



# Sedona Fire District

2860 Southwest Drive, Sedona, Arizona 86336  
Telephone (928) 282-6800 FAX (928) 282-6857

## **REGULAR BOARD MEETING**

**Station #1 – 2860 Southwest Drive – Sedona – Multipurpose Room**

**Tuesday, April 18, 2023 / 4:00 PM**

**~ AGENDA ~**

### **I. CALL TO ORDER/ROLL CALL**

- A. Salute to the Flag of the United States of America and Moment of Silence to Honor all American Men and Women in Service to Our Country, Firefighters, and Police Officers.

### **II. PRESENTATION OF AWARDS/STAFF RECOGNITION**

- A. Acknowledgement of 5 years of Service: Payroll Specialist, Branda Brothers

### **III. BUDGET WORKSHOP**

- A. Discussion of possible staff direction regarding the 2024 Budget.

### **IV. REGULAR BUSINESS MEETING**

- A. Public Forum:

- 1. Public Comments
- 2. Executive Staff Response to Public Comments

- B. Consent Agenda – Discussion/Possible Actions:

- 1. March 21, 2023 Regular Meeting Minutes

- C. Financial Report and Updates –Director of Finance Gabe Buldra

- 1. Discussion/Possible Action: Review and Approval of March 2023 Finance Report

- D. Staff Items:

- 1. March 2023 Monthly Staff Report
  - a. Administration Updates – Director of Administrative Services Heidi Robinson
    - i. News and Events

- ii. Staffing Updates
  - iii. Upcoming Events
  - iv. Mental Health Moment
- b. Operations Activities – Assistant Chief Jayson Coil
  - i. Significant Incidents
  - ii. Wildland
  - iii. GIS
  - iv. Telecom
  - v. Programs & Projects
- c. Community Risk Reduction Activities – Interim Fire Marshal Kirk Riddell
  - i. Inspection Activities
  - ii. Fire Investigations
  - iii. Notable Events
  - iv. Fire Marshal Safety Message
- d. Operational Support – Fire Chief Ed Mezulis
  - i. EMS Activities and Updates
  - ii. Fleet Activities and Updates
  - iii. Training Report
- e. Fire Chief Report – Fire Chief Mezulis
  - i. Call Volume & Response Review
    - a. Incident Summary and Year-to-Date Comparison
    - b. Station Responses
    - c. Response Times
  - ii. Status Report – Station 4
  - iii. Community Appreciation
  - iv. Social Media Engagement.

E. Discussion/Possible Action: Fire Board Agenda Communication (item tabled from March Board Meeting) Restructuring of the Training Officer position to Division Chief; and, funding one shadow position in training for the first 6 months of FY24.

F. Board Member Items:

1. Discussion: Board Member's Fire District Related Activities Since the Last Board Meeting.

## **V. ADJOURNMENT**

# SEDONA FIRE DISTRICT FIRE BOARD MEETING

Awards & Decorations- April 18, 2023

Years of Service  
Award



## Awards & Decorations

- 5 Years of Service Award:
  - Branda Brothers



# SEDONA FIRE DISTRICT FIRE BOARD MEETING

## Budget Workshop

Finance Director –  
Gabe Buldra



# SEDONA FIRE DISTRICT FIRE BOARD MEETING

Consent Agenda - April 18, 2023

Approval of 3/21/2023  
Regular Meeting Minutes



# Sedona Fire District

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Telephone (928) 282-6800 FAX (928) 282-6857

## REGULAR BOARD MEETING

**Station #1 – 2860 Southwest Drive – Sedona – Multipurpose Room**

**Tuesday, March 21, 2023 / 4:00 PM**

~ MINUTES ~

### I. CALL TO ORDER/ROLL CALL

Pursuant to notice, a regular meeting of the Sedona Fire District (SFD) was called to order by Chairman Dave Soto at 4:14 PM (due to connectivity and wi-fi issues) on Tuesday, March 21, 2023. Executive Assistant, Kim Smathers recorded the minutes. A quorum was present, and the meeting, having been duly convened, was ready to proceed with business.

Board Present: Dave Soto – Chairman; Helen McNeal – Clerk; Gene McCarthy, Scott Springett, Janet Jablow – Members. Others Present: Fire Chief Ed Mezulis; Assistant Chief Jayson Coil Director of Administrative Services Heidi Robinson; Gabe Buldra, JVG; Bill Whittington, Attorney; Employment & Labor Law Attorney Josh Waltman, Littler Mendelson P.C.; and Executive Assistant Kim Smathers – Recorder.

#### **A. Salute to the Flag of the United States of America and Moment of Silence to Honor all American Men and Women in Service to Our Country, Firefighters, and Police Officers.**

Chairman Dave Soto led the Pledge of Allegiance and Chief Ed Mezulis requested a Moment of Silence for the 5 Police Officers and 6 firefighters who passed away since the previous Board Meeting.

### II. PRESENTATION OF AWARDS/STAFF RECOGNITION

This item was moved to precede Budget Workshop to let awardees leave due to weather situation. Eight Operations personnel received 20 years of service pins, with Joe Kinzel and Millan Zorita were present and received their pins from Chief Mezulis. Captain Todd Miranda was recognized for 15-years of service. Kyle West, Marc Howard, and Isaiah Moore (present) received recognition for 10 years of service. Isaiah accepted his pin from Chief Mezulis and said that “10 years went quickly...they tell you that when you start and you don’t believe it, but it really does.” Director of Administrative Services, Heidi Robinson received recognition on 5 years of service.

Several members of the Board expressed congratulations and thanks on the service to SFD. Mr. Soto commented that with the length of service, the employees became sought after for guidance and mentoring and that the jobs that staff accomplishes does not go unnoticed.

### III. BUDGET WORKSHOP

Finance Director Gabe Buldra presented the 2024 Budget Kick-Off briefing to the board with an update on the process, schedule timelines, and significant numbers. Tax levy and County assessments continue to drive revenue, with non-levy sources such as ambulance billing, telecom tower rents, and wildland revenue bringing in further budget dollars. Chairman Soto asked if any of the allowed adjustment to the commercial tax rate included any COVID relief money from the Federal Government. Mr. Buldra stated that it did not. Member Springett asked for clarification on wildland revenues and what that included. It is all wildland deployment reimbursements paid to SFD, statewide, nationally or international. Mr. Buldra explained that it is not factored into Budget numbers as there is no way to predict seasonality of wildland fires, so those reimbursements are put into Capital fund



reserves.

Mr. Buldra said that at this point, everything has been turned in by SFD staff and JVG is compiling, adjusting revenues and taking known expenses such as PSPRS and ASRS payments, and Workers Comp adjustments and working up a presentable budget for April. There was discussion about whether a COLA bank had been considered and would/would not be beneficial and about the salary increase of \$1.3 million if Social Security rate is followed.

Mr. Buldra stated that Station 6 will be paid off this year and that money can be adjusted to cover other costs. He asked if the Board would want a more detailed review like was presented last year, prior to the final request for tentative adoption and all Board members agreed that they appreciated the special meeting last cycle and would like to do that again.

**(ZOOM recording failed at this point in the presentations.)**

Chairman Soto asked if the rents on the IT towers was being escalated as established or what the status was on that project. Chief Mezulis stated that there are several answers to that question, based on who the renter is. One is far in arrears and SFD is ready to take legal action to recover the back rent and remove their equipment from the towers. Another has placed their equipment on a local hotel, no longer needing our equipment. SFD is working on restructuring and renegotiating those rents, but finding it difficult to engage necessary assistance needed.

Chairman Soto asked again about a COLA bank and if the concept had been discussed. Chief Mezulis stated that he has been waiting on final numbers from PSPRS, WC, etc. to go into Meet & Confer with Labor and that he has not done a deep dive into the COLA as it might not even be an issue for Labor this year. He will explore every option to manage with advice from Mr. Buldra.

Chairman Soto stated to Mr. Buldra that he would like the Budget kept in close alignment with last year. He also asked for clarification about carry-over funds that SFD holds from July-September to continue operating until new year tax assessments begin. He would like to see where that money is being carried over. Mr. Buldra stated that growth in the fund balances had been willful and intentful over past several years and originated from a time when the accounts had been depleted with no long-term capital plan. Mr. Buldra said that he will have fund balances and sources for next meeting. Board Member McCarthy noted that those funds are often used after catastrophic loss of apparatus to decrease the impact to the budget and that he appreciates that SFD has the funds available.

#### **IV. EXECUTIVE SESSION**

At 4:59 p.m., Chairman Soto motioned to go into executive session for legal advice pursuant to A.R.S. §38-431.03(A3) regarding the appropriate best practices to be applied related to reports, investigations, and protected leave processes. Board Clerk McNeal seconds motion, vote is taken and unanimously approved. Attorney Josh Waltman, Littler Mendelson P.C. provided legal advice.

#### **V. RETURN FROM EXECUTIVE SESSION**

Returning from executive session, Chairman Soto reconvenes regular Board meeting at 6:38 stating no action is necessary for information received. Chief Mezulis adds that Assistant Chief Coil had left to assist Sedona Police Department and Emergency Management at City Hall.

#### **VI. REGULAR BUSINESS MEETING**

##### **A. Public Forum:**

*Speakers are limited to three-minute oral presentations but may submit written comments of any length for Board files. Board Members may not discuss items not specifically identified on the agenda. Therefore, pursuant to ARS 38-431.01(H), Board action taken as a result of public comment is limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.*

##### **1. Public Comments**

##### **2. Executive Staff Response to Public Comments**

There were no requests to speak.

**B. Consent Agenda – Discussion/Possible Actions:**

*All matters under the Consent Agenda are considered by the Board to be routine (i.e., Minutes and/or signatory authority for bank accounts) and will be enacted by a single motion approving the Consent Agenda. If discussion is desired on any particular consent item, a Board Member may ask that item be removed from the Consent Agenda to be considered separately.*

1. February 21, 2023, Special Board Meeting & Regular Board Meeting Minutes

*Board Chair Soto made a motion to approve the Consent Agenda, Board Clerk McNeal seconded. There was no further discussion and the motion passed unanimously.*

**C. Financial Report – Gabe Buldra, Finance Director**

**1. Discussion/Possible Action: Review and Approval of February 2023 Finance Report.**

Gabe Buldra of JVG Associates provided the February 2023 Financial Report outlining the status of SFD funds and accounts. Sedona Fire District is under budget across the board in all categories except for personnel costs, which is being driven by the Workers Compensation payments.

Board Chairman Soto asked Mr. Buldra about paying PSPRS in lump sum versus how it is paid now and if there would be any benefit to changing the way it stands. Mr. Buldra stated that now we pay bi-weekly with payroll and there is a chance, if paid in lump sum payment, that the money would not be tracked correctly and “lost” in the market. He did not feel it was advisable to change the bi-weekly deposit attached to payroll.

*Board Chair Soto made a motion to approve the February 2023 Finance Report, Member McNeal seconded, there was no further discussion and the motion passed unanimously.*

**D. Staff Items:**

**1. February 2023 Monthly Fire Chief Report**

a. Administration Updates – Director of Administrative Services Heidi Robinson  
News and Events –

Budget -all departments have turned in and timelines are set to continue budget process.

The St. Patrick’s Day Parade-photos look like everyone had an enjoyable time.

Weather impacting staffing, causing IT issues, etc., as we are experiencing currently.

Upcoming-March 31, Special Olympics Torch Run, details will be emailed to Board members.

Working on standardizing processes for administration with a collaborative group effort.

Staffing-3 new firefighters have been hired, two are good, one is pending background investigation; Engineer testing started today with 14 candidates; getting inquiries on web information request regarding new hire academies,

Mental Health Moment: March is Disability Awareness Month.

Chairman Soto asked about IT positions and if the vacancies had been abandoned, status. Chief Mezulis stated that he had spoken with Cottonwood Dispatch & HR (who have a similar vacancy) and there are no recruiters for this type of position. Bob Motz is attending a telecom conference next week and has been tasked with finding a recruiter or interested party for position and finding someone who can assist with tower contract language and fee schedules,

b. Operations Activities – Chief Ed Mezulis

Chief Mezulis briefed for AC Coil, who was at flood command & control at Sedona PD, stating that GIS has been busy working on flooding maps, heat maps for smoke detector calls (for Red Cross & AZ Burn Foundation replacing smoke detectors), and map book updates.

IT: propane got into Schnebly Hill, but there have been multiple power outages due to weather.

New spam software has been deployed by MerIT Technologies and seems to be doing a better job than Titan system.

Track UTV has been allowing Bob Motz to access towers, as necessary. Juniper switches that were ordered manufacturer sent wrong power supplies (A/C instead of D/C) and while the company swore that couldn’t happen, Mr. Motz took pictures to show them the defect. Currently waiting on new power supplies and estimated time of arrival for power replacements.

Today, crews worked on a battery fire on a Tesla for over 3 hours, pumping 18,000 gallons of water over several hours. Board Member McCarthy stated that he felt that Tesla should have to set up a grant or reimbursement program for public safety for these battery fires.

Last week, in conjunction with Verde Valley Fire, a rescue was completed in Cornville using the Mutual Aid system in place. Crews staged on both sides of the river and with a system of ropes and pulleys, swiftwater craft, etc., were able to rescue 3 adults, one 8-year old child, and 2 dogs safely, with no injuries.

There have been multiple media opportunities in the past couple of weeks for Executive Staff, BCs, and crew members.

Not much to report for Wildland. Last year in early April, SFD was deployed on fires. Could see more mid-season grass fires due to weeds, etc., but Verde Valley is at 507% snowpack in the watershed area, so there is a lot more moisture to come from spring melting, etc.

c. Community Risk Reduction Activities – Chief Ed Mezulis

Six “P’s” of Evacuation: People & Pets, Papers(phone numbers & important documents), Prescriptions (vitamins & eyeglasses), Pictures and irreplaceable memorabilia; personal computers (information on hard drive & disks), and Plastic (credit cards, ATM & cash.).

D. Operational Support – Fire Chief Ed Mezulis

Fire Chief Mezulis noted that SFD has participants and crew members assisting with scenarios at the Northern Arizona EMS Conference in Flagstaff.

Captain Ojeda has finished all shifts, all stations training on Handtevy program and running cardiac codes for pediatric patients. He is finalizing the training of the software side of the inventory system, setting levels of inventory.

Fleet – Mike Sheehan continues to do great things. SFD has pre-build meeting scheduled in October for the apparatus ordered in November 2022.

Training: Promotional tests ongoing, followed by new hire academy, new hire testing, and another new hire academy. Set to exhaust current Captain’s list by fall and will need another Captain assessment center to establish new promotional list, Board Clerk McNeal asked where we stand with filling the Operational Support Chief position and Chief Mezulis stated that he has another item on the agenda for that.

e. Fire Chief Activities – Fire Chief Ed Mezulis

Call Volume and Response Review

a. Incident Summary and Year-to-Date Comparison – remain steady and as expected, slight post-holiday dip in February, gearing up for Spring Break.

b. Response Times – Response times were reviewed as they pertain to Out-The-Door and Travel Times. Chief Mezulis stated that SFD is under national average time but he is working with ESO personnel to filter out the non-emergency times that are currently in the reports.

There was a question from Board Clerk McNeal regarding year-to-date numbers and Chief stated he would drill down and find out what is happening. Chairman Soto asked Chief Mezulis what the goal for SFD is for turn-out times. Chief stated that he would like to get the 90<sup>th</sup> percentile more accurate and, while there is not much we can do about travel times, there seems to be some delays in dispatching and where the calls go regionally, which may be affecting the out-the-door times that he would like to address. He is willing to look at adjusting out-the-door times as long as there are no safety or increased risks of injury to personnel while exiting the stations.

#### **E. Discussion/Possible Action: Restructuring the Training Officer Position to a Division Chief and funding two (2) positions in training for the first 6 months of FY 2024.**

Chief Mezulis spoke about adding a shadowing position to the training officer position, as the current Training Officer is in the DROP and cannot extend past January 2024. He asked the Board’s approval to have the second position, paid out of savings from his vacant position of Operational Support Division Chief, be approved to shadow training Officer Duran. There was much discussion on the details, with Chairman Soto asking for a BAC outlining the position description, salary, other needs such as clerical staffing, etc., and length of time in the shadowing position for the change. He asked that the issue be tabled until next month until the

BAC can be delineated and agendized for the April meeting. Board Member McCarthy felt that there was no need to table, he had the information he needed, and Board Clerk McNeal stated she felt that the board was making it more difficult than it needed to be. Chairman Soto stated that he needed the position in writing in order to make a motion for approval and felt that the delay was good for the community to clarify the additional position and cost. Chief Mezulis stated that the position description would be “loose” as they determine what to redirect from HR in the areas of recruiting and retention and Chairman Soto said he felt that it could be loose to start and then tightened up as it was more formalized. He asked Mr. Whittington if he was missing anything legally, in asking this. Mr. Whittington stated that it’s more a political statement and not a legal concern. Board Chair Soto directs Fire Chief of provide information in the form of a BAC, detailing all that had been discussed, for approval at the April Board meeting. Board Clerk McNeal asked if this would slow down the filling of the EMS Division Chief vacancy and Chief Mezulis stated that it would.

**F. Discussion/Possible Action:** Fire Board Agenda Communication; Possible review and approval of the Arizona Mutual Aid Compact to allow for statewide cooperative emergency management and mutual aid services.

Chief Mezulis began by stating that this compact expired in 2018 and SFD was notified about the expiration last week. He said that the Compact aligns with Strategic Goal #6 and provides resources on a statewide level. Fire Chief recommends the approval of the Compact, as stated in the BAC as it has been in place for over a decade. Chairman Soto asked if the Compact had really expired, referencing bullet point 29, and asking about the 10-year extension therein. Chairman Soto and Mr. Whittington has a discussion about corrections to the document, with Mr. Whittington expressing his concerns were technical in nature and needed to be addressed at the State level. Board Member McCarthy asked Chairman Soto what the negatives were to signing the document and having it in place, referring to California Firescope examples which Mr. Whittington stated that this document was Arizona’s version of California’s Firescope program. Fire Chief Mezulis expressed that he asked the Board to approve as presented and Mr. Whittington stated he had no legal issues with the Compact.

Fire Chief Mezulis clarified that he did not know why the County waited so long to inform SFD of the expiration and explained that a scanner has been ordered to upload all this documentation digitally, and that process will begin shortly. Other ways of tracking are also being discussed to avoid this situation in the future.

Board Member McCarthy made a motion to approve the Arizona Mutual Aid Compact to allow for statewide cooperative emergency management and mutual aid services. Board Clerk McNeal seconded. There was no further discussion and the motion passed unanimously.

**G. Board Member Items:**

1. Discussion:

Gene McCarthy: One on one with Fire Chief; attended the St. Patrick’s Day parade and rode in the UTV.

Janet Jablow: Usual billpay.com activities; enjoyed her one-on-one with Fire Chief and the parade.

Helen McNeal: St. Patrick’s Day parade and usual activities, billpay.com, signing checks, etc.

Scott Springett: One-on-One with Fire Chief; was sick during parade; working on billpay.com training; talking with people in the community about SFD activities.

Chairman Dave Soto: Chairman Soto noted that the Prescott Chapter Firewise, Wildland Expo was being held on April 22, in conjunction with Earth Day; had a blast at the parade; enjoying Ready, Set, Go notifications which he is getting several ways; had a briefing with the AV professional who is evaluation Multi-purpose Room to revamp network and presentation system; had community



member voicing concern about turn-out gear and chemicals used and would like Fire Chief to contact and vet the video that was referenced.

### III. ADJOURNMENT

Chairman Soto adjourned the meeting at 8:07 p.m.

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Helen McNeal, Clerk of the Board

*SFD Multipurpose Room is accessible to the handicapped. In compliance with Americans with Disabilities Act, those with special needs, such as large print or other reasonable accommodations, may request them by calling 928-282-6800.*

Posted by:

Date:

Time:

# SEDONA FIRE DISTRICT FIRE BOARD MEETING

## Finance Report - March 2023

Finance Director – Gabe  
Buldra

# Financial Report

## March 2023







## Sedona Fire District

### Monthly Financial Report

#### Monthly Financial Report – March 2023

Attached are the following for your information and review:

1. Balance Sheet as of March 31, 2023.
2. Summary of reconciled cash balances on March 31, 2023.
3. Income Statement of Revenues and Expenditures for March 2023, including budget to actual and year- to-date balances.
4. Graphs for March 2023.
5. Fixed Asset Additions and Disposals Schedule FY23.
6. Monthly Disbursement Report.
7. 12-Month Cash Flow.

#### Key points:

- Total Revenue for March is \$833,093 which is \$51,303 under budget.
  - Tax Revenue for March is \$429,133 which is \$208,439 under budget.
  - Non-Tax Revenue for March is \$403,960, which is \$157,136 over budget.
    - Interest revenue is \$134,048 over budget.
- Total Expense for March is \$1,323,503 which is \$73,635 under budget.
  - Personnel Expense is \$52,602 under budget.
- YTD Revenue is \$16,489,379 which is \$357,715 over budget.
  - Tax Revenue YTD is \$13,403,455 which is \$221,089 under budget.
  - Non-Tax Revenue YTD is \$3,085,923, which is \$578,804 over budget.
    - Wildland revenue is \$287,731 over budget.
    - Interest revenue is \$180,696 over budget.
- YTD Expense is \$14,676,103 which is \$90,482 under budget.
  - Building and Land is \$66,541 under budget, driven by utilities and repairs & maintenance.
  - Managerial is \$39,881 under budget driven by budgeted dollars for election expense.
  - Meetings Travel and Training is \$37,109 under budget, driven by meals and travel.

Please contact the Finance Director for any questions or concerns regarding this report.



# Sedona Fire District

## Balance Sheet Prev Year Comparison

### As of March 31, 2023

	Mar 31, 23	Mar 31, 22	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1000 · Bill.com Money Out Clearing	0.00	1,438.85	-1,438.85	-100.0%
1010 · Capital Reserves Fund	3,553,289.82	3,489,700.71	63,589.11	1.8%
1050 · Chase - Operating Account	340,819.84	529,250.40	-188,430.56	-35.6%
1060 · Chase - Payroll Account	636,671.62	83,320.42	553,351.20	664.1%
1070 · County General Fund	9,792,176.50	10,230,383.46	-438,206.96	-4.3%
<b>Total Checking/Savings</b>	<b>14,322,957.78</b>	<b>14,334,093.84</b>	<b>-11,136.06</b>	<b>-0.1%</b>
<b>Accounts Receivable</b>				
1200 · Accounts Receivable*	105,509.38	56,565.75	48,943.63	86.5%
1202 · Ambulance Billings Receivable	394,076.49	748,838.74	-354,762.25	-47.4%
1204 · ND Fire Billing Receivables	6,359.09	0.00	6,359.09	100.0%
1206 · Property Tax - Receivable	242,382.14	235,619.22	6,762.92	2.9%
1270 · Lease Receivables	987,486.00	0.00	987,486.00	100.0%
<b>Total Accounts Receivable</b>	<b>1,735,813.10</b>	<b>1,041,023.71</b>	<b>694,789.39</b>	<b>66.7%</b>
<b>Other Current Assets</b>				
12000 · Undeposited Funds	0.00	5,548.89	-5,548.89	-100.0%
1320 · Prepaid Expenses	77,849.88	54,767.30	23,082.58	42.2%
1321 · PSPRS Prepaid Expense	0.00	2,486.25	-2,486.25	-100.0%
1900 · Suspense	0.00	-1,670.01	1,670.01	100.0%
<b>Total Other Current Assets</b>	<b>77,849.88</b>	<b>61,132.43</b>	<b>16,717.45</b>	<b>27.4%</b>
<b>Total Current Assets</b>	<b>16,136,620.76</b>	<b>15,436,249.98</b>	<b>700,370.78</b>	<b>4.5%</b>
<b>Fixed Assets</b>				
1400 · Accumulated Depreciation	-14,310,101.78	-13,324,750.48	-985,351.30	-7.4%
1410 · Building and Other Improvements	9,230,946.20	9,221,768.98	9,177.22	0.1%
1412 · Furniture and Equipment	6,845,833.23	6,050,047.88	795,785.35	13.2%
1413 · Land	2,054,578.48	2,054,578.48	0.00	0.0%
1414 · Vehicles	7,686,857.26	7,577,628.67	109,228.59	1.4%
1450 · CIP	1,565,822.94	25,677.22	1,540,145.72	5,998.1%
1470 · Right to Use Asset	119,624.00	0.00	119,624.00	100.0%
<b>Total Fixed Assets</b>	<b>13,193,560.33</b>	<b>11,604,950.75</b>	<b>1,588,609.58</b>	<b>13.7%</b>
<b>Other Assets</b>				
1500 · Defer Outflows of Rsrcs - ASRS	339,603.00	283,685.00	55,918.00	19.7%
1510 · Defer Outflows of Rsrcs - PSPRS	9,751,158.00	9,309,779.00	441,379.00	4.7%
1515 · Defer Outflows Rsrcs PSPRS Tr 3	204,782.00	146,157.00	58,625.00	40.1%
1520 · Defer Outflows - PSPRS OPEB	55,671.00	92,915.00	-37,244.00	-40.1%
1525 · Defer Outflows PSPRS OPEB Tr 3	879.00	1,101.00	-222.00	-20.2%
1530 · Defer Outflows - ASRS OPEB	7,611.00	18,212.00	-10,601.00	-58.2%
1540 · Risk Pool Capitalization	173,310.00	115,540.00	57,770.00	50.0%
1815 · Net Pension Asset - PSPRS Tr 3	61,360.00	0.00	61,360.00	100.0%
1825 · Net Pension Asset PSPRS OPEB	9,445.00	3,428.00	6,017.00	175.5%
1830 · Net Pension Asset ASRS OPEB	46,236.00	6,450.00	39,786.00	616.8%
<b>Total Other Assets</b>	<b>10,650,055.00</b>	<b>9,977,267.00</b>	<b>672,788.00</b>	<b>6.7%</b>
<b>TOTAL ASSETS</b>	<b>39,980,236.09</b>	<b>37,018,467.73</b>	<b>2,961,768.36</b>	<b>8.0%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000 · Accounts Payable	18,291.89	38,127.95	-19,836.06	-52.0%
<b>Total Accounts Payable</b>	<b>18,291.89</b>	<b>38,127.95</b>	<b>-19,836.06</b>	<b>-52.0%</b>
<b>Credit Cards</b>				
2002 · Wells Fargo Credit Card	0.00	-255.11	255.11	100.0%

# Sedona Fire District

## Balance Sheet Prev Year Comparison

### As of March 31, 2023

	Mar 31, 23	Mar 31, 22	\$ Change	% Change
2003 · National Bank of Arizona Credit	21,285.36	32,512.92	-11,227.56	-34.5%
<b>Total Credit Cards</b>	<b>21,285.36</b>	<b>32,257.81</b>	<b>-10,972.45</b>	<b>-34.0%</b>
<b>Other Current Liabilities</b>				
2010 · Accrued Employee Leave	1,565,421.77	1,552,680.45	12,741.32	0.8%
2012 · Lease Purchase Liabilities	608.20	608.20	0.00	0.0%
2014 · Defer Inflows of Rsrcs - ASRS	399,034.00	127,767.00	271,267.00	212.3%
2015 · Defer Inflows of Rsrcs - PSPRS	4,696,305.00	1,205,709.00	3,490,596.00	289.5%
2017 · Federal PR Taxes Payable	-198.91	-96.67	-102.24	-105.8%
2018 · HSA Deduction	5,217.63	-1,243.07	6,460.70	519.7%
2019 · Insurance Premium Liabilities	230,344.85	105,294.71	125,050.14	118.8%
2021 · Payroll Liabilities	6,782.32	2,610.40	4,171.92	159.8%
2022 · Retirement Payable	337,812.36	42,130.86	295,681.50	701.8%
2025 · Workers Compensation Liability	531.72	0.00	531.72	100.0%
2049 · Defer Inflows of Rsrcs PSPRS T3	41,129.00	0.00	41,129.00	100.0%
2050 · Defer Inflows OPEB PSPRS	209,801.00	150,637.00	59,164.00	39.3%
2051 · Defer Inflows OPEB ASRS	39,952.00	13,874.00	26,078.00	188.0%
2054 · Defer Inflows PSPRS OPEB TR3	2,570.00	345.00	2,225.00	644.9%
2070 · Defer Inflow related to Leases	993,036.00	0.00	993,036.00	100.0%
<b>Total Other Current Liabilities</b>	<b>8,528,346.94</b>	<b>3,200,316.88</b>	<b>5,328,030.06</b>	<b>166.5%</b>
<b>Total Current Liabilities</b>	<b>8,567,924.19</b>	<b>3,270,702.64</b>	<b>5,297,221.55</b>	<b>162.0%</b>
<b>Long Term Liabilities</b>				
2052 · Net Pension Liab OPEB PSPRS	60,488.00	200,029.00	-139,541.00	-69.8%
2053 · Net Pension Liab OPEB ASRS	1,938.00	6,843.00	-4,905.00	-71.7%
2200 · NBAZ Station Loan	64,559.81	317,994.05	-253,434.24	-79.7%
2201 · Net Pension Liability - ASRS	1,220,665.00	1,540,328.00	-319,663.00	-20.8%
2202 · Net Pension Liability - PSPRS	22,757,643.00	25,870,237.00	-3,112,594.00	-12.0%
2203 · Stryker Financing Lease	0.00	2,325.21	-2,325.21	-100.0%
2270 · Lease Liability	109,512.00	0.00	109,512.00	100.0%
<b>Total Long Term Liabilities</b>	<b>24,214,805.81</b>	<b>27,937,756.26</b>	<b>-3,722,950.45</b>	<b>-13.3%</b>
<b>Total Liabilities</b>	<b>32,782,730.00</b>	<b>31,208,458.90</b>	<b>1,574,271.10</b>	<b>5.0%</b>
<b>Equity</b>				
3000 · Opening Balance Equity	5,149,965.20	5,149,965.20	0.00	0.0%
3010 · Fund Balance	-2,425,281.46	-2,425,281.46	0.00	0.0%
3200 · Unrestricted Net Assets	2,659,546.81	318,510.55	2,341,036.26	735.0%
Net Income	1,813,275.54	2,766,814.54	-953,539.00	-34.5%
<b>Total Equity</b>	<b>7,197,506.09</b>	<b>5,810,008.83</b>	<b>1,387,497.26</b>	<b>23.9%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>39,980,236.09</b>	<b>37,018,467.73</b>	<b>2,961,768.36</b>	<b>8.0%</b>

**Sedona Fire District**  
**Summary of Reconciled Cash Balances**  
Period Ending 03/31/2023

	County General Fund	Capital Reserves	Chase Operating Account	Chase Payroll Account
	3/31/2023	3/31/2023	3/31/2023	3/31/2023
<b>Beginning Balance</b>	10,335,594.20	3,521,215.22	262,781.24	439,381.10
<b>Cleared Transactions</b>				
<b>Checks and Payments</b>	(1,214,850.59)	-	(330,310.04)	(1,002,677.34)
<b>Deposits and Credits</b>	560,222.32	32,074.60	408,348.64	1,200,000.00
<b>Total Cleared Transactions</b>	(654,628.27)	32,074.60	78,038.60	197,322.66
<b>Cleared Balance</b>	<b>9,680,965.93</b>	<b>3,553,289.82</b>	<b>340,819.84</b>	<b>636,703.76</b>
<b>Uncleared Transactions</b>				
<b>Checks and Payments</b>	(8,384.81)	-	-	(32.14)
<b>Deposits and Credits</b>	119,595.38	-	-	-
<b>Total Uncleared Transactions</b>	111,210.57	-	-	(32.14)
<b>Register Balance as of 03/31/2023</b>	<b>9,792,176.50</b>	<b>3,553,289.82</b>	<b>340,819.84</b>	<b>636,671.62</b>

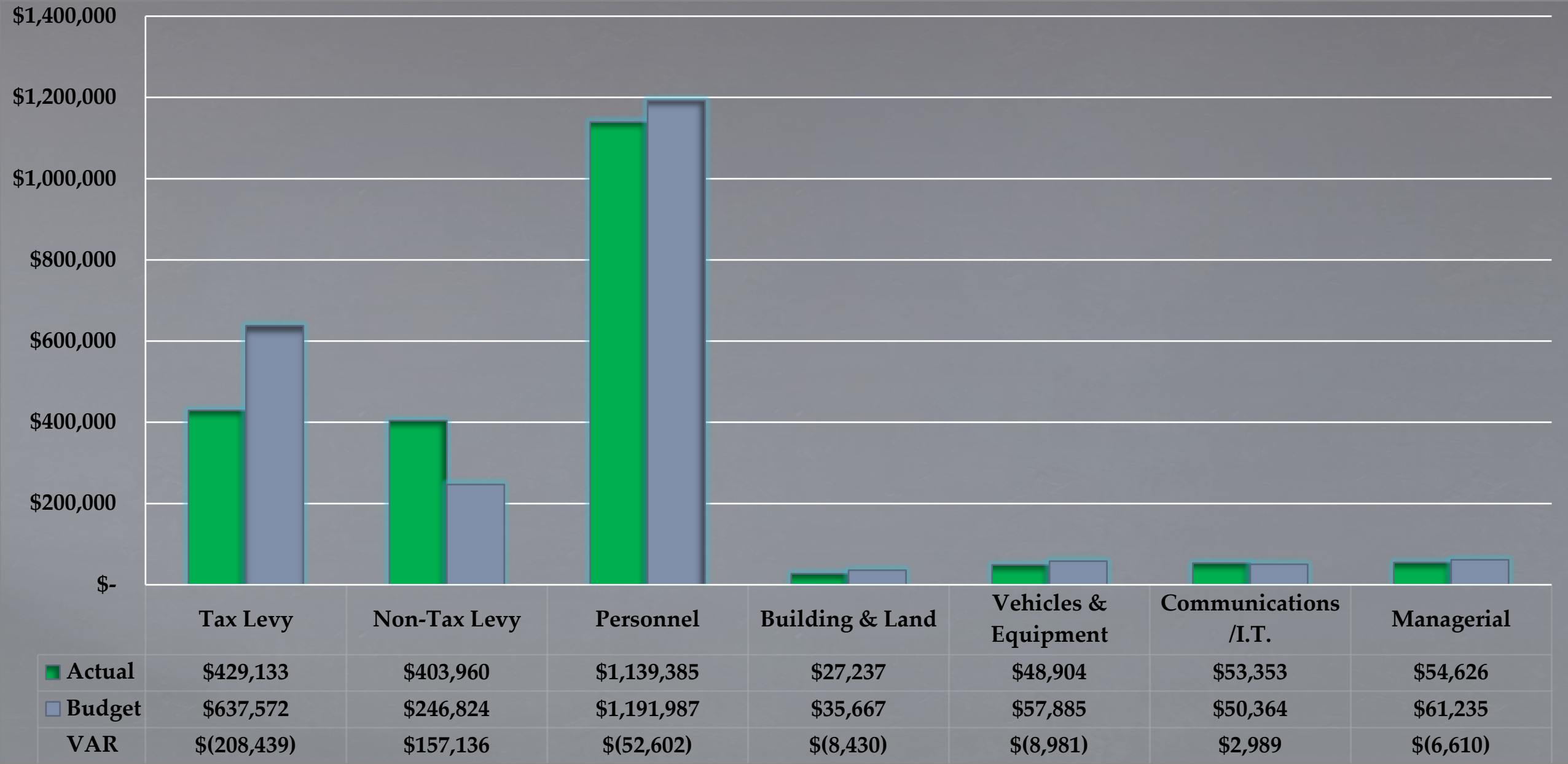
8:55 AM  
04/08/23  
Accrual Basis

Sedona Fire District  
**Profit & Loss Budget Performance**  
March 2023

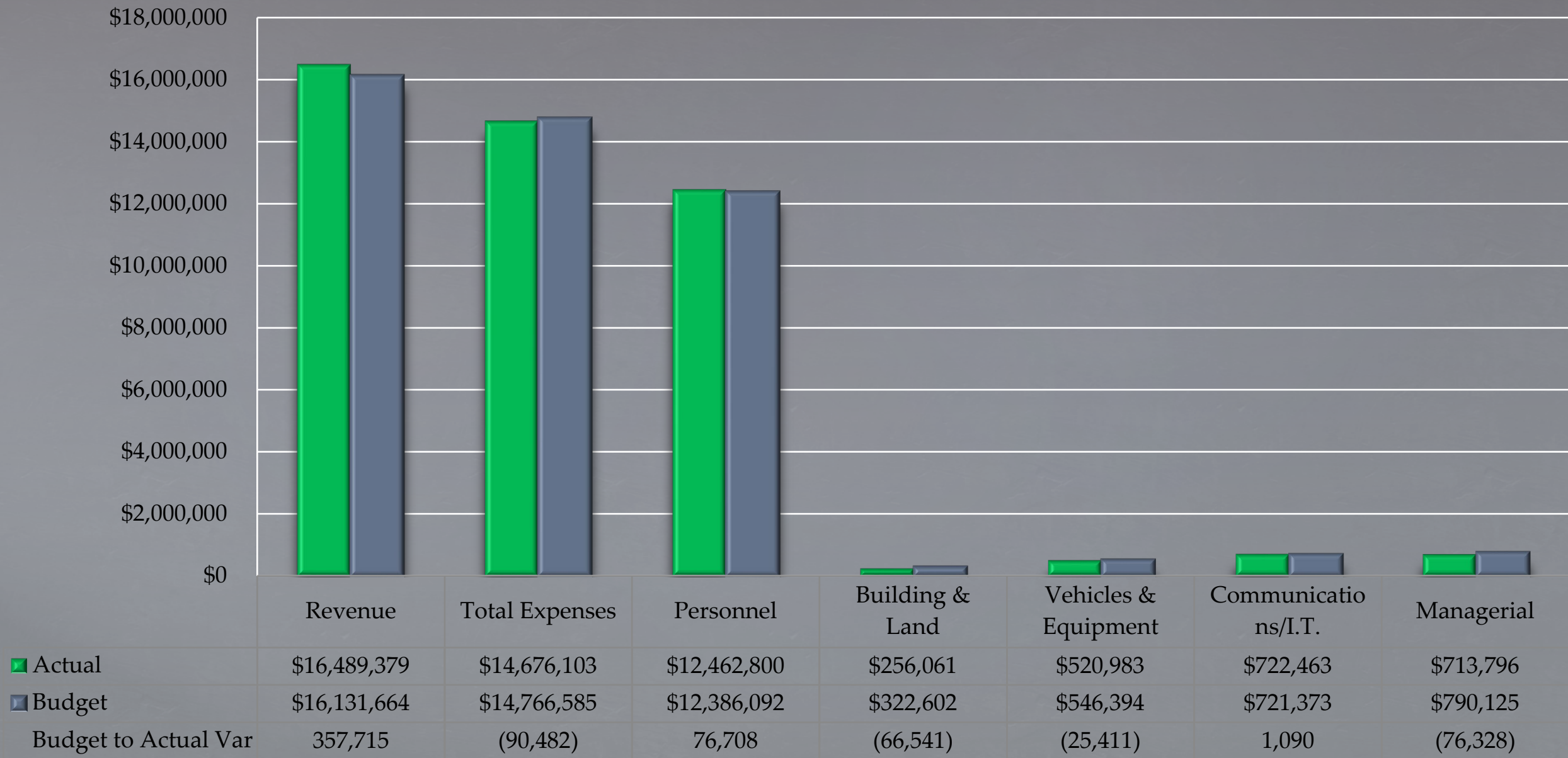
	Mar 23	Budget	\$ Over Budget	Jul '22 - Mar 23	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4001 · Tax Levy Revenue	429,133.38	637,572.24	-208,438.86	13,403,455.32	13,624,544.79	-221,089.47	18,170,506.61
4100 · Non-Tax Levy Revenue	403,959.68	246,823.66	157,136.02	3,085,923.31	2,507,119.02	578,804.29	3,461,874.00
Total Income	833,093.06	884,395.90	-51,302.84	16,489,378.63	16,131,663.81	357,714.82	21,632,380.61
Gross Profit	833,093.06	884,395.90	-51,302.84	16,489,378.63	16,131,663.81	357,714.82	21,632,380.61
Expense							
5001 · Personnel Cost	1,139,384.58	1,191,987.00	-52,602.42	12,462,799.81	12,386,092.00	76,707.81	16,784,646.00
6001 · Building & Land	27,236.77	35,667.00	-8,430.23	256,060.92	322,602.00	-66,541.08	431,200.00
6101 · Vehicles & Equipment	48,903.94	57,884.50	-8,980.56	520,982.55	546,393.50	-25,410.95	727,146.00
6300 · Communications	53,352.65	50,364.00	2,988.65	722,463.36	721,373.00	1,090.36	872,463.00
6401 · Meetings, Travel & Training	15,909.43	19,703.66	-3,794.23	177,153.03	214,262.02	-37,108.99	303,099.00
7001 · Managerial Cost	38,460.26	41,187.55	-2,727.29	532,885.80	572,766.35	-39,880.55	696,594.00
8001 · Other Expense	255.83	344.00	-88.17	3,757.62	3,096.33	661.29	4,128.33
Total Expense	1,323,503.46	1,397,137.71	-73,634.25	14,676,103.09	14,766,585.20	-90,482.11	19,819,276.33
Net Ordinary Income	-490,410.40	-512,741.81	22,331.41	1,813,275.54	1,365,078.61	448,196.93	1,813,104.28
Net Income	<b>-490,410.40</b>	<b>-512,741.81</b>	<b>22,331.41</b>	<b>1,813,275.54</b>	<b>1,365,078.61</b>	<b>448,196.93</b>	<b>1,813,104.28</b>



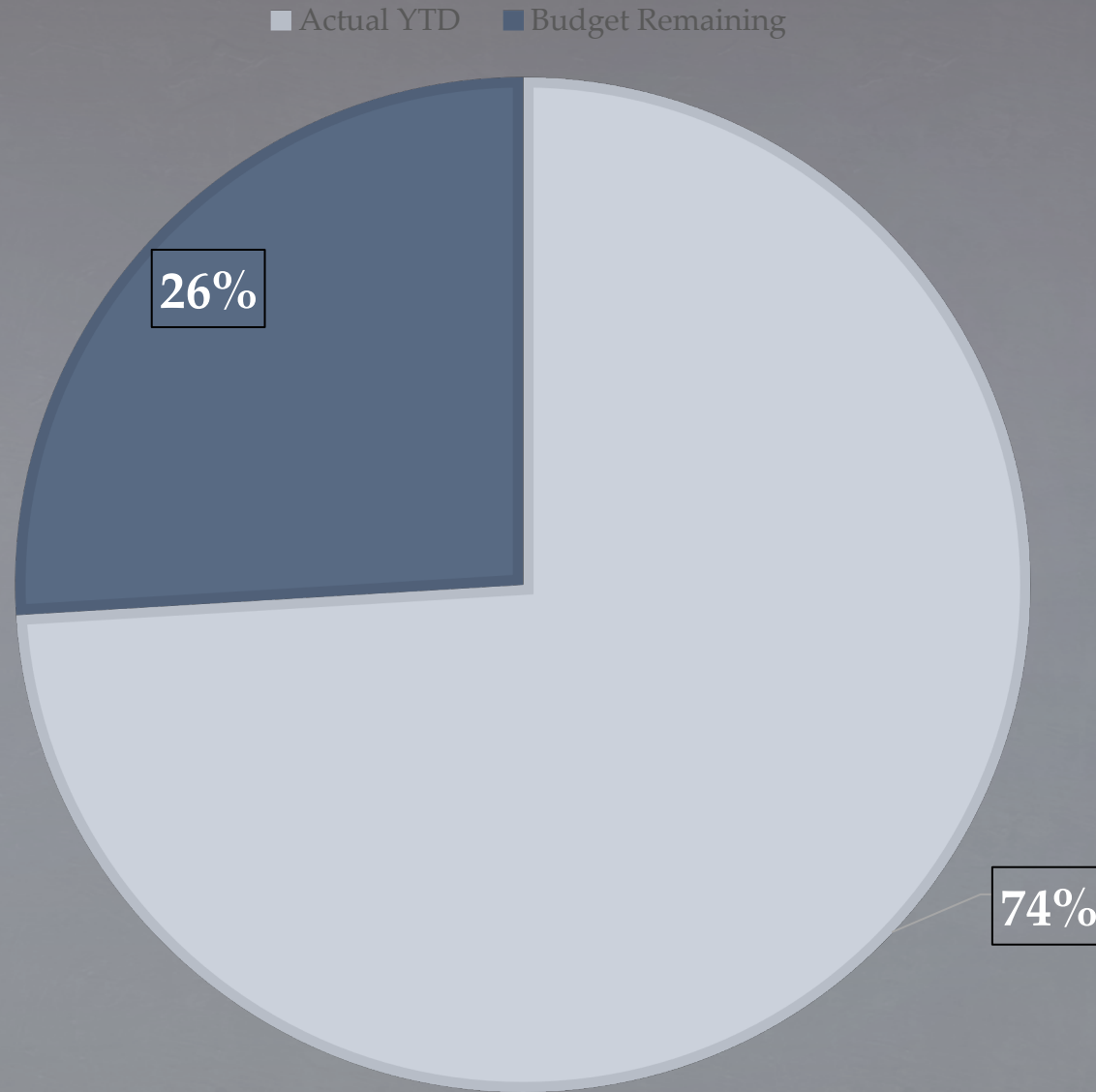
# March 2023



# Fiscal Year to Date Budget to Actual



## YEAR TO DATE EXPENSES AS PERCENTAGE OF BUDGET



# Percentage of Expenses Year to Date

Personnel

85%

Communications

5%

Operations

6%

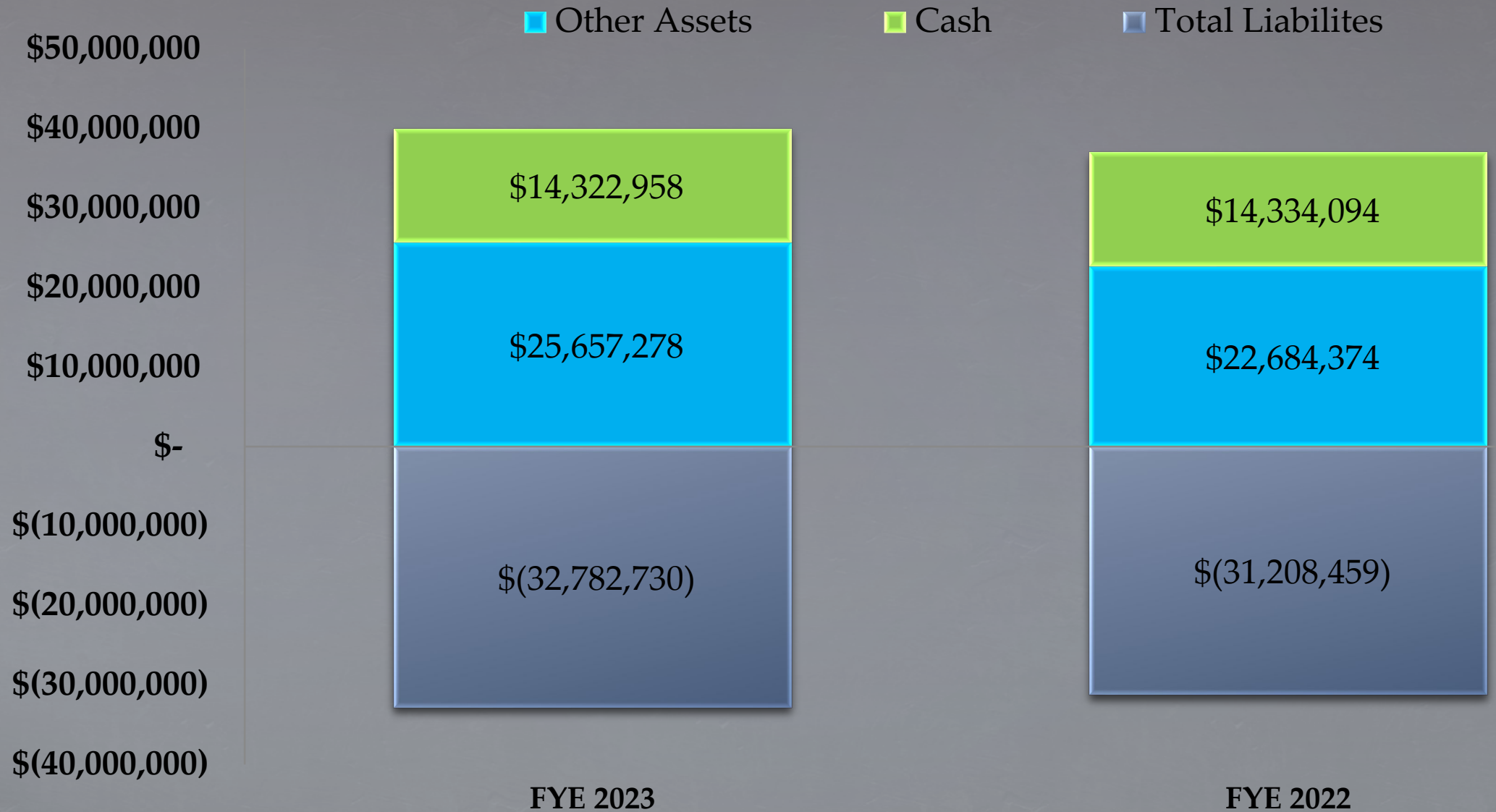
Managerial

4%

Function Expenses	
Salaries and Wages	81.21%
Operations	11.10%
Communications	2.27%
Managerial	5.42%



# Cash Position



# Financial Report

## March 2023





# Sedona Fire District March 2023

## Fire Chief's Report





# Administration

- Director of Administrative Services

Heidi Robinson

## ❖ News & Events

- ❖ Admin Collaboration Project update
- ❖ Web work – recruitment, weather, Board members
- ❖ Budget work

## ❖ Upcoming

- ❖ Earth Day – April 22
- ❖ Yard Waste Drop Off Apr 29-30 (VOC)/May 6-7 (Posse Grounds)
- ❖ Verde Valley Fair – 1<sup>st</sup> week of May

## ❖ Staffing Updates

- ❖ Firefighter Orientation – next week
- ❖ Division Chief Interviews – last week
- ❖ Firefighter Recruitment

## ❖ Mental Health Moment – April is Stress Awareness Month

- ❖ Related – Alcohol Awareness & Earth Month

## ❖ Questions/Comments



## HIRING LIST ANNOUNCEMENT 2023 Career Firefighter

SFD is seeking qualified applicants to establish a hiring list for Career Firefighter/EMTs and/or Firefighter/CEPs.

### Minimum Qualifications

- ✓ Firefighter I and II Certification by Pro Board, IF5AC or equivalent
- ✓ HAZMAT/First Responder Operations Qualified
- ✓ Valid, current Candidate Physical Ability Test (CPAT)
- ✓ High School Diploma, GED, or equivalent
- ✓ Valid AZ Driver's License (or ability to acquire upon hire)
- ✓ Current Arizona State EMT or Paramedic Certification

### Top Firefighter Competencies

The Ideal Firefighter will align with the district's core competencies of:

*Integrity & Trust      Ethics & Values      Approachability  
Interpersonal Savvy      Self-Knowledge*

The Successful Firefighter will be skilled in demonstrating:

*Action Orientation      Customer Focus      Compassion  
Learning on the Fly      Perseverance*



### Career Firefighter Starting Pay 2023

Firefighter/EMT \$55,000 annually ----- Firefighter/CEP \$63,000

*Plus, an approved Cost of Living pay increase on 7/1/2023*

We offer a comprehensive health and retirement benefit plan!

### Steps in the Testing/Recruitment Process

1. Go to <http://www.sedonafire.org>, click About Us, then [Careers](#). Download the job description and SFD 2023 Career Firefighter Hiring FAQs.
2. Go to National Testing Network (NTN) to complete the test by June 16, 2023 at [www.nationaltestingnetwork.com](http://www.nationaltestingnetwork.com).
3. Top candidates will be contacted by June 23, 2023 to submit a Sedona Fire District application packet.
4. Candidates with verified credentials will be scheduled for the Assessment Center by July 20, 2023.
5. Firefighter Assessment Center week of July 31, 2023.



2860 Southwest Drive, Sedona, AZ 86336

928-282-6800

[www.sedonafire.org](http://www.sedonafire.org)

**NTN testing must be completed by  
Friday, June 16, 2023.**

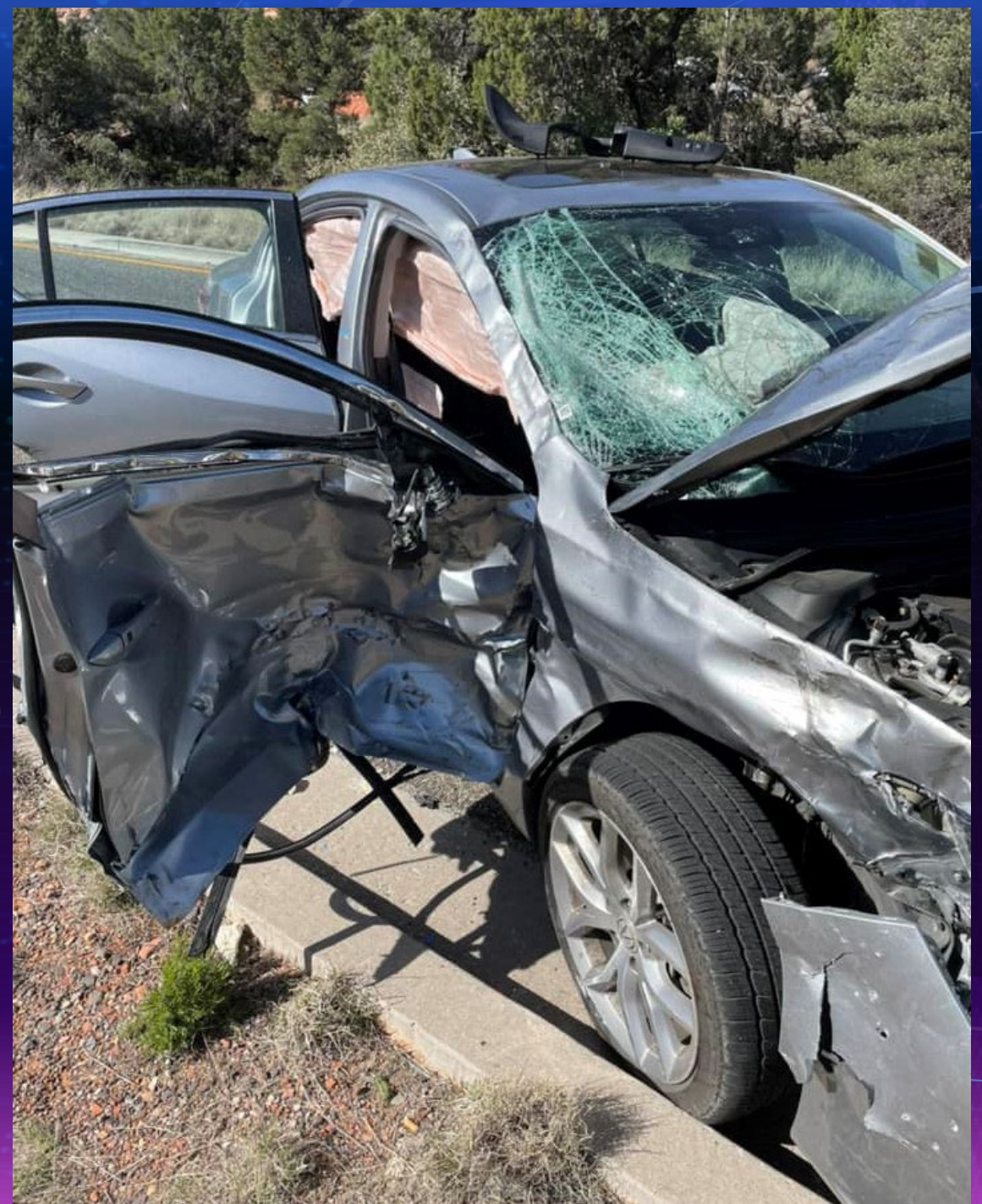
*Sedona Fire District is an equal opportunity employer*



# Operations

Assistant Chief  
Jayson Coil

- ❖ Significant Incidents
- ❖ Wildland
- ❖ GIS
- ❖ Telecom
- ❖ Programs & Projects
- ❖ Questions/Comments





# Community Risk Reduction

Interim Fire Marshal  
Kirk Riddell

## ❖ Inspection Activities:

Consults – 9

Inspections – 32

Plan Reviews – 22

Public Service – 3

## ❖ Notable Events

## ❖ Fire Marshal Safety Message

## ❖ Questions/Comments



## Sedona Fire District's 20<sup>th</sup> Annual Wildfire Preparedness Event

### WILDFIRE PREPAREDNESS DAYS Yard Waste Drop Off

April 29<sup>th</sup> and 30<sup>th</sup> Village of Oak Creek – 8:00 – 5:00  
6657 State Route 179 VOC (Enter via Jacks Canyon Rd to East Cortez)

May 6<sup>th</sup> and 7<sup>th</sup> West Sedona – 8:00 – 5:00  
Posse Grounds Park - 525 Posse Ground RD (Near the Soccer Fields)

### Sedona & Village of Oak Creek Area Residents

A free event to dispose of flammable and combustible vegetation to assist with protecting your home from wildfire.

Creating defensible space of just 30 feet can substantially increase your home's survivability during a wildfire!



#### What You Can Do

Remove tall, dry grasses & brush around your home

Create fuel "breaks" amongst dead shrubs and trees

Trim tree branches off the ground and above and near buildings

Remove pine needles & leaves from roofs, gutters & eaves

#### What Is Accepted

Bagged leaves, grass and pine needles

Brush, limbs, tree & shrub trimmings

#### What Is "NOT" Accepted

Cactus, appliances, hazardous materials, garbage, mattresses, paint, batteries, treated lumber and other household waste

**\*ABSOLUTLEY NO DUMPING BEFORE OR AFTER TIMES NOTED ABOVE\***

For More Information Call 928-282-6800  
PROTECTING YOUR HOME AND COMMUNITY FROM WILDFIRE STARTS WITH YOU!



# Operational Support

• Fire Chief Ed Mezulis

❖ EMS Activities & Updates

❖ Fleet Activities & Updates

❖ Training Report

- ❖ Fire Credit Training Hours – 3086
- ❖ EMS Credit Training Hours – 1246
- ❖ Other – 6
- ❖ Total Training Hours – 4,338

- Arizona Wildfire & Incident Management Academy
- Technical Rescue Team instructed Ropes Program
- Several members taking college courses in support of their career goals.







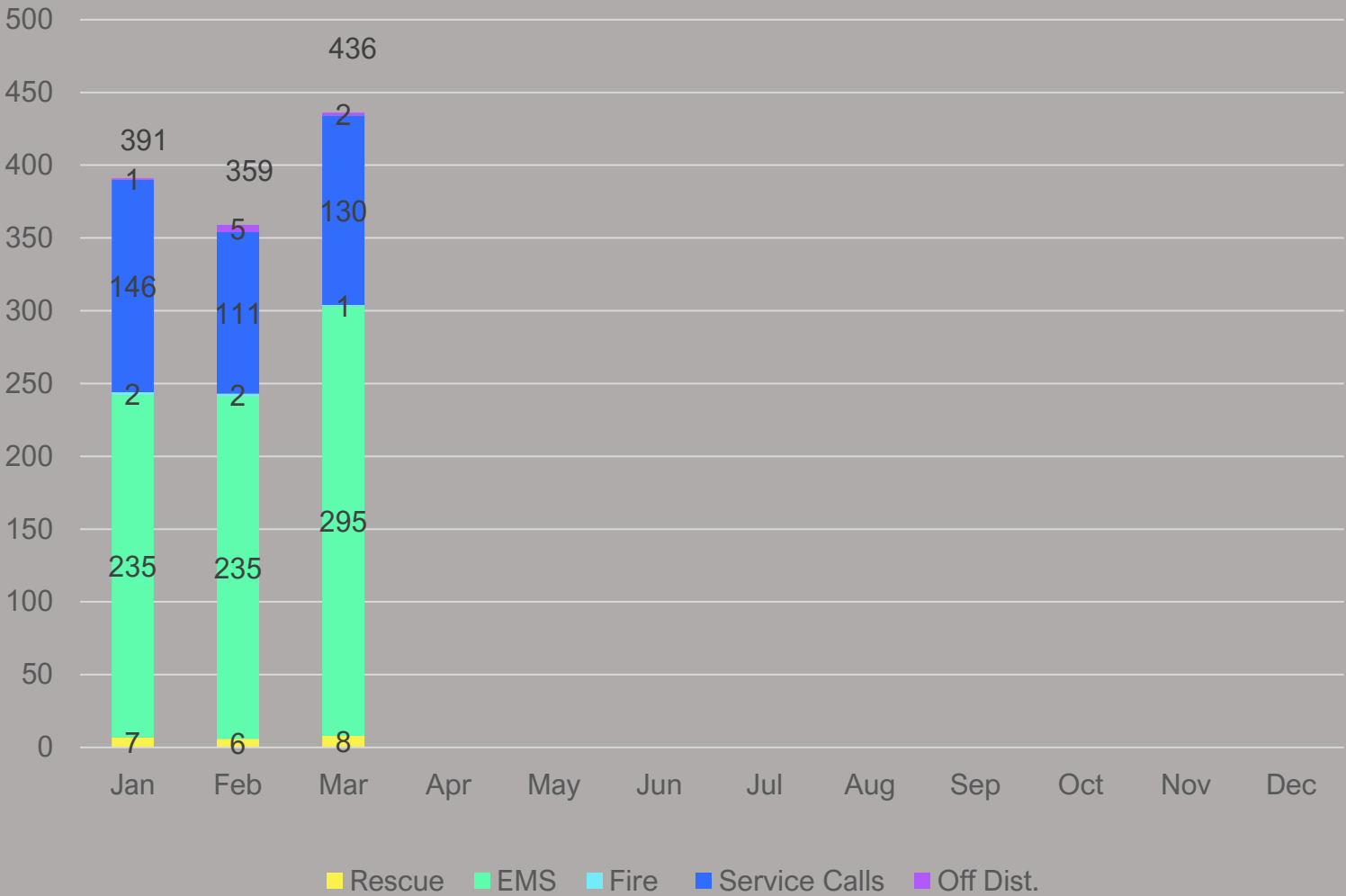
# Fire Chief Report March 2023

Fire Chief Ed Mezulis

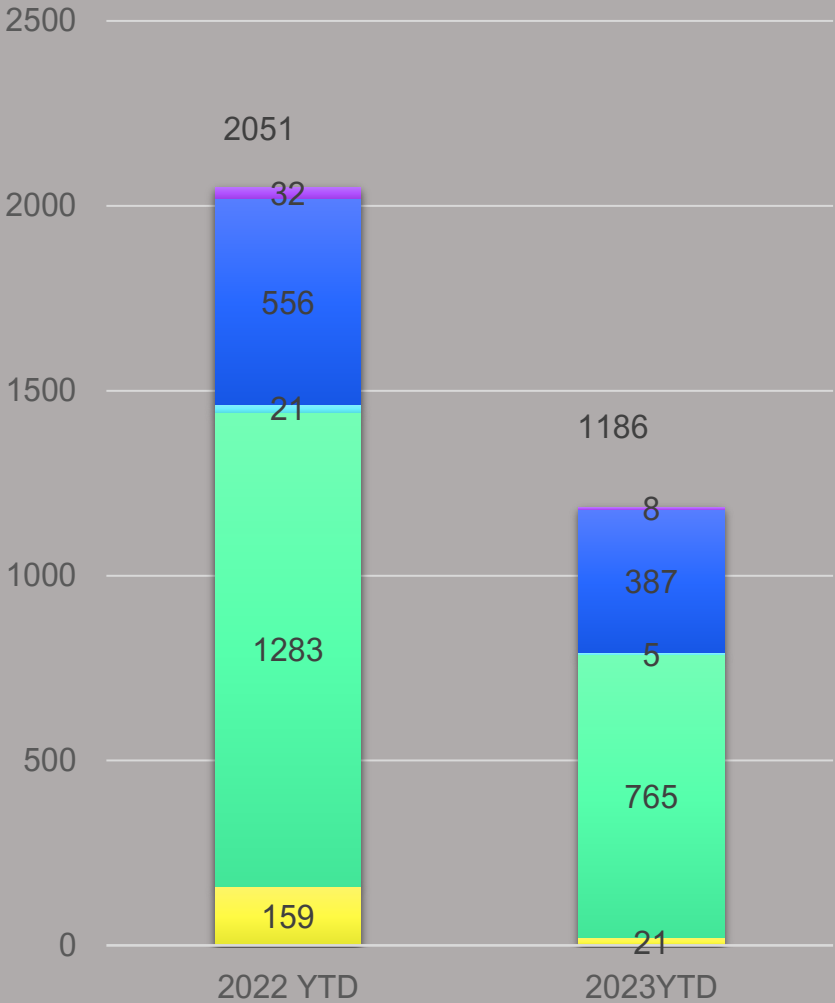


The Incident Summary provides an overview of the number of calls for each month and the type of incidents. A Year-to-Date comparison to the prior year is provided to view how SFD’s calls are trending from the year prior.

2023 Monthly Incident Summary

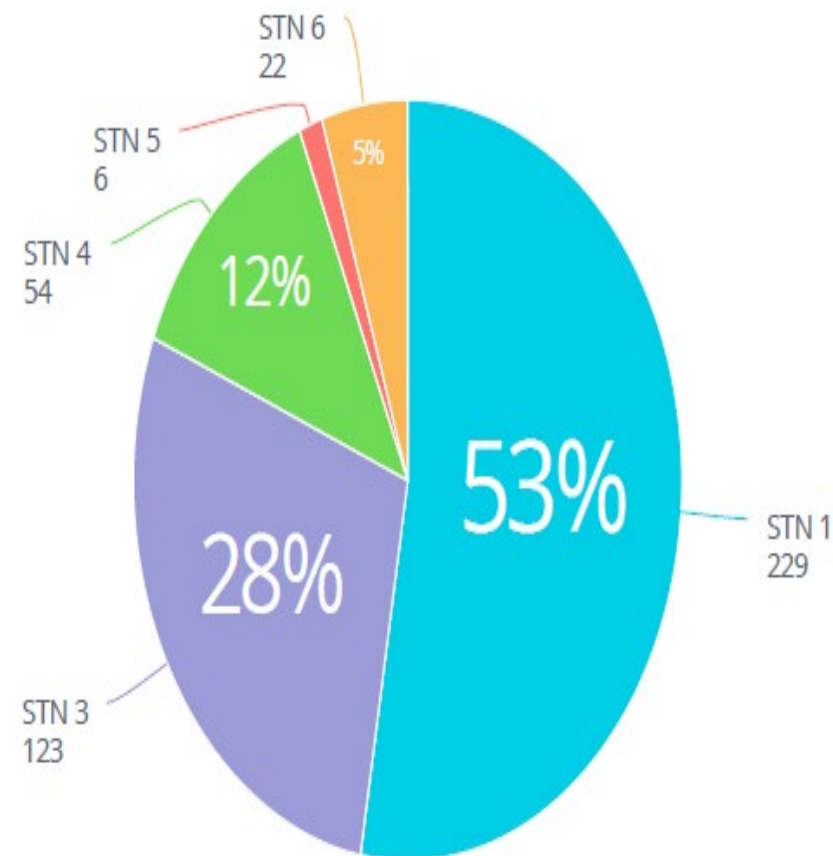
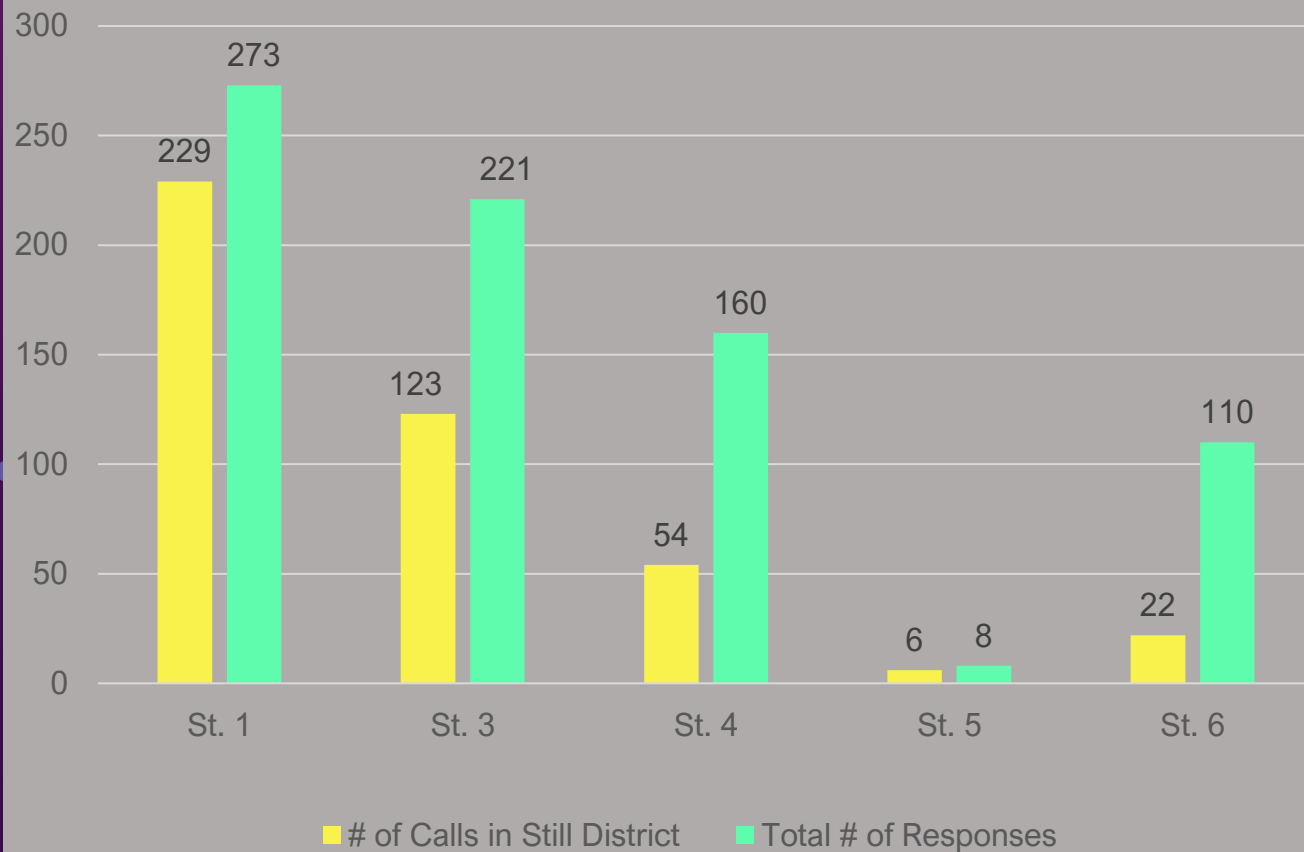


YTD Totals



The chart shows the total number of calls received in each station's response area compared to the total number of calls to which each station's crews responded. Station crews not only respond to their own area, but when needed, to other areas of the fire district.

Responses by Station  
March 2023





# Average Emergency Response

## Emergency Responses

Dispatch Handling Time

Median of Dispatch Notified Ala...

**00m:39s**

90th Percentile Dispatch Time **01m:12s**

Turnout Time

Median Turnout Time

**01m:45s**

90th Percentile Turnout Time **02m:58s**

Unit Travel Time

Median Travel Time

**03m:55s**

90th Percentile Travel Time **09m:26s**

Total Response Time

Median Total Response Time

**06m:42s**

90th Percentile Total Response... **11m:10s**

# Average Ambulance Response

Ambulance Total EMS Emergent Response Time

Median Total Response Time

**06m:25s**

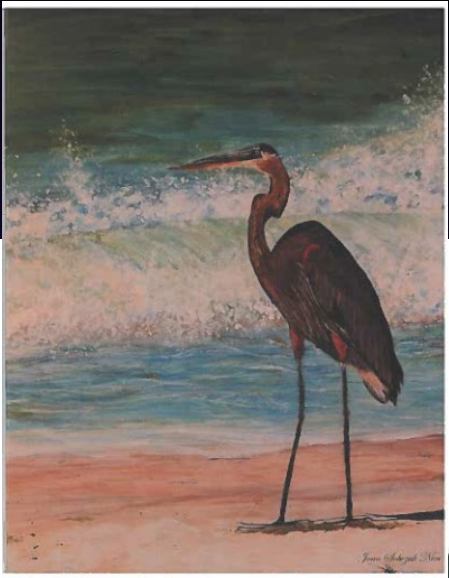
90th Percentile Total Response Time **10m:33s**

Total EMS Ambulance Road Time

90th Percentile Total EMS Ambulance Road Time

**2h:38m:52s**

# Community Appreciation



5/23  
Sedona FS#1:  
Thank you for all  
you do for Sedona  
Joanie + Robert  
Neri

Joanie & Robert Neri – w/ \$50 Sedonuts Gift Card

Verde Community Church, Cottonwood, AZ



Dear First Responder Champions,  
We appreciate you so very  
much. We love you and  
thank you for your service  
to our community!  
God Bless you,  
Verde Community Church  
102 S. Willard Street  
Cottonwood, AZ 86301



# Facebook Engagement

## Welcome to professional dashboard

Insights, management tools and ad creation - all in one place.



### Page Overview

[See more insights](#)

Followers: 16,137

Last 28 days

Post reach ⓘ

**110,353**

Post Engagement ⓘ

**61,668**

New followers ⓘ

**309**

### Recent content

Last 28 days



**Do you love supporting great causes, good people, and pancakes??? If you answered yes, make your way down to one of the three...**

Sat, Mar 25

Post reach  
**1,891**

Engagement  
**236**



**Sedona Fire on scene today of a vehicle into a building. Crews arrived to find 4 patients requiring treatment, with two requiring transpo...**

Fri, Mar 24

Post reach  
**1,772**

Engagement  
**1,543**



--  
Fri, Mar 24

Post reach  
**4,496**

Engagement  
**708**

[See more](#)

### Next steps



**Connect with more people**

Promote your Page to get more followers and expand your reach.



### Frequently Asked Questions

Answers to common questions about the new Pages experience.

**What policies apply to the new Pages experience?**



**What will happen to posts I made on my classic Page?**



**Is there any content that will not transfer from my Page?**



**How will people find my new Page?**



**What is a News Feed? How can I set up my News Feed?**



**New Pages guide**



**Easily switch between your Page and profile**

You're now switched into **Sedona Fire**, allowing you to interact as the Page and





# Twitter Engagement



Analytics

Home

Tweets

More

Sedona Fire District



Sign up for Twitter Ads



Account home

Sedona Fire District @SedonaFD

Page updated daily

## 28 day summary with change over previous period

Tweets

19 ↑90.0%

Tweet impressions

117K ↑1,108.1%

Profile visits

5,279 ↑1,172.0%

Mentions

63 ↑425.0%

Followers

1,444 ↑152

Mar 2023 • 28 days so far...

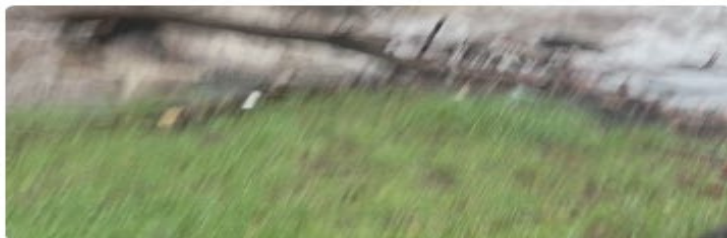
### TWEET HIGHLIGHTS

#### Top Tweet earned 58.9K impressions

With a number areas in Sedona under evacuation notice, @SedonaFD is out monitoring water levels this am in Oak Creek Canyon. Stay Safe !

@VerdeNews @sedonanews  
@CityofSedonaAZ @azfamily  
@FOX10Phoenix @kaffnews  
@Telemundo @JuanGonzalezTAZ  
@KOLDNews @AZFirefighters  
@CoconinoNF

pic.twitter.com/vDLTU9ZQqw



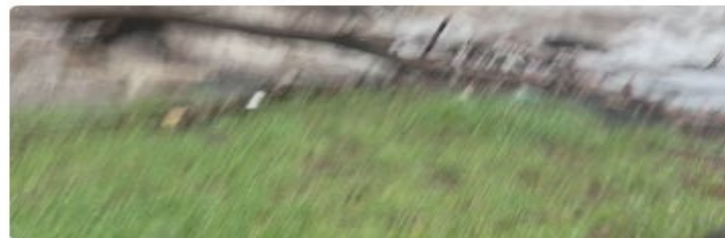
15 170 466

#### Top mention earned 5,407 engagements

With a number areas in Sedona under evacuation notice, @SedonaFD is out monitoring water levels this am in Oak Creek Canyon. Stay Safe !

@VerdeNews @sedonanews  
@CityofSedonaAZ @azfamily  
@FOX10Phoenix @kaffnews  
@Telemundo @JuanGonzalezTAZ  
@KOLDNews @AZFirefighters  
@CoconinoNF

pic.twitter.com/vDLTU9ZQqw



15 170 466

### ADVERTISE ON TWITTER

#### Get your Tweets in front of more people

Promoted Tweets and content open up your reach on Twitter to more people.

Get started



### MAR 2023 SUMMARY

Tweets

19

Tweet impressions

117K

Profile visits

5,279

Mentions

63

New followers

152

## ❖ Purchase Orders over \$10K

❖ Trifecta Networks Security Licenses \$20,377.18

❖ Iron Scaffold, LLC Business Consulting \$13,750.00

## ❖ Questions/Comments





**SEDONA FIRE DISTRICT  
FIRE BOARD AGENDA COMMUNICATION**

*Submitted by: Jayson Coil     Date: April 11, 2023*

<b>SUBJECT: Arizona Mutual Aid Compact</b>	<b>BOARD MEETING DATE: 21MAR2023</b>
<b>AGENDA ITEM #:</b>	<b>DIVISION / SECTION: Operations</b>
<b>ACTION REQUIRED:</b> [ ] Resolution [ X] Motion [ ] Information [ ] Other (Explain)	<b>BOARD RECOMMENDATION:</b> [X] Approval [ ] Denial [ ] None Forwarded

***Project/issue relates to SFD Strategic Plan***

Goal 6: Sustain and enhance emergency management capabilities for all known and anticipated risks.

**ISSUE:** The need to temporarily increase organizational staffing by one person for six months to allow an effective transition from the current training officer to the newly appointed division chief of training.

**BACKGROUND:**

The Sedona Fire District, like most fire agencies, relies heavily on tacit knowledge transfer as a primary means of training. Tacit knowledge is often difficult to articulate and transfer effectively, which can lead to inconsistent or incomplete training. This can result in lower productivity, decreased efficiency, and an increased risk of errors or accidents. Additionally, employees may become frustrated or disengaged if they feel that they are not receiving the proper training and support needed to succeed in their role. This can lead to turnover, further exacerbating the knowledge gap and impeding the organization's ability to effectively train new employees in the future. Effective training is crucial when employees are indigenously trained and promoted from within because it ensures that they have the necessary skills and knowledge to perform their new roles successfully. Shadowing is a process by which a person learns and gains insights into a particular role or profession by observing and following an experienced individual performing their job duties. The main purpose of shadowing is to provide hands-on exposure, learn best practices, and acquire knowledge about the specific tasks and responsibilities associated with a role. This learning method is widely used in various fields, including healthcare, education, and emergency services, among others.

As the Sedona Fire District has evolved into a more professional organization to meet the changing needs of the community and visitors it serves, the added complexity and training demands have increased significantly. Below is a detailed explanation of some of the key areas where this change has taken place:

1. **Diverse range of emergencies:** As an all-hazard fire district, the Sedona Fire District is responsible for responding to a wide range of emergencies beyond traditional fire suppression, such as swiftwater rescue operations, technical rescue operations, active shooter hostile event response (ASHER), wildland-urban interface fires, and emergency medical services. This diversification requires firefighters to be trained in various skills and techniques to ensure they can effectively respond to these different types of emergencies.
2. **Advances in technology and equipment:** The rapid advancement of technology and equipment in the fire service industry has led to new tools and apparatus that require

specialized training for proper use. Firefighters must stay up-to-date with the latest developments and become proficient in using these tools to maximize their effectiveness during emergencies.

3. **Increased emphasis on safety, health, wellness, and cancer prevention:** As the fire service has become more professional, there is a heightened focus on firefighter safety and health. This requires ongoing training in areas such as incident command systems, personnel accountability, situational awareness, cancer prevention, and risk management. Additionally, firefighters must receive training in wellness, fitness, and stress management to maintain their physical and mental well-being.
4. **Regulatory and certification requirements:** The Sedona Fire District must adhere to local, state, and federal regulations, as well as industry standards set by organizations such as the National Fire Protection Association (NFPA) and the International Association of Fire Chiefs (IAFC). These standards and regulations require firefighters to receive certifications in various disciplines, which necessitates continuous training and recertification.
5. **Community risk reduction and public education:** In addition to emergency response, the Sedona Fire District has a responsibility to engage in community risk reduction and public education efforts. This requires personnel to be trained in fire prevention, code enforcement, and public education techniques, as well as specialized skills like fire investigation and plan review.
6. **Interagency cooperation and mutual aid:** As the Sedona Fire District works to serve the evolving needs of the community and visitors, it often collaborates with neighboring agencies, requiring firefighters to be trained in interagency communication, coordination, and operational procedures. This includes understanding the Incident Command System (ICS) and the National Incident Management System (NIMS) to ensure seamless collaboration during large-scale incidents or disasters.
7. **Leadership and professional development:** As the organization becomes more professional, there is a greater need for well-trained leaders who can effectively manage personnel, resources, and complex incidents. This necessitates ongoing training in leadership, decision-making, conflict resolution, and personnel management.

Overall, the added complexity and training demands for the Sedona Fire District stem from the diverse range of emergencies they must respond to, advances in technology and equipment, increased emphasis on safety and health, regulatory requirements, community risk reduction, interagency cooperation, and the need for effective leadership. To meet these demands and continue providing exceptional service to the community and its visitors, the Sedona Fire District must invest in comprehensive, ongoing training programs for all personnel.

The previous practice of assuming that previous valuable experience and expertise is still relevant to decisions such as this has several risks associated with it.

1. **Outdated knowledge and practices:** The fire service industry is constantly evolving, with new techniques, technologies, and best practices being developed regularly. Retired fire captains may not be up-to-date with these changes and may rely on their past experience, which could result in outdated or less effective strategies being implemented.
2. **Impeding progress and innovation:** By deferring to the judgment of others, the Fire Chief may inadvertently stifle innovation and progress within the organization. This could hinder the adoption of new ideas, technologies, and processes that can improve the district's efficiency and effectiveness.
3. **Undermining leadership and authority:** If the Fire Chief consistently defers to the judgment of others, their authority and leadership may be undermined. This can lead to a lack

of trust, respect, and confidence in the Fire Chief's ability to make decisions and lead the organization effectively.

4. **Limiting diverse perspectives:** Relying heavily on the experience of others may exclude the valuable insights, ideas, and perspectives of other members of the organization or the community. This can result in a lack of diversity in decision-making, which could negatively impact the overall effectiveness of the fire district.
5. **Potential for conflicts of interest:** Previous experience in different contexts can lead to personal connections or biases related to the applicability of their previous roles. This could lead to conflicts of interest or decisions that prioritize their own interests over the best interests of the fire district and community.

To mitigate these risks, the Fire Chief has encouraged collaboration, open communication, and continuous learning among all members of the governing board while still ensuring he retains the authority to make personnel decisions. This can foster a culture that values diverse perspectives, embraces change, and supports the ongoing professional development of all members to make well-informed decisions that best serve the needs of the Sedona Fire District and the community.

**FINANCIAL PERSPECTIVE:** The additional staffing costs to the training division for the first part of FY 24 can be absorbed due to recognized cost savings due to the vacancy we have had in operational support.

## **PROS & CONS:**

**Pros:** Having the newly promoted training division chief shadow the retiring training officer for six months in the Sedona Fire District offers numerous benefits for the individual, the department, and the community. As an all-hazard fire department, the Sedona Fire District must be prepared to address various emergency situations, making effective training crucial. Key benefits of this shadowing period include:

1. **Knowledge transfer:** The retiring training officer possesses valuable institutional knowledge, skills, and experience. This shadowing period allows the new chief to absorb and retain essential information and expertise.
2. **Continuity:** Shadowing ensures a smooth transition between the retiring officer and the new chief, minimizing disruptions in the district's training programs and maintaining high standards of service.
3. **Relationship building:** The new training division chief can use this time to establish relationships with personnel at all levels within the department, fostering trust, collaboration, and a strong team dynamic.
4. **Evaluation of existing training programs:** The new chief has the opportunity to observe and assess current training programs, identifying areas for improvement or modification to meet evolving needs.
5. **Tailored learning:** As the new chief becomes more familiar with the district's specific challenges, they can customize training programs to address those unique needs, enhancing overall effectiveness.
6. **Confidence building:** The six-month shadowing period allows the new chief to gradually assume responsibilities and build confidence in their ability to lead the training division. This helps SFD avoid gaps in training delivery.
7. **Community trust:** Ensuring a seamless transition in leadership helps maintain the district's reputation for excellence and bolsters public trust in its ability to protect and serve the community.
8. **Increased capacity:** Many of the promotion and recruitment responsibilities have been absorbed by other functions, decreasing their ability to focus on primary responsibilities.

In summary, having the newly promoted training division chief shadow the retiring training officer for six months in the Sedona Fire District ensures a smooth transition, facilitates knowledge transfer, fosters strong relationships, and ultimately enhances the district's ability to respond to all-hazard situations effectively.

**Cons:** Failing to allocate an adequate amount of time for the new training chief to shadow the retiring training officer in the Sedona Fire District can lead to several negative consequences for the department and the community it serves. There are current promotional lists for all vacancies impacted by the training chief appointment.

1. The only Con is a temporary increase in personnel costs, which is mainly offset by the salary savings from the vacant Operational Support Division Chief and the elimination of the added costs of other personnel assuming the responsibilities for promotion and recruitment.

## **INTERNAL PROCESS PERSPECTIVE:**

This BAC and the related board request is narrowly focused on a request to increase the size of the organization by one person during the shadow period. Below is the rationale for this narrow scope.

### **The importance of ensuring the Fire Chief maintains the authority to make personnel decisions.**

It is important for a Fire Chief to have the authority to make adjustments to positions within the Sedona Fire District for several reasons:

1. **Operational expertise:** The Fire Chief has the experience and knowledge required to understand the unique needs and challenges of SFD. This expertise enables them to make informed decisions about staffing and organizational structure to best serve the community.
2. **Responsiveness:** A Fire Chief with the authority to make adjustments can respond more quickly to changing circumstances, such as an increase in call volume or new types of emergencies. This flexibility is crucial for maintaining the district's efficiency and effectiveness.
3. **Accountability:** When the Fire Chief has the authority to make personnel decisions, they are directly accountable for the performance of the district. This accountability fosters a sense of ownership and responsibility, motivating the Fire Chief to ensure that the department operates at its best.
4. **Morale and trust:** Allowing the Fire Chief to make personnel decisions without interference fosters trust and respect within the organization. This trust is crucial for maintaining a cohesive team dynamic and high morale among firefighters and other district members.
5. **Clear chain of command:** Having the Fire Chief as the primary decision-maker for personnel adjustments establishes a clear chain of command, minimizing confusion and promoting effective communication.
6. **Avoiding political interference:** Keeping the governing board from inappropriately influencing personnel decisions helps prevent political motivations from interfering with the district's operations. This separation allows the Fire Chief to focus on making decisions based on the needs and safety of the community, rather than external pressures.
7. **Expertise in training and development:** The Fire Chief is well-versed in the training, skills, and capabilities of the district's personnel. This knowledge allows them to make informed decisions about position adjustments that will improve the district's overall performance.
8. **Maintaining public trust:** A Fire Chief with the authority to make personnel decisions can create a more efficient and effective department, which bolsters public confidence in the organization's ability to protect and serve the community.

In summary, ensuring the Fire Chief has the authority to make adjustments to positions within the Sedona Fire District and encouraging the governing board to focus on their role ensures operational



efficiency, clear accountability, and improved morale. This autonomy helps maintain a strong and responsive SFD that can effectively serve the needs of the community.

**The need for elevating the rank of the position of training officer to training chief.**

Elevating the rank of the training officer to training chief within the Sedona Fire District, an all-hazard fire district, can yield numerous benefits that can enhance the district's overall effectiveness, responsiveness, and ability to fulfill its mission. Some of these benefits include:

1. **Enhanced organizational focus on training:** By elevating the training officer to the rank of training chief, the district emphasizes the importance of training within the organization. This can lead to more comprehensive, consistent, and effective training programs that better prepare firefighters for the diverse challenges they face.
2. **Improved communication and collaboration:** A training chief, as a higher-ranking officer, can more effectively communicate with other chiefs and key decision-makers in the organization. This enhanced communication can lead to better coordination and collaboration, ensuring that training initiatives align with the district's strategic goals and objectives.
3. **Greater authority and resources:** A training chief will likely have more authority and access to resources than a lower-ranking training officer. This increased authority can help the training chief implement new programs, secure the necessary funding, and allocate resources more effectively to address the district's training needs.
4. **Increased accountability and performance metrics:** As a higher-ranking officer, a training chief will be held more accountable for the district's training outcomes. This increased accountability can lead to the development of more robust performance metrics and tracking systems, enabling the department to continually assess and improve its training programs. It also reduces the need for other functions to fill training, recruitment, and promotion roles.
5. **Streamlined decision-making:** With a training chief in place, the decision-making process related to training initiatives can become more streamlined and efficient. A training chief can make informed decisions more quickly, reducing bureaucracy and delays that may hinder training progress.
6. **Enhanced professional development opportunities:** Elevating the role of the training officer to training chief can provide additional professional development opportunities for the individual holding the position. This career advancement can encourage experienced, skilled professionals to pursue a long-term career within the department, ultimately strengthening the organization's leadership and capabilities. This also better enables succession planning.
7. **Increased morale and motivation:** By recognizing the importance of training and investing in a training chief, the district can boost morale and motivation among its personnel. Firefighters may feel more confident in their abilities and better prepared to face the diverse hazards they encounter, which can lead to improved job satisfaction and retention.

**BOARD ATTORNEY APPROVAL:** n/a

**FIRE CHIEF RECOMMENDATION:** I recommend approval of a six-month overlap for the reasons described above.

**Why waiting six months to conduct a job analysis and rewrite the job description is best practice.**

Waiting six months after elevating the training officer position to training chief before conducting a job analysis and rewriting the job description can be beneficial for several reasons. Here are some key factors that make this best practice:

1. **Adjustment period:** As the position is elevated to training chief, there will likely be changes to the responsibilities, expectations, and authority associated with the role. Allowing a six-month adjustment period gives the newly appointed training chief time to settle into their new role, understand the expanded responsibilities, and navigate any challenges that come with the higher rank. This experience will provide valuable insights that can be used to refine the job description.
2. **Identifying gaps and inefficiencies:** During the six-month period, the training chief will have the opportunity to identify any gaps in skills, knowledge, or resources that may need to be addressed. They will also be able to pinpoint inefficiencies in current processes and practices, which can be used to inform the updated job description and ensure the role aligns with the organization's evolving needs.
3. **Evaluating the impact of the change:** Waiting six months allows the organization to evaluate the impact of elevating the position on the overall district's operations, training programs, and personnel. This evaluation can help identify any necessary adjustments to the role and inform the job analysis and updated job description.
4. **Gathering stakeholder feedback:** The six-month period provides an opportunity for the training chief to collaborate with other department leaders, personnel, and stakeholders to gather their feedback and perspectives on the role. This input can be invaluable in shaping the updated job description to ensure it reflects the organization's priorities, goals, and expectations.
5. **Monitoring external trends and developments:** As the fire service industry evolves, waiting six months allows for the monitoring of any new trends, technologies, and best practices that may emerge during this time. These developments can be incorporated into the job analysis and job description to ensure the training chief's role remains current and relevant to the district's needs.

By waiting six months to conduct a job analysis and rewrite the job description, the Sedona Fire District can ensure that the updated role of the training chief accurately reflects the needs of the organization, incorporates valuable insights from the incumbent and stakeholders, and aligns with any relevant industry developments.

#### **FINANCE SECTION APPROVAL:**

#### **MOTION(S):**

#### **ATTACHMENTS:**

## **SEDONA FIRE DISTRICT**

### **JOB DESCRIPTION: DIVISION CHIEF OF TRAINING**



#### **JOB SUMMARY**

To provide direction for the development, coordination, administration, and delivery of fire, EMS, and specialty training to meet the operational needs of the Sedona Fire District. Coordinate recruitment and retention strategies with Human Resources and the executive team.

#### **SUPERVISION RECEIVED**

Works under the general guidance and direction of the Fire Chief.

#### **SUPERVISION EXERCISED**

Division Assistant, Operational personnel as assigned.

#### **FLSA: EXEMPT**

#### **ESSENTIAL FUNCTIONS**

- Serves as a member of the Executive Leadership Team providing strategic and essential support to the office of Fire Chief.
- Recommends and implements the Training Division goals and objectives; establishes performance standards and methods for the development and implementation of the related programs and activities; develops and implements policies and procedures.
- Identifying and defining relevant metrics to effectively measure training effectiveness, response times, and overall performance of emergency personnel.
- Collaborating with other district leaders to establish and refine KPIs and benchmarks that align with organizational goals and objectives.
- Developing systems and processes for collecting, analyzing, and reporting performance data, ensuring accuracy and consistency across the organization.
- Monitoring and evaluating performance data regularly to identify trends, areas of improvement, and opportunities for enhancing training programs and response capabilities.
- Communicating performance metrics and insights to district leaders, providing actionable recommendations for continuous improvement.
- Ensuring that all training programs and initiatives adhere to relevant regulations, standards, and best practices within the emergency services field.
- Collaborating with other district leaders to implement data-driven changes and improvements to training programs, response protocols, and overall performance.
- Coordinates the annual completion of Minimum Company Standards by SFD operation members. Ensures the administration and delivery of annually mandated training programs.
- Coordinates the administration of SFD Computer Based Training (CBT) programs.
- Assists in the development and delivery of EMS training to meet operational needs.
- Functions as District Safety Officer by reviewing accident reports; conducting Safety Committee meetings; revises/rewrites operational procedures to improve safety conditions/practices and assists management/human resources as a liaison with SFD's worker's compensation carrier for workplace injuries.

- Plans, develops, and oversees the work of staff involved in the performance of duties related to Training Division.
- Participates in budget preparation and administration for the division; prepares cost estimates for budget recommendations; submits justifications for staff, supplies and equipment; secures grants for Training programs.
- Participates in the selection, motivation, and evaluation of personnel; provides or coordinates training.
- Develops short- and long-range objectives that align with the strategic plan and that are in concert with operational objectives and regulatory requirements.
- Participates in the strategic planning process for the District by assisting with the development of and refining strategies, goals, and action plans for the Training Division.
- Coordinates physical and mental health resources with Human Resources.
- Oversees the development of District training programs which includes: outside training classes, seminars, and conferences; lesson plans and drill scenarios for District training classes; ensures continuing compliance with current industry standards and regulations; ensures compliance with records management and retention related to matters of training activities and certifications of District personnel.
- Coordinates district participation in area-wide disaster response exercises and joint training with multiple agencies both within and outside of the region.
- Ensures resources are available for advanced firefighter and officer training for both initial and re-certifications.
- Ensures resources are available for initial and re-certifications of Sedona Fire District special operations programs.
- Provides leadership to develop and retain highly competent, customer-service oriented staff through selection, training and day-to-day management practices which support the District's mission, vision, strategic plan, and values.
- Ensures compliance with laws and ordinances pertaining assigned programs and activities.
- Represents the **district** to outside agencies and organizations; participates in outside community and professional groups and committees; provides technical assistance, as necessary.
- Builds and maintains positive working relationships with co-workers, other District employees and the public using principles of good customer service.

## **PERRIPHERAL DUTIES**

- May serve as Sedona Duty Chief as needed.
- Performs other duties as assigned.
- Capable of acting as Incident Safety Officer and/or Incident Accountability Officer, as assigned.
- Assists in developing and writing Standard Operating Procedures and Minimum Company Standards. Conducts periodic Safety Inspections of district facilities and reports findings of inspection to Assistant Chief, Operations.
- Performs all essential and peripheral duties as detailed in the appropriate Position Description, when called upon to function in that capacity.
- When applicable and directed, supervises assigned personnel in their duties.
- Instructs and drills operational staff in all firefighting, EMS, and rescue duties (as qualified); develop and improve the skills required to meet the operational needs of SFD.



- Monitors, observes, and participates in SFD activities to ensure that assigned personnel's conduct and performance conform to district standards, policies, and procedures.
- Performs duties in conformance with district policy.

### **MINIMUM QUALIFICATIONS**

- Current and Completed Battalion Chief Task Book.
- Associate's degree in Fire Science from an accredited college; and a minimum of seven years' operational experience at Sedona Fire District with at least two of those years at the fire captain or above level; and a Bachelor's degree in business administration, Public Administration, or related field from an accredited U.S. college.
- Successful completion of required coursework for Strike Team Leader as outlined in NWCG 310-1.
- Fire Officer I and II certification, or equivalent.
- Current Arizona Department of Health Services Paramedic Certification.
- Incident Safety Officer class
- Blue Card Certification.
- Completion of NIMS ICS-100, ICS-200, and ICS-300.
- Twenty hours of educational methodology, or equivalent.

### **PREFERRED QUALIFICATIONS**

- Master's degree in Fire Science, Business Administration, Public Administration, or a closely related field.
- Completion of the National Fire Academy Executive Fire Officer Program.
- Chief Fire Officer Designation.

### **SFD CORE COMPETENCIES**

- Approachability - Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.
- Integrity & Trust - Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
- Ethics & Values - Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.
- Interpersonal Savvy - Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.
- Self-Knowledge - Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; is not defensive; is receptive to talking about shortcomings; looks forward to balanced (+s and -s) performance reviews and career decisions.

### **DIVISION CHIEF OF TRAINING COMPETENCIES**

- TQM/Re-Engineering - Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.
- Organizational Agility - Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- Planning - Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
- Process Management - Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
- Organizing - Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently arranges information and files in a useful manner.

#### **Necessary Knowledge, Skills, and Abilities:**

##### *Thorough knowledge of:*

- Practices, regulations, methods, and equipment used in command fire suppression, and EMS according to NFPA, local, state, and federal standards.
- Principles and practices of adult learning theories, training and development, and training design and their successful application within the workplace environment.
- Principles and practices of effective employee supervision including selection, training, evaluation, and discipline, team building and employee empowerment programs.
- Firefighting tactics.

##### *Working knowledge of:*

- Policies and procedures related to purchasing, contracts and bid specifications for fleet equipment and vehicles.
- Modern office procedures, methods, and computer equipment.
- Social and political issues influencing the delivery of services.
- Organization and functions of an elected fire board, their powers and duties and other laws and regulations governing the conduct of public meetings. Principles and practices of research analysis and management.
- Principles and practices of budget preparation, implementation, and monitoring.

##### *Skill in:*

- Operation of listed tools and equipment.

##### *Ability to:*

- Effectively apply standard fire suppression techniques.
- Act effectively in emergency and stressful situations.

- Follow verbal and written instructions.
- Exercise sound independent judgment within general policy guidelines.
- Develop and implement goals, objectives, policies, and procedures, work standards and internal controls in support of Operational Support activities.
- Assist in the development and monitoring of an assigned program budget.
- Manage multiple projects simultaneously and use good judgment in prioritizing work assignments.
- Supervise and direct subordinate professional and support staff; interpret and enforce administrative/operational policies, practices, and procedures.
- Interpret and enforce administrative/operational policies, practices, and procedures.
- Analyze complex administrative and program information and problems, evaluate alternative solutions, and recommend or adopt effective courses of action.
- Develop alignment between strategic goals and individual performance as it relates to the performance of Training activities.
- Exercise tact and diplomacy in dealing with sensitive, complex, and confidential personnel and employee issues, sensitive situations and concerned people and customers, both internal and external.
- Maintain awareness of the District's strategic plan and ensure performance and behavior is consistent with and in support of the District's strategic goals.
- Operate and apply word processing, spreadsheet, and database software.
- Prepare clear, concise, and complete reports, presentations, correspondence, and other related documents.
- Communicate clearly and effectively, both orally and in writing.
- Establish and maintain effective working relationships with District management, consultants, contractors, vendors, employees, media representatives and the public.
- Meet Special Requirements, as listed.

## **SPECIAL REQUIREMENTS**

- Continuing education as needed to maintain Emergency Medical Certification and update knowledge and skills.
- Must be 18 years or older at time of hire.
- Must possess, or be able to obtain by time of hire, a valid Arizona state driver's license.
- Must be able to read, write, and speak the English language.
- Must meet insurability requirements of District insurance carrier.
- Must meet District physical standards.

## **PHYSICAL REQUIREMENTS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to stand; sit; walk; talk or hear; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell. The employee must frequently lift and/or move up to 20 pounds and occasionally lift and/or move up to 100 pounds.

Specific vision abilities required by this job include near, distance, color, and peripheral vision, depth perception, and the ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee works primarily in office, vehicle, and outdoor settings in all weather conditions, including temperature extremes, during day and night. Work is occasionally performed in emergency and stressful situations. Individual is exposed to sirens and hazards associated with fighting fires including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents, and oils. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, radiation, risk of electrical shock, and vibration. The noise level in the work environment is usually quiet in office settings, moderate during daily work routines, and loud at emergency scenes.

## **TOOLS AND EQUIPMENT USED**

Vehicle, radio, pager, personal computer, calculator, telephone, tape recorder, photo and video equipment, self-container breathing apparatus (SCBA), detection and monitoring equipment, and fire hydrant testing equipment.

## **SELECTION GUIDELINES**

May include any or all the following: Formal application, review of education and experience; written examination and assessment center; personal interview; background/driver's license verification and check; hiring list; offer of employment; post offer physical examination including drug screen; psychological evaluation.

*The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*

***SFD maintains a drug, alcohol, and tobacco-free environment.***

**REPLACES: 8/2/2012**

**Division Chief of Training**

**FIRE CHIEF:** \_\_\_\_\_