastern border. The extent of the fire and its proximity to GRFD is found in **Appendix 3.1**. Additional details may be found on page 89.



Bighorn Fire – Summer 2020

GRFD's wildland risk assessment team developed a WUI risk map that, along with other analytical work, is outlined later in this section. This risk is further addressed under the subsection titled Large Scale-Potentially Districtwide Event Risk Assessment.

## Severe Thunderstorms And Microbursts

Southern Arizona experiences a seasonal change in the direction of the prevailing winds known as the monsoon. The season runs from mid-June to mid-September. The monsoon produces a pattern of intense thunderstorms and microbursts that can bring heavy amounts of rain and trigger flash flooding. Strong monsoon storms can lead to a multitude of swift-water rescues; a high-risk incident for victims and GRFD personnel.

## Africanized Bees

Africanized bees have been in Arizona since 1993 and have become the dominant bee species in the state. They attack with much less provocation and in greater numbers than do the more docile European honeybees. They are especially sensitive to loud noises and vibrations that will often trigger an attack to the source of their detection and they will pursue a victim as far as a quarter mile. The life risk is from a victim receiving hundreds of stings that can result in death.

## EMS RISK ASSESSMENT

EMS incidents are the most common emergency GRFD responds to – representing 86% of the total emergent call volume in 2022. Medical emergencies pose a risk to every resident and visitor in the district, from low acuity, non-life-threatening events to true life-threatening cardiac or traumatic injury events. Out of all the district’s emergency service delivery programs, emergency medical services represent the greatest opportunity to save lives in the community.

As with any of the emergency services GRFD provides, time is of the essence. Two categories of EMS incidents are especially time sensitive; 1) traumatic injury resulting from penetrating or blunt trauma and 2) cardiac arrest. Early BLS and ALS treatment for trauma patients is essential for increasing the chances of survival.

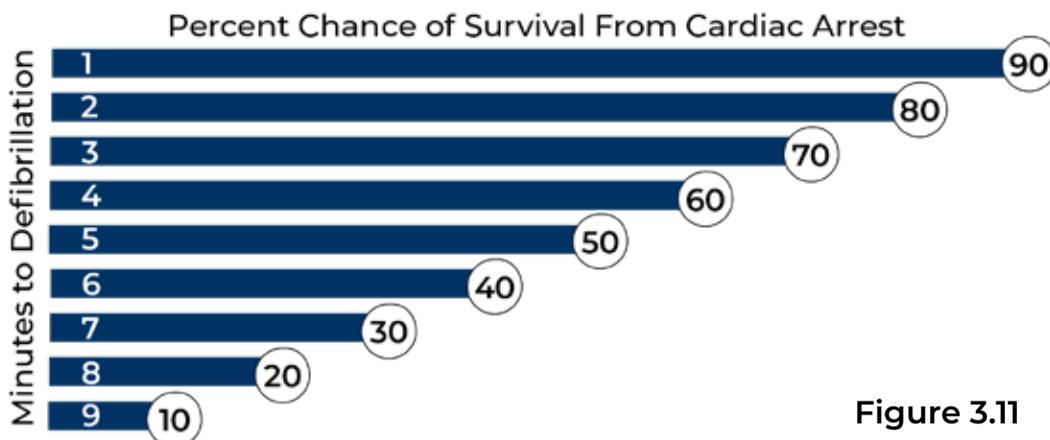
**Figure 3.10** illustrates American Heart Association’s Chain of Survival for cardiac arrest.



**Figure 3.10**

Information Source: American Heart Association

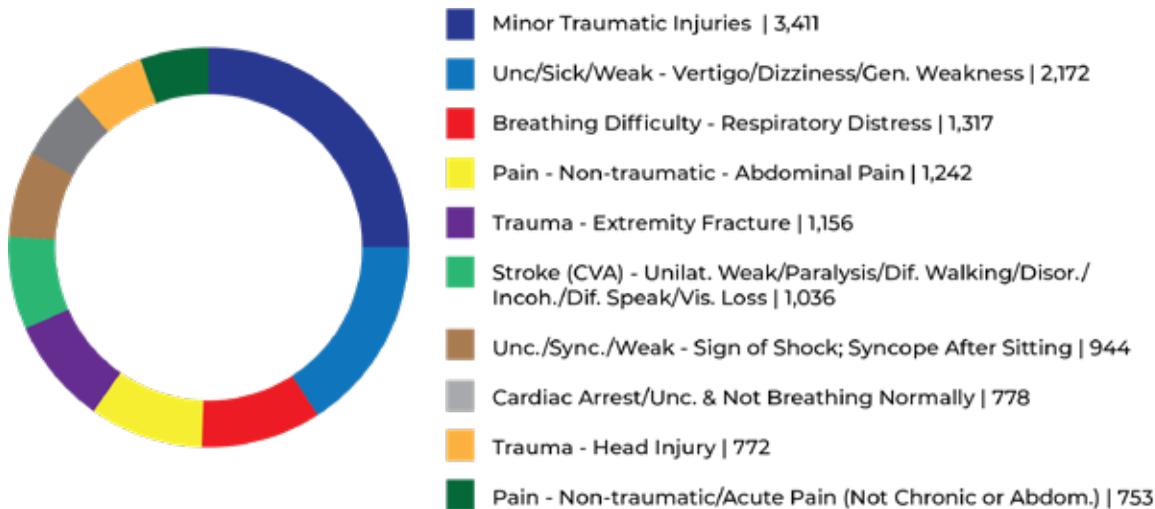
GRFD has influence over four of the six critical links of this chain that include providing education about the importance of early activation of emergency response, high-quality CPR, defibrillation and advanced resuscitation. The first three links are associated with response times, necessitating the need not only for required resources for these emergencies, but for prompt response times to initiate care. Early initiation of defibrillation is essential in the chain of survival as indicated in **Figure 3.11**. EMS response time performance is discussed in Sections 4 and 5.



**Figure 3.11**

To better understand the EMS risk, GRFD determined the top 10 EMS call types for the period of 2020-2022.

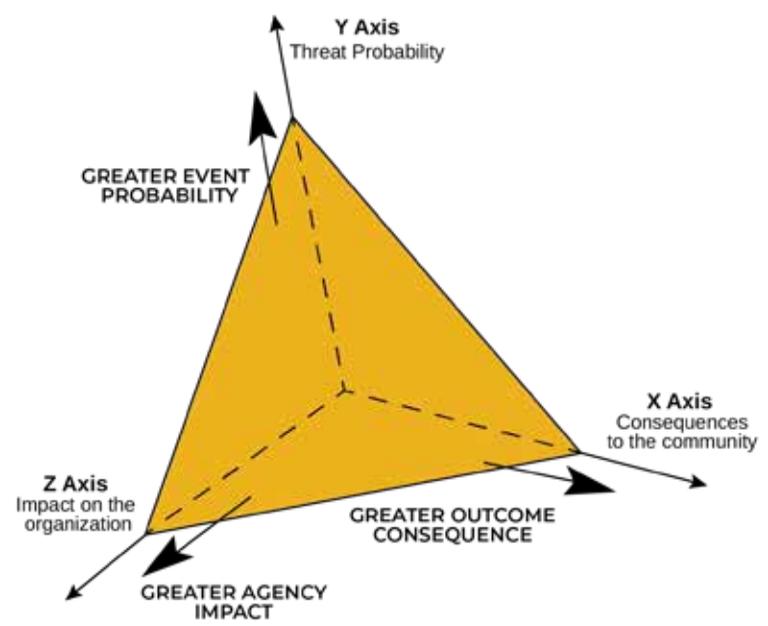
**Figure 3.12 Top Ten EMS Calls 2020-2022**



GRFD chose to use a three-dimensional risk model for EMS as well as for hazmat, technical rescue and wildland fire risk assessment scoring. This risk assessment model consists of frequency, severity and impact. These three factors are defined as follows:

- **Frequency** (also known as probability) is the chance or likelihood of a risk occurring.
- **Severity** (also known as consequence) is the effect of an incident has on the community and individuals. It also takes into account firefighter safety for the particular risk.
- **Impact** is the effect an incident has on GRFD as it pertains to the resources required to mitigate the emergency and the duration to do so.

**Figure 3.13 Three-Dimensional Risk Model**



Using the three-dimensional risk model each axis variable was scored on scale of 1 to 10 – one being the lowest risk – ten being the maximum possible risk. GRFD staff assigned a score to each axis; the X axis was based on subjective opinion and experience of senior GRFD staff; the Y and Z axis were based on incident history and the amount of GRFD resources and time needed to mitigate a particular risk.

**Figure 3.14**

Using Heron's formula, scores were calculated and a visualization of the resulting risk score was generated. The risk scores were used to develop risk categories; low, moderate, high and maximum.

**Heron's Formula**

$$\sqrt{\frac{(PC)^2}{2} + \frac{(CI)^2}{2} + \frac{(IP)^2}{2}}$$

EMS Risk Level Categories	
<b>Low</b>	Single patient emergent BLS and possible ALS level calls such as panic attacks, sick person, back pain, minor cuts and burns, pregnancy problems. This risk level is without airway, breathing or circulation complications. Transport needs determined on scene.
<b>Moderate</b>	Single patient ALS level calls with possible life threat such as respiratory distress, overdose with conscious patient, active seizures, strokes and others.
<b>High</b>	Single patient ALS level calls with imminent life threat such as code arrest, unconscious not responsive, drowning or near drowning, major traumatic injury such as GSW or stabbing.
<b>Maximum</b>	Multi casualty incidents such as an active shooter, multi-patient traumas with imminent life threats. This does not include traffic accidents with multiple patients.

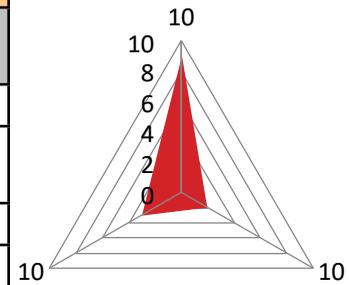
For each risk category critical tasks were identified to accomplish the desired performance goal.<sup>23</sup> This same methodology was applied to the other service classifications – fire, hazmat, technical rescue and wildland. The process allows the district to determine the resources required to ensure a positive outcome for a particular risk. Critical tasks and effective response force are defined as follows:

- Critical task: A time-sensitive work function that in conjunction with other work functions is essential to ensuring that an incident is stabilized to the performance level desired by the community.
- Effective response force: The number of personnel and type of apparatus necessary to complete all the identified critical tasks.

<sup>23</sup>Performance goals for each risk category for all service classifications are defined in Section 5.

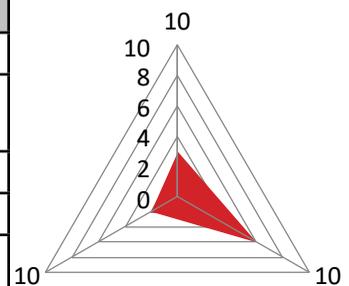
EMS – Low Risk (BLS 1, BLS 2, ALS 1, JUMP)	
Critical Task	Personnel Required
Command, scene safety/management	1
EPCR documentation, patient assessment and care	3
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 suppression company	

**RISK SCORE = 23**



EMS – Moderate Risk (ALS 2)	
Critical Task	Personnel Required
Command, scene safety/management	1
EPCR documentation, patient assessment and care	3
Assist with patient care, provide transport	2
<b>TOTAL</b>	<b>6</b>
Effective Response Force = 1 suppression company, 1 ambulance company	

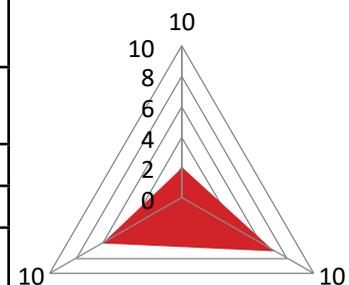
**RISK SCORE = 16**



It is noted that the low EMS risk score (23) is higher than the EMS moderate risk score (16). This is due to the high numerical values that were given to the frequency and the impact dimensions of the risk model.

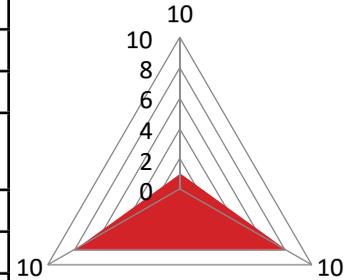
EMS – High Risk (Code ARREST, ALS 3, ALS 4)	
Critical Task	Personnel Required
Command, scene safety/management	1
Scene stabilization, LZ establishment if necessary	2
EPCR documentation, patient assessment and care	2
Assist with patient care, provide transport	2
<b>TOTAL</b>	<b>7</b>
Effective Response Force = 1 EMS captain, 1 suppression company, 1 ambulance company (ALS 3 adds 1 BC, ALS 4 adds 1 BC/1 Suppression Company)	

**RISK SCORE = 32**



EMS – Maximum Risk, (Full Medical Alarm)	
Critical Task	Personnel Required
Command, scene safety/management	1
Incident safety	1
Medical group supervisor	1
EPCR documentation, patient assessment and care	12
Assist with patient care, provide transport	6
<b>TOTAL</b>	<b>21</b>
Effective Response Force = 1 BC, 1 EMS captain, 3 suppression companies, 3 ambulance companies	

**RISK SCORE = 46**



### FIRE RISK ASSESSMENT

Nationwide, there continues to be a downward trend in reported home fires. The NFPA reports an over 50% decrease in these fires since 1980.<sup>24</sup> While the GRFD service area generally follows the nationwide trend of structure fires, these fires remain a substantial risk to the community in terms of potential life and property loss. Section 4 of this document presents a three-year history of fire loss data.

The majority of residence occupancies in the district are of newer construction – often described as modern or lightweight construction. This contrasts with houses built several decades ago – often described as legacy or traditional construction. The lightweight construction as well as several other current trends in residential structures have increased the risk for a severe outcome of a structure fire.

Underwriters Laboratory has considered four specific factors related to residential fire risk that collectively are called the UL Modern Fire Formula.<sup>25</sup>



These factors result in the following negative impacts regarding house fires:

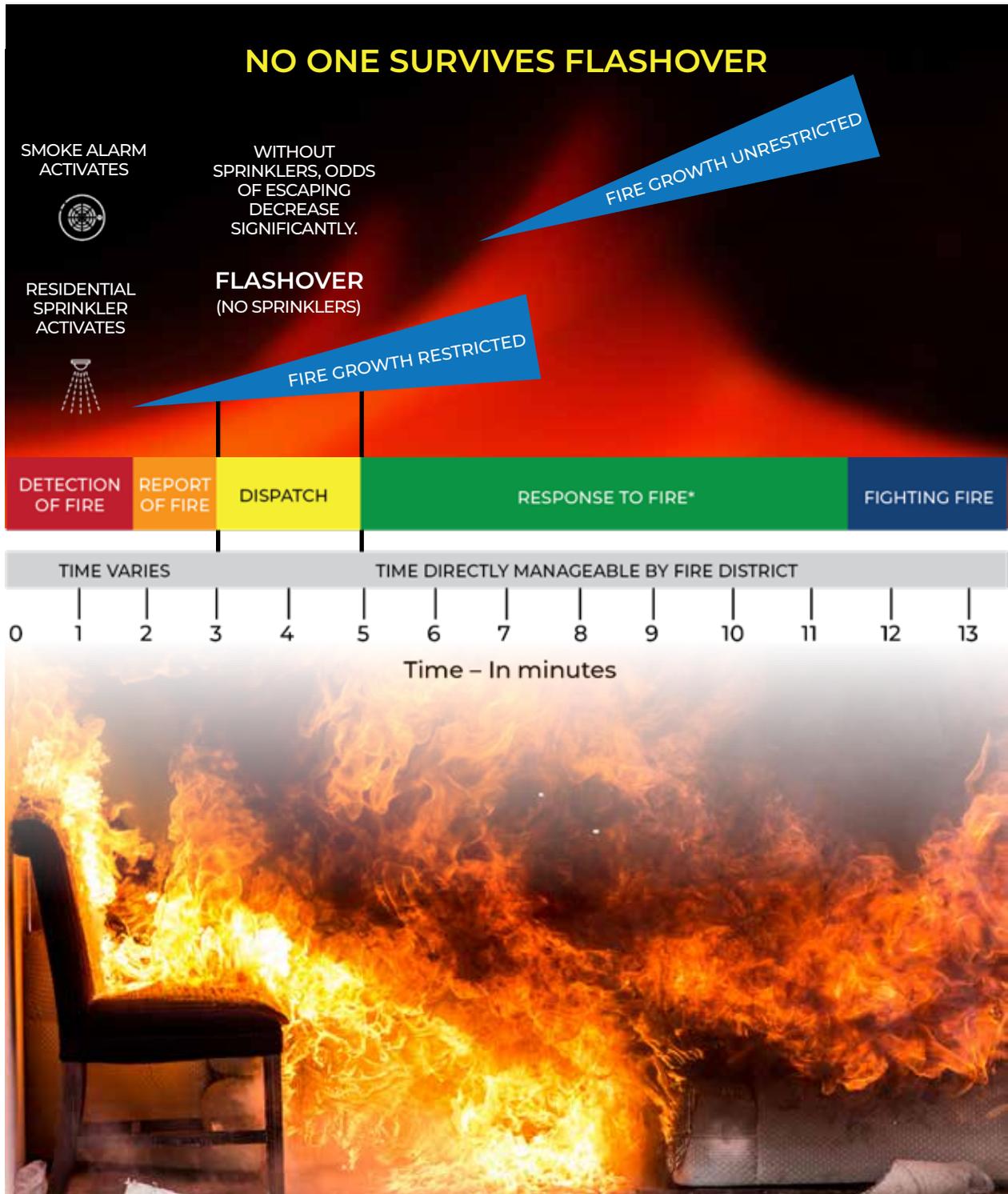
- Faster fire spread
- Shorter time to flashover<sup>26</sup>
- Rapid changes in fire behavior
- Shorter escape times
- Shorter time to structural collapse
- Greater exposure of carcinogens resulting from smoke to firefighters

<sup>24</sup>Aherns, M. and Haheshwari, R. Home Structure Fires. October 2021. NFPA Research.

<sup>25</sup>Analysis of Changing Residential Fire Dynamics and Its Implications on Firefighter Operational Time Frames. Underwriters Laboratories, <https://newscience.ul.com>.

<sup>26</sup>Flashover is when all surfaces and contents of a space (room) reach their ignition temperature nearly simultaneously resulting in full room fire involvement. Flashover is generally not a survivable event for either occupants or firefighters.

Figure 3.15 Fire Progression to Flashover



Flashover is generally not a survivable event for either occupants or firefighters.

## Sprinkler Discussion

The NFPA Home Structure Fires 2021 research report demonstrates the compelling case for home sprinkler systems.<sup>27</sup>

Statistic Category	Statistic
<b>Percentage of fires with operating sprinklers in which sprinklers were effective in controlling the fire</b>	<b>97%</b>
<b>Civilian deaths per 1,000 reported fires</b>	
Without sprinkler system	8.1
With sprinkler system	1.0
<b>Percent reduction with sprinklers</b>	<b>88%</b>
<b>Civilian injuries per 1,000 reported fires</b>	
Without sprinkler system	33
With sprinkler system	23
<b>Percent reduction with sprinklers</b>	<b>28%</b>
<b>Firefighter injuries per 1,000 reported fires</b>	
Without sprinkler system	51
With sprinkler system present	11
<b>Percent reduction with sprinklers</b>	<b>78%</b>
<b>Average loss per fire</b>	
Without sprinkler system	\$21,700
With sprinkler system	\$8,200
<b>Percent reduction with sprinklers</b>	<b>62%</b>

Related to home sprinklers, the following is a position statement from the United States Fire Administration (USFA).

It is the position of the USFA that all citizens should be protected against death, injury and property loss resulting from fire in their homes. All homes should be equipped with both smoke alarms and residential fire sprinklers, and all families should have and practice an escape plan. The USFA fully supports all efforts to reduce the tragic toll of fire losses in this nation, including the current International Residential Code that requires residential fire sprinklers in all new residential construction.<sup>28</sup>

<sup>27</sup>NFPA, Home Structure Fires. December 2017. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Building-and-life-safety/oshomes.pdf>

<sup>28</sup>United States Fire Administration. [https://www.usfa.fema.gov/about/sprinklers\\_position.html#:~:text=It%20is%20the%20position%20of,practice%20an%20emergency%20escape%20plan.](https://www.usfa.fema.gov/about/sprinklers_position.html#:~:text=It%20is%20the%20position%20of,practice%20an%20emergency%20escape%20plan.)

There is overwhelming evidence that a fire agency's ability to keep a fire to room of origin is a critical element in preventing fire deaths. Statistics in the table below show that when a fire is confined to the room of origin, versus extending beyond the room of origin, the rate of deaths and property loss is nine times less.<sup>29</sup> The NFPA also reports that three-quarters of residential fire deaths occur when the fire extends beyond the three most common rooms of origin – living room, bedroom and kitchen.<sup>30</sup>

Flame Spread	Rate Per 1,000 Fires		
	Civilian Deaths	Civilian Injuries	Avg. Dollar Loss/Fire
Confined fires or contained fire identified by incident type	0	8.7	\$200
Confined fire or fire spread confined to object of origin	0.4	11.1	\$1,200
Confined to room of origin, including confined fires and confined to object	1.8	23.8	\$4,000
Spread beyond the room of origin but confined to floor of origin	16.2	76.3	\$35,000
Spread beyond floor of origin	24.6	55.0	\$65,900

GRFD advocates fire sprinklers in new construction homes to reduce property damage and prevent both civilian and firefighter injuries and deaths. This is in line with #15 of the National Fallen Firefighters Foundation 16 Firefighter Safety Initiatives – “Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.”<sup>31</sup>

**For homeowners of sprinklered homes, the likelihood of being saved by a sprinkler in a fire is greater than being saved by an air bag in a vehicle crash.<sup>32</sup>**

<sup>29</sup>NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2020 Edition, Annex A.*

<sup>30</sup>NFPA, Home Structure Fires. December 2017. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Building-and-life-safety/oshomes.pdf>

<sup>31</sup>Everyone Goes Home 16 Firefighter Safety Initiatives. <https://www.everyonegoeshome.com/16-initiatives/>

<sup>32</sup><https://www.nist.gov/publications/comparing-performance-residential-fire-sprinklers-other-life-safety-technologies>

## Hoarding Discussion

An increase in hoarding has contributed to a higher risk to occupants and firefighters in structural fires. Hoarding disorder is described as people who have persistent difficulty getting rid of or parting with possessions due to a perceived need to save the items.<sup>33</sup>

Research indicates that two to five percent of the population has some form of hoarding. Adults between the ages of 55 and 94 are three times more likely to have a diagnosable hoarding disorder than adults between 34 and 44 years old.<sup>34</sup> The resulting clutter not only disrupts the ability to use living spaces but significantly contributes to fire load and resulting increase in fire and smoke conditions that inhibit an occupant's ability to escape during a fire.

According to the National Fire Protection Association, hoarding puts firefighters at an increased risk in several ways:<sup>35</sup>

- Firefighters' movement in a hoarder's home during search/rescue and fire attack efforts is difficult.
- Falling objects from stacked hoarding materials can injure or trap firefighters.
- Firefighters can be become trapped when exits are blocked.
- Fire load is heavier in a hoarder's home making for an increase in fire behavior and resulting higher temperatures and reduced visibility.
- The excessive fire load when becoming saturated with water can lead to floor collapse in multi-story homes or those with basements.



<sup>33</sup>American Psychiatric Association. Retrieved on 07/24/22 from <https://www.psychiatry.org/patients-families/hoarding-disorder/what-is-hoarding-disorder>.

<sup>34</sup>The Recovery Village. Retrieved on -7/24/22 from <https://www.therecoveryvillage.com/mental-health/hoarding/hoarding-statistics/>.

<sup>35</sup>National Fire Protection Agency. Retrieved on 07/24/22 from <https://www.nfpa.org/~media/files/public-education/by-topic/hoarding/hoarding.pdf?la=en>

## Fire Risk Assessment Methodology

GRFD chose to use a fire risk assessment model that included eight fire risk elements. The model utilized was a modified version of the Risk Assessment Form – Emergency Response (RAFER) 2.0 model. The exception to the use of this model was the **Low Fire Risk** category where the three-dimensional risk model was utilized since the RAFTER model is designed only for structure risks.

An internal fire risk assessment team used the modified RAFTER model to score representative occupancy types in GRFD. A summary of these scores is presented in the table below. The worksheets that were utilized for this process are included in **Appendices 3.2 and 3.3**. The resulting risk score for an occupancy was categorized as a moderate, high or maximum. In addition, station crews scored 170 occupancies in the district. Results of the field risk assessments are found in **Appendix 3.4**. The risk scale\* is the same for residential and commercial, and can be seen below.

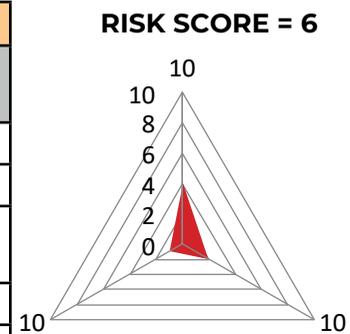
Occupancy Type	Score	Risk Category
Convenience store with gasoline pumps	12	Moderate
Fast food restaurant	13	Moderate
One to two-story office building	14	Moderate
Free-standing conventional restaurant	14	Moderate
Retail strip center	15	High
Large office building – up to four stories	17	High
Big box retail	20	Maximum
Large industrial occupancy	20	Maximum
Large office building or other over four stories	20	Maximum
Mobile home	12	Moderate
One to two-story single family home	12	Moderate
>One to two-story 5,000-square-foot single-family home	13	Moderate
Townhouse/condominium with common structural walls	15	High
<10 occupancy extended care facility	16	High
Large garden-style apartment	17	High
One to four-story hotel	19	High
Large resort occupancy	20	Maximum
>10 extended care facility/hospital	20	Maximum

\*Risk scale: 10-14 Moderate; 15-19 High; ≥ 20 Maximum

Following the scoring of a variety of occupancy types, the team developed critical tasks and effective response forces to manage each of the category risks.

Fire Risk Level Categories	
Low	Trash fires, urban tree fires, pole fires, car fires, smoke or fire alarms, arcing wires etc.
Moderate	Mobile homes, typical one and two story single family homes, duplexes, small apartment buildings, small retail, gas stations, small office buildings, restaurants.
High	Two-story large homes, apartment complexes, hotels, strip malls, large office buildings – up to four stories, extended care facilities with fewer than 10 patients.
Maximum	Large resort-style occupancies, hospitals, long-term care facilities with greater than 10 patients, big box stores, large commercial or industrial facilities.

Fire – Low Risk (Still Alarm)	
Critical Task	Personnel Required
Command, size-up, safety	1
Pump operator	1
Deployment and operation of fire attack lines	2
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 suppression company	



Fire – Moderate Risk (Structure 1 Alarm)	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Water supply	1*
Secure utilities	1*
Pump operator	1
Initial attack line/primary search	3
2nd attack line/secondary search	4
Ventilation	4
Rapid intervention crew/on deck	4
Medical	2
<b>TOTAL</b>	<b>21</b>
Effective Response Force = 2 BC, 1 EMS captain, 4 suppression companies, 1 ambulance company	

\*Personnel can assist with other critical tasks following completion of this critical task.

Fire – High Risk (Structure 2 Alarm)	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Water supply	2*
Secure utilities	1*
Fire sprinkler connection	1*
Pump operator	2
Initial attack/primary search	3
2nd attack line/secondary search	4
Ventilation	4
Various tasks above the fire floor	3
Rapid intervention crew/on deck	4
Medical	2
<b>TOTAL</b>	<b>25</b>
Effective Response Force = 2 BC, 1 EMS captain, 4 suppression companies, 1 ladder company, 1 ambulance co.	
Fire – Maximum Risk (Structure 3 Alarm)	
Critical Task	Personnel Required
Command	1
Safety	1
Accountability	1
Division supervisor/forward operating ofc.	1
Water supply	2*
Secure utilities	1
Fire sprinkler connection	1*
Pump operator	2
Initial attack line/primary search	3
2nd attack line/secondary search	3
Ventilation	8
Various tasks above fire floor	3
Rapid intervention crew/on deck	4
Medical	4
<b>TOTAL</b>	<b>31</b>
Effective Response Force = 2 BC, 1 EMS captain, 4 suppression companies, 2 ladder companies, 2 ambulance companies	

\*Personnel can assist with other critical tasks following completion of this critical task.

## HAZMAT RISK ASSESSMENT

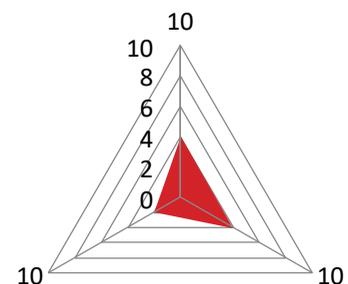
GRFD has a wide range of hazmat risks ranging from carbon monoxide (CO) alarms to potential large-scale hazmat events on State Route 77 and other major arterial roadways. All GRFD firefighters are trained to the operations level of NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*. In addition, there are 29 firefighters trained to the technician level of NFPA 472.

The GRFD hazmat risk team utilized the three-dimensional risk scoring tool to score each hazmat risk category. This was followed by the development of critical tasks and effective response forces for each of the risk categories.

Hazmat Risk Level Categories	
Low	CO alarms, small flammable liquid spills, small pressurized flammable or nonflammable gas container leaks, small diameter gas line leaks. Incident can be stabilized at the hazmat operations training level.
High	Large diameter gas line breaks, larger flammable liquid spills, larger propane tank leaks, other hazmat release greater than 50 gallons.

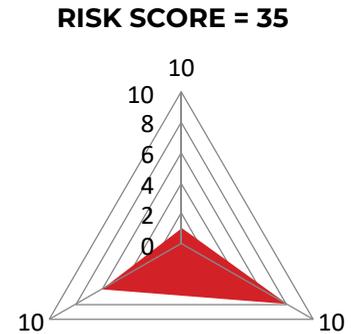
Hazmat – Low Risk	
Critical Task	Personnel Required
Command/safety	1
Size-up/recon/air monitoring/spill mitigation	2*
Patient assessment as needed	1*
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 suppression company	

**RISK SCORE = 14**



\*Personnel can rotate between these critical tasks as needed.

Hazmat – High Risk	
Critical Task	Personnel Required
Command	1 FRO
Incident safety/hazmat safety	1 FRO, 1 haztech
Hazmat division supervisor	1 haztech
Pump operator	2 FRO
ID/recon	2 haztech
Air monitoring	2 haztech
Protection lines	4 FRO
Entry supervisor	1 haztech
Entry team	2 haztech
Backup team	2 haztech
Decon	2 FRO, 1 haztech
Medical	2 FRO
<b>TOTAL</b>	<b>12 FRO 12 haztech</b>
Effective Response Force = 1 BC, 1 EMS captain, 3 hazmat suppression companies, 1 hazmat squad, 1 hazmat ambulance company, 2 suppression companies	



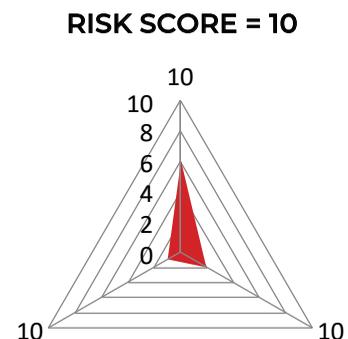
## EXTRICATION RISK ASSESSMENT

While extrication is typically classified under technical rescue, GRFD has chosen to list it separately as a service classification. This is the result of the wide spectrum of extrication types that are encountered and the prevalence of these calls within the service area.

Vehicle extrications typically happen on the more high-speed roadways in the district, posing an additional risk to GRFD members at the scene. Motor vehicle crashes increased 23% in the district during the period of 2020 to 2022, of which a significant number required patient extrication functions. In addition to car and light truck-involved extrications, the district has the additional risk of responding to more complex extrications involving tractor trailers and large construction equipment.

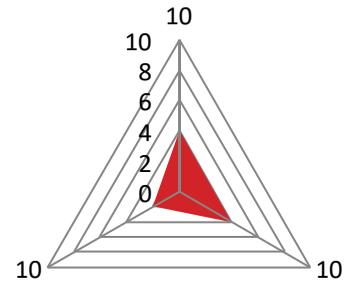
Extrication Risk Level Categories	
Low	Minor accidents involving motor vehicles, transport needs determined on scene, may involve forcing the door or breaking glass to access.
Moderate	MVC with unconscious patients, respiratory distress, high speed or high mechanism without verified injury reported, may involve forcing door or breaking glass to access patient
High	MVC with reports of patients trapped or ejected and may involve extrication needs such as dash lift, door removal, roof removal, B post removal, etc.
Maximum	MVC with complicated extrications, special call from field personnel.

Extrication – Low Risk	
Critical Task	Personnel Required
Command/safety	1
Vehicle stabilization/traffic protection	1
Patient care/removal	2
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 suppression company	



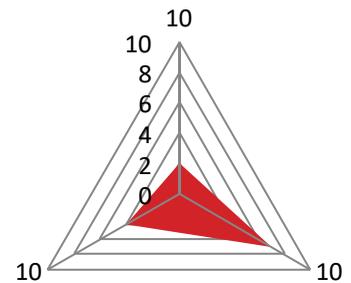
Extrication – Moderate Risk	
Critical Task	Personnel Required
Command/safety	1
Vehicle stabilization/traffic protection	1
Patient removal	2
Patient transport	2
<b>TOTAL</b>	<b>6</b>
Effective Response Force = 1 suppression company, 1 ambulance company	

RISK SCORE = 14



Extrication – High Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Vehicle stabilization	2*
Extrication/patient communication	4**
Treatment/transport	2
Protection line	1
<b>TOTAL</b>	<b>7</b>
Effective Response Force = 1 BC, 1 suppression company, 1 ambulance company (ALS 4 adds 1 suppression company)	

RISK SCORE = 23

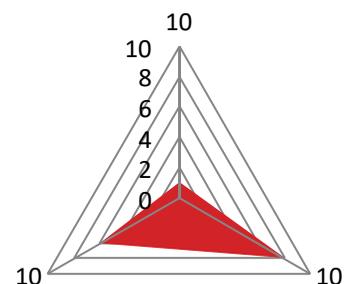


\*Can move to other critical tasks when task is completed.

\*\*Can move to treatment when extrication tasks are completed.

Extrication – Maximum Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety	1
Extrication supervisor	1
Triage	2
Protection line	1
Pump operator	1
Extrication/stabilization	10
<b>TOTAL</b>	<b>18</b>
Effective Response Force = 1 BC, 1 EMS captain, 1 TRT suppression company/squad, 1 TRT ambulance company, 2 suppression companies, 1 ambulance company	

RISK SCORE = 35



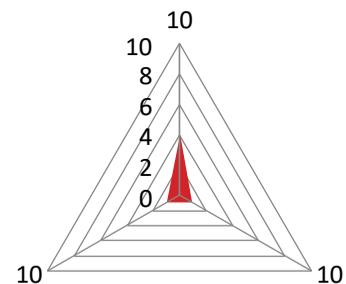
## TECHNICAL RESCUE TEAM RISK ASSESSMENT

GRFD has technical rescue risks that include trench rescue, confined space, swift-water rescue, high-angle rescue and building collapse.<sup>36</sup> All GRFD personnel are trained minimally to the first responder awareness (FRA) level of NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*. There are 28 GRFD personnel trained to the technician level of NFPA 1670.

TRT Risk Level Categories	
Low	Stranded vehicle in still water and elevator rescue.
Moderate	Low angle rescue of an injured or ill hiker.
High	Trench rescues, swift-water rescues, confined space rescues, high angle rescues and building collapse.

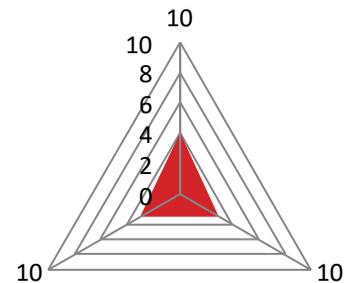
TRT – Low Risk	
Critical Task	Personnel Required
Command	1
Safety	1
Occupant removal	2
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 suppression company	

RISK SCORE = 4



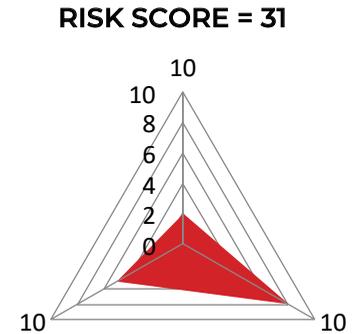
TRT – Moderate Risk	
Critical Task	Personnel Required
Command	1 FRA
Safety	1 Tech
Technical rescue supervisor	1 Tech
Advance team/size-up	2 FRA*, 2 Tech*
Rigging, rescue, hauling	2 FRA, 4 Tech
Treatment and transport	2 FRA
<b>TOTAL</b>	<b>5 FRA, 6 Tech</b>
Effective Response Force = 1 BC, 1 TRT EN/SQ, 1 TRT ambulance, 1 suppression company	

RISK SCORE = 14



<sup>36</sup>Building collapse risk is primarily in the form of partial building collapse due to impact from a vehicle.

TRT – High Risk	
Critical Task	Personnel Required
Command	1
Accountability	1
Safety	1
Technical rescue supervisor	1
Logistics such as spotters, air monitoring, lockout/tagout, cribbing/shoring, etc.	4
Rescue team	4
Support such as decon, backup team, etc.	4
Treatment and transport	2
<b>TOTAL</b>	<b>12 FRA, 6 Tech*</b>
Effective Response Force = 1 BC, 1 EMS captain, 1 TRT suppression company/squad, 1 TRT ambulance company, 2 suppression companies, 1 ambulance company	



\*Deployment of technicians versus FRA personnel is dependent on specific type of rescue.

Additional resources are available from Northwest Fire District and Tucson Fire Department if resources beyond the high-risk ERF are required.

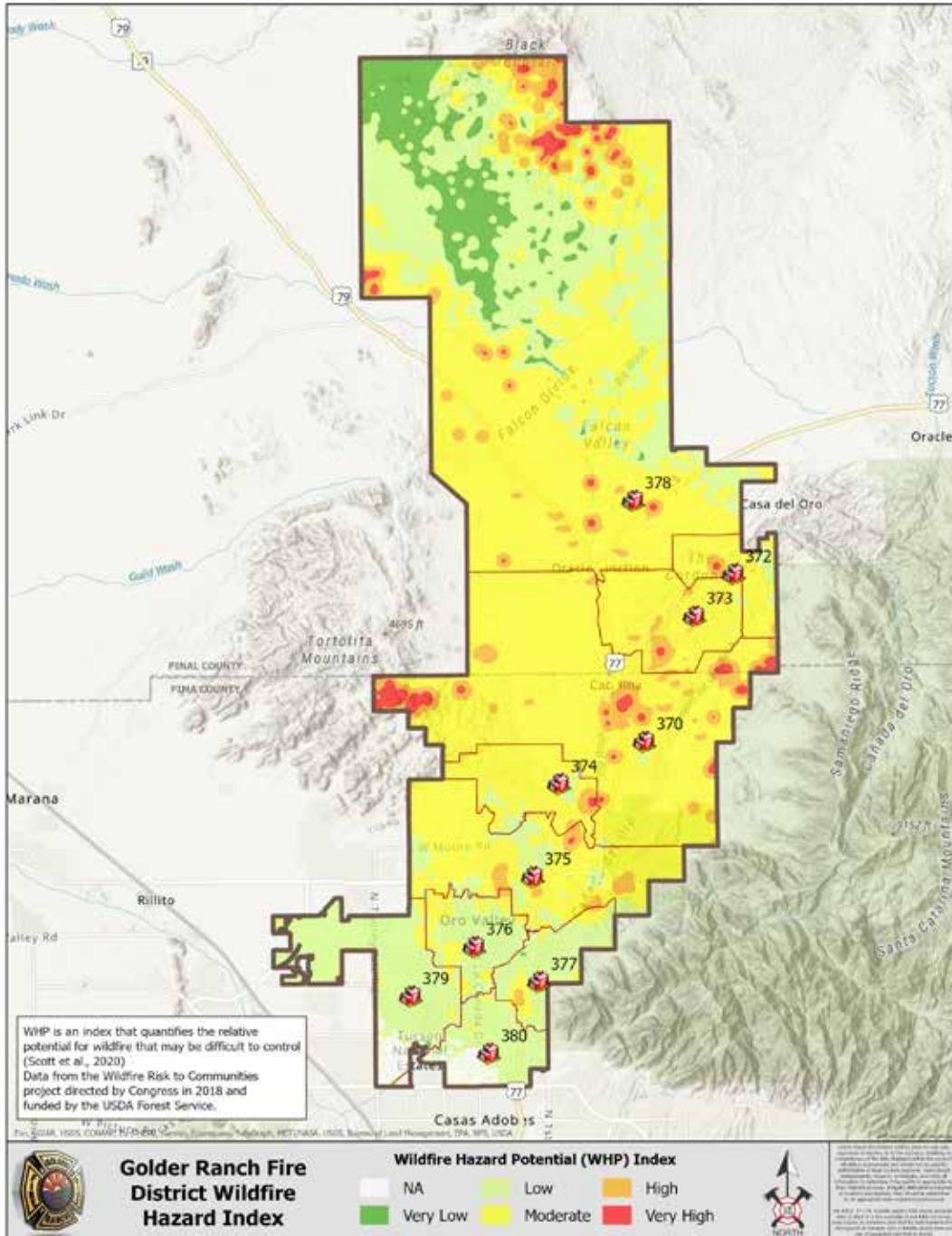


July 2022 – Cañada del Oro Wash

### WILDLAND URBAN INTERFACE RISK ASSESSMENT

Wildland fire risk exists in a significant portion of Golder Ranch Fire District. The risk is especially high as the region continues to be under the condition of a long-term drought. The wildfire risk is further described in the Large-Scale Potentially Districtwide Event Risk Assessment discussion in this section.

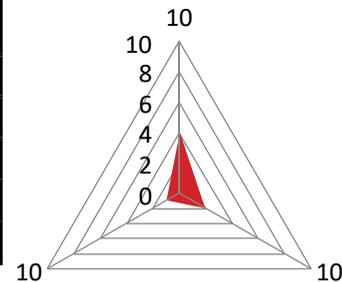
Figure 3.16



Wildland Fire Risk Level Categories	
Low	Small isolated or roadside fires, tree or brush fires, low spread rate.
High	Brush fires with rapid rate of spread, greater than one acre or threatening structures.

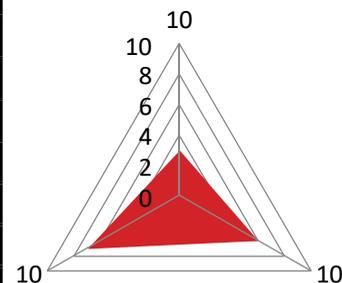
Wildland Fire – Low Risk	
Critical Task	Personnel Required
Command/safety	1
Pump operator	1
Fire attack	2
<b>TOTAL</b>	<b>4</b>
Effective Response Force = 1 engine company	

**RISK SCORE = 6**



Wildland Fire – High Risk	
Critical Task	Personnel Required
Command/accountability	1
Safety	1
Water supply	2
Water supply site manager	1
Pump operator	2
Fire attack	12
Medical	2
<b>TOTAL</b>	<b>21</b>
Effective Response Force = 1 BC, 1 EMS captain, 2 engine companies, 1 Type 3 brush Engine, 1 Type 6 brush engine, 1 water tender, 1 ambulance company	

**RISK SCORE = 36**



If resources beyond the high-risk ERF are required, additional resources including Type 3 and 6 wildland engines and Type 1 tenders are available from Northwest Fire District and Tucson Fire Department.

Resources are also available from the Arizona Department of Forestry and Fire Management including incident management teams, 20-person wildland crews, air resources and additional wildland engines and tenders.

The Bighorn Fire began June 5, 2020, in the Santa Catalina mountains just north of Tucson, Arizona. This fire ignited on United States Forest Service (USFS) land just outside of the eastern border of the Golder Ranch Fire District (GRFD). The fire was sparked by a lightning strike and was fueled by dry vegetation, high temperatures, poor access and gusty winds.

The fire quickly grew, leading to evacuations and road closures in the surrounding areas to ensure the safety of residents and firefighters. The rugged terrain of the Santa Catalina Mountains presented challenges to firefighting efforts, making it difficult for crews to access certain areas of the fire. By mid-July, the fire had burned through approximately 119,000 acres of land before being declared under control. Despite its size, no fatalities or major injuries were reported among firefighting personnel or residents.

Firefighting personnel from various agencies, including the Golder Ranch Fire District, worked tirelessly to contain the Bighorn Fire. They employed a combination of aerial resources, ground crews, and strategic fire lines to prevent the fire's spread. The efforts were hampered by the fire's rapid growth and the challenging conditions posed by the mountainous terrain. Ultimately, the Bighorn Fire was declared fully contained on July 23, 2020.

The Bighorn Fire highlighted the ongoing challenges of wildland urban interface (WUI) firefighting risk to the residents of the Golder Ranch Fire District. This fire underscored the importance of preparedness, collaboration between firefighting agencies and public awareness in preventing and managing wildfires.



Photo courtesy: P. Oglesby

Summer 2020 – Bighorn Fire

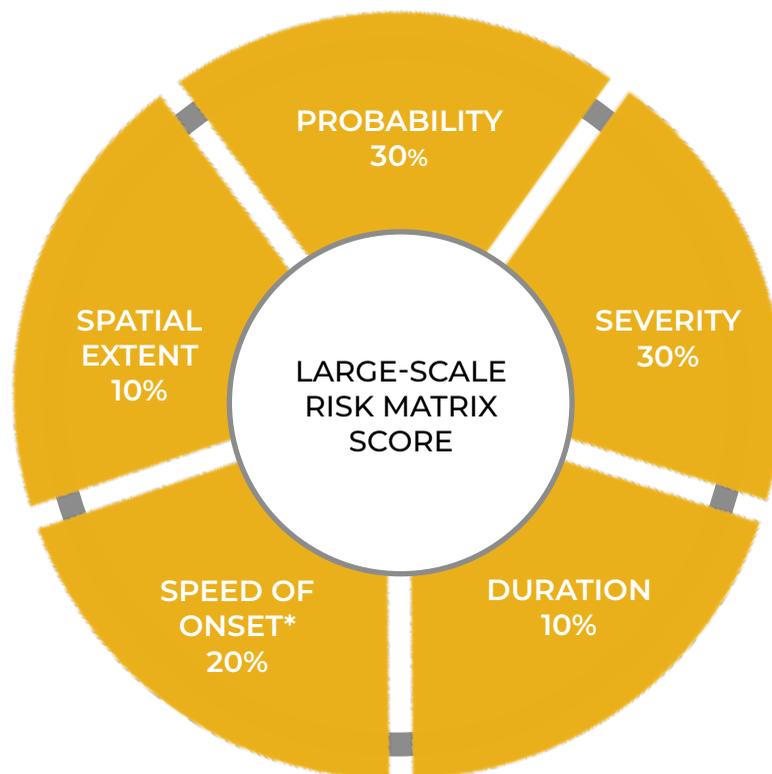
## LARGE-SCALE POTENTIALLY DISTRICTWIDE EVENT RISK ASSESSMENT

In addition to the five classifications of risk previously discussed (fire, EMS, hazmat, technical rescue and wildland), GRFD has also assessed large-scale, potentially districtwide risks. These risks would likely require additional resources beyond GRFD's capability and have extended incident time periods.

A five-dimensional profile risk index (PRI) was utilized by GRFD's senior staff resulting in the identification and ranking of six large-scale risks. The PRI process consisted of rating five risk factors with an associated weighted value.<sup>37</sup> Each of the risk factors were scored on a 1-10 scale, 1 being the lowest, 10 being the highest.

The elements and their associated weighted values are illustrated in **Figure 3.17**.

**Figure 3.17 Profile Risk Index (PRI)**



\*Refers to advance warning time of event

<sup>37</sup>Beyond the Basics, Best Practices in Local Mitigation Planning, [www.mitigationguide.org](http://www.mitigationguide.org), and National Fire Academy On-campus Executive Fire Officer Community Risk Reduction course curriculum.

The complete profile risk index scoring matrix is found in **Appendix 3.5**. Discussion of each large-scale risk and the associated category rating/PRI score follows – listed in order of the highest associated PRI score.

### WILDLAND/URBAN INTERFACE (WUI) FIRE

PRI SCORE – 7.1

NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* defines wildland/urban interface as the following:

The line or zone where structures and other development meet or intermingle with undeveloped wildland or vegetative fuels and the area within or adjacent to private and public property where mitigation actions can prevent damage or loss from wildfire.

The combined factors of history of wildfires threatening structures within the district, areas of high potential of WUI fires and the expected continuation of a 20-year or longer drought with higher temperatures placed this risk as the highest in the district.

### ACTIVE SHOOTER EVENT

PRI SCORE – 6.6

An active shooter event is an event involving one or more suspects who participate in an ongoing, random, or systematic shooting spree, demonstrating the intent to harm others with the objective of mass murder.<sup>38</sup> This risk is an example of the ever-changing, all-hazards nature of the fire service.

Active shooter events have increased in frequency across the country in recent years, thereby increasing the probability of such an event. In addition to the initial severity of the event to the public and first responders, long-term effects on GRFD personnel are significant and were a contributing factor to the severity score.

<sup>38</sup>International Association of Fire Chiefs Position Statement: Active Shooter and Mass Casualty Terrorist Events. <https://www.iafc.org/topics-and-tools/resources/resource/iafc-position-active-shooter-and-mass-casualty-terrorist-events>

FLOOD EVENT (LARGE AREA AND/OR BRIDGE LOSS – ISOLATING FAR EAST SIDE OF DISTRICT)

PRI SCORE – 6.5

The Cañada del Oro (CDO) Wash in the far eastern area of the district has the potential for flooding residential occupancies. A map of the potential areas that could be affected by this section of the CDO is in **Appendix 3.6**. The Town of Oro Valley floodplain map can be found in **Appendix 3.7**. Beyond the flooding threat of occupancies, a high rate of flow in the CDO effectively cuts off any ground access to residents on the east side of the CDO – further increasing the risk to them. The 2020 Bighorn Fire also has contributed to the flood risk, as the burned area on the northern face of the Catalina Mountains does not have the rainwater holding capacity it did prior to the fire due to the loss of vegetation.

TERRORISM EVENT

PRI SCORE – 6.3

In the context of this risk, a terrorism event is an intentional act that results in many victims, and may occur in the form of a conventional explosive or a chemical, biological, radioactive nuclear or conventional weaponized device. The potential for a large number of victims, the potential for use of a device designed to create harm and the risk posed to first responders all contributed to a risk score classification of high.

DISTRICTWIDE EXTENDED BLACKOUT/CELLULAR OR INTERNET PARTIAL OR FULL OUTAGE EVENT

PRI SCORE – 6.0

The GRFD community depends on a patent source of electricity and cellular/internet connectivity for safe and effective day-to-day living. Critical infrastructure, including GRFD fire stations have backup sources of power, however, the majority of the general population and businesses do not. GRFD has identified a widespread electrical grid power failure (roughly defined as an outage that goes beyond eight hours, and possibly lasts for days) and/or an extended cellular or internet outage of similar duration as a significant large-scale risk. The scope of this risk also includes district-targeted cyberattacks.

LARGE-SCALE HAZMAT INCIDENT

PRI SCORE – 5.2

As described earlier in Section 3, a large-scale maximum-risk hazmat event has the potential for GRFD to require additional regional as well as state-level resources. Such an event could pose a serious risk to nearby residential populations. Effects from such an incident could pose both acute and long-term effects for people and the environment.

Identifying the scope of a large-scale hazmat incident early in its development by qualified personnel is critical to initiating the response of appropriate resources to help ensure stabilization in an expeditious manner. Factors contributing to a moderate-risk rating included the daily volume of over-the-road hazmat transportation vehicles within the district – primarily in the form of tanker trucks – and the proximity of major roadways to residential developments used by these trucks.

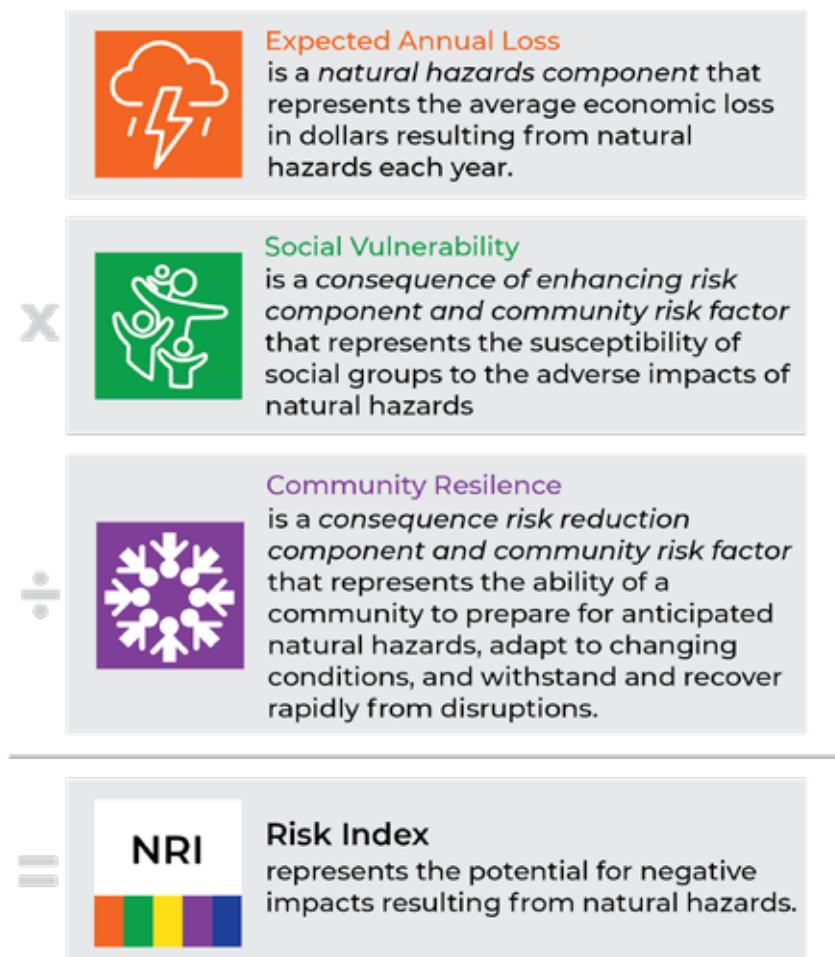


DOT MC-312 tankers transport sulfuric acid through Golder Ranch Fire District for Southern Arizona copper mining operations on a daily basis.

## FEMA NATIONAL RISK INDEX DISCUSSION

Supplementing GRFD’s assessment of large-scale risks is the Federal Emergency Management Agency (FEMA) National Risk Index<sup>39</sup> assessment of census tracts within the district. The National Risk Index (NRI) is a dataset and online tool that assesses risk for 18 natural hazards. The NRI leverages available source data for natural and community risk factors to develop a baseline relative risk measurement for each U.S. county and census tract. The scoring system incorporates a broader, longer timeline consideration for a community, but is useful to align some of the hazards NRI measures to those that GRFD examined. The following graphic illustrates the basic risk scoring equation utilized by NRI.

**Figure 3.18 Risk Scoring Equation**



NRI risk assessment scores for GRFD census tracts are listed in **Appendix 3.8**. The dominant risk factors for the GRFD NRI risk assessment scores were 1) wildland fire 2) lightning and 3) heat wave.

<sup>39</sup><https://hazards.fema.gov/nri/>

## SECTION 4 – CURRENT DEPLOYMENT AND PERFORMANCE

---



If you can't measure it, you can't improve it.

–Peter Drucker

## STAFFING

Golder Ranch Fire District is a career agency that has ten stations, each staffed with 24-hour shift personnel. A districtwide staffing level policy ensures adequate personnel are on duty each shift. There is a minimum of 56 firefighters on each shift, with optimal staffing of 65 firefighters per 24-hour shift, plus two on a day ambulance Monday through Thursday, 0800-1800. GRFD operates on a three shift, 3-4 schedule that consists of three 24-hour shifts with 24 hours off in between work shifts followed by a four day off period. Daily staffing levels are included in the station profiles later in this section.

## MOBILE RESOURCES/APPARATUS

### Engine

GRFD has a minimum of eight engine companies staffed with four personnel. Depending on staffing, GRFD may staff a ninth engine company as well. There is one engine dedicated to training and seven reserve engines.

Engine companies are dispatched to all call types and are the primary unit to initiate service. All GRFD engines have 1,250 to 1,500 gallons per minute pumping capacity, 750 gallons of water and 600 to 800 feet of supply hose.

Each engine has an equipment inventory that meets NFPA 1901, *Standard for Automotive Fire Apparatus* and ISO equipment requirements. This equipment includes ground ladders, saws, a variety of forcible entry tools, fans, attack lines and an assortment of other equipment and supplies. In addition, all GRFD engines carry a basic set of hydraulic/battery power extrication tools. The district has one front-line four-wheel drive engine at Station 370 due to the special needs of its first due.



### Ladder Truck

GRFD staffs two 75' quint ladder trucks with four personnel. There is one reserve ladder truck. These ladder trucks carry all equipment as listed in NFPA 1901, *Standard for Automotive Fire Apparatus* and the Insurance Services Office Fire Suppression Rating Schedule, including a 35' and 24' extension ladder, 14 and 16' roof ladders and a 12' attic ladder.



In addition, these trucks carry basic hydraulic extrication tools, pike poles, built-in generators, portable lights, both chain and circular saws, positive pressure ventilation fans, various size air bags and a multitude of rescue and forcible entry tools. These these trucks have a pumping capacity of 1,500 gallons per minute, 500 gallons of water and 500 to 600 feet of supply hose.



### Tender

GRFD has a varied complement of water tenders and each of them is cross staffed at their assigned stations. Station 370 has a Type 1 water tender with a 750 gallon per minute (GPM) pump and 3,500-gallon capacity, and a Type 2 water tender with a 500 GPM pump capability and 1800 gallons of water. Station 376 has a 2,000-gallon Type 1 water tender with a 500

GPM pump. Station 379 has a Type 1 water tender with a 1,000 GPM pump capability, and 2,000 gallons of water. In reserve at the fleet facility, GRFD has an additional 4,000 gallon Type 1 water tender with a 500 GPM pump. Each of these water tenders is equipped with portable tanks as well – for sustained tender shuttle operations.

## Wildland Engine

GRFD cross staffs three 4x4 Type 6 wildland engines and three 4x4 Type 3 wildland engines. Each engine has a small water tank and pump, as well as small diameter attack lines, power saws and hand tools appropriate for their purpose.



## Command Vehicle

GRFD command vehicles are half-ton pickup trucks with a shell on the bed. GRFD staffs two command trucks at all times with the shift battalion chiefs. These vehicles carry necessary communication, accountability and other command-related equipment for the incident commander of larger incident types.



### Squad

The GRFD squad vehicle is cross-staffed at the special operations station, Station 377. It is cross-staffed by station personnel, though when staffing allows, it is staffed with a dedicated driver. The vehicle carries equipment necessary to mitigate technical rescue and hazardous materials release type of incidents. This equipment consists of damming and diking materials, specialty cameras and communication systems confined space rescue,



special extrication equipment such as hydraulic shoring and lifting equipment, hazmat research equipment, hazmat advanced personnel protective equipment, rope rescue equipment, advanced swift-water rescue equipment such as an inflatable boat, and more.

### Air Power and Light Vehicle

The air power and light vehicle is a constant-staffed apparatus that carries equipment for lighting scenes, providing power with an on-board generator, and refilling air bottles with an on-board compressor. This truck is also equipped with basic medical equipment, chairs, shade awnings, coolers with water and other equipment to conduct rehabilitation operations on large scenes. In addition, this truck is stocked with spare turnout gear for swapping contaminated gear at scenes.



## Ambulance

GRFD staffs a minimum of six advanced life support ambulances. When staffing allows, GRFD also implements a day truck that operates Monday through Thursday from 0800 until 1800 to serve peak service demands. Each ambulance consists of a 1.5-ton chassis with a patient compartment on the



back. In addition to the front-line ambulances, there are a total of two reserve ambulances. The majority of these vehicles are two-wheel drive, but GRFD does have one front-line four-wheel drive ambulance at Station 370 due to the special needs of its first due.

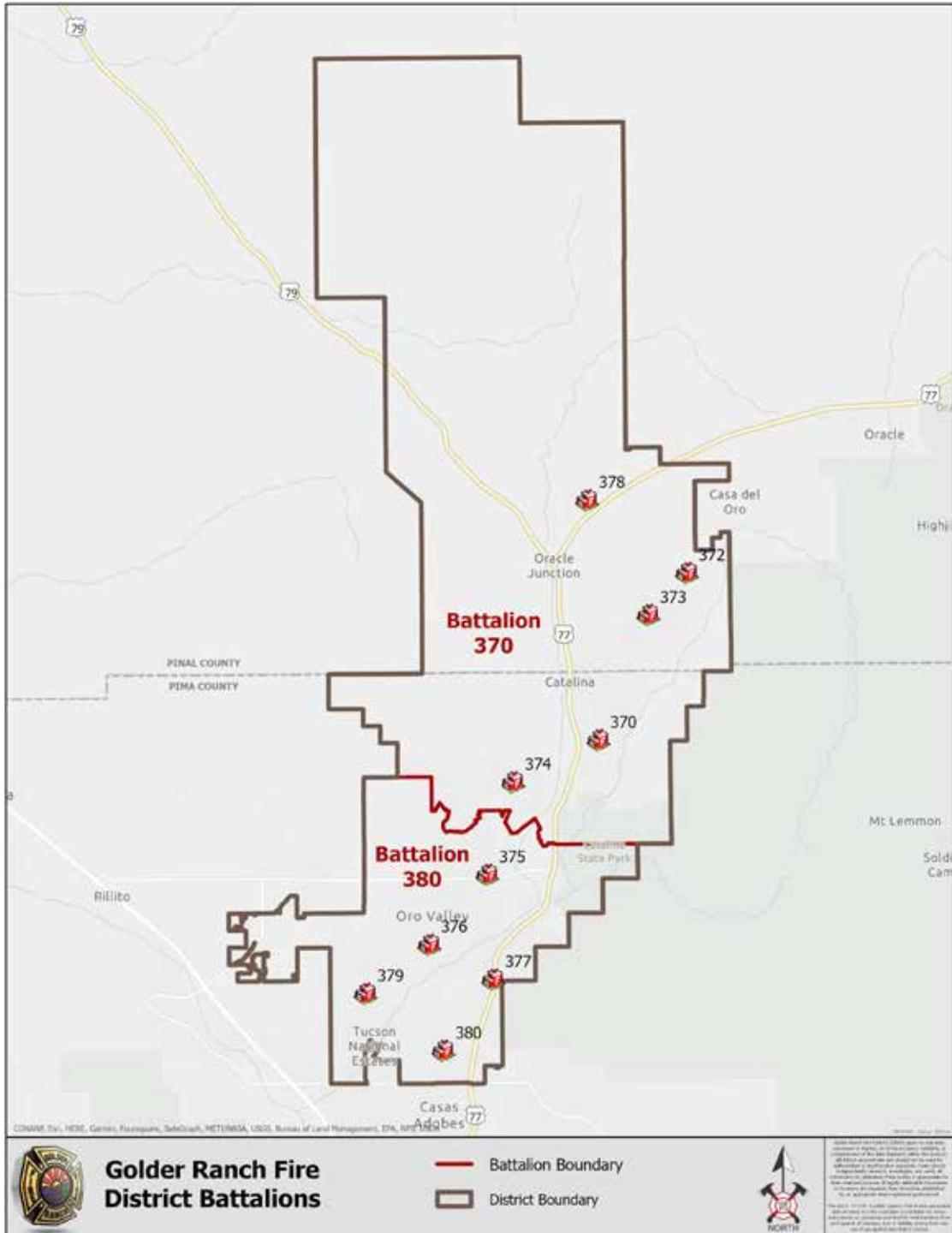
Station	Front-Line Apparatus Assigned	Cross-Staffed Apparatus	Reserve Apparatus
370	Engine, ambulance, command vehicle	Two tenders, two Type 6 wildland trucks, one Type 3 wildland truck, utility truck*, wildland chase truck, wildland UTV	Tender
372	Engine	Type 3 wildland truck	Ambulance
373	Engine, ambulance	--	--
374	Engine	--	--
375	Ladder (quint), ambulance	Utility truck*	--
376	Engine, ambulance	Tender, Type 6 wildland truck	--
377	Engine, ambulance, EMS captain response vehicle	Squad, TRT chase vehicle	--
378	Engine	--	--
379	Engine, day ambulance, air power truck	Tender, Type 3 wildland truck	--
380	Ladder (quint), ambulance, command vehicle, engine staffed when possible	Wildland chase truck	--

\*Not part of minimum staffing, but is staffed when numbers allow.

## FIXED RESOURCES/STATIONS AND OTHER FACILITIES

GRFD currently staffs 10 stations. Station locations are shown in **Figure 4.1**

**Figure 4.1 Station Locations**





**3835 E. GOLDER RANCH DRIVE**

**YEAR BUILT – 2006  
SQUARE FOOTAGE – 11,724**

**PERSONNEL CAPACITY PER SHIFT – 10  
PERSONNEL ASSIGNED PER SHIFT – 7-9**

**SPRINKLERED – YES**

**FIVE-YEAR CAPITAL NEEDS:  
FLOORING AND KITCHEN REMODEL,  
BUDGETED F/Y 2022-2023**

**APPARATUS ASSIGNED – ENGINE, BC  
TRUCK, TWO TENDERS, TYPE 3 WILDLAND  
TRUCK, TWO TYPE 6 WILDLAND TRUCKS,  
UTILITY TRUCK, WILDLAND CHASE TRUCK,  
WILDLAND UTV**



**65462 E. CATALINA HILLS DRIVE**

**YEAR BUILT – 2009  
SQUARE FOOTAGE – 7,187**

**PERSONNEL CAPACITY PER SHIFT – 6  
PERSONNEL ASSIGNED PER SHIFT – 4**

**SPRINKLERED – YES**

**FIVE-YEAR CAPITAL NEEDS:  
SECURITY GATE**

**APPARATUS ASSIGNED – ENGINE,  
RESERVE AMBULANCE, TYPE 3  
WILDLAND TRUCK**



63725 E. SADDLEBROOKE BLVD.

YEAR BUILT – 1990  
SQUARE FOOTAGE – 3,944

PERSONNEL CAPACITY PER SHIFT – 6  
PERSONNEL ASSIGNED PER SHIFT – 6

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
DAY ROOM, KITCHEN, OFFICE  
SPACE EXPANSION

APPARATUS ASSIGNED – ENGINE,  
AMBULANCE



1130 W. RANCHO VISTOSO BLVD.

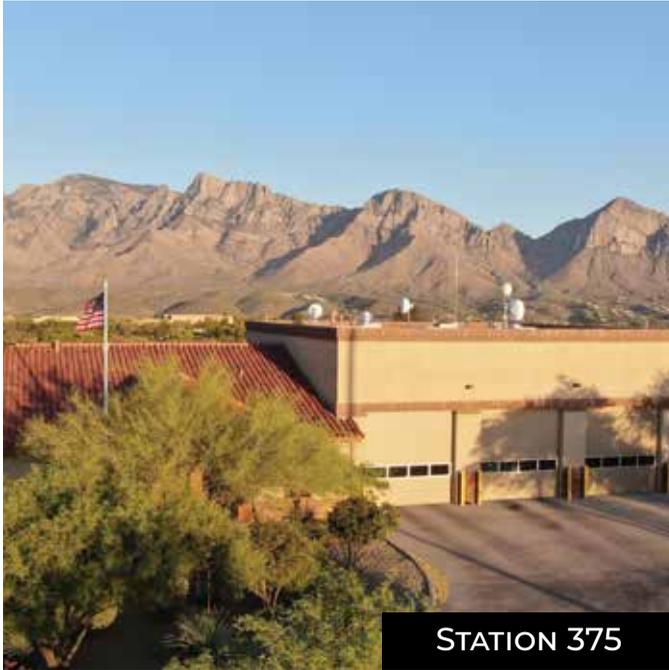
YEAR BUILT – 1991  
SQUARE FOOTAGE – 5,102

PERSONNEL CAPACITY PER SHIFT – 6  
PERSONNEL ASSIGNED PER SHIFT – 4

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
DAY ROOM AND KITCHEN EXPANSION

APPARATUS ASSIGNED – ENGINE,  
AMR AMBULANCE



12125 N. WOODBURNE AVENUE

YEAR BUILT – 2001  
SQUARE FOOTAGE – 9,932

PERSONNEL CAPACITY PER SHIFT – 8  
PERSONNEL ASSIGNED PER SHIFT – 6-8

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
NONE

APPARATUS ASSIGNED – LADDER,  
AMBULANCE, UTILITY TRUCK



10475 N. LA CANADA DRIVE

YEAR BUILT – 2008  
SQUARE FOOTAGE – 7,200

PERSONNEL CAPACITY PER SHIFT – 6  
PERSONNEL ASSIGNED PER SHIFT – 6

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
WEIGHT ROOM AND STORAGE  
EXPANSION

APPARATUS ASSIGNED – ENGINE,  
AMBULANCE, WATER TENDER,  
TYPE 6 WILDLAND TRUCK



**STATION 377**

355 E. LINDA VISTA BLVD.

YEAR BUILT – 2010  
SQUARE FOOTAGE – 11,731

PERSONNEL CAPACITY PER SHIFT – 8  
PERSONNEL ASSIGNED PER SHIFT – 7-8

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
WEIGHT ROOM EXPANSION, TURN  
OUT ROOM, STORAGE SPACE (BUDGETED  
F/Y 2022-2023)

APPARATUS ASSIGNED – ENGINE,  
AMBULANCE, SQUAD, TRT CHASE  
TRUCK, EC TRUCK



**STATION 378**

60891 E. ARROYO VISTA DRIVE

YEAR BUILT – 2010  
SQUARE FOOTAGE – 2,764

PERSONNEL CAPACITY PER SHIFT – 4  
PERSONNEL ASSIGNED PER SHIFT – 4

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
IN PROCESS OF NEW SITE BUILD TO BE  
COMPLETED BEFORE JULY 2024.  
NEW BUILD WILL HAVE 11 BEDS.

APPARATUS ASSIGNED – ENGINE



9310 N. SHANNON ROAD

YEAR BUILT – 2010  
SQUARE FOOTAGE – 11,496

PERSONNEL CAPACITY PER SHIFT – 11  
PERSONNEL ASSIGNED PER SHIFT – 5-7

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
NONE

APPARATUS ASSIGNED – ENGINE, DAY  
AMBULANCE, WATER TENDER, TYPE 3  
WILDLAND TRUCK, AIR-POWER TRUCK



1175 W. MAGEE ROAD

YEAR BUILT – 2013  
SQUARE FOOTAGE – 14,336

PERSONNEL CAPACITY PER SHIFT – 13  
PERSONNEL ASSIGNED PER SHIFT – 7-11

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
NONE

APPARATUS ASSIGNED – LADDER,  
ENGINE, AMBULANCE, BC TRUCK,  
WILDLAND CHASE TRUCK



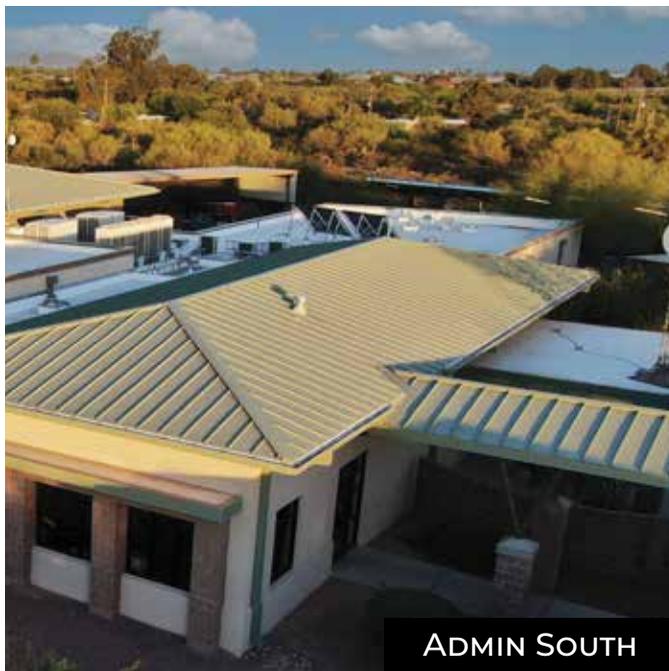
3885 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006  
SQUARE FOOTAGE – 9,543

PERSONNEL CAPACITY PER SHIFT – 16  
PERSONNEL ASSIGNED PER SHIFT – 25

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
MINOR TO MODERATE REMODEL/  
IMPROVEMENTS – FALL 2023



1175 W. MAGEE ROAD

YEAR BUILT – 2013  
SQUARE FOOTAGE – 5,599

PERSONNEL CAPACITY PER SHIFT – 13  
PERSONNEL ASSIGNED PER SHIFT – 12

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
NONE



1600 E. HANLEY BLVD.

RENOVATED – 2022-2023  
SQUARE FOOTAGE – 15,800

NEW HEADQUARTERS BUILDING TO CONSOLIDATE MOST ADMINISTRATIVE STAFF UNDER ONE ROOF

PERSONNEL CAPACITY PER SHIFT – 39  
PERSONNEL ASSIGNED PER SHIFT – TBD

SPRINKLERED – YES

CURRENT TENANT IMPROVEMENT (TI) UNDERWAY-COMPLETION EXPECTED DECEMBER 2023.



3895 E. GOLDER RANCH DRIVE

YEAR BUILT – 2006  
SQUARE FOOTAGE – 8,944

PERSONNEL CAPACITY PER SHIFT – 9  
PERSONNEL ASSIGNED PER SHIFT – 9

SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
BOND FUNDING AVAILABLE FOR TENANT IMPROVEMENT (TI) – 2024



3845 E. GOLDR RANCH DRIVE

YEAR BUILT – 2006

SQUARE FOOTAGE – 8,625

PERSONNEL CAPACITY PER SHIFT – 10

PERSONNEL ASSIGNED PER SHIFT – 16

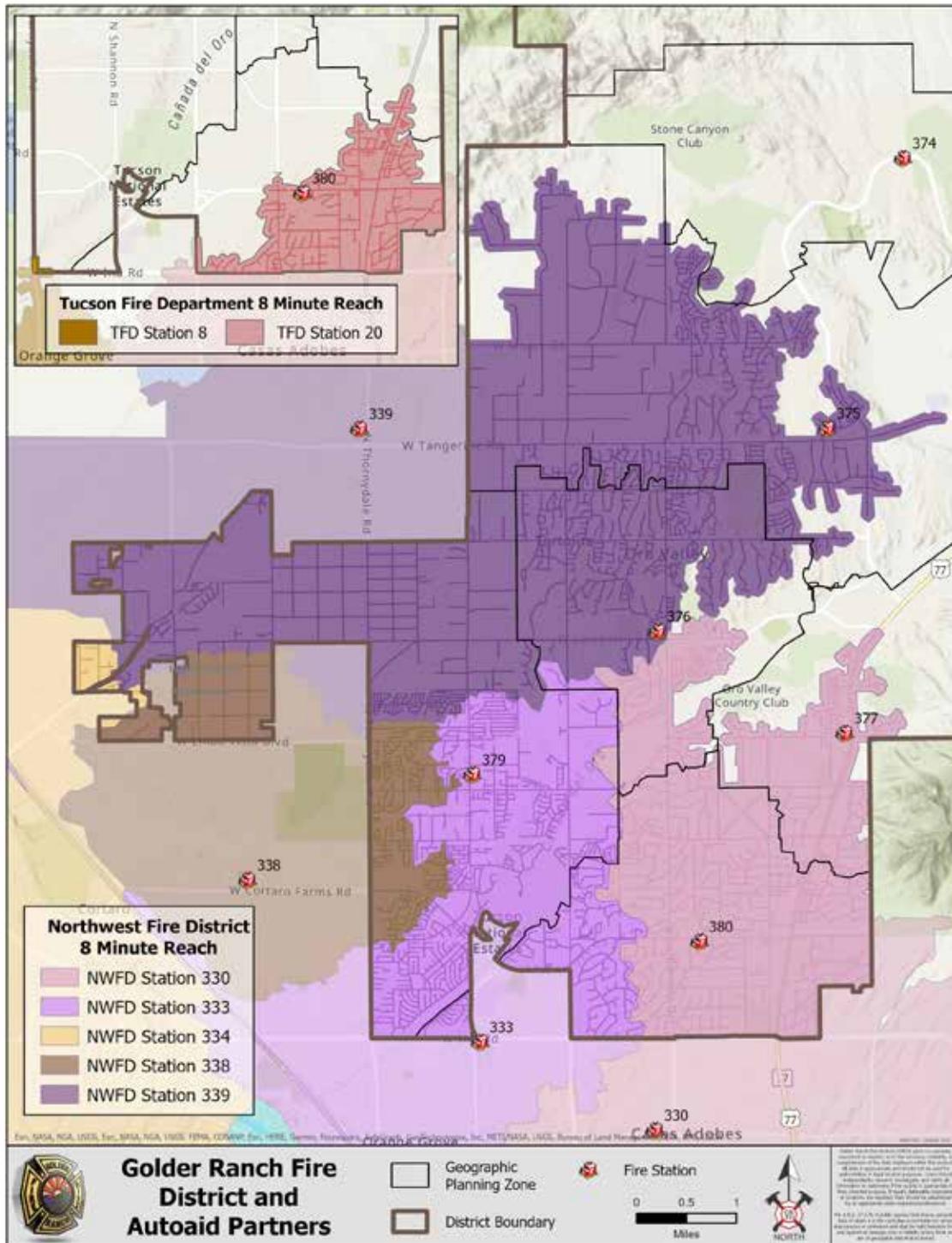
SPRINKLERED – YES

FIVE-YEAR CAPITAL NEEDS:  
BOND FUNDING AVAILABLE FOR  
TENANT IMPROVEMENT (TI)-2024

### Automatic Aid

GRFD has automatic aid agreements with Northwest Fire District and Tucson Fire Department. The map below shows NWFD and TFD stations that are in close proximity to GRFD boundaries.

Figure 4.2



## PERFORMANCE

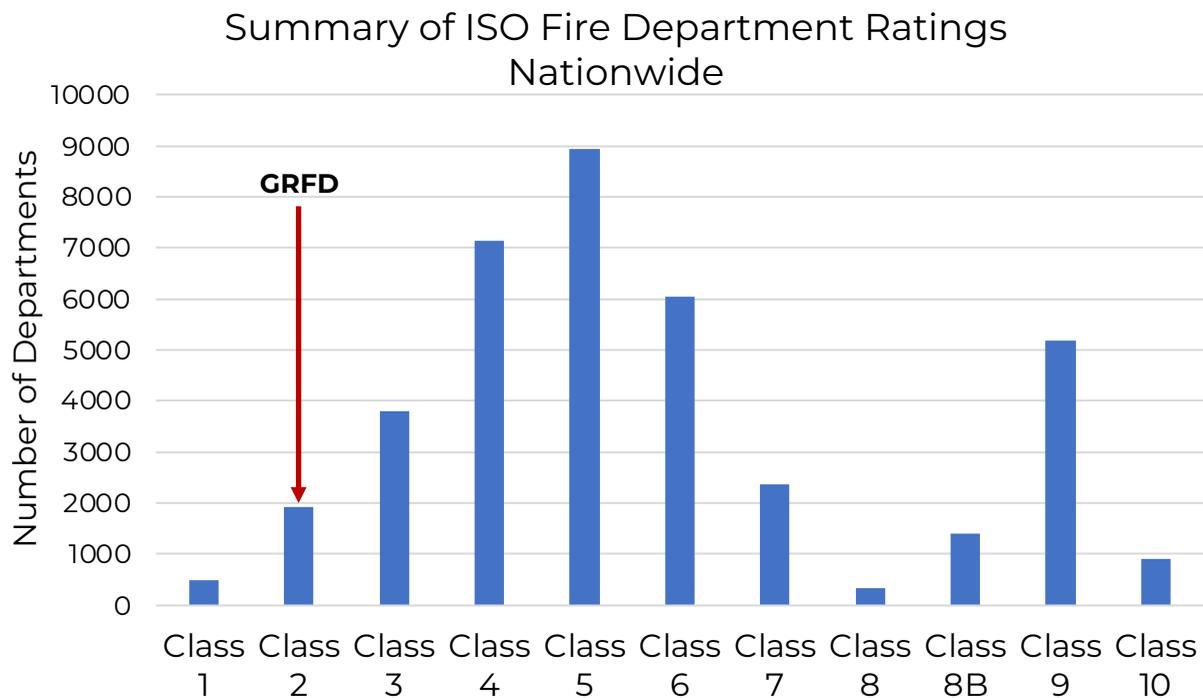
### Insurance Services Office

The Insurance Services Office (ISO) evaluates and rates fire departments in the state. ISO rates a fire department on a scale of 1 to 10; one being the highest/best rating, ten being the lowest/worst rating.

Components of the rating include receiving and handling of alarms, fire department prevention and suppression and water supply capabilities. The most recent rating ISO performed for Golder Ranch Fire District was in 2018. The district received a rating of 2. A copy of the ISO Public Protection Classification letter is located in **Appendix 4.1**.

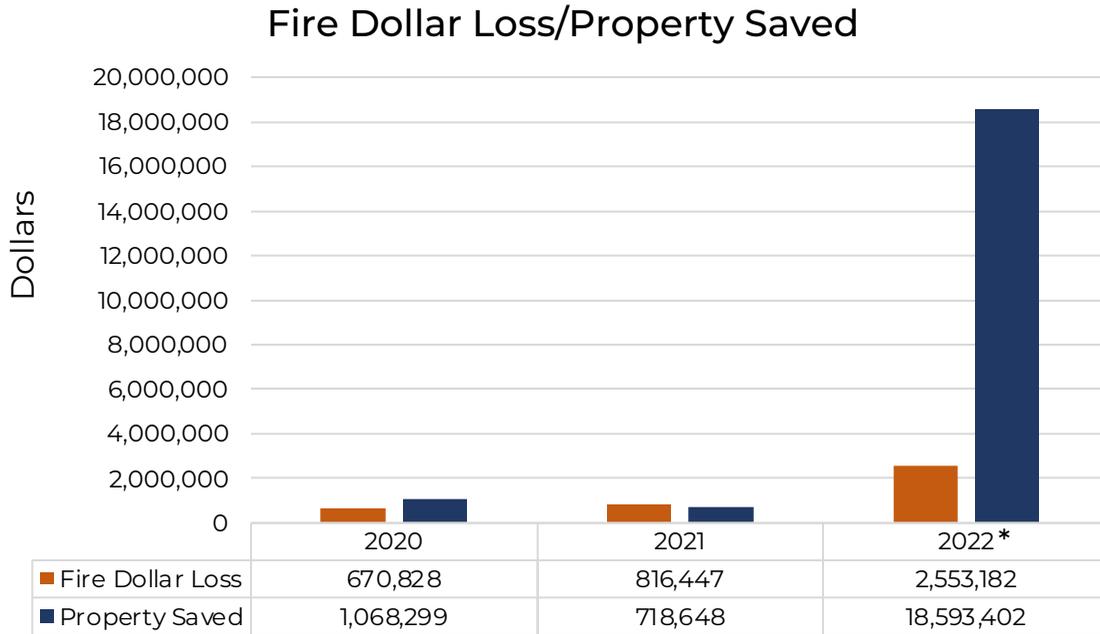
As **Figure 4.3** illustrates, GRFD's ISO Class 2 rating is in the top five percent in the country, and in the top 11 percent in Arizona. The scoring breakdown of the rating is summarized below.

**Figure 4.3**



Rating Metric	Score	Total Points Possible	% of Total Possible
Receiving and handling of alarms	8.85	10.0	88%
Fire department	38.32	50.0	77%
Water supply	34.63	40.0	69%

Figure 4.4



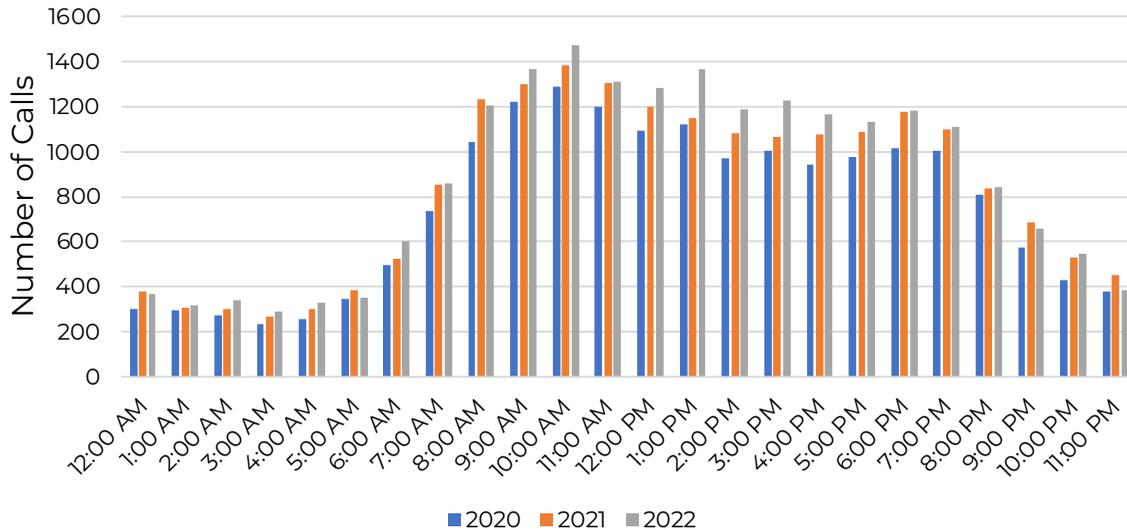
\*In 2022 GRFD began using the International Code Council (ICC) building value estimator as a more comprehensive, best-practice method to determine property-saved value.

### Fire-Related Injuries and Deaths

	Year		
	2020	2021	2022
Civilian Injuries	0	0	0
Firefighter Injuries	1	0	0
Civilian Deaths	1	1	0
Firefighter Deaths	0	0	0

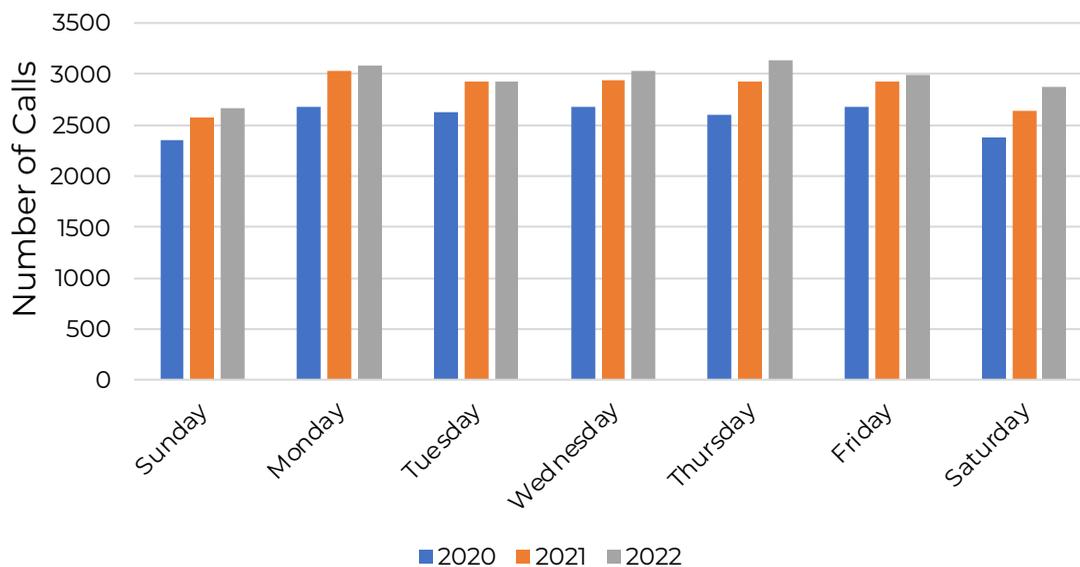
### Temporal Analysis

**Figure 4.5** Incidents by Time of Day



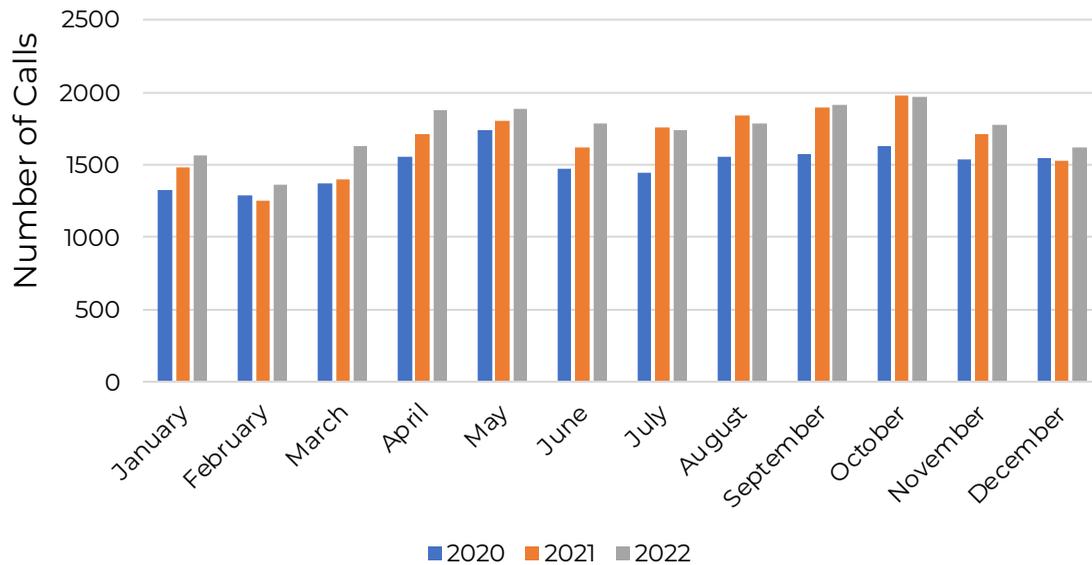
Not unexpectedly, the chart illustrates the lowest call volume occurs between the hours of 12 a.m. and 4 a.m. with volume increasing after 4 a.m. and peaking at roughly 10 a.m. Call volume shows a steady decrease after 10 a.m. with an uptick occurring between the hours of 6 and 8 p.m. before volume decreases again.

**Figure 4.6** Calls – Day of Week



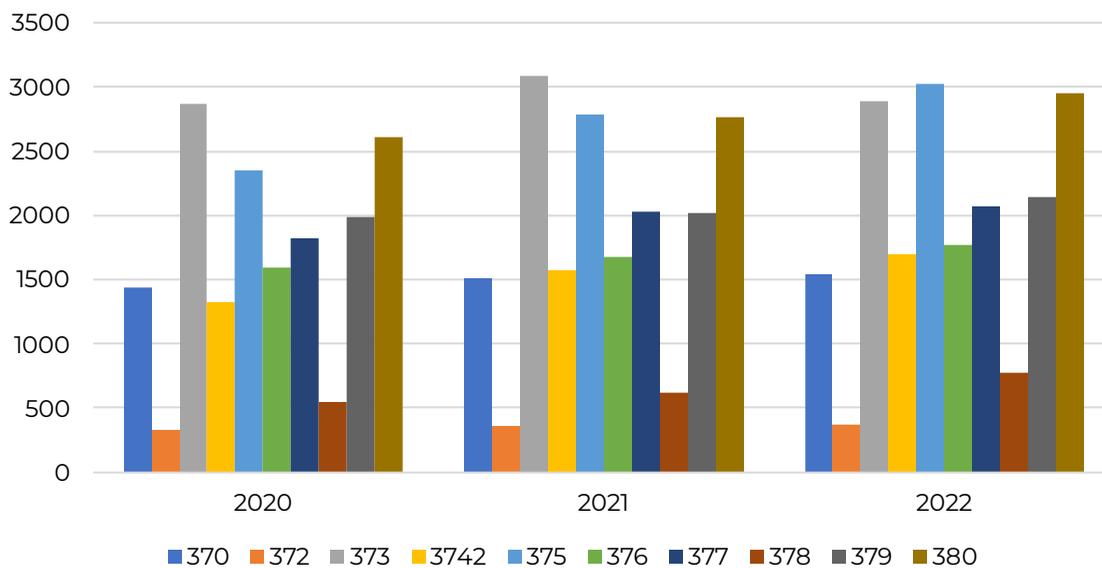
Call volume Monday through Friday is relatively steady, with a slight decrease on weekends and Sundays having the lowest call volume.

**Figure 4.7** Calls by Month



Other than a downturn in call volume in the winter months, there is relative consistency during the balance of the other months with increasing call volume June through October in 2021.

**Figure 4.8** Call Volume by GPZ – 2020-2022

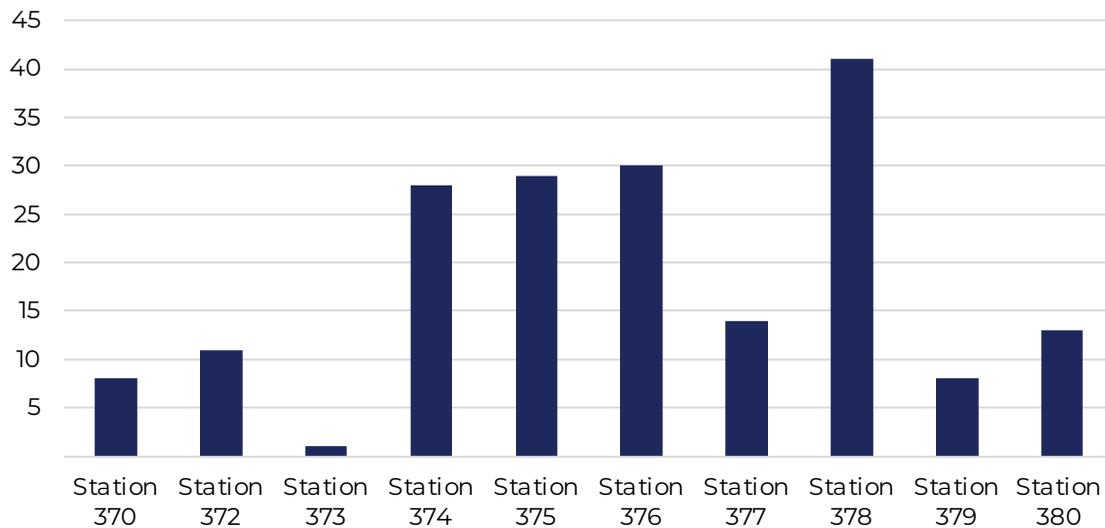


### GPZ Call Volume Ranking – 2020-2022

GPZ	Total Call Volume	Percentage of Total Calls	Rank by Call Volume	Response Reliability
370	4,485	8.2%	8	82.2%
372	1,050	1.9%	10	69.5%
373	8,854	16.2%	1	79.9%
374	4,596	8.4%	7	79.0%
375	8,161	15.0%	3	67.4%
376	5,043	9.2%	6	73.3%
377	5,927	10.9%	5	82.5%
378	1,944	3.6%	9	79.8%
379	6,151	11.3%	4	59.8%
380	8,335	15.3%	2	73.4%

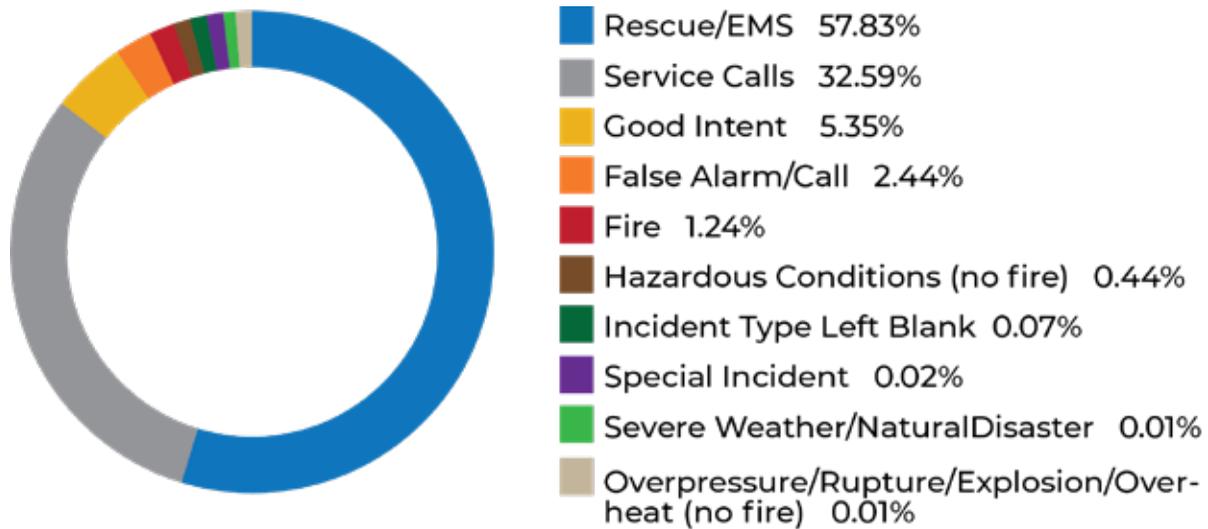
Call distribution is overall fairly evenly distributed with eight of the stations running 94% of the calls, four stations running 57% of the calls, and two stations with low call volumes totaling 6% of the total calls.

**Figure 4.9** GPZ Call Volume Change by Percentage 2020-2022



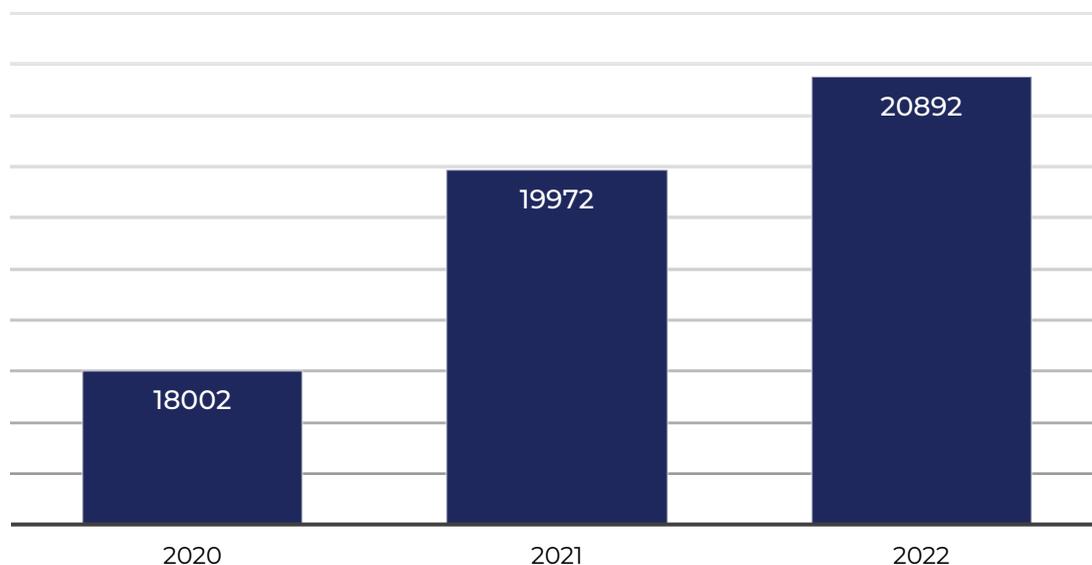
## Call Types and Volume

Figure 4.10 Call Types – 2020-2022



Coding classifications are based on the National Fire Incident Reporting System.<sup>40</sup> See **Appendix 4.2.** for coding classifications.

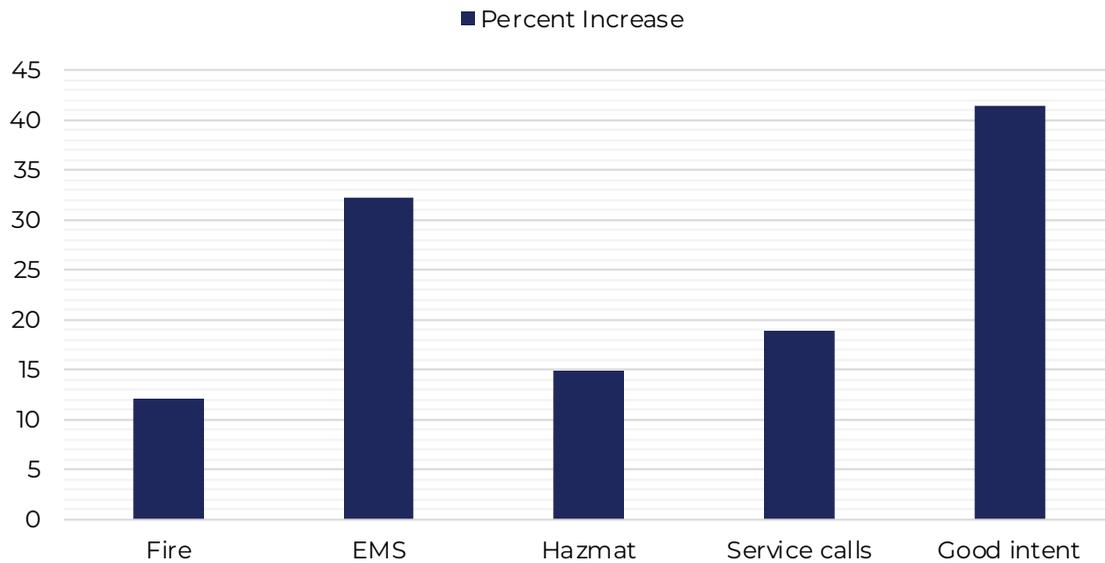
Figure 4.11 Total Call Volume – 2020-2022



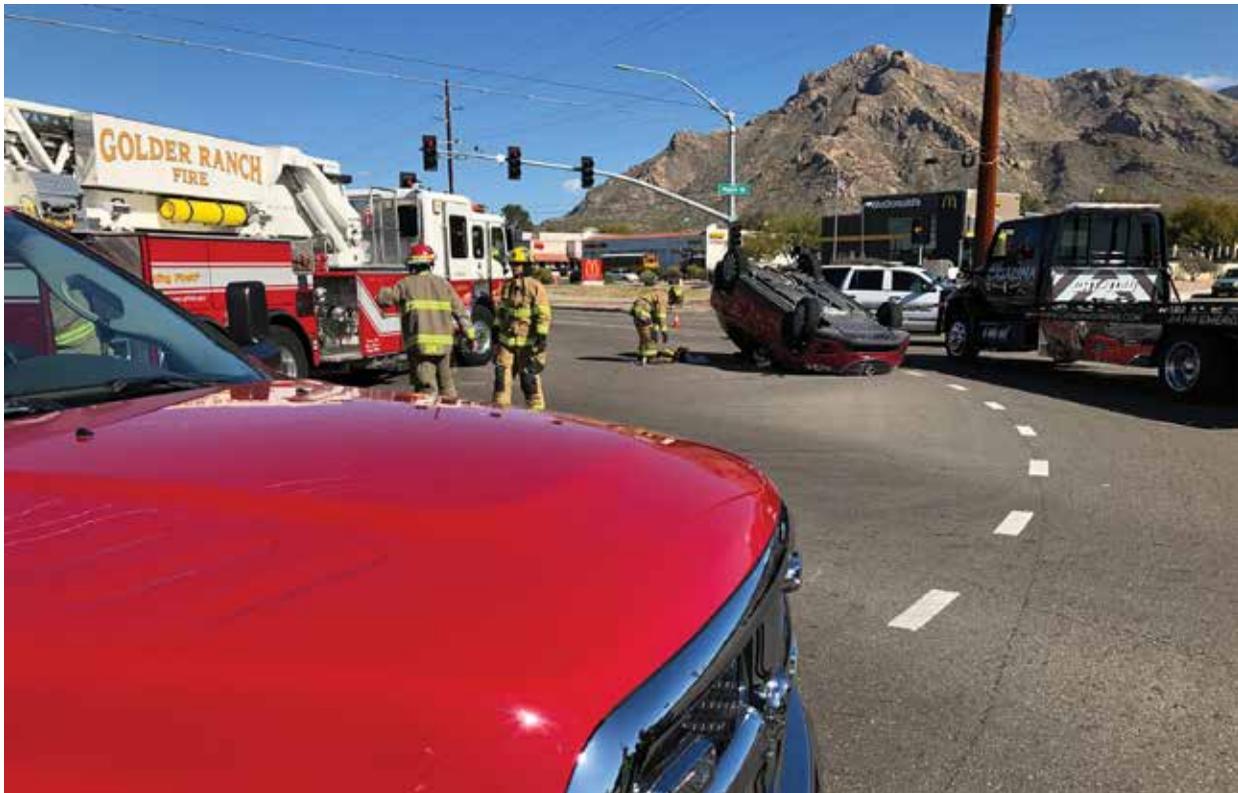
GRFD experienced a 16% call volume increase from 2020 to 2022.

<sup>40</sup>U.S. Fire Administration National Fire Data Center. National Fire Incident Reporting System. 2015.

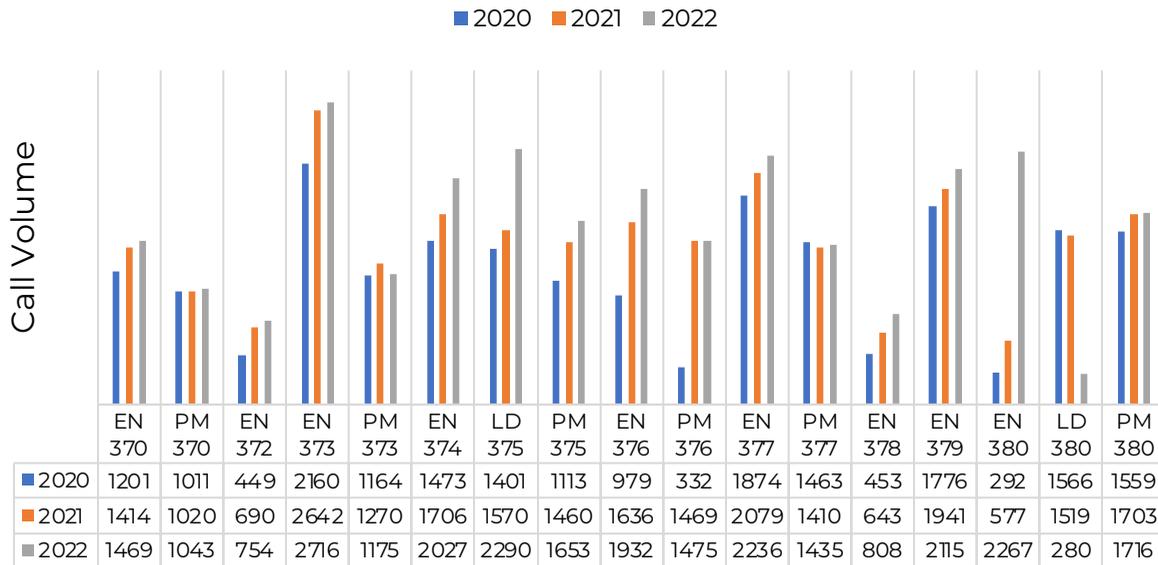
Figure 4.12 Call Volume Increase by Call Type 2020-2022



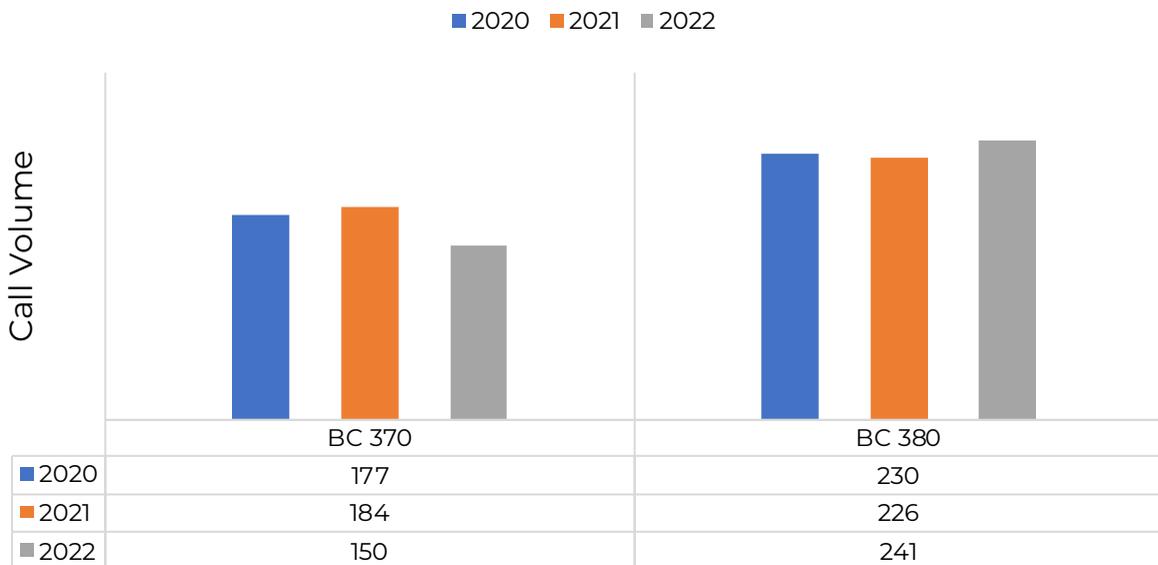
Good intent calls showed the highest percentage increase from 2020 to 2022; a 41% increase.



**Figure 4.13** Call Volume by Staffed Units

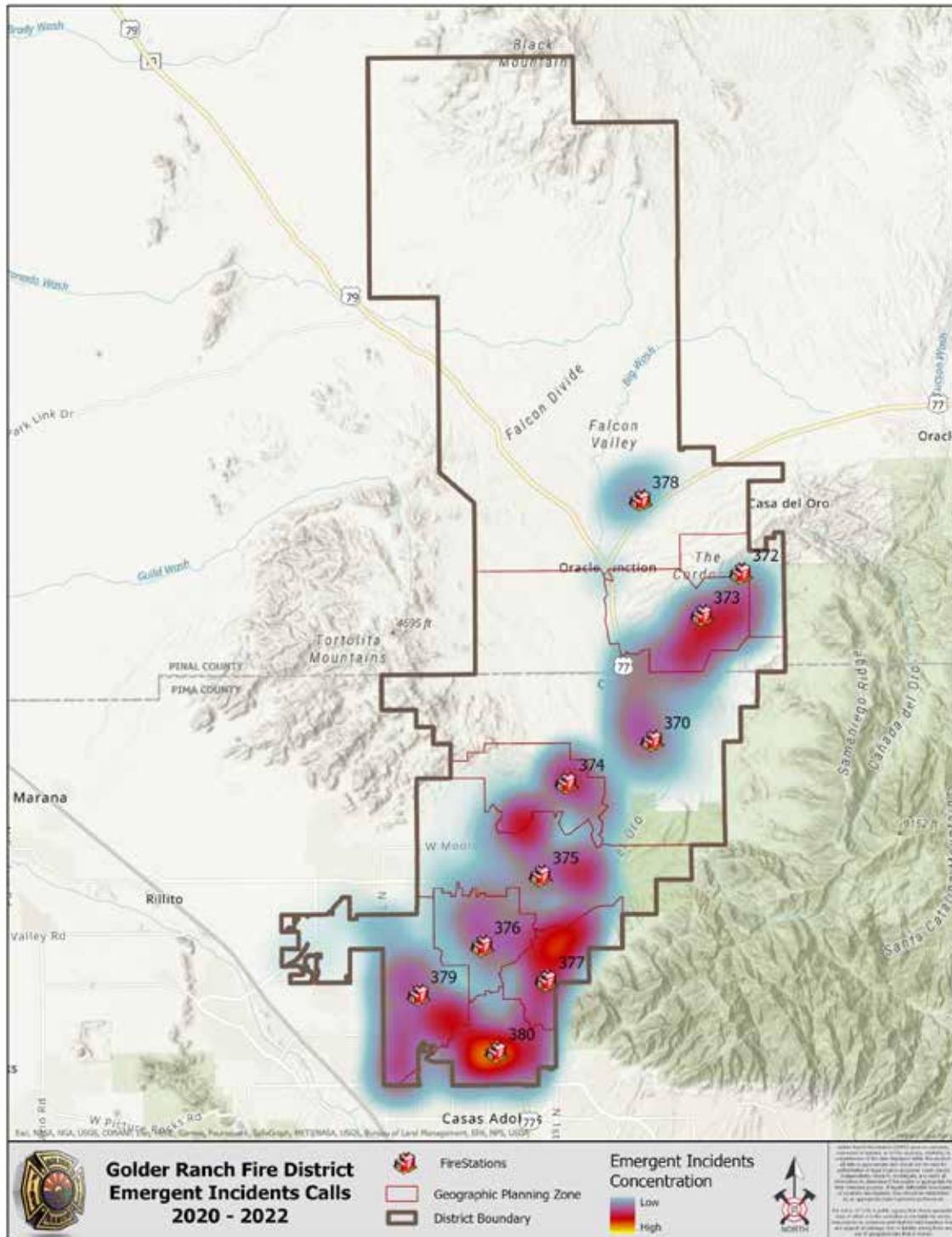


**Figure 4.14** Call Volume by Battalion Chief



The following heat map depicts emergent call concentration in the service area for 2020 through 2022. Total call volume maps for specific geographic planning zones may be found in **Appendices 4.3-4.12**.

**Figure 4.15 Emergent Incidents Heat Map – All GPZs**



### Figure 4.16 EMS Incidents Heat Map – All GPZs

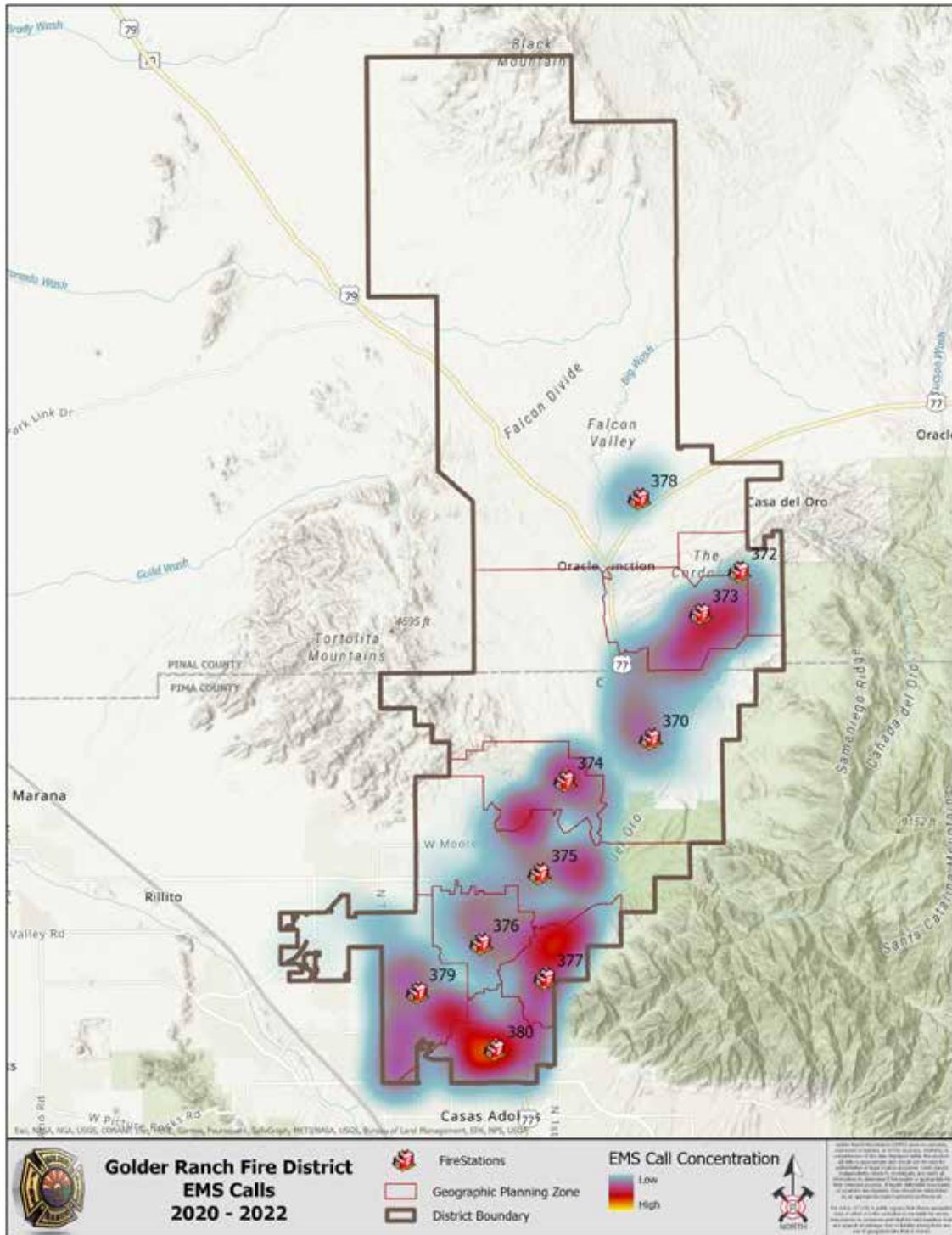
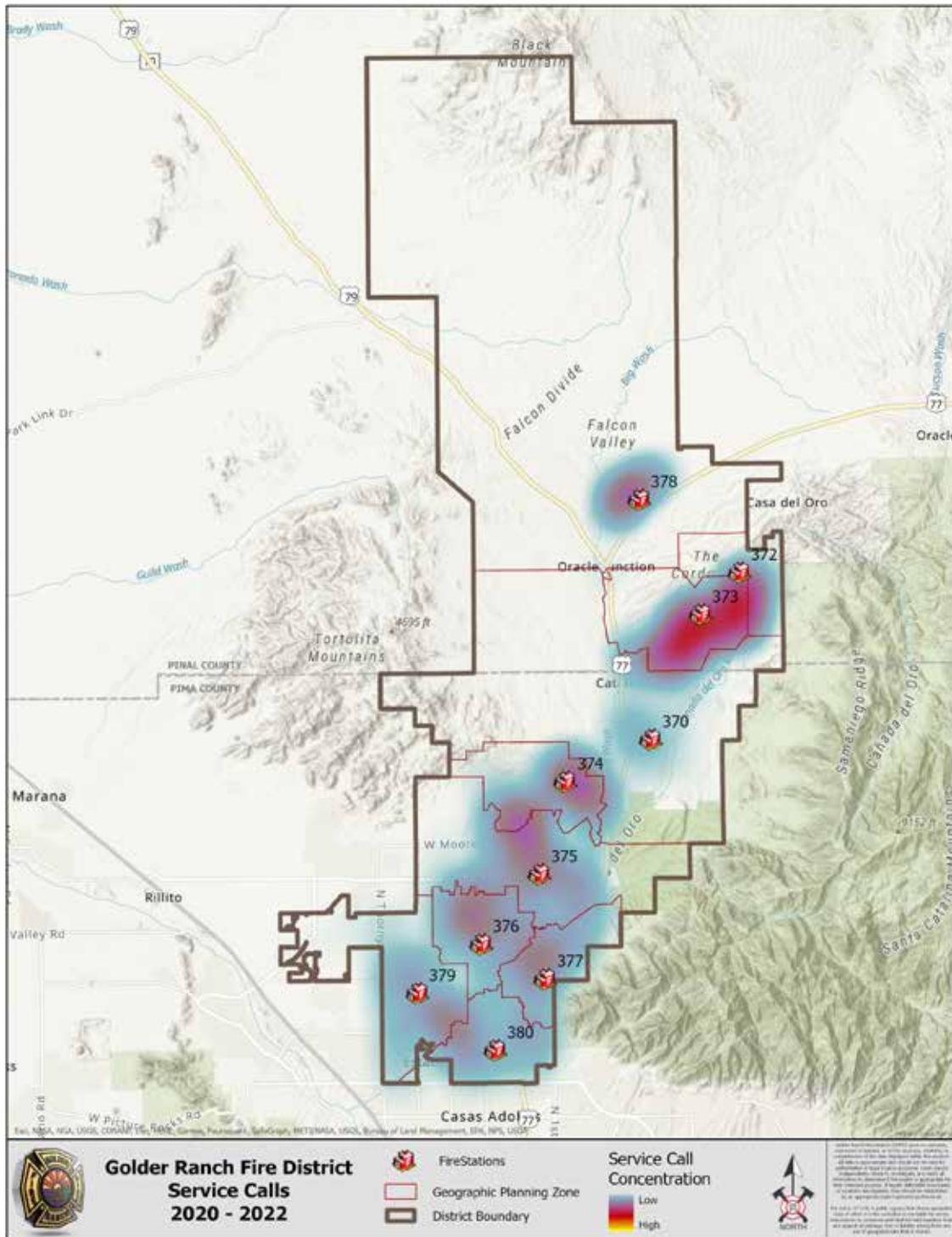




Figure 4.18 Service Call Concentration Map – All GPZs



## CASCADE OF EVENTS

For every emergency that Golder Ranch Fire District Responds to there is a sequence of steps known as the cascade of events. These steps are illustrated in **Figure 4.19**.

**Figure 4.19**

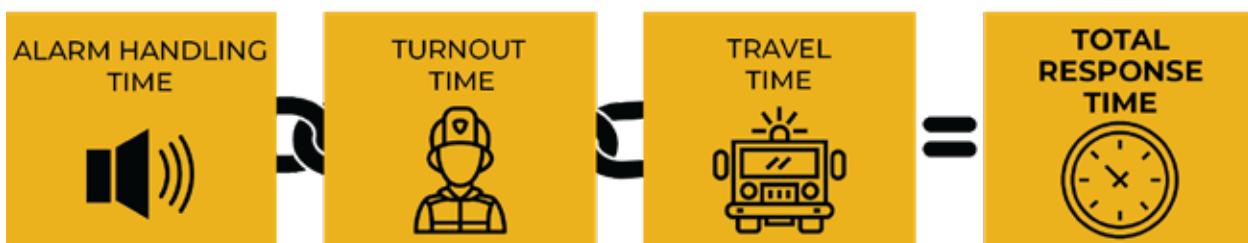


## COMPONENTS AND STATISTICAL METHODS USED FOR REPORTING RESPONSE TIMES

Golder Ranch Fire District has chosen to report its response time performance to the 90th percentile versus the traditional average response time reporting method. Averages are an arithmetic mean; the sum of all response – divided by their count. However, particularly with response time data, the data can contain heavy outliers and thus averages can be skewed – giving a misleading picture.

Percentiles are a value on a scale of 100 that indicates the percent of a distribution that is equal to or below it. The 90th percentile is representative of what the performance level is 90% of the time, or better. It is a much more effective way of measuring performance. GRFD uses three variables to measure total response time as shown below.

**Figure 4.20**



- Alarm handling time, also known as call processing time is defined as the time interval from when the alarm is acknowledged at the communications center until response information begins to be transmitted via voice or electronic means to the station(s) and/or units in the field. GRFD receives dispatch services from the City of Tucson Public Safety Communications.
- Turnout time is defined as the time interval that begins when the station(s) and/or units in the field notification process commences by either an audible alarm or visual annunciation, or both – and ends at the initiation of travel. (Wheels turning.)
- Travel time is defined as the time interval that begins when a unit is in route to the emergency incident and ends when the unit arrives at the scene. (Wheels stopped.)
- Total response time makes up all three of these measurable variables.

## RESPONSE TIME PERFORMANCE

The following tables represent GRFD’s current response time performance at the 90th percentile. The outlier process applied to the reported data is described in **Appendix 4.13** – Standards of Cover and Response Time Standard Analysis. The response times represent two population densities:

- Rural – less than 2500 people per square mile
- Urban – greater than 2500 people per square mile

Low-Risk EMS – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	02:10	02:02	02:04	02:12	01:15
		Rural	02:33	02:38	02:09	02:12	01:15
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:44	01:40	01:42	01:45	01:15
		Rural	01:46	01:40	01:48	01:38	01:15
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution/Concentration</b>	Urban	07:46	07:49	07:35	07:11	06:00
		Rural	11:33	11:32	10:16	11:33	08:00
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution/Concentration</b>	Urban	10:23	10:24	10:15	09:56	08:30
			n=9,478	n=3,289	n=3,123	n=3,066	
		Rural	14:30	14:40	12:55	13:49	10:30
			n=541	n=184	n=183	n=174	

Moderate-Risk EMS – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	02:08	02:00	01:59	02:10	01:15
		Rural	02:05	01:55	02:01	02:06	01:15
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:35	01:31	01:33	01:35	01:15
		Rural	01:37	01:37	01:31	01:37	01:15
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	07:15	07:19	07:03	06:27	06:00
		Rural	09:53	09:57	09:38	08:58	08:00
	Travel Time ERF <b>Concentration</b>	Urban	21:21	20:38	21:22	21:16	17:30
		Rural	27:48	28:18	25:50	25:31	19:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	09:48	09:52	09:35	09:04	08:30
			n=14,334	n=5,251	n=4,878	n=4,233	
		Rural	12:27	12:24	12:28	11:24	10:30
			n=861	n=355	n=271	n=235	
	Total Response Time ERF <b>Concentration</b>	Urban	23:53	23:03	23:51	23:54	20:00
			n=14,350	n=5,238	n=4,863	n=4,221	
Rural	30:18	30:44	28:12	28:35	22:00		
n=861	n=355	n=271	n=235				

High-Risk EMS – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	01:49	01:42	01:28	01:50	01:15
		Rural	01:52	01:46	n/a	01:25	01:15
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:23	01:21	01:22	01:24	01:15
		Rural	01:45	01:50	n/a	01:28	01:15
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	06:37	06:11	06:43	06:03	06:00
		Rural	12:53	13:41	n/a	07:57	08:00
	Travel Time ERF <b>Concentration</b>	Urban	25:45	27:24	19:07	18:00	22:30
		Rural	26:31	28:26	n/a	15:17	24:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	09:06	08:11	09:20	08:05	08:30
			n=561	n=182	n=198	n=181	
		Rural	15:14	16:08	n/a	09:49	10:30
			n=31	n=12	n=8	n=11	
	Total Response Time ERF <b>Concentration</b>	Urban	27:27	28:59	21:18	19:41	25:00
			n=561	n=182	n=198	n=181	
Rural		27:34	29:17	n/a	17:00	27:00	
		n=31	n=12	n=8	n=11		

Max-Risk EMS – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	n/a	n/a	n/a	n/a	01:15
		Rural	n/a	n/a	n/a	n/a	01:15
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	n/a	n/a	n/a	n/a	01:15
		Rural	n/a	n/a	n/a	n/a	01:15
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	08:00
	Travel Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	27:30
		Rural	n/a	n/a	n/a	n/a	29:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	08:30
			n=4	n=2	n=0	n=2	
		Rural	n/a	n/a	n/a	n/a	10:30
			n=2	n=0	n=1	n=1	
	Total Response Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	30:00
			n=4	n=2	n=0	n=2	
		Rural	n/a	n/a	n/a	n/a	32:00
			n=2	n=0	n=1	n=1	

Low-Risk Fire Suppression – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
Alarm Handling	Pick-up to Dispatch	Urban	02:34	02:35	02:22	02:30	01:30
		Rural	03:03	03:09	02:41	02:17	01:30
Turnout Time	Turnout Time 1st Unit	Urban	01:46	01:41	01:44	01:47	01:30
		Rural	01:47	01:41	01:47	01:46	01:30
Travel Time	Travel Time 1st Unit Distribution/ Concentration	Urban	09:22	09:06	09:20	09:22	06:00
		Rural	14:02	10:36	14:53	10:04	08:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution/ Concentration	Urban	12:06	11:55	12:09	11:51	09:00
			n=1,445	n=468	n=476	n=501	
		Rural	16:40	13:29	17:28	13:21	11:00
			n=199	n=96	n=52	n=51	

Moderate-Risk Fire Suppression – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
Alarm Handling	Pick-up to Dispatch	Urban	02:54	01:27	03:13	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
Turnout Time	Turnout Time 1st Unit	Urban	01:42	01:43	01:39	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
Travel Time	Travel Time 1st Unit Distribution	Urban	08:46	09:04	07:32	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	08:00
	Travel Time ERF Concentration	Urban	27:58	30:10	18:19	n/a	17:00
		Rural	n/a	n/a	n/a	n/a	19:00
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	10:60	11:10	10:19	n/a	09:00
			n=37	n=14	n=14	n=9	
		Rural	n/a	n/a	n/a	n/a	11:00
			n=3	n=0	n=2	n=1	
	Total Response Time ERF Concentration	Urban	30:42	33:09	20:14	n/a	20:00
		Rural	n/a	n/a	n/a	n/a	22:00

High-Risk Fire Suppression – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	6:00
		Rural	n/a	n/a	n/a	n/a	8:00
	Travel Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	19:00
		Rural	n/a	n/a	n/a	n/a	21:00
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	09:00
			n=6	n=0	n=3	n=3	
		Rural	n/a	n/a	n/a	n/a	11:00
			n=2	n=0	n=1	n=1	
	Total Response Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	22:00
			n=6	n=03	n=3	n=3	
Rural		n/a	n/a	n/a	n/a	24:00	
		n=2	n=0	n=1	n=1		

(Max Risk) Fire Suppression - 90th Percentile Times - Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	01:18	01:18	N/A	N/A	01:30
		Rural	N/A	N/A	N/A	N/A	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	00:37	00:37	N/A	N/A	01:30
		Rural	N/A	N/A	N/A	N/A	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	05:18	05:18	N/A	N/A	06:00
		Rural	N/A	N/A	N/A	N/A	08:00
	Travel Time ERF <b>Concentration</b>	Urban	12:00	12:00	N/A	N/A	16:00
		Rural	N/A	N/A	N/A	N/A	18:00
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	07:00	07:00	N/A	N/A	09:00
			n=40	n=40	n=0	n=0	
		Rural	N/A	N/A	N/A	N/A	11:00
			n=0	n=0	n=0	n=0	
	Total Response Time ERF <b>Concentration</b>	Urban	12:48	12:48	N/A	N/A	19:00
			n=16	n=16	n=0	n=0	
Rural	N/A	N/A	N/A	N/A	21:00		
		n=0	n=0	n=0	n=0		

Low-Risk Hazmat – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	02:05	02:06	01:59	02:02	01:30
		Rural	03:18	01:45	01:09	03:41	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:43	01:37	01:37	01:45	01:30
		Rural	01:47	01:45	01:28	01:48	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution/ Concentration</b>	Urban	09:59	10:08	09:20	08:49	06:00
		Rural	11:25	11:01	11:30	11:06	07:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution/ Concentration</b>	Urban	12:10	12:20	11:31	11:31	09:00
			n=504	n=181	n=158	n=165	
		Rural	14:50	13:47	12:56	15:06	10:30
			n=50	n=21	n=11	n=18	

High-Risk Hazmat – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	08:00
	Travel Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	27:00
		Rural	n/a	n/a	n/a	n/a	29:00
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	09:00
			n=3	n=0	n=0	n=3	
		Rural	n/a	n/a	n/a	n/a	10:30
			n=0	n=0	n=0	n=0	
	Total Response Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	30:00
		n=3	n=0	n=0	n=3		
Rural	n/a	n/a	n/a	n/a	32:00		
n=0	n=0	n=0	n=0				

Low-Risk Extrication – 90th Percentile Times-- Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	01:37	01:39	01:17	01:27	01:30
		Rural	01:51	01:55	01:14	01:31	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:38	01:32	01:32	01:39	01:30
		Rural	01:39	01:37	01:39	01:15	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution/ Concentration</b>	Urban	08:02	07:30	07:11	08:10	06:00
		Rural	08:12	08:20	07:41	06:38	07:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution/ Concentration</b>	Urban	10:14	10:20	09:12	09:51	09:00
			n=543	n=184	n=188	n=171	
		Rural	11:46	12:01	10:44	08:34	10:30
			n=103	n=42	n=37	n=24	

Moderate-Risk Extrication – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	01:24	01:26	01:09	01:16	01:30
		Rural	02:05	02:08	01:14	01:52	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:26	01:26	01:23	01:22	01:30
		Rural	01:37	01:37	01:26	01:35	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	06:58	05:43	05:15	07:17	06:00
		Rural	11:46	12:52	07:20	06:51	08:00
	Travel Time ERF <b>Concentration</b>	Urban	13:50	13:15	13:58	13:12	07:30
		Rural	29:35	33:57	12:08	11:02	09:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	08:17	07:39	07:07	08:27	09:00
			n=154	n=61	n=51	n=42	
		Rural	14:06	15:11	09:46	09:14	10:30
	Total Response Time ERF <b>Concentration</b>	Urban	15:12	15:13	15:06	14:48	10:30
			n=154	n=61	n=51	n=42	
		Rural	33:01	37:54	12:53	13:25	12:30
		n=40	n=11	n=14	n=15		

\*New response model instituted in 2022. Numbers were previously included in EMS responses.

High-Risk Extrication – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	01:19	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:27	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	09:11	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	08:00
	Travel Time ERF <b>Concentration</b>	Urban	18:01	n/a	n/a	n/a	07:30
		Rural	n/a	n/a	n/a	n/a	09:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	10:14	n/a	n/a	n/a	09:00
			n=11	n=4	n=1	n=6	
		Rural	n/a	n/a	n/a	n/a	10:30
			n=3	n=1	n=0	n=2	
	Total Response Time ERF <b>Concentration</b>	Urban	19:25	n/a	n/a	n/a	10:30
			n=11	n=4	n=1	n=6	
Rural	n/a	n/a	n/a	n/a	12:30		
	n=3	n=1	n=0	n=2			

Low-Risk Technical Rescue – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution/ Concentration</b>	Urban	n/a	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	07:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution/ Concentration</b>	Urban	n/a	n/a	n/a	n/a	09:00
			n=0	n=0	n=0	n=0	
		Rural	n/a	n/a	n/a	n/a	10:30
			n=3	n=2	n=1	n=0	

Moderate-Risk Technical Rescue – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	05:22	n/a	n/a	n/a	01:30
		Rural	07:06	05:58	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	01:31	n/a	n/a	n/a	01:30
		Rural	01:07	00:59	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	Urban	16:01	n/a	n/a	n/a	06:00
		Rural	29:18	22:46	n/a	n/a	08:00
	Travel Time ERF <b>Concentration</b>	Urban	46:25	n/a	n/a	n/a	10:30
		Rural	40:37	32:43	n/a	n/a	12:30
<b>Total Response Time</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban	19:60	n/a	n/a	n/a	09:00
			n=22	n=9	n=5	n=8	
		Rural	30:59	25:09	32:27	18:13	10:30
			n=18	n=10	n=4	n=4	
	Total Response Time ERF <b>Concentration</b>	Urban	49:38	n/a	n/a	n/a	13:30
			n=22	n=9	n=5	n=8	
Rural	42:25	35:43	n/a	n/a	15:30		
	n=18	n=10	n=4	n=4			

High-Risk Technical Rescue – 90th Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	03:40	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1st Unit	Urban	02:14	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1st Unit Distribution	Urban	08:23	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	07:30
	<b>Travel Time ERF Concentration</b>	Urban	10:09	n/a	n/a	n/a	15:30
		Rural	n/a	n/a	n/a	n/a	17:30
<b>Total Response Time</b>	<b>Total Response Time 1st Unit on Scene Distribution</b>	Urban	11:01	n/a	n/a	n/a	09:00
			n=12	n=5	n=4	n=3	
		Rural	n/a	n/a	n/a	n/a	10:30
			n=9	n=3	n=5	n=1	
	<b>Total Response Time ERF Concentration</b>	Urban	13:22	n/a	n/a	n/a	18:30
			n=12	n=5	n=4	n=3	
Rural		n/a	n/a	n/a	n/a	20:30	
		n=9	n=3	n=5	n=1		

Low-Risk Wildland – 90 <sup>th</sup> Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	02:01	01:41	02:04	01:51	01:30
		Rural	03:10	01:43	n/a	02:00	01:30
<b>Turnout Time</b>	Turnout Time 1 <sup>st</sup> Unit	Urban	02:05	01:36	01:33	02:12	01:30
		Rural	02:04	02:00	n/a	02:05	01:30
<b>Travel Time</b>	Travel Time 1 <sup>st</sup> Unit <b>Distribution/ Concentration</b>	Urban	10:49	10:34	10:50	10:48	06:00
		Rural	19:16	18:52	n/a	07:00	07:30
<b>Total Response Time</b>	Total Response Time 1 <sup>st</sup> Unit on Scene <b>Distribution/ Concentration</b>	Urban	13:15	12:13	12:32	13:26	09:00
			n=120	n=34	n=32	n=54	
		Rural	21:39	21:07	n/a	09:26	10:30
			n=31	n=12	n=7	n=12	

High-Risk Wildland – 90 <sup>th</sup> Percentile Times – Baseline Performance			2020-2022	2022	2021	2020	Benchmark
<b>Alarm Handling</b>	Pick-up to Dispatch	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Turnout Time</b>	Turnout Time 1 <sup>st</sup> Unit	Urban	n/a	n/a	n/a	n/a	01:30
		Rural	n/a	n/a	n/a	n/a	01:30
<b>Travel Time</b>	Travel Time 1 <sup>st</sup> Unit Distribution	Urban	n/a	n/a	n/a	n/a	06:00
		Rural	n/a	n/a	n/a	n/a	07:30
	Travel Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	12:00
		Rural	n/a	n/a	n/a	n/a	14:00
<b>Total Response Time</b>	Total Response Time 1 <sup>st</sup> Unit on Scene <b>Distribution</b>	Urban	n/a	n/a	n/a	n/a	09:00
			n=0	n=0	n=0	n=0	
		Rural	n/a	n/a	n/a	n/a	10:30
	n=0		n=0	n=0	n=0		
	Total Response Time ERF <b>Concentration</b>	Urban	n/a	n/a	n/a	n/a	15:00
			n=0	n=0	n=0	n=0	
Rural		n/a	n/a	n/a	n/a	17:00	
		n=0	n=0	n=0	n=0		

## SECTION 5 – EVALUATION OF CURRENT DEPLOYMENT AND PERFORMANCE

---

Continuous improvement is better than delayed perfection.

–Mark Twain

## COMMUNITY EXPECTATIONS OF GRFD SERVICES

As part of the CRA-SOC development process, GRFD held two external stakeholder workshops in February 2022 to gain input from a cross section of the community. Attendees included staff from the Town of Oro Valley, district residents and business owners. After receiving information about the district’s services, stakeholders completed a survey to measure their expectations and rank GRFD programs. Survey results are below.

Rank	Expectation	Score	Value
1	Maintaining adequate staffing, apparatus and equipment for emergency response.	3.90	Essential
2	Ensuring maximum safety of firefighters.	3.85	Essential
3	Ensuring GRFD provides the most effective, evidence-based emergency medical services.	3.80	Essential
Tie 4	Expedient response times to emergencies.	3.75	Essential
	Ensuring a high level of competency/training of personnel.	3.75	Essential
5	Ensuring that firefighters are adequately compensated to maintain retention/experience.	3.65	Essential
6	Professionalism of GRFD personnel.	3.60	Essential
7	Maintaining a high level of fiscal responsibility and transparency.	3.50	Essential
8	Providing a high level of community risk reduction for the community by enforcing fire codes and providing public education/community-involved prevention programs.	3.40	High
9	Providing community involvement and presence at schools, community events, neighborhood activities, etc.	3.20	High
10	Providing nonemergency services such as smoke detector battery change and reptile removal.	2.95	High

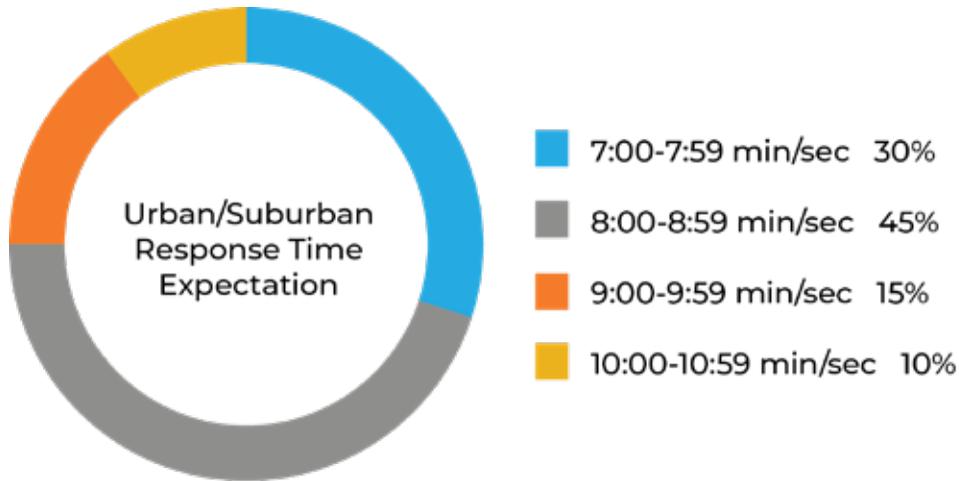
Scale: 0-1.4 Low, 1.5-2.4 Medium, 2.5-3.4 High, 3.5-4.0 Essential

Rank	Program	Score	Value
1	Emergency Medical Services	3.95	Essential
2	Fire Suppression	3.80	Essential
Tie 3	Special Operations – Hazardous Materials Emergencies and Technical Rescue	3.55	Essential
	Fire Investigation	3.55	Essential
	Domestic Preparedness and Planning – Large-scale natural and man-made disasters	3.55	Essential
4	Wildland Fire Prevention and Mitigation	3.50	Essential
5	Public Education – CPR and in-school fire prevention classes	3.25	Very Important
6	Community Involvement – Presence at community events, neighborhood activities, etc.	3.10	Very Important

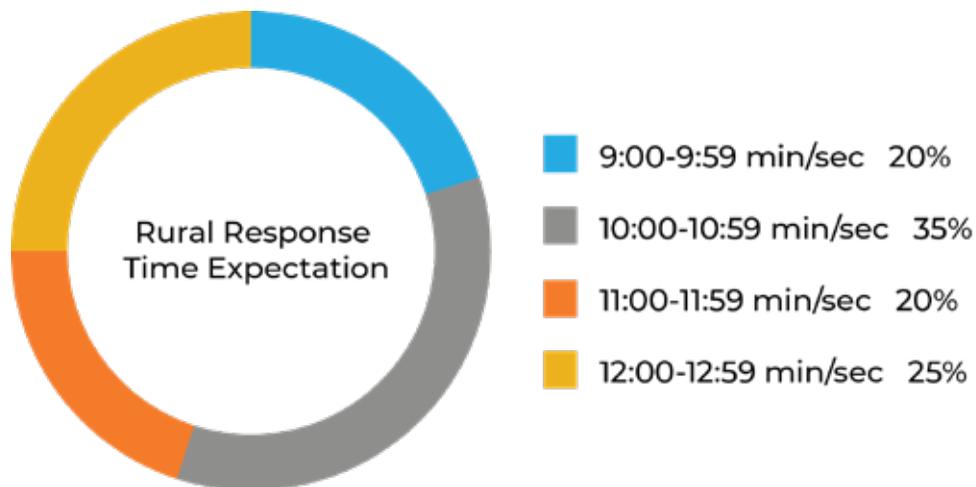
Scale: 0-1.4 Somewhat Important, 1.5-2.4 Important, 2.5-3.4 Very Important, 3.5-4.0 Essential

The external stakeholders also were surveyed regarding total response time. The attendees were given an overview of total response time components prior to completing the survey. The total response time questions included expectations for urban/suburban and rural areas of the district. The results of these survey questions are in **Figures 5.1 and 5.2.**

**Figure 5.1**



**Figure 5.2**



## PERFORMANCE COMPARISON WITH SIMILAR-SIZE FIRE AGENCIES

Golder Ranch Fire District chose to examine six similar sized accredited fire agencies serving growth-oriented communities to use as a measuring stick of current performance. The comparisons are summarized in the table below. The total response times listed are for first due emergent moderate-risk EMS calls only.

Agency	Population Served	Number of Stations	Alarm Handling Time	Turnout Time	Travel Time	Total Response Time
<b>GRFD (2022)</b>	<b>100,059</b>	<b>10</b>	<b>2:00</b>	<b>1:31</b>	<b>7:19</b>	<b>9:52</b>
Northwest FD Arizona	130,000	11	1:49	1:30	6:07	7:16
Olathe FD Kansas	143,000	8	2:17	1:15	5:47	6:44
College Station FD Texas	126,000	6	1:31	2:00	5:02	7:38
Spokane Valley FD Washington	136,000	10	1:02	1:59	5:11	6:43
Surprise FD Arizona	153,000	7	1:32	1:16	6:41	7:30
Arvada FD Colorado	133,000	8	1:51	1:27	5:25	7:47

## SERVICE LEVEL PERFORMANCE GOALS AND OBJECTIVES FOR EMERGENCY SERVICE PROGRAMS

GRFD has established performance objectives and associated response time benchmarks (targets) for all emergency service classifications.

### Emergency Medical Services (EMS) Benchmark Performance Objectives

#### Low-Risk EMS Benchmark Performance Objective (Distribution)

For 90% of all low-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 30 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

### **Moderate-Risk EMS Benchmark Performance Objective (Distribution)**

For 90% of all moderate-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 30 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

### **Moderate-Risk EMS Benchmark Performance Objective (Concentration)**

For 90% of all moderate-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of six firefighters, shall be 20 minutes and 0 seconds in urban areas and 22 minutes and 0 seconds in rural areas. The ERF shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration, completion of patient care report documentation and ALS transportation to the appropriate medical facility.

### **High-Risk EMS Benchmark Performance Objective (Distribution)**

For 90% of all high-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 30 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration and completion of patient care report documentation.

### **High-Risk EMS Benchmark Performance Objective (Concentration)**

For 90% of all high-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of eight firefighters, shall be 25 minutes and 0 seconds in urban areas and 27 minutes and 0 seconds in rural areas. The ERF shall be capable of establishing incident command, providing advanced life support (ALS) care to include the use of cardiac monitoring, ALS medication administration, completion of patient care report documentation and ALS transportation to the appropriate medical facility.

### **Maximum-Risk EMS Benchmark Performance Objective (Distribution)**

For 90% of all maximum-risk medical incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 8 minutes and 30 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable

of establishing incident command, providing multi-patient triage and beginning BLS level treatment of critical patients.

### **Maximum-Risk EMS Benchmark Performance Objective (Concentration)**

For 90% of all maximum-risk medical incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 21 firefighters, shall be 30 minutes and 0 seconds in urban areas and 32 minutes and 0 seconds in rural areas. The ERF shall be capable of establishing incident command, establishing a safety officer, providing multi-patient triage, BLS level treatment of multiple patients and transport to the most appropriate medical facility.

### **Fire Suppression Benchmark Performance Objectives**

#### **Low-Risk Fire Suppression Benchmark Performance Objective (Distribution)**

For 90% of all low-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 11 minutes and 0 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

#### **Moderate-Risk Fire Suppression Benchmark Performance Objective (Distribution)**

For 90% of all moderate-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 11 minutes and 0 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

#### **Moderate-Risk Fire Suppression Benchmark Performance Objective (Concentration)**

For 90% of all moderate-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 21 firefighters, shall be 20 minutes and 0 seconds in urban areas and 22 minutes and 0 seconds in rural areas. The ERF shall be capable of establishing incident command, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue

operations, completing forcible entry, providing ventilation and utility control and performing any needed salvage and overhaul operations.

### **High-Risk Fire Suppression Benchmark Performance Objective (Distribution)**

For 90% of all high-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 11 minutes and 0 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

### **High-Risk Fire Suppression Benchmark Performance Objective (Concentration)**

For 90% of all high-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 25 firefighters, shall be 22 minutes and 0 seconds in urban areas and 24 minutes and 0 seconds in rural areas. The effective response force shall be capable of establishing incident command, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue operations, completing forcible entry, providing ventilation and utility control and performing any needed salvage and overhaul operations.

### **Maximum-Risk Fire Suppression Benchmark Performance Objective (Distribution)**

For 90% of all maximum-risk fire suppression incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 11 minutes and 0 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed, initiating fire attack and performing any needed rescues.

### **Maximum-Risk Fire Suppression Benchmark Performance Objective (Concentration)**

For 90% of all maximum-risk fire suppression incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 31 firefighters, shall be 24 minutes and 0 seconds in urban areas and 26 minutes and 0 seconds in rural areas. The ERF shall be capable of establishing

incident command, establishing personnel accountability, establishing a safety officer, securing a continuous water supply, operating multiple hose lines, establishing a rapid intervention crew, performing search and rescue operations, completing forcible entry, providing ventilation and utility control and performing any needed salvage and overhaul operations.

## **Hazardous Materials Benchmark Performance Objectives**

### **Low-Risk Hazardous Materials Benchmark Performance Objective (Distribution)**

For 90% of all low-risk hazardous materials incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, completing an initial size-up, completing necessary evacuations, requesting additional resources if needed and completing mitigation activities if possible.

### **High-Risk Hazardous Materials Benchmark Performance Objective (Distribution)**

For 90% of all high-risk hazardous materials incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of providing 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing an initial size-up report, requesting additional resources as needed and starting initial evacuations.

### **High-Risk Hazardous Materials Benchmark Performance Objective (Concentration)**

For 90% of all high-risk hazardous materials incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 10 First Responder Operations (FRO) and 14 Hazardous Materials technician trained firefighters, shall be 30 minutes and 0 seconds in urban areas and 32 minutes and 0 seconds in rural areas. The effective response force (ERF) shall be capable of establishing incident command, establishing a safety officer, identifying, mitigating or containing the hazardous material(s), establishing hot/warm/cold zones, perimeter isolation and control, decontamination and evacuations.

## **Extrication Benchmark Performance Objectives**

### **Low-Risk Extrication Benchmark Performance Objective (Distribution)**

For 90% of all low-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of incident command, stabilization, triage and rescue activities.

### **Moderate-Risk Extrication Benchmark Performance Objective (Distribution)**

For 90% of all moderate-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

### **Moderate-Risk Extrication Benchmark Performance Objective (Concentration)**

For 90% of all moderate-risk extrication incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of six firefighters, shall be 10 minutes and 30 seconds in urban areas and 12 minutes and 30 seconds in rural areas. The effective response force (ERF) shall be capable of incident command, stabilization, triage and rescue activities.

### **High-Risk Extrication Benchmark Performance Objective (Distribution)**

For 90% of all high-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

### **High-Risk Extrication Benchmark Performance Objective (Concentration)**

For 90% of all high-risk extrication incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 8 firefighters, shall be 10 minutes and 30 seconds in urban areas and 12 minutes and 30 seconds in rural areas. The effective response force (ERF) shall be capable of incident command, stabilization, triage and rescue activities.

### **Maximum-Risk Extrication Benchmark Performance Objective (Distribution)**

For 90% of all maximum-risk extrication incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

### **Technical Rescue (TRT) Benchmark Performance Objectives**

#### **Low-Risk TRT Benchmark Performance Objective (Distribution)**

For 90% of all low-risk TRT incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command, stabilization, triage and rescue activities.

#### **Moderate-Risk TRT Benchmark Performance Objective (Distribution)**

For 90% of all moderate-risk TRT incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

#### **Moderate-Risk TRT Benchmark Performance Objective (Concentration)**

For 90% of all moderate-risk TRT incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 11 firefighters, shall be 13 minutes and 30 seconds in urban areas and 15 minutes and 30 seconds in rural areas. The effective response force (ERF) shall be capable of establishing incident command, establishing a safety officer, stabilization, triage and rescue activities.

#### **High-Risk TRT Benchmark Performance Objective (Distribution)**

For 90% of all high-risk TRT incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of establishing incident command procedures, providing an initial size-up report, requesting additional resources if needed, and initiating stabilization, triage and rescue activities.

**High-Risk TRT Benchmark Performance Objective (Concentration)**

For 90% of all high-risk TRT incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 18 firefighters, shall be 18 minutes and 30 seconds in urban areas and 20 minutes and 30 seconds in rural areas. The effective response force (ERF) shall be capable of establishing incident command, establishing a safety officer, stabilization, triage and rescue activities.

**Wildland Urban Interface (WUI) Benchmark Performance Objectives****Low-Risk WUI Benchmark Performance Objective (Distribution)**

For 90% of all low-risk WUI incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed and completing fire suppression activities.

**High-Risk WUI Benchmark Performance Objective (Distribution)**

For 90% of all high-risk WUI incidents, the benchmark total response time for the first arriving unit, staffed with a minimum of four firefighters, shall be 9 minutes and 0 seconds in urban areas and 10 minutes and 30 seconds in rural areas. The first arriving apparatus shall be capable of providing a minimum of 750 gallons of water with a pumping capability of 1,250 gallons per minute; establishing incident command procedures, providing the initial size-up report, requesting additional resources if needed and initiating fire attack and structure protection activities.

**High-Risk WUI Benchmark Performance Objective (Concentration)**

For 90% of all high-risk WUI incidents, the benchmark total response time for the effective response force (ERF), staffed with a minimum of 21 firefighters, shall be 15 minutes and 0 seconds in urban areas and 17 minutes and 0 seconds in rural areas. The effective response force shall be capable of establishing incident command, establishing personnel accountability, establishing safety officers, securing a continuous water supply when appropriate, operating multiple hose lines or establishing control lines, maintaining structure protection and completing fire suppression activities.

## Performance Gaps

The following tables illustrate 2022 performance gaps in minutes and seconds for EMS, fire, hazmat, extrication and wildland fire service classifications. There was not enough call volume to assess technical rescue.

Metric	2022 Performance Gap First Due			2022 Performance Gap Effective Response Force	
	Low Risk	Mod. Risk	High Risk	Moderate Risk	High Risk
<b>EMS</b>					
Alarm Handling	00:47	00:45	00:27		
Turnout Time	00:25	00:16	00:06		
Travel Time Urban	01:49	01:19	00:11	03:08	n/a
Travel Time Rural	03:32	01:57	05:41	n/a	n/a
Total Response Time-Urban	01:54	01:52	-00:19	03:03	n/a
Total Response Time-Rural	04:10	01:54	05:38	n/a	n/a

= 1 to 10% Gap  
  = 11 to 20% Gap  
  = 21 to 50% Gap  
  = > 50% Gap

Metric	2022 Performance Gap First Due			2022 Performance Gap Effective Response Force	
	Low Risk	Mod. Risk	High Risk	Moderate Risk	High Risk
<b>FIRE</b>					
Alarm Handling	01:05	-00:03	n/a		
Turnout Time	00:11	00:13	n/a		
Travel Time Urban	03:06	01:32	n/a	13:10	n/a
Travel Time Rural	02:36	n/a	n/a	n/a	n/a
Total Response Time-Urban	02:55	01:19	n/a	13:09	n/a
Total Response Time-Rural	02:29	n/a	n/a	n/a	n/a

= 1 to 10% Gap
  = 11 to 20% Gap
  = 21 to 50% Gap
  = > 50% Gap

Metric	2022 Performance Gap First Due			2022 Performance Gap Effective Response Force	
	Low Risk	Mod. Risk	High Risk	Moderate Risk	High Risk
<b>HAZMAT</b>					
Alarm Handling	00:36	n/a	n/a		
Turnout Time	00:07	n/a	n/a		
Travel Time Urban	04:08	n/a	n/a	n/a	n/a
Travel Time Rural	03:01	n/a	n/a	n/a	n/a
Total Response Time-Urban	03:50	n/a	n/a	n/a	n/a
Total Response Time-Rural	03:17	n/a	n/a	n/a	n/a

= 1 to 10% Gap
  = 11 to 20% Gap
  = 21 to 50% Gap
  = > 50% Gap

Metric	2022 Performance Gap First Due			2022 Performance Gap Effective Response Force	
	Low Risk	Mod. Risk	High Risk	Moderate Risk	High Risk
<b>EXTRICATION</b>					
Alarm Handling	00:09	-00:04	n/a		
Turnout Time	00:02	-00:04	n/a		
Travel Time Urban	01:30	-00:17	n/a	n/a	n/a
Travel Time Rural	01:20	04:52	n/a	02:47	n/a
Total Response Time-Urban	01:50	-01:21	n/a	n/a	n/a
Total Response Time-Rural	01:31	05:09	n/a	02:24	n/a

= 1 to 10% Gap
  = 11 to 20% Gap
  = 21 to 50% Gap
  = > 50% Gap

Metric	2022 Performance Gap First Due			2022 Performance Gap Effective Response Force	
	Low Risk	Mod. Risk	High Risk	Moderate Risk	High Risk
<b>WILDLAND</b>					
Alarm Handling	00:11	n/a	n/a		
Turnout Time	00:06	n/a	n/a		
Travel Time Urban	04:34	n/a	n/a	n/a	n/a
Travel Time Rural	11:22	n/a	n/a	n/a	n/a
Total Response Time-Urban	03:13	n/a	n/a	n/a	n/a
Total Response Time-Rural	10:07	n/a	n/a	n/a	n/a

= 1 to 10% Gap
  = 11 to 20% Gap
  = 21 to 50% Gap
  = > 50% Gap

## SECTION 6 – PLAN FOR IMPROVING AND MAINTAINING RESPONSE CAPABILITIES

---

Without continual growth and progress, such words as improvement, achievement and success have no meaning.

–Benjamin Franklin

## PLAN STEPS

The development of the Community Risk Assessment – Standards of Cover (CRA-SOC) is a significant component of GRFD’s commitment to providing the highest level of service possible to the district. A key element of that commitment is ensuring there is a plan moving forward to maintain and improve community risk reduction and emergency response capabilities as described in the CRA-SOC. Components of the plan are illustrated in **Figure 6.1**, followed by a more detailed discussion.

Further supporting the performance improvement plan is the Standards of Cover and Response Time Standard Analysis that is located in the **Appendices** section.

**Figure 6.1**



### Step 1 – Establish and Review Performance Objectives

To establish performance objectives, Golder Ranch Fire District has completed the following:

- Identified services provided
- Completed a risk assessment
- Defined the levels of service
- Identified and categorized levels of risk
- Developed performance distribution/concentration measures and associated objectives

Updating and establishing any new performance measures should occur when:

- There is a change in the type(s) of services delivered by GRFD
- New mandated laws or regulations require a change in the method of service delivery by GRFD
- Significant change occurs in GRFD boundaries (growth or contraction)
- The district governing board or fire chief feel there is a need to adjust performance service delivery and associated performance objectives

## **Step 2 – Evaluate Performance**

GRFD evaluates performance at several levels:

- Districtwide level
- Geographic planning zone level
- Company level (first due)
- Effective response force level

## **Step 3 – Develop Compliance and Improvement Strategies**

The SOC team will develop compliance and improvement strategies that will include developing a more comprehensive performance improvement plan by spring 2024 that considers the following elements:

- Maximization of existing resources including recommendations for new response models as needed
- Evaluation of partnering opportunities (additional or enhanced mutual or auto aid agreements)
- Consideration of alternate means of service delivery
- Recommendations for additional mobile and fixed resources as needed to improve or maintain service delivery
- Individual or group actions that can improve service delivery
- Explore implementation of Imagetrend Continuum response performance reporting system

## **Step 4 – Communicate Expectations**

The CRA-SOC outlines service level response performance objectives. These performance objectives need to be clearly communicated to the GRFD personnel responsible for service delivery, as well as support service personnel. The methods for communicating performance objective expectations may include, but are not limited to:

- Direct communication with crews by the battalion chiefs
- Review of expectations and performance objective statistics at fire officer staff meetings
- Posting of the CRA-SOC on the district's website and intranet

Using these and potentially other methods of communication, the SOC team will develop a plan to communicate expectations by January 2024. The plan will include an element by which members can give feedback regarding the expectations.

### **Step 5 – Validate Compliance**

Performance reports that include performance data by unit, station and shift battalion are developed and distributed to all fire officers on a monthly basis. Expand to include:

- Quarterly performance reports to be developed, delivered and reviewed at the SOC team quarterly meetings
- A comprehensive annual performance report to be developed by the SOC team. The annual report will include all aspects of:
  - Performance compliance for the previous calendar year
  - Significant trends that were identified as a result of analyzing performance
  - New external influences or altered conditions; new growth and development trends and new or changing risks

The annual report shall be submitted to the governing board for review and comment.

### **Step 6 – Make Necessary Adjustments**

By reviewing the information developed for the validation of compliance, any performance gaps can be identified – and a plan formulated for improvement developed by the operations division in partnership with the SOC team. The current performance improvement plan is outlined after the performance gap discussion.

In addition to developing an annual performance report as outlined in Step 5, the SOC team will review the entire CRA-SOC annually, and make any necessary adjustments. Following the SOC team annual review, the CRA-SOC will be submitted to the district governing board for adoption.

## PERFORMANCE GAP DISCUSSION – 2022 RESPONSE TIME COMPONENTS

The performance gap discussion presented here is limited to EMS and fire response time elements, as these two service classifications make up approximately 98% of the total emergent call volume. The discussion is based on the 90<sup>th</sup> percentile of call data.

**2022 Alarm Handling (Call Processing) Times** – The data shows there is significant room for improvement for EMS low/moderate calls and low-risk fire call processing. Emergent EMS times ranged from 36% (high-risk EMS calls) to 63% (low-risk EMS calls) above GRFD benchmark times. Emergent low-risk fire calls were over a minute above the benchmark time. Call processing times for moderate-risk fire calls were slightly below the benchmark time.

**2022 Turnout Time** – There is room for improvement in turnout times. Low-risk EMS turnout times were 35% above the benchmark time; 21% for moderate-risk calls and 9% for high-risk calls. Low and moderate-risk fire times were 35% and 37% above the benchmark time respectively.

**2022 Travel Times** – Travel times represented the biggest performance gap of the three components of total response time. First due EMS urban and rural travel times ranged from 9% to 71% above the benchmark time. Moderate-risk EMS calls for ERF urban were 18% above the benchmark; 16% above for high-risk calls. Low-risk fire first due urban and rural travel times ranged from 32% to 53% above the benchmark time. Moderate-risk fire urban and rural ERF travel times were over 100% of the benchmark time.

**2022 Total Response Times (TRT)** – Total response time performance gaps were most significantly affected by call processing and travel times. Total response times for low-risk EMS first due urban calls were 22% above the benchmark and 40% above for rural calls. Moderate-risk EMS calls for ERF urban were 16%, and 18% above the rural call benchmark. EMS high-risk ERF urban calls were 4% under the benchmark, while rural calls were 54% over. Total response time for low-risk fire first due urban calls was 32% above the benchmark, and 23% above for first due rural calls. Moderate-risk fire TRT for ERF urban calls was 23% above the benchmark time.

## CURRENT PERFORMANCE IMPROVEMENT PLAN

The following table represents GRFD’s current performance improvement plan to close identified gaps in emergency services levels.

Response Time Component	Action Item	Manager	Timeline
Alarm Handling	Work through SAFERC and COT PSCD to implement CORTI AI system to decrease alarm handling times.	AC Chris Grissom / DC Tony Rutherford	To be implemented by 7/2024.
Alarm Handling	Work with SAFERC to institute time benchmarks and compliance standards in future IGA with COT PSCD.	AC Chris Grissom / DC Tony Rutherford	IGA to be renewed by 7/1/2024.
Turnout Times	Install information kiosks in all facilities with link to response analytics platform.	AC Grant Cesarek / DC Adam Jarrold	To be installed by 12/2023.
Turnout Times	Monitor turnout times and ensure crews maintain awareness of their performance.	Battalion Chiefs	Ongoing / continuous
Turnout Times	Institute competition between shifts and stations to improve turnout times.	Battalion Chiefs	Ongoing / continuous
Travel Time	Develop alternative service delivery tier that handles service calls and increases the availability and reliability of emergency response units.	AC Eric Perry / DC Jeremy Hilderbrand	Initial rollout to be by 12/2023.
Travel Time	Review response data and develop targeted CRR strategies that decrease reliance on 911 and increase the availability and reliability of emergency response units.	DC Jeremy Hilderbrand/ CRRS Habinek	Initial community risk reduction plan to be published by 7/2024. Annual review and revising based on monitoring of outcomes and impacts.

## SECTION 7 – KEY FINDINGS & RECOMMENDATIONS

---



Action is the foundational key to all success.

–Pablo Picasso

Golder Ranch Fire District senior staff and the CRA-SOC facilitator developed the key findings and recommendations found in this section.

### **KEY FINDING #1**

Slightly more than one-third of the population that GRFD serves is over 65 years of age. This demographic is expected to increase in percentage. As a result, service demand for this age group will increase as well.

### **Recommendation**

Research further what impact this demographic segment currently has, and will have in the future on GRFD services.

### **KEY FINDING #2**

There are not enough personnel trained at the swift-water technician level to adequately support more than a single swift-water rescue event at any one time.

### **Recommendations**

- 1) In an effort to reduce swift-water rescue responses, develop a comprehensive, multi-media public education program to enhance the public's awareness of not driving into flooded roadways.
- 2) Develop a phased plan to train all GRFD firefighters at the swift-water technician level that includes providing additional swift-water rescue equipment.

### **KEY FINDING #3**

The current annual call volume growth is 5%. If this growth trend continues, the result will be a 22% call volume increase in the next three years. This will present a substantial challenge to maintaining current service performance levels and a major challenge to improving them.

### **Recommendation**

Initiate a comprehensive study on how the anticipated increase in call volume will impact service level performance for the period of the CRA-SOC.

## **KEY FINDING #4**

Service calls currently represent 33% of GRFD’s total call volume. Additionally, “good intent” calls as defined by the National Fire Incident Reporting System have increased 41% during the period of 2020 through 2022.

### **Recommendation**

Initiate a comprehensive study to 1) determine the impact of nonemergent calls on the service delivery of emergent calls 2) determine the value to district residents of all service type calls that includes a cost measurement component 3) evaluate the current service delivery method 4) determine recommendations for the types of service/good-intent calls and methods of delivery for the upcoming period of the CRA-SOC.

## **KEY FINDING #5**

Response plans for large-scale risks need enhancement or development.

### **Recommendation**

Develop response plans for each of the large-scale risks identified in Section 3 in order of the priority index scores.

## **KEY FINDING #6**

There is no long-term master plan. A master plan generally has a longer time period than a strategic plan and includes capital asset needs and other significant financial impact aspects that can be expected in a 10 to 20-year time frame.

### **Recommendation**

Determine if there is value in developing a master plan for GRFD and if so, create an action plan for developing one.

## **KEY FINDING #7**

The technical rescue critical task/effective response force development process identified the need for an increase in minimum technical rescue technician staffing.

## **Recommendation**

Initiate a study to determine how this gap will be filled.

## **KEY FINDING #8**

There is no formal community risk reduction plan.

## **Recommendation**

The United States Fire Administration, the NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)* and the Vision 20/20 Project all recommend that a community risk reduction plan be developed following a community risk assessment. It is recommended that a team be formed to develop a formal community risk assessment based on national consensus best practice.

## **KEY FINDING #9**

Call processing (alarm handling) and travel times reflect significant performance gaps.

## **Recommendation**

In addition to the current performance gap plan, develop a more comprehensive performance gap plan that includes longer-term efforts to close the performance gaps. The plan should include an emphasis on moderate and high-risk gaps.

## **GLOSSARY & APPENDICES**

---

**Adequate:** Providing what is needed to meet a given objective without being in excess.

**Advanced Life Support (ALS):** Emergency medical treatment beyond basic life support level as defined by the medical authority having jurisdiction.

**Alarm:** A signal or message from a person or device indicating the existence of a fire, medical emergency or other situation that requires fire district action.

**Alarm Answering Time:** The time interval that begins when the alarm is received at the communications center and ends when the alarm is acknowledged at the communications center.

**Alarm Handling Time:** The time interval from the receipt of the alarm at the primary public safety answering point (PSAP) until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities (ERFs) or the emergency response units (ERUs) in the field.

**Alarm Processing Time:** The time interval from when the alarm is acknowledged at the communications center until response information begins to be transmitted via voice or electronic means to emergency response facilities (ERFs) and emergency response units (ERUs).

**Alarm Transfer Time:** The time interval from the receipt of the emergency alarm at the public safety answering point (PSAP) until the alarm is first received at the communications center.

**Automatic Aid:** A plan developed between two or more fire districts/ departments for immediate joint response on first alarms.

**Baseline Performance:** Current level of performance.

**Benchmark Performance:** Level of performance the district is trying to achieve long term.

**Community Risk Assessment (Analysis):** The evaluation of a community's fire and nonfire hazards and threats, considering all pertinent facts that increase or decrease risk in order to define standards of cover.

**Company:** A group of GRFD members:

- Directly supervised by an officer
- Trained and equipped to perform assigned tasks
- Organized and identified as engine companies, ladder companies, rescue companies, squad companies or multi-functional companies
- Assigned to a single fire apparatus (engine, ladder truck, rescue, squad) except where multiple apparatus are assigned that are dispatched and arrive together; continuously operate together and managed by a single company officer

**Concentration:** Spacing of multiple resources arranged so that an initial effective response force can arrive on scene within the time frames outlined in the on-scene performance objectives.

**Credible:** Capable of being believed; believable as verified and/or validated.

**Critical Task:** A time-sensitive work function that is essential, along with other work functions to ensure a positive outcome for a performance objective.

**Deployment:** The strategic assignment and placement of fire agency resources such as fire companies, fire stations and specific staffing levels for those companies required to mitigate community emergency events.

**Distribution:** Geographic location of all first-due resources for initial intervention. Generally measured from fixed response points, such as fire stations, and expressed as a measure of time.

**Effective Response Force (ERF):** The minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed total response time and is capable of initial fire suppression, EMS and/or mitigation. The ERF is the result of the critical tasking analysis conducted as part of a community risk assessment.

**Fire Protection System:** The regular interaction of dependent and independent sources of fire protection services, and includes both public and private organizations, apparatus, equipment, fixed and mobile, facilities, methods, human resources and policies by the authority having jurisdiction.

**Risk:** A measure of the probability and severity of adverse effects that result from an exposure to a hazard.

**Standards of Cover:** Those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an organization.

**Total Response Time:** The sum of alarm handling (call processing), turnout and travel times.

**Travel Time:** The time interval that begins when a unit is in route to the emergency incident and ends when the unit arrives at the scene.

**Turnout Time:** The time interval that begins when the emergency response facilities (ERFs) and emergency response units (ERUs) notification process begins by either an audible alarm or visual annunciation or both, and end at the beginning point of travel time.

**Working Fire:** Any fire within a structure or building fire causing significant damage to the building and its contents. Generally requires commitment of all initial effective response force (ERF).

## Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.1.1	Fire-emergency service organization (FESO) has adopted statement of purpose including general services provided, area served and delegation of authority.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.1.2	Levels of services determined by FESO or by AHJ.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.1.3	Resources/personnel are determined by FESO or AHJ.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.2.1	AHJ responsible for FESO-established legal authority for operation of FESO.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.2.2	FESO operates within and complies with existing laws within its jurisdiction and responsibilities.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.1	FESO delivers program to develop public awareness and cooperation in management of risk-based analysis of relevant data in a community risk assessment.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.2	Level of service provided, and degree of risk is by local determination.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.3.1	FESO has programs developed to regularly evaluate all parts of service area in which hazardous situations could develop.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.3.2	Examinations concentrate on locations identified with high levels of hazards.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.4	FESO assists in reducing risk to persons/ organizations in service area.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.5	FESO provides customer service-oriented programs as listed in 4.3.5	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.1	FESO communicates closely with government authority, chief executive and governing body.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.2	FESO keeps members of AHJ informed of department's achievements, operations and challenges.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.3.6.3	FESO seeks input from public regarding expectations and satisfaction with services provided.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.1	There is a master plan.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.2	Master plan provides for service area wide management strategy and includes existing and anticipated growth.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.3	Master plan includes evaluation of specific types and levels of risk in a service area.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

## Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.4.4	Master plan is directly related to improving and maintaining effectiveness and efficiency of FESO.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.5	Master plan takes a proactive approach to the community's changing need for service.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.6	FESO includes research and development component that encompasses all aspects of fire/emergency services provided.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.7	Research and planning includes ongoing relationships with other agencies involved in service area.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.8	FESO leaders kept informed of development plans, projected service demands, operational plans, alternative approaches and problems that could develop as change occurs.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.4.9	Master planning process includes attempt at future emergency needs of a service area for a minimum of ten years.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.10	Master planning is used to develop and maintain fire/emergency services resources to manage levels of risk that will prevail in the service area.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.11	Master planning process includes consideration of alternative approaches to risk management.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.4.12	Master planning process includes the FESO preparing contingency plans for implementation in the event of curtailed availability of local government.	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
4.5.1	FESO has a fire chief and organizational structure that facilitates effective and efficient management of its resources to carry out mandate as in 4.1.2	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.2	FESO has an organizational structure adequate to accomplish its mission.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.1	Fire department has developed and adopted formal policy statement that includes types and levels of services to be provided by the department, the service area and delegation of authority to management personnel.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.2	Policy statement is reviewed periodically and updated to reflect current conditions.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.5.3.3	Fire department in conjunction with AHJ determines the organization, number and distribution of operating line units of the department.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

## Appendix A.1 NFPA 1201 Compliance Table

Reference Element		Compliance Status
4.5.3.4	Fire department has organizational plan that illustrates the relationship of individual operating divisions to the organization.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.1	Automatic and mutual aid arrangements have formal written agreements in place.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.2	All personnel have training to ensure compatible operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.3	Company staffing models are defined between departments included in the agreements.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.6.4	Operational methods are as uniform as practical.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4.7	Finance – Not evaluated as part of the CRA-SOC development process.	N/A
4.8	Asset Control – Not evaluated as part of the CRA-SOC development process.	N/A
4.9	Audit – Not evaluated as part of the CRA-SOC development process.	N/A
4.10	Risk Management Plan – Not evaluated as part of the CRA-SOC development process.	N/A
4.11	Professional Development – Not evaluated as part of the CRA-SOC development process.	N/A
4.12	Emergency Management Program – Not evaluated as part of the CRA-SOC development process.	N/A
4.13	Management Information Systems (MIS) – Not evaluated as part of the CRA-SOC development process.	N/A
4.14.1	FESO ensures provision of reliable communication systems to facilitate prompt delivery of services.	N/A
4.14.2.1	All emergency communications facilities and equipment comply with NFPA 1221 – Not evaluated as part of the CRA-SOC development process.	N/A
4.14.3	Nonemergency Communications – Not evaluated as part of the CRA-SOC development process.	N/A
4.15	Annual Report – Not evaluated as part of the CRA-SOC development process.	N/A
5.1.1.1	FESO has a defined process for addressing factors in the community that affect risk for fire and other emergencies.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.1.1.2	The process includes relevant engineering challenges and potential solutions with respect to 1) community risk assessment 2) water supply 3) planning 4) resource deployment.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

## Appendix A.1 NFPA 1201 Compliance Table

	Reference Element	Compliance Status
5.1.2	FESO is responsible for identifying and addressing these factors in the community that affect risk for fires and other emergencies.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.2.1	Research and planning function encompasses examination of all aspects that relate to current demands and future needs of the community.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.2.2	Research and planning is directed toward improving and maintaining responsive approach to the community's changing needs.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.2	FESO ensures the availability of sufficient water supplies for firefighting throughout the community.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.3.1	FESO has written policies/procedures for utilization of piped and static water supplies that account for weaknesses or deficiencies and provide for contingency plans in the event of service outages.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5.3.3.2	Written agreements are in place with entities that have available water sources that are privately owned or under the control of a separate public authority.	N/A
8.1	FESO provides resources, planning and training that are consistent with the level of service identified in the scope of authority and responsibilities for emergency operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.2	FESO utilizes NFPA 1561 as the incident management system for all emergency operations.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.3	Results are used from the community risk assessment to prepare a plan for the timely and sufficient coverage of incidents that could occur.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.4	FESO has developed the deployment of resources implementation plan in accordance with NFPA 1710.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
8.5	Safety, Health and Risk Management – Not evaluated as part of the CRA-SOC development process.	N/A
8.6	Incident Reporting – Not evaluated as part of the CRA-SOC development process.	N/A
8.7	FESO provides emergency medical service that maintains a close working relationship with medical authority to provide applicable level of medical supervision for service level which the FESO is authorized to deliver.	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

PI/CC		GRFD CRA/SOC Accreditation Model Correlation Matrix	CRA/SOC Page #
Category I – Governance & Administration			
Criterion 1A		Governing Body	
CC	1A.1	<b>The agency is legally established.</b>	18
PI	1A.4	The <u>role and composition</u> of various policymaking, planning and special purpose bodies are defined by the <u>governing body in an organizational chart</u> .	22
PI	1A.5	The governing body or designated authority <u>approves</u> the organizational structure that carries out the agency's mission.	22
Criterion 1B		Agency Administration	
CC	1B.1	<b>The <u>administrative structure and allocation of financial, equipment and personnel resources</u> reflect the agency's mission, goals, objectives, size and complexity.</b>	18, 23
PI	1B.2	Personnel functions, roles, and responsibilities are defined in <u>writing and a current organization chart</u> exists that includes the agency's relationship to the governing body.	18
Category II - Assessment & Planning			
Criterion 2A		Documentation of Area Characteristics	
PI	2A.1	<u>Service area boundaries</u> for the agency are <u>identified, documented, and legally adopted</u> by the authority having jurisdiction.	53
PI	2A.2	<u>Boundaries for other service responsibility areas</u> , such as automatic aid, mutual aid, and contract areas, are <u>identified, documented, and appropriately approved</u> by the authority having jurisdiction.	110
CC	2A.3	<b>The agency has a <u>documented and adopted methodology</u> for organizing the response area(s) into geographical planning zones.</b>	53-63
CC	2A.4	<b>The agency assesses the community <u>by planning zone and considers the population density</u> within planning zones and population areas, as applicable, for the purpose of developing total response time standards.</b>	53-63
PI	2A.5	Data that include <u>property, life, injury, environmental, and other associated losses</u> , as well as the <u>human and physical assets preserved and/or saved</u> , are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.	112
PI	2A.6	The agency utilizes its <u>adopted planning zone</u> methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards, risks, and service provision capability demands.	25-29, 31-34, 65, 67

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

PI	2A.7	Significant socioeconomic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and <u>population earning characteristics</u> .	31-33, 36
PI	2A.8	The agency <u>identifies and documents</u> all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.	44
PI	2A.9	The agency <u>defines and identifies infrastructure</u> that is considered critical within each planning zone.	54-63
Criterion 2B	All-Hazard Risk Assessment and Response Strategies		
CC	2B.1	<b>The agency has a <u>documented and adopted methodology for identifying, assessing, categorizing and classifying all risks (fire and non-fire) throughout the community or area of responsibility.</u></b>	68-94
PI	2B.2	The historical emergency and nonemergency <u>service demands frequency for a minimum of three immediately previous years</u> and the <u>future probability</u> of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.	115-122, App. 4.3-4.12
CC	2B.4	<b>The agency's risk identification, analysis, categorization, and classification methodology has been utilized to <u>determine and document</u> the different categories and classes of risks within each planning zone.</b>	50-89
PI	2B.6	The agency <u>assesses critical infrastructure</u> within the planning zones for capabilities and capacities to meet the demands posed by the risks.	54-63
Criterion 2C	Current Deployment and Performance		
CC	2C.1	<b>Given the levels of risks, area of responsibility, demographics, and socio- economic factors, the agency has <u>determined, documented, and adopted a methodology</u> for the consistent provision of service levels in all service program areas through response coverage strategies.</b>	125-138, 142-152
CC	2C.2	The agency has a <u>documented and adopted methodology for monitoring</u> its quality of emergency response performance for each service type within each planning zone and the total response area.	App. 4.13
CC	2C.4	<b>A <u>critical task analysis of each risk category and risk class has been conducted</u> to determine the first due and effective response force capabilities, and a <u>process is in place to validate and document the results.</u></b>	70-72, 79-89
CC	2C.5	The agency has <u>identified the total response time components</u> for delivery of services in each service program area and found those services consistent and reliable within the entire response area.	125-138, 142-152
PI	2C.7	The agency has <u>identified the total response time components</u> for delivery of services in each service program area and assessed those services in each planning zone.	125-138, 142-152

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

CC	2C.8	The agency has <u>identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.</u>	158, App. 4.13
Criterion 2D		Plan for Maintaining and Improving Response Capabilities	
CC	2D.1	The agency has a <u>documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement for the total response area.</u>	App. 4.13
PI	2D.2	The agency <u>continuously monitors, assesses, and internally reports, at least quarterly,</u> on the ability of the existing delivery system to meet expected outcomes and identifies and prioritizes remedial actions.	App. 4.13
CC	2D.3	The performance monitoring methodology identifies, <u>at least annually,</u> future external influences, altering conditions, growth and development trends, and new or evolving risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.	App. 4.13
CC	2D.6	<u>Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.</u>	App. 4.13
CC	2D.7	The agency has systematically <u>developed a continuous improvement plan</u> that details actions to be taken within an identified timeframe to <u>address existing gaps and variations.</u>	156-158
PI	2D.8	The agency <u>seeks approval of its standards of cover</u> by the authority having jurisdiction (AHJ).	4
CC	2D.9	<u>On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.</u>	App. 4.13
<b>Category III - Goals &amp; Objectives</b>			
Criterion 3B		Goals and Objectives	
PI	3B.2	The agency <u>conducts an environmental scan</u> when establishing its goals and objectives.	140-141
CC	3B.3	The agency <u>solicits feedback and direct participation from internal and external stakeholders</u> in the development, implementation and evaluation of the agency's goals and objectives.	140-141
PI	3B.5	The governing body <u>reviews the agency's goals and objectives and considers</u> all budgetary and operational proposals in order to ensure success.	App. 4.13
Criterion 3C		Implementation of Goals and Objectives	
CC	3C.1	The agency <u>identifies personnel</u> to manage its goals and objectives and uses a defined <u>organizational management process</u> to track progress and results.	App. 4.13
CC	3C.2	The agency's <u>personnel receive information</u> explaining its goals and objectives.	155-156

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

PI	3C.3	The agency, when necessary, <u>identifies and engages appropriate external resources</u> to help accomplish its goals and objectives.	110
Criterion 3D		Measurement of Organizational Progress	
CC	3D.1	<b>The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.</b>	App. 4.13
CC	3D.2	<b>The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.</b>	App. 4.13
PI	3D.3	The agency provides <u>progress updates, at least annually</u> , on its goals and objectives to the AHJ, its members and the community it serves.	4, App. 4.13
<b>Category V - Community Risk Reduction</b>			
Criterion 5D		Domestic Preparedness, Planning and Response	
PI	5D.3	The agency has a <u>process in place for requesting</u> additional resources not readily available in the community served.	110
Criterion 5E		Fire Suppression	
CC	5E.1	<b>Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), pumping capacity, apparatus and equipment <u>deployment objectives</u> for each type and magnitude of <u>fire suppression incident(s)</u>.</b>	45, 96-97, 98, 99, 138-146
Criterion 5F		Emergency Medical Services (EMS)	
CC	5F.1	<b>Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>emergency medical incident(s)</u>.</b>	46, 100, 125-128, 142-144, 150
Criterion 5G		Technical Rescue	
CC	5G.1	<b>Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and level of risk of a <u>technical rescue incident(s)</u>.</b>	47, 99, 135-137, 148-149
Criterion 5H		Hazardous Materials (Hazmat)	
CC	5H.1	<b>Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), apparatus and equipment <u>deployment objectives</u> for each type and magnitude of <u>hazardous materials incident(s)</u>.</b>	47, 81, 99, 132, 146, 151

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

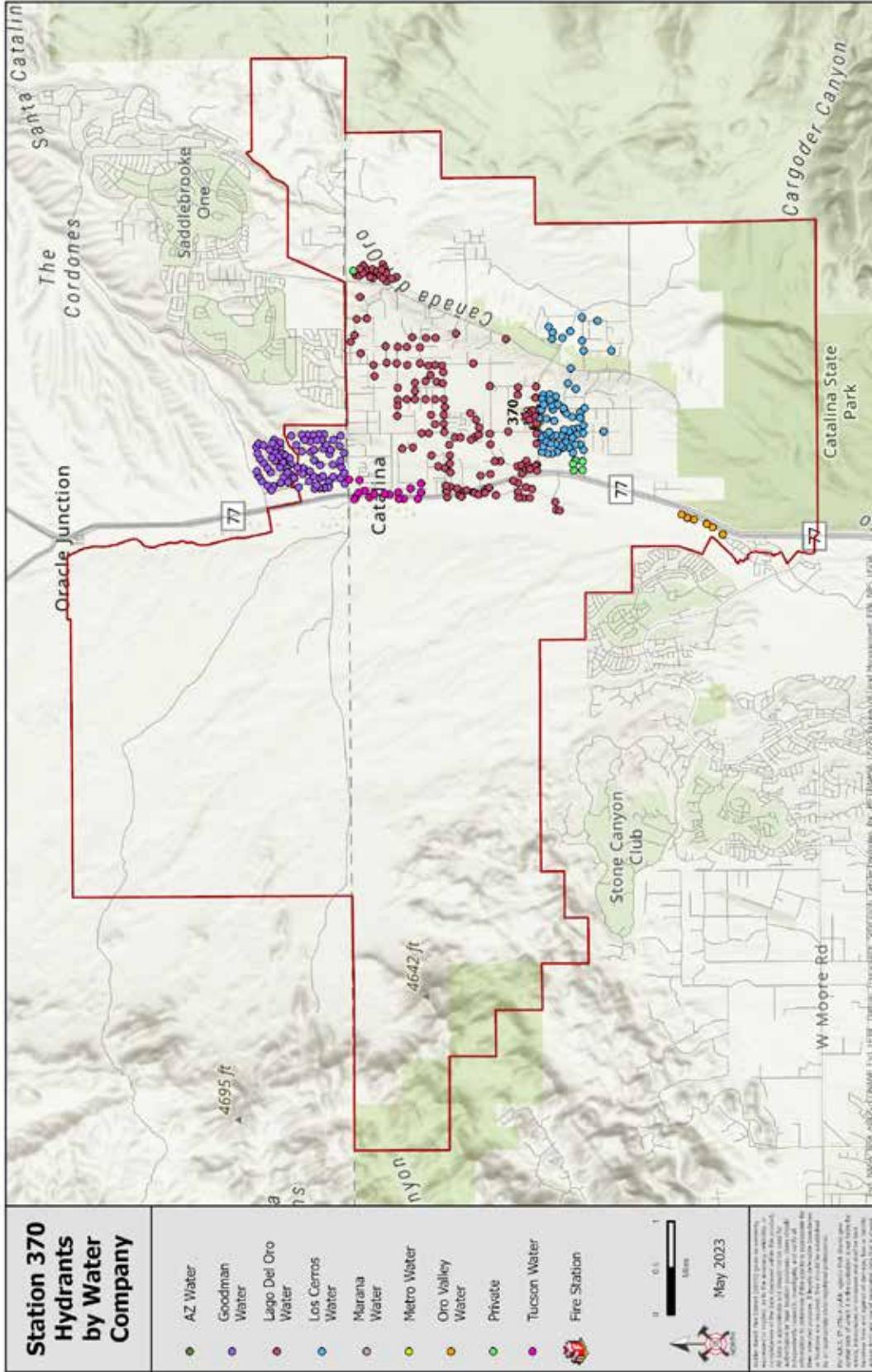
Criterion 5K		Wildland Fire Services	
CC	5K.1	<b>Given the agency's community risk assessment/standards of cover and emergency performance statements, the <u>agency meets its staffing, response time, station(s), apparatus and equipment deployment objectives</u> for each type and magnitude of <u>wildland fire services incident</u>.</b>	48, 87-88, 98, 138, 149-152
<b>Category VI – Physical Resources</b>			
Criterion 6A		Physical Resources	
PI	6A.1	The development, <u>construction or purchase of physical resources is consistent</u> with the agency's goals and strategic plan.	102-109
Criterion 6B		Fixed Facilities	
PI	6B.1	Each function or program has <u>adequate facilities and storage space</u> . (e.g., operations, prevention, training, support services, and administration).	102-109
Criterion 6C		Apparatus, Vehicles, and Maintenance	
CC	6C.1	<b><u>Apparatus and vehicle types are appropriate for the functions served (e.g., operations, staff support services, specialized services and administration)</u>.</b>	96-100
PI	6D.2	The maintenance and repair <u>facility has adequate space</u> and is equipped with appropriate tools.	108
PI	6D.4	The <u>reserve vehicle fleet is adequate</u> , or a documented contingency plan is in place for when an apparatus must be taken out of service.	96-97
<b>Category VIII - Training</b>			
Criterion 8C		Training and Education Resources	
CC	8C.1	<b><u>Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.</u></b>	96, 109
<b>Category IX - Essential Resources</b>			
Criterion 9A		Water Supply	
CC	9A.2	<b><u>An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are adequate in volume and pressure, based on nationally and/or internationally recognized standards, to control and extinguish fires.</u></b>	29-31, 178-187
PI	9A.4	The agency <u>maintains copies of current water supply sources and annually reviews fire hydrant maps</u> for its service area to ensure they are accurate.	189-198, 178-187

## Appendix A.2 GRFD CRA-SOC Correlation to CFAI Accreditation Model

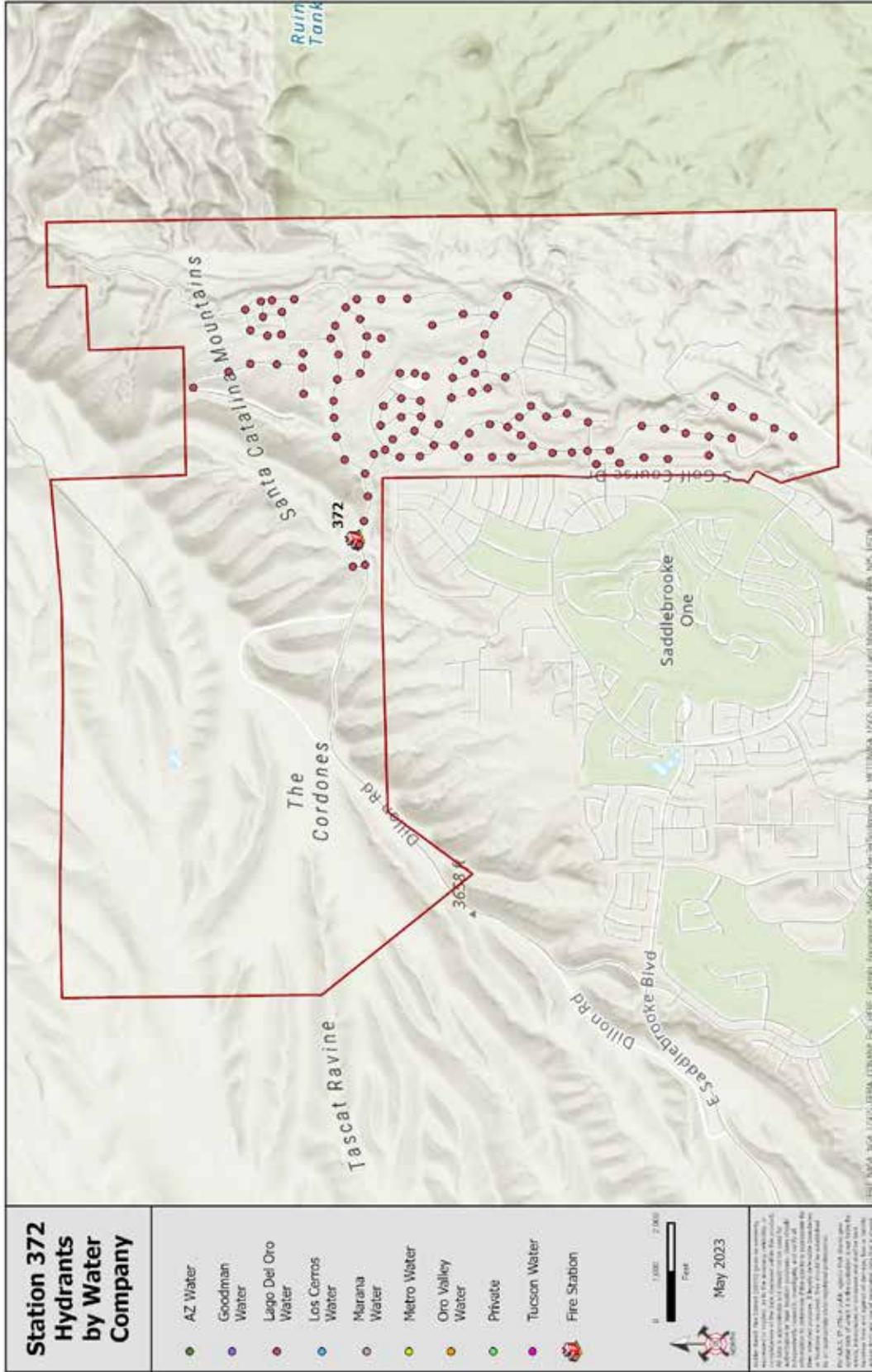
Criterion 9B		Communication Systems	
PI	9B.7	The agency has established <u>time-based performance objectives for alarm handling</u> . These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.	125-137
Criterion 9C		Administrative Support Services and Office Systems	
CC	9C.1	<b>The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately managed.</b>	22
Category X - External Systems Relationships			
Criterion 10A		External Agency Relationships	
CC	10A.1	<b>The agency develops and maintains external relationships that support its mission, operations, and/or cost-effectiveness.</b>	112
Category XI - Health & Safety			
Criterion 11A		Occupational Health, Safety and Risk Management	
PI	11A.11	The agency has <u>established procedures to ensure effective and qualified deployment</u> of an Incident Safety Officer to all risk events.	71-72, 79-88, 142-149



## Appendix 1.2 Hydrant Maps



## Appendix 1.2 Hydrant Maps



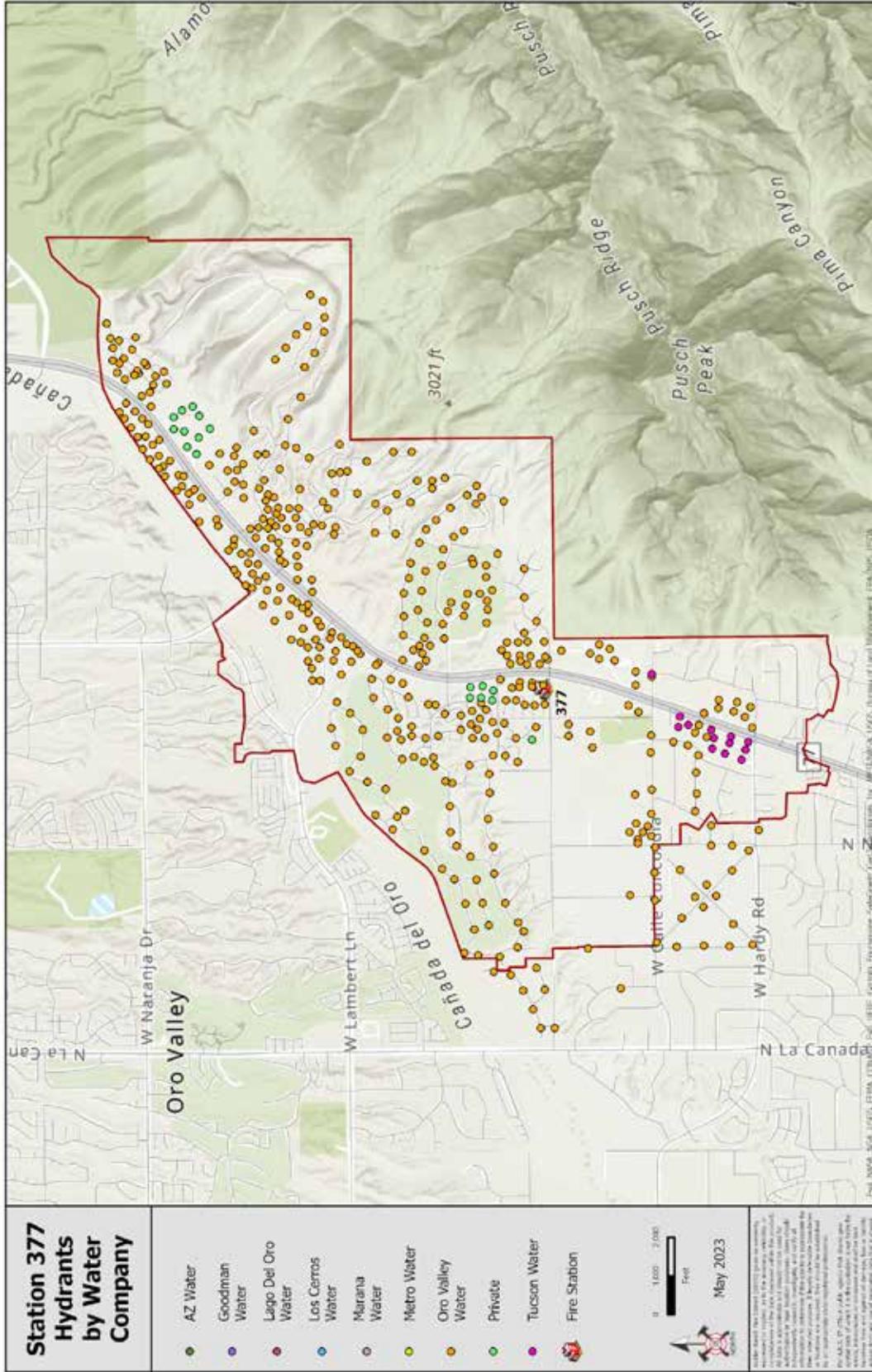






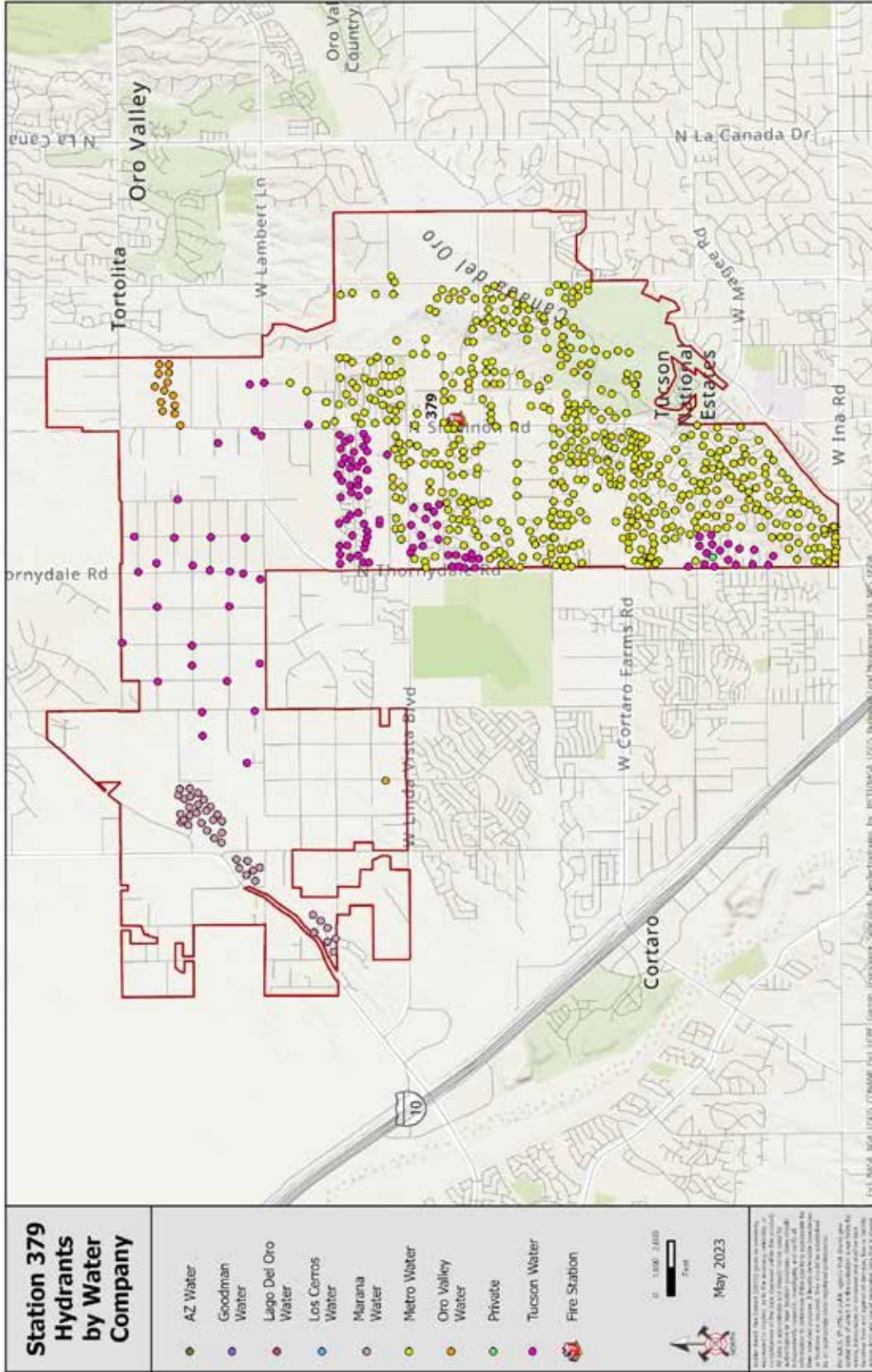


## Appendix 1.2 Hydrant Maps

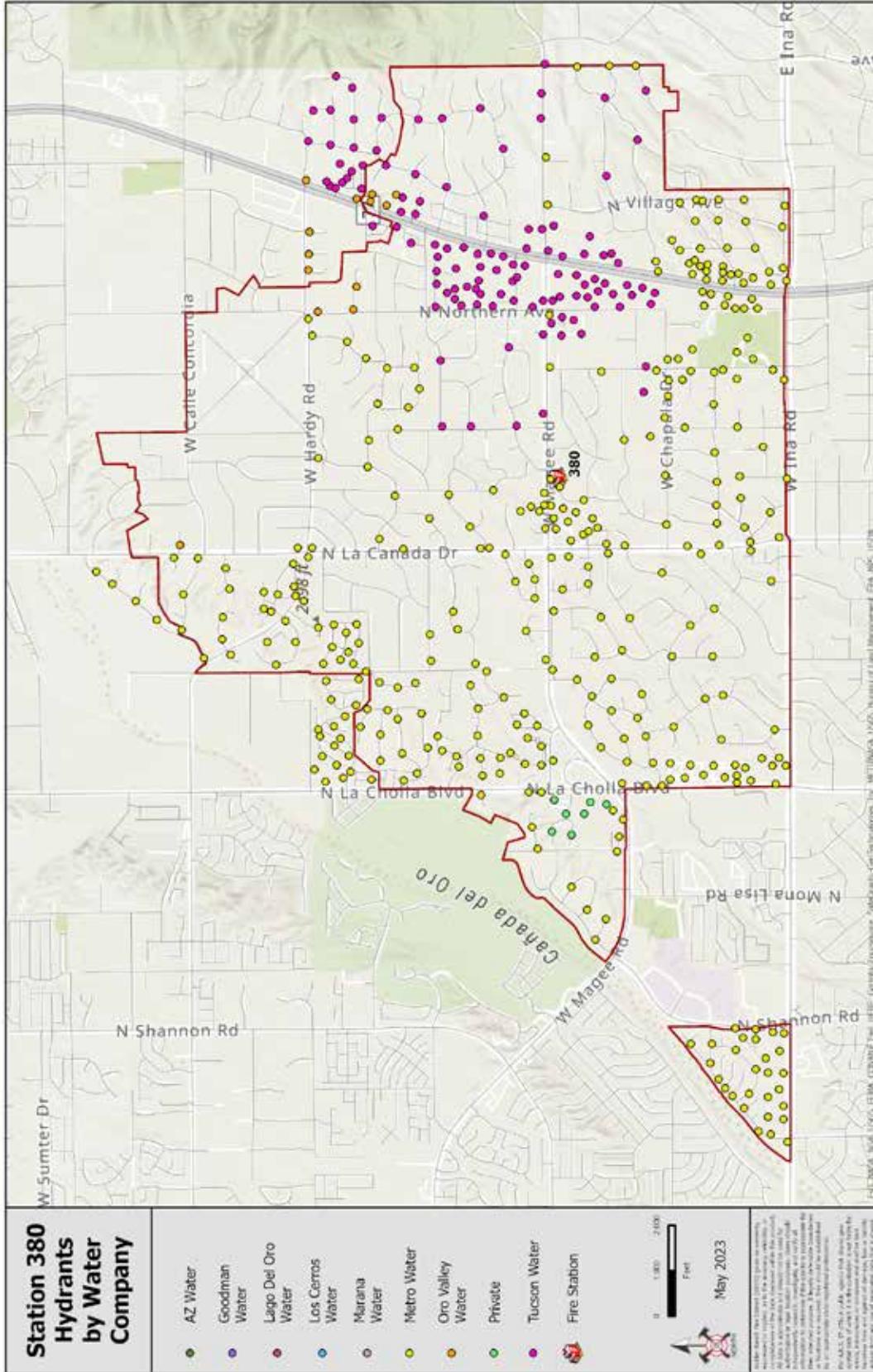




## Appendix 1.2 Hydrant Maps



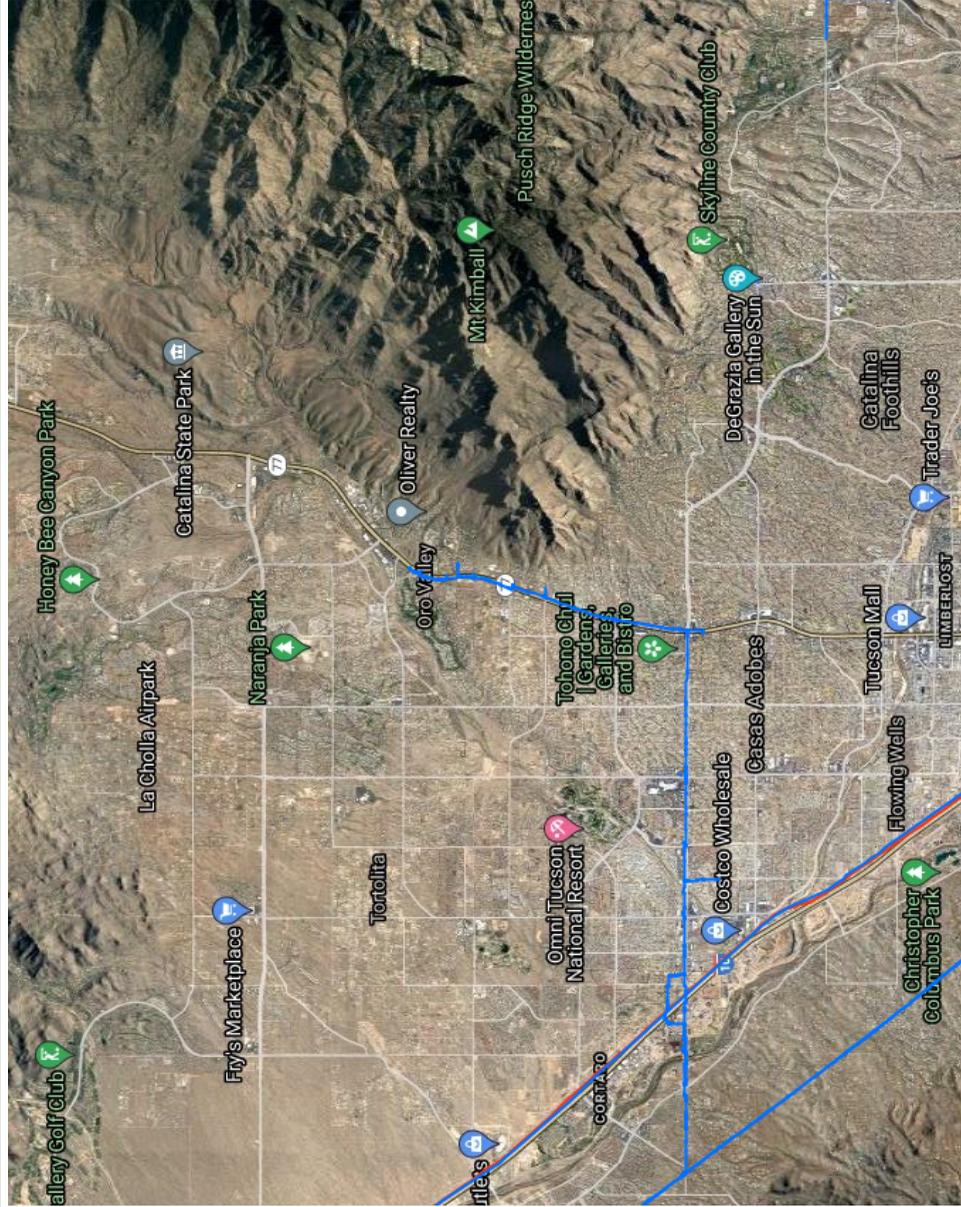
## Appendix 1.2 Hydrant Maps



## Appendix 1.3 Arterial Line Locations – South Battalion



### NATIONAL PIPELINE MAPPING SYSTEM



#### Legend

- Gas Transmission Pipelines
- Hazardous Liquid Pipelines



Pipelines depicted on this map represent gas transmission and hazardous liquid lines only. Gas gathering and gas distribution systems are not represented.

**This map should never be used as a substitute for excavation activities. Please call 811 before any digging occurs.**

Questions regarding this map or its contents can be directed to [ripms@cdot.gov](mailto:ripms@cdot.gov).

Projection: Geographic

Datum: NAD83

Map produced by the Public Viewer application at [www.ripms.phmsa.dot.gov](http://www.ripms.phmsa.dot.gov)

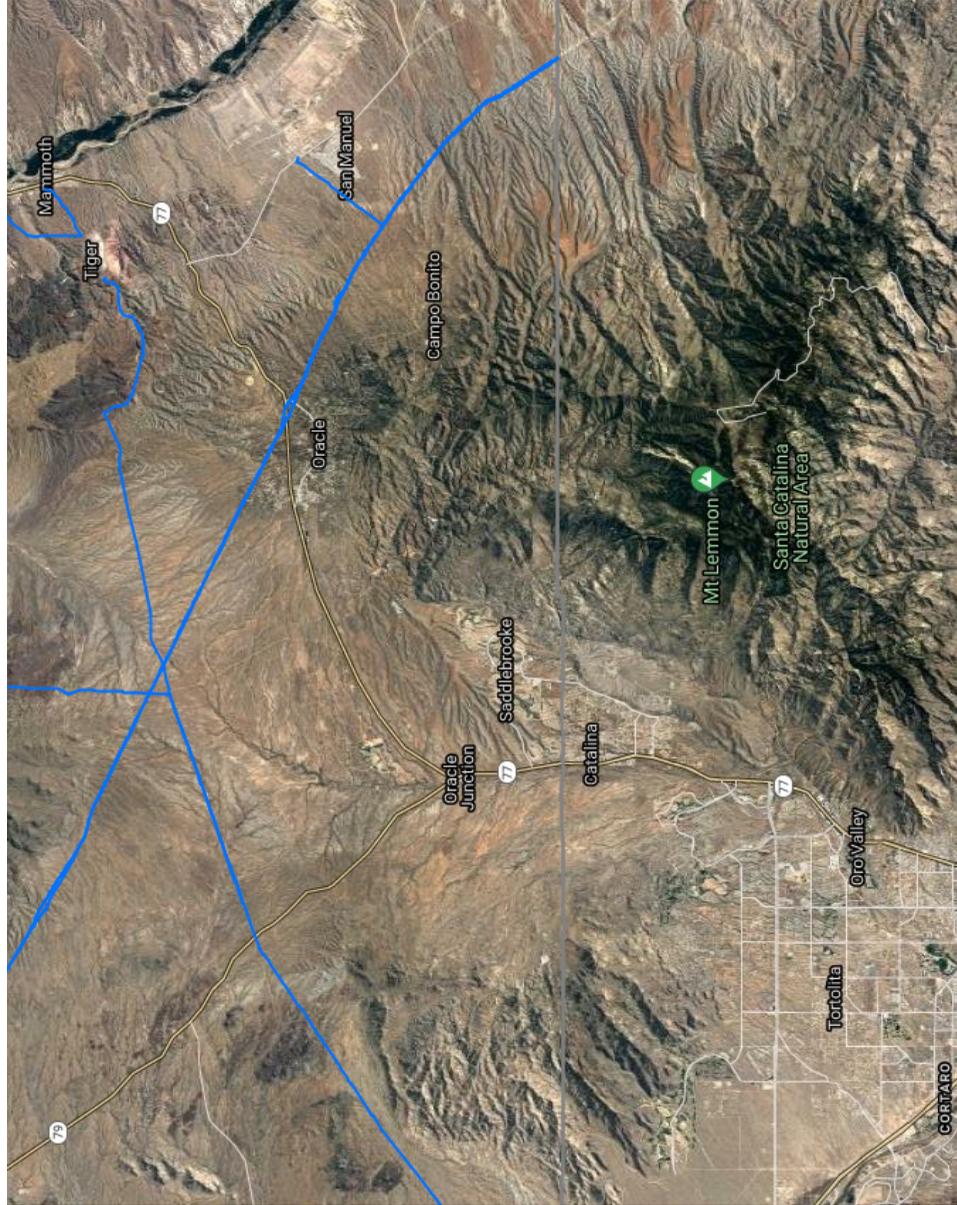
Date Printed: Jan 13, 2022



## Appendix 1.3 Arterial Line Locations – North Battalion



### NATIONAL PIPELINE MAPPING SYSTEM



#### Legend

- Gas Transmission Pipelines
- Hazardous Liquid Pipelines
- County Boundaries



Pipelines depicted on this map represent gas transmission and hazardous liquid lines only. Gas gathering and gas distribution systems are not represented.

**This map should never be used as a substitute for contacting a one-call center prior to excavation activities. Please call 811 before any digging occurs.**

Questions regarding this map or its contents can be directed to [npmis@dot.gov](mailto:npmis@dot.gov).

Projection: Geographic

Datum: NAD83

Map produced by the Public Viewer application at [www.npmis.pnhmsa.dot.gov](http://www.npmis.pnhmsa.dot.gov)

Date Printed: Jan 13, 2022



Appendix 2.1 Certificate of Necessity

ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA } ss  
County of Maricopa

CERTIFICATE NO. - 56 -  
DOCKET NO. EMS 00538

THE ARIZONA DEPARTMENT OF HEALTH SERVICES has found, under the authority of A.R.S. § 36-2232 et seq and Pursuant to Department of Health Services rules, that public necessity requires the operation of

GOLDER RANCH FIRE DISTRICT

as a ground ALS and BLS ambulance service in the State of Arizona for the transportation of individuals who are sick, injured, wounded or otherwise incapacitated or helpless within the following service area, with the following central operations station and response times:

1. Service Area:

*The Golder Ranch Fire District and T12S, R14E, Section 4 and 5. T11S, R14E, Section 1 thru 11, Western half of Section 12, Section 14 thru 23, Section 26 thru 34. T11S, R13E, Section 1, 2, 11 thru 14, Southern half of Section 15, Section 23 thru 25, Section 26 with the exception of the Southeast Quarter Section, the Southern half of Section 35 and Section 36. T10S, R14E, Section 1 thru 36. T10S, R15E, Section 6, Western half of Section 5, Section 7, Western half of Section 8, Section 18, Western Half of Section 17. T10S, R13E, Section 1 thru 3, Section 10 thru 15, Section 22 thru 27, Section 34 thru 36. The Northwestern boundary would then extend Northwest in a straight line from the intersection of T10S, R13E, Sections 3, 4, 9, and 10, to the intersection of T8S, R11E, Sections 14, 15, 23, and 24. The Northern boundary would extend in a straight line from the intersection of T8S, R11E, Sections 14, 15, 23 and 24 to the intersection of SR 79 and Freeman Road (Mile Post 111.7). The Northern Boundary would continue Easterly along the Southern half of Freeman Road approximately 20 miles to the intersection of Freeman Road and White Head Well Road. The Northern boundary would then continue South along White Head Well Road to the midpoint*

Now, therefore, by virtue of the authority vested in the Arizona department of Health Services, under the constitution and laws of the State of Arizona, does hereby grant this

RENEWAL

CERTIFICATE OF NECESSITY

authorizing the operation of the aforesaid ambulance service for a period ending July 31, 2025 unless for cause sooner amended, suspended, revoked or terminated subject to the decisions and orders, and rules of the Department.

PROVIDED, that this certificate shall not be assigned nor transferred unless authorized by the Arizona Department of Health Services.



BY THE ORDER OF THE ARIZONA DEPARTMENT OF HEALTH SERVICES, IN WITNESS WHEREOF, I DON HERRINGTON, the Interim Director of the Arizona Department of Health Services, have hereunto set my hand and caused the official seal of the Arizona Department of Health Services to be affixed at Phoenix, Arizona on June 7, 2022.

*[Signature]*  
DIRECTOR'S DESIGNEE

## Appendix 2.1 Certificate of Necessity

### ARIZONA DEPARTMENT OF HEALTH SERVICES

STATE OF ARIZONA  
County of Maricopa } ss

CERTIFICATE NO.  - 56 -

DOCKET NO.  EMS 00538

**Service Area Continued:**

*of the Northern Section line of T7S, R14E, Section 2, then continue East along the Northern Boundary of Section 2 and 1 of the T7S, R14E. The Eastern boundary would continue in a straight line South from the Northeast corner of T7S, R14E, Section 1 to the Southeast corner of T9S, R14E, Section 36, crossing SR77 at Mile Post 97.*

2. Legal Address: *Tucson, Arizona (3885 E. Golder Ranch Drive).*

3. Response Times:

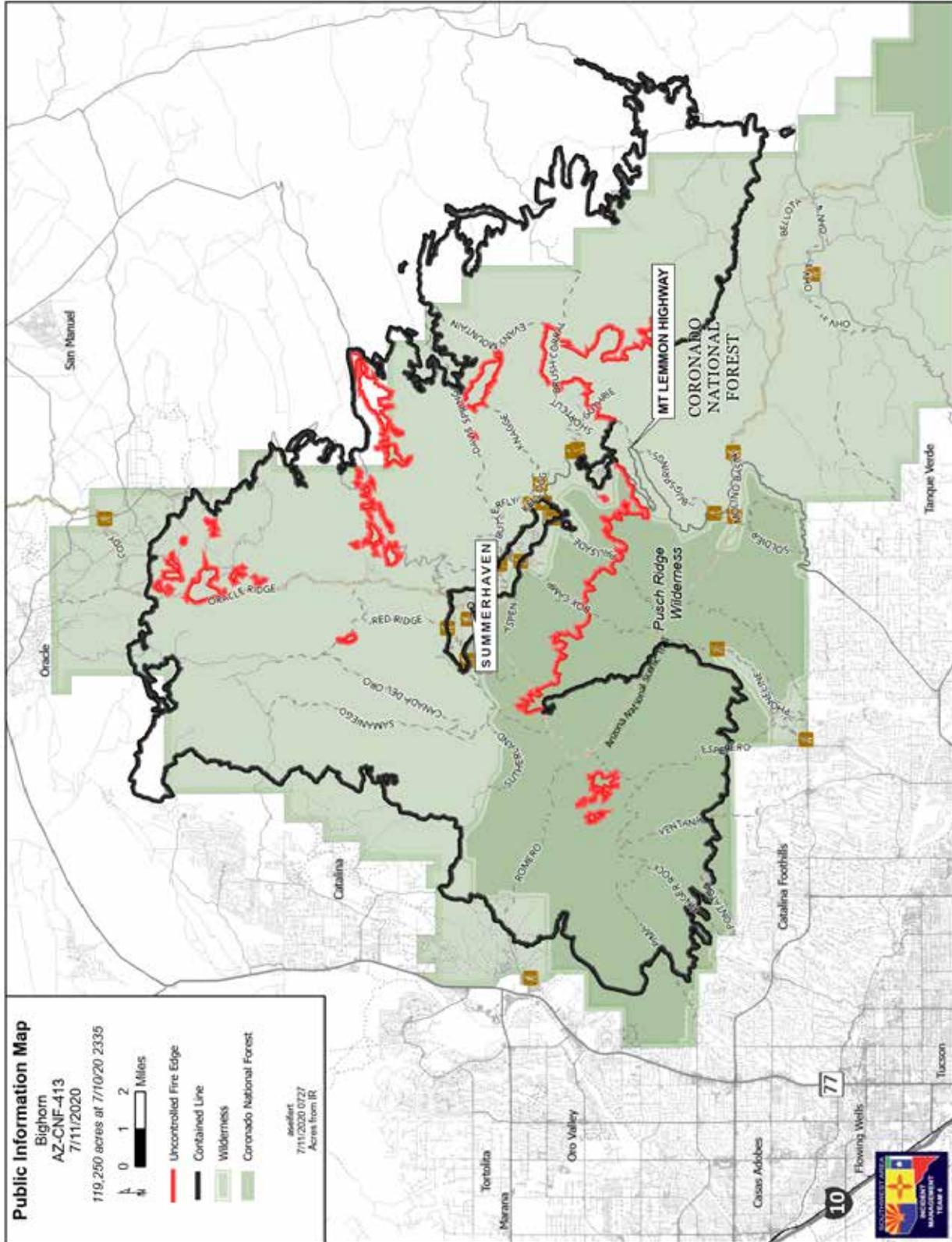
- a. *Ten (10) minutes on Seventy-Five (75) percent of all emergency ambulance responses.*
- b. *Fifteen (15) minutes on Eighty-Five (85) percent of all emergency ambulance responses.*
- c. *Twenty (20) minutes on Ninety (90) percent of all emergency ambulance responses.*
- d. *Thirty (30) minutes on Ninety-Five (95) percent of all emergency ambulance responses.*
- e. *Sixty (60) minutes on Ninety-Nine (99) percent of all emergency ambulance responses.*

### CERTIFICATE OF NECESSITY

(CONTINUATION PAGE  ONE )

EXPIRES  July 31, 2025

Appendix 3.1 Bighorn Fire Map



## Appendix 3.2 RAFTER Risk Calculator – Commercial Occupancies

Directions: This is only a calculator. Do not save. Just write down scores on your hard-copy sheet and close this without saving. Transfer all scoring to the survey provided for each building. Only enter x's in the boxes for scoring. You will not be able to enter any other information.

RAFTER Score			
RAFTER Risk Factor			
Inspection Cycle			

Life Hazard	
	<b>High Life Hazard</b> (>100 occupants, >10 people unable to evacuate due to illness or disability, other high life hazard situations)
	<b>Medium Life Hazard</b> (25-99 occupants or <10 occupants unable to evacuate due to illness or disability)
	<b>Low Life Hazard</b> (Less than 25 occupants)

Building Usage	
	<b>Industrial – commercial</b>
	<b>Large businesses – large offices</b>
	<b>Office – small business – retail</b>

Community Impact	
	<b>Severe Impact</b> (irreplaceable - historical - hospital)
	<b>Moderate Impact</b> (high casualty - job losses - tax losses)
	<b>Minor Impact</b> (minor casualty - family loss)

Building Construction	
	<b>Type 5 construction – combustible</b>
	<b>Type 3 &amp; 4 construction – limited combustible</b>
	<b>Type 1 &amp; 2 construction – non-combustible</b>

Content/Fire Load	
	<b>Hazmat or explosives - rack storage - flammables - no sprinklers</b>
	<b>Small quantities hazmat or explosives, moderate fire loading</b>
	<b>No special hazards or fireloading</b>

Number of Stories	
	<b>3 or more stories (or 40 feet high or more)</b>
	<b>2 story building</b>
	<b>Single story building</b>

Water Supply (within 800 feet) 2 Closest Hydrants #s	
	<b>0 or 1 hydrant (with less than 1000 GPM)</b>
	<b>1 at 1000 GPM or over, and less than 1000 GPM</b>
	<b>2 hydrants at 1000 GPM or over</b>

Square Footage	
	<b>15,000 square feet or more</b>
	<b>7,501 to 14,999 square feet</b>
	<b>7,500 square feet or less</b>

Building Area Calculator        150        width x        # stories        square footage

Closest 2 Fire Hydrant #s:    Hydrant #1        Hydrant #2

## Appendix 3.3 RAFTER Risk Calculator – Residential Occupancies

Directions: This is only a calculator. Do not save. Just write down scores on your hard-copy sheet and close this without saving. Transfer all scoring to the survey provided for each building. Only enter x's in the boxes for scoring. You will not be able to enter any other information.

RAFTER Score			
RAFTER Risk Factor			
Inspection Cycle			

Life Hazard	
	<b>High Life Hazard</b> (>100 occupants, >10 people unable to evacuate due to illness or disability, other high life hazard situations)
	<b>Medium Life Hazard</b> (25-99 occupants or <10 occupants unable to evacuate due to illness or disability)
	<b>Low Life Hazard</b> (Less than 25 occupants)

Building Usage	
	<b>Large residential facility</b> (Nursing home, center corridor apartments, etc)
	<b>Medium residential facility</b> (Garden-style apartments/hotels, residential care homes, duplexes, triplexes)
	<b>Single-family homes</b>

Exposure Problems	
	<b>Severe Exposure Problems</b> (multiple surrounding exposures closer than 10 feet, highly flammable exposures/materials)
	<b>Moderate Exposure Problems</b> (one building closer than 10 feet, multiple buildings 10-30 feet, etc.)
	<b>Minor Exposure Problems</b> (Exposures greater than 30 feet, no exposures)

Building Construction	
	<b>Type 5 construction – combustible</b>
	<b>Type 3 &amp; 4 construction – limited combustible</b>
	<b>Type 1 &amp; 2 construction – non-combustible</b>

Special Issues	
	<b>Hoarding situation, large-scale unpermitted additions, major code violations, large scale oxygen distribution, major access problems, etc.</b>
	<b>Unpermitted additions, moderate code violations like blocked exits, blocked windows, minor access problems, long hose lays, etc.</b>
	<b>No special issues</b>

Number of Stories	
	<b>3 or more stories (or 40 feet high or more)</b>
	<b>2 story building</b>
	<b>Single story building</b>

Water Supply (within 800 feet) 2 Closest Hydrants #s	
	<b>0 or 1 hydrant (with less than 1000 GPM)</b>
	<b>1 at 1000 GPM or over, and less than 1000 GPM</b>
	<b>2 hydrants at 1000 GPM or over</b>

Square Footage	
	<b>5,000 square feet or more</b>
	<b>2,500 to 4,999 square feet</b>
	<b>2,499 square feet or less</b>

Building Area Calculator  150  width x  # stories  square footage

Closest 2 Fire Hydrant #s: Hydrant #1  Hydrant #2

## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Goyita's	10420 N La Canada Drive	11.00	Moderate Risk
SBR Pro Shop	31280 S Amenity Drive, Oracle AZ 85623	11.00	Moderate Risk
SaddleBrooke Sales Center	60840 E Robson Circle	11.00	Moderate Risk
Coyote Golf Carts	63675 E SaddleBrooke Blvd. Suite Q	11.00	Moderate Risk
SaddleBrooke HOA #1	64335 E SaddleBrooke Blvd.	11.00	Moderate Risk
Circle K	15935 N Oracle Road	11.00	Moderate Risk
State Farm	16514 N Oracle Road	11.00	Moderate Risk
Chevron	3780 W Magee Road	11.00	Moderate Risk
Panda Express	7848 N Oracle Road	11.00	Moderate Risk
HOA 2 Admin Building	38735 S Mountain View Blvd.	11.00	Moderate Risk
Shell Gas Station	12995 N Oracle Road, Tucson, AZ 85739	11.00	Moderate Risk
Speedway Gas Station	10505 N Oracle Road, Tucson, AZ 85704	11.00	Moderate Risk
SBR Arts & Tech	31083 S Amenity Drive, Oracle, AZ 85623	11.00	Moderate Risk
La Hacienda Club	31390 S Amenity Drive, Oracle, AZ 85623	11.00	Moderate Risk
Quik Trip	11045 N Oracle Road	11.00	Moderate Risk
Vistoso Funeral home	2285 E Rancho Vistoso Blvd., Oro Valley, AZ 85755	11.00	Moderate Risk
Quik Mart	3250 W Cortaro Farms Road	11.00	Moderate Risk
Barber Shop	16065 N Oracle Road	11.00	Moderate Risk
Oro Valley Police Headquarters	11000 N La Canada Drive	12.00	Moderate Risk
Chase Bank	15314 N Oracle Road	12.00	Moderate Risk
Dentistry by Design/ Desert Life Pharmacy/Hair Salon/ Coyote Golf Carts	63675 E SaddleBrooke Blvd. Suite M	12.00	Moderate Risk
SBR ED's Dogs	31510 S Amenity Drive, Oracle, AZ	12.00	Moderate Risk

## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Ridgeview Physical Therapy	63717 E Saddlebrooke Blvd.	12.00	Moderate Risk
Sgt. Kernel's Popcorn & Cafe	1530 N Oracle Road #148	12.00	Moderate Risk
Vantage West Credit Union	550 W Magee Road	12.00	Moderate Risk
Desert Springs Baptist Church	10425 N Thornydale Road, Tucson, AZ 85742	12.00	Moderate Risk
Kindercare	10455 N La Canada Drive	12.00	Moderate Risk
Fry's Fuel	10510 N La Canada Drive	12.00	Moderate Risk
Jerry Bobs	10550 N La Canada Drive	12.00	Moderate Risk
Sun Cleaners	12995 N Oracle Road #171	12.00	Moderate Risk
Hughes Federal Credit Union	7970 N Thornydale Road, Tucson, AZ 85741	12.00	Moderate Risk
McDonald's	15895 N Oracle Road	12.00	Moderate Risk
Arby's	16338 N Oracle Road	12.00	Moderate Risk
Jerry Bobs	16639 N Oracle Road	12.00	Moderate Risk
SaddleBrooke HOA #2 Golf Maintenance Yard	38752 S Sandcrest Drive	12.00	Moderate Risk
Sonic	7940 N Thornydale Road	12.00	Moderate Risk
The Persian Room	9290 N Thornydale Road #100, Marana, AZ 85745	12.00	Moderate Risk
Goodwill	10540 N La Canada Drive	12.00	Moderate Risk
Vistoso Automotive	12945 N Oracle Road	12.00	Moderate Risk
Grace Community Church	9755 N La Cholla Blvd., Tucson, AZ 85742	12.00	Moderate Risk
Minit Market/Gas Station	63715 E Saddlebrooke Blvd.	12.00	Moderate Risk
Vistoso Community Church	1200 E Rancho Vistoso Blvd.	12.00	Moderate Risk
Alive Church	9662 N La Cholla Blvd., Tucson, AZ 85742	12.00	Moderate Risk
Michelangelo's Bottega	420 W Magee Road	12.00	Moderate Risk
Adair Funeral Home	8090 N Northern Ave.	12.00	Moderate Risk
U.S. Post Office	16141 N Oracle Road	12.00	Moderate Risk

## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Pottery Fiesta	16181 N Oracle Road	12.00	Moderate Risk
Sammy's Mexican Grill	16502 N Oracle Road	12.00	Moderate Risk
Lupe's	35480 Highway 77	12.00	Moderate Risk
SaddleBrooke HOA2 Golf Maintenance	38752 S Sandcrest Drive	12.00	Moderate Risk
Community Church of Saddle Brooke	36768 S Aaron Lane	12.00	Moderate Risk
Mountain Shadow Presbyterian Church	3201 E Mountain Shadow Drive	12.00	Moderate Risk
Vista de la Montana Church	3001 E Mira Vista Lane	12.00	Moderate Risk
Gaslight Music Hall	13005 N Oracle Road	12.00	Moderate Risk
Mi Tierra	16238 N Oracle Road	12.00	Moderate Risk
Canyon Del Oro Assembly of God - Church	2950 W Lambert Lane	12.00	Moderate Risk
Latter Day Saints Church	55 W Woodburne Ave.	12.00	Moderate Risk
St. Andrew's Presbyterian Church	7575 N Paseo del Norte	12.00	Moderate Risk
St. Elizabeth Ann Seton	8650 N Shannon Road, Tucson, AZ 85742	12.00	Moderate Risk
Mountain View Plaza	1171 E Rancho Vistoso Blvd.	13.00	High Risk
Sunny Side Up Cafe	15800 N Oracle Road	13.00	High Risk
Impact	15920 N Oracle Road	13.00	High Risk
Sonoran ENT	2506 E Vistoso Commerce Loop, Oro Valley, AZ 85737	13.00	High Risk
Radiology Ltd	2551 E Vistoso Commerce Loop, Oro Valley, AZ 85755	13.00	High Risk
Brake MAX	10529 N Oracle Road	13.00	High Risk
Ace Hardware	10560 N La Canada Drive	13.00	High Risk
Arbico	10831 N Mavinee, Tucson, AZ 85737	13.00	High Risk
Merles	10861 N Mavinee, Tucson, AZ 85737	13.00	High Risk
Mend Therapeutic Massage Strip Mall	15930 N Oracle Road	13.00	High Risk

## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Hardin Brothers Automotive	16255 N Oracle Road	13.00	High Risk
Miles Label Company	2300 E Vistoso Commerce Loop, Oro Valley, AZ 85755	13.00	High Risk
Dunn Edwards	9610 N Oracle Road	13.00	High Risk
O'Reilly Auto Parts	16329 N Oracle Road	13.00	High Risk
Ranchers supply	15771 N Oracle Road	13.00	High Risk
SBR Clubhouse	31143 S Amenity Drive, Oracle AZ 85623	13.00	High Risk
First Inspection Services	35481 Highway 77, SaddleBrooke, AZ 85739	13.00	High Risk
SBR Golf Maintenance Shop	61877 E Robson Circle, Oracle AZ 85623	13.00	High Risk
SaddleBrooke Preserve Golf Course Maint.	66130 E Peregrine Place, Tucson, AZ 85739	13.00	High Risk
Painted Sky Elementary School	12620 N Woodburne Ave.	13.00	High Risk
Basis Oro Valley K-5	11129 N Oracle Road	13.00	High Risk
Basis High School Oro Valley	11155 N Oracle Road	13.00	High Risk
Oro Valley Church of the Nazarene	500 W Calle Concordia	13.00	High Risk
Saint Odelia Church	7570 N Paseo Del Norte	13.00	High Risk
Harelson Elementary School	826 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Cross Middle School	1000 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Church of Jesus Christ Latter Day Saints	939 W Chapala Drive, Tucson, AZ 85704	13.00	High Risk
Walgreen's	10405 N La Canada Drive	14.00	High Risk
Valero	15240 N Oracle Road	14.00	High Risk
Sun City Cart Barn	1565 E Rancho Vistoso Blvd.	14.00	High Risk
Bashas'	15310 N Oracle Road	14.00	High Risk
Omni Legends	2727 W Club Drive, Tucson, AZ 85742	14.00	High Risk

## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Bashas'	8360 N Thornydale Road, Tucson, AZ 85741	14.00	High Risk
Safeway	12122 N Rancho Vistoso Blvd.	14.00	High Risk
Century Theater	12155 N Oracle Road	14.00	High Risk
Oracle Junction Mobile Park	35590 S Highway 77, Oracle Junction, AZ 85739	15.00	High Risk
Brookdale Oro Valley	10175 N Oracle Road	15.00	High Risk
Fry's	10450 N La Canada Drive	15.00	High Risk
Tractor Supply Co.	15884 N Oracle Road	16.00	High Risk
Dollar General (Catalina)	16355 N Oracle Road	16.00	High Risk
Saddlebrooke Ranch Clubhouse	31143 S Amenity Drive, Oracle, AZ 85623	16.00	High Risk
SBHOA2 Preserve Clubhouse	66567 E Catalina Hills Drive, Tucson, AZ 85739	16.00	High Risk
Catalina Inn	15691 N Oracle Road	17.00	High Risk
Canyons at Linda Vista Trail	9750 N Oracle Road, Tucson, AZ 85704	17.00	High Risk
Encantada Apartments at Steam Pump	11177 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Rock Ridge Apartments	10333 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Fairfield Inn Suites	10150 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Holiday Inn Express	11075 N Oracle Road	17.00	High Risk
Overlook Apartments	8851 N Oracle Road, Tucson, AZ 85704	17.00	High Risk
Home Depot	10855 N Oracle Road, Tucson, AZ 85737	17.00	High Risk
Sigma Technologies	10960 N Stallard Place, Tucson, AZ 85737	17.00	High Risk
Honeywell	11100 N Oracle Road, Tucson, AZ, 85737	19.00	Maximum Risk
Sierra Tucson	39580 S Lago Del Oro Pkwy., Tucson, AZ 85739	20.00	Maximum Risk
El Conquistador	10000 N Oracle Road, Tucson, AZ	20.00	Maximum Risk

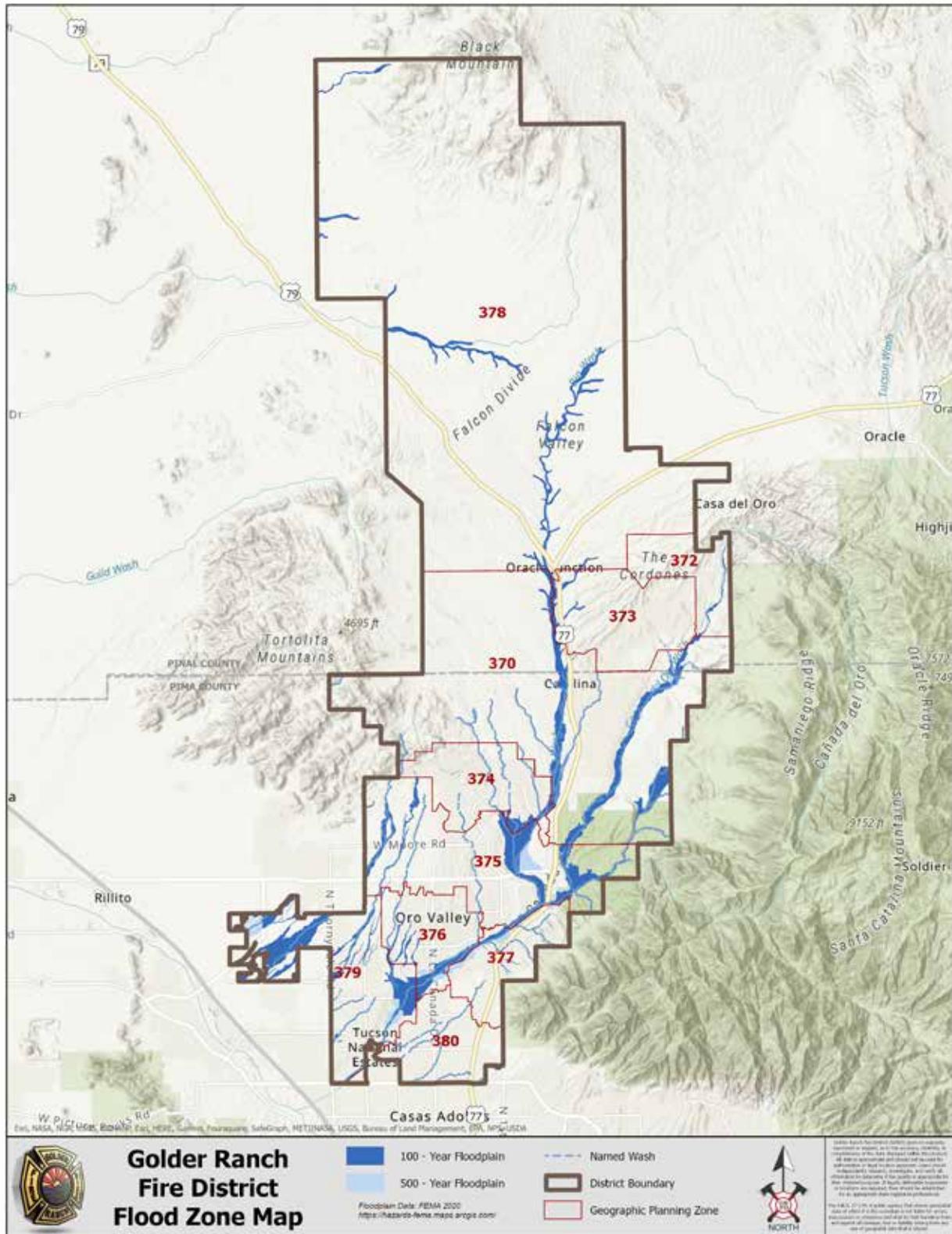
## Appendix 3.4 Target Hazard and Typical Occupancy Risk Surveys

Occupancy	Street Address	Risk Score	Category
Copper Health	1119 E Rancho Vistoso Blvd., Oro Valley, AZ 85755	20.00	Maximum Risk
Oro Valley Hospital	1551 E Tangerine Road	20.00	Maximum Risk
Desert Fairwinds	10701 N La Reserve	21.00	Maximum Risk
Quail Park	9005 N Oracle Road, Tucson, AZ 85704	21.00	Maximum Risk
Catalina Springs Memory Care	9685 N Oracle Road, Tucson, AZ 85704	21.00	Maximum Risk
Splendido	13500 N Ranch Vistoso Blvd., Oro Valley, AZ 85755	21.00	Maximum Risk
Mountain View Retirement	7900 N La Canada Drive	21.00	Maximum Risk
Mountain View Care Center	1313 W Magee Road	21.00	Maximum Risk
La Canada Care Center	7970 N La Canada Drive	22.00	Maximum Risk

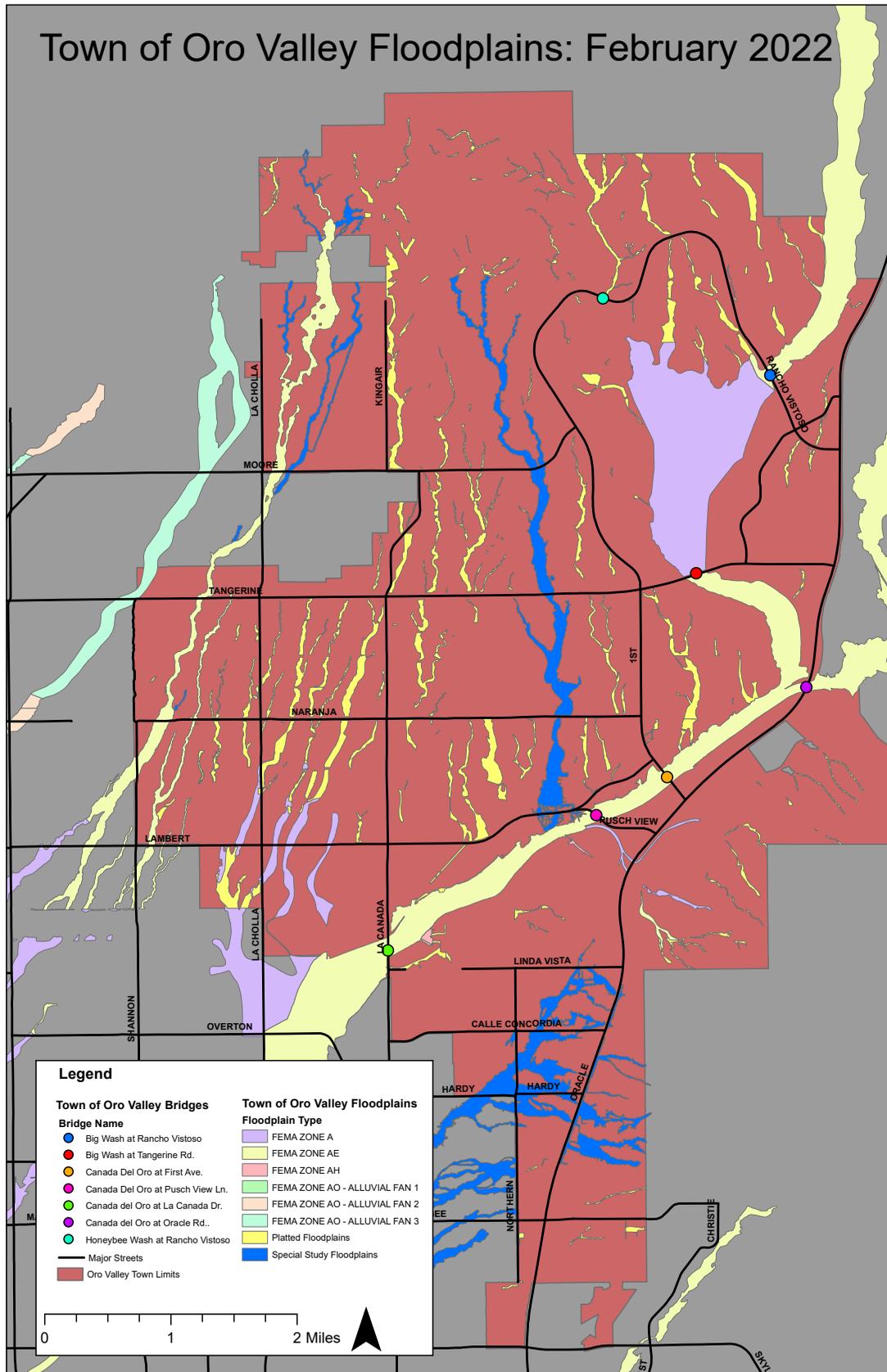
## Appendix 3.5 Profile Risk Index Scoring Matrix

	Probability 30%	Severity 30%	Speed of Onset 20%	Spatial Extent 10%	Duration 10%	TOTAL SCORE
<b>Wildland/Urban Interface Fire</b>						
Score 1-10	7	8	6	7	7	
Weighted Score	2.1	2.4	1.2	0.7	0.7	7.1
<b>Flood Event (large area and/or bridge loss splitting district)</b>						
Score 1-10	5	9	4	8	7	
Weighted Score	1.5	2.7	0.8	0.8	0.7	6.5
<b>Terrorism Event</b>						
Score 1-10	1	10	10	3	7	
Weighted Score	0.3	3	2	0.3	0.7	6.3
<b>Active Shooter</b>						
Score 1-10	5	8	10	3	4	
Weighted Score	1.5	2.4	2	0.3	0.4	6.6
<b>Districtwide Extended Blackout/Internet Outage</b>						
Score 1-10	2	6	9	10	8	
Weighted Score	0.6	1.8	1.8	1	0.8	6.0
<b>Large-Scale Hazmat Incident</b>						
Score 1-10	4	4	10	3	5	
Weighted Score	1.2	1.2	2	0.3	0.5	5.2

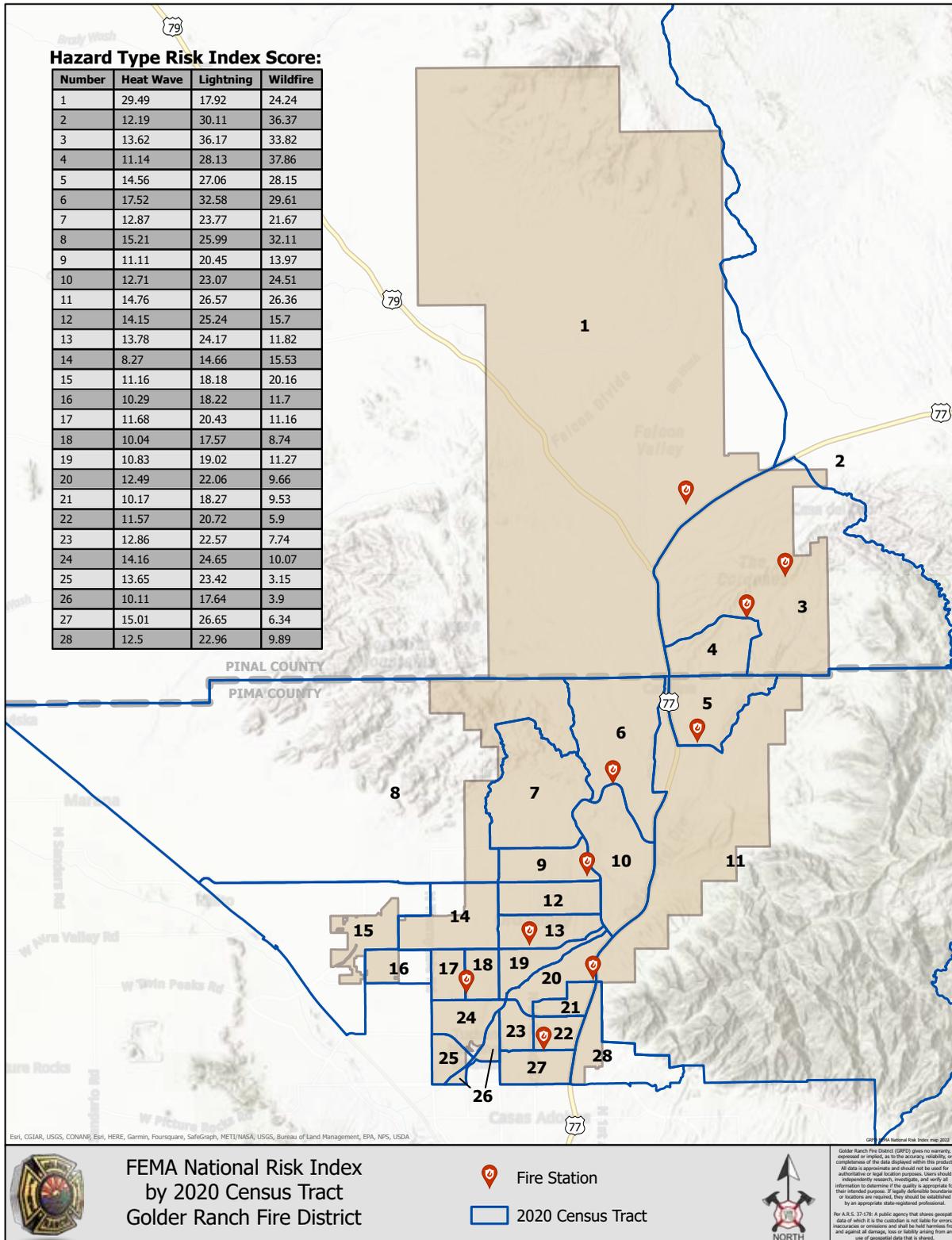
## Appendix 3.6 District Flood Map



## Appendix 3.7 Oro Valley Floodplain Map



## Appendix 3.8 GRFD Census Tracts



## Appendix 4.1 ISO Public Protection Classification Letter



1000 Bishops Gate Blvd. Ste 300  
Mt. Laurel, NJ 08054-5404

t1.800.444.4554 Opt.2  
f1.800.777.3929

March 26, 2018

Mr. Satish Hiremath, City Manager  
Golder Ranch FPSA  
11000 N. La Canada Drive  
Oro Valley, Arizona, 85737

RE: Golder Ranch Fpsa, Pima, Pinal Counties, Arizona  
Public Protection Classification: 02/10  
Effective Date: July 01, 2018

Dear Mr. Satish Hiremath,

We wish to thank you and Chief Randy Karrer for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" – formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."

## Appendix 4.1 ISO Public Protection Classification Letter

- Communities graded with single “9” or “8B” classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

*Alex Shubert*

Alex Shubert  
Manager -National Processing Center

cc: Mr. Chuck Huckleberry, County Executive, GOLDER RANCH FD, PIMA  
Mr. Leonard Garcia, Superintendent, Arizona Water Company  
Ms. Denise Gonzales, Manager, Bashas Water System  
Mr. Steve Carlson, Superintendent, Los Cerrros Water Company  
Mr. Charlie Maish, Engineer, Metropolitan Water District  
Mr. Paul Juhl, Superintendent, Goodman Water Company  
Mr. Ed McMeans, Water Superintendent, Lago Del Oro Water  
Mr. David Ruiz, Water Supervisor, Oro Valley Water Utility  
Ms. Sandy Elder, Director, Tucson Water Department  
Chief Randy Karrer, Chief, Golder Ranch Fire Department  
Chief Mike Garcia, Deputy Director, Tucson Fire Regional PSAP Dispatch

## Appendix 4.2 National Fire Incident Reporting System Coding Classifications

### Fire

- Structure fire
- Fire in mobile property used as a fixed structure, such as mobile homes, manufactured homes and portable buildings
- Mobile property – passenger vehicles, trucks, RVs and aircraft
- Natural vegetation fire – wildland, grass fires
- Outside rubbish fire – trash and rubbish fires, landfill fires and compacted trash fires
- Special outside fire – outside storage fires, outside equipment fires and outside vapor or gas combustion explosion without sustained fires
- Other various types of fire

### EMS

- Medical assists
- EMS calls
- Motor vehicle accidents with injuries
- Motor vehicle/pedestrian accidents
- Motor vehicle with no injuries found
- Lock ins
- Search for lost persons
- Extrication rescues

### Hazardous Materials Condition (no fire)

- Combustible/flammable liquid or gas spills, leaks and releases
- Chemical release, reaction or toxic condition – chemical hazard with no leak or spill, chemical spill or leak, refrigeration leak, carbon monoxide incident and toxic chemical condition
- Radioactive condition
- Electrical wiring/equipment problem – powerline down, arcing, light ballast problem and overheating motor or wiring

## Appendix 4.2 National Fire Incident Reporting System Coding Classifications

- Biological hazard
- Explosive

### **Service Call**

- Person in distress – lock outs, ring removal, etc.
- Water problem – removal of excessive water, significant waterline break, broken/damaged hydrants
- Smoke or odor problem
- Animal problem – snake and other desert animal removals, animal rescues
- Public service assistance – law enforcement assist, other public government assists, invalid assists
- Unauthorized burns
- Cover assignments

### **Good Intent Call**

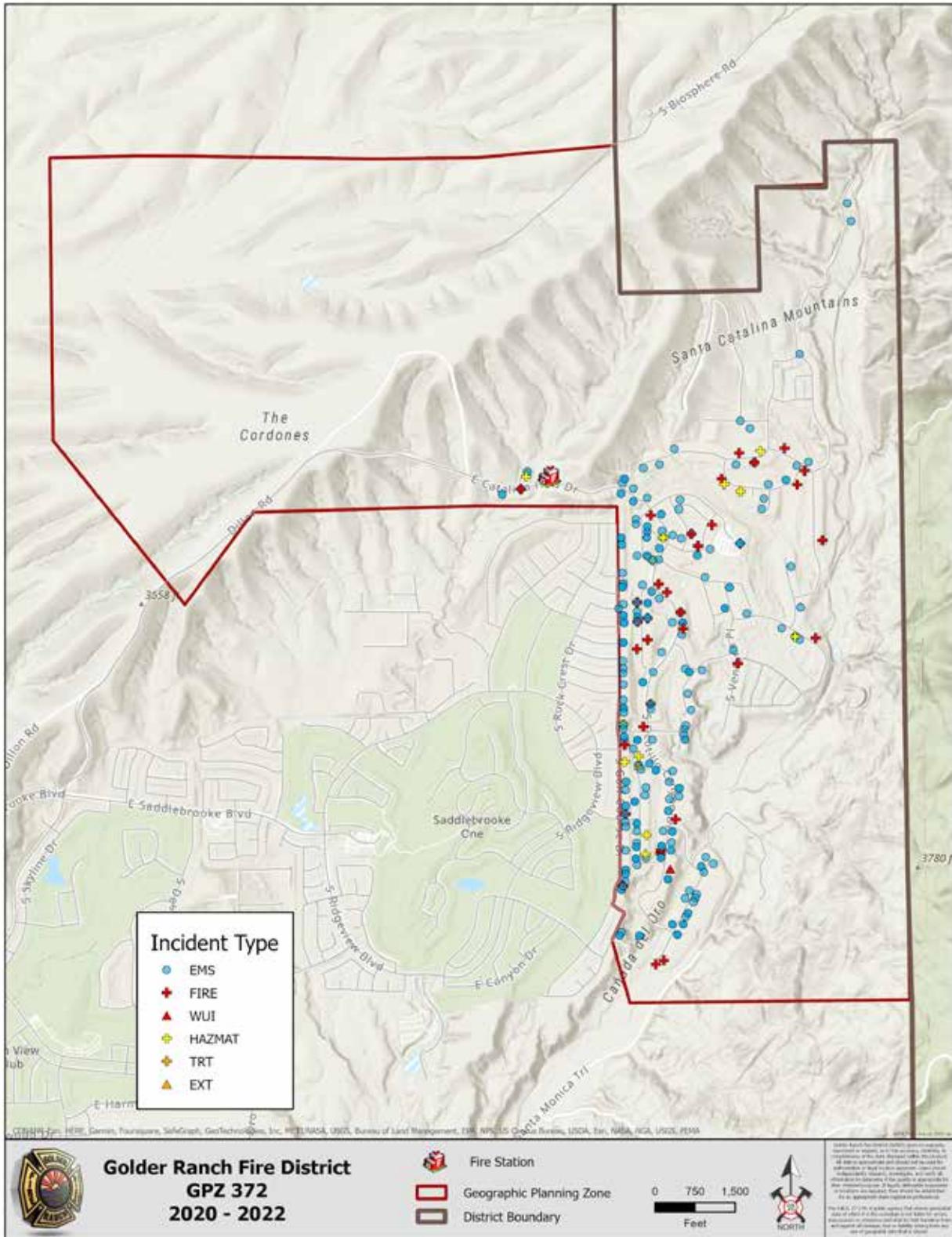
- Dispatched and canceled en route
- Wrong location, no emergency found
- Controlled burning

### **False Alarm and False Call**

- False alarms and false calls



## Appendix 4.4 All-Incident Call Distribution Map – GPZ 372



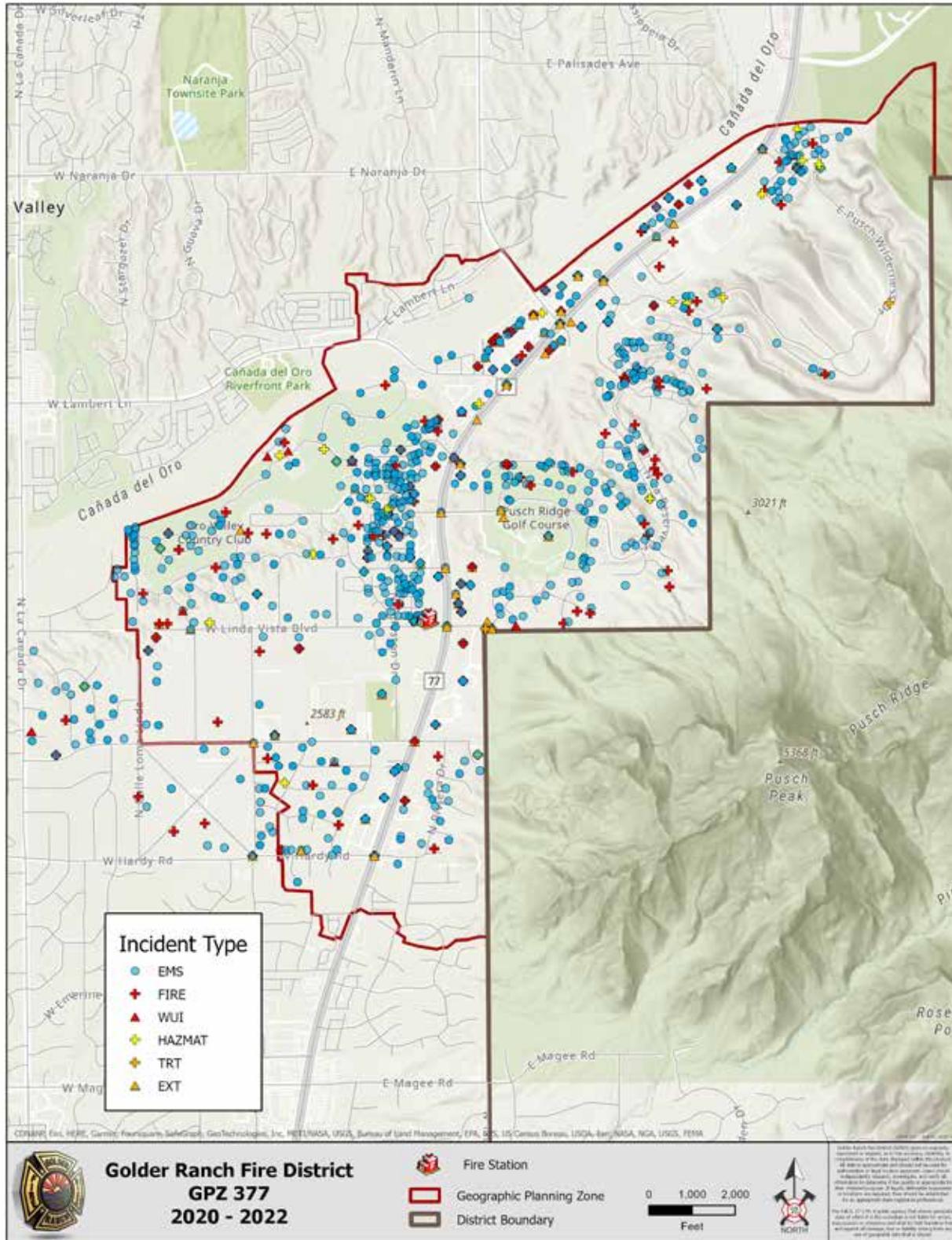




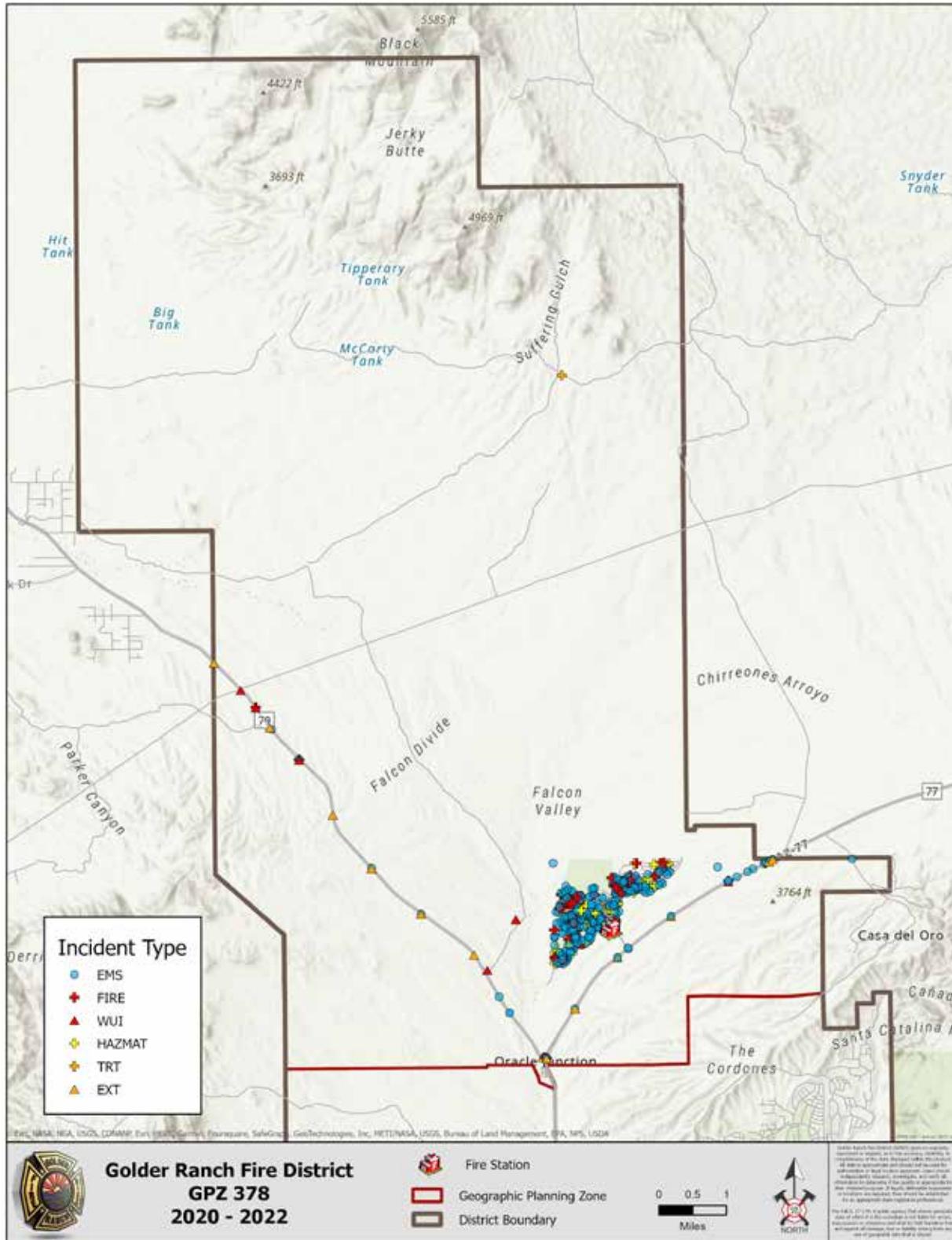




## Appendix 4.9 All-Incident Call Distribution Map – GPZ 377

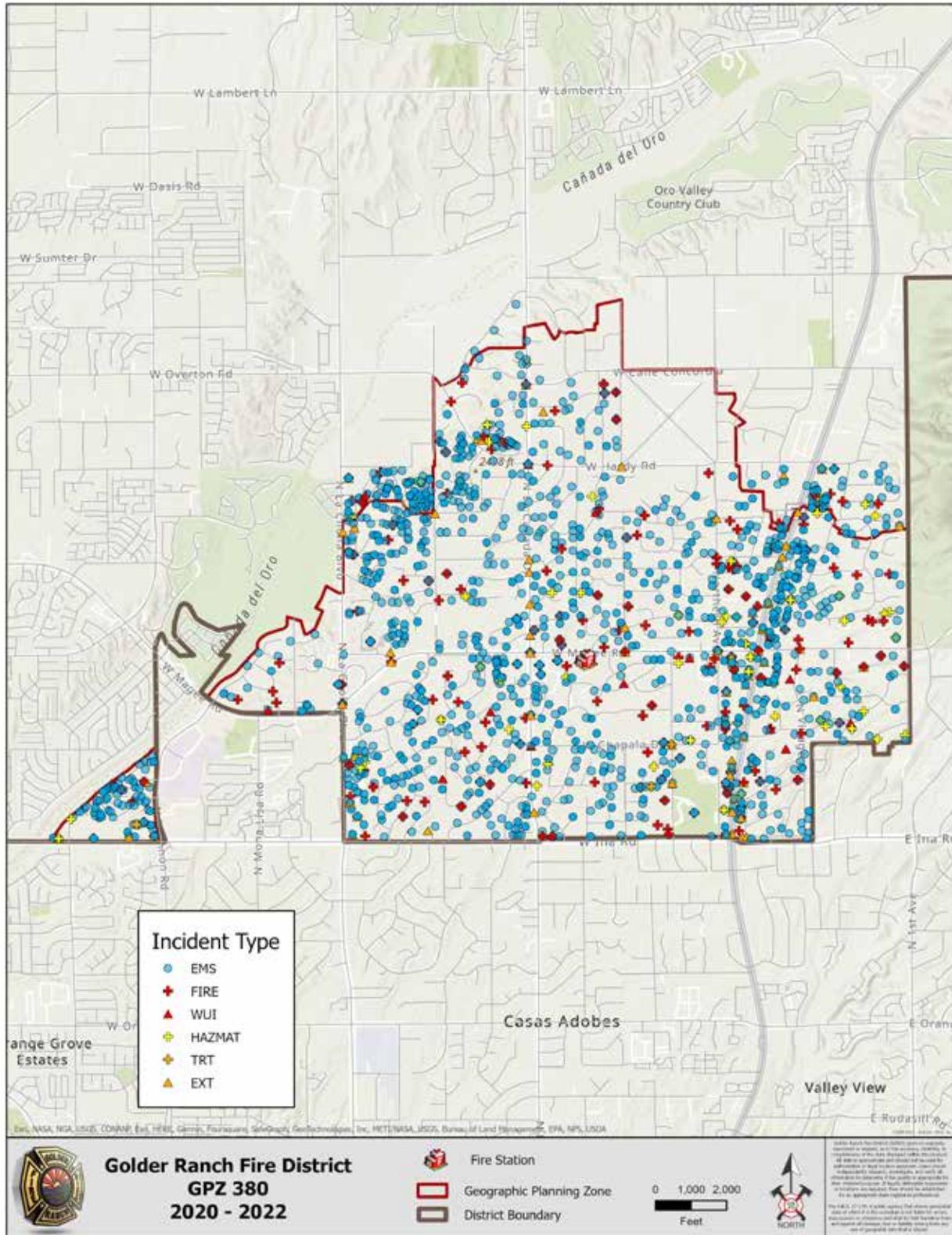


## Appendix 4.10 All-Incident Call Distribution Map – GPZ 378





## Appendix 4.12 All-Incident Call Distribution Map – GPZ 380



Policy  
306Golder Ranch Fire District  
Policy Manual

## Standards of Cover and Response Time Standard Analysis

### 306.1 PURPOSE AND SCOPE

Best Practice MODIFIED

The purpose of this policy is to establish guidelines and thresholds for analyzing turnout, travel, and response time goals and objectives for emergency incidents. Actual response time standards are found in the current Standards of Cover document for the Golder Ranch Fire District. In addition, this policy establishes the guidelines for the upkeep of the Standards of Cover document by a standing committee.

#### 306.1.1 DEFINITIONS

Best Practice MODIFIED

Definitions related to this policy include:

**Alarm Handling Time** - The time elapsed between receipt of the alarm or telephone call and the dispatch of emergency response units.

**Total Response time** - The time elapsed between the dispatch center receiving the first notification of the alarm and the arrival of the first emergency response unit. Response time combines dispatch processing, turnout and travel times.

**Travel time** - The time elapsed between the emergency response unit beginning travel to the emergency and when the emergency response unit arrives.

**Turnout time** - The time elapsed between Dispatch Center notifying firefighters of the emergency and when the emergency response unit begins travel.

**Effective Response Force (ERF)** - The number of personnel and apparatus necessary for the mitigation of an incident of a given type and risk profile, based on the Critical Task Analysis documented in the Standards of Cover document.

### 306.2 POLICY

Best Practice MODIFIED

It is the policy of the Golder Ranch Fire District to document all district response times to emergency incidents and establish response time baselines and performance objectives in the published Standards of Cover Document.

### 306.3 PERFORMANCE OBJECTIVES

Best Practice MODIFIED

Response times are measured at the 90th percentile and reported against the established district Standards of Cover document. In order to analyze and report on the GRFD response time standards, the following guidelines will be utilized:

- (a) Outgoing mutual or automatic aid incidents are excluded

## Appendix 4.13 Standards of Cover and Response Time Standard Analysis

### Golder Ranch Fire District

Policy Manual

#### Standards of Cover and Response Time Standard Analysis

---

- (b) Law Enforcement or DPS dispatch types are excluded
- (c) Only response units (Including automatic aid received) described in the published ERF will be included
- (d) All non-emergent incidents are excluded
- (e) All responses canceled prior to the arrival of a unit on the scene are excluded

In addition to the guidelines above, an interval of three standard deviations from the mean was used to decide the upper threshold for inclusion of data. This measurement allows the capture of a majority of the data, while removing outliers that skew the data set unrealistically. The upper threshold is the highest value included, and all values above the established upper threshold are excluded from the analysis. In contrast, the lower threshold is the lowest value in the analysis, and all values below this threshold are also excluded. The lower threshold shall be set at one second.

The following performance time measurements will be evaluated and reported on in the current standards of cover document based on the above analysis guidelines:

- Alarm Handling Times
- Turnout Times
- First Unit Travel Times
- Effective Response Force Travel Times
- First Unit Total Response Times
- Effective Response Force Total Response Times

The Standards of Cover Document shall report current benchmark time standards that the GRFD aspires to, as well as baseline times of current performance based on the most current requirements of the Center for Public Safety Excellence Accreditation Model.

#### **306.4 STANDARDS OF COVER MAINTENANCE AND REPORTING**

##### **Agency Content**

The Standards of Cover document creation and maintenance is the responsibility of the Deputy Chief of Essential Services, with the assistance of the Standards of Cover Committee and the Deputy Chief of Operations. The Deputy Chief of Operations is responsible for implementing the standards of cover once developed.

##### **Standards of Cover Committee:**

The Standards of Cover Committee is a standing committee consisting of Operations and Community Risk Reduction personnel of all ranks and experience levels. Adhoc subcommittees may be utilized from time to time to supplement the work of the Standards of Cover Committee if needed. The makeup of the Standards of Cover Committee should, at a minimum, consist of the following:

## Appendix 4.13 Standards of Cover and Response Time Standard Analysis

### Golder Ranch Fire District Policy Manual

#### Standards of Cover and Response Time Standard Analysis

---

- (a) Deputy Chief of Essential Services (Committee Chair)
- (b) Fire Accreditation Project Manager
- (c) Operations Deputy Chief
- (d) Alarm Room Captain
- (e) Fire Marshal or Deputy Fire Marshal
- (f) Operations Captain
- (g) Paramedic
- (h) Engineer
- (i) Firefighter
- (j) Community Risk Reduction Personnel
- (k) Union representative

The Standards of Cover Committee shall meet quarterly to evaluate agency adherence to the published standards. This quarterly evaluation shall be reported to the board in the monthly essential services report.

#### 306.4.1 STANDARDS OF COVER MAINTENANCE REQUIREMENTS

##### Agency Content

The GRFD Standards of Cover document is a living document and as such needs ongoing maintenance and upkeep to ensure that it is best meeting the needs of the agency and the public. The following maintenance schedule shall be adhered to:

- (a) Annual review to determine the need for updates or changes to the standards of cover.
- (b) Every 5 years, a new community risk assessment shall be conducted and a new standards of cover developed to reflect the findings.
- (c) Any time that a response package must be changed, a critical task analysis shall be conducted to develop the new effective response force.

All changes shall be documented and reported to the Governing Board for adoption.

## REFERENCES

Center for Public Safety Excellence. Chantilly VA. *Quality Improvement for the Fire and Emergency Services* (2020).

National Fire Protection Association (2020). NFPA 1201, *Standard for Providing Fire and Emergency Services to the Public*.

National Fire Protection Association (2020). NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*.

National Fire Protection Association (2020). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

National Fire Protection Association (2019). NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*.

Vision 20/20 c/o International Code Council. *Model Performance Criteria Template & Guidance*. Retrieved 01/28/22 from <https://strategicfire.org/model-performance/template-and-guidance>.

Draft

# Draft



Golder Ranch Fire District | 3885 East Golder Ranch Drive, Tucson, AZ 85739

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

DATE: November 21, 2023

SUBJECT: DISCUSSION AND POSSIBLE ACTION REGARDING THE RENEWAL OF THE AGREEMENT BETWEEN GOLDER RANCH FIRE DISTRICT AND GRANICUS (SWAGIT PRODUCTIONS) FOR LIVE STREAMING, MEDIA ON DEMAND, AND INDEXING MONTHLY BOARD MEETINGS

ITEM #: 8D

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:  Approve               Conditional Approval     Deny

SUPPORTED BY:           Staff                       Fire Chief               Legal Review

**BACKGROUND**

May of 2020 the Governing Board approved an agreement with Swagit Productions to stream, record, index meetings according to the board agendas, and post recordings of board meetings on the district website. These services became extremely useful when in-person meetings were not an option during COVID only allowing the public to attend meetings virtually. Now that this has been made available to the public, more people have come to rely on and expect the virtual option of accessing the board meetings.

Swagit Productions is now owned by Granicus, thus the contract renewal is with Granicus.

The attached agreement has been reviewed and approved by legal counsel.

**RECOMMENDED MOTION**

Motion to approve the renewal of the agreement between Golder Ranch Fire District and Granicus (Swagit Productions) for live streaming, media on demand, and indexing monthly board meetings.

## Granicus Proposal for Golder Ranch Fire District

### ORDER DETAILS

**Prepared By:** Sophia Rasmussen  
**Phone:**  
**Email:** sophia.rasmussen@granicus.com  
**Order #:** Q-308555  
**Prepared On:** 20 Oct 2023  
**Expires On:** 31 Dec 2023

### ORDER TERMS

**Currency:** USD  
**Payment Terms:** Net 30 (Payments for subscriptions are due at the beginning of the period of performance.)  
**Current Subscription End Date:** 31 Dec 2023  
**Initial Order Term End Date:** 31 Dec 2026  
**Period of Performance:** 01 Jan 2024 - 31 Dec 2024

## PRICING SUMMARY

The pricing and terms within this Proposal are specific to the products and volumes contained within this Proposal.

Renewing Subscription Fees			
Solution	Billing Frequency	Quantity/Unit	Annual Fee
EASET™ 25	Annual	1 Each	\$8,923.80
<b>SUBTOTAL:</b>			<b>\$8,923.80</b>

**FUTURE YEAR PRICING**

Solution(s)	Period of Performance	
	01 Jan 2025 - 31 Dec 2025	01 Jan 2026 - 31 Dec 2026
EASE™ 25	\$9,548.47	\$10,216.86
<b>SUBTOTAL:</b>	<b>\$9,548.47</b>	<b>\$10,216.86</b>

## PRODUCT DESCRIPTIONS

Solution	Description
EASE™ 25	EASE™ 25 Managed Service SaaS: Up To 25 Indexed Meetings per year (EASE™) - Includes Media On- Demand, 24/7 LIVE Stream and up to 120 hours of additional specialty content per year (No staff involvement—Hands Free).

## TERMS & CONDITIONS

- This quote, and all products and services delivered hereunder are governed by the terms located at <https://granicus.com/legal/licensing>, including any product-specific terms included therein (the "License Agreement"). If your organization and Granicus has entered into a separate agreement or is utilizing a contract vehicle for this transaction, the terms of the License Agreement are incorporated into such separate agreement or contract vehicle by reference, with any directly conflicting terms and conditions being resolved in favor of the separate agreement or contract vehicle to the extent applicable.
- If submitting a Purchase Order, please include the following language: The pricing, terms and conditions of quote Q-308555 dated 20 Oct 2023 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.
- This quote is exclusive of applicable state, local, and federal taxes, which, if any, will be included in the invoice. It is the responsibility of Golder Ranch Fire District to provide applicable exemption certificate(s).
- Any lapse in payment may result in suspension of service and will require the payment of a setup fee to reinstate the subscription.

## BILLING INFORMATION

<b>Billing Contact:</b>		<b>Purchase Order Required?</b>	[ ] - No [ ] - Yes
<b>Billing Address:</b>		<b>PO Number:</b> <i>If PO required</i>	
<b>Billing Email:</b>		<b>Billing Phone:</b>	

**If submitting a Purchase Order, please include the following language:**

*The pricing, terms, and conditions of quote Q-308555 dated 20 Oct 2023 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.*

## AGREEMENT AND ACCEPTANCE

By signing this document, the undersigned certifies they have authority to enter the agreement. The undersigned also understands the services and terms.

Golder Ranch Fire District	
<b>Signature:</b>	
<b>Name:</b>	
<b>Title:</b>	
<b>Date:</b>	

**AGREEMENT FOR  
VIDEO STREAMING SERVICES**

**GOLDER RANCH FIRE DISTRICT  
and  
SWAGIT PRODUCTIONS, LLC**

---

This Agreement for Video Streaming Services ("Agreement") is made by and between Golder Ranch Fire District ("Client"), with offices at 3885 East Golder Ranch Drive, Tucson, Arizona 85739, and Swagit Productions, LLC, ("Provider") a Texas Limited Liability Company, with offices at 12801 N. Central Expressway, Suite 900, Dallas, Texas 75243, effective as of the date written below.

**RECITALS**

- A. The Client desires to enter into this Agreement in order to obtain video streaming services for scheduled meetings as outlined in the Scope of Services attached as Exhibit "A"; and
- B. Provider has available and offers to provide the personnel necessary to provide said services in accordance with the Scope of Services included in this Agreement (see Exhibit A attached hereto and incorporated herein); and
- C. Provider is in the business of providing video streaming services for businesses and governmental entities, and represents and warrants that it has the skills, qualifications, expertise and experience necessary to perform the work and services to provide and implement video streaming services as described herein, in an efficient, cost-effective manner with a high degree of quality and responsiveness and has performed and continues to perform the same and similar services for other buyers; and
- D. On the basis of and in reliance upon such representations by Provider and others made herein and in Provider's proposal, the Client desires to engage Provider to provide the work and services described herein under the terms and conditions of this Agreement.

For the reasons recited above, and in consideration of the mutual covenants contained in this Agreement, and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Client and Provider agree as follows:

**1. SERVICES TO BE PERFORMED BY PROVIDER**

Provider agrees to perform the following services:

- 1.1 Provider agrees to provide the work and services as set forth in detail in Exhibit "A" (entitled "Scope of Services" and so called herein) attached hereto and hereby

incorporated as part of this Agreement. All of the terms and conditions set forth and pertaining to the services in Exhibit "A" shall be incorporated in this Agreement as if fully set forth herein.

## 2. COMPENSATION OF PROVIDER

2.1 Provider agrees to provide all of the services and Equipment set forth in the Scope of Services and as described herein for the following amounts:

(a) A one-time charge not to exceed:

(i) **Four Thousand One Hundred Seventy and No/100 Dollars** (\$4,170.00) for Swagit EASE setup and other related (including, without limitation, Design and Remote Installation) costs (as identified and detailed on the attached Exhibit "A", page 3, "*Streaming Video Hardware*"); and

(b) Following setup and the acceptance thereof by the Client, the Client shall pay to Provider a monthly fee in the amount of **Six Hundred Ninety-Five and No/100 Dollars** (\$695.00) for on-demand streaming and live video streaming (as identified and described on the attached Exhibit "A", page 3, "*Streaming Video Monthly Managed Services*").

2.2 Except as set forth herein, payments will be processed on a monthly basis (the Client may elect annual basis) with payment available within 30 days after receipt of an invoice for the previous month's service. All payments pursuant to this Agreement shall be made promptly and without undue delay, and in no circumstance beyond 60 days from the due date.

2.3 Should the Client fail to pay any invoice that is outstanding more than 60 days, a 5% service fee may be applied to the total amount of that invoice, not including any shipping or sales tax.

## 3. RIGHTS AND OBLIGATIONS OF PROVIDER

3.1 Independent Contractor. The parties agree that Provider performs specialized services and that Provider enters into this Agreement with the Client as an independent contractor. Nothing in this Agreement shall be construed to constitute Provider or any of Provider's agents or employees as an agent, employee or representative of the Client. As an independent contractor, Provider is solely responsible for all labor and expenses in connection with this Agreement and for any and all damages arising out of Provider's performance under this Agreement.

3.2 Provider's Control of Work. All services to be provided by Provider shall be performed as determined by the Client in accordance with the Scope of Services set forth in Exhibit "A." Provider shall furnish the qualified personnel, materials, equipment and other items necessary to carry out the terms of this Agreement.

Provider shall be responsible for and in full control of the work of all such personnel.

- 3.3 Reports to the Client. Although Provider is responsible for control and supervision of work performed under this Agreement, the services provided shall be acceptable to the Client and shall be subject to a general right of inspection and supervision to ensure satisfactory completion. This right of inspection and supervision shall include, but not be limited to, all reports to be provided by Provider to the Client and the rights of the Client, as set forth in the Scope of Services, and the right of the Client to audit Provider's records.
- 3.4 Compliance with All Laws. Provider shall comply with all applicable laws, ordinances, rules, regulations and executive orders of the federal, state and local government, which may affect the performance of this Agreement. Any provision required by laws, ordinances, rules, regulations, or executive orders to be inserted in this Agreement shall be deemed inserted, whether or not such provisions appear in this Agreement.
- 3.5 Organization and Authorization. Provider warrants and represents that: (i) it is a limited liability company duly organized, validly existing and in good standing under the laws of the State of Texas, and which shall remain in good standing throughout the term of this Agreement; (ii) it has the requisite power and authority to carry on its business as it is now being conducted; (iii) it has the legal capacity to enter into this Agreement; (iv) the execution, delivery and performance of this Agreement and the consummation of the transactions contemplated by this Agreement have been authorized and approved by all action required on the part of Provider; (v) it has the right and authority to sell the software to the Client; (vi) all software shall be in good working order; and, (vii) all licenses and warranties regarding the software and hardware shall be conveyed to the Client.
- 3.6 No Conflict. Provider warrants and represents that the execution and delivery of this Agreement and ancillary agreements hereto by Provider does and will not: (i) conflict with, or result in any violation or breach of, any provision of Provider's charter documents; (ii) result in any violation or breach of, or constitute a default under, or require a consent or waiver under, any of the terms, conditions or provisions of any license, contract or other agreement to which Provider is a party; or (iii) conflict with or violate any franchise, license, judgment, order, statute, law, rule or regulation applicable to Provider.
- 3.7 Warranty. Provider warrants that: (i) any streaming server hardware provided by Swagit (as identified and described in the Scope of Services, page 3, "*Streaming Video Hardware*") not in good working order and used under normal operating conditions, will be fully replaced for a period of three (3) years; (ii) thereafter, all costs of streaming server hardware replacement due to any failure or caused by normal wear and tear, shall be at the Client's expense; (iii) all operating and proprietary software for any streaming server shall be fully replaced or upgraded, at no cost to the Client, for the life of the contract; and (iv) in the event of a complete hardware failure within the warranty period, Provider shall overnight replacement parts and/or a new server at its sole expense.

3.8 Provider's Service Network. Provider's content delivery network and service level represents that: (i) it maintains full N+1 redundancy on all service critical-infrastructure in order to protect against outages. Multiple mirror facilities provide diverse geographic redundancy. Within each facility servers have multiple power supplies, network interfaces and RAID protected storage. Provider is connected to upstream bandwidth providers by multiple gigabit uplinks, transitioning to gigabit and ten-gigabit connections to multiple "tier 1" bandwidth providers, offering route diversity and redundancy. These bandwidth providers maintain 24/7 staffs familiar with mitigating Denial of Service attacks, should the need arise, which they have sufficient capacity to absorb-and-filter; (ii) Provider utilizes external, 3rd party monitoring services to track server availability metrics. This service tracks availability from approximately 30 international points which helps isolate regional networking issues, in addition to any centralized failures; (iii) Content is stored and viewable to the public on the Provider's networks for a period of three years or as defined by the managed services agreement. All Content is stored and backed up offline indefinitely for the life of the Agreement. Content can also be stored locally on the Client's network for an indefinite period of time limited only by storage capacity, with the added benefit of cached delivery to local users. Client is consulted before they exceed any storage horizon and may extend the window for additional years; (iv) Content is stored in widely accessible formats and is available for export at any time. Exported data will include multimedia content and associated documents in their native format as well as any structured metadata in XML format. Access to exported content can be via FTP but in such an event the Client is encouraged to provide a portable hard drive to ease the transition of storage and bandwidth intensive content; and (v) the Client may verify compliance with these policies at any time in consultation with Provider engineers and officers.

#### 4. NOTICE PROVISIONS

Notice. Any notice concerning this Agreement shall be in writing and (i) sent by certified or registered mail, return receipt requested, postage prepaid, (ii) delivered personally, or (iii) placed in the custody of Federal Express Corporation or other nationally recognized carrier to be delivered overnight; and addresses for such notice are as follows:

To the Client's Authorized Representative:	To Provider:
Brooke Painter Board Services Manager Golder Ranch Fire District 3885 East Golder Ranch Drive Tucson, Arizona 85739 520-825-9001 ext. 2013	David Owusu Director of Streaming Media Swagit Productions, LLC 12801 North Central EXPY, Suite 900 Dallas, Texas 75243 800-573-3160

Notice shall be deemed given upon receipt by the party to whom it is sent.

#### 5. INDEMNIFICATION

Provider (hereinafter referred to as "Indemnitor") agrees to indemnify, save and hold harmless the Client, any jurisdiction or agency issuing permits for any work under this Agreement, and their respective directors, officers, officials, agents, employees and volunteers (hereinafter referred to as "Indemnitee") from and against any and all liabilities, damages, losses, or expenses (including court costs, attorney's fees, and costs of claim processing, investigation and litigation) (hereinafter collectively referred to as "Claims") for personal injury (including death) or property damage to the extent caused by the negligent act, omission, negligence or misconduct of the Indemnitor, or any of Indemnitor's directors, officers, agents, employees or volunteers. This indemnity includes any claim or amount arising or recovered under the Workers' Compensation Law or arising out of the failure of Provider to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree in effect at the time services are rendered. Provider shall be responsible for defense, and judgment costs where this indemnification is applicable.

## 6. INSURANCE

Provider and subcontractors shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Agreement are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by Provider, its agents, representatives, employees or subcontractors.

The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The Client in no way warrants that the minimum limits contained herein are sufficient to protect Provider from liabilities that may arise out of the performance of the work under this Agreement by Provider, its agents, representatives, employees or subcontractors and Provider is free to purchase additional insurance as may be determined necessary.

**A. Minimum Scope and Limits of Insurance.** Provider shall provide coverage at least as broad and with limits of liability not less than those stated below.

1. Commercial General Liability - Occurrence Form  
(Form CG 0001, ed. 10/93 or any replacements thereof)
 

General Aggregate	\$2,000,000
Products-Completed Operations Aggregate	\$1,000,000
Personal & Advertising Injury	\$1,000,000
Each Occurrence	\$1,000,000
Fire Damage (Any one fire)	\$ 50,000
Medical Expense (Any one person)	Optional
  
2. Workers' Compensation and Employer's Liability

Workers' Compensation	Statutory
Employer's Liability: Each Accident	\$ 500,000
Disease-Each Employee	\$ 500,000
Disease-Policy Limit	\$ 500,000

3.	<u>Professional Liability</u>	\$1,000,000
4.	<u>Cyber-Liability</u>	
	Each Occurrence	\$1,000,000
	Aggregate	\$2,000,000

**B. SELF-INSURED RETENTIONS/DEDUCTIBLES:** Any self-insured retentions and deductibles must be declared to and approved by the Client. If not approved, the Client may require that the insurer reduce or eliminate such self-insured retentions with respect to the Client, its officers, agents, employees, and volunteers.

**C. OTHER INSURANCE REQUIREMENTS:** The policies are to contain, or be endorsed to contain, the following provisions:

1. Commercial General Liability Coverages:

- a. Golder Ranch Fire District, its officers, officials, agents, and employees are additional insured with respect to liability arising out of activities performed by, or on behalf of, the Provider; products and completed operations of the Provider, and automobiles owned, leased, hired or borrowed by the Provider.
- b. The Provider's insurance shall contain broad form contractual liability coverage.
- c. The Client, its, officers, officials, agents, employees and volunteers shall be additional insured to the full limits of liability purchased by the Provider even if those limits of liability are in excess of those required by this Agreement.
- d. The Provider's insurance coverage shall be primary insurance with respect to the Client, its, officers, officials, agents, and employees. Any insurance or self-insurance maintained by the Client, its officers, officials, agents, employees, or volunteers shall be in excess to the coverage of the Provider's insurance and shall not contribute to it.
- e. The Provider's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- f. Coverage provided by the Provider shall not be limited to the liability assumed under the indemnification provisions of this Agreement.
- g. The policies shall contain a waiver of subrogation against the Client, its officers, officials, agents, and employees for losses arising from work performed by the Provider for the Client.

2. **Workers' Compensation and Employer's Liability Coverage:** The insurer shall agree to waive all rights of subrogation against the Client, its officers, officials, agents, employees and volunteers for losses arising from work performed by the Provider for the Client.

6.1 **Notice of Cancellation.** Each insurance policy required by the insurance provisions of this Agreement shall provide the required coverage and shall not be amended, suspended, voided or canceled except after sixty (60) days prior written notice has been given to the Client, except when cancellation is for non-payment of premium, then at least ten (10) days prior notice shall be given to the Client. Such notice shall be sent directly to:

**Brooke Painter  
Board Services Manager  
Golder Ranch Fire District  
3885 East Golder Ranch Drive  
Tucson, Arizona 85739**

6.2 **Acceptability of Insurers.** Insurance shall be placed with insurers duly licensed or authorized to do business in the State of Arizona and with an "A.M. Best" rating of not less than A- VII, or receiving prior approval by the Client. The Client in no way warrants that the above-required minimum insurer rating is sufficient to protect Provider from potential insurer insolvency.

6.3 **Verification of Coverage.** Prior to commencing work or services, Provider shall furnish the Client with certificates of insurance (ACORD form or equivalent approved by the Client) as required by this Agreement. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf.

All certificates and any required endorsements shall be received and approved by the Client before work commences. Each insurance policy required by this Agreement shall be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of this Agreement. Failure to maintain the insurance policies as required by this Agreement or to provide evidence of renewal shall constitute a material breach of contract.

All certificates required by this Agreement shall be sent directly to **Brooke Painter, Board Services Manager, Golder Ranch Fire District, 3885 East Golder Ranch Drive, Tucson, AZ 85739**. The Client project/contract number and project description shall be noted on the certificate of insurance. The Client reserves the right to request and receive within ten (10) days, complete, certified copies of all insurance policies required by this Agreement at any time. The Client shall not be obligated, however, to review same or to advise Provider of any deficiencies in such policies and endorsements, and such receipt shall not relieve Provider from, or be deemed a waiver of the Client's right to insist on, strict fulfillment of Provider's obligations under this Agreement.

6.4 Subcontractors. Providers' certificate(s) shall include all subcontractors as additional insured under its policies or Provider shall furnish to the Client separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to the minimum requirements identified above.

6.5 Approval. Any modification or variation from the insurance requirements in this Agreement shall be made by the Client Attorney's office, whose decision shall be final. Such action shall not require a formal amendment to this Agreement, but may be made by administrative action.

## 7. DEFAULT AND TERMINATION

7.1 Events of Default Defined. The following shall be Events of Default under this Agreement:

7.1.1 Any material misrepresentation made by Provider to the Client;

7.1.2 Any failure by Provider to perform its obligations under this Agreement including, but not limited to, the following:

7.1.2.1 Failure to commence work at the time(s) specified in this Agreement due to a reason or circumstance within Provider's reasonable control;

7.1.2.2 Failure to perform the work with sufficient personnel and equipment or with sufficient equipment to ensure completion of the work within the specified time due to a reason or circumstance within Provider's reasonable control;

7.1.2.3 Failure to perform the work in a manner reasonably satisfactory to the Client;

7.1.2.4 Failure to promptly correct or re-perform within a reasonable time work that was rejected by the Client as unsatisfactory or erroneous;

7.1.2.5 Discontinuance of the work for reasons not beyond Provider's reasonable control;

7.1.2.6 Failure to comply with a material term of this Agreement, including, but not limited to, the provision of insurance; and

7.1.2.7 Any other acts specifically stated in this Agreement as constituting a default or a breach of this Agreement.

7.2 Remedies. The following shall be remedies under this agreement.

7.2.1 Upon the occurrence of any Event of Default, the Client may declare Provider in default under this Agreement. The Client shall provide written notification of the Event of Default and any intention of the Client to

terminate this Agreement. Upon the giving of notice, the Client may invoke any or all of the following remedies:

7.2.1.1 The right to cancel this Agreement as to any or all of the services yet to be performed;

7.2.1.2 The right of specific performance, an injunction or any other appropriate equitable remedy;

7.2.1.3 The right to monetary damages;

7.2.1.4 The right to withhold all or any part of Provider's compensation under this Agreement;

7.2.1.5 The right to deem Provider non-responsive in future contracts to be awarded by the Client; and

7.2.1.6 The right to seek recoupment of public funds spent for impermissible purposes.

7.2.2 The Client may elect not to declare an Event of Default or default under this Agreement or to terminate this Agreement upon the occurrence of an Event of Default. The parties acknowledge that this provision is solely for the benefit of the Client, and that if the Client allows Provider to continue to provide the Services despite the occurrence of one or more Events of Default, Provider shall in no way be relieved of any of its responsibilities or obligations under this Agreement, nor shall the Client be deemed to waive or relinquish any of its rights under this Agreement.

7.3 Right to Offset. Any excess costs incurred by the Client in the event of termination of this Agreement for default, or in the event the Client exercises any of the remedies available to it under this Agreement, may be offset by use of any payment due for services completed before termination of this Agreement for default or the exercise of any remedies. If the offset amount is insufficient to cover excess costs, Provider shall be liable for and shall remit promptly to the Client the balance upon written demand from the Client.

## 8. GENERAL PROVISIONS

8.1 Headings. The article and section headings contained herein are for convenience in reference and are not intended to define or limit the scope of any provision of this Agreement.

8.2 Jurisdiction and Venue. This Agreement shall be administered and interpreted under the laws of the State of Arizona. Provider hereby submits itself to the original jurisdiction of those courts located within Pima County, Arizona.

8.3 Attorney's Fees. If suit or action is initiated in connection with any controversy arising out of this Agreement, the prevailing party shall be entitled to recover in

addition to costs such sum as the court may adjudge reasonable as attorney fees, or in event of appeal as allowed by the appellate court.

- 8.4 Severability. If any part of this Agreement is determined by a court to be in conflict with any statute or constitution or to be unlawful for any reason, the parties intend that the remaining provisions of this Agreement shall remain in full force and effect unless the stricken provision leaves the remaining Agreement unenforceable.
- 8.5 Assignment. This Agreement is binding on the heirs, successors and assigns of the parties hereto. This Agreement may not be assigned by either the Client or Provider without prior written consent of the other.
- 8.6 Conflict of Interest. Provider covenants that Provider presently has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of services required to be performed under this Agreement. Provider further covenants that in the performance of this Agreement, Provider shall not engage any employee or apprentice having any such interest.
- 8.7 Authority to Contract. Each party represents and warrants that it has full power and authority to enter into this Agreement and perform its obligations hereunder, and that it has taken all actions necessary to authorize entering into this Agreement.
- 8.8 Integration. This Agreement represents the entire understanding of Client and Provider as to those matters contained in this Agreement, and no prior oral or written understanding shall be of any force or effect with respect to those matters. This Agreement may not be modified or altered except in writing signed by duly authorized representatives of the parties.
- 8.9 Non-appropriation. If the Board does not appropriate funds to continue this Contract and pay for charges hereunder, the Client may terminate this Contract at the end of the current fiscal period, or at the time that funds are no longer available to meet the Client's payment obligations hereunder. The Client agrees to give written notice of termination to the Provider at least sixty (60) days prior to any termination for a lack of funds and will pay to the Provider all approved charges incurred prior to Provider's receipt of such notice.
- 8.10 Subcontractors. This Agreement or any portion thereof shall not be sub-contracted without the prior written approval of the Client. No Subcontractor shall, under any circumstances, relieve Provider of its liability and obligation under this Agreement. The Client shall deal through Provider and any Subcontractor shall be dealt with as a worker and representative of Provider. Provider assumes responsibility to the Client for the proper performance of the work of Subcontractors and any acts and omissions in connection with such performance. Nothing in the Contract Documents is intended or deemed to create any legal or contractual relationship between the Client and any Subcontractor or Sub-Subcontractor, including but not limited to any third-party beneficiary rights.

- 8.11 Waiver. No failure to enforce any condition or covenant of this Agreement by the Client shall imply or constitute a waiver of the right of the Client to insist upon performance of the condition or covenant, or of any other provision of this Agreement, nor shall any waiver by the Client of any breach of any one or more conditions or covenants of this Agreement constitute a waiver of any succeeding or other breach under this Agreement.
- 8.12 Discrimination. In the performance of this Agreement, the parties agree that they shall not discriminate or permit discrimination against any person because of age, sex, marital status, race, religion, color, or national origin.
- 8.13 Ownership of Information. Any drawings, plans, designs, reports, analyses, specifications, information, examinations, proposals, brochures, illustrations, copy, maps, graphics, slides, and documents prepared, assembled, drafted, or generated by the Provider in connection with this Agreement shall become the exclusive property of the Client. Provider may keep copies of such documents for its records.
- 8.14 Successors and Assigns. This Agreement, and all the terms and provisions hereof, shall be binding upon and shall insure to the benefit of the Client and Provider, and their respective legal representatives, successors, and assigns.
- 8.15 No Third Party Beneficiaries: This Agreement and all of its provisions are solely for the benefit of Provider and the Client and are not intended to and shall not create or grant any rights, contractual or otherwise, to any third person or utility.
- 8.16 Survival of Covenants: Any of the representations, warranties, covenants, and obligations of the parties, as well as any rights and benefits of the parties, pertaining to a period of time following the termination of this Agreement shall survive termination.

## 9. DISCLOSURE OF AGREEMENT; INTERLOCAL ARRANGEMENTS.

- 9.1 Disclosure of Agreement Terms. The terms and conditions of this Agreement may be disclosed by either party to other public agencies for the purpose of such other agencies purchasing services under this Agreement pursuant to an interlocal or cooperative arrangement with the Client. In addition, Provider may disclose the terms and conditions of this Agreement in an effort to show that the terms offered to another public agency are fair and reasonable or to determine the best value. It is understood that the Provider shall not be precluded from disclosing the terms and conditions of its form of Service Agreement to any other third party at Swagit's sole discretion and for any reason.
- 9.2 Included Parties; Interlocal Agreement. Pursuant to any interlocal, intergovernmental, or other such cooperative agreement with the Client, Provider will accept orders from, and will furnish the Provider's Software, Hardware, Professional Services, and Managed Services as outlined in the Proposal to any governmental agency or other public entity authorized by the Client to use the

Proposal, based upon substantially the same terms and conditions of this Agreement, with the exception of price schedules.

9.3 Political Subdivision Participation. The Provider agrees to supply, sell, and contract separately with other similar or related political subdivisions (i.e., colleges, school districts, counties, cities, etc.) of the Client, based upon substantially the same terms and conditions of this Agreement, with the exception of price schedules, in an effort to establish the terms and conditions as fair and reasonable.

## 10. DURATION

This Agreement shall become effective on and from the day and year executed by the parties, indicated below, and shall continue in force for an initial term of twelve (12) months, unless sooner terminated as provided above. All pricing is to remain firm during the contract period. This Agreement will automatically renew for additional one-year terms unless this Agreement is terminated by either party providing written notice of its intent to terminate the Agreement to the other party not less than sixty (60) days prior to the end of the then current term.

## 11. COUNTERPARTS; EXECUTION OF AGREEMENT

11.1 Counterparts. This Agreement may be executed in counterparts. Each of the counterparts shall be deemed an original instrument, but all of the counterparts shall constitute one and the same instrument.

11.2 Execution of Agreement. The Client shall first sign this Agreement in one or more counterparts and deliver them to Provider. This Agreement shall not be effective until Provider accepts and signs this Agreement in one or more counterparts at its corporate offices in Dallas, Texas, and delivers to the Client a counterpart of this Agreement signed by the Client and Provider.

### Golder Ranch Fire District

  
\_\_\_\_\_  
Vicki Cox-Golder, Board Chairperson  
RICHARD HUDGINS, VICE-CHAIR

5/17/2020  
\_\_\_\_\_  
Date of Execution:

### Swagit Productions, LLC

  
\_\_\_\_\_  
Bryan R. Halley, President

05/18/2020  
\_\_\_\_\_  
Date of Execution:

## *Scope of Services – Exhibit A*

### EASE Solution

---

Built upon years of industry experience, Extensible Automated Streaming Engine (EASE) is a software framework comprised of foundation and extension modules that work together to automate many otherwise manually intensive tasks. This completely hands-off solution meets the current and future needs of your entity without creating any additional work for clerks or webmasters.

- **Video Capture and Encoding**

EASE Encoder records content according to your broadcast schedule and transfer the recorded audio/video to the Swagit Content Network via a secure Virtual Private Network (VPN) connection, making it available for live and/or on-demand streaming.

- **Indexing and Cross Linking**

Using your published meeting agendas as a guide, Swagit's Managed Service Division (SMSD) indexes the meetings without any work from the staff. SMSD will annotate your content by adding jump-to points with specific item headings, giving users the greatest flexibility to find the specific content they need. With these jump-to points, users can step through video by searching for or clicking specific items.

- **Agenda Management Integration**

If meeting packets or other related information is available online, SMSD will link them directly to the video player for easy access.

**Swagit's EASE solution integrates with all Document/Agenda Management solutions.**

- **Archiving**

Client audio/video can be stored securely on the Swagit Content Network indefinitely. Fault tolerance and high availability is assured through replication of audio/video content to multiple, geographically redundant, Storage Area Networks (SAN). Our standard packages include unlimited storage for meetings and special content.

- **Presentation**

By navigating through the video library, users can view a list of meetings chronologically and once in a selected meeting you can unleash the power of the jump-to markers to search for specific points within individual audio/video clips. Meetings typically begin to post to a VOD account within 3-4 hours from the end of a meeting, depending on the client's connectivity speed and bandwidth. Notwithstanding any technical or network issues, fully indexed meetings are available on a client's site in less than 24 hours.

- **Delivery**

In order to deliver on-demand content to end users in a format that is native to their computer's operating system, Swagit by default delivers content in the HTML5 and Flash streaming video formats. These formats have proven themselves as the format of choice from such vendors as YouTube, Google Video, Facebook, ABC and NBC/Universal.

## EASE Solution

---

- **Monitoring**

Swagit is monitoring all aspects of the Swagit Content Network to ensure its health and availability. This monitoring extends to cover remote Swagit EASE Encoders deployed on client premises. In the rare event of trouble our engineers are promptly notified so that they may dispatch a swift response in accordance with our support procedures.

- **Statistics**

Swagit collates log files from our streaming servers monthly and processes them with the industry recognized Google Analytics. Google Analytics generates reports ranging from high-level, executive overviews to in depth quality of service statistics. These reports help to highlight growth trends and identify popular content.

- **Support**

Beyond our proactive monitoring and response, Swagit offers ongoing, 24/7 technical support for any issues our clients may encounter. While our choice of quality hardware vendors and a thorough pre-installation testing phase go a long way toward ensuring trouble free operation of our EASE Encoders, we do recognize that occasionally unforeseen issues arise. In the event that our engineers detect a fault, they will work to diagnose the issue. If necessary, next business day replacement of parts will be completed. Swagit offers continual software updates and feature enhancements to our services and products for the life of your managed services contract.



# Investment-Streaming Video

## Streaming Video Hardware

Item Description	Type	Up-front Cost
Hardware/Software/Provisioning	1U	\$4,170.00
Swagit EASE T Encoder: SDI, HDMI, DVI-D, Component, Composite, S-video Video; Embedded SDI, HDMI, Balanced (mini XLR), Unbalanced Audio; 3.7"x11.4"x11.5" SFF chassis; 180W up to 85% efficient Power Supply; Intel® Core™ i7-7700 (QC/8MB/8T/3.6GHz/65W); 8GB (2x4GB) 2400MHz DDR4 Memory; 8x DVD+/-RW 9.5mm Optical Disk Drive; 3.5 inch 500GB 7200rpm Hard Disk Drive; Windows 10 Pro 64bit; EASE™ Software Tools, System Burn-in, Branded Video Library Design, Branded Player Design, Remote Installation and 3-Year Full System Warranty.		

## Streaming Video Monthly Managed Services

Item Description	Monthly Cost
Package 1: Up To 15 Indexed Meetings per year (EASE) - Includes Media On-Demand, 24/7 LIVE Stream and up to 120 hours of additional specialty content per year (No staff involvement—Hands Free).	\$695.00

## Optional Services/Overages/Individual Pricing

Item Description	Cost
Each Additional Indexed On-Demand Meeting	\$150.00
Programming, Development or Design Implementation	\$120.00/hour



## *Scope of Services – Exhibit A*

### EASE Solution

---

Built upon years of industry experience, Extensible Automated Streaming Engine (EASE) is a software framework comprised of foundation and extension modules that work together to automate many otherwise manually intensive tasks. This completely hands-off solution meets the current and future needs of your entity without creating any additional work for clerks or webmasters.

- **Video Capture and Encoding**

EASE Encoder records content according to your broadcast schedule and transfer the recorded audio/video to the Swagit Content Network via a secure Virtual Private Network (VPN) connection, making it available for live and/or on-demand streaming.

- **Indexing and Cross Linking**

Using your published meeting agendas as a guide, Swagit's Managed Service Division (SMSD) indexes the meetings without any work from the staff. SMSD will annotate your content by adding jump-to points with specific item headings, giving users the greatest flexibility to find the specific content they need. With these jump-to points, users can step through video by searching for or clicking specific items.

- **Agenda Management Integration**

If meeting packets or other related information is available online, SMSD will link them directly to the video player for easy access.

**Swagit's EASE solution integrates with all Document/Agenda Management solutions.**

- **Archiving**

Client audio/video can be stored securely on the Swagit Content Network indefinitely. Fault tolerance and high availability is assured through replication of audio/video content to multiple, geographically redundant, Storage Area Networks (SAN). Our standard packages include unlimited storage for meetings and special content.

- **Presentation**

By navigating through the video library, users can view a list of meetings chronologically and once in a selected meeting you can unleash the power of the jump-to markers to search for specific points within individual audio/video clips. Meetings typically begin to post to a VOD account within 3-4 hours from the end of a meeting, depending on the client's connectivity speed and bandwidth. Notwithstanding any technical or network issues, fully indexed meetings are available on a client's site in less than 24 hours.

- **Delivery**

In order to deliver on-demand content to end users in a format that is native to their computer's operating system, Swagit by default delivers content in the HTML5 and Flash streaming video formats. These formats have proven themselves as the format of choice from such vendors as YouTube, Google Video, Facebook, ABC and NBC/Universal.

# EASE Solution

## •Monitoring

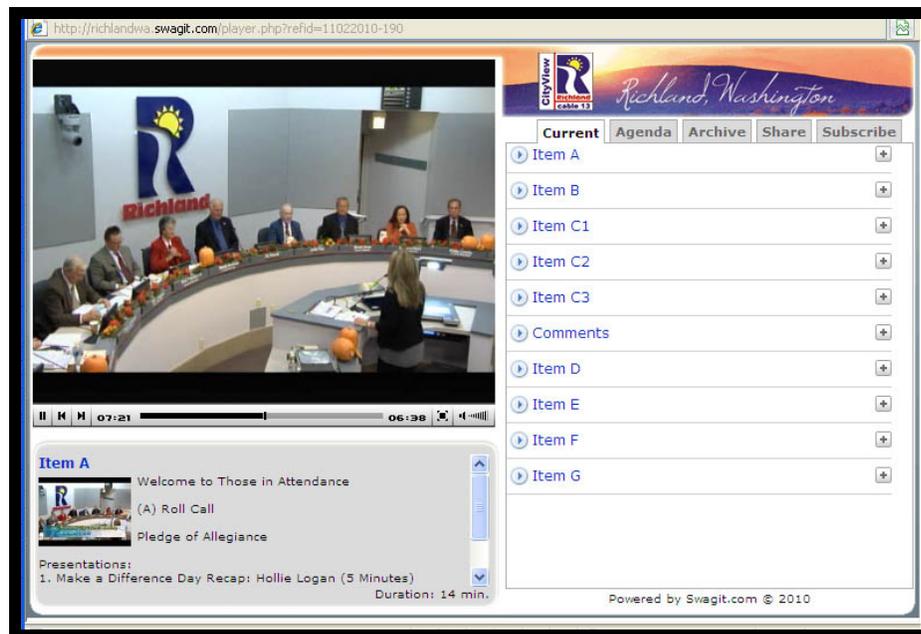
Swagit is monitoring all aspects of the Swagit Content Network to ensure its health and availability. This monitoring extends to cover remote Swagit EASE Encoders deployed on client premises. In the rare event of trouble our engineers are promptly notified so that they may dispatch a swift response in accordance with our support procedures.

## •Statistics

Swagit collates log files from our streaming servers monthly and processes them with the industry recognized Google Analytics. Google Analytics generates reports ranging from high-level, executive overviews to in depth quality of service statistics. These reports help to highlight growth trends and identify popular content.

## •Support

Beyond our proactive monitoring and response, Swagit offers ongoing, 24/7 technical support for any issues our clients may encounter. While our choice of quality hardware vendors and a thorough pre-installation testing phase go a long way toward ensuring trouble free operation of our EASE Encoders, we do recognize that occasionally unforeseen issues arise. In the event that our engineers detect a fault, they will work to diagnose the issue. If necessary, next business day replacement of parts will be completed. Swagit offers continual software updates and feature enhancements to our services and products for the life of your managed services contract.



**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Dave Christian, Finance Director

DATE: November 21, 2023

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

ITEM #: 8E

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:  Approve               Conditional Approval     Deny

SUPPORTED BY:         Staff                       Fire Chief               Legal Review

**BACKGROUND**

Presented are the monthly financial reports and cash reconciliation.

**RECOMMENDED MOTION**

Motion to approve and accept the Golder Ranch Fire District reconciliation and monthly financial report as presented.

Golder Ranch Fire District  
 Summary Budget Comparison - SUMMARY BUDGET TO ACTUAL **\*\*BOARD PACKET\*\***  
 From 10/1/2023 Through 10/31/2023

Account Code	Account Title	Current Period Actual	Current Period Budget	Current Period Budget Variance - Original	YTD Actual	YTD Budget	YTD Budget Variance - Original
5000	Labor/Benefits/Employee Development	2,762,545.94	2,744,275.80	(18,270.14)	10,491,612.76	10,471,576.66	(20,036.10)
6000	Supplies/Consumables	97,459.05	140,545.85	43,086.80	410,121.74	590,958.40	180,836.66
6500	Vehicle / Equipment Expense	66,106.07	92,982.89	26,876.82	244,293.56	426,431.56	182,138.00
6750	Utilities / Communications	58,960.58	41,599.44	(17,361.14)	173,294.90	169,823.34	(3,471.56)
7000	Professional Services	60,463.00	121,165.98	60,702.98	448,722.82	517,663.92	68,941.10
7500	Dues/Subscriptions/Maint. Fees	88,976.71	59,701.08	(29,275.63)	304,107.66	268,712.32	(35,395.34)
7750	Insurance	(10,264.00)	41,632.00	51,896.00	104,496.24	98,264.00	(6,232.24)
8000	Repairs / Maintenance	51,682.95	66,597.89	14,914.94	161,259.87	274,471.56	113,211.69
9000	Debt Service	17,675.48	251.27	(17,424.21)	173,281.82	104,961.08	(68,320.74)
9500	Capital Outlay	93,955.41	349,625.66	255,670.25	499,603.85	1,488,001.63	988,397.78
Report Difference		(3,287,561.19)	(3,658,377.86)	370,816.67	(13,010,795.22)	(14,410,864.47)	1,400,069.25

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

DATE: November 21, 2023

SUBJECT: FUTURE AGENDA ITEMS

ITEM #: 9

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve       Conditional Approval     Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

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

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

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.

**GOLDER RANCH FIRE DISTRICT  
BOARD COMMUNICATION MEMORANDUM**

TO: Governing Board

FROM: Shannon Ortiz, Board Services Supervisor

DATE: November 21, 2023

SUBJECT: Call to the Public

ITEM #: 10

REQUIRED ACTION:       Discussion Only     Formal Motion       Resolution

RECOMMENDED ACTION:     Approve       Conditional Approval     Deny

SUPPORTED BY:       Staff       Fire Chief       Legal Review

**BACKGROUND**

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

**RECOMMENDED MOTION**

No motion is necessary for this agenda item.