



City of Prescott

City Council - Study Session

March 26, 2024 | 1:00 PM
201 N Montezuma Street
City Council Chambers, 3rd Floor
Prescott, AZ 86301

AGENDA

The following Agenda will be considered by the **Prescott City Council** at its **Study Session** pursuant to the Prescott City Charter, Article II, Section 13. Notice of the meeting is given pursuant to Arizona Revised Statutes, Section 38-431.02. One or more members of the Council may be attending the meeting through the use of a technological device.

Viewing & Participation

This meeting may be viewed on Channel 64, Facebook Live or on the City's website: [City of Prescott Public Portal](#)

Public comments for Council may be submitted through the City website: [Public Comment Form](#)

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DISCUSSION**
 - A. Departmental Overview of the Prescott Police & Fire Departments Including Areas of Responsibility, Budget Overview, Goals & Objectives, and Accomplishments.
4. **ADJOURNMENT**

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (1) Discussion or consideration of personnel matters (A.R.S. §38-431.03(A)(1));
- (2) Discussion or consideration of records exempt by law (A.R.S. §38-431.03(A)(2));
- (3) Discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03(A)(3));
- (4) Discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid litigation (A.R.S. § 38-431.03(A)(4));
- (5) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations with employee organizations

(A.R.S. §38-431.03(A)(5));

(6) Discussion, consultation or consideration for negotiations by the city or its designated representatives with members of a tribal council, or its designated representatives, of an Indian reservation located within or adjacent to the city (A.R.S. §38-431.03(A)(6);

(7) Discussion or consultation with designated representatives of the city to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03(A)(7)).

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Prescott City Hall on 3/21/24 at 11:00 a.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

A handwritten signature in cursive script, reading "Sarah M. Siep".

Sarah M. Siep, City Clerk



TO: MAYOR AND CITY COUNCIL
AGENDA: March 26 Study Session
DATE: March 26, 2024
DEPT: Fire Department
ITEM #: 3.A
SUBJECT: Departmental Overview of the Prescott Police & Fire Departments Including Areas of Responsibility, Budget Overview, Goals & Objectives, and Accomplishments.

ITEM SUMMARY

Departmental Overview of the Prescott Police and Fire Departments, including areas of responsibility, budget overview, goals and objectives, and accomplishments.

BACKGROUND

The Prescott Police and Fire Departments will provide an overview of each department's mission, budget, goals, key objectives, trends, and achievements. Additionally, information will be provided on capital and operational needs related to public safety in Prescott.

FINANCIAL IMPACT

None at this time

RECOMMENDED ACTION

This item is for discussion only. No formal action will be taken.

ATTACHMENTS

1. Prescott Fire Department Strategic Plan - 2024 Update
2. Prescott Fire Example Program Appraisal - 1.4 - Capital Investments
3. Prescott Fire 2023 Annual Report
4. Prescott Fire Organizational Chart
5. Prescott Police Organizational Chart
6. Prescott Police 2023 Annual Report
7. Presentation_Public Safety

PRESCOTT FIRE DEPARTMENT

Strategic Plan



2024 Update



www.prescottfire.org



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Dedication

This document is dedicated to our community, whom we have a duty to protect, and the public safety professionals that came before us.

May we never forget their contribution and sacrifice to allow us the ability to stand on their shoulders so that we can envision a bold future.

Acknowledgments

The Prescott Fire Department wants to acknowledge the hard work of its stakeholders who created this plan. The residents, businesses, city leadership, and fire department membership genuinely engaged in this process to improve their fire department and their community.

The work on the 2023-2028 Strategic Plan began with an extensive assessment by internal and external stakeholders to establish a redefined organizational identity and an updated mission, vision, and values.

In addition, a comprehensive evaluation and utilization of currently relevant portions of the 2019 strategic plan prepared for the department's initial application as an accredited agency were conducted. Finally, the department assessed citizen, business, and departmental input in 2018 and 2022.

In 2022, the department also engaged the leadership of city departments as a distinct stakeholder Program. With their feedback and dedication, this document was possible.

Finally, the department wishes to thank the professional expertise of several consulting partners in this effort.

Emergency Services International (ESCI)
Chantilly, VA
<https://esci.us>

Advanced Strategy Center (ASC)
Scottsdale, AZ
<https://www.advancedstrategycenter.com>

Managing Results, LCC
Gunnison, CO
<https://managingresults.com>

Document Design

Prescott Fire Department



Prescott Fire Department is an Internationally Accredited Agency

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Document Change Log

<i>Year</i>	<i>Version</i>	<i>Change Description</i>
2024	v24.0	○ Updated Program Budget Structure and adjusted division purpose statements ○ Added CRM and Workforce Goals ○ Adjusted Fire Station Construction Timeframes ○ Moved Appendix A and B to SharePoint ○ Consolidated Financial Impact Analysis into Appendix

2024 City and Department Leadership



Mayor & Council

Mayor Phil Goode

Mayor Pro Tem Connie Cantelme

Councilmember Lois Fruhwirth

Councilmember Ted Gambogi

Councilmember Brandon Montoya

Councilmember Eric Moore

Councilmember Cathey Rusing

City Management

Tyler Goodman, Interim City Manager

Joe Baynes, Interim Deputy City Manager

Joseph Young, City Attorney

Sarah Siep, City Clerk

Department Senior Leadership

Fire Chief Holger Durre

Deputy Fire Chief Thomas Knapp

Operations Chief Ralph Lucas

Professional Services Chief Scott Luedeman

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Letter from the Fire Chief

The Prescott Fire Department is at a crossroads as an organization. The pressures created by community growth, increased demand for services, and rising costs impact the department's ability to meet the community's needs at the same level our stakeholders expect. Due to these factors, the organization has become more reactive in responding to this operating environment. However, this is the opposite of what such a challenge demands.

This is further complicated because the city as an organization finds itself in a more complex policy environment than ever. Public safety services are a primary function of local government, but community issues extend far beyond public safety, and solutions require collaboration and innovation. To reduce the community's risk, this department intends to use this plan to allow city leaders to fulfill the duty of providing these services while also attending to a wide range of community issues.

To respond successfully to such challenges requires leveraging unique features of our operating environment, forecasting the factors that could influence future success, and developing an agile plan to prepare for the future. This requires innovation and transitioning away from a one size fits all approach. The outcomes for citizens, rather than the solution itself, should drive decision-making.

This strategic plan calls for a significant investment in public safety infrastructure. In the five-year planning range, two new fire stations, renovations to existing stations, and increased resources in emergency medical services are proposed. However, community growth has outpaced the ability of the city to respond to the demand for services by using capital and response resources alone. Therefore, several initiatives are aimed at community risk reduction, particularly in wildfire impacts, emergency management, and low-acuity call impacts. We also intend to leverage technology to increase existing resources' efficiency and invest in our firefighters to ensure they safely return home at the end of their shifts and careers.

This strategic plan is a significant departure from prior planning efforts by utilizing a results-oriented methodology that measures the impact on the customers we serve. It enables us to objectively demonstrate how an improved resource allocation will benefit the community instead. By linking resource allocation to performance, the department can partner with the rest of the city, the council, and the community to have an objective and consistent conversation to help discern the most appropriate solution to adaptive challenges.

Our volunteers, civilians, and public safety professionals share a common identity. This mindset was affirmed as part of this strategic plan development, and you will see it reflected in all our interactions with our stakeholders. For the people of this organization, "Community First - Courage, Grit, and Duty - Driven by Excellence" is more than a slogan. It is the attitude and resolve that we face every challenge with. I am certain that this department, and the community, will look back at this being a time when the motivational energy created by adversity, coupled with a clear plan, became the roadmap that helped create truly impactful solutions that will endure. Thank you for joining us on the journey!

Holger Durre
Fire Chief



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Executive Summary

The purpose of the Prescott Fire Department Strategic Plan is to serve as the primary guide for organizational prioritization, fiscal decision-making, and evaluation of the effectiveness of service delivery. These combine to help accomplish the daily mission and move towards achieving the long-term vision of the department. This document was initially adopted in 2023 but is intended to be a living document. Print editions are therefore rare, and the focus is instead on annual updates to ensure the plan remains to serve the intended purpose.

The planning effort utilized relevant portions of the department's Community Risk Assessment and Standards of Cover and the Organizational Self-Assessment. In addition, a thorough stakeholder analysis was conducted that included department members, city leadership, elected officials, the business community, governmental partners, and our residents.

Seven [strategic issues](#) were identified that the department must address to serve the community effectively. These challenges are all equally important and relate to the following:

- **Staffing and Infrastructure** – There is a need for increased capital infrastructure and associated staffing to meet growth in the City of Prescott.
- **Occupational Safety** – Existing station infrastructure and policies need to incorporate current evidence-based research related to the fire service that influences the well-being of personnel.
- **Data Collection and Analysis** -The department must improve the utilization of data collection and analyze it to drive organizational performance management.
- **Community Growth** – Public safety resource allocation has not substantially increased while the community and its associated service demand have doubled.
- **Sustainable Funding** – The general fund for the City has experienced increased demands creating the opportunity for solutions that more effectively align service demand with public safety resource allocation while accomplishing overall city priorities.
- **Resource Viability** – The current resources allocated to the department are not sufficient to effectively manage its current responsibility. Therefore, they must be addressed before meeting the demand for the expansion of capabilities.
- **Workforce Development** – Significant changes in the workforce and the community, coupled with an evolution of the profession's demands, require a dedicated focus on investing in the current workforce and being proactive about recruiting new public safety professionals.



To address these seven strategic issues and measure results focused on the customer, the department's budget and performance management structure has been reorganized into [four primary executive-level divisions that oversee 16 functional programs](#). These programs deliver over 350 unique services and are structured to direct resources in a targeted manner that reduces the negative impact of strategic issues. Progress will be measured and reported by evaluating the effectiveness of resource allocation using

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measures related to the demand for services, efficiencies, outputs, and performance-based outcomes meant to accomplish strategic results logically and predictably.

[Five high-level strategic results](#) guide the executive-level divisions. These are the primary measurement areas the plan is designed to report progress towards. A measurable impact is expected to occur in the community by 2028, supported by striving to achieve these results. The five strategic results and associated measurable results.

[Strategic Result 1: Responding to Risk - Achieving Effective Community Risk Reduction Solutions.](#) The Prescott Fire Department (PFD) will reduce the negative consequences of life-threatening emergencies experienced by: Utilizing technology and performance management to affect a 3% annual reduction in response times, establishing a baseline measure for cardiac arrest patients that leave the hospital to live a normal life; and performing a comprehensive update of the Community Risk Assessment (CRA), with particular emphasis on wildland fire risk, followed by a mitigation plan to be approved by City Council.

[Strategic Result 2: Infrastructure - Positioning Infrastructure to Deliver Strategic Results.](#) The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering services consistent with the City's adopted Standards of Cover by Establishing a fire department survey to assess respondents' satisfaction with PFD services by geographic location in the city and opening two new strategically located stations which will be staffed and operational.

[Strategic Result 3: Workforce – Supporting our People.](#) The Prescott Fire Department will focus on ensuring that firefighters have their health and safety needs met, experience personal and career development opportunities, and work in an inclusive organizational culture focused on achieving results for the community by: reducing the injury rate of personnel by 3% year-over-year; ensuring that 100% of eligible PFD members complete the annual department physical; establishing a career development plan for those interested; establishing an organizational succession plan for the roles of Engineer through Fire Chief; and, ensuring the needed number of qualified applicants are available for all recruitment and promotional opportunities.

[Strategic Result 4: Performance Measurement – Leveraging the Value of Data.](#) PFD will establish a performance management system to measure, report, and act based on data from cross-disciplinary databases by: developing data analysis resources that measure accurate and relevant information; ensuring that results-oriented performance measures will inform operational, policy, and budget decisions regarding the Fire Department; and, successfully applying for progressively rigorous ICMA certificates in performance management to further guide the use of data within the organization.

[Strategic Result 5: Vision and Values - Forged by Values/Energized by Vision.](#) The firefighters and civilian staff of the Prescott Fire Department bring strong values and a forward-looking commitment to the work. Therefore, the department seeks and is committed to creating an organizational culture consistent and aligned with its members and values, by: ensuring that all messages, behaviors, and beliefs from department leadership are consistent with a customer-focused culture; establishing expectations and support systems for supervisors to reward, manage, and promote organizational values and expectations; evaluating organizational culture through an employee engagement survey that measures adherence to organizational values and expectations; and, ensuring each member and

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their supervisor have a conversation about the member's contribution to the organizational culture at regular performance evaluations.

These results, if accomplished, will help place the community in a position to ensure that the public safety infrastructure, resources, and workforce are applied in a data-driven and values-based manner to maintain the high quality of life enjoyed by Prescott residents and visitors.

Planning Methodology

The department utilized a three-phase approach to develop the strategic plan. These consisted of a review of existing organizational planning documents, conducting a comprehensive organizational assessment using feedback from multiple stakeholder programs, and establishing a results-oriented business plan that consolidated all three phases. This comprehensive approach was chosen partly due to a change in leadership in the organization and a change in the political environment influencing the department.

The department relies on three key planning components in its environmental scan to identify the structural, cultural, and financial factors impacting its demand and ability to provide services. They are the Community Risk Assessment, External Stakeholder Input, and Internal Stakeholder Input. All three of these components rely heavily on ensuring that varied audiences can provide objective feedback. This meant that the department utilized various feedback methods to ensure a diverse audience was accessed, including in-person and virtually moderated sessions.



Review of Organizational Planning Documents

The work on the 2023-2028 Strategic Plan began with an extensive assessment of the department's existing strategic plan, the Community Risk Assessment/Standards of Cover, and its accreditation report recommendations from its 2019 site visit. The goals and objectives of the previous strategic plan indicated that significant progress had been made, but adjustments were needed to be contemporary to the current environment. These documents collectively formed a foundation to inform the strategy of the next two phases.

This strategy called for two distinct planning engagements. The most important was establishing a defined organizational identity to be a foundation for a metric-driven business plan. Engaging in the latter could not occur until clarity was gained over the organization's identity.

Organizational Assessment and Identity

The Advanced Strategy Center (ASC) was selected for this work because of its experience with shift-based work common to fire departments, familiarity with issues unique to Arizona, and ability to gather feedback from a much larger audience than in other stakeholder engagements. During June 2022,

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several stakeholder input sessions were held, including a fire department leadership workshop and a validation survey to the internal team members on the Mission, Vision, and Values work.

The sessions were well received and signaled that change is underway at the Prescott Fire Department. The work found that Prescott Fire Department is an organization that desires fundamental change, is ready for that change, and is ready to move forward.

The ASC conducted stakeholder sessions as follows:

- Internal stakeholder online sessions, June 7-9. 3 facilitated sessions were conducted with 58 participants; survey access was extended to anyone unable to join the live sessions, and two additional participants completed feedback for 60 total participants. This represented roughly 90% of firefighters assigned to operational roles.
- Community stakeholder session facilitated on June 20 at the Prescott Council Chambers in a public forum style capturing key themes and the fire chief adding context and handling additional open questions. About 15 members of the public attended, including the Mayor and an additional Council member. Cindy Barks from The Daily Courier also attended and conducted a follow-up interview with the Chief that led to a very positive front-page story published in the Courier on June 23 to explain the process to the public.
- An online community stakeholder session focused on business and agency organizations was conducted on June 21. 8 participants in the session, with an additional participant providing feedback on the survey access extended to 9 participants.
- A City department peer session was conducted on June 22 with 18 participants, providing perspective from the City of Prescott government.

This produced input documents that assessed the perspectives of over 100 stakeholders that provided their input on the Prescott Fire Department today and how the organization could evolve. Two additional activities were then conducted to review the input work as follows:

- The PFD Leadership Workshop was conducted in person on Monday, June 27, at the Prescott Centennial Center. 12 leadership team members provided their input via a blend of the Advanced Strategy Lab platform and open discussion to develop the Mission, Vision, Values, and Organizational Identity recommendations.
- Based on the Workshop input, revised Mission, Values, and Values statements and organizational identity attributes were made available to the PFD internal stakeholders for review and comment as a 'validation survey.' 20 internal team members completed the 'validation survey'.

This resulted in establishing a fully updated Mission, Vision, and Values and organizational identity. This was established through two engagements of the PFD Senior Leadership Team analyzing the stakeholders' feedback during this phase of the process.

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Development of a Strategic Business Plan

Once this work was completed, the focus shifted to performing a performance-based assessment of the organization. Managing Results, LLC was used for three separate on-site engagements that did an in-depth environmental scan to assess strategic issues, identify the services delivered by the department and organize these into program areas, and finally develop strategic results connected to the department's annual budget allocation.



During this phase of the process, the stakeholder model expanded by reaching further down the organizational structure of internal and external stakeholders to establish 15 distinct strategic programs with relevant measures established by subject matter experts in each area.

This work concluded in December of 2022 capping off a progressively detailed 6-month planning process. What follows is the culmination of these phases, which inform the organization's future direction. Prescott Fire Department members have

committed time, effort, energy, and frank honesty to develop this plan. However, its success depends entirely on the follow-through by all organization members to achieve the stated outcomes listed herein and live up to the mission, vision, and values.

An organization that knows where it is going knows the environment in which it must operate and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. In addition, this planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

The Importance of Updating the Strategic Plan

Strategic plans are meant to be dynamic documents. As goals are achieved, changes happen in the environment, and opportunities or challenges arise, the Prescott Fire Department is committed to updating this document at least once a year. Even though the work plan is updated more frequently, the main planning document is updated in the first quarter of each calendar year. These updates are documented in program appraisals for annual reporting and budget preparation and forwarded to the city council for review. This also ensures that the process's value is evident to all stakeholders and that strategic planning becomes more action-oriented than reflective.

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Section 1 - Mission, Vision, and Values



Prescott Fire Department Core Identity and Mindset

Our Purpose - Mission

Mitigate the community's risk through service, excellence, and compassion

Our Core Identity and Attitude

Community First

Courage, Grit, and Duty

Driven by Excellence

Our Shared Values and Beliefs

Professionalism

Competence

Compassion

Trust

Collaboration

Integrity

Leadership

Innovation

Fun

Humility

Ownership

Our Aspiration - Vision

A community partner that instills pride, supports our people, leads the region, and proactively solves public safety challenges

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Connection to the City Strategic Plan

The City of Prescott's 2024 strategic plan guides the city council in policy deliberations and decisions. This year, the council engaged in a new results-oriented approach to strategic planning that is also the foundation of the fire department strategic plan. The same consulting firm that helped the department with Phase 2 of its initial work facilitated the council plan. At the time of the 2024 annual update, this plan was still in draft status and is represented here as a placeholder to indicate the direction of the connection between the two planning documents. The fire department receives a significant share of the general fund, and the department is very interested in leveraging the fire department plan to achieve overall city priorities. The following highlight the major elements of the City of Prescott's Strategic Plan that the fire department contributes to in connection with this plan to help the city meet overall goals and objectives.

City of Prescott, AZ:

DRAFT Strategic Plan

PUBLIC SAFETY

- Through partnerships and investments in public safety infrastructure and personnel, the community will experience improved emergency services and results as evidenced by:
 - By 20XX, 90% response times will be at or below 8 minutes.
 - By 20XX, the community will have the ability to successfully contact 911 through their cellular/mobile devices at any place within the City of Prescott.
 - By 2028, the community will experience (1) strategically located Fire Station that will be staffed and operational.
- By 20XX, the community will experience a feeling of safety through the presence of Police Officers and the increased capacity to respond, as evidenced by:
 - Full staffing for the Police Department
 - Proactive community policing in downtown
 - Increased traffic enforcement
- By 20XX, the community will experience a sense of personal and economic safety through safe flight operations and the ability to fight and suppress wildland fires from the Prescott Regional Airport.

DYNAMIC ECONOMIC ENVIRONMENT

- By 20XX, the City will be proactively identifying and attracting new businesses to the community as evidenced by the completion and ongoing implementation of the Economic Development Strategic Plan.

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- By 20XX, the City will be proactively identifying and attracting new commercial development to match the residential development that is occurring in the northern part of the community.
- By 20XX, the economic impact of tourism will grow from \$XX to \$XX.
- The community will experience a full-service regional airport that provides reliable, sustained, commercial air-service as evidenced by:
 - By 20XX, develop an Economic Development Strategic Plan specific to the airport for bringing in new businesses (paying high wages) and commerce in and around the Prescott Regional Airport.
 - By 20XX, (2) new aviation-related businesses will be located near the Prescott Regional Airport.
 - By 20XX, the economic impact of the Prescott Regional Airport will grow from \$XX to \$XX.

INFRASTRUCTURE

- By 20XX, the community will experience the safe, efficient flow of traffic/transportation throughout the City as evidenced by:
 - The reduction in traffic congestion
 - The reduction in traffic injuries/fatalities
 - The reduction in pedestrian injuries/fatalities
- Beginning in 2024, in alignment with the long-range regional Transportation Plan and working partners (CYMPO, ADOT, etc.), the City will champion the development of a regional network to include the highway system and regional roadways.
- By 20XX, through the development of a long-term Water Management Plan that includes a focus on infrastructure, distribution and delivery, conservation and safety, the community will experience safe potable water within the water service area boundary.
- By 20XX, in alignment with the Workforce Housing Committee, the General Plan and the housing Needs Assessment, the City will facilitate a continuum of housing options for essential workers so they can live, work and be engaged in the Prescott community.

PRESERVING AND PROTECTING THE NATURAL ENVIRONMENT

- Beginning in 20XX, through regional cooperation and partnerships and the enforcement of the 25% open space requirement, the community will experience increased trail connectivity, outdoor recreation opportunities and meaningful wildlife corridors.
- By 2028, through regional cooperation and partnerships and a comprehensive risk assessment that builds a strategic mitigation response and recovery plan, the Prescott community will

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experience increased resiliency in planning for, dealing with and recovering from natural disasters.

GOOD GOVERNANCE

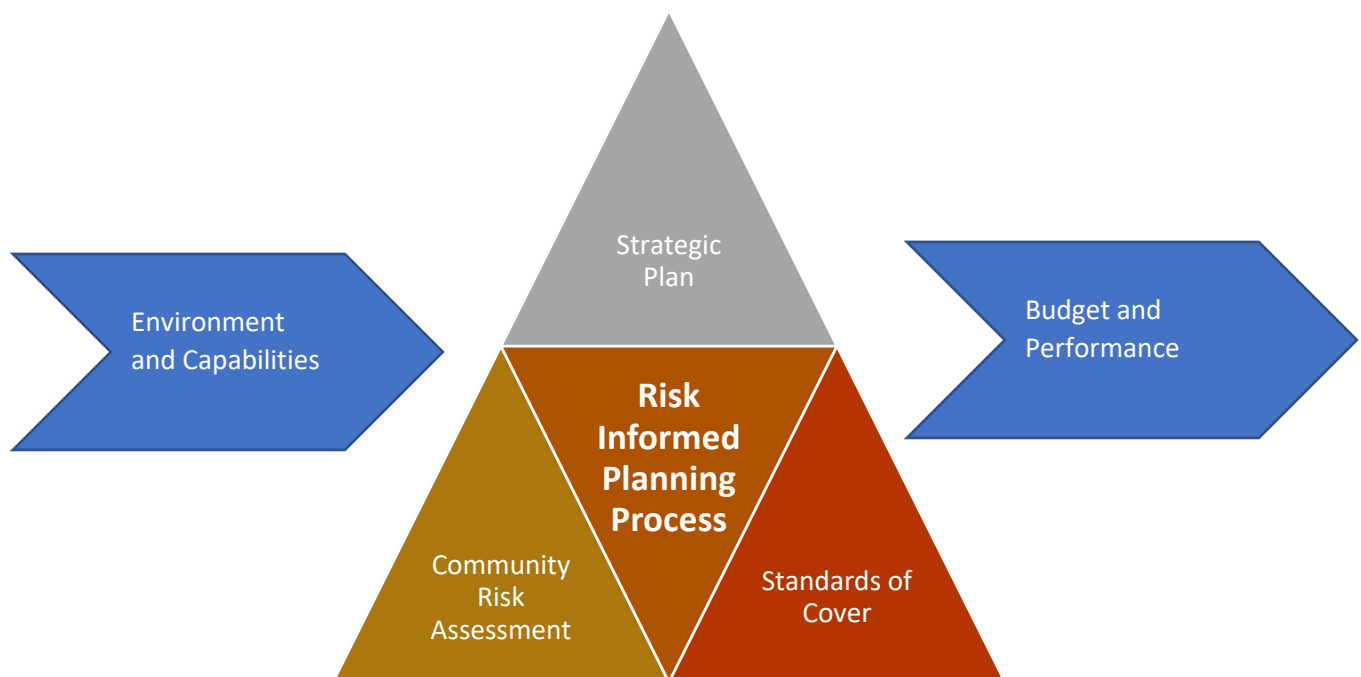
- The City is committed to becoming a community-focused and performance-driven organization as evidenced by:
 - Beginning in 20XX, the community will receive updates on progress toward the achievement of the City's Strategic Plan (every 6 months).
 - By 20XX, the community will receive updated performance information and trends about results at the Department level.
 - To ensure fiscal transparency and accountability, by 20XX the City's budget will be tied to results.

Section 2 - Organizational and Community Assessment

The need to perform rigorous risk assessments and community-informed strategic planning is more essential than ever. The number of services that fire departments provide has increased significantly due to a better assessment of true community risk and the application of more proactive solutions to those challenges. In addition, the emergencies today's firefighters are asked to address have become more complex and sometimes more dangerous.



The Prescott Fire Department is truly an all-hazards emergency response organization. The only major area the department does not formally offer is the response to shipboard fires and emergencies. Considering the relatively small size of the department, this fact is remarkable. To respond to this environment, the department uses three key elements in its planning process. They are the strategic plan, the community risk assessment, and the standards of Cover. They inform budget requests and establish the foundation for the department's performance management approaches.



In 2019, the department completed its first comprehensive community risk assessment, which is the foundation for assessing the risks faced by the community. This effort is being renewed beginning in March 2024 in collaboration with our response partner, Central Arizona Fire and Medical Authority. It is an integrated “living” document that will be updated along with the Standards of Cover on an annual basis. A major update is expected in 2024 as the department's initial five-year accreditation cycle is

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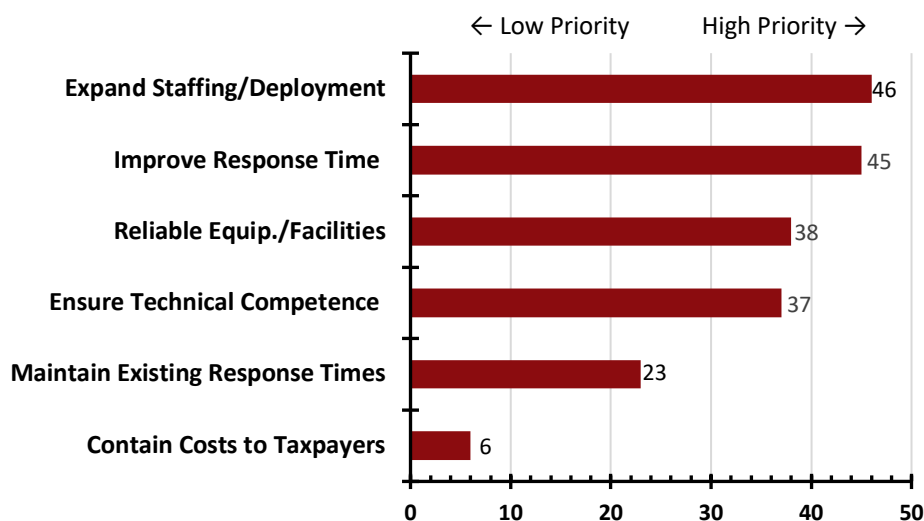
nearing an end and the assumptions utilized in this document need updating to prepare for re-accreditation.

Stakeholder Input and Engagement

2019 Strategic Plan Stakeholder Outreach

The 2019 process engaged stakeholders in a traditional in-person format and is represented here to show alignment with the findings of the 2022 process. While it was not formally a part of this update, it is relevant and shows that the key assumptions remain unchanged. Both the business community and citizen stakeholders were invited to participate. Below is a high-level summary of the findings of that engagement. Each Program was asked to report their planning priorities for the department, which services they felt were the most important, and their general opinions of the overall state of the department. Those in attendance (13) did not constitute statistical validation but should be viewed as a potential indicator of the business community's general leanings.

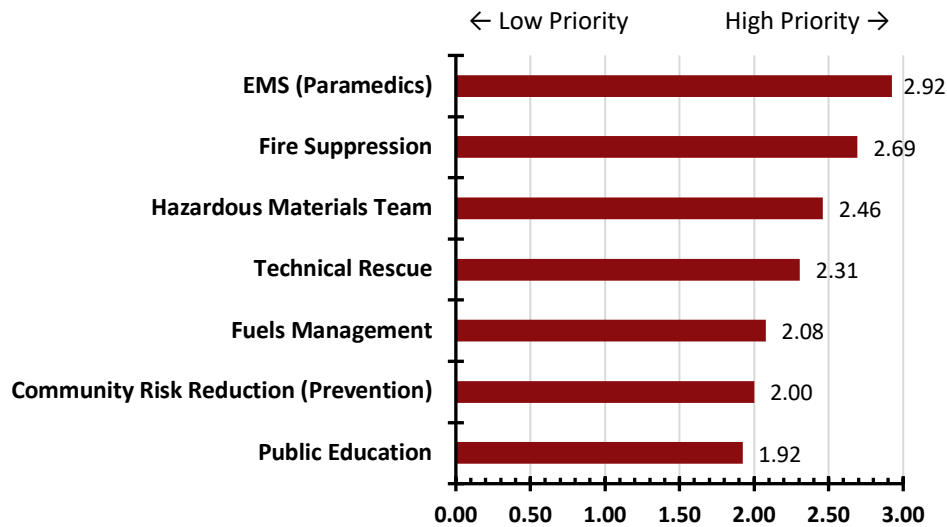
Figure 1. Business Community Planning Priorities



The attendees were given the preceding list of values or planning elements and given a forced choice: comparing each element to all the others to decide which was the most important (e.g., technical competence versus contain costs, technical competence versus maintain response times, etc.). The total value possible cumulatively is 65 per planning element. The results are illustrated in Figure 1, reflecting that the Program prioritized expanding staffing and deployment over every other planning element, followed closely by improving response times and then reliable equipment and facilities, ensuring the technical competence of PFD personnel, maintaining response times, and finally containing costs.

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Figure 2. Business Community Service Priorities



In the same session as just discussed, the attendees were given a list of current services provided by the fire department, which were described. The choices were to assign a 3 (critical priority), a 2 (important priority), or a 1 (low priority) to the list of services. The respondents were allowed to assign as many 3s, 2s, or 1s as they wished and were also allowed to strike through any service, they felt the fire department should not be providing or add a service the individual respondents believed was missing from what should be provided. No attendees struck through any services, but two attendees separately added “EMTs well-checking frequent system users or post discharge patients.”

The Program prioritized advanced life support (paramedic) services as the most critical service offered by PFD, followed by fire suppression, hazardous materials, and technical rescue response. Fuels management, community risk reduction (prevention), and public education were scored lowest, but still at or above an important priority.

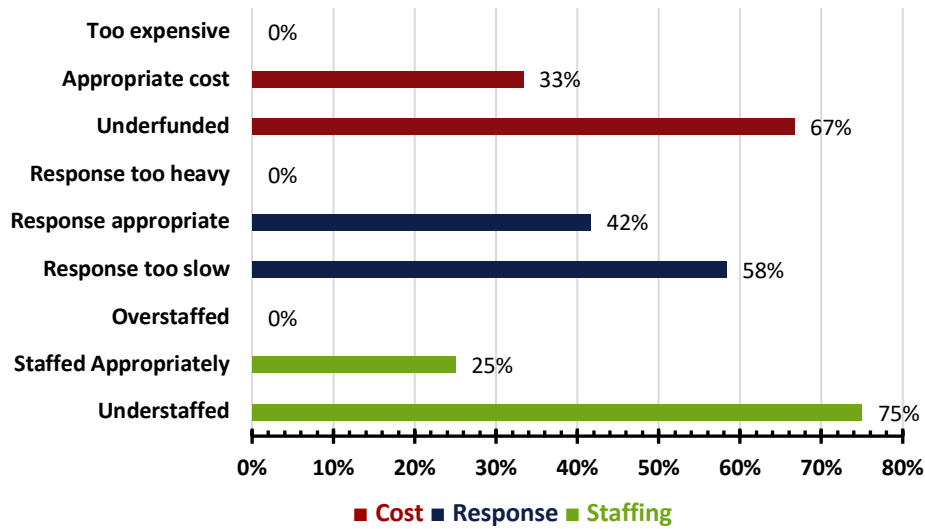
Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in Figure 3 that most described their perspective.

Figure 3. Staff/Response/Cost Opinion Options

Staffing	Response Performance	Cost of Service
☐ Overstaffed	☐ Response too heavy	☐ Too expensive
☐ Staffed appropriately	☐ Response appropriate	☐ Appropriate
☐ Understaffed	☐ Response too slow/light	☐ Underfunded

The results of the opinion poll are reflected in Figure 4.

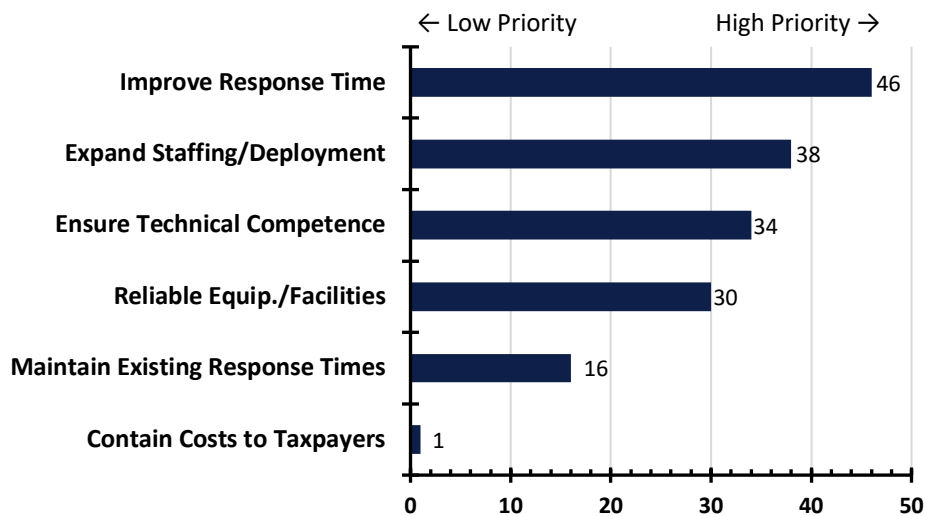
Figure 4. Business Community Staff/Response/Cost Opinion Poll Results



Interestingly, the business respondents agreed most that PFD was underfunded, that response was too slow, and that PFD was understaffed.

These same tools were administered in the same way with identical instructions on the same day to citizens of the community in a separate forum. Those in attendance (10) did not constitute statistical validation but should be viewed as a potential indicator of the community's general leanings.

Figure 5. Citizen Planning Priorities

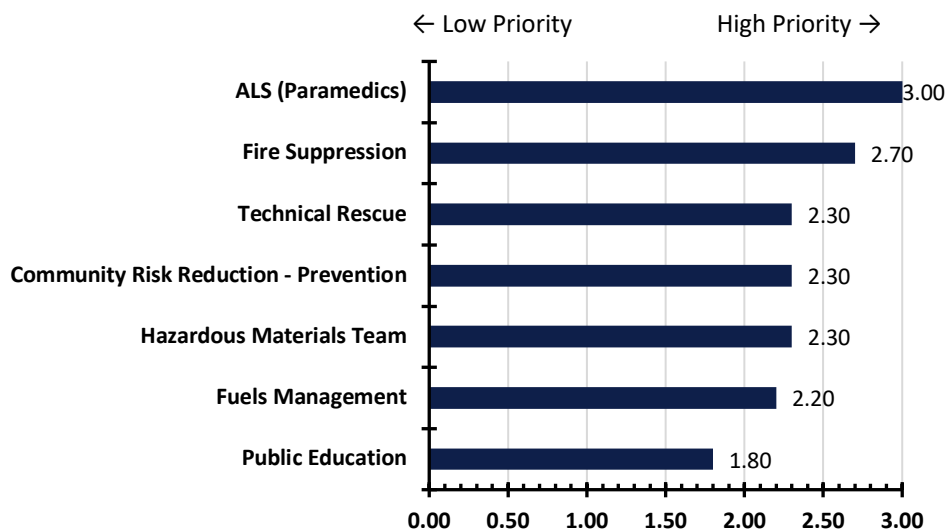


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As with the business community, citizen stakeholders were given the list of values or planning elements and given a forced choice: comparing each element to all the others, deciding which is the most important. The total value possible cumulatively for any single planning element is 50. The results are illustrated in Figure 5, reflecting that the Program prioritized improving response time over every other planning element, followed by expanding staffing and deployment, ensuring the technical competence of PFD personnel, and having reliable equipment and facilities. Maintaining response time and containing taxpayer costs were given the lowest priority.

In the same session, the attendees were given a list of current services provided by the fire department. As with the business community, the choices were to assign a 3 (critical priority), a 2 (important priority), or a 1 (low priority) to the list of services. The respondents were allowed to strike through any service they felt the fire department should not be providing or add a service the individual respondents believed was missing from what should be provided by the fire department. No services were struck or added.

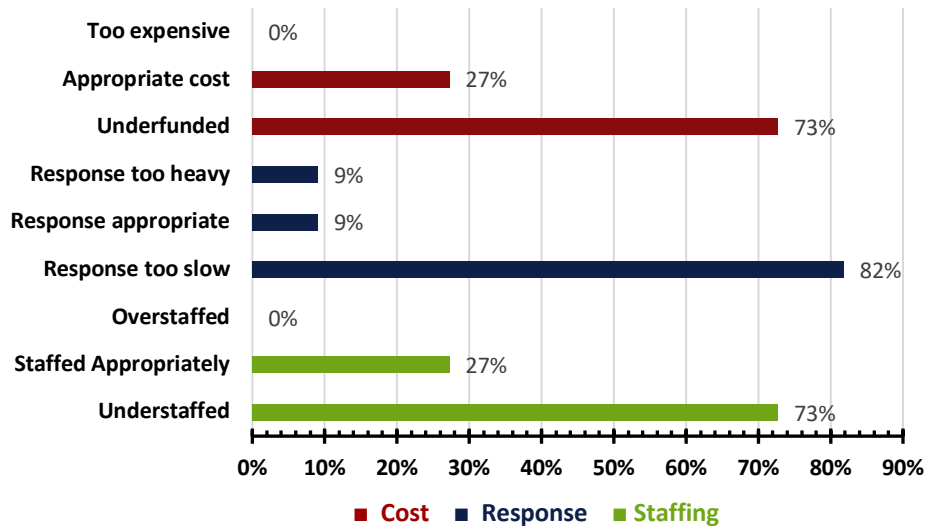
Figure 6. Citizen Service Priorities



As with the business community, the citizen stakeholders prioritized advanced life support (paramedic) services as the most critical service offered by PFD, followed by fire suppression. The citizens' remaining priorities differed slightly in order from the business community, but public education was scored lowest in priority for both programs.

Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in Figure 7.

Figure 7. Citizen Staff/Response/Cost Opinion Poll Results



As with the business community, the citizen respondents agreed most that PFD was underfunded, that response was too slow, and that it was understaffed. In all three categories, the citizens in attendance weighed their responses heavily in the deficit (underfunded, understaffed, and slow response time).

2022 Stakeholder Outreach – Subjective Factors

The department's first step for stakeholder engagement during the 2022 strategic planning process was a thorough examination of where the department is positioned as a Program of emergency response professionals, as an asset in the community, and what the challenges and opportunities that are facing the department. This was to determine if the mission, vision, and values needed to be updated, and if so, what that should be. Below are the key findings from that process:

- **Key Finding #1: Duty to serve – Hopeful for the future:** Prescott firefighters will answer the call and fulfill the fundamental mission of providing the fire/emergency services that keep the community safe. However, their goodwill has been stretched thin by a resource model that has not kept pace with the current environment and is insufficient for the community's growth. Their outlook is *temporarily buoyed* by the arrival of new leadership and a collaborative approach to rethinking the organization for that future. But the progress in that future will need to be tangible to reinforce that PFD is making investments in facilities, systems, and people to align with the desired organizational vision and identity for the future.
- **Key Finding #2: Inability to keep up with growth – Ready for change** The challenge for PFD is that the department is playing catch-up relative to the *current environment regarding* resources, facilities, compensation, and planning. The *future environment* is already arriving, which means that PFD has to execute faster than the change rate in the community. That means the leadership style, values, and culture must support a willingness and ability to change. The good news is the outlook of the staff of the PFD related to how they see the current state of the organization and that they are ready (way past ready) for that change. This indeed creates the need and the opportunity to advance a new organizational identity for PFD—embodied with a refreshed mission, vision, values, culture, and sense of what this organization could look like in the future.
- **Key Finding #3: Be succinct in words and action – Lead with compassion:** The general feedback spirit from the internal stakeholders is to keep the mission simple—emergency services, community context, delivered with skill and compassion.
- **Key Finding #4: Be bold and build the future:** The vision is not just for those that are here today, it is also relevant for the next generation that will join PFD. To be “the best in the west” is a seriously high standard. More important are proactivity, regional leadership, and a leader in the community. The core elements of respect, admiration by peers, and community engagement and *preservation* of the family culture all seem to connect. This vision, regardless of final language, will need to be guided by the values and cultural components to be viewed as credible.
- **Key Finding #5: Innovation and push forward - Challenge the status quo:** Looking forward with innovation, a drive for constant (or continual) improvement is an element that represents a bridge to the future—“don’t be stuck in the past”, don’t do it this way just “because we always have”.



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- **Key Finding #6: Rooted in a values-oriented culture:** PFD has a strong and distinct culture, and the majority of the elements serve PFD well and should be sustained for the future. Leadership values are important and should be placed in the right context within the culture.
- **Key Finding #7: Operationalize the Vision:** The strategic plan must create action plans that establish a bold path for change. This begins to paint a picture of the future that is very attractive to the workforce today and would be well-positioned for the next generation.
- **Key Finding #8: Use the values to build the future:** The survey pointed to the idea of a new Prescott Fire Department that values its history and heritage but is ready to move on as a leadership-driven organization, forward-thinking, progressive, open and transparent, accountable and community-focused.
- **Key Finding #9: Purpose and Identity:** Purpose is a powerful concept but will require more education to differentiate purpose from the mission and to see the real difference, over time and with the right resources, that the PFD makes in the lives of our community members. At the end of the day, it is to support that safe environment and know that you are protected. A focus on identity is important.

These findings were thoroughly reviewed, and the department's command staff and key leading members met to finalize the mission, vision, and values, which determined the new organizational identity and set the stage for the strategic business plan.

2023 Community Survey

The City of Prescott initiated a statistically valid survey in partnership with Polco, a nationally recognized partner in surveying communities¹. This survey revealed general support for public safety and also that additional funding would be supported if response times could be improved. The summary of that portion of the survey is presented here.

Prescott residents feel safe and indicate support for additional investment in public safety.

Nearly all survey respondents indicated that they felt very or somewhat safe in both their neighborhood (96% very or somewhat safe) and Prescott's downtown/commercial area during the day (94%). About 9 in 10 survey participants favorably rated their feeling of safety from property crime, higher than the national benchmarks. A similar percentage reportedly felt safe from violent crime, but this score was on par with comparison communities. Resident perception of safety from fire, flood, or other natural disaster also met the national average, with about three-quarters of evaluations being positive.

All safety-related services garnered ratings similar to national averages. Fire services were given excellent or good marks by approximately 9 in 10 residents; about 8 in 10 offered positive evaluations for fire prevention and education, police services, and crime prevention. Approximately three-quarters of reviewers favorably rated animal

¹ Polco. (2024). *Prescott, AZ The National Community Survey: Report of Results 2023*. The National Research Center.

control and ambulance or emergency medical services, while two-thirds of respondents similarly rated emergency preparedness in Prescott.

The City chose to include additional, unique questions on this survey. When asked for their preferred approach to balancing public safety times with the associated cost, 73% of respondents strongly or somewhat supported shortening public safety response times, even at an additional cost. A similarly high percentage (78%) favored maintaining current response times and costs, while only 15% encouraged the City to accept longer public safety response times at a lower cost. Additionally, 76% of reviewers supported an increase in local sales tax to fund public safety facilities and services.

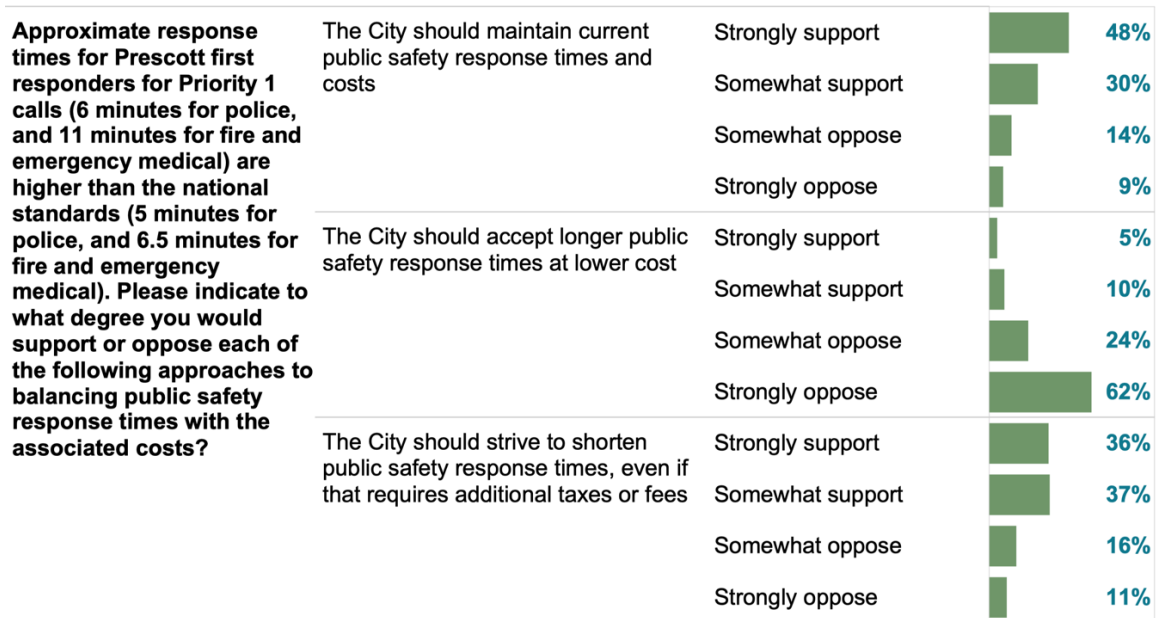


Figure 8. Public Safety Funding Support

The Forging Factors for the Future

Participants were asked where they felt the organization progressed in the leadership workshop and validation survey. This defines the foundation for the organization and the future. It is a *shared future*, and the internal team helped to define that future identity and the key strategies. These key themes are the foundation for the department's updated mission, vision, and values and the origin of the new core identity and attitude. Collectively, they present the foundation for all implementation efforts.

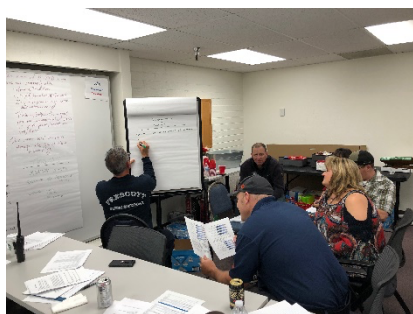
The Foundation of Our Vision

- **The Process Matters:** PFD has begun a serious change management process to redefine the organization and its support for the future. The department members are committed to the process and are committed to leadership in being part of the process.
- **We have held the line:** The only reason PFD can move forward is that its members have held the line and done their jobs in an extremely challenging environment. While the community appreciates this, PFD members recognize they must change that environment for themselves and for the community.
- **We will grow with the Community:** Prescott and this region are growing and growing for good reasons. It's a desirable place to be. PFD will grow with the community and be a leader in providing the safe environment our community needs.
- **Honor the Past, Move to the Future:** PFD has proud people and proud tradition/heritage and will always honor that, but must reset the future. Departmental members need to be willing to rethink nearly everything about what they do to serve this community in the future. Our members are that future.
- **Value our Values:** PFD is a values-based organization and operates as a family. The department's collective values and culture are the foundation for the future. As PFD moves forward, members will stay true to the values and attract like-minded people that have the same commitment.
- **We are Ready:** At every key point, the stakeholders show evidence of City support, tangible desire for resource investment, and community buy-in. The organization is ready for the leadership is in place to create the future. Members of the department will be engaged and are ready.

Environmental Scan – Objective Factors

While the first phase of the stakeholder process assessed the “heart” of the organization, the environmental scan is the “head” of this effort. This is a more rigorous process in terms of finding factual features in the community that impact the future ability of the city to provide services. The first step is to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the district operates. The 2019 and 2022 processes found very similar results and further validate the environmental factors in play.

2019 Strategic Plan SWOT Analysis



The internal planning team had to evaluate the external and internal organizational environment to properly formulate strategic initiatives. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the district operates. Analyzing the organization’s strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future. The internal survey results of the SWOT were condensed

and prioritized by the internal planning team.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization’s strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following core department strengths:

Human Capital

Resilience /Adaptability

Reputation/Community Perception

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. To move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency’s problems. The internal planning team identified the following core department weaknesses:

Financial

Lack of Sufficient Personnel

Number and Conditions of Stations

Ability to Conduct Training

Increased workload

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Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Opportunities exist for the Prescott Fire Department as was evidenced by the feedback from the internal survey as follows:

Increase capacity in current growth period ***CON/Community Paramedicine***

Use strategic plan, accreditation, CRA: SOC to educate elected officials and public.

Challenges

The challenges are different than the weaknesses in that they are obstacles that must be overcome as opposed to shoring up a weakness. The obstacles may be internal or external but nonetheless must be addressed to position the department to take advantage of opportunities in the future. Challenges are plentiful for the Prescott Fire Department as evidenced by the feedback from the internal survey as follows:

Maintaining response times

Emergency Medical Services

Delivery of Training

Workload

Growth without Planning

Employee Health/Wellness

Running our Business with Limited Resources (burnout and inconsistency)

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes a barrier. By recognizing these issues, an organization can greatly reduce the potential for loss. The internal planning team identified the following core threats:

Funding cuts, grant cuts, no increase

Mental health

Community Growth without corresponding agency growth

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Strategic Issue Statements

The stakeholder outreach from 2019 and 2022, diligent work on forming a defined organizational identity, and the department's Community Risk Assessment and Standards of Cover were the foundation of formulating the key issues influencing the planning needs of the Prescott Fire Department for the next five years. This area is representative of a departure from traditional planning methods as not only are the key issues identified, but an analysis of the impact of inaction is also represented to show the impact on the community for prioritizing the department's needs.

It is important to note that these statements are not the result of an individual lack of action in the past or that a stakeholder Program failed to act. Instead, they are a realistic and fact-based assessment of the current conditions influencing this plan's strategic objectives. Therefore, the focus of these statements must be to motivate future initiatives and not to look retrospectively at prior efforts to influence these factors. They are a call to solving collective problems that the community shares and a wide-ranging set of issues facing the community beyond emergency services.

The following statements represent the seven most significant strategic issues that impact the ability of the Prescott Fire Department to meet the current and expected community demand for emergency response and risk mitigation services.

Issue 1: Staffing and Infrastructure

The needs of the department for staffing and infrastructure have not been effectively communicated, resulting in a lack of understanding and prioritization by fiscal decision-makers and the community, which, if it continues, will result in:

- Continued inadequate staffing levels to meet service demands
- Continued inadequate infrastructure and equipment to meet community expectations and risk
- Poor patient outcomes
- Negative social and economic results from a devastating event
- Negative impact on the wellness of our first responders

Issue 2: Occupational Safety

Due to a changing emergency response environment coupled with inadequate facilities, equipment, and policies for Prescott Fire, members face increased exposure to chemicals, violent incidents, workloads, and stress. If national standards, codes, and recommendations are not addressed, exposures will continue to be imposed on our personnel, resulting in:

- Increased rates of injury, illness, and cancer
- Increased mental health issues
- Increased healthcare costs
- Loss of personnel

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Issue 3: Data Collection and Analysis

Continued inefficient data collection and the lack of capacity for analysis, if unaddressed, will result in:

- Lack of strategic location of assets
- Policymakers not having the data to make strategic decisions about the fire service
- Potential financial and legal implications for non-compliance with national standards and industry best practices
- The department's ability to meet response times included in the City's adopted Standards of Cover to 9-1-1 calls will continue to decline

Issue 4: Community Growth

In the past 25 years, demand for Prescott Fire Department services doubled along with the population and continues to grow, while staffing levels are virtually unchanged, which, if unaddressed, will result in:

- Limited administrative office hours, delayed response to the public
- Delayed plan reviews affecting the construction industry, fewer inspections completed, preplanning no longer addressed which affects citizen and firefighter safety, ineffective permit process
- Slower response times, personnel unprepared for response, equipment failures more frequent
- Delayed call processing at the Prescott Regional Communications Center and inappropriate resource allocation

Issue 5: Sustainable Funding

The funding provided by the General Fund is inadequate for the Fire Department to meet the City's adopted Standards of Cover, which, if unaddressed, will result in:

- Continued insufficient staffing/capital to meet the demands of the community
- Continued inability to implement innovative service measures for the community
- Difficulty exercising flexibility that would benefit the community
- An increase in facility and equipment disrepair that will further impede service delivery to the customer
- Heightened risk of not being able to respond to and mitigate a catastrophic wildland fire event
- Insurance ratings will degrade, leading to increase costs to citizens or canceled policies

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Issue 6: Resource Viability

The human, infrastructural and technical resources appropriated to the PFD do not adequately meet the demands of the citizens/visitors of Prescott and will not be positioned to ensure future stability, if continued will result in:

- Response to incidents is long and will worsen
- Infrastructure costs are unmanageable and will increase
- Premature disability/death of citizens/visitors will occur
- Increased workload-related stress to employees

Issue 7: Workforce Development

A lack of cohesive planning related to recruitment, retention, and workforce development; as well as an associated insufficient trend analysis, if continued will result in:

- Increased turnover
- The lack of a succession plan
- Erosion of a community-oriented departmental culture
- Fewer interested applicants
- An ineffective workforce
- An unengaged workforce that does not feel appreciated or supported



Photo by Robert M. Winston

2002 Indian Creek Fire

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Section 3 - Strategic Business Plan

Performance-Based Budget Structure

To address these seven strategic issues, the department's budget structure has been divided into 4 Executive Divisions that oversee 16 functional programs (strategic programs) that direct current and required resources in a targeted manner to reduce the negative impact of the community's public safety issues. These were updated in 2024 to align with the growth of the department.

1.0 Division: Office of the Chief

- 1.1 Program: Administration
- 1.2 Program: Leadership and Management
- 1.3 Program: Research and Technology
- 1.4 Program: Capital Investments
- 1.5 Program: Organizational Performance Management



2.0 Emergency Operations Division

- 2.1 Program: Fire Suppression
- 2.2 Program: Special Operations
- 2.3 Program: Emergency Medical Services
- 2.4 Program: Health and Safety



3.0 Community Risk Management Division

- 3.1 Program: Risk Reduction and Planning Services
- 3.2 Program: Emergency Management
- 3.3 Program: Fire Investigations
- 3.4 Program: Wildfire Risk Management



4.0 Essential Services Division

- 4.1 Program: Training and Skills Development
- 4.2 Program: Readiness and Logistics
- 4.3 Program: Employee Development



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Executive Divisions – Strategic Purpose and Key Results

The key results for the department are represented here by Division. These are considered outcome measures that flow logically from each program function that reports to them.

<i>1 - Office of the Chief</i>	
Purpose Statement	The purpose of the Office of the Chief is to provide strategic planning and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.
Key Results	• % Operational programs that are on or below budget (measured quarterly) • % Stakeholders who report they have confidence in PFD • % Departmental strategic results achieved • % Response times within the Standards of Cover adopted by the City • % Of IT Projects Successfully Implemented

<i>2 - Emergency Operations Division</i>	
Purpose Statement	The purpose of the Operations Division is to provide all-risk response services to the public so they can live, work, and recreate in a safe community.
Key Results	• % Call responses provided within the time frames in the Standards of Cover adopted by the City • % Special Operations responses within the time frames in the Standards of Cover adopted by the City. • % Medical emergency responses provided per the Standards of Cover adopted by the City by risk category • % Responses provided within the Standards of Cover adopted by the City

3 - Community Risk Management Division	
Purpose Statement	The purpose of the Community Risk Management Division is to provide proactive risk identification, mitigation, and management services to people who live, work, and visit the Prescott area so they can enjoy a safe, resilient, and economically vibrant community.
Key Results	• % Change in unplanned/unexpected fire events • Annual Assessment of <i>community connectedness</i>, which is a key predictor of resilience and recovery, will be assessed annually. • % Surveyed respondents who report that they are informed about the activities of the Prescott Fire Department

4 - Essential Services Division	
Purpose Statement	The purpose of the Essential Services Division is to provide professional and logistical support services to employees so they can succeed in their work, their career paths, and beyond.
Key Results	• Firefighter work-related injury rate • % Employees who are meeting benchmarks as defined in their career development plan • % FF the on the force with increased task performance year over year

Performance-Based Strategic Results

Five strategic focus areas have been established to measure and report results to assess organizational effort and progress continuously. These directly align with the department's performance-based budget structure. A cost analysis of potential initiatives is presented here to project the potential fiscal impact of the plan. It should be noted that these initiatives are not the only way progress toward these results can be achieved. The department intends to update these initiatives as future opportunities or constraints are recognized.

Financial Impact Analysis

The first edition of this plan included a detailed financial analysis of each strategic result area. This year, this approach has been adjusted to align directly with council requested discussions related to public safety infrastructure and staffing. That analysis is represented in Appendix D, which is hyperlinked [here](#).

Strategic Result 1: Emergency Response

Achieving Effective Response and Mitigation Solutions

The Prescott Fire Department (PFD) will reduce the negative consequences of life-threatening emergencies experienced by the community, as evidenced by:

- A. *Beginning in FY 2023, the department will strive to achieve a 3% year-over-year reduction in Effective Response Force (ERF) response times to incidents categorized as moderate or high risk.*
 - **Strategic Issues Impacted:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Workforce Development
 - **Key Results Ownership: Emergency Operations Division Chief**
 - **Contributing Performance Programs:**
 - Fire Suppression
- B. *By the end of FY 2024, a baseline measure for cardiac arrest patients discharged from the hospital neurologically intact will be established.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Sustainable Funding
 - **Key Results Ownership: Emergency Operations Division Chief**
 - **Contributing Performance Program:**
 - Emergency Medical Services
- C. *By 2025, the department will complete a formal and documented assessment of all risk reduction and planning services, identify service gaps, and implement initiatives to address them.*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth

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- Sustainable Funding
 - Workforce Development
 - Resource Viability
 - **Key Results Ownership:** **Community Risk Management Division Chief**
- Contributing Performance Program:** Risk Reduction and Planning Services

No-cost or Existing Initiatives

- Turnout time continuous improvement
- Call-processing time improvement
- Lifeline contract optimization
- Emergency management collaboration
- Active PAWUIC participation
- Improve QA/QI process

Strategic Result 2: Infrastructure

Positioning Critical Infrastructure to Deliver Strategic Results

The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering services consistent with the City's adopted Standards of Cover as evidenced by:

A. By the end of FY 2024, 90% of respondents surveyed will rate PFD services as very good or excellent and assessed by geographical planning zones connected to the Community Risk Assessment/Standards of Cover (CRA/SOC).

- **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
- **Key Results Ownership:** **Emergency Operations Division Chief**
- **Contributing Performance Program:**
 - Fire Suppression

¹ A target will be established when a baseline is known

B. By the end of FY 2026, one new strategically located station will be staffed and operational.

C. By the end of FY 2026, a second new strategically located fire station will be shovel-ready.

D. By the end of FY 2026, the second station will be fully staffed and operational.

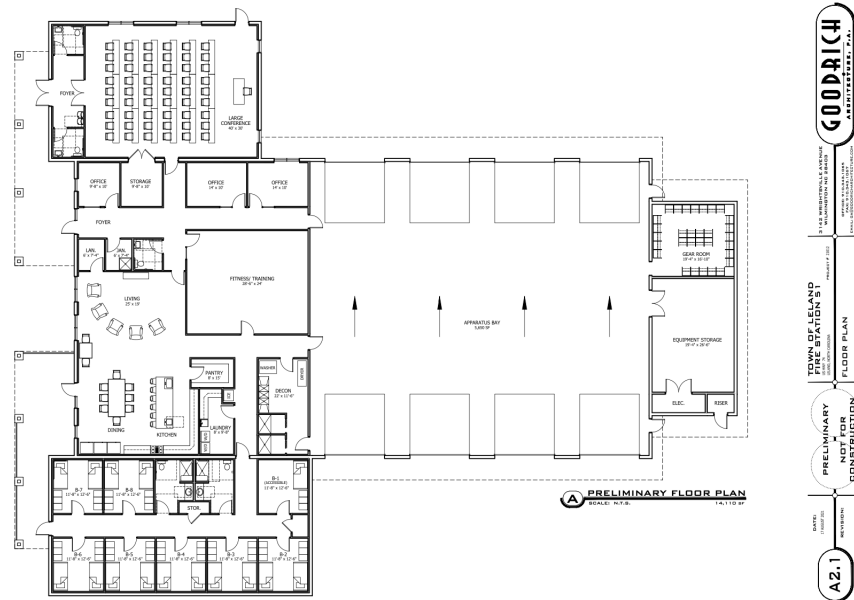
- **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Occupational Safety
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding

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- Resource Viability
- Workforce Development
- **Key Results Ownership: Office of the Chief**
- **Contributing Performance Programs:**
 - Capital Investments

No-cost or Existing Initiatives

- N/A



Example Fire Station Floor Plan (14,000 sq. ft. Facility)

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Strategic Result 3: Workforce

Supporting our People

All PFD members will have an opportunity to have their health and safety needs met, experience personal and career development opportunities, and work in an inclusive organizational culture focused on achieving results for the community, as evidenced by:

- A. *Beginning in FY 2023, the PFD injury rate will be reduced by 3% year-over-year.*
 - **Strategic Issue Impact:**
 - Occupational Safety
 - Data Collection and Analysis
 - Workforce Development
 - **Key Results Ownership:** Emergency Operations Division Chief
 - **Contributing Performance Program:**
 - Health and Safety
- B. *By the end of FY 2024, 100% of eligible PFD members will complete the annual department physical.*
 - **Strategic Issue Impact:**
 - Occupational Safety
 - Resource Viability
 - Workforce Development
 - **Key Results Ownership:** Emergency Operations Division Chief
 - **Contributing Performance Program:**
 - Health and Safety
- C. *By the end of FY 2024, all PFD members will have the opportunity to establish a career development plan.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Resource Viability
 - Workforce Development
 - Employee Development
 - **Key Results Ownership:** Essential Services Division Chief
 - **Contributing Performance Program:**
 - Employee Development
- D. *By the end of FY 2023, PFD will have an organizational succession plan in place identifying roles from Engineer through Fire Chief.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
 - **Key Results Ownership:** Essential Services Division Chief
 - **Contributing Performance Program:**

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- Employee Development
- E. *By 2024, 2 qualified applicants will reach the Chief's panel for each open position for every recruitment and promotional opportunity.*
- **Strategic Issue Impact:**
 - Workforce Development
 - **Key Results Ownership: Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Training and Skills Development
- F. *By 2025, the department will have analyzed the occupational safety impacts of staffing ratios, leave opportunities, and work schedules for uniformed and civilian staff and developed related initiatives.*
- **Strategic Issue Impact:**
 - Workforce Development
 - Staffing and Infrastructure
 - Occupational Safety
 - Resource Viability
 - Community Growth
 - Sustainable Funding
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Leadership and Management
- G. *By the end of CY 2024, the department will have assessed the firefighter recruitment and hiring process and implemented measurable initiatives.*
- **Strategic Issue Impact:**
 - Workforce Development
 - Staffing and Infrastructure
 - Occupational Safety
 - Resource Viability
 - Community Growth
 - Sustainable Funding
 - **Key Results Ownership: Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Employee Development

No-cost or Existing Initiatives

- Utilize existing HR resources
- Promote culture and live by the organizational values
- Collaborate with Yavapai College
- Extensive use of risk pool resources
- Utilize industry competent physical therapy resources

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Strategic Result 4: Performance Measurement

Leveraging the Value of Data

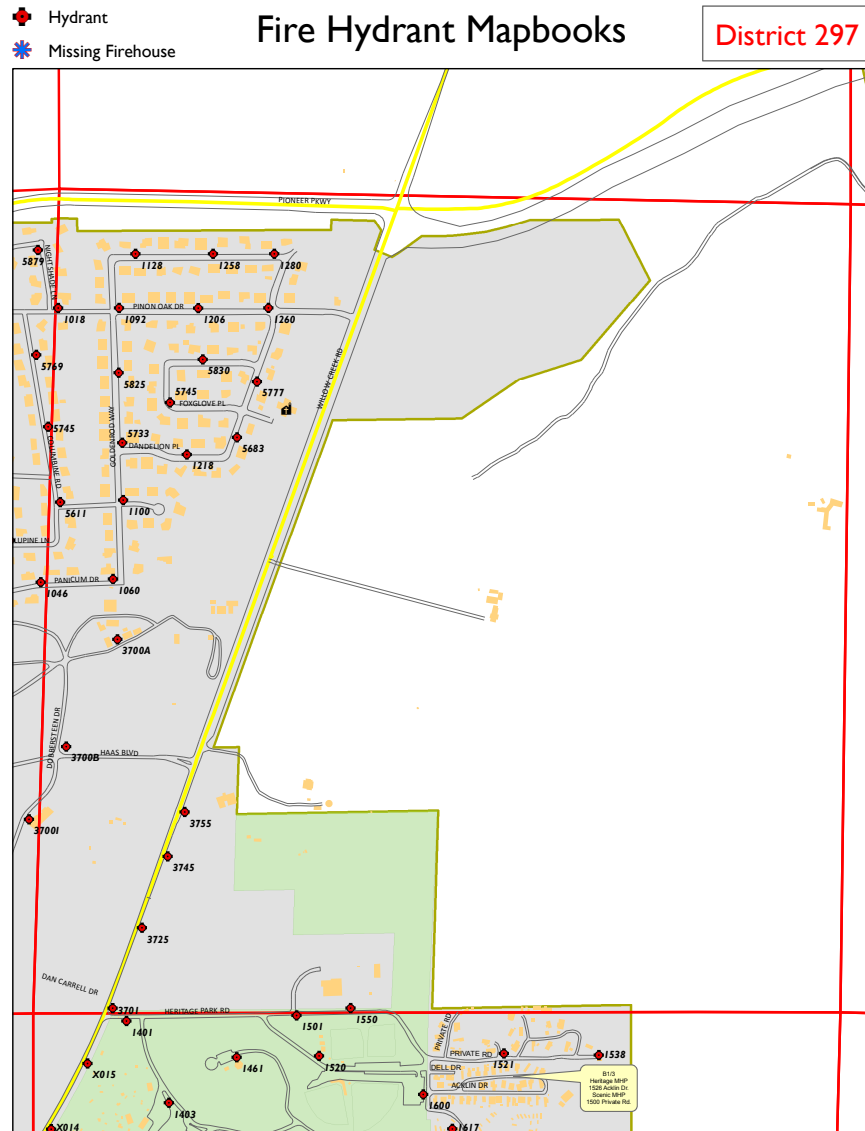
PFD will establish a performance management system to measure, report, and act based on data from cross-disciplinary databases as evidenced by:

- A. *During FY 2024, resources for data analysis will be operational, and systems integration will be underway as measured by the availability and relevant information.*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- B. *By the end of FY 2025, the majority of operational, policy, and budget decisions regarding the Fire Department will be informed by results-oriented performance measures.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Sustainable Funding
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- C. *By 2025, the PFD will earn an ICMA certificate of achievement in performance management; by 2026, a certificate of distinction; and by 2027, a certificate of excellence.*
 - Strategic issue Impact:
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- D. *Building on past assessments and continuing in FY 2024, the Community Risk Assessment (CRA) will be conducted, with particular emphasis on wildland fire risk, followed by a mitigation plan to be approved by City Council*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management

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No-cost or Existing Initiatives

- IT Collaboration
- Departmental data-informed decision-making



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Strategic Result 5: Organizational Culture

Forged by Values/Energized by Vision

The firefighters and civilian staff of the Prescott Fire Department bring strong values and a forward-looking commitment to the work. The department seeks and is committed to creating an organizational culture consistent with and aligned with its members and values, characterized by:

- A. *By 2023, members will experience leadership messages, behaviors, and beliefs consistent with our customer-focused culture.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Community Growth
 - Resource Viability
 - Workforce Development
 - **Key Result Ownership:** **Office of the Chief**
 - **Contributing Performance Program:**
 - Leadership and Management
- B. *By the end of FY 2024, PFD will establish expectations and support systems for supervisors to reward, manage, and promote organizational values and expectations.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - Employee Development
 - **Key Result Ownership:** **Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Employee Development
- C. *By the end of FY 2025, PFD will evaluate organizational culture through an employee engagement survey that measures adherence to organizational values and expectations.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - **Key Result Ownership:** **Office of the Chief**
 - Leadership and Management
- D. *By FY 2024, each member and their supervisor will have a conversation about the members contribution to the organizational culture at a 6-month check-in and the annual evaluation.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - **Key Result Ownership:** **Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Employee Development

No-cost or Existing Initiatives

- Internal Communications (Station Visits, Video Updates)
- Departmental follow-through

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Appendix A – Program Performance Appraisals

As part of the 2024 strategic plan update, PFD created comprehensive program appraisals that assessed the progress and effectiveness of each program, served as a budget request and preparation tool, and helped track compliance with CPSE accreditation. These are working appraisals and are, therefore, constantly live on the department's SharePoint as program management tools. The original worksheets have been removed from this edition, and a link has been provided in their place.

The Appraisals can be found at:

[Live Link to Program Appraisals](#)

Appendix B – PFD Strategic Plan Workplan

The Prescott Fire Department Strategic Plan Workplan can be found at:

[Current Version of Strategic Plan Workplan](#)

Appendix C – Financial Impact Analysis

Capital Budget Impact Overview

	FY25	FY26	FY27	FY28	FY29	FY30	Total
Station 76 New	\$ 1,749,000	\$ 9,800,000	\$ -	\$ -	\$ -	\$ -	\$ 11,549,000
Station 73 Relocation	2,809,000	9,800,000	-	-	-	-	12,609,000
Station 72 Remodel	1,310,000	7,000,000	-	-	-	-	8,310,000
Fire Training Center	-	-	20,790,000	-	-	-	20,790,000
Station 71 Remodel	-	-	-	2,025,000	-	-	2,025,000
Station 75 Remodel	-	-	-	-	2,125,000	-	2,125,000
Station 74 Remodel	-	-	-	-	-	2,225,000	2,225,000
Total	5,868,000	26,600,000	20,790,000	2,025,000	2,125,000	2,225,000	59,633,000

Operating Budget Impact Overview

	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fire Operating Budget							
Existing Operations - General Fund	\$ 13,155,794	\$ 13,550,500	\$ 13,957,000	\$ 14,375,700	\$ 14,807,000	\$ 15,251,200	\$ 15,708,700
Fire Station 76 Personnel Impact	-	680,000	1,751,000	1,803,530	1,857,636	1,913,365	1,970,766
Fire Station 72 Personnel Impact (Low-Acuity Initiatives)	-	-	-	160,000	164,800	169,744	174,836
Limited CON Staffing	-	-	-	1,700,000	1,751,000	1,803,530	1,857,636
Public Access Defibrillation Initiatives	-	-	-	-	150,000	25,000	25,000
Emergency Management Staffing	-	-	-	150,000	154,500	159,135	163,909
Workforce and Organizational Development Initiatives	-	-	-	125,000	125,000	125,000	125,000
Performance Management Staffing	-	-	110,000	113,300	116,699	120,200	123,806
Projected Fire Operating Budget	\$ 13,155,794	\$ 14,230,500	\$ 15,818,000	\$ 18,427,530	\$ 19,126,635	\$ 19,567,174	\$ 20,149,653

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Appendix D – Service Partner Analysis

Accomplishment of Strategic and Key Results is not accomplished without seeking out and maintaining cooperative relationships with strategic service partners. The list below describes the type of relationship, formality of the relationship, and their level of participation in decision making related to the PFD's ability to perform. These partners should be actively engaged in helping the PFD maximize efficiencies where possible. This list is not all-inclusive and meant to be a living document.

Prescott Fire - Key Strategic Service Partners								
	Type	Partner's Impact on PFD's Ability to Achieve Key Results	PFD's Impact on Partner's Ability to Achieve Key Results	Emergency Response Partner	Emergency Management Partner	Provides Services to PFD	Regulatory or Contractual Partner	Financial Relationship
<i>City Council and Mayor</i>	Legislative/Policy	High	High		✓		✓	✓
<i>City of Prescott City Manager's Office</i>	City Department	High	High		✓	✓	✓	✓
<i>City of Prescott Human Resources Department</i>	City Department	High	High		✓	✓	✓	
<i>City of Prescott Finance Department</i>	City Department	High	High		✓		✓	✓
<i>City of Prescott Clerk</i>	City Department	High	High		✓	✓	✓	✓
<i>City of Prescott IT Department</i>	City Department	High	High	✓	✓	✓	✓	✓
<i>City of Prescott Public Works Department</i>	City Department	Moderate	Low		✓	✓	✓	
<i>City of Prescott Fleet and Facilities</i>	City Department	High	Moderate		✓	✓		✓
<i>City of Prescott Police/PRCC</i>	City Department	Moderate	Moderate	✓	✓	✓	✓	✓
<i>City of Prescott Community Development Department</i>	City Department	Moderate	Moderate	✓	✓	✓	✓	✓
<i>Central Arizona Fire and Medical Authority</i>	Regional Fire Department	High	High	✓	✓	✓	✓	✓
<i>Yavapai Nation</i>	Intergovernmental Partner	Moderate	High		✓		✓	✓
<i>Center for Public Safety Excellence</i>	Fire Service Accrediting Body	High	N/A			✓	✓	✓
<i>AMR of Arizona</i>	Transport Provider	High	High	✓	✓	✓	✓	✓

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<i>Prescott Area Wildland-Urban Interface Commission (PAWUIC)</i>	Non-Profit Organization	High	High		✓		✓	✓
<i>Local 3066</i>	Professional firefighters' association	Moderate	Moderate					
<i>AZ State Fire Chiefs</i>	Fire service association	Moderate	Moderate	✓	✓	✓		✓
<i>Granite Mountain IHC Learning and Tribute Center</i>	Non-profit Educational	Moderate	High				✓	

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Appendix E – Community Risk Assessment/Standards of Cover

Maintained as a Separate Document

[Link to Current CRA/SOC](#)

Appendix F – Advanced Strategy Center Final Report

Maintained as a Separate Document

Appendix F – 2019 Stakeholders

- Frank Almendarez, Yavapai Regional Medical Center
- Amore Cianciola, Hassayampa Inn
- Greg Ellingham, Findlay Buick GMC
- Sandy Griffis, Yavapai Co. Contractors Assn.
- Bert Ijams, Meals on Wheels
- Hojat Askari, Thumb Butte Medical Center
- Matthew Phillips, U.S. Vets
- Henry Reyes, Re/Max Mountain Properties
- Lori Sells, Lori Sells Insurance Services, LLC
- Laura Wilson, West Yavapai Guidance Clinic
- Parshalla Wood, Investments
- Bob Betts, PAWUIC
- Mike Gjede, US Air Force (ret.)
- David Klever, Citizen
- Scott Orr, Media
- Michael Orr, PAWUIC
- James Peña, PFD Academy
- Wayne Sutterfield, Citizen
- Richard Unkenholz, Citizen
- Lori Burkeen
- David Haskell
- Shane Arrollado
- Pete Nigh
- Cory Moser
- Dan Morgan
- Jordan Pluimer
- Jeff Moffitt
- Nate Malm
- Jason Beyea
- Scott Luedeman
- Ralph Lucas III
- Don Devendorf
- Dan Bauman
- Isiah Keeme
- Miles Graybill
- Marsha Collier
- Jeff Archer
- Troy Steinbrink Nate Seets
- Dennis Light, Fire Chi

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Appendix G – Glossary of Terms

Accreditation: Accreditation is a comprehensive, 3rd party generated, self-assessment and quality improvement model. It enables organizations to examine past, current, and future service levels and internal performance and compare them to current research and industry best practices. This process leads to a more efficient and effective emergency service organization.

Advanced Life Support: (ALS) is a set of life-saving protocols and skills that extend Basic Life Support to further support the patient's circulation and provide an open airway and adequate ventilation (breathing). These protocols and skills are typically done in the field by paramedic level services that involve drug and IV therapy and advanced cardiac analysis and intervention.

Basic Life Support: (BLS) is a level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, including emergency medical technicians (EMTs), paramedics, and by qualified bystanders. The main focus of BLS is on Airway, Breathing and Circulation of patients experiencing a medical emergency.

CFAI - Commission on Fire Accreditation International - The commission that confers accredited status to fire departments.

Community Risk Reduction (CRR): An A comprehensive approach to assessing risk by identifying pre-event, event, and post-event and identifying effective countermeasures to overcome them.

CPSE - Center for Public Safety Excellence - A non-profit organization that sponsor CFAI.

CRA - Community Risk Assessment - A comprehensive analysis of the risks faced by the community.

ERF - Effective Response Force - The number of firefighters and equipment needed to effectively respond to a reported emergency in its initial phases.

EMS: An acronym used to refer to Emergency Medical Service(s).

EMT-Basic: A specially trained medical technician certified to provide basic emergency life support services (such as cardiopulmonary resuscitation) before and during transportation to a hospital- also called an emergency medical technician (EMT).

Engine: A fire suppression vehicle that has a water pump and, typically, is designed to carry firehose and a limited supply of water (see page 127). This unit is the primary vehicle for initial fire attack.

Engineer: A firefighter responsible for driving the engine or truck to the scene of the call and operation of the pumps on an engine, to provide sufficient water to the firefighters on the hose. The term may be either a position title or a rank; usage varies among departments.

Engine Company: A group of firefighters assigned to an apparatus with a water pump and equipped with firehose and other tools related to fire extinguishment.

Flashover: Defined as the sudden involvement of a room or an area in flames from floor to ceiling caused by thermal radiation feedback. Thermal radiation feedback is the energy of the fire being radiated back to the contents of the room from the walls, floor, and ceiling. Flashover is an extremely dangerous and deadly situation for firefighters and citizens alike.

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FTE: An acronym used to define or refer to “full-time equivalent” positions within an organization’s workforce. This often refers to the utilization of part-time positions equating to a specific number of full-time positions within the workforce staffing model.

FY - Fiscal Year – The term for budgeting resources. In Prescott this is a time period from July 1st through June 30th of the following year. A fiscal year is labeled using the year in which the budget ends.

HAZMAT: Hazardous materials, including solids, liquids, or gases that may cause injury, death, or damage if released or triggered. Fire department HAZMAT responders are specifically trained at varying levels, from Awareness, Operations to the highest Technician level. HAZMAT Technicians are specialized positions requiring an in-depth 80 hours of additional training beyond the Operations level.

ICMA - International City and County Managers Association

Incident Commander: The incident commander, or IC, is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved.

Incident Safety Officer: The officer in charge of scene safety at an incident. The Incident Safety Officer (ISO) is a senior member of the "Command Team". This person works directly under and with the incident commander (IC) to help manage the risks that personnel take at emergencies.

IGA - Intergovernmental Agreement – Legally binding document between two governmental entities.

ISO Rating: Insurance Services Office Public Protection Classification Rating. This is a rating published by ISO evaluating fire departments, and assigning a rating or number. Many insurance companies use this number to determine insurance premiums paid by their customers. ISO evaluations rate water supplies, dispatch capabilities and the fire department as a whole in this rating process. Values are made from 1-10 (lower numbers = better rating).

IT - Information Technology

Medical Emergencies: Are acute injuries or illnesses that poses a risk to a person's life or health.

Medicals are classified:

Alpha: Minor medical problem – Non-life threatening/non-emergent response

Bravo: Slightly higher priority – Non-life threatening/generally non-emergent

Charlie: High priority/ALS & BLS response- Emergent

Delta: High Priority, Life threatening injury/medical response- ALS & BLS Emergent - Echo: Highest

Mutual Aid: An agreement between nearby jurisdictions to assist each other during emergencies by responding with available manpower and apparatus when requested by the fire department having jurisdiction. Mutual Aid differs from “Automatic Aid” in that mutual aid must be a specific call for assistance, rather than a built-in automatic response.

MVA: A common acronym used to describe a motor vehicle accident.

NFPA: The **National Fire Protection Association**, a research group which sets a number of standards and best practices for firefighting, equipment, and fire protection in the United States. NFPA standards have also been adopted in many other countries.

NIOSH: **National Institute for Occupational Safety and Health.** A U.S. agency responsible for investigation of workplace deaths, including firefighters.

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NIMS: The **N**ational **I**ncident **M**anagement **S**ystem. A federally mandated program for the standardizing of command terminology and procedures. This standardizes communications between fire departments and other agencies. It is based upon simple terms that will be used nationwide. U.S. federally required training programs, from DHS and FEMA, are standardizing many terms and procedures under NIMS. Blue Card follows the intent for NIMS training.

NWCG: An acronym for the National Wildland Coordinating Group. The National Wildfire Coordinating Group provides national leadership to enable interoperable wildland fire operations among federal, state, local, tribal, and territorial partners. This groups has numerous strategic priorities on a national level including: to ensure that all NWCG activities contribute to safe, effective, and coordinated national interagency wildland fire operations.

Offensive Attack: Method of firefighting in which water or other extinguisher is taken directly to the seat of the fire, as opposed to being pumped in that general direction from a safe distance (outside). Typically, an offensive attack is a quick, vigorous interior attack on the fire, while simultaneously conducting search operations, protecting the means of egress and escape, then ultimately confining and extinguishing the fire. Fire streams from hand lines of the 1 1/2", 1 3/4" to 2" size are common for the offensive, interior attack.

OSHA: Occupational Safety and Health Administration, U.S. government agency concerned with regulating employee safety, particularly in hazardous occupations such as firefighting.

PAWUIC – Prescott Area Wildfire Urban Interface Commission – The primary organizing entity for Firewise and defensible space coordination in neighborhoods in the Prescott area.

PRCC – Prescott Regional Communications Center – The primary 911 communications center for the Prescott Public Safety agencies.

Pre-fire, Pre-incident Planning: Information collected by fire personnel to assist in identifying hazards and the equipment, supplies, personnel, skills, and procedures needed to deal with a potential incident.

Pumper: A term used to describe a fire engine. These apparatus were previously called "triple-combination pumpers" because they incorporated three distinct components, namely pump, tank, and hose body. The most commonly purchased piece of fire apparatus is the pumper, or engine. In most departments, the pumper or engine, is the primary apparatus from which most operations are based.

QA/QI - Quality Assurance/Quality Improvement – Comprehensive processes used to ensure that skill delivery is meeting protocols and that protocol updates are informed through evidence-based interventions. Primarily used in medical care delivery.

Quick Response Vehicle/Alternative Response Vehicle (QRV/ARU): The QRV/ARU is a smaller fire response vehicle that can be equipped to handle most single-engine response calls, medical emergencies, and other service-related calls. Its primary use is to reduce the number of calls that a full-sized fire vehicle responds to, and ensure those larger engines, trucks and squads are available for a structure fire or more complex rescue call.

Rapid Intervention Crew/Group/Team (RIC, RIG, or RIT): This is a standby crew whose primary purpose is to deploy for the rescue of firefighters in trouble. While all of these versions of the name for a firefighter rescue crew either have been used or continue to be used in several areas, the National Incident Management System (NIMS) has adopted the term Rapid Intervention Crew/Company, ("RIC") to be the standard in the Incident Command System (ICS). In the most basic command organizational structures, the RIC is a resource directly assigned to the IC.

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“Red Card”: A Red Card is officially known as an Incident Qualification Card and is employed in the wildland firefighting theater. Red Cards are utilized by state, federal and other fire agencies that work cooperatively with the NWCG. Traditionally, the reference to the “Red Card” has been an indication of accomplishing the basic level of knowledge/skills of wildland firefighting and wildland fire behavior (S-130/S190). However, the true aspect of the Red Card applies to a much wider array of specialized skill sets and operational qualifications within the NWCG system.

Rovers: This is a fire service term used to describe a shift firefighter position that will cover vacancies for various leaves including vacation, sick leave, injury leave, and other assigned leave for firefighters within that shift. The position was established to reduce the costs for coverage of vacancies with assigned shift resources (as opposed to utilizing overtime staffing to fill vacancies).

SCBA: An acronym for Self-Contained Breathing Apparatus; a critical component of firefighting personal protective equipment PPE. A SCBA is a type of respiratory protection equipment that contains breathable compressed air. It is typically used by the firefighters and rescue workers while operating in areas of immediate danger to life and health (IDLH), such as inside a structure fire or in a mine filled with smoke or toxic gas.

Staging: This is a physical location, utilized within the incident command system, where responding resources arrive and are “staged” awaiting their assignment. This is often an essential element in personnel accountability program and functions as a management tool for the IC to effectively track and deploy needed resources.

SOC - Standards of Cover - A set of response and mitigation initiatives to respond to the risk identified in the risk assessment. This primarily sets response performance targets (benchmarks) and measures current performance (baseline).

Station Alerting Systems: Fire station alerting is a high-tech concept designed to improve total response time for firefighters (call taking/dispatch, turnout time and response time) and gets the needed emergency help to citizens faster. It uses technology and automation to integrate existing systems at the dispatch centers and at the fire stations, reducing and eliminating time consuming manual tasks. These systems allow dispatchers to rapidly get the alert and relevant information out to firefighters (call taking/dispatch) and allows firefighters to get fire apparatus responding (turnout time) more quickly. Improvements in tone generation, lighting and electronic readouts are also a part of these station alerting systems.

Structure Fire (or "structural fire"): A fire in a residential or commercial building. Urban fire departments are primarily geared toward structural firefighting. The term is often used to distinguish them from wildland fire or other outside fire, and may also refer to the type of training and equipment such as "structure PPE" (personal protective equipment).

SWOT - Strengths, Weaknesses, Opportunities, Threats - Used in the environmental scan of the strategic planning process.

TRT - Technical Rescue Team – Emergency responders that have been trained to apply technical skills to extricate or intervene in emergencies involving rope rescue, extrication, and water related emergencies

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Tender (or Water Tender): A specialized piece of firefighting equipment designed to carry larger amounts of water; typically utilized in areas where fire hydrants are absent or few and far between. See page 127.

Truck Company: A group of firefighters assigned to an apparatus that carries ladders, forcible entry tools, possibly extrication tools and salvage covers, and who are otherwise equipped to perform rescue, ventilation, overhaul and other specific functions at fires; also called "ladder company."

Turnout Gear: The protective clothing worn by firefighters. Often referred to as part of the personal protective equipment or PPE worn by firefighters. Another common term utilized to refer to this PPE is "bunker gear."

Two-in/Two-out: Refers to the Fed-OSHA safety requirement of having one team of two firefighters enter a hazardous zone, while at least two others stand by outside in case the first two need rescue - thus requiring a minimum of four firefighters on scene prior to starting interior attack.

Ventilation: Important procedure in firefighting in which the hot smoke and gases are removed from inside a structure, either by natural convection or forced either through existing openings or new ones provided by firefighters at appropriate locations (e.g., on the roof). Ventilation can also be accomplished through the use of mechanical fans (positive or negative ventilation) or can be done using hose lines as part of a hydraulic ventilation strategy.



City of Prescott Fire Department Program Appraisal

PROGRAM NAME: 1.4 – CAPITAL INVESTMENTS (OFFICE OF THE CHIEF)

Calendar Year being appraised: 2023

Type of appraisal: ☒ Annual ☐ Mid-Year

Date appraisal prepared: 12/26/2023

Appraisal prepared by: Fire Chief Holger Durre

Accreditation Category/Criterion Impact:

- Category 4 – Financial Resources
- Criterion 6A – Physical Resources
- Criterion 6B – Fixed Facilities
- Criterion 6C – Apparatus and Vehicles Maintenance

Division Purpose Statement

The purpose of the Office of the Chief is to provide strategy planning and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.

Program Purpose Statement

The purpose of the Capital Investment Program is to provide stewardship of public funds for strategically positioned public safety facilities, equipment, fleet, and technology planning services to residents and taxpayers so they can effectively and efficiently access the City's public safety services.

Capital Investments Assignments and Budget Overview

Division Chief:			Program Manager:		
Fire Chief Holger Durre			Fire Chief Holger Durre		
Budget Year	FY 2024	FY 2025 ¹	FY 2026	FY 2027	FY 2028
Operations	\$258,677.00 ²				
Capital	\$0 ³				
Personnel	\$437,552 ⁴				
Total	\$696,229.00 ⁵	\$	\$	\$	\$

Staffing Overview

- Full-time staffing carried in 1.1 Administration
- Shared resources with the City of Prescott Public Works and Facilities

Capital Resource Overview

This program oversees capital investments funded by the city's capital improvement program. It is updated annually as part of the city's budget process. The FY 2024 department allocation is represented below.

¹ FY 25 will have a divisional budget breakout of programs

² FY 24 Does not include Arizona Wildfire Incident Management Academy, Hotshot Administration, and Honor Guard.

³ FY 24 Capital was budgeted for in the Operations and Emergency Services Divisions.

⁴ FY 24 Does not include Arizona Wildfire Incident Management Academy, Hotshot Administration, and Honor Guard.

⁵ FY 24 Total does not include Arizona Wildfire Incident Management Academy, Hotshot Administration, and Honor Guard.

Capital Investment Program Overview					
<u>Results</u>	FY 2024	CY 2025	CY 2026	CY 2027	CY 2028
Vehicle Replacements	\$ 2,771,777	\$ 1,890,500	\$ 1,124,500	\$ 594,500	\$ 86,000
Fire Station 76 (Build #1)	\$ 1,600,000	\$ 6,333,000			
Fire Training Center	\$ 1,252,989	\$ 4,435,950	\$ 220,185		
Fire Station Alerting	\$ 350,000				
Fire Status Management Software	\$ 140,000				
Self Contained Breathing Apparatus (SCBA) Breathing Air Compressor	\$ 88,127				
ImageTrend Software Package	\$ 67,600				
Cardiac Heart Monitor	\$ 45,000			\$ 372,000	
ARFF - Aqueous Film Forming Foam (AFFF) Testing Equipment		\$ 35,000			
Hydraulic Extrication Tool	\$ 30,000				
Lucas Chest Compression System	\$ 21,550				
EMS Simulation Manikin	\$ 15,000				
Fire Station 77 (Build #2)		\$ 1,595,000	\$ 7,095,000		
BullEx Laser Fire Extinguishing Training Simulator		\$ 41,000			
Thermal Imaging Cameras			\$ 174,000		
Fire Safety Training House Prop				\$ 40,000	
Self-Contained Breathing Apparatus (SCBA)					\$ 700,000
<u>Totals</u>	\$ 6,382,043	\$ 14,330,450	\$ 8,613,685	\$ 1,006,500	\$786,000

This does not account for capital program investments proposed as part of a public safety capital needs analysis conducted in the spring of 2024. At the time of this appraisal, these were being proposed to the council. For recordkeeping, this proposal is represented below.

Capital Proposal

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>Total</u>
Station 76 New	\$ 1,749,000	\$ 9,800,000	\$ -	\$ -	\$ -	\$ -	\$ 11,549,000
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Station 71 Remodel	-	-	-	2,025,000	-	-	2,025,000
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Operating Impact

	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fire Operating Budget							
Existing Operations - General Fund	\$ 13,155,794	\$ 13,550,500	\$ 13,957,000	\$ 14,375,700	\$ 14,807,000	\$ 15,251,200	\$ 15,708,700
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Public Access Defibrillation Initiatives	-	-	-	-	150,000	25,000	25,000
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Workforce and Organizational Development Initiatives	-	-	-	125,000	125,000	125,000	125,000
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Projected Fire Operating Budget	\$ 13,155,794	\$ 14,230,500	\$ 15,818,000	\$ 18,427,530	\$ 19,126,635	\$ 19,567,174	\$ 20,149,653

DEPARTMENT GOALS/OBJECTIVES

2023-2028 Prescott Fire Strategic Plan

Strategic Result 2: Infrastructure. The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering services consistent with the City's adopted Standards of Cover as evidenced by:

2B - By the end of FY 2025, one new strategically located station will be staffed and operational.

2C - By the end of FY 2025, a second new strategically located fire station will be shovel-ready.

2D - By the end of FY 2027, the second station will be fully staffed and operational.

- **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Occupational Safety
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
- **Key Results Ownership: Office of the Chief**
- **Contributing Performance Programs:**
 - Organizational Performance Management
 - Capital Investments

Review the services provided by your program. Are they still applicable? Are there additional services you feel should be provided by your program?

<i>Inventory of Services and Programs Delivered</i>
• 5-Year Capital Investment Plans (Approved Expenditure List) • Apparatus • Capital Equipment • Co-location Agreements • Facilities Maintenance • Facility Renovations • New Stations • Station Designs • Apparatus Designs • Project Management Services • Response Time Reduction Technology Systems • Station Renovations • New Apparatus and Fleet Purchasing • Training Center Capital Plan Re-assessments • Training Facility Renovations

Program Appraisal

Complete the following metrics to the best of your ability using reliable databases. For measures where no reliable data exists, please indicate “No Data” and provide an explanation in your program gap statement.

Capital Investments - Family of Measures					
<u>Results</u>	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
KEY RESULT - % Response times within the Standards of Cover adopted by the City	47%				
% Of project proposals approved by City Manager and/or City Council	100% 1 Type 1 and 2 Type 6				
% Residents who participate in public outreach at public safety facilities	N/A ⁶				
% Stations built on time and within budget	N/A ⁷				
1st Fire Station Built and Open by January 2025	Not on Track				
2nd Fire Station Built and Open during FY 2027	N/A				
<u>Outputs</u>	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
# of response time reduction technology systems implemented	1 LiveMuM				
# Of new service delivery programs or enhancements proposed to/by departmental leadership	2 ⁸				
Training Center Capital plan re-assessed and proposed as a regional cooperative facility	Not on Track				
<u>Demands</u>	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
# Of capital construction projects demanded	0				
# Intergovernmental Meetings and Events Attended	90				
<u>Efficiencies</u>	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
Ratio - Cost of Multi-Use Investments: Total Capital Investments	N/A				
Annual cost savings projected of proposed innovations	N/A ⁹				

Program Effectiveness Narrative
Describe the major activities and accomplishments during the evaluation period. <i>(How did it go? How does your program look?)</i>
Capital investments are broken into two primary areas: facility investments and vehicle investments. Currently, the department is focused on the following facility-related investments: The department is currently identifying possible locations for the construction of Station 76. This station is slated to be located in North Prescott. Primary factors include parcel size (4 acres), location (close to 89A and either

⁶ This measure is not currently being tracked and will be established in the future.

⁷ This measure will be tracked once the first station timeline is established as part of the project plan.

⁸ LiveMuM and ProQA priority dispatch.

⁹ To be established in 2024.

Willow Creek or 89), and the potential to collocate other city services (PD, IT infrastructure, library). This process has been delayed due to ongoing negotiations around the airport for land to increase the impact zones around the facility.

- While land for Station 77 has not yet been identified, the department is participating in the **North Prescott Area Task Force** that is looking into the common planning assumptions that need to be considered as the city considers projects that support the growth in the north of the city. This project is expected to be completed in March 2024 and should identify the primary factors under consideration, including an eventual relocation of Station 73 to better support commercial air service.
- The department recently had to **condemn and demolish the department's training tower**. The facility was over 45 years old and had lost its ability to safely support training. Plans have been in existence for several years to renew the entire site, including replacement of the tower, but to date funding has been lacking. This development should trigger an update of the goals in the strategic plan to include capital investment planning for a training tower.
- During December 2023, the department began to utilize a **station condition inventory** process to grade each facility based on factors such as age, energy efficiency, firefighter safety, and community accessibility. This is being combined with detailed facility condition studies conducted in 2015 to help prioritize renovation projects.
- An **appraisal is currently being conducted for Station 72 (CAFMA owned) and Station 51 (city owned)** to evaluate if a property swap is warranted. For a number of years, these facilities have housed engine companies from the opposite partner due to their proximity to primary response areas. If approved, this would open possibilities of improved programming and facility enhancements for Station 72.
- The **vehicle replacement list has been refreshed and updated for currency**. The program has been assigned to the Operations Chief to track vehicle replacements. The fire department will continue to maintain its apparatus replacement schedule and recently was able to get caught up on its fleet vehicles that had gotten relatively outdated

Program Gaps

Describe what was not accomplished during the evaluation period. How can you fix the gap? What resources do you need to accomplish the objectives of your program?

- Due to ongoing uncertainty around the airport, **progress has yet to be on track on station construction** with the adopted strategic plan. This will require further discussion with elected officials and city staff to prioritize funding mechanisms. Due to several changes in city managers, this has been further complicated. Despite this, design work is expected to begin in Spring 2024 once a site has been finalized.
- A very similar situation is the **current reality for the training center**. Shovel-ready plans have existed for more than 4 years, but funding has not been available. Due to this, the department is not able to meet the requirement for a training tower for its firefighters and the facility is undersized for the needs of a growing department.
- Funding needs to be identified for **facility renovations at existing fire stations**. This has been identified and presented in the adopted strategic plan, but a defined capital plan needs to be developed.

Fiscal Reduction Narrative

Briefly describe how your family of measures would be impacted by a 5% budget reduction. If this were to occur, which specific programs would you recommend reducing?

5% cuts in this area should focus on initially evaluating fleet vehicle replacement schedules. While extending the replacement cycles would have a commensurate impact on maintenance costs, this can be accounted for over a 3 to 5-year re-investment policy. It is not recommended to delay apparatus or front-line vehicle replacements.

Program Budget Request

Budget Request Narrative

Based on your program appraisal, provide a 2 to 3-paragraph overview of your review of your budget requests for the upcoming fiscal year. Ensure that a connection is drawn to the gaps you identified in your program appraisal.

- *The department will continue to ask for funding for **land purchase, design, and construction of a north-side fire station**. In addition, it is requested that the department forward a budget policy issue for council and finance consideration to establish a firm **multi-year capital investment plan**. Other than station renovations, none of the capital needs for the fire department are independent of each other. In other words, the construction of the first north fire station impacts the subsequent investment in the second station and the airport station relocation. In addition, training center funding needs to be prioritized in order to support the roughly 35% increase in firefighters to staff these fire stations.*
- *The department needs to integrate **funding for the fire training center** into the FY 25 budget to, at a minimum, fund the purchase of a training tower. It is anticipated this will require \$1.2 million dollars in currently unaccounted capital.*

For Budget Requests that a) are over \$25,000 in Capital, b) establish a new service, or c) involve personnel costs of any amount, please fill out an itemized request below:

Itemized Requests

Proposal Title:

Proposal Type (check all that apply): ☐ Personnel ☐ Equipment ☐ Training ☐ Other

Description

Impact on PFD Strategic Plan

[Program Budget Shell](#)

Annual Accreditation Compliance Report (ACR)

Peer Team Recommendations Progress Update

Please add the peer team recommendations to your report. The link to the final peer team report is [here](#).

Performance Indicator

6C.2 - A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Specific Recommendation

It is recommended the agency work collaboratively with fleet services and the AHJ to develop a formal apparatus replacement method and schedule.

PFD accepts this recommendation in its entirety.

Progress towards recommendation:

ACR 2020: PFD continues to work to arrive at a final goal of having an equipment replacement program in place. Currently, fleet assets are reviewed annually by the Fleet Asset Review Board, on which the Fire Chief maintains an active role. The current Finance Director is somewhat reluctant to reestablish this recommendation; however, it is still being pursued by the agency.

ACR 2021: The department has established a formal replacement schedule for all our fleet needs except for a handful of support vehicles. All front-line Type I engines have been replaced since 2014. A new Type III engine has received council approval for replacement and is expected to be received in early 2023. FY 23 and FY 24 have both ladder trucks identified for replacement, but given the complexity of manufacturing, they will take roughly two years each.

ACR 2022: The department continues to utilize the formal replacement schedule that was established in 2021. The plan was reviewed in November of 2022 to ensure currency and presented to the Fleet Advisory Review Board (FARB) in December 2022. The plan addresses needs in the light vehicle fleet and support vehicles. In addition, the American Rescue Plan funding helped the city replace one of the aging ladder trucks with a 105' aerial platform currently on order for delivery in early 2024.

ACR 2023: The department continues to utilize the formal replacement schedule that was established in 2021. The plan was reviewed in November of 2023 to update the currency and noted price fluctuations that are occurring with fire department apparatus. In addition, all fleet assets were reviewed individually to make sure we meet current and future needs. Since 2021 capital monies have been provided in full to support this capital outlay. The department currently has 38 fleet assets to include fire engines, ladders, support vehicles, off road vehicles, boats, ARFF vehicles, brush units, a backup ambulance, and special operations trailers.

PRESCOTT FIRE DEPARTMENT

2023 Annual Report



Major Accomplishments, Key
Performance Data, Activities
& Incidents

Strategic Plan
Progress Report &
Budget Overview

Recognizing Personnel
Accomplishments



City and Department Leadership



CITY OF **PRESCOTT**
ARIZONA

Mayor & Council

Mayor Phil Goode
Mayor Pro Tem Connie Cantelme
Councilmember Lois Fruhwirth
Councilmember Ted Gambogi
Councilmember Brandon Montoya
Councilmember Eric Moore
Councilmember Cathey Rusing

City Management

Interim City Manager Tyler Goodman
Interim Deputy City Manager Joe Baynes
City Attorney Joseph Young
City Clerk Sarah Siep

Department Senior Leadership

Fire Chief Holger Durre
Deputy Fire Chief Thomas Knapp
Operations Division Chief Ralph Lucas
Essential Services Division Chief Scott Luedeman

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A Look Ahead





Measuring Our True Impact

This annual report and the strategic plan it is based on are a departure from past reporting efforts. As we move forward, our reporting will become more data-centric.

Data is a cornerstone in decision-making, offering insights and patterns and illuminating trends critical for measuring progress.

However, data is only helpful if seen in the proper context. It's paramount to recognize that behind each measure is a human story. Every data point represents a person, a piece of our community, and an experience. And in each case, one of our members is the key to making every one of those interactions positive.

Understanding this human dimension is what truly motivates this fire department. The individuals, their struggles, aspirations, and triumphs give context and depth to the data, turning it from mere information into a rich narrative.

Our civilians, uniformed employees, and volunteers make a difference in often unmeasurable but invaluable ways. This perspective reminds us that our work is about improving and saving lives, creating a meaningful impact, and letting data be a witness to that service.

"TOO MANY MODERN COMPANIES HAVE REPLACED A PERSON WITH A NUMBER AND MISTAKENLY CALLED THAT NUMBER A CUSTOMER."

~SIMON SINEK



Letter from the Fire Chief

We are excited to present our 2023 Annual Report, which showcases our unwavering commitment to excellence and continuous improvement in serving our community. This report represents the beginning of a journey for our department to aggressively pursue and report outcome-driven public safety initiatives while remaining steadfast in our commitment to uphold the traditions and values that make our department unique.

We began the year with the adoption of our new strategic plan. Since then, our focus on continuous improvement has driven tangible results across all divisions, including a complete budget restructuring and new organizational responsibilities to support these initiatives.

In June, we paused with the families, the state, and the nation to reflect on the ten years since our Granite Mountain Hotshots made the ultimate sacrifice. And we have renewed our focus on reducing wildfire risk by shifting towards a Fire-Adapted Community mindset and preparing our region more comprehensively than ever before. We also developed an objective plan to provide reliable services well into the future through smart investments in the public safety infrastructure that protects our residents and visitors while being responsible stewards of the funding with which we are provided.

Our staff has adapted to examine long-held assumptions and rise to the challenges inherent in organizational change. And I am grateful for their support and trust in our bold vision for the future. The community should be proud of every member of the department. They are some of the most dedicated, committed, and passionate volunteers and professionals I have had the pleasure of working with. Their skill and experience are of the highest caliber, only exceeded by their character, humility, and professionalism. Throughout the year, we celebrated their accomplishments and showcased examples of their bravery, dedication, and clinical excellence.

In the following pages, you will find a comprehensive overview of our achievements, challenges, and the path forward as we strive for excellence in service delivery. We look forward to building upon our successes and furthering our impact on the community we proudly serve. While we face constraints and difficult choices, our community will always be our primary focus. We exist because of you and are honored to be your all-hazards public safety provider.

A handwritten signature in black ink that reads "Holger Durre".

Fire Chief



PRESCOTT FIRE DEPARTMENT

Vision, Mission & Values

Vision

We are a community partner that instills pride, supports our people, leads the region, and proactively solves public safety challenges.

Mission Statement

Mitigate the community's risk through service, excellence, and compassion.

Our Core Identity

**Community
First**

**Courage,
Grit, and
Duty**

**Driven by
Excellence**

Our Shared Values and Beliefs

Professionalism

Competence

Compassion

Trust

Collaboration

Integrity

Leadership

Innovation

Fun

Humility

Ownership



A Year of Progress

During 2023, the Prescott Fire Department made significant progress in meeting the needs of our growing community. Some of the most notable accomplishments are listed here, but many more are in subsequent sections of this annual report.

Our enhanced emergency response protocols and community outreach initiatives showed the department's dedication to safety and service.

These milestones, along with many others, demonstrate our unwavering commitment to excellence at all levels of program delivery. Reflecting on these successes, we are motivated to maintain this momentum and strive for even greater achievements in the years ahead. Our commitment to excellence ensures that our standards remain steadfast as we work towards fulfilling our mission.

**"WE ARE WHAT WE REPEATEDLY DO.
EXCELLENCE, THEREFORE, IS NOT AN ACT,
BUT A HABIT."
~ARISTOTLE**



2023 MAJOR ACCOMPLISHMENTS



CITY OF PRESCOTT
ARIZONA

- Developed an entirely **new organizational structure** that was implemented over the course of the year. This structure more closely aligns with the strategic plan budget structure.
- The City Council supported **adding critical positions**, including six new firefighters, to reduce mandatory overtime. We also onboarded a permanent operations chief, a wildfire risk manager, and an additional administrative specialist.
- Completed preparing a **capital infrastructure plan to build new stations**, improve response efficiency, and update our fire station infrastructure. 2024 will see activity related to funding options to support this need.
- The council adopted a **new results-oriented strategic plan** in March, and we have been implementing reporting structures and achieving several related goals.
- Formed an incident management team and successfully planned and executed activities to commemorate the **10th anniversary of the Yarnell Hill** tragedy. Over three days, around 8,000 people attended various events, and our 19 families continued to receive support.
- Established the **Forestry Health and Risk Reduction program** with Recreation Services to coordinate better risk reduction activities and support the city's open space land management responsibilities.
- Shifted wildfire preparedness to the **Fire Adapted Community Framework**. This approach greatly increases the number of stakeholders involved in tackling this complex issue in our community.
- All **departmental policies were transferred into an online platform**. During this process, approximately 50 policies that did not exist before or were substantially altered for currency were established.
- The **pre-hospital transportation agreement** with Lifeline was renewed with significant improvements in collaboration and effectiveness, resulting in improved response times.
- Implemented the **LiveMUM software**, which is used for engine pre-positioning during periods of system strain.
- The **Aircraft Rescue and Firefighting (ARFF) program was redesigned** to ensure better training support and reliable staffing.
- A **new website** was designed and launched to update this critical tool for recruitment and customer service purposes.
- A priority training program was established that successfully **addressed critical resource needs** in acting positions. In addition, formal task books and training programs in these areas were updated, and some were brought to an online platform to reduce training costs and increase access.
- The department implemented a third-party compliance records management and notification system for **fire suppression system inspections**. This was done in conjunction with our partner agency, CAFMA, for contractor consistency and is anticipated to increase the reliability of these systems, given our staffing constraints.
- The department partnered with the Yavapai Office of Emergency Management to update the **Yavapai County Community Wildfire Protection Plan, THIRA, and multi-jurisdictional hazard mitigation plan**. These key planning documents contain sections specific to the City of Prescott, and our staff participated actively in these efforts.

AN EYE ON A BOLD FUTURE
ROOTED IN OUR PAST

20
23



*“THE BEST WAY TO PREDICT
YOUR FUTURE IS TO
CREATE IT.”
— ABRAHAM LINCOLN*

www.prescottfire.org



Strategic Plan ANNUAL PROGRESS REPORT

Strategic Plan Progress Current Status Dashboard

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
The goal is waiting for other objectives to be accomplished or not yet on the workplan based on the timeframe of the goal	The goal is significantly delayed or not realistic for accomplishment due to a lack of resources or capability	The goal is actively being worked on but is behind the originally targeted completion date and should be prioritized and re-evaluated	The goal is actively being worked on and progress is being made that's aligned with the established timeline	The goal is implemented and being monitored for continued progress
15%	0%	20%	50%	15%

The council adopted the new strategic plan in March of 2023. Since then, the Prescott Fire Department has been working hard to implement new tracking mechanisms to support the plan by changing administrative practices and establishing new systems. Although change management is challenging, we are fully committed to this work and proud of our members' dedication to this challenge.

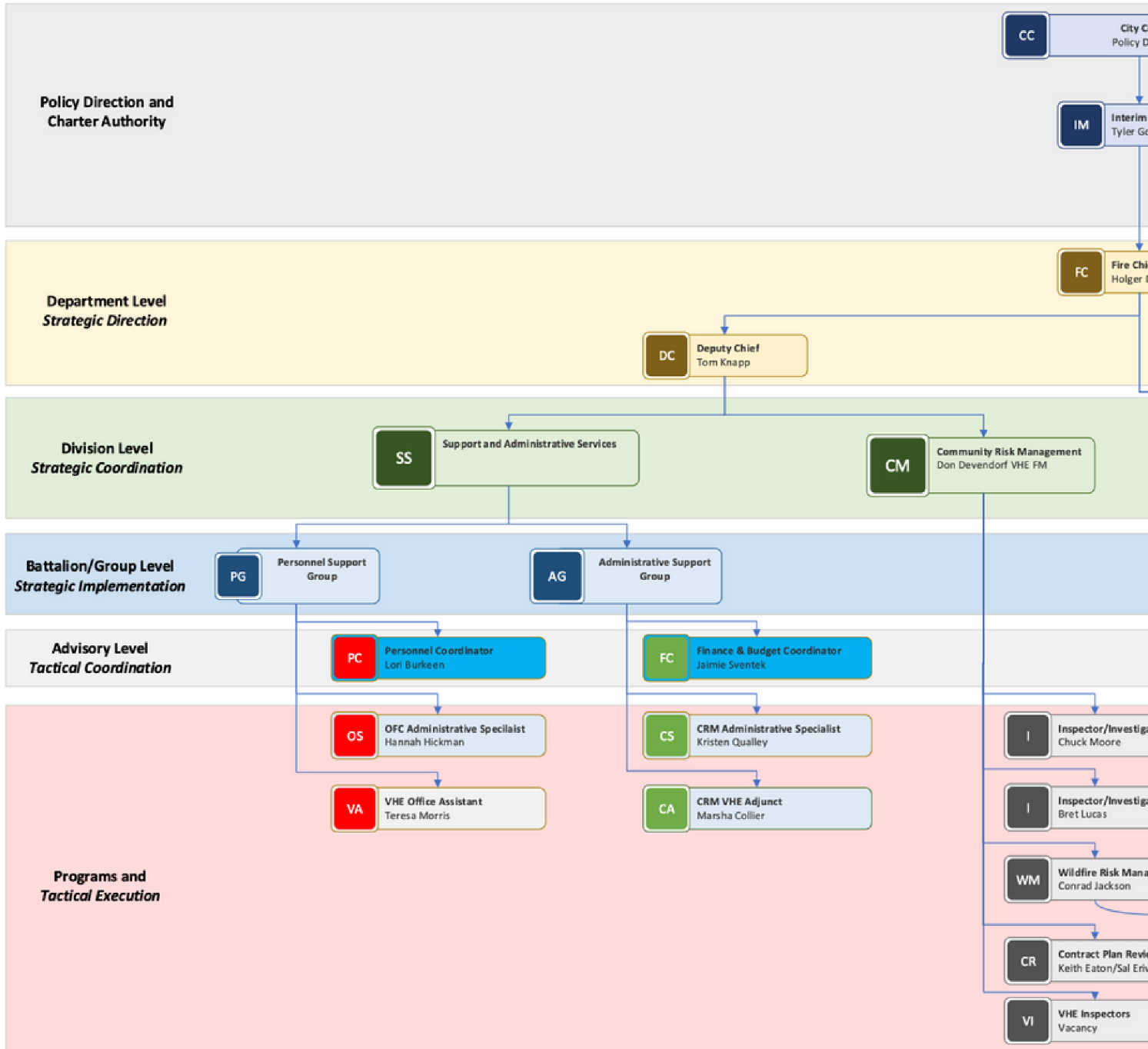
Out of the 20 goals in the strategic plan, three have been accomplished and are now in monitoring status. The most significant work is on fire station planning and response time improvements. A fire station plan has been completed to achieve response time objectives and meet the community's needs. However, the work now shifts to finding the funding for the capital and personnel investments needed to staff these initiatives. Significant progress areas for 2023 are:

- **Succession Planning—Goal 3D:** A succession plan for Engineers through Fire Chiefs has been established. Implementing the recommendations has been challenging because the department currently faces a shortage of acting engineers and acting captains, as many department members are relatively young. We anticipate that this shortage will persist for some time due to expected retirements and the addition of more stations.
- **Leadership Communications - Goal 5A:** We have improved organizational communication by maintaining consistent communication related to our values and core identity. However, this process is ongoing as we must constantly ensure that our decisions align with our values and result in actions that reflect them. A recent survey showed progress in this area, with us nearing 90% satisfaction in operational positions.
- **Response Time Reduction - Goal 1A:** The LiveMUM (Live Move Up Module) software that uses algorithms to preposition fire engines for optimal system coverage has gone live. Preliminary results have already shown the benefit we were after with the implementation.
- **Cardiac Arrest Survival - Goal 1B:** PFD is now capturing data through a partnership with Life Line to establish our pre-hospital cardiac arrest survival baseline.
- **Strategic Result 2 - Infrastructure:** The fire department consolidated its administrative functions at the new city hall and anticipates moving into its completed administrative headquarters in 2024. This will eliminate the need to incorporate headquarters into new fire stations, reducing the financial costs of the new fire station projects by around \$5-\$7 million. This directly supports fire station planning to serve the community's needs better.

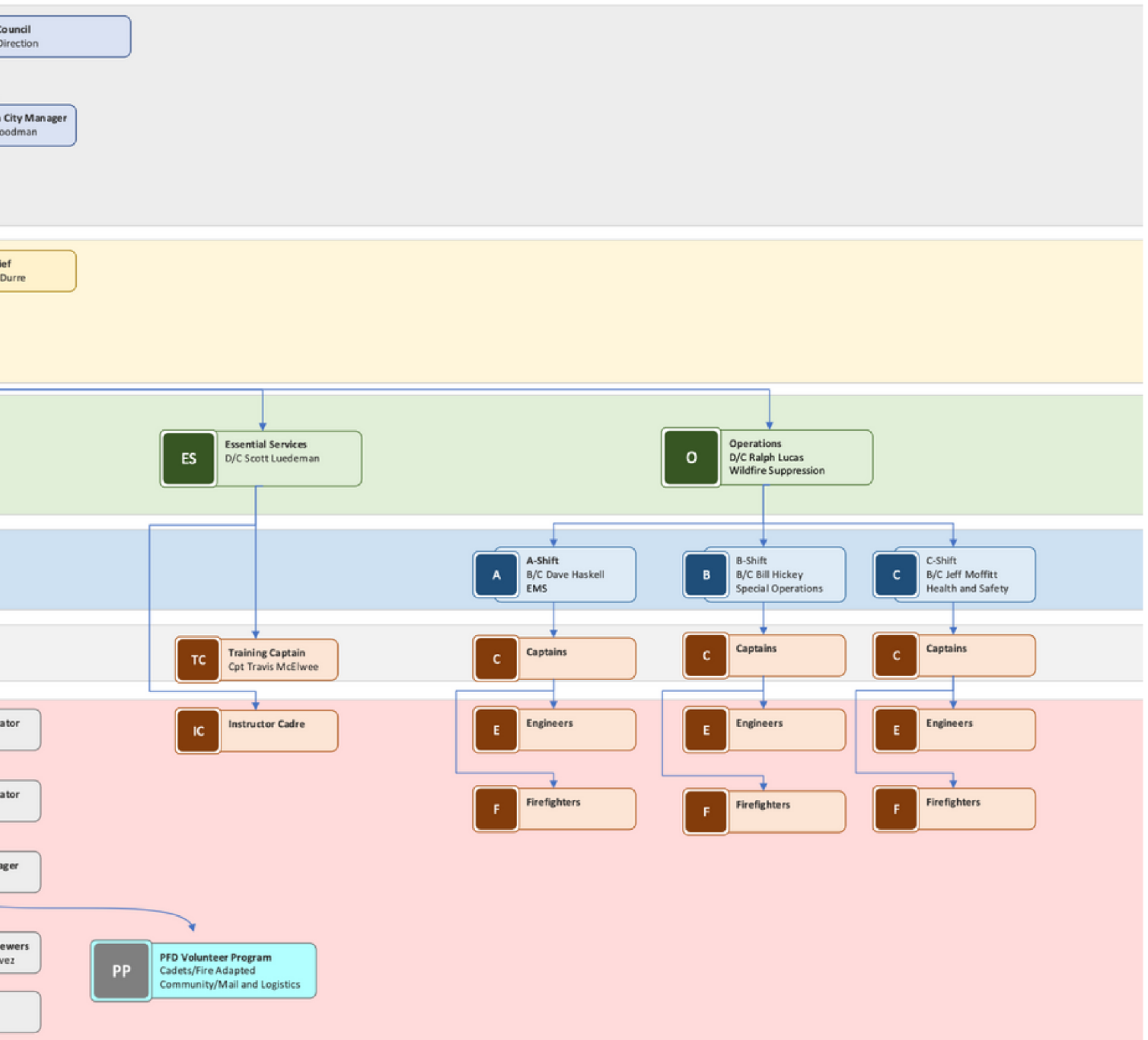


Prescott Fire Department

Primary Group Role



nt Organizational Chart



Revised 03/01/2024 v 1.3

2023

Department Facts

Full Time Personnel Demographics

Uniformed Personnel	70	66 Assigned to Operations
Civilian Personnel	7	Administration and Community Risk Management

Hourly and Volunteer Personnel Demographics

Part-time Hourly	3	Fire Marshal and Administrative Support
Volunteers	21	584 total hours donated in 2023

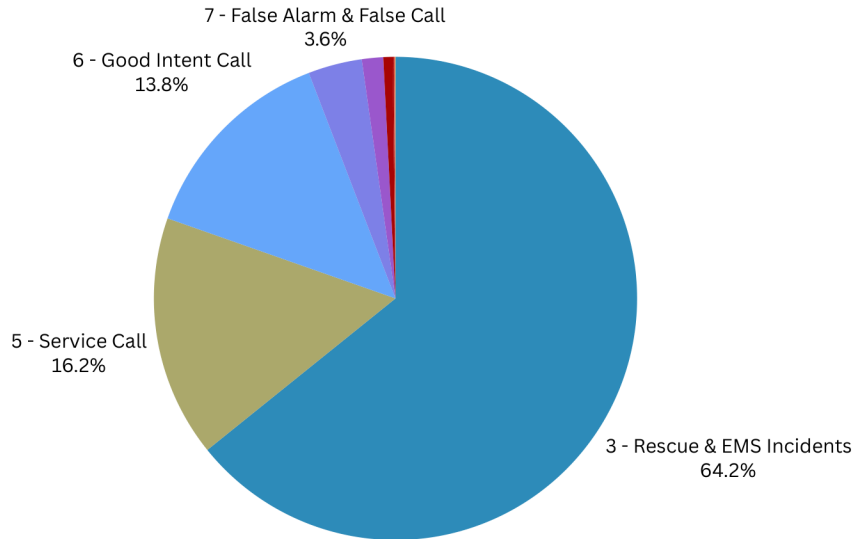
Community and Department Demographics

Population Served	46,833	Average Daily Population is 100,000
Stations	5	Closest Unit Dispatch adds 10 CAFMA Stations
Square Miles	42	Automatic Aid to CAFMA - 369 sq. miles
Total Valuation Protected	\$15.2 billion	Yavapai County Assessor - Dec 2023
2023 Operational Budget	\$15.6 million	FY 24 Capital Outlay - \$6,498,293
PFD Operational Budget/Total Property Valuation in Prescott	0.10%	PFD Efficiency Measure
Avg. Cost/Resident	\$332.84	Ratio Only - Sales Tax Generation is driven by more than just residents

2023

Incident Data

The National Fire Incident Reporting System (NFIRS) categorizes fire incidents into 9 primary categories to help emergency responders track and analyze fire incidents more effectively. These categories include Fire, Overpressure Rupture/Explosion, Hazardous Condition (No Fire), Service Call, Good Intent Call, False Alarm and False Call, Severe Weather/Natural Disaster, Special Incident Type, and All Other. By classifying fire incidents into these categories, NFIRS provides valuable data for fire departments, researchers, and policymakers to analyze trends, allocate resources, and develop strategies for fire prevention and response.



Incident Type	Count of Incident	% of Total
Rescue & EMS Incidents	7,562	64.21%
Service Call	1,904	16.17%
Good Intent Call	1,623	13.78%
False Alarm & False Call	425	3.61%
Hazardous Condition (No Fire)	168	1.43%
Fire	74	0.63%
Severe Weather & Natural Disaster	9	0.08%
Special Incident Type	8	0.07%
Overpressure Rupture, Explosion, Overheat	4	0.03%
Total	11,777	100%

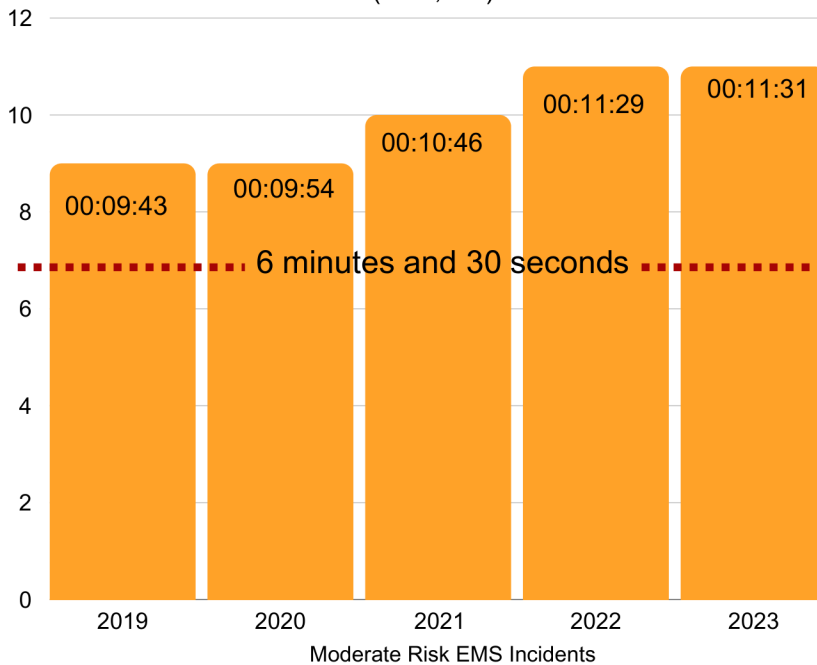
2019-2023 Response Time Overview

Moderate Risk EMS - Total Response Time - 1st Unit						
	Goal	2023	2022	2021	2020	2019
1st Arriving	00:06:30	00:11:31	00:11:29	00:10:46	00:09:54	00:09:43
# of Incidents		6,760	6,782	5,284	3,993	2,990
Moderate Risk Fire Suppression - Total Response Time						
	Goal	2023	2022	2021	2020	2019
1st Arriving	00:06:30	00:07:47	00:11:11	00:07:36	00:08:46	00:09:55
# of Incidents		14	55	17	14	13

Response Times and their Impact on the Community

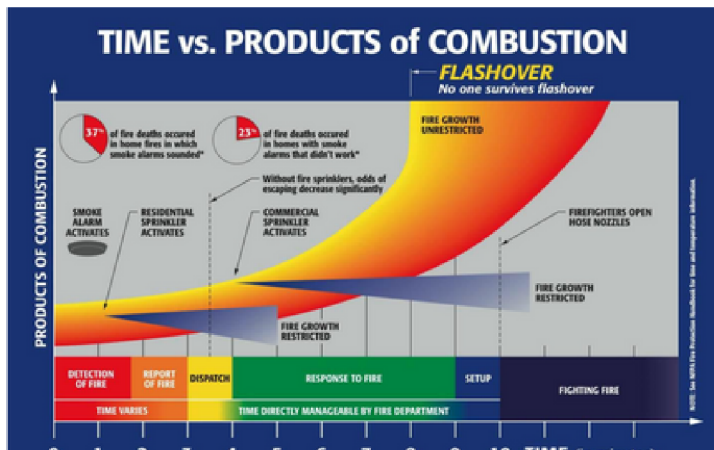
Total Response Time of the 1st Arriving PFD Unit

2019-2023
(n=25,809)



As the community grows, response times have increased. Despite the ongoing efforts to address this issue, focusing on reducing the impact of low-acuity calls, building new fire stations, and allocating more resources to keep up with this growth is crucial. The outcomes of longer response times have been extensively studied. Below is a representation of the impact in fire and emergency medical incidents.

Outcomes and Structure Fires



Flashover is the point in a residential structure fire when the survivability of any trapped occupants decreases significantly. This usually happens around the 8-minute mark. Additionally, the ability of the fire department to effectively intervene in an event decreases around this point, as does the likelihood of fire loss.

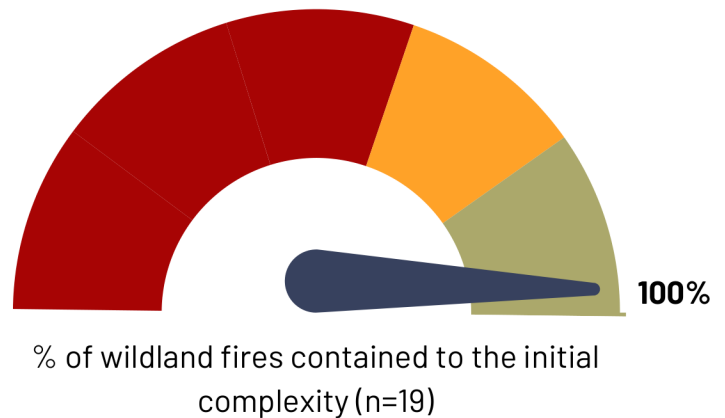
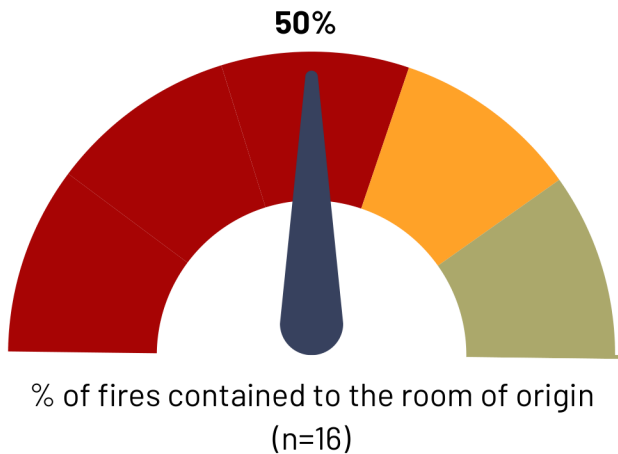
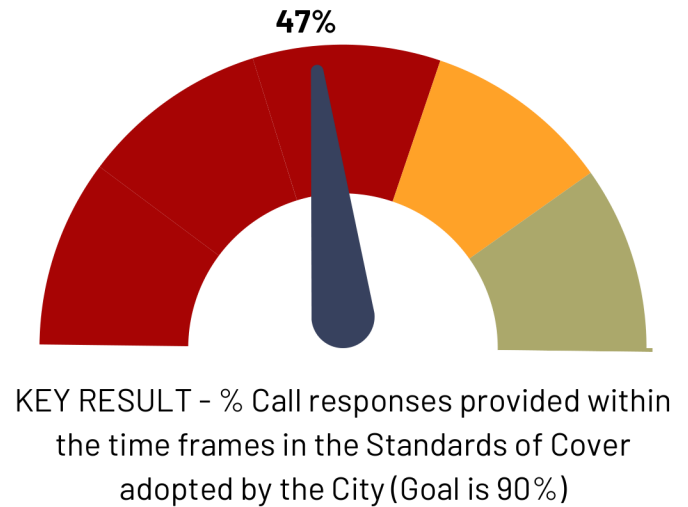
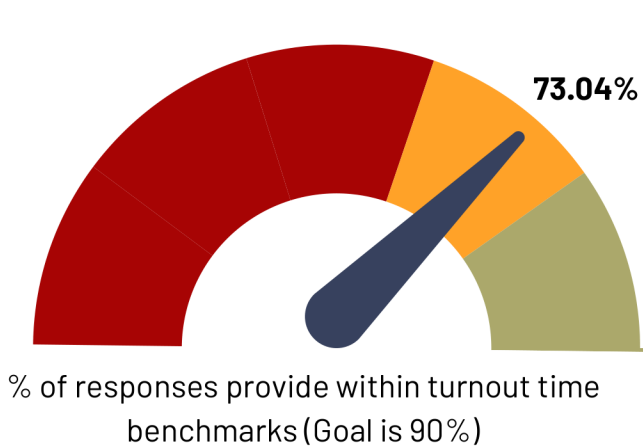
Outcomes and Cardiac Arrest

Pre-hospital cardiac arrest is one of the primary causes of premature death in the United States. While incidence increases with age, all age groups can experience such an event.

Response times play a direct role in ensuring positive outcomes. Early CPR and defibrillation are crucial in increasing the chances of survival. Every minute that passes after someone experiences cardiac arrest, the chances for survival decrease by 7-10% (Larsen et al, 1993).

While community CPR and public access defibrillation can make a difference, this is not always the case, and the emergency response system plays a crucial role in improving outcomes in these patients.

Prescott Fire Department 2023 Key Response Metrics



Understanding Response Metrics

Several of Prescott Fire's critical response metrics are represented here to illustrate the current performance level of certain system components. These response metrics in and of themselves need to be understood and contrasted with outcome data that the department is beginning to assemble. For instance, the department aims to improve the survivability of pre-hospital cardiac arrest. The baseline data for this metric will be tracked starting in January 2024 and will need several years of data collection to produce meaningful outcome data. 2023 is the first year of reporting many of these metrics, and the department is still establishing robust data reporting systems. While this data may seem challenging, it is illustrative as a baseline for further refinement and study. In addition to new fire stations and additional resources, continued investments in the modernization of station alerting and low-acuity call diversion can begin to impact these metrics.



2023 *Notable Incidents*

- **January 1st, 2023:** A Structure fire at 233 North Summit caused significant damage but no injuries. The tenants were placed in alternative housing.
- **May 3rd, 2023** - Two simultaneous high-profile incidents occurred, including a large structure fire in the 300 block of Hidden Valley Road and a technical rescue for a lost hiker near Watson Lake. The structure fire resulted in significant damage but no injuries, and the missing hiker was located utilizing a drone to help with the search efforts.
- **May 14th, 2023** - Prescott Regional Communication Center received multiple 911 calls about overturned kayakers on Watson Lake. The call came in with as many as five kayaks flipped over and people who needed emergency assistance. A mother, father, and 12-year-old child were rescued. At the time the kayaks flipped over, there was a thunderstorm with excess winds.
- **June 5th, 2023** - Prescott Regional Communications Center received a call for an automatic fire alarm at the Golden Corral in the 1900 block of Highway 69 in Prescott. During the dispatch of the alarm, an employee of the restaurant called 911 to state there was a fire in the kitchen. When the initial unit arrived, they found moderate smoke and flames in the back kitchen. Two sprinkler heads had also activated and kept the fire in check until the firefighters could extinguish the fire. PFD was assisted by tribal law enforcement and Lifeline Ambulance.
- **June 19th, 2023** - Prescott Fire Department and CAFMA responded to a vehicle fire that spread to the nearby trees and vegetation in Lynx Lake Campground on Forest Service land. Despite a few smaller spot fires that started from the original incident, the responding crews were able to keep the fire contained to an area of approximately 2 acres.
- **July 4th, 2023** - A double shooting in the downtown area resulted in one fatality and a critically injured patient. CAFMA, Prescott PD, AMR, Native Air, and YRMC assisted with the incident.
- **August 5th, 2023** - Prescott Fire was dispatched to an automatic alarm at Prescott Lakes Senior Living Community. Arriving crews found a fire in a third-floor apartment and upgraded the response to include seven engines, two truck companies, three ambulances, one drone, and two Battalion Chiefs. Prescott Police Department arrived first and, due to their decisive actions, likely saved the lives of the residents in the apartment and the adjacent residences by initiating evacuation. There was extensive water damage to all three complex floors, including an electrical room that provided power to one-half of the complex, and approximately 90 residents and several of their pets were displaced because of the incident, many of which stayed with local family and friends or at local hotels. 11 residents chose to stay at the Red Cross Shelter.
- **August 8th, 2023** - Around 530 p.m., PFD was dispatched to a wildland fire at 799 Sanctuary Drive. The fire was in an open space between homes and an apartment complex. Our crews quickly prevented the fire from advancing towards the structures around the open space.
- **September 17th, 2023** - Prescott Fire and other public safety agencies responded to the Granite Gardens recreational area for a male in his 20s who had suffered a climbing-related injury. He was part of a Phoenix area college climbing group. The patient suffered an open thighbone fracture, several other deep lacerations, and soft-tissue crush injuries to his lower extremities. PFD paramedics stabilized the patient and evacuated him to Watson Lake, where he was met by a helicopter. The patient was taken to Phoenix for care at a trauma center.
- **October 3rd, 2023** - An explosion occurred in the 3200 block of Sunflower Drive. The explosion caused a small fire that was contained in the garage of a single-family home. Fortunately, no one was present in the house at the time of the fire. The residential portion of the house sustained only minor smoke damage.
- **November 23rd, 2023** - Prescott Fire Department and Central AZ Fire and Medical Authority were called to the 2500 block of Willow Creek Road around 1015 pm for what was initially reported as a shed fire. On arrival, crews found flames coming from the roof of a residence and began evacuating the occupants. Initial reports were that five occupants were in the home, and two were unaccounted for. Crews called for a 2nd alarm and placed additional medical resources on standby. During the initial fire attack, the missing residents were located and evaluated with no need for further medical attention. The fire was quickly contained, with only water damage to the structure's interior. The roof sustained damage from the fire and suppression efforts.



Prescott Fire in the Community

- In April, the Angel Fund Pancake Breakfast occurred to raise funds for that year's Christmas deliveries to needy families.
- In June, we commemorated the 10th anniversary of the Yarnell Hill tragedy. Over 8,000 attendees showed our families the respect and support they deserve. In addition, crucial relationships were continued with the department and the families to assist them in the ongoing process of closure and integration. Again, we want to express our gratitude and appreciation to the Incident Management team and numerous AZ departments that came to pay tribute and help provide backfill coverage for public-facing events.
- As always, the July 4th weekend brings the hosecart races to Cortez Street, and participation was once again high. This event has been continuously held since the formation of the fire department in the late 1800s and simulates firefighting competitions from that era.
- The department hosted a recruit academy graduation and two awards/promotional ceremonies. These events were relocated to council chambers this year and have consistently received great feedback from our stakeholders.
- The Prescott Firefighter's Charities, an independent 501c3 supported the community & local first responders in the amount of \$39,075.06 in 2023.
- Prescott Fire Department actively participated in the AZ Burn Camp.
- The Honor Guard and several department members traveled to Colorado Springs in September to join the Seets family in honoring Tye Seets, whose name was added to the IAFF memorial wall.
- In addition, the department participated in numerous public events, including the annual Memorial Day celebration, all significant parades, and recognitions of the 19 hotshots at the RWOP and other community organizations.
- As always, the year closed out with gift deliveries to several needy families through Prescott as part of the Firefighter Angel Fund.

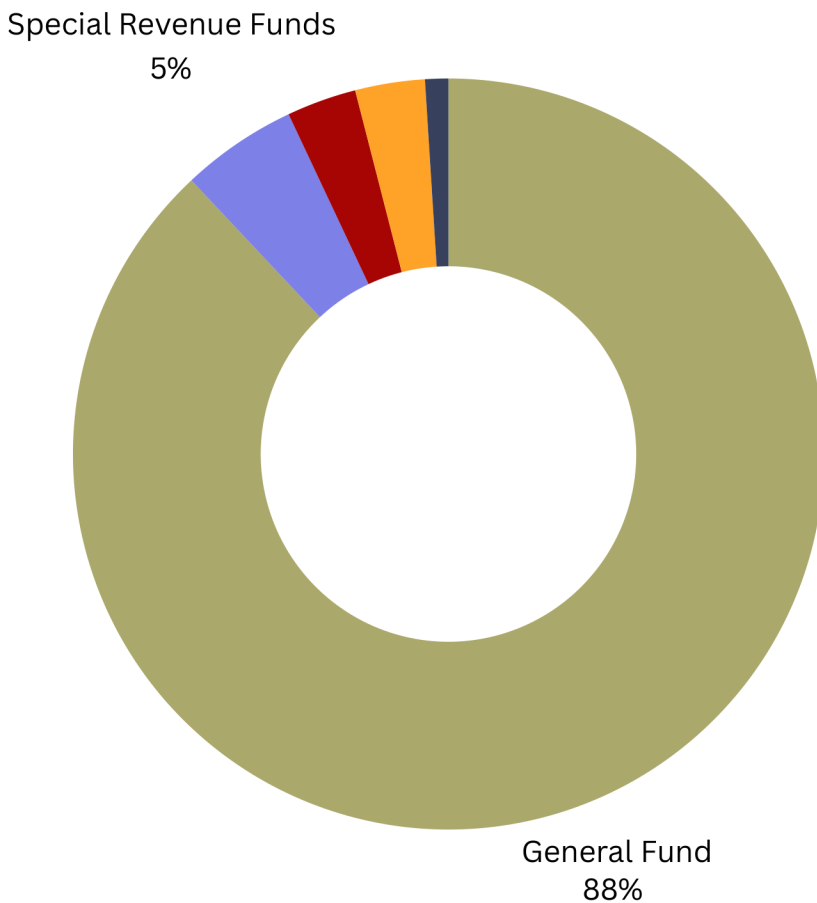


Prescott Fire Department Budget Overview



Funding Sources

The fire department relies primarily on general fund revenue to support its operations. While this is a traditional manner of funding city departments, PFD capital needs are beginning to displace a greater proportion of the general fund.



Expenditures by Category

During FY 24, the fire department was granted an increase in operating and capital budgets. This was related to a general salary increase for all city employees to keep pace with inflation, increased staff to help with backfill and administrative positions, and funding related to fire truck replacements and station design costs.

Fire Department Expenditure Summary

Expenditures by Category	FY2021-22 Actual	FY2022-23 Budget	FY2022-23 Projected	FY2023-24 Budget
Personnel Services				
Salaries	6,140,785	7,523,538	6,614,828	8,840,173
Benefits	2,057,462	2,073,689	2,183,812	2,462,878
Operating				
Supplies	615,273	621,519	719,875	1,041,238
Internal Charges	1,532,712	1,517,726	1,612,342	1,806,760
Other Services & Charges	671,557	942,832	757,776	1,436,900
Total Operating Expenditures	11,017,788	12,679,304	11,888,633	15,587,949
Capital Outlay	3,700,710	3,996,999	1,706,388	6,498,293
Total Expenditures by Category	\$ 14,718,498	\$ 16,676,303	\$ 13,595,021	\$ 22,086,242

Prescott Fire Department Performance Based Budget Structure

Beginning in FY 24, the department's budget structure has been divided into 4 Executive Divisions that oversee 16 functional programs (strategic programs) that direct current and required resources in a targeted manner to reduce the negative impact of the community's public safety issues. These were updated for FY 25 to better align with current responsibilities.

PFD Budget Division and Program Manager Assignments

1.0 Office of the Chief <i>Fire Chief Holger Durre</i>
1.1 Program: Administration - Program Manager: Knapp
1.2 Program: Leadership and Management - Program Manager: Durre
1.3 Program: Research and Technology - Program Manager: Durre
1.4 Program: Capital Investments - Program Manager: Durre
1.5. Program: Org Performance Management - Program Manager: Durre
2.0 Emergency Operations Division <i>Division Chief Ralph Lucas</i>
2.1 Program: Fire Suppression - Program Manager: Lucas
2.2 Program: Special Operations Program Manager: Hickey
2.3 Program: Emergency Medical Services Program Manager: Haskell
2.4. Program: Health and Safety Program Manager: Moffitt
3.0 Community Risk Management Division <i>Deputy Chief Tom Knapp</i>
3.1 Program: Risk Reduction and Planning Services - Program Manager: Devendorf
3.2 Program: Emergency Management - Program Manager: Durre
3.3 Program: Fire Investigations - Program Manager: Devendorf
3.4 Program: Wildfire Risk Management - Program Manager: Jackson
4.0 Essential Services Division <i>Division Chief Scott Luedeman</i>
4.1 Program: Training and Skills Development - Program Manager: Luedeman
4.2 Program: Readiness and Logistics - Program Managers: Luedeman/McElwee/Seets
4.3 Program: Employee Development - Program Manager: Fousek



OFFICE OF THE CHIEF

Annual Overview

The purpose of the Office of the Chief is to provide strategy, planning, and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.

Organizational Realignment

Over the course of the year, a new organizational structure was developed and implemented. In addition, administrative support personnel were realigned and generally divided into two major areas: process/business functions and personnel/customer support. All non-response personnel have been moved to the new city hall to support organizational development. Departmental policies were transferred into the Lexipol policy platform, during which approximately 50 policies were established that either did not exist before or were substantially altered for currency.

Community Engagement and Remembering the Granite Mountain IHC

The department successfully planned and executed activities to commemorate the 10th anniversary of the Yarnell Hill tragedy. Approximately 8,000 people attended the public commemoration, and communication with the victims' families has improved significantly. Throughout the year, the Fire Chief attended over 90 community events and ceremonies to engage residents and show support for community causes.

Council Engagement

Significant council presentations included adopting the Strategic Plan and renewing the AMR pre-hospital transportation contract. With the council's support, the department is nearing the implementation of the Deccan LiveMuM move-up module, which will reduce the number of move-ups in the system and improve response reliability and performance.

Capital Investments

The fire department is prioritizing facility-related investments, focusing on identifying locations for Station 76 in North Prescott and optimizing existing resources to better respond to the needs of our residents. The department is also updating its planning assumptions for station renovations and capital investment in training facilities, as the training tower has recently been demolished. A station condition inventory process was completed to assess the condition of each facility and prioritize projects. An appraisal is being conducted for Stations 72 and 51 to evaluate a potential property swap, which could lead to improved programming and facility enhancements. Meanwhile, the department is focusing on fleet vehicle replacements to reduce maintenance costs.

Performance Management

Despite staffing limitations, the fire department has made substantial progress in establishing a performance measurement framework. Achievements include establishing PowerBI dashboards in partnership with City IT and completing the 2023 Annual Compliance Report for accreditation. These efforts signal significant strides in enhancing performance measurement capabilities within the department.

Office of the Chief - By the Numbers

Outcomes and Impacts

While the monetary investment in fire protection services may seem significant, it pales compared to the value of the properties protected by the PFD. This investment in fire department funding yields immense returns by safeguarding property values and ensuring the safety and well-being of residents. Below is the ratio of fire department operational funding compared to the cash valuation of property within the City of Prescott

Fire Department Operational Funding: \$15,587,949	Ratio
Cash Value of Property within the City of Prescott: \$15,152,368,490	PFD Funding/Property Valuation: 0.10%

Staffing Assignments

Fire Chief	1	
Deputy Fire Chief	1	Oversees Administrative Services and CRM
Administrative Coordinators	2	Finance and Personnel
Administrative Specialists	2	Office of the Chief and Community Risk

Staffing for the Office of the Chief consists of two chief officers and four administrative personnel assigned to all major divisions throughout the department. The Office of the Chief receives direct support from the Finance Administrative Coordinator and Administrative Specialist.

2023 Activity Measures

6 Grants Administered

92 Public Events Attended

90 Intergovernmental Meetings

1,619 Invoices Processed

Strategic Plan Objectives Completed or On Track



The Value Fire Service Accreditation

The department maintains accredited status through the Center for Public Safety Excellence and the Commission on Fire Accreditation International. PFD is one of 14 fire departments in Arizona and 324 worldwide to hold this prestigious status. Fire service accreditation benefits fire departments, communities, and stakeholders by improving service quality, enhancing community confidence, reducing risks, promoting operational efficiency, encouraging professional development, and offering economic benefits. Ultimately, it fosters excellence, accountability, and innovation within fire departments, leading to safer communities and enhanced public trust and confidence.





EMERGENCY OPERATIONS

Annual Overview

The purpose of the Operations Division is to provide all-risk response services to the public so they can live, work, and recreate in a safe community.

Organizational Change and the Operations Division

In 2023, the Prescott Fire Department made great strides in becoming a more progressive organization. Several factors contributed to this success, including improved relationships with decision-makers, implementation of new leadership and organizational structure, and a focus on program management by line personnel. The Emergency Operations program has made incremental gains, with apparatus and equipment requests being supported. The department has been able to use its financial resources to purchase innovative equipment, such as battery-operated ventilation fans, whole-scene lighting, and programmable NARC vaults.

Facilities and Logistics

Facilities and technology have also seen some gains, with minor station improvements ongoing. The department has effectively addressed immediate repair needs, but major renovations are needed to modernize fire stations to industry standards. Key card technology has been installed for security, and new appliances, mattresses, and non-fixed station equipment have been evaluated and addressed. The IT department has upgraded Wi-Fi and wiring in many stations in preparation for a large station alerting project. Additional activities and specific objectives include separate turnout storage areas outside bay rooms and mixed-gender accommodations. Prescott Fire facilities were built between 30 and 50 years ago and have not received structural enhancements since that time. Therefore, our facilities have not kept pace with evidence-based cancer prevention practices and recruitment in today's workforce.

Staffing Additions

Restoring the Operations Chief role and adding six firefighters have been crucial to maintaining effective emergency response services. The Operations Chief position had been cut as part of the 2008 recession, and its revival is a welcome development as it provides a centralized point of command and control for the largest division of the organization. The additional firefighters are also a critical move to provide coverage for existing positions and reduce the occurrence of mandatory overtime. With these changes, emergency services can be better equipped to respond to incidents and ensure the community's safety.

Priority Training Program

The department faced a significant shortfall in firefighters qualified to act as engineers, captains, and battalion chiefs. To bridge the gap, an innovative approach known as the priority training program was established. This involved providing additional resources and preferred acting time for candidates willing to fill these critical roles. The program successfully qualified several personnel to act in all operational roles.

Wildland Program Focus

The City of Prescott faces a significant fire risk due to the wildland-urban interface. After the tragic incident of Yarnell Hill in 2013, the wildland program was reduced in scope. However, the threat of wildland fire remains a top priority for the fire department, and in 2023, PFD began to restore the capacity of this critical program. Though significant work remains to be done, the organization has refocused on this important component of community risk reduction by implementing a new program structure, clarifying training requirements, and including the wildland program coordinator on the command staff.

Emergency Operations - By the Numbers

Outcomes and Impacts

While the monetary investment in fire services may seem significant, it pales compared to the value of the properties protected by the PFD. This investment in fire department funding yields immense returns by safeguarding property values and ensuring the safety and well-being of residents. Below is the ratio of the fire department's cost per incident when all costs, including administrative and fire prevention costs, are considered.

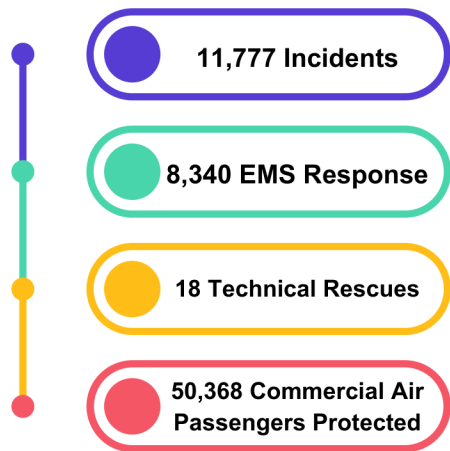
Number of Incidents Responded to: **11,777 Incidents**
% of Time missed due to Injury: **0.54%**
Firefighter Work-Related Injury Rate: **5.41%**

Commercial Airline
Passengers Protected
with ARFF Services:
50,368

Staffing Assignments

Operations Chief	1		
	<i>Daily Staffing</i>	<i>Total Staffing for 3 Shifts</i>	
Battalion Chiefs	1	3	Assigned to Each Operational Shift
Captains	5	15	5 Stations
Engineers	6.3	19	5 Stations, plus 3 ARFF Engineers
Firefighters	9.3	28	4 Coverage Slots per Shift

2023 Activity Measures

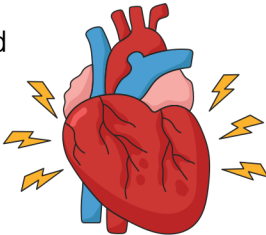


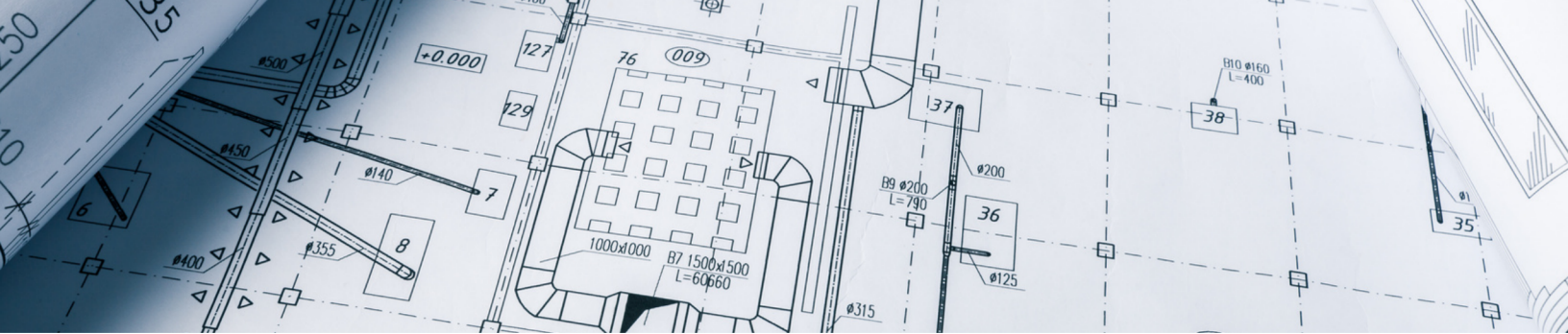
Percent of Wildland Fires Contained to the Initial Level of Complexity



Our Focus on Cardiac Arrest Survival

One of the most ambitious goals in the Prescott Fire Department's Strategic Plan is to measure and improve the percentage of cardiac arrest patients discharged from the hospital neurologically intact. This is a crucial metric as other cardiac arrest measures may indicate initial success but do not speak to long-term outcomes. Over the next year, we will begin tracking our baseline measure in this important part of our care delivery and examining ways that we can reduce the negative consequences of life-threatening emergencies experienced by the community.





COMMUNITY RISK MANAGEMENT

Annual Overview

The purpose of the Community Risk Management Division is to provide proactive risk identification, mitigation, and management services to people who live, work, and visit the Prescott area so they can enjoy a safe, resilient, and economically vibrant community.

Organizational Change and the CRM Division

The CRM Division has made significant improvements in all areas, and employees continue to obtain education to improve job performance. All programs within the division are being audited for best practices and improvement opportunities. However, with the community continuing to grow, demands that are not being met will increase. Progress has also been made in identifying high-hazard occupancies in the community and expanding safety inspections in these buildings, but significant gaps remain. The program has expanded outsourcing through contracted services, the critical components of plan review, and is requesting increased staff and dedicated management necessary to achieve this goal.

Innovation and Technology

During 2023, the CRM division instituted the third-party records management and notification services of Brycer, The Compliance Engine, to notify, track, and engage owners/occupants with the preventative service and maintenance of their life safety systems. Typically, a filed inspection would be performed, and the occupant would be advised of any required annual system services. This has not been obtainable recently due to low staffing in the CRM division.

Forestry Division Changes

The Forestry Fuels Program, along with its assets and budget, has been moved from the Fire Department to the Recreation Services Department of the city. This is a major transition meant to improve the crew's capacity. The Fire department will continue to manage and respond to wildfire incidents and create the city's wildfire risk reduction strategy. However, day-to-day management and supervision of the crew now fall to the recreation services department. This will better align the crew with the city's land management responsibilities.

Wildfire Risk Management

As a part of changes to the Forestry Crew this year, we also saw the addition of a Wildfire Risk Manager (WRM) to the CRM Division. This role involves coordinating projects on hazard mitigation, including developing a multi-year fuel treatment plan in partnership with the city's recreation services department. The goal is to support the city's Forestry Health and Risk Reduction Program. As part of this role, Wildfire Risk Manager oversees and assists in managing forestry-related grant applications, including grant administration activities. A key part of the position is collaboration with various stakeholders, organizations, and partners, such as city open space, HOAs, the State of Arizona, and the US Forest Service. Additionally, the WRM is responsible for leading community-wide initiatives such as the Fire Adapted Community framework to promote community wildfire adaptation. Finally, they will serve as the city's primary point of contact with Yavapai Firewise (Prescott Wildland Urban Interface Commission).

Staffing Innovations

Due to the relatively low full-time staff assigned to community risk management, the division continues to innovate to ensure customer needs are adequately met. This year, we utilized a variable hourly fire marshal to supervise the day-to-day activities of the division's programs and established a joint fire investigations on-call program with Central Arizona Fire and Medical Authority. While this is cost-effective, a survey revealed that we are the only Arizona municipality with a population greater than 50,000 that does not have a full-time fire marshal. Finally, we utilize two further variable hourly inspectors and a contract plan reviewer to keep pace with the volume and responsibilities of the division.

Community Risk Management - By the Numbers

Outcomes and Impacts

The impact of Community Risk Management services is more difficult to measure than other areas of the fire department. A single inspection may not have the same impact as one emergency response. However, the aggregate application of community risk reduction has been proven to have a significantly higher impact relative to the investment than emergency operations. This annual report is the beginning of establishing this value for the City of Prescott so that future investments can be made to reduce the need to rely solely on emergency response to manage the needs of the community.

Cost per Firewise Inspection: **\$75**

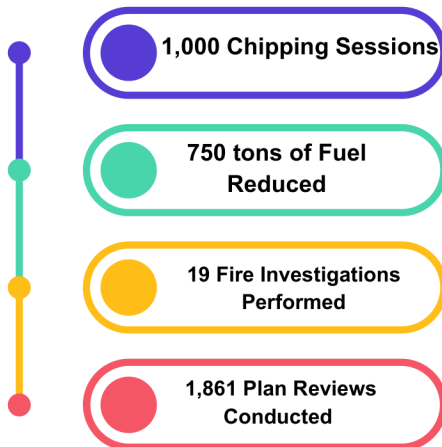
Firewise Inspections Conducted (Half a Year): **120**

Wildfire Acres Treated
250

Staffing Assignments

Plan Reviewer/Inspector/Investigators	2	
Wildfire Risk Manager	1	New Position in FY24
Variable Hourly Fire Marshal	0.3	Utilizing Retired Chief Officer
Variable Hourly Inspectors	0.6	Currently Unfilled

2023 Activity Measures



Emergency Management Program Expenditure per Prescott Daily Population



1 - Daily Average Population is 100,000

The Need for Data Collection in CRM

The department is putting significant effort into establishing databases and tracking mechanisms to better measure the activities across all programs. This year, 50% of CRM programs do not have reportable metrics due to this problem in fire investigations and risk reduction and planning services. With the establishment of a new department-wide RMS and better administrative staffing, this is expected to improve over the course of the coming year.





ESSENTIAL SERVICES

Annual Overview

Essential Services Overview

The training program is progressing well, and a few noteworthy initiatives are worth mentioning. A 40-hour training captain on loan from the emergency operations division, has proven to be highly effective in ensuring smoother day-to-day coordination of training activities, regional partnerships, and long-standing requirements. Some specific examples include issuing new task books for acting engineer, captain, and battalion chief qualifications, which several personnel signed off. Additionally, a formal annual training plan has been developed, which will help make the training more comprehensive and increase the number of classes taken by personnel.

Regional Collaboration

The department has successfully increased collaboration with local partners, resulting in cost-effective ways of expanding the program's reach. For instance, Yavapai College (YC) provided equipment and a breathing air fill station for the last recruit academy, and they are currently collaborating with the department to provide consistent training in our acting program through an online learning module that will result in college credits for those who complete the training. Additionally, the Prescott area training group is partnering with YC to provide classes for our succession planning, while CAFMA and PFD are discussing our first joint academy scheduled for September.

Training Facilities

The training center has undergone upgrades, including installing hard surfaces on the driving pad and creating new parking spots near the classroom facility. Additionally, the 45-year-old training tower was demolished because it had been deemed unsafe for any activities. The tower had already been decommissioned for live fire over ten years ago. While the entire training center needs to be fully remodeled following the designed plans, the tower is a critical need. The 3-phase training center rebuild project has been scheduled on the capital improvement plan since 2018, but funding has not been allocated to complete the project.

Data Collection

The training program is currently focused on collecting metrics related to its effectiveness and determining which activities should be tracked. These will be critical moving forward to demonstrate needs and program effectiveness.

Other Program Improvements

The program has identified that training hours need to be improved. Currently, many personnel are struggling to fulfill the training program's requirements. Although certifications are being maintained, the program aims to deliver classes that exceed these minimums. This will be a major focus for the upcoming year. Additionally, our PTB program and educational requirements need to be revamped, and we are in the process of making changes to the program. The increase in call volume makes it difficult for personnel to meet their training needs. The department can only take one engine out of service at a time, and often, crews cannot attend training sessions due to call volume.

The purpose of the Essential Services Division is to provide professional, logistical, and wellness services to employees so they can succeed in their work, career paths, and beyond.

Essential Services - By the Numbers

Outcomes and Impacts

Investing in our most important resource is paramount to ensuring effective service delivery. The Essential Services Division works tirelessly to train and develop our personnel so they can effectively carry out their duties. Firefighting is an increasingly complex profession, and annual continuing education requirements exceed 240 hours per person. In addition, coordinating higher education and leadership development classes requires a significant investment of time by both instructors and participants.

Promotional and Hiring Processes Conducted: 4

Total Training Hours by
PFD Employees

Personnel Supported: 77

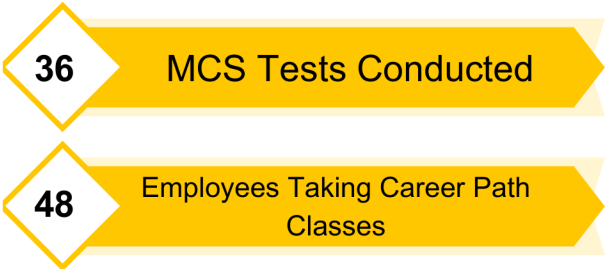
29,926

Staffing Assignments

Division Chief	1	
Training Captain	1	 On Loan from Operations
Shift Training Officers	8	 Shift Personnel on Overtime

Staffing consists of a division chief and a training captain currently on loan from the operations divisions. In addition, the program relies on eight shift training officers who work overtime to provide specific instruction. Finally, the program collaborates with human resources and CAFMA to accomplish larger programs.

2023 Activity Measures



% of Recruits that Successfully Complete the Prescott Fire Training Academy



Firefighter Recruit Training Innovations

Training recruit firefighters has never been more important than today. The constrained labor market has caused the department to re-evaluate its traditional onboarding and recruiting practices, and it will be participating in the first-ever “green” academy with CAFMA in the Fall of 2024. This allows us to recruit applicants who do not have firefighting certifications and, therefore, increases the qualified applicant pool. Throughout 2024, the department will examine the recruitment practices to adapt to the needs of today’s workforce and a growing department.





FEATURED PROGRAM - WILDFIRE RISK MANAGEMENT

New Program - Familiar Risk

The Wildfire Risk Management Program has been established to offer strategic, proactive, and coordinated wildfire risk reduction services to our community and the surrounding areas. The program aims to help people live, recreate, and operate sustainable businesses safely, while also reducing the impact of wildfire-related threats. This is the program's first year, which was created as part of the FY 24 budget process. The program is the result of a collaboration between the recreation services and the fire department, which co-manages the Forestry Health and Risk Reduction program. Wildfire is the greatest natural disaster threat to the City of Prescott. It is critical for Prescott Fire Department to address this threat, both from an operational, as well as a prevention standpoint.

Key Metric

\$ Program expenditure per acre treated (fire mitigation):

\$1,500.00

Additionally, the program has introduced the Fire Adapted Community framework, representing a significant change in philosophy. Instead of being only Firewise and response-focused, the program's perspective has shifted towards a community-wide effort to reduce the impact of wildfires. The program utilizes a broad set of stakeholders and partners in this effort.

Our Transition to the Fire Adapted Community Framework

In 2023, the Prescott Fire Department onboarded a Wildfire Risk Manager tasked with creating a strategy for minimizing future risks to life and property. The Wildfire Risk Manager develops long-term strategies to reduce wildfire risk within the FAC framework. Part of his duties includes outreach and the education of our residents. He can be contacted at the Prescott Fire Department at 928-777-1700. Part of his educational work will be introducing the concept of Fire-Adapted Communities to our region.

The Fire Adapted Community concept takes a core concept we should already be familiar with, Firewise, and expands it to cover everyone's role in protecting our community. It also expands the idea of being prepared to include your actions during a fire as well as after it passes. It is a more holistic approach, which makes sense given where we live. Wildland fires are going to happen as they always have, so we need to have the right approach in living with its presence.

The Future of Wildfire Risk Reduction

Prevention and suppression are two sides of the same coin when addressing the wildfire threat. The fire department needs to continue developing and training its firefighting staff. But it's also essential to focus on education and code enforcement to prevent wildfires. The Fire Adapted Community concept is an effective approach to creating a community-supported drive toward improvement. In 2024 and beyond, we plan to expand these services to continue to keep our community safe.





FEATURED PROGRAM - HEALTH AND SAFETY

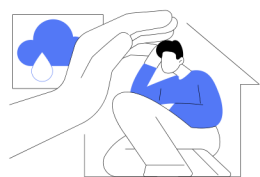
Taking Care of Our Personnel

The Health and Safety Program has been established to offer physical, mental, and preventive healthcare facilities to members of the Prescott Fire Department and their families. The program is designed to foster a healthy and safe work environment and culture and has expanded its scope and significance. It includes a team of dedicated support staff and programs focused on physical fitness, evaluation, and safety-related initiatives. Services the program provides include:

- Annual Fit for Duty Exams
- Accident Investigations
- Cancer Awareness and Screening Resources
- Health & Safety Surveys
- Injury Prevention Classes
- Mental Health Resources
- Peer Counseling/Coaching Sessions
- Physical Fitness Standards
- Station Safety Assessments



Engineer Jason Heartisan ran 24 hours to raise awareness for mental wellness in the fire service and set a Guinness Book World Record



In 2023, 263 culturally competent counseling sessions were provided to our employees to support their mental wellness needs.



The Importance of the Program

Firefighting is a profession that poses significant hazards to those who work in it. However, the impact of these hazards is not always dramatic. Firefighters face cumulative stress, work in difficult conditions while fatigued, and are exposed to chemicals, all important factors to consider when ensuring their safety. We prioritize a safety culture, risk management, and support mechanisms to protect our employees. Our employees are our most valuable asset, so we focus on programs and changing the culture simultaneously. A sustainable safety culture promotes behaviors that align with risk-management controls developed to mitigate risk and prevent loss of life. Efforts to reduce the stigma of risk management and mental health injuries and increase care are crucial. The focus and mindset of organizations and personnel must shift to decrease the number, frequency, and severity of injuries and fatalities.

Capital Investments

Since the last Prescott Fire Station was built, significant research has identified how fire stations should be designed to reduce exposure, cross-contamination, and provide a supportive environment. As our employees spend half their working life living in these facilities, it has a significant return on investment. Our strategic plan has identified station renovations or replacements at all existing stations to maximize the impact of this on our employees.

2023 Awards and Recognitions



Firefighter of the Year

Brandon Scott

Recognized for his work in the EMS supply program, especially during the pandemic, and contributions to the health and wellness of firefighters



Paramedic of the Year

Jeff Jones

Recognized for clinical excellence and patient advocacy including direct contributions in saving several critical patients



Elks Firefighter of the Year

Kristofer Yount

Recognized for outstanding commitment to the PFD Honor Guard and the Prescott Firefighter's Charities

City Years of Service Awards

Jeff Archer - 10 Years of Service
Butch Griskowitz - 10 Years of Service
Pat McCarty - 15 Years of Service
Dave Peterson - 25 Years of Service

Volunteer Achievements

More than 2,000 hours of Total Service Donated

Mike Harlan
Jerry Kowell

2023 Personnel Changes

New Hires

Daniel Dulin - Firefighter
Joseph Giampoli - Firefighter
Matthew Gonzales - Firefighter
Noah Medrano - Firefighter
Chris Moore - Firefighter
Alfredo Navarrete - Firefighter
Timothy Parrish - Firefighter
Conrad Jackson - Wildfire Risk Manager
Hannah Hickman - Administrative Specialist
Kristen Qualley - Administrative Specialist

Promotions and Reassignments

Ralph Lucas - Division Chief
William Hickey - Battalion Chief
David Haskell - Battalion Chief
Jordan Pluimer - Captain
Parker Moore - Captain
Brennan Johnstone - Captain
Eddie Chalfoun - Engineer
Jaimie Sventek - Finance Administrative Coordinator
Lori Burkeen - Personnel Administrative Coordinator

Retirements and Career Transitions

Marsha Collier - 28 Years of Service
Travis Epperson - 27 Years of Service
Jason Wallace - 24 Years of Service
Butch Griskowitz - 12 Years of Service
Mike Hormell - 1 Year of Service



**THE MEMBERS OF THIS DEPARTMENT ARE
MOTIVATED BY A QUIET DETERMINATION
THAT WILL CARRY US FORWARD INTO A
BRIGHT FUTURE**

Our volunteers, civilians, and public safety professionals share a common identity. This mindset has been repeatedly affirmed and forged by challenge and adversity. You will see it reflected in all our interactions with our stakeholders. For the people of this organization, “Community First - Courage, Grit, and Duty - Driven by Excellence” is more than a slogan. It is our attitude and resolve that we face every challenge. We are certain that this department and the community will look back at this time when the motivational energy created by adversity, coupled with a clear plan, became the roadmap that helped create truly impactful solutions that will endure. Thank you for joining us on the journey!

QUIET DETERMINATION

THE CRITICAL ISSUES AHEAD



CITY OF PRESCOTT
ARIZONA

As we look ahead to 2024, several issues will continue to be front and center for this department. Many of these issues are shared by other departments in the City and are already on the radar screen for the Council. Finding sustainable solutions in these areas will ensure our continued ability to serve the community adequately:

Infrastructure Investments to Improve Outcomes

The community's growth and the demand for fire department services continue to grow and have outpaced our ability to cover reliably. Investments in additional stations are important, but improving existing infrastructure is just as important—both in terms of firefighter health and safety and our ability to meet the community's needs in existing areas of the city

- CY 24 Initiatives: Fire Station Coverage Plan Adoption and Funding Options, Facilities Prioritization, and Impact Measurement

Recruiting and Retaining Our Workforce

Finding qualified staff who meet our expectations and live our values is increasingly constrained. This issue is faced around the country. However, the growth in central Yavapai County and CAFMA's need for additional staff will make this even more challenging due to the relative isolation of our metro area.

- CY 24 Initiatives: CRM Staffing Analysis, redesigned recruitment and retention strategies for Fall Academy and First Green Academy in the Fall, and aggressive investments in our staff to keep them engaged and connected, such as shift schedule optimization.

Improving Data Collection and Analysis

This department heavily depends on data collection and analysis. This is critical to providing decision-makers with the ability to make sound decisions that balance the various needs in the community. The department needs to continue to invest in capability in this area. Opportunities exist with the city to partner, and we are actively updating our databases.

- CY 24 Initiatives: Establishment of accurate databases, RMS transition, cultural shift towards data, and consistency in reporting.

Funding Crucial Community Needs

The cost of personnel and infrastructure is increasing, putting pressure on the city's general fund. This challenge must be met and overcome to improve and maintain the service level our citizens expect. Innovation is critical to reducing this impact, but additional funding will be needed.

- CY 24 Initiatives: Accurate and objective representation of the community's needs, scalable solutions for policy-makers, and results-oriented reporting.

Community First - Courage, Grit, and Duty - Driven by Excellence



Prescott Fire Department



ISO Class 2 - Internationally Accredited

Community First - Courage, Grit, and Duty - Driven by Excellence

www.prescottfire.org

Dedication

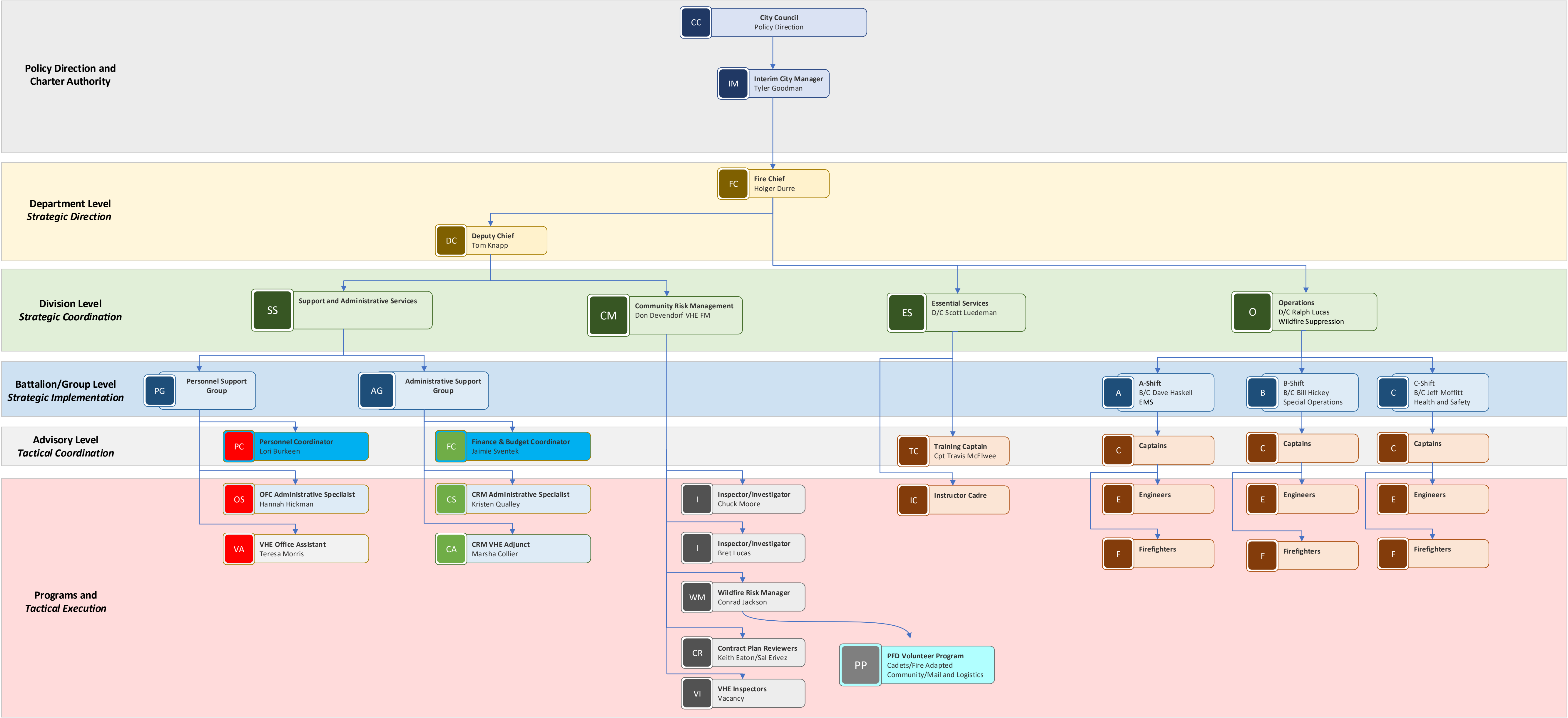
This document is dedicated to our community, whom we have a duty to protect, and the public safety professionals that came before us. May we never forget their contribution and sacrifice to allow us the ability to stand on their shoulders so that we can envision a bold future.



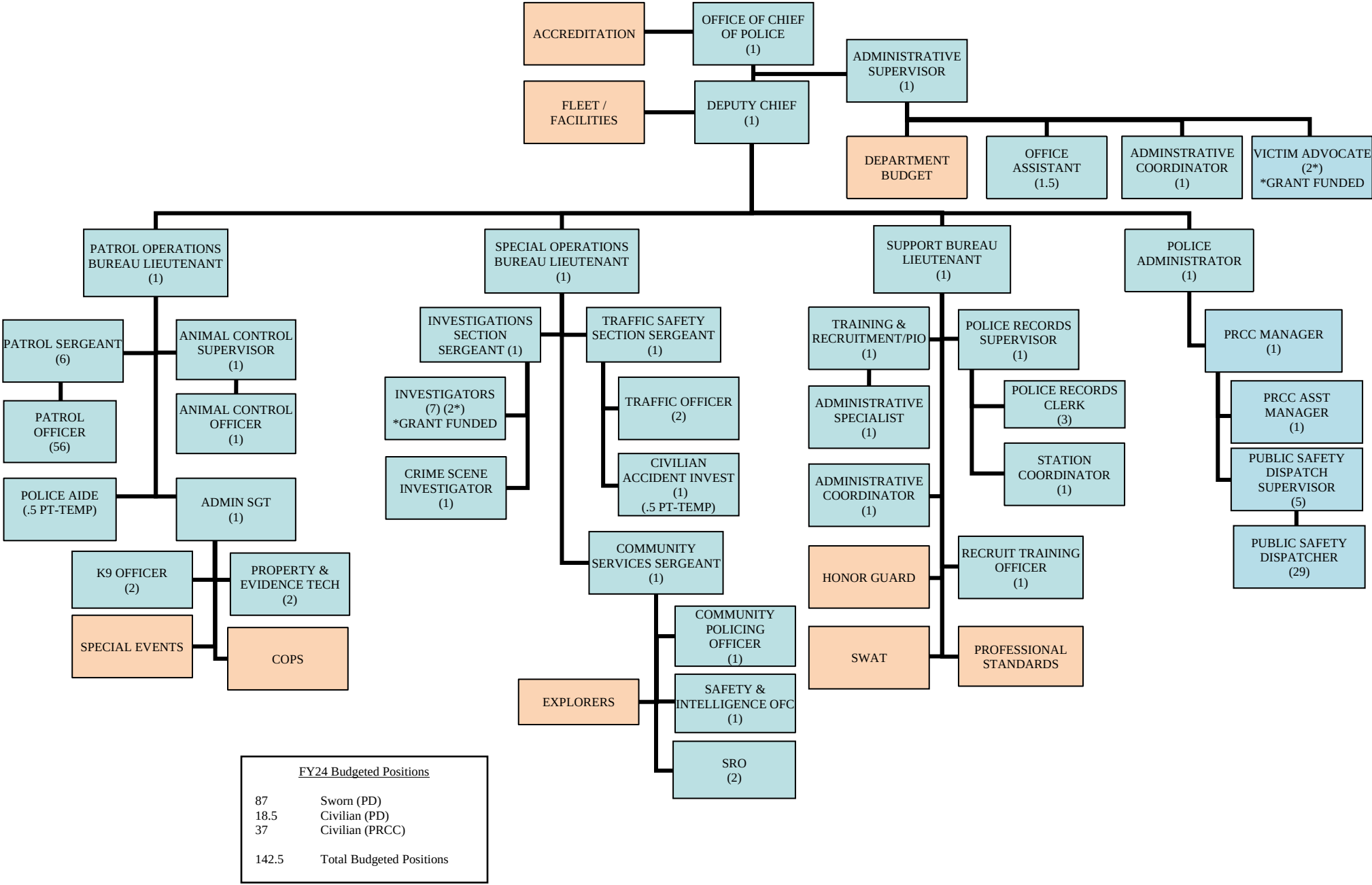
Prescott Fire Department Organizational Chart



Primary Group Role



PRESCOTT POLICE DEPARTMENT



FY24 Budgeted Positions	
87	Sworn (PD)
18.5	Civilian (PD)
37	Civilian (PRCC)
142.5	Total Budgeted Positions

PRESCOTT POLICE DEPARTMENT

2023 Annual Report



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Amy Bonney

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LEGACY FAMILY TRADITIONS



Vision, Mission & Values

MISSION STATEMENT

To provide the highest level of service in a collaborative effort with our community to protect life, property, and the rights of all people.

VISION

To be a leader in our region by working with community members in order to provide superior public safety services.

VALUES

Integrity

Accountability

Courage

Respect

Excellence

CHIEF'S MESSAGE

I am pleased to present the 2023 Prescott Police Department Annual Report. The annual report is a document designed to highlight a small portion of the excellent work performed by the men and women of the Prescott Police Department. Summarizing the quality and tremendous volume of service this department provides each and every day is no easy task.



This document is reflection of the high value we place on adhering to our mission and staying focused on people every day. It shows in raw numbers the commitment every member of this department has for serving our community, policing effectively, and working together as a team.

We continued to maintain a safe community through effective and efficient police work, and continued to build upon the amazing relationship we have with our community. We enhanced the trust our community has in us through increased outreach, enhanced patrol efforts, and innovative investigation techniques. And, we continued to leverage technology to enhance team members safety, identify and apprehend suspects, support victims of crime and serve this community with professionalism.

This is due entirely to the diligence and dedication of each and every member of this team.

THANK YOU!!!!

Amy Bonney
Chief of Police

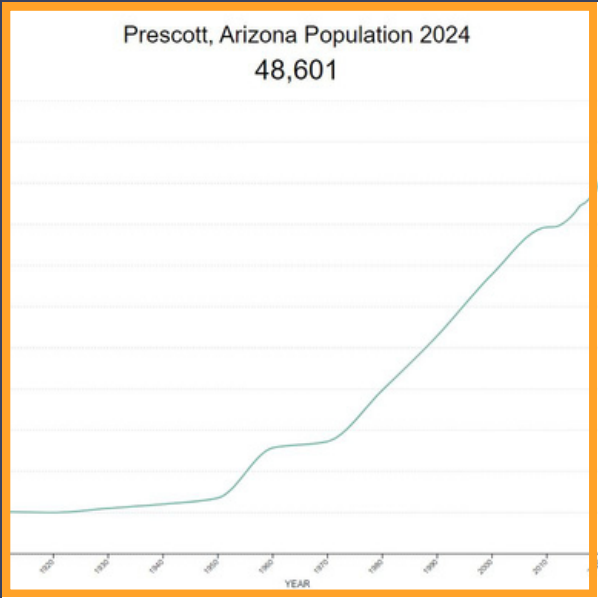
2023 A YEAR IN REVIEW...

CITY OF PRESCOTT



Growth Rate 1.04%

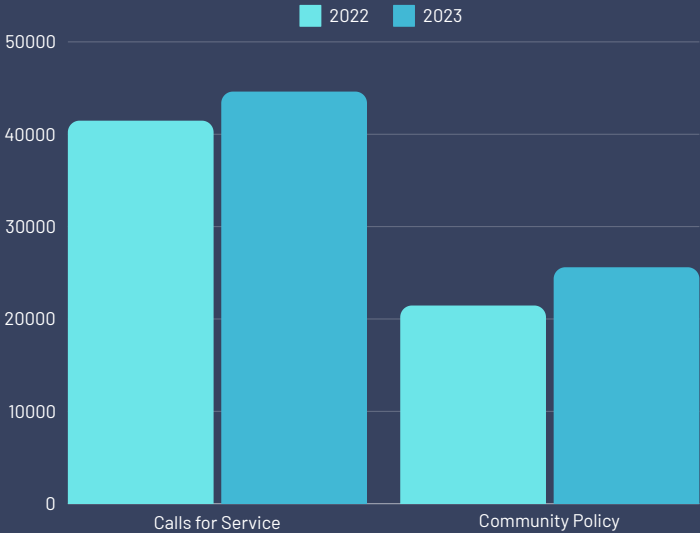
State	Arizona
County	Yavapai County
Land Area (mi ²)	44.9 sq mi
Density (mi ²)	1,081.50/sq mi
Growth Since 2020	5.52% (2,544)



Total Calls for Service



Community Policing



POLICE ADMINISTRATION



AMY BONNEY
Chief of Police
amy.bonney@prescott-az.gov



JON BRAMBILA
Deputy Chief of Police
jon.brambila@prescott-az.gov



JASON SMALL
Lieutenant
jason.small@prescott-az.gov



COREY KASUN
Lieutenant
corey.kasun@prescott-az.gov



GARY NOVAK
LIEUTENANT
gary.novak@prescott-az.gov



JIM DeLUNG
Police Administrator
jim.delung@prescott-az.gov

BUDGET SUMMARY

2022-2023

\$10,561,312	Personnel Services
\$830,828	Supplies
\$2,539,189	Internal Charges
\$1,201,279	Other Services & Charges
\$2,524,650	Capital Projects/Outlays
\$17,657,258	Total

ADMINISTRATIVE INVESTIGATIONS

2023

Complaints Investigated: 6

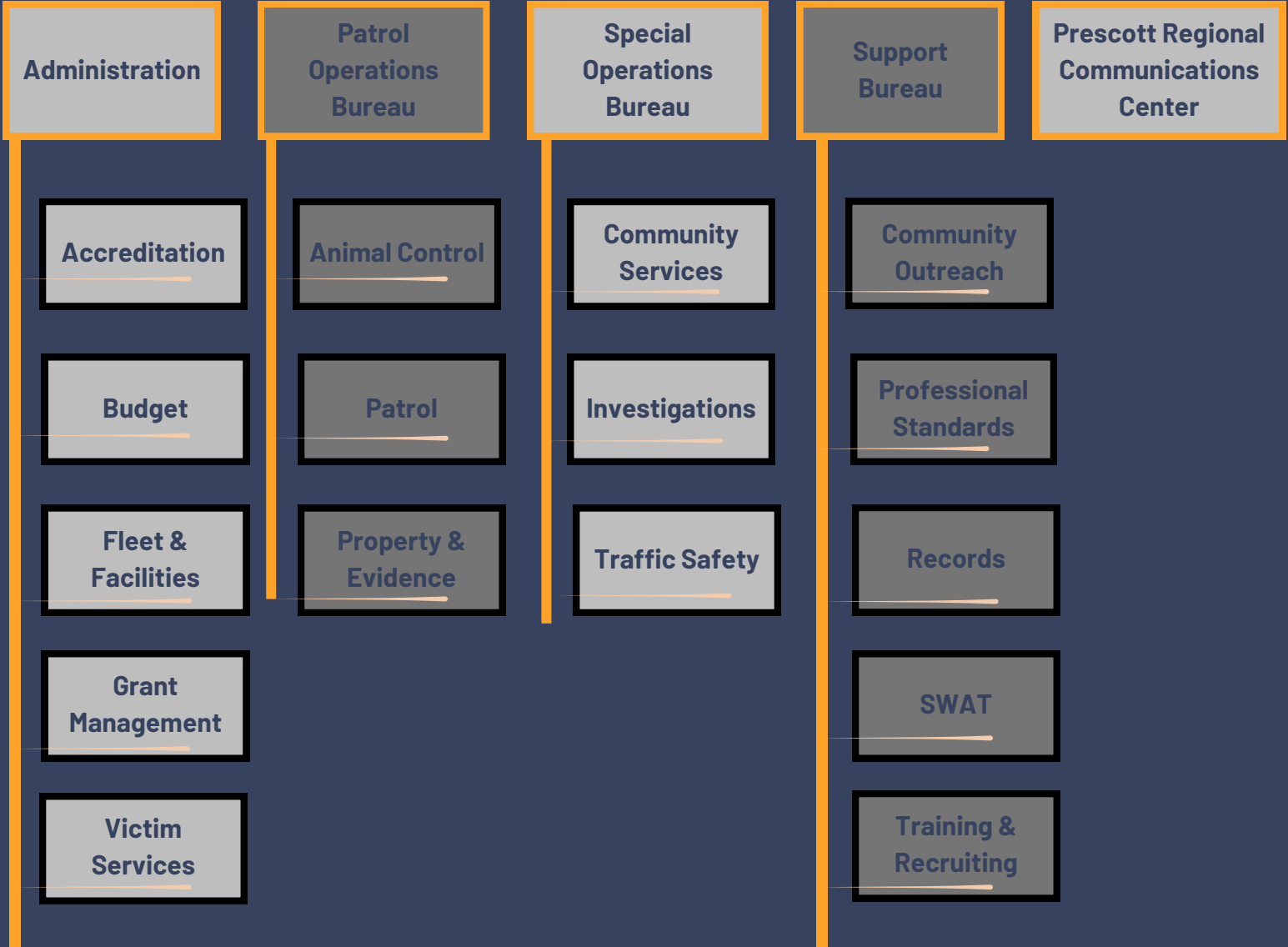
Sustained: 3

Not Sustained: 0

Unfounded: 3

Pending: 0

DEPARTMENT ORGANIZATION



PERSONNEL



Prescott Police Personnel

As of December 31, 2023, the Prescott Police Department employed 72 certified officers and 53 civilian staff members; 31 of those 53 civilian staff members were assigned to Prescott Regional Communications Center. The number of authorized certified positions are separated by rank below. In 2023, there were 1.48 sworn personnel for every 1,000 residents in Prescott.



1

Chief



1

Deputy Chief



3

Lieutenants



10

Sergeants



9

Lead Police Officers



48

Officers

Promotions:

Dustin Halama - Dispatch Supervisor

Steven Steinke - Dispatch Supervisor

Retirements:

Jeanine Barto - Dispatch Supervisor

Arron Jennison - Detective

Police Officers Hired: 11

Civilian Employees Hired: 12

Background Investigations: 56

Training Classes: 144

Training Hours: 4,413

PATROL OPERATIONS BUREAU

Lieutenant G. Novak

PATROL

Sergeant C. Cook
Sergeant. A. Siegel
Sergeant J. Shapiro
Sergeant P. Mora
Sergeant B. Gerlach
Sergeant M. Medina

ANIMAL CONTROL

Supervisor S. Gray



Total Calls for Service: 44,619

Total Arrests Made: 1,605

Total Number of Reports: 9,041

Sex Offender Checks: 659

Lost and Found: 371



PROPERTY & EVIDENCE

Items Processed: 6,363

Items Held: 19,470

Evidence Requests: 22,659

Items Destroyed: 1,574

Pounds of Drugs Incinerated: 928



PATROL OPERATIONS BUREAU

ANIMAL CONTROL

Total Calls for Service: 4,454

Animal Cruelty Calls for Service: 71

Animal Bite Calls for Service: 93

Dog Barking Calls for Service: 181



OFFICER K. ALLTOP AND K-9 COOPER

Training Events: 81

Training Hours: 179.5

Detection Exercises: 127

K-9 Deployments: 25

K-9 Alerts: 19

Drug Seizures: 41

OFFICER L. MILLION AND K-9 BENNY

*October 2023 - December 2023

Training Events: 18

Training Hours: 42

Detection Exercises: 32



SPECIAL OPERATIONS BUREAU

Lieutenant J. Small



Sergeant N. Barto
Sergeant M. Parker
Traffic Safety Section



Sergeant J. Poulin
Investigations Section



Sergeant B. Scott
Community Services Section

TRAFFIC SAFETY SECTION

CRASHES

Collisions: 1,045
Non-Injury: 755
Injury: 240
Fatal: 2

TRAFFIC CONTACTS

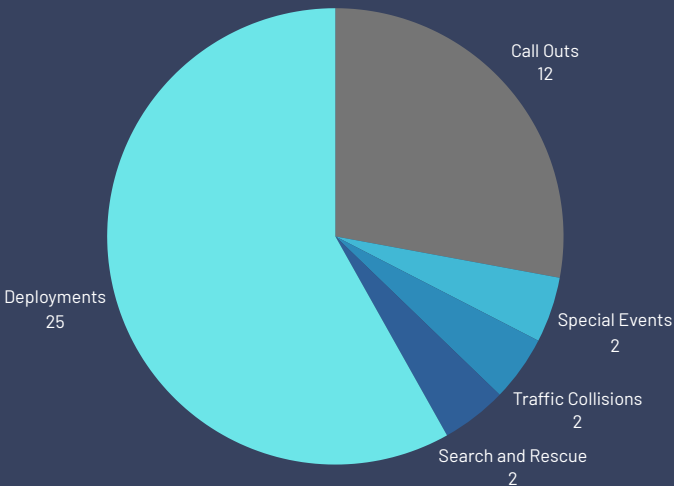
Parking Citations: 2,156
Parking Warnings: 633
Traffic Contacts: 12,488
Citations: 3,315
Warnings: 6,384
Traffic Stops: 12,787
DUI Arrests: 275

HIGHLIGHTS:

DUI Saturation Patrols : 14
Speed & Aggressive Driver Details: 11
Federal Grants \$65,500



Technical Support Unit (TSU)



VOLUNTEERS



Citizens on Patrol: 15
Total Hours: 6,936.8

Equivalent Value (\$29.72/Hourly):
\$206,161

SPECIAL OPERATIONS BUREAU

Cases of General Crimes
Assigned for Investigation: 349

Homicide : 2

Robbery: 4

Aggravated Assault: 17

Burglary: 21

Motor Vehicle Theft: 14

Arson: 1

Death Investigation: 62



Financial Crimes

Fraud/Forgery: 57

Other: 46

Sex Crimes

Sexual Assault: 22

Child Sex Exploitation: 14

Other Sex Offense: 74



CRIME SCENE INVESTIGATOR

Call-outs (after hours): 19

Crime Scene Assists: 61



SPECIAL OPERATIONS BUREAU

COMMUNITY SERVICES SECTION

The Community Services Section consisted of one sergeant, one Terrorism Liaison Officer, one high school resource officer and one middle school resource officer (assigned at the start of the 2023-2024 school year) with the remaining four officers being assigned to the Patrol Bureau.

Active Shooter Response Training

Over the summer the Community Service Section provided a department wide training for Active Shooter Response. The training introduced concepts from the Advanced Law Enforcement Rapid Response Training (ALERTT) Active Shooter Response Level 1 program. Prescott Fire Response was also integrated into warm zones at an active shooter scene. These were concepts delivered from the ALERTT Active Attack Integrated Response (AAIR) course. Sworn officers from all assignments were presented force on force situations and responded practicing tactics from the level 1 and AAIR programs. The final scenario incorporated our officers working with members from the Prescott Fire Department. The training was held at a new school facility in our jurisdiction.



Bike Patrols: 68

Presentations/Trainings Provided: 86

Special Event Details: 95

Terrorism Liaison Officer Assists:

Patrol & Investigations: 101

Threat Assessments: 17

Background Checks: 46

SCHOOL RESOURCE OFFICERS

High school numbers are
January 2023- December
2023 where the Middle
School numbers are
August 2023- December
2023

High School

Students Taught: 635

Classes Taught: 20

Criminal Cases Investigated: 75

Arrests: 66

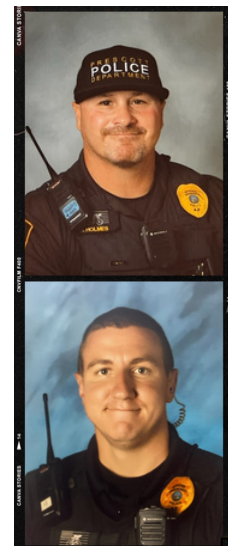
Middle School

Students Taught: 337

Classes Taught: 15

Criminal Cases Investigated: 70

Arrests: 17



SUPPORT OPERATIONS BUREAU

RECORDS SECTION

Reports Entered into RMS: 9,041
Criminal History Inquiries: 1,794
Online Reports Submitted: 334
Fees Collected: \$5,331.25
Public Records Requests: 3,659
Crash Reports Uploaded Online: 341
Crash Reports Purchased Online: 229
Revenue from Online Crash Reports: \$1,145



COMMUNITY OUTREACH

Crime Prevention & Community Outreach plays a crucial role within our police department, serving as a bridge between law enforcement agencies and the community that we serve. Our goal is to build trust and rapport with our community, provide educational presentations regarding preventing crime and reducing fear of crime, and empower our community to take an active role in their own safety and security.



Social Media Posts: 429

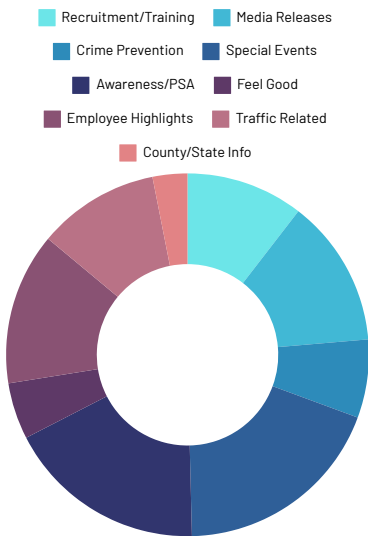
Pink Patch Events: 11

Community Outreach Events: 45

Neighborhood/Block Watch: 12

Citizens Academy : 2

26th Annual Shop with a Cop

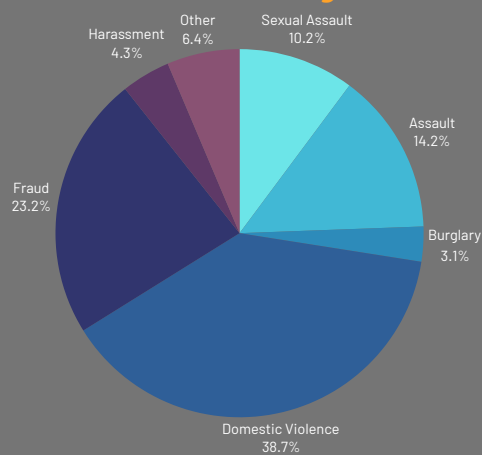


ADMINISTRATIVE SUPPORT & SERVICES

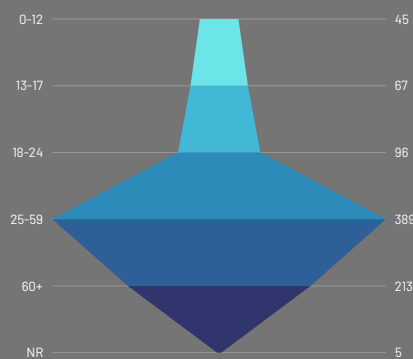
VICTIM SERVICES UNIT

The Prescott Police Department Victim Services Unit consists of two fulltime, grant-funded victim advocates, a fulltime facility canine, Eden, and one volunteer who provide services to victims of crime, helping connect them to community resources. Our victim advocates work closely with the department's Investigations Section to ensure communication is ongoing, which helps ensure victims are informed and can navigate the criminal justice system with greater understanding and clarity as well as give them a voice through the process. The Prescott Police Department was awarded another one-year grant through the Victims of Crime Act (VOCA) Victims Assistance – Arizona Department of Public Safety Administration Unit for the period October 1, 2023 through September 30, 2024.

Victimization by Crime



Age of Victims



In 2023, the Victim Services Unit provided assistance to 815 victims of crime, with 26 of those including the assistance of Eden. Domestic/intimate partner violence, assault, and fraud were the three highest victimization types followed by adult/child sexual assault and harassment. In addition to providing services to victims of crime, Senior Victim Advocate Amy Fillingim and Eden were asked by the Yavapai County Attorney's Office to assist with seven trials involving minor (children) victims of crime. They spent numerous hours with victims in preparation for trial, which included the victim(s) getting to know Eden, walking the courthouse and courtroom, appearing during testimony, appearing when the jury had reached their verdict, and during sentencing. During Eden's first three trials, Senior Victim Advocate Fillingim sat in eyesight of Eden to make sure she was following her commands and remained quiet and out of sight of the jury. During Eden's fourth trial in 2023, Senior Victim Advocate Fillingim sat out of sight in the back of the courtroom. This trial was much more intense as it involved Eden comforting three minor victims, which resulted in two very long days of testimony. Eden performed exactly as instructed; she remained under the testimony box, out of sight, and provided comfort to the victims by curling around their feet as they became upset or nervous. From these four trials, Eden helped the victims share their private experiences that resulted in successful prosecution of the offenders - 117 years of incarceration to date. Comments received from minor victims who testified with Eden present at their feet included; "I couldn't have done it without her.", "She made me feel safe.", "I felt more relaxed when testifying.", "She made me feel more calm."



ADMINISTRATIVE SUPPORT & SERVICES

FLOCK STATIONARY LPR SYSTEM

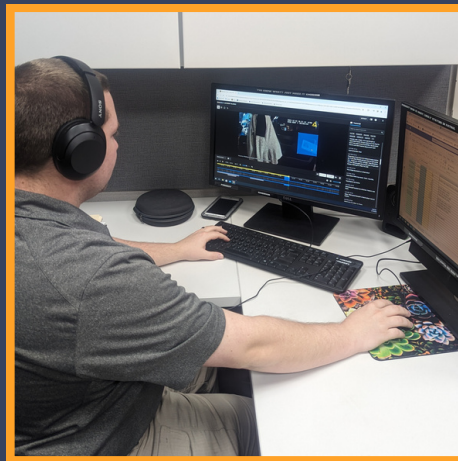
In July, the department had 16 stationary license plate readers installed on major thoroughfares within the city. The flock cameras assisted in 36 cases between July and December.

BODY CAMERA REDACTION

Redaction Cases Requested: 75

Hours of Redaction: 607.91

Body camera videos released: 482



ACCREDITATION

July marked the completion of year two of the four year reaccreditation cycle. Over 500 proofs were compiled to meet the 174 standards set forth by the Arizona Law Enforcement Accreditation Program. The process to have Prescott Regional Communications Center accredited also began in 2023. The communications manual has 39 additional standards and requires 127 proofs of compliance. Our Property and Evidence Unit will begin the accreditation process in 2024. The property and evidence manual will consist of 50 standards that do not conflict with the current property and evidence chapter of the law enforcement standards manual.

FALSE ALARM PROGRAM

Reduced the outstanding false alarm balance from \$16,178.30 at the beginning of January 2023 to \$1,010.52 by the end of December 2023.

False Alarm Calls: 845

Alarm Permits: 2,997



PRESCOTT REGIONAL COMMUNICATIONS CENTER



Administrator
J. DeLung

Manager R. Martin
Assistant Manager P. Ford-Skibbe
Supervisor J. Barto
Supervisor D. Halama
Supervisor R. Merly
Supervisor B. Newton
Supervisor S. Steinke

The Prescott Regional Communications Center provides superior emergency communication services to eight regional partners, including the Central Arizona Fire and Medical Authority, Groom Creek Fire District, Prescott Fire Department, Prescott Police Department, Prescott Valley Police Department, Walker Fire Association, Yavapai College, and Yavapai Prescott-Tribal Police Department.

COMMUNICATIONS

911 Calls Received: 53,140

7-digit Emergency Calls: 122,196

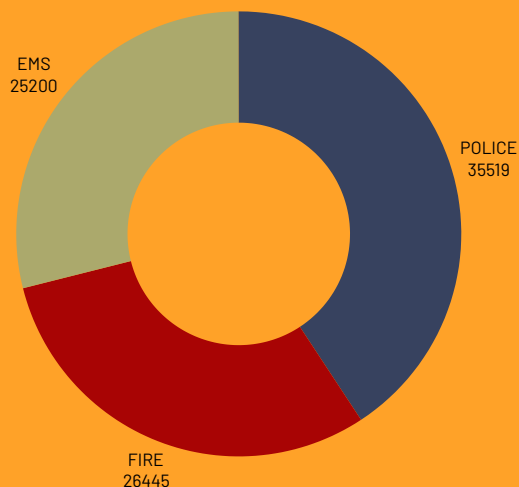
Total Calls: 178,000

98% of all 911 Calls Answered within 15 seconds

99% of 7 10-digit Non Emergency Calls Answered within 15 seconds



CALLS for SERVICE



BUDGET SUMMARY

Personnel Services - \$2,676,069
Internal Charges - \$287,469
Operating Services - \$23,675
Other Services - \$384,506
TOTAL- \$3,371,719

10 : 911 Telephone Lines

24: 7-digit emergency Lines

Next Gen 9-1-1

Text to 9-1-1

Code Red Emergency Notification

TTY Relay Services

LEGACY FAMILY TRADITIONS

Our department's family ties run deep. Each officer on this page has a story to share. Here is an excerpt from the Sutton family story written by Jeremy:



Jeremy Sutton #262

Brian Sutton #541

My journey into service began with a childhood dream of military service. From a young age, I was captivated by tales from the members of my family that served in the military. Inspired by this sense of duty, I knew from an early age that I wanted to follow in their footsteps. This desire only intensified as I grew older. In 1994, I made the decision to enlist in the United States Marine Corps. I dedicated myself wholeheartedly to my service, proud to wear the uniform of a Marine but knew it was time to get out when I started a family of my own. My career in the Marine Corps ended in 1998. Then the events of 9/11 rekindled my desire to serve. Uncertain of my next steps, I turned to my father-in-law, a Vietnam veteran and former deputy sheriff, for guidance. It was his suggestion that I consider a career in law enforcement, a path that had never before crossed my mind. I decided to pursue this new opportunity, eager to continue serving in a different capacity. In January of 2002, I embarked on a new chapter of my life as a police officer with the Prescott Police Department.

My son Brian was raised in the shadows of the police officers from the age of three, hearing many stories from his grandfather as well as the men and women of the Prescott Police Department. Excelling in school, Brian initially pursued a different path, as an accountant with a small Prescott business. Over time he reevaluated that path and ultimately decided he wanted to be a part of Prescott Police Department. With the support of his family, Brian began his own journey into law enforcement, joining the ranks of the Prescott Police Department in June of 2023. He quickly became committed to serve and protect his community. And now in my 22nd year of law enforcement, I watch with pride as Brian navigates the early stages of his career.



Garry Grahlmann #203
Greg Grahlmann #458



Brenda Kasun #105
Corey Kasun #234



Robb Martin #270
Kevin Forrest #435



John Hanna Sr. #132
John Hanna Jr. #245



Gary Novak #243
Wyatt Novak #459



Shane Reed #18
Perry Reed #508



PRESCOTT POLICE DEPARTMENT

AMY BONNEY
CHIEF OF POLICE

MARCH 26, 2024



PRESCOTT REGIONAL



COMMUNICATIONS CENTER





AGENDA

- STRUCTURE & BUDGET
- STRATEGIC GOALS
- DEPARTMENT OVERVIEW
- INNOVATIONS IN POLICING
- ACCOMPLISHMENTS
- QUESTIONS



COMMAND STAFF



AMY BONNEY
Chief of Police



JON BRAMBILA
Deputy Chief of Police



JASON SMALL
Lieutenant



COREY KASUN
Lieutenant



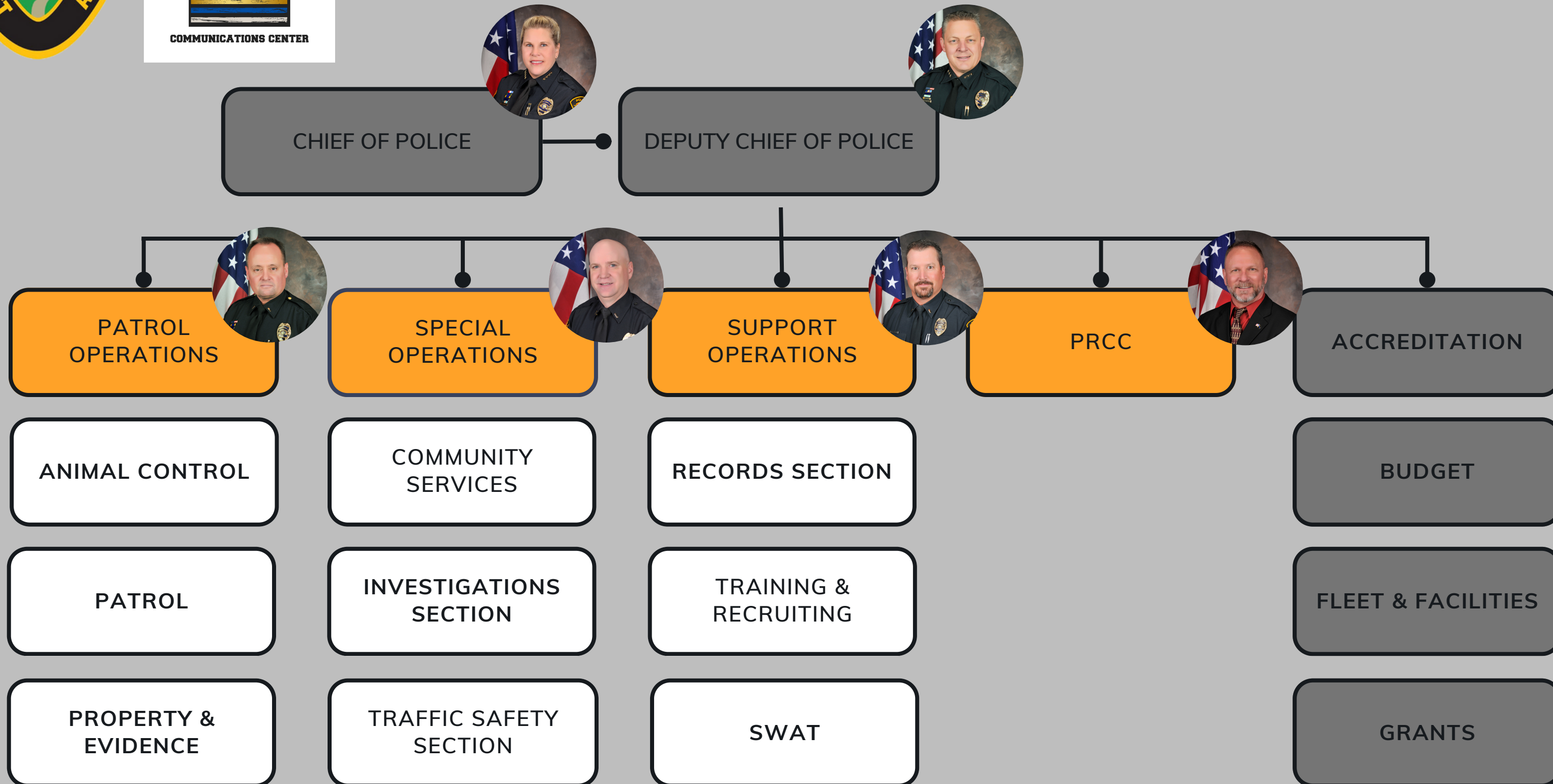
GARY NOVAK
Lieutenant



JIM DeLUNG
Administrator



ORGANIZATIONAL STRUCTURE





MISSION

To provide the highest level of service in a collaborative effort with our community to protect life, property, and the rights of all people

VISION

To be a leader in our region by working with community members in order to provide superior public safety services

VALUES

Integrity * Courage * Accountability * Respect * Excellence





ALEAP ACCREDITED SINCE JULY 14, 2021

The Prescott Police Department was one of the first in Yavapai County and a leader in the state to apply for accreditation and complete all necessary steps to be commised as an accredited agency by the ALEAP Commission and the AACOP Board of Directors

01

Improving officer safety
and public safety

02

Ensuring accountability,
transparency, and building
trust with the community

03

Ensuring the operational
readiness factor of the
department to best serve
and protect the Prescott
community

04

Reducing exposure, risk
and liability, and assisting
with grants and funding

05

Ensuring the department
is meeting industry
standards and best
practices through
validated standards



Arizona Law Enforcement Accreditation Program



FISCAL YEAR 2023/2024 BUDGET & PERSONNEL



OPERATING BUDGET	
Personnel	\$12,682,247
Supplies	\$1,038,598
Internal Charges	\$2,625,483
Other Supplies & Services	\$1,244,343
Capital	\$2,505,413
Total: \$20,096,084	

BUDGETED PERSONNEL	
Sworn	
Police Chief	1
Deputy Police Chief	1
Lieutenant	3
Sergeant	10
Officer	72
Total Sworn:	87
Civilian	
Supervisor	3
Support Staff	15.5
Total Civilian:	18.5

CURRENT PERSONNEL	
Sworn	
Police Chief	1
Deputy Police Chief	1
Lieutenant	3
Sergeant	10
Officer	60
Total Sworn:	75
Civilian	
Supervisor	3
Support Staff	15.5
Total Civilian:	18.5



STRATEGIC GOALS



1.

SAFE COMMUNITY



2.

ORGANIZATIONAL
EXCELLENCE



3.

COMMUNITY RELATIONS
W/INTERNAL & EXTERNAL
PARTNERS



4.

EFFECTIVE PARTNERSHIPS



5.

FACILITIES,
INFRASTRUCTURE, AND
TECHNOLOGY





PRESCOTT REGIONAL



COMMUNICATIONS CENTER

WHAT WE DO...

PROTECT OUR COMMUNITY AND ENFORCE LOCAL
& STATE LAWS

PROMOTE TRUST AND COOPERATION WITH THE
PUBLIC WE SERVE

GATHER EVIDENCE, CONDUCT INTERVIEWS, AND
ANALYZE INFORMATION

PROVIDE EMOTIONAL SUPPORT, VICTIMS' RIGHTS INFORMATION, AND
RESOURCE REFERRALS TO CRIME VICTIMS

MANAGE, ACCESS, AND PRESERVE POLICE RECORDS AND
ASSIST IN FULFILLING PUBLIC RECORDS REQUESTS





PATROL OPERATIONS

LIEUTENANT GARY NOVAK

ANIMAL CONTROL

K-9 UNIT

PATROL

PROPERTY & EVIDENCE

ANIMAL CONTROL



SERVICES & PROGRAMS

- 1 Animal Control Supervisor
- 1 Animal Control Officer
- 2 Vehicles

2023 STATS

- Total Calls for Service: 4,454
- Animal Cruelty Calls for Service: 71
- Animal Bite Calls for Service: 93
- Dog Barking Calls for Service: 181





K9 UNIT

SERVICES & PROGRAMS

2 K9 Officers

2 Canines

2 Climate Controlled Vehicles

*Canines funded by community donations and grants

Cooper & K9 Officer Alltop

- Training Events: 81
- Training Hours: 179.5
- Detection Exercises: 127
- K9 Deployments: 19
- Drug Seizures: 41

Benny & K9 Officer Million

- Training Events: 18
 - Training Hours: 42
 - Detection Exercises: 32
- *October-December '23



PATROL

PROPERTY & EVIDENCE



SERVICES & PROGRAMS

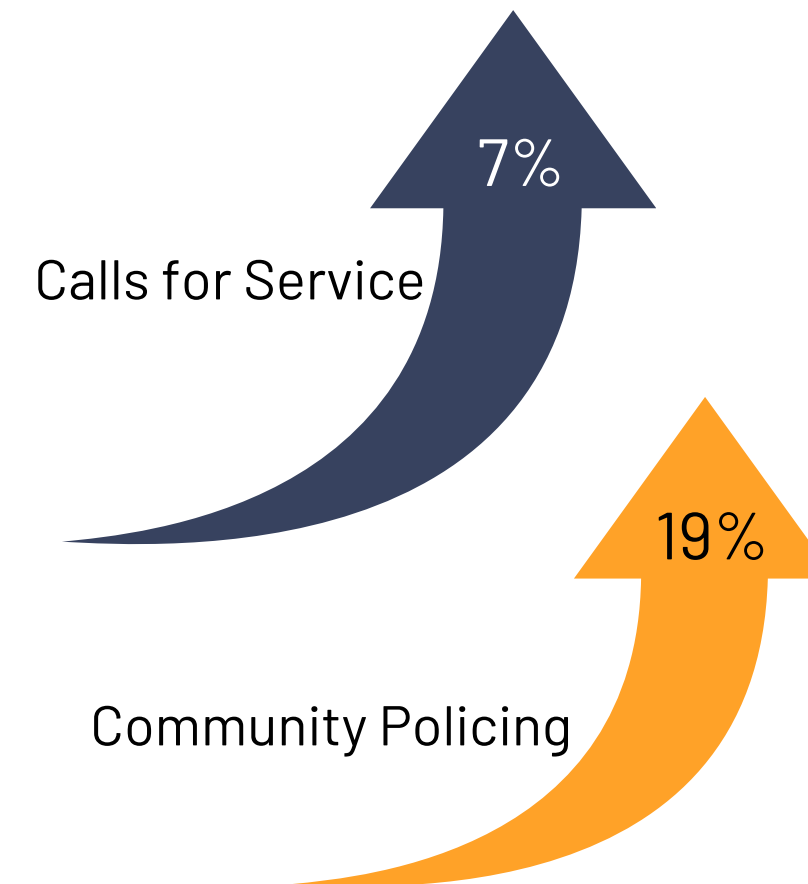
1 Lieutenant
6 Sergeants
42 Officers
30 Patrol Vehicles
1 Mobile Command Post

2023 STATS

Total Calls for Service: 44,619
Total Arrests Made: 1,605
Total Number of Reports: 9,041
Sex Offender Checks: 659
Lost and Found: 371

FEB '24 AVG RESPONSE TIME

Avg Unit Response Time: 0:08:23



PROPERTY & EVIDENCE

Items Processed: 6,363
Items Held: 19,470
Evidence Requests: 22,659
Items Destroyed: 1,574
lbs of Drugs Incinerated: 928





PRESCOTT REGIONAL



COMMUNICATIONS CENTER

SPECIAL OPERATIONS

LIEUTENANT JASON SMALL

COMMUNITY SERVICES SECTION

INVESTIGATIONS SECTION

TRAFFIC SAFETY SECTION





PRESCOTT REGIONAL



COMMUNICATIONS CENTER

COMMUNITY SERVICES SECTION

SERVICES & PROGRAMS

- 1 Sergeant
- 1 Officer
- 1 TLO
- 2 School Resource Officers

2023 STATS

- Bike Patrols: 68
- Presentations/Trainings Provided: 86
- Special Event Details: 95
- 12 camping arrests

TERROR LIAISON OFFICER ASSISTS

- Patrol and Investigations: 101
- Threat Assessments: 17
- Background Checks: 46

SCHOOL RESOURCE OFFICER - PHS

- Students Taught: 635
- Classes Taught: 20
- Criminal Cases Investigated: 75
- Arrests: 66

SCHOOL RESOURCE OFFICER - MHMS

- Students Taught: 337
- Classes Taught: 15
- Criminal Cases Investigated: 70
- Arrests: 17

August-December 2023





INVESTIGATIONS SECTION

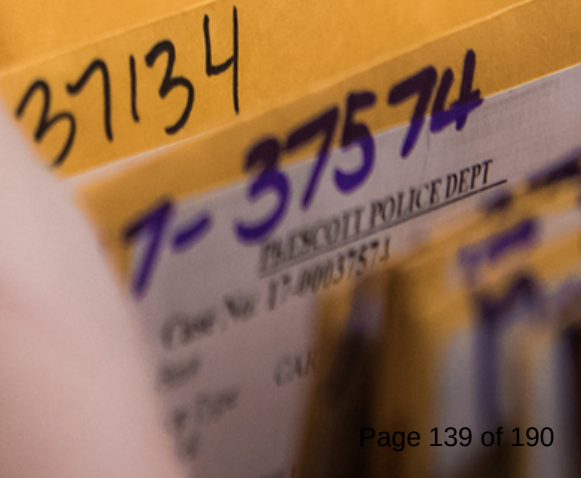


SERVICES & PROGRAMS

- 6 General Investigators
- 2 Grant-funded Sexual Assault Investigators
- 1 Crime Scene Investigator
- 1 PANT Narcotics Investigator (vacant)
- Administration of Sex Offender Accountability Program (SOAP) 93 Sex Offenders Monitored, 7 Arrests
- Conduct Proactive Human Trafficking Stings
- Investigate Felony Crimes

2023 STATS

- 2023 Total Assigned Cases 347 < 28
- # of Arrests 60 > 16
- # of Search Warrants 87 > 31
- 3 Homicides 100% Clearance
- 3 Robberies 100% Clearance
- 16 Aggravated Assault 75% Clearance
- 22 Sexual Assault 81% Clearance
- 14 Child Exploitation 71% Clearance
- 73 Sex Crime Other 83%





TRAFFIC SAFETY SECTION



SERVICES & PROGRAMS

- 1 Sergeant
- 2 Traffic Officers (2 vacant)
- 3 Civilian Accident Investigators (2 part-time)

Highest concentration of collisions (main arteries):

Willow Creek
Miller Valley
Whipple
Montezuma

STATS

2023 Traffic Safety

Collisions: 638
Non-injury: 469
Injury: 149
Fatalities: 2

Traffic Contacts: 6,576
Parking Citations: 2,064
Parking Warnings: 231
Citations: 1,911
Warnings: 2,370
Traffic Stops: 2,505
DUI Arrests: 31

2022 Crash Investigations

Total Crash Reports: 605
Non-injury: 449
Injury: 135
Fatalities: 2

2023 DUI Saturation Patrols & Speed & Aggressive Driver

11 Speed Details: 30,000
14 DUI Details: \$32,500
Seat Belt Campaign: 3,000

TECHNICAL SUPPORT UNIT

Deployments: 25
Call-outs: 20
Special Events: 2
Collisions: 4
Search Rescue: 4



SUPPORT OPERATIONS

LIEUTENANT COREY KASUN

RECORDS SECTION

TRAINING & RECRUITING

S.W.A.T.

PROFESSIONAL STANDARDS & P.I.O.





RECORDS SECTION



SERVICES & PROGRAMS

- 1 Records Supervisor
- 3 Records Clerks
- 1 Station Officer

2023 STATS

- Reports entered into RMS: 9,041
- Criminal history inquiries: 1,794
- Online reports submitted: 334
- Fees collected: \$5,331.25

- Public records requests: 3,659
- 75 Request for body camera
- Crash reports uploaded online: 341
- Crash reports purchased online: 229
- Revenue from online crash reports: \$1,145



TRAINING & RECRUITING

SOCIAL MEDIA & OUTREACH



TRAINING & RECRUITING

SERVICES & PROGRAMS

- 1 Officer

2023 STATS

- Police Officers Hired: 11
- Civilian Employees Hired: 12
- Background Investigations: 56
- Training Classes: 144
- Training Hours: 4,413

SOCIAL MEDIA & OUTREACH

SERVICES & PROGRAMS

- 1 Administrative Specialist
- 1 Vehicle

2023 STATS

- Social Media Posts: 429
- Pink Patch Events: 11
- Community Outreach Events: 45
- Neighborhood Watch/Block Watch: 12
- Citizens Academy: 2
- 28th Annual Shop with a Cop



PRESCOTT S.W.A.T

OVERVIEW

- S.W.A.T. – Special Weapons and Tactics
- Collateral duty – not full time.
- 24 members assigned to various positions.
- Respond to about 12 calls a year.
- Called out to deal with high risk situations.

USE of SWAT

- Barricades
- Hostage Situations
- High Risk Warrant Service
- High Risk Arrests
- Dignitary Details
- Active Assailant
- Special Event Overwatch



TEAM

- 24 members
- Team Commander
- Team Leader
- Assistant Team Leaders
- Immediate Response Team
- Sniper Unit
- Crisis Negotiation Unit
- Team Medic



PRESCOTT REGIONAL COMMUNICATIONS CENTER

ADMINISTRATOR J. DeLUNG



FISCAL YEAR 2023/2024 BUDGET & PERSONNEL



OPERATING BUDGET	
Personnel	\$3,706,727
Supplies	\$24,500
Internal Charges	\$308,985
Other Supplies & Services	\$449,890
Capital	\$0
Total: \$4,490,102	

BUDGETED PERSONNEL	
Police Administrator	1
PRCC Manager	1
PRCC Asst Manager	1
Public Safety Dispatch Supervisor	5
Public Safety Dispatcher	29
Total:	37

CURRENT PERSONNEL	
Police Administrator	1
PRCC Manager	1
PRCC Asst Manager	1
Public Safety Dispatch Supervisor	4
Public Safety Dispatcher	18
Total:	25





PRESCOTT REGIONAL



COMMUNICATIONS CENTER



SERVICES & PROGRAMS

Police Dispatching

- Prescott Police
- Prescott Valley Police
- Yavapai-Prescott Tribal Police
- Yavapai College Police

Fire Dispatching

- Prescott Fire
- Central Arizona Fire Authority
- Groom Creek Fire District
- Walker Fire Protection Association

EMS Transport Dispatching

- Priority Ambulance Yavapai





2023 STATS

2023 Accomplishments

- 178,000 inbound calls handled, incl. 87,170 fire, police and EMS responses
- Participated in community events such as Nat'l Night Out, Coffee with a Cop, and Shop with a Cop
- Participated and supported in the airport mass casualty drill
- Fulfilled 810 recording requests for partner agencies and prosecutor offices
- Processed public records requests as needed
- Completed Next Generation 911, Phase 4 upgrade to provide better customer service

2023 Calls for Service

- 35,519 Police calls for service
- 26,445 Fire calls for service
- 25,206 EMS calls for service

2023 Inbound/Outbound Call Count Summary

- 7-digit Emergency: 122,196
- 911 Landlines: 3,584
- 911 Wireless: 38,893
- VOIP: 3,145
- Text to 911: 2,684
- Outbound: 36,174
- Total Calls: 206,676

INNOVATION IN POLICING



SPECIAL USE FACILITY K9

TERROR LIAISON OFFICERS

FLOCK STATIONARY LPR SYSTEM

TECHNICAL SUPPORT TEAM





SPECIAL USE FACILITY K9

- Assigned to the Victim Services Unit
- First fulltime law enforcement special use facility and emotional support K9 in all of Yavapai County
- Provides comfort and emotional support to crime victims & those who have experienced trauma
- Funded by community donations



THREAT LIAISON OFFICERS

- Assists officers with criminal investigations and apprehensions through technology and real-time information and data
- Completes threat & vulnerability assessments for organizations; e.g., churches, synagogues, etc.
- Reviews, investigates, and closes/refers Arizona Counter Terrorism Information Center (ACTIC) tips received





FLOCK STATIONARY LPR SYSTEM

- State-of-the-art license plate recognition (LPR) camera system
- Real-time intelligence to combat crime & drive positive outcomes for our community
- Assisted in 36 cases since July 1, 2023



TECHNICAL SUPPORT UNIT

- Multi-functional team capable of rapid response to a variety of public safety missions
 - Search & Rescue
 - SWAT Calls
 - Wildland & Structural Fires
 - Event Security
 - Collision & Crime Scenes
- Unmanned Aerial Systems
- Robotic ground vehicles
- Mapping systems



HOW WE DO IT...OUR SUCCESS



KEY OBJECTIVES:

- IDENTIFY ANY NOTABLE TRENDS OR OBSERVATIONS ABOUT THE SERVICE LINE.
- SHARE THOUGHTS ON WHAT THAT MEANS TO YOUR LINE OF SERVICE IN THE FUTURE.

SERVICE/PROGRAMS:

- IDENTIFY THE SERVICES OR MAJOR PROGRAMS PROVIDED BY THE DEPARTMENT.





**INTEGRITY
COURAGE
ACCOUNTABILITY
RESPECT
EXCELLENCE**



QUESTIONS?



PRESCOTT FIRE DEPARTMENT

2023 Annual Report and Department Overview



PRESCOTT FIRE DEPARTMENT

Vision

We are a community partner that instills pride, supports our people, leads the region, and proactively solves public safety challenges.

Mission Statement

Mitigate the community's risk through service, excellence, and compassion.

Our Core Identity

Community First - Courage, Grit, and Duty - Driven by Excellence

Department Overview



Broad Service Delivery

368 Distinct Services Identified, including:

- Advanced Life Support
- Structural Fire Suppression
- Wildland Fire Suppression
- Hazardous Materials
- Technical Rescue
- Aircraft Rescue and Firefighting
- Plan Review
- Construction Inspections
- Public Education
- Wildfire Mitigation and Risk Management
- Special Events
- Fire Investigations
- Training
- Health and Safety
- Fire Investigations

Personnel Overview

Fire Chief	1
Deputy Fire Chief	1
Division Chiefs	2
Battalion Chiefs	3
Captains	16
Engineers	19
Firefighters	28
Total Sworn:	70
Administrative Support	4
Community Risk	3
Total Civilian:	7
Variable Hourly Staff	4-6
Volunteers	21
Total Auxillary:	25-27

FY 23/24 Budget Overview

OPERATING BUDGET

Personnel	\$11,303,051
Supplies	\$1,041,238
Internal Charges	\$1,806,760
Other Supplies & Services	\$1,436,900
Total Operating Budget	\$15,587,949

FY 23/24 Capital Budget

Capital	\$6,498,293
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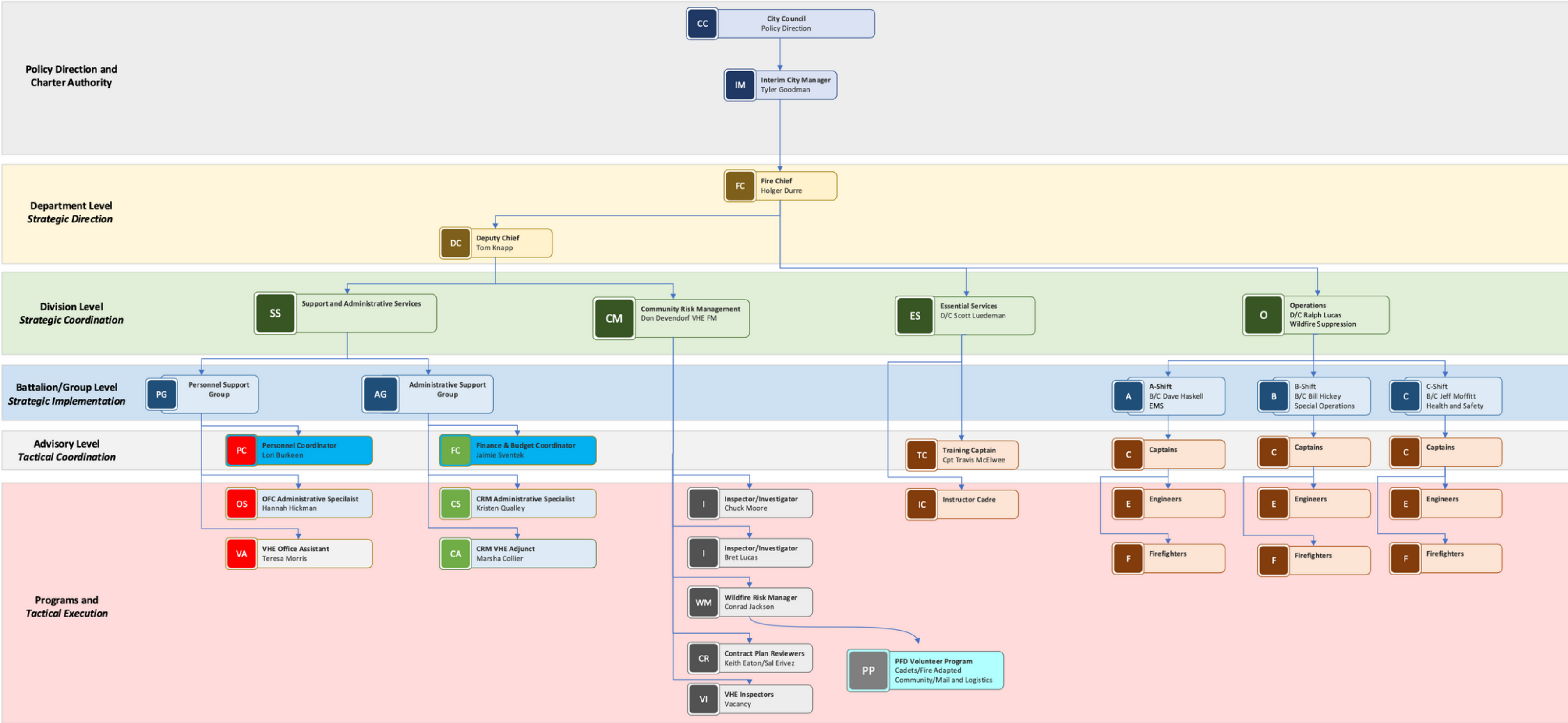




Prescott Fire Department Organizational Chart



Primary Group Role



Community Demographics



Population Served

46,833

Average Daily Population is 100,000

Stations

5

Closest Unit Dispatch adds 10 CAFMA Stations

Square Miles

42

Automatic Aid to CAFMA - 369 sq. miles

Total Valuation Protected

**\$15.2
billion**

Yavapai County Assessor - Dec 2023

2023 Operational Budget

**\$15.6
million**

FY 24 Capital Outlay - \$6,498,293

**PFD Operational Budget/Total Property Valuation in
Prescott**

0.10%

PFD Efficiency Measure

Avg. Cost/Resident

\$332.84

**Ratio Only - Sales Tax Generation is driven by more than just
residents**

2023 MAJOR ACCOMPLISHMENTS



CITY OF PRESCOTT
ARIZONA

- **New organizational structure**
- **Designed and launched a new department website**
- **Added six firefighters, an operations chief, a wildfire risk manager, and an additional administrative specialist**
- **Completed station construction plan to respond to community growth**
- **Established the Forestry Health and Risk Reduction program with Recreation Services**
- **Adopted a new results-oriented strategic plan**
- **Commemorated the 10th anniversary of the Yarnell Hill tragedy**
- **Shifted wildfire preparedness to the Fire Adapted Community Framework**
- **Transitioned all departmental policies into an online platform**
- **Renegotiated the pre-hospital transportation agreement with Life Line**
- **Implemented the LiveMUM software for smarter move-ups**
- **Redesigned the Aircraft Rescue and Firefighting (ARFF) program**
- **Established a training program to address critical acting resource needs**
- **Implemented third-party compliance for fire suppression system inspections to mitigate staffing constraints**
- **Updated and adopted the Yavapai County Community Wildfire Protection Plan, THIRA, and multi-jurisdictional hazard mitigation plan.**

Division Overviews and Programs



Broad Service Delivery

PFD Budget Division and Program Manager Assignments

1.0 Office of the Chief <i>Fire Chief Holger Durre</i>
1.1 Program: Administration - Program Manager: Knapp
1.2 Program: Leadership and Management - Program Manager: Durre
1.3 Program: Research and Technology - Program Manager: Durre
1.4 Program: Capital Investments - Program Manager: Durre
1.5. Program: Org Performance Management - Program Manager: Durre

2.0 Emergency Operations Division <i>Division Chief Ralph Lucas</i>
2.1 Program: Fire Suppression - Program Manager: Lucas
2.2 Program: Special Operations Program Manager: Hickey
2.3 Program: Emergency Medical Services Program Manager: Haskell
2.4. Program: Health and Safety Program Manager: Moffitt

3.0 Community Risk Management Division <i>Deputy Chief Tom Knapp</i>
3.1 Program: Risk Reduction and Planning Services - Program Manager: Devendorf
3.2 Program: Emergency Management - Program Manager: Durre
3.3 Program: Fire Investigations - Program Manager: Devendorf
3.4 Program: Wildfire Risk Management - Program Manager: Jackson

4.0 Essential Services Division <i>Division Chief Scott Luedeman</i>
4.1 Program: Training and Skills Development - Program Manager: Luedeman
4.2 Program: Readiness and Logistics - Program Managers: Luedeman/McElwee/Seets
4.3 Program: Employee Development - Program Manager: Fousek

Program Management

Services Delivered	368
Measures Developed	~270
Key Measures	15
Strategic Result Areas	5
Number of Goals	22

Annual program appraisals
support budget formulation based on performance



Program Appraisals



City of Prescott Fire Department Program Appraisal

PROGRAM NAME: 1.2 - LEADERSHIP AND MANAGEMENT (OFFICE OF THE CHIEF)

Calendar Year being appraised: 2023

Type of appraisal: ☒ Annual ☐ Mid-Year Date appraisal prepared: 12/21/2023

Appraisal prepared by: Fire Chief Holger Durre

Accreditation Category/Criterion Impact:

- Category 1 – Governance and Administration
- Category 7 – Human Resources
- Category 10 – External System Relationships

Division Purpose Statement
The purpose of the Office of the Chief is to provide strategy planning and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.
Program Purpose Statement
The purpose of the Leadership and Management Program is to provide leadership, direction, and communication services to stakeholders so they can live, work, and recreate with confidence in the City’s emergency services.

Leadership and Management Program Assignments and Budget Overview					
Division Chief: <i>Fire Chief Holger Durre</i>			Program Manager: <i>Fire Chief Holger Durre</i>		
Budget Year	FY 2024	FY 2025 ¹	FY 2026	FY 2027	FY 2028
Operations	\$204,104.00 ²				
Capital	\$0				
Personnel	\$517,430.00 ³				
Total	\$721,534.00 ⁴	\$	\$	\$	\$

Staffing Overview

- Staffing carried in 1.1 Administration

Capital Resource Overview

- Capital Resources carried in 1.1 Administration

¹ FY 25 will have a divisional budget breakout of programs
² FY24 Includes Arizona Wildfire Incident Management Academy, Hotshot Administration, and Honor Guard.
³ FY24 Includes Arizona Wildfire Incident Management Academy.
⁴ FY24 Total includes Arizona Wildfire Incident Management Academy, Hotshot Administration, and Honor Guard. Total does not include Revenue.



1.0 *Division: Office of the Chief*

- 1.1 Program: Administration
- 1.2 Program: Leadership and Management
- 1.3 Program: Research and Technology
- 1.4 Program: Capital Investments
- 1.5. Program: Organizational Performance Management



Staffing Overview

Fire Chief	1	
Deputy Fire Chief	1	Oversees Administrative Services and CRM
Administrative Coordinators	2	Finance and Personnel
Administrative Specialists	2	Office of the Chief and Community Risk



2023 Major Initiatives

- Organizational Realignment
- Community Engagement and Remembering the GMIHC
- Council Engagement
- Capital Investment Planning
- Performance Management

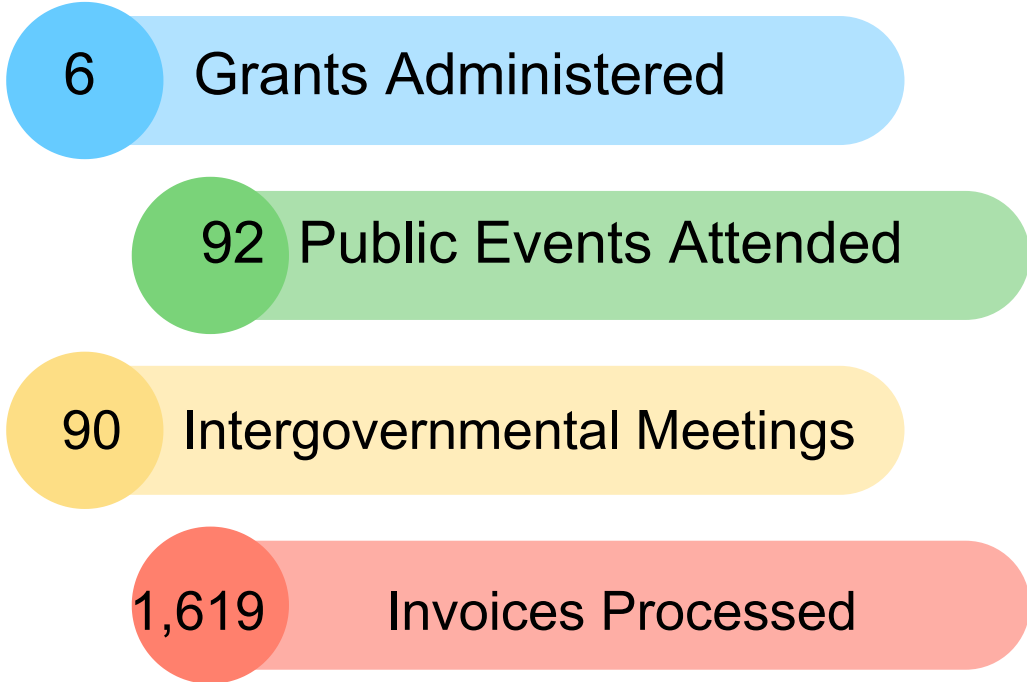
Fire Department Operational Funding: \$15,587,949	Ratio
Cash Value of Property within the City of Prescott: \$15,152,368,490	PFD Funding/Property Valuation: 0.10%



Spotlight on Fire Service Accreditation

- PFD is one of 14 fire departments in Arizona and 324 worldwide to hold this prestigious status.
- Encourages continuous improvement through established best practices

2023 Activity Measures



Strategic Plan Objectives Completed or On Track





2.0 *Emergency Operations Division*

- 2.1 Program: Fire Suppression
- 2.2 Program: Special Operations
- 2.3 Program: Emergency Medical Services
- 2.4. Program: Health and Safety



Staffing Assignments

Operations Chief	1		
	<i>Daily Staffing</i>	<i>Total Staffing for 3 Shifts</i>	
Battalion Chiefs	1	3	Assigned to Each Operational Shift
Captains	5	15	5 Stations
Engineers	6.3	19	5 Stations, plus 3 ARFF Engineers
Firefighters	9.3	28	4 Coverage Slots per Shift



2023 Major Initiatives

Organizational Change

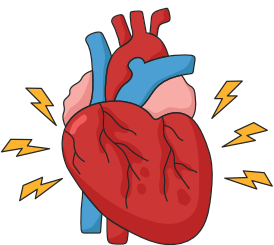
Facilities and Logistics

Staffing Additions

Priority Training Program

Wildland Program Focus

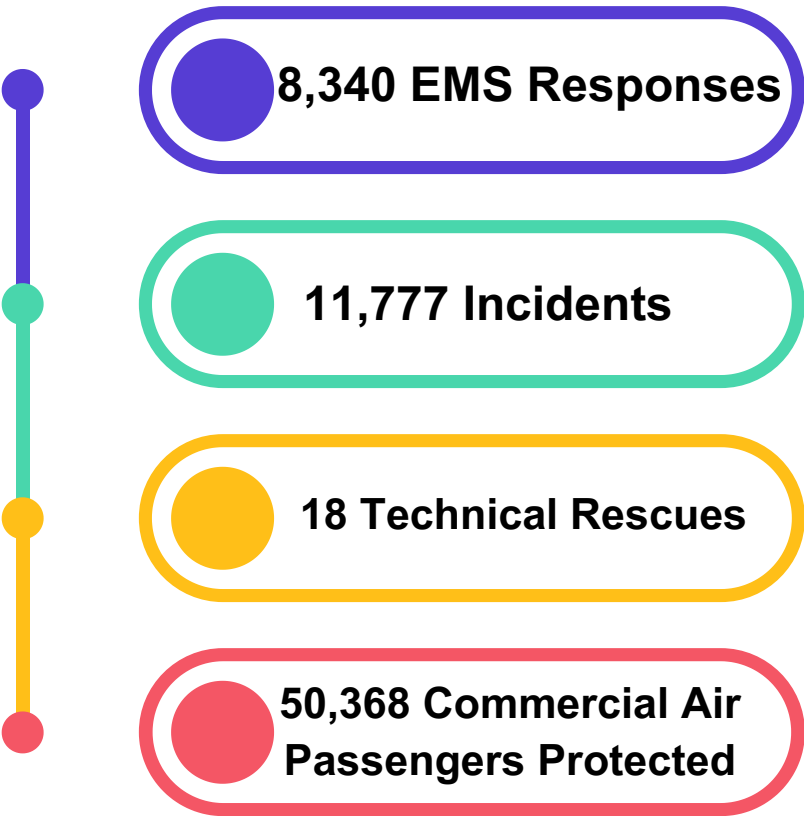
Number of Incidents Responded to: **11,777 Incidents**
% of Time missed due to Injury: **0.54%**
Firefighter Work-Related Injury Rate: **5.41%**



Spotlight on Cardiac Arrest Survival

- One of the most ambitious goals in the Prescott Fire Department’s Strategic Plan is to measure and improve the percentage of cardiac arrest patients discharged from the hospital neurologically intact.
- Baseline Measures have been established to track this

2023 Activity Measures



Percent of Wildland Fires Contained to the Initial Level of Complexity



3.0 *Community Risk Management Division*

3.1 Program: Risk Reduction and Planning Services

3.2 Program: Emergency Management

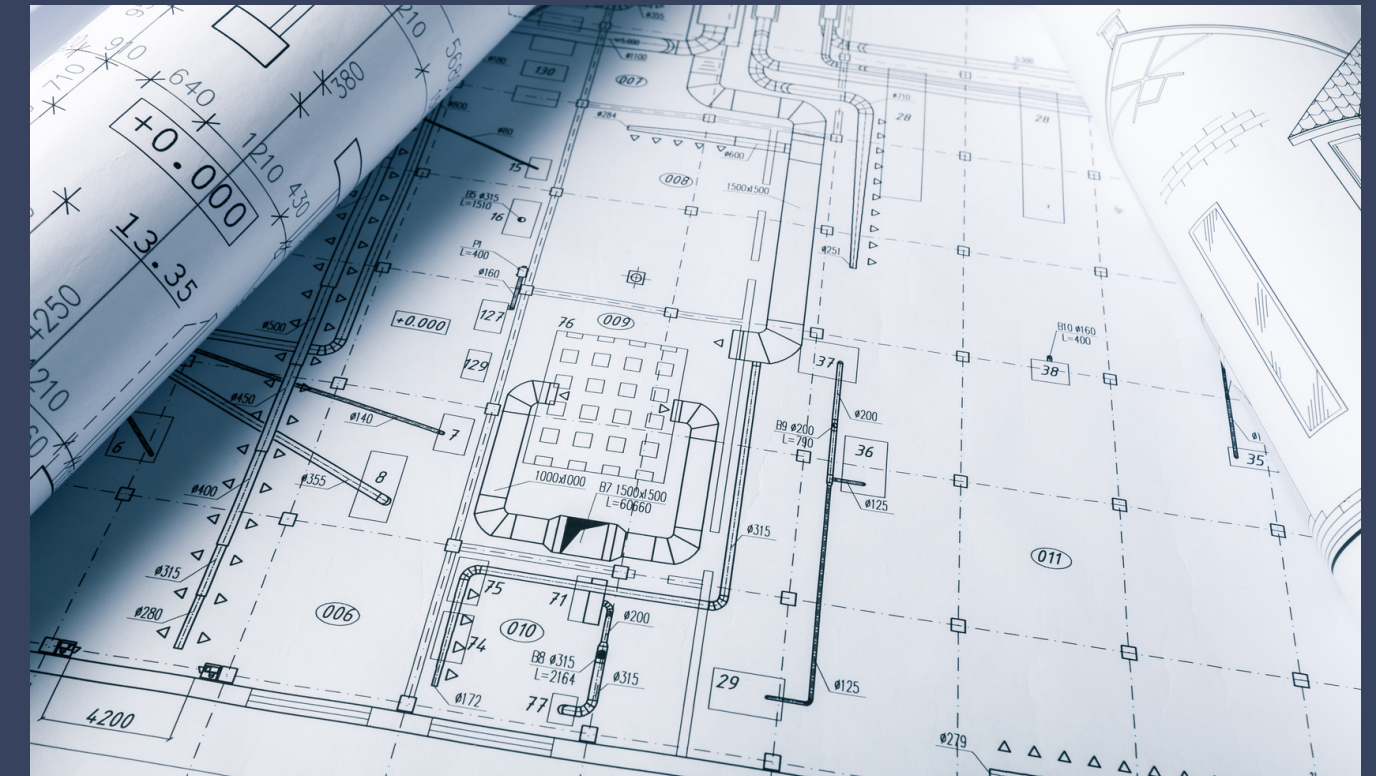
3.3 Program: Fire Investigations

3.4 Program: Wildfire Risk Management



Staffing Assignments

Plan		
Reviewer/Inspector/Investigators	2	
Wildfire Risk Manager	1	New Position in FY24
Variable Hourly Fire Marshal	0.3	Utilizing Retired Chief Officer
Variable Hourly Inspectors	0.6	Currently Unfilled

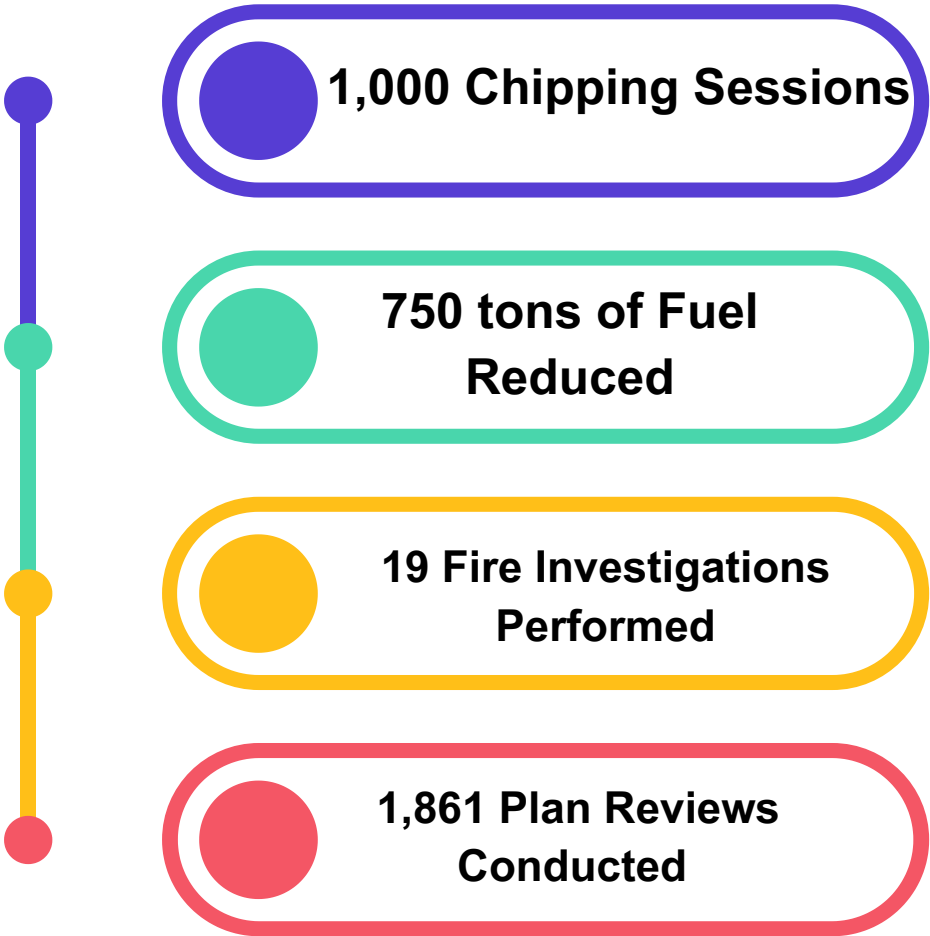


2023 Major Initiatives

- Organizational Change
- Innovation and Technology
- Staffing Adaptations
- Wildfire Risk Management and Forestry

Cost per Firewise Inspection: \$75	Wildfire Acres Treated
Firewise Inspections Conducted (Half a Year): 120	250

2023 Activity Measures



Emergency Management Program Expenditure per Prescott Daily Population



1 -Daily Average Population is 100,000



- 50% of CRM programs lack reliable data due to inaccurate or paper-based tracking systems
- New Databases are being implemented

4.0 *Essential Services Division*

4.1 Program: Training and Skills Development

4.2 Program: Readiness and Logistics

4.3 Program: Employee Development



Staffing Assignments

Division Chief 1



Training Captain 1

On Loan from Operations

Shift Training Officers 8

Shift Personnel on Overtime

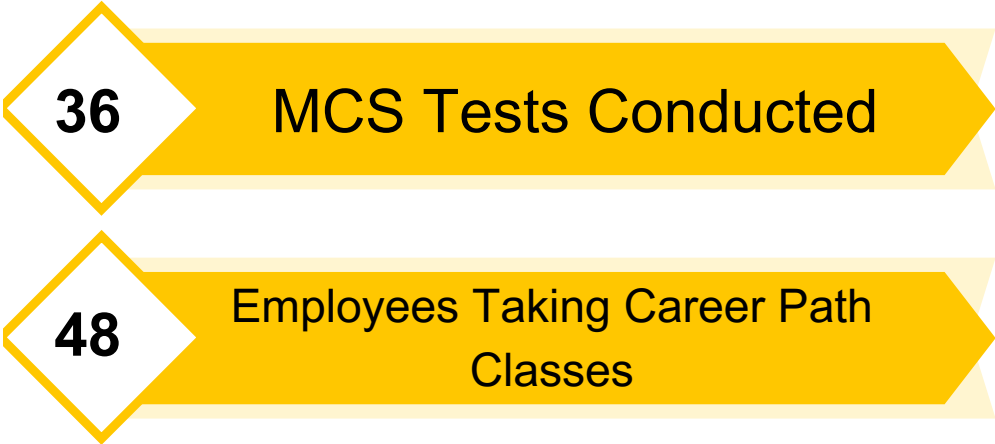


2023 Major Initiatives

Regional Collaborations
Facility Needs and Maintenance
Data Collection

Total Training Hours by PFD Employees
29,926

2023 Activity Measures



Spotlight on Firefighter Recruiting and Training Innovations



- We are facing a tighter labor market and an increased need for firefighters
- Standards cannot be lowered
- Green Academy with CAFMA in Fall 2024
- Recruitment Changes on the Horizon

% of Recruits that Successfully Complete the Prescott Fire Training Academy



PRESCOTT FIRE DEPARTMENT

Strategic Plan



2024 Update



www.prescottfire.org

Community First - Courage, Grit, and Duty - Driven By Excellence




Strategic Plan

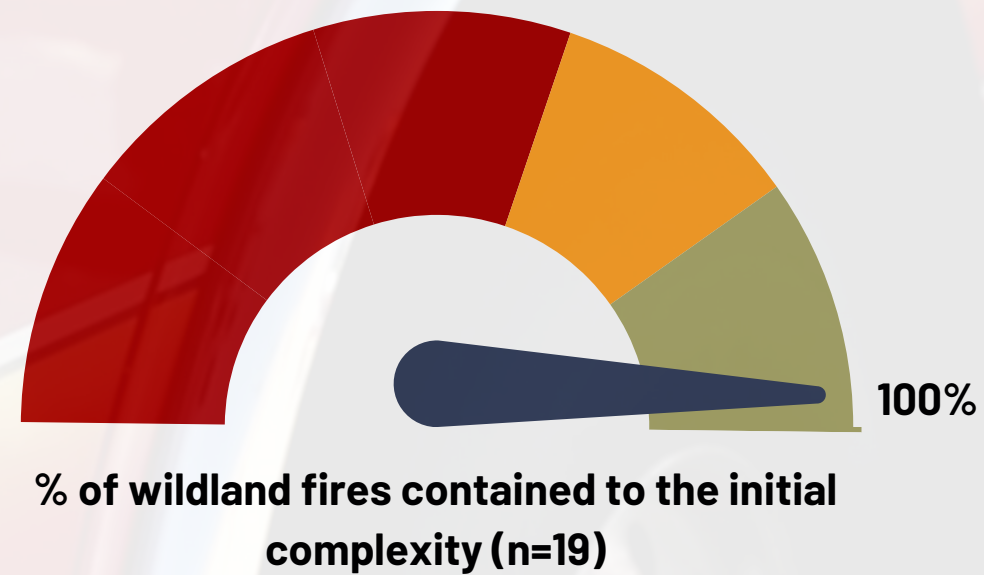
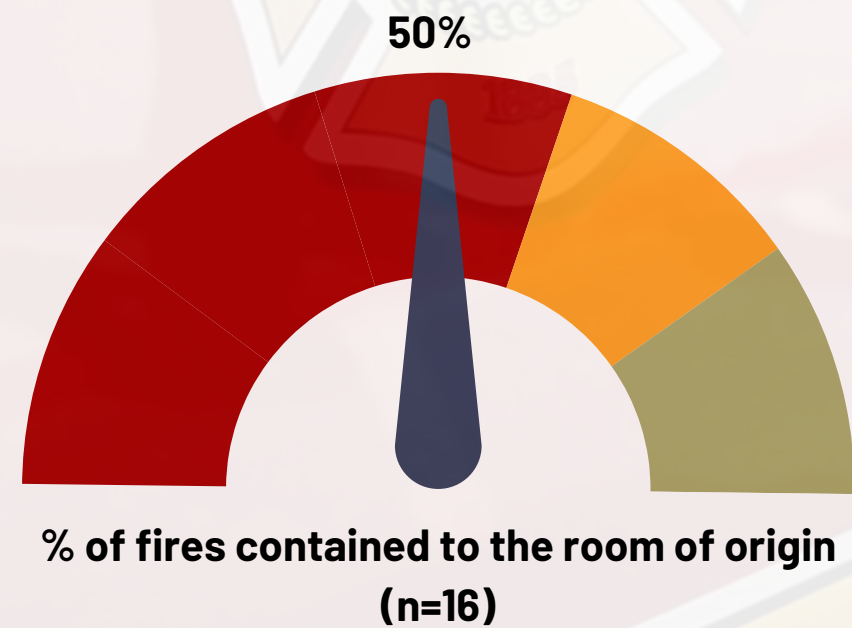
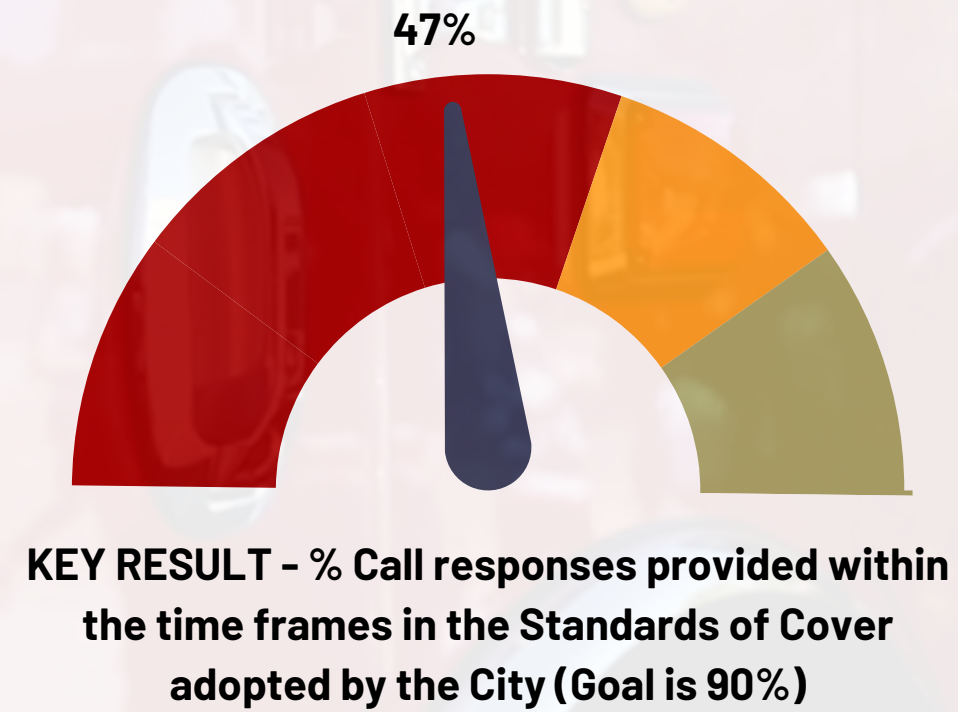
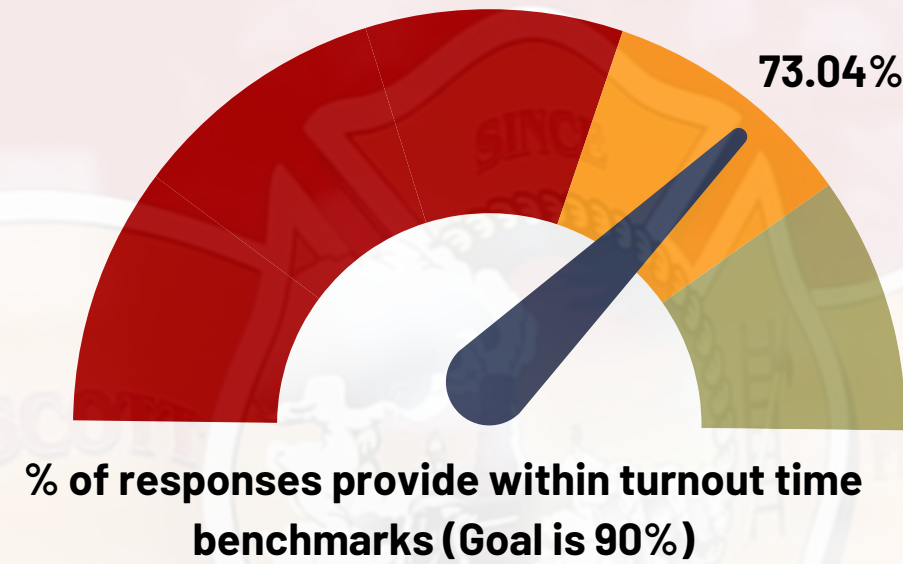
ANNUAL PROGRESS REPORT

Strategic Plan Progress Current Status Dashboard

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
The goal is waiting for other objectives to be accomplished or not yet on the workplan based on the timeframe of the goal	The goal is significantly delayed or not realistic for accomplishment due to a lack of resources or capability	The goal is actively being worked on but is behind the originally targeted completion date and should be prioritized and re-evaluated	The goal is actively being worked on and progress is being made that's aligned with the established timeline	The goal is implemented and being monitored for continued progress
15%	0%	20%	50%	15%

- **Succession Planning—Goal 3D:** A succession plan for the ranks of engineer through chief officer has been established
- **Leadership Communications - Goal 5A:** We have improved organizational communication by maintaining consistent communication related to our values and core identity
- **Response Time Reduction - Goal 1A:** The LiveMUM (Live Move Up Module) software that uses algorithms to preposition fire engines for optimal system coverage has gone live.
- **Cardiac Arrest Survival - Goal 1B:** PFD is now capturing data through a partnership with Life Line to establish our pre-hospital cardiac arrest survival baseline.
- **Strategic Result 2 - Infrastructure:** The fire department consolidated its administrative functions at the new city hall and anticipates moving into its completed administrative headquarters in 2024, saving \$5-\$7 million from fire department construction needs

Results and their Meaning





Measuring Our True Impact

- Data can help us make better decisions by showing us patterns and trends.
- However, data alone cannot tell the whole story.
- Every data point represents a person, an experience, and a part of our community.
- To truly understand our impact, we need to look at the human stories behind the data.
- We believe in using data to help us, but we also believe that our work is about people and making a positive impact.

“TOO MANY MODERN COMPANIES HAVE REPLACED A PERSON WITH A NUMBER AND MISTAKENLY CALLED THAT NUMBER A CUSTOMER.”

~SIMON SINEK

Strategic Issues Identified



CITY OF PRESCOTT
ARIZONA

7 Key Issues

Staffing and Infrastructure

Occupational Safety

Data Collection and Analysis

Community Growth

Sustainable Funding

Resource Viability

Workforce Development



Infrastructure and Health & Safety



CITY OF PRESCOTT
ARIZONA

A photograph of the exterior of a house. The house has a brown door with a silver handle and a small window. To the right of the door is a window with a flower box. The house is made of light-colored bricks. A brick chimney is visible on the right side. The house number '148' is visible above the window. A fire station sign is also visible on the right side of the house.

0-42: Recommended Replace

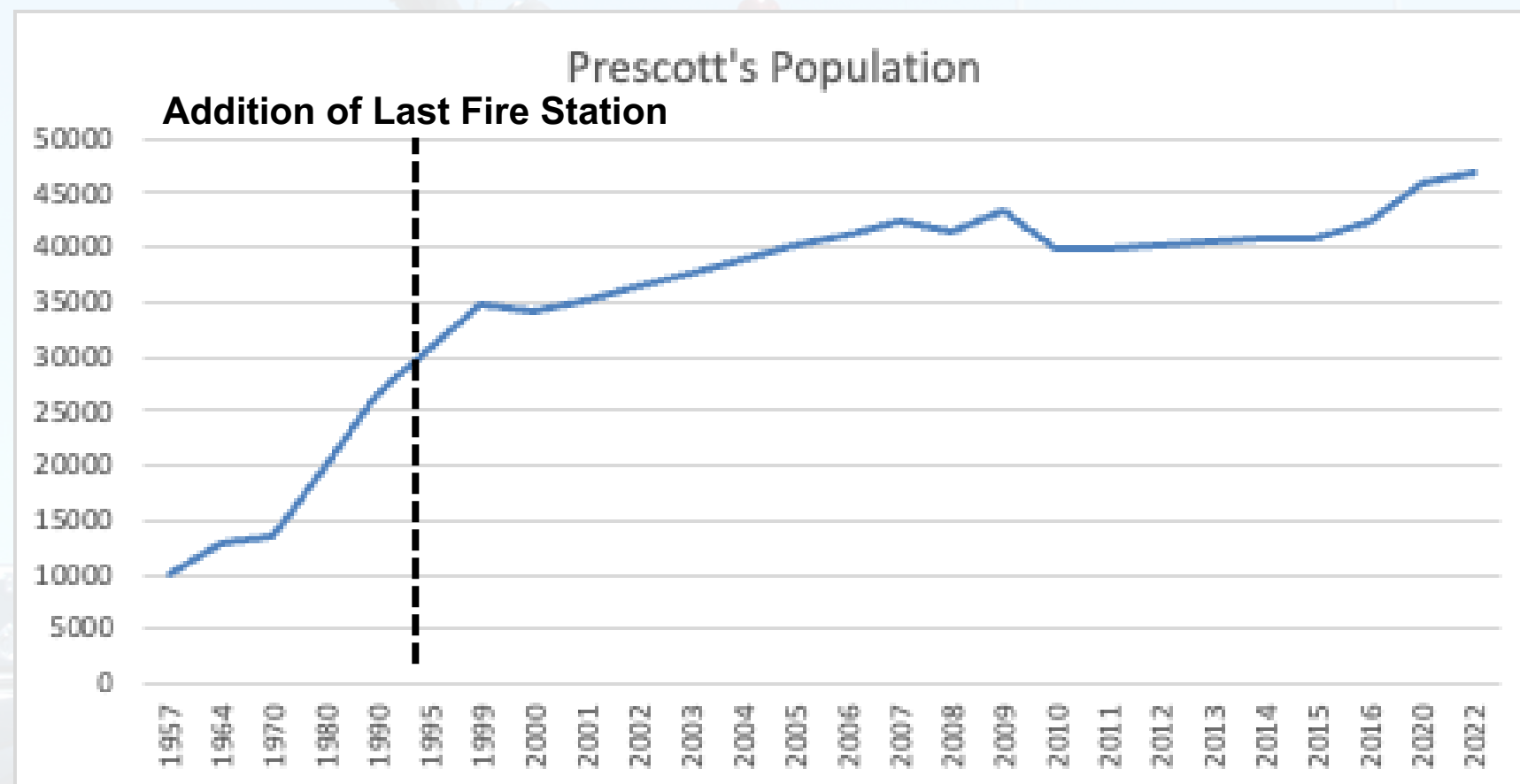
Prescott Fire Station Needs Assessment Matrix

Fire Station Name: Station 73		1980 Clubhouse Drive		Constructed		1974		Building Age (at time of analysis)	49			
City	Energy Efficiency		Community Rooms		Collaboration with Multiple Departments		Public Reception Space		Utility Condition Needs Index (2015 Survey)		Total City Score	
	1	No Energy Efficient Features	1	No Community Room	1	No collaboration	1	Reception Area door not Exited	4	Score: 75	Actual	Maximum
	2	Some Energy Efficient Features	2	<10 Person Community Room	2	Collaboration with 1 department	4	Reception in Open Area or Bay	3	Score: 50	8	20
	3	Several Energy Efficient Features	3	>10 but <50 Person Community Room	3	Collaboration with 2 departments	1	Reception in Separate but unenclosed area	2	Score: 25		
	4	Eligible for LEED Certification	4	>50 Person Community Room	4	Collaboration with >2 departments	4	Separate and Secure Reception Space	1	Score: 15	40.00%	100.00%
Fire	First Due Travel Compliance		Bay Access and Height		Bay Capacity		Ability to Expand		Front Ramp Approach		Total Fire Score	
	1	<4 Minutes 85% of the time or less	1	Non Drive Through Bay	1	2 Units	1	No Ability to Expand	1	Engine In roadway before clearing door	Actual	Maximum
	2	<4 Minutes >85% but <90%	2	Drive Through Bay	2	3 Units	2	Ability to Expand for 1 additional need	2	Engine Backing up before clearing door		
	3	<4 Minutes >90% but <95%	1	No Ability to Tilt Cab in Station	3	4 Units	3	Ability to Expand for 2 additional needs	3	Engine fully exit structure without impediment		
	4	<4 Minutes >95% of the time	2	Ability to Tilt Cab in Station	4	5 or More Units	4	Ability to expand for all additional needs	4	Truck fully exit structure without impediment		
	Dorms		Classroom		Indoor Training		Outdoor Training		External Agency Cooperation		22	58
	1	No Privacy in Dorm Room	1	No Classroom	1	Limited indoor training	1	Extensive noise intrusion	1	Shared space for police/fire/other		
	2	Some Separation in Dorm Room	2	Classroom for station personnel	2	Available space for training	2	Limited noise intrusion	2	Dedicated space for police/fire/other		
	3	Separation and Study Ability	3	Wired classroom for <10 people	3	Incorporation of props	1	Limited exterior space	1	No capability for automatic aid		
	4	Private Dorm Room	4	Wired classroom for >10 people	4	Scenario Based/In Training Station	2	Extensive exterior space	2	Capability for automatic aid		
	Fitness Facility		PPE Storage and Decant		Gender Neutral Accommodations		Shower Facilities		Uniform Washers and Dryers		37.33%	100.00%
	1	In Bay	1	PPE Storage/Decant separated in apparatus exhaust	1	No Gender Neutral Accommodations	1	Semi-private	1	Available		
4	Separate Washroom Space out of Bay	2	Isolated PPE Storage/Decant	2	Some Gender Neutral Accommodations	2	Fully Private	2	Incorporated in Decant Area			
Legal	Station Security		OSHA Compliance		NFPA 1500 Safety and Health		NFPA 1511 Infection Control		2011 IFC Compliance		Total Legal Score	
	1	No Security Features	1	Compliance with 1 of 4 req.	1	No compliance	1	Compliance with 1 of 8 requirements	1	Building is not sprinklered	Actual	Maximum
	2	Access Control in Public Area	2	Compliance with 2 of 4 req.	2	Compliant with 1 of 3 req.	2	Compliant with 4 or more req.	4	Building is fully sprinklered	12	24
	3	Alarm, and Separate Secure Parking	3	Compliance with 3 of 4 req.	3	Compliant with 2 of 3 req.	3	Compliant with 6 or more req.	1	No Kitchen Hood Suppression System	50.00%	100.00%
4	Full Security Including Fence and Camera	4	Compliance with 4 of 4 req.	4	Compliant with 3 of 3 req.	4	Full compliance (8 of 8)	4	Kitchen has Hood Suppression System			
November 2023												
Schedule deep cleaning annually with outside company.												
Floors cleaning and maintenance scheduled annually.												
Pressure wash outside of station.												
New stove requested. Current stove is antiquated.												
Repaint yellow markers for entry into the station.												
Lack of storage. TSI program is running out of FS73.												
No main door to rear of station. Must use bay door for access to rear of station.												
West side exit door is exit only. Personnel cannot enter through door. This door was supposed to be on order well over a year ago but has still not been replaced.												
Gym in bay. Turnouts in the bay.												
New bay room heater may not be functioning at designed capacity. Running a very long time. Slated for much more BTU capacity, but line going in might be too small.												
Cap gas line from 2nd bay room heater that was removed.												
Professional window cleaning inside and out annually.												
Direct source capture needed for diesel exhaust.												
Front area above front door had vegetation removed off of the wall. Now the siding requires replacement due to the damage that the vines caused to the exterior.												
Interior painting needed.												
April 2023												
Replace countertops												
Ceiling cracks in kitchen												
Paint station (not white), interior & exterior												
Replace flooring.												
Remove turnouts from bay.												
Remove gym from bay.												
Remove old extinguishers from storage room (7).												
Replace grass with gravel.												
Damaged window screens on exterior.												
Re-shingle roof.												
Door opener for main bay.												
Fix door to dayroom (does not fully close.)												
Replace eyewash in bay.												
New door to air hawk system (hinges damaged).												
Water leaks in firefighter office along bay adjacent wall.												
Asbestos core repair.												
Computer wiring under desks.												
ISES Consulting Highlights from March 2015												
Fire alarm system installation in accordance with current NFPA and ADA requirements. (3.1.1)												
Install compliant ladder with safety cage. OSHA recommended permanent access to the roof and mechanical equipment. (3.1.3)												
Building entry accessibility upgrades. Handicap accessibility to building. Install handrails on west side steps. (3.1.5)												
Restroom accessibility upgrades. Shower and toilets are not handicap accessible. (3.1.9)												
Handicap parking upgrade. Recommended that there is one handicap accessible parking spot be provided. (3.1.11)												
Fire sprinkler system installation. (3.1.15)												
Kitchen cabinetry accessibility upgrades. The kitchen sink cabinetry is a handicap barrier to accessibility. (3.1.17)												
Door hardware and signage upgrades. Replace doorknobs with lever handles. ADA recommends placing signage to permanent spaces. (3.1.19)												
Exterior surfaces renewal. Exterior wood siding and trim is in need of painting to preserve integrity. (3.1.21)												
Paved surface and replacement. Concrete paved apron has significant cracks. (3.1.23)												
Total Overall Score												
Actual												
42												
100.00%												
Age Adjustment Factor												
96.32%												
Final Score												
31.1664												
Year Last Updated:												
2023												
Age Based Score Adjustment												
Age of Station												
Factor												
0-10 Years												
1												
11-20 Years												
97.73%												
21-30 Years												
95.46%												
31-40 Years												
93.19%												
41-50 Years												
90.92%												
51-60 Years												
88.65%												
61-70 Years												
86.38%												
71-80 Years												
84.11%												
81-90 Years												
81.84%												
91-100 Years												
79.57%												
Over 100 Years												
77.30%												

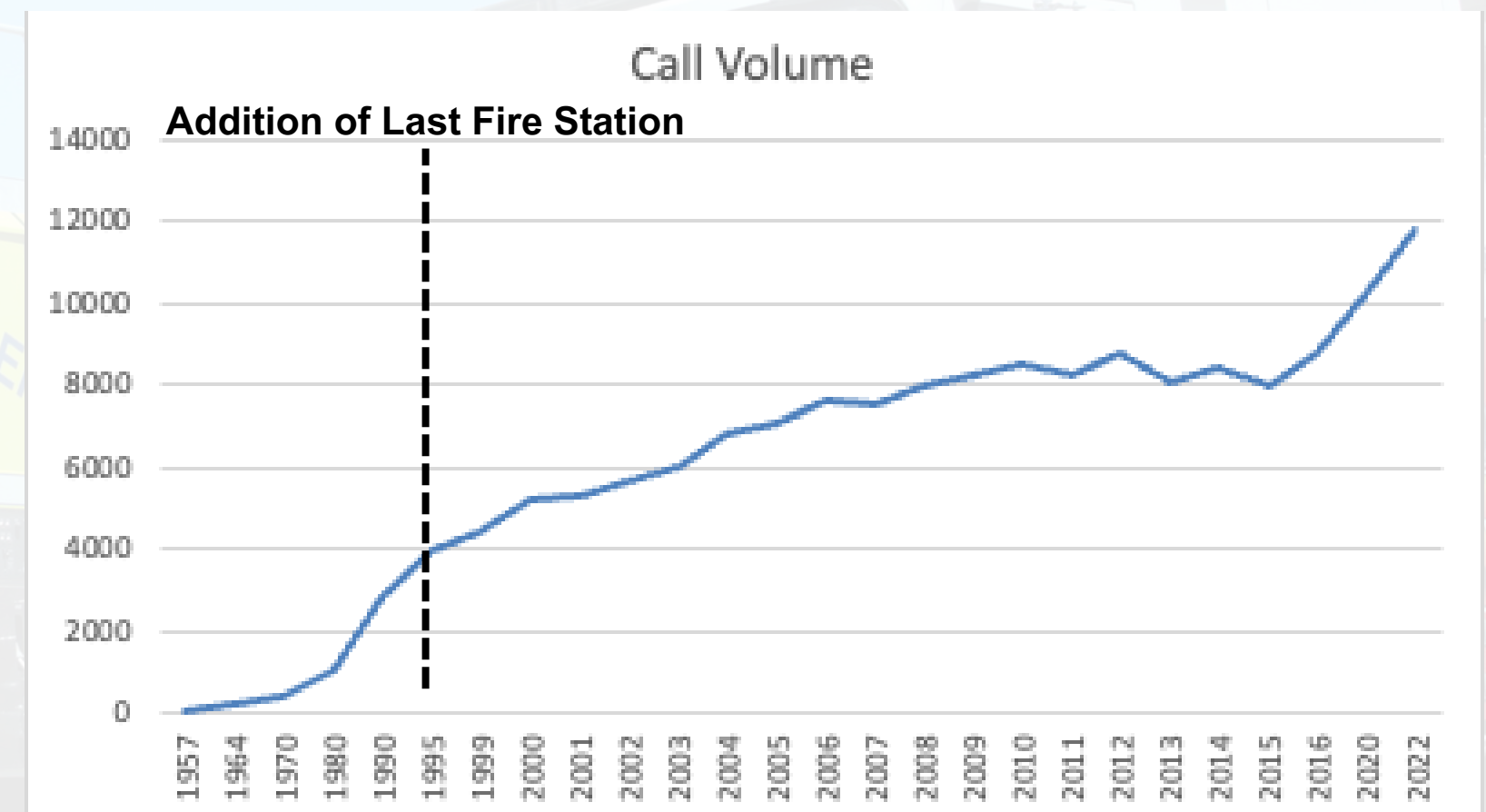
Community Growth



CITY OF PRESCOTT
ARIZONA



Population Increase: 57%



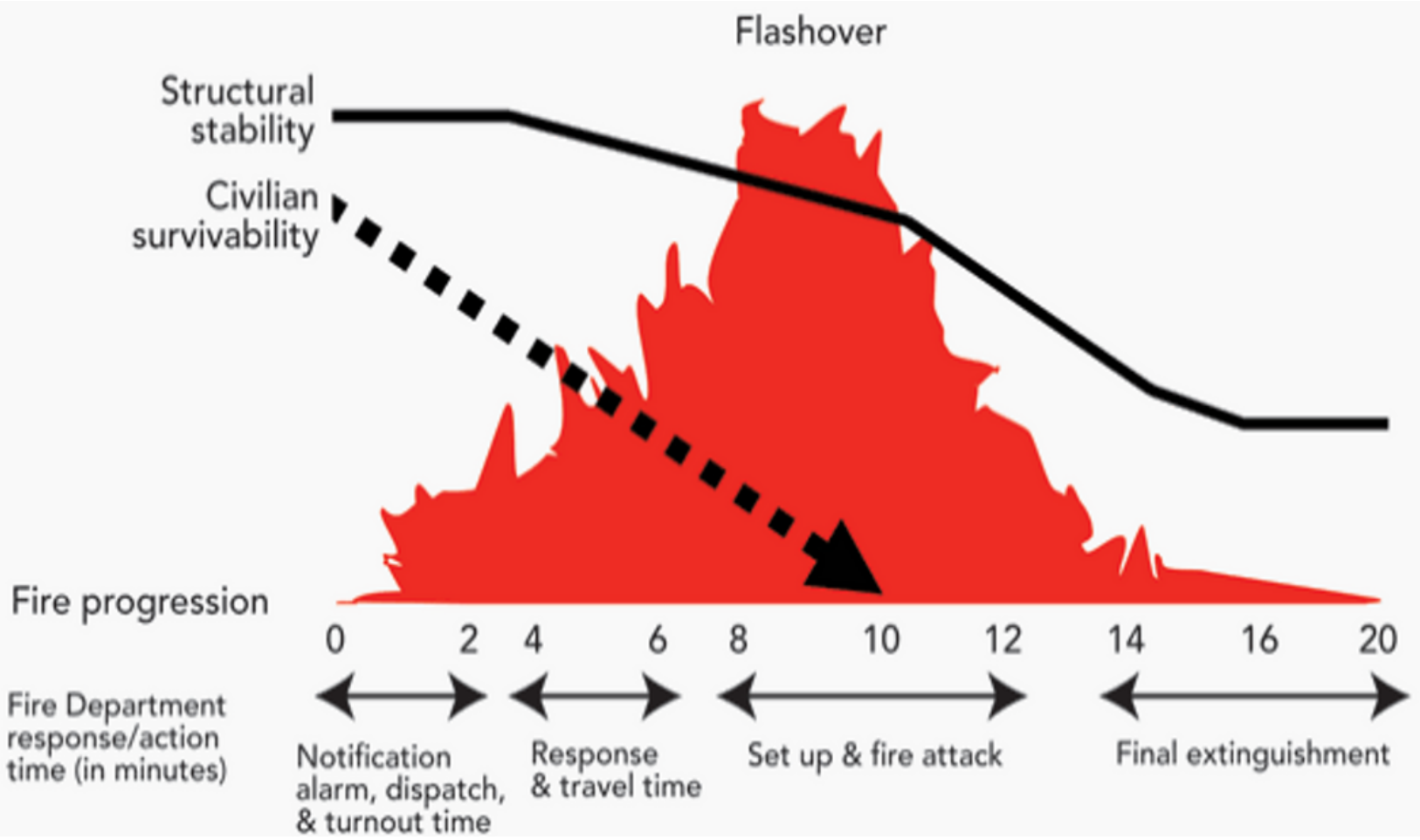
Call Volume Increase: 199.6%

2019-2023 Response Time Overview

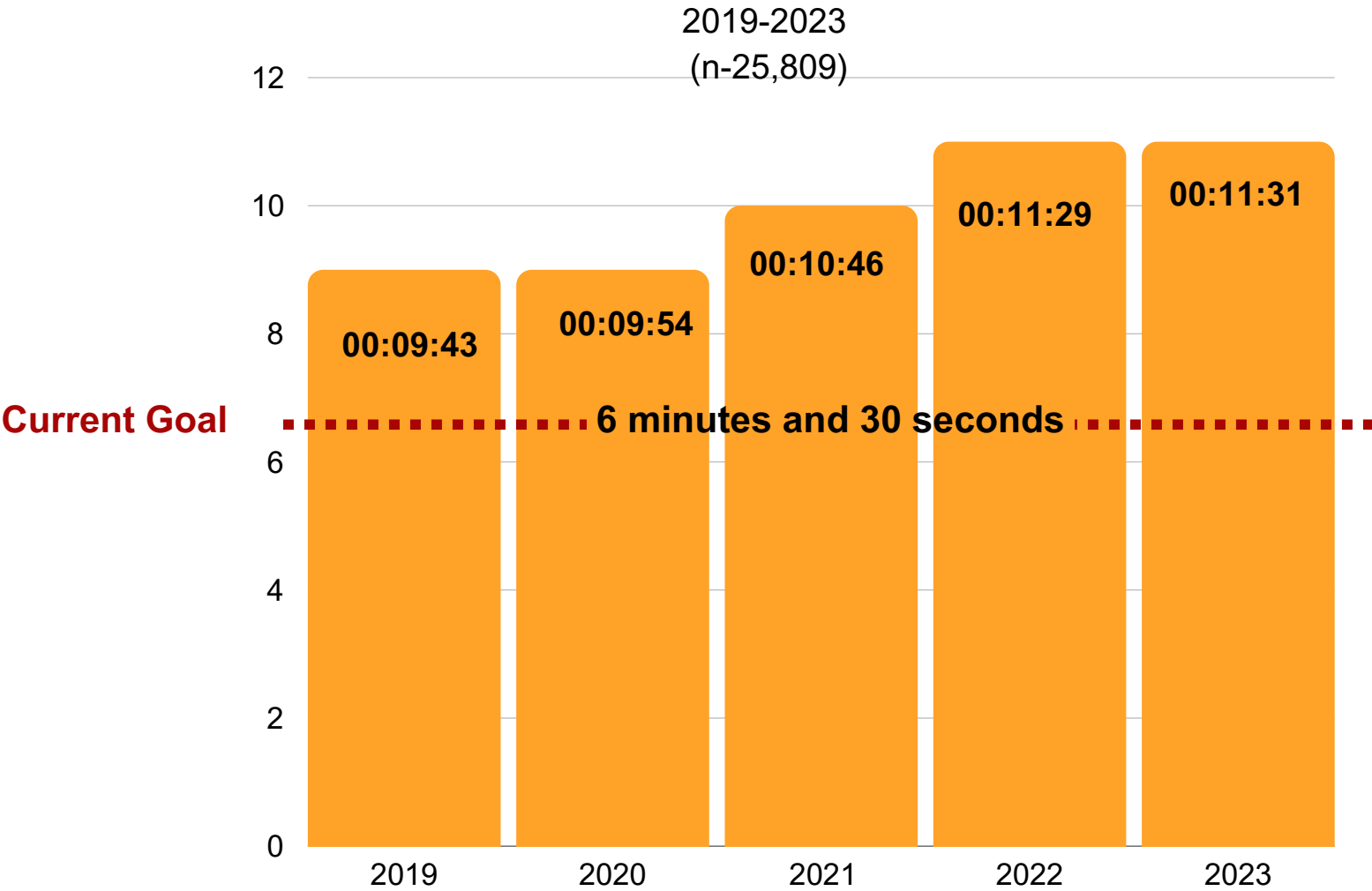
Moderate Risk EMS - Total Response Time - 1st Unit						
	Goal	2023	2022	2021	2020	2019
1st Arriving	00:06:30	00:11:31	00:11:29	00:10:46	00:09:54	00:09:43
# of Incidents		6,760	6,782	5,284	3,993	2,990

Moderate Risk Fire Suppression - Total Response Time						
	Goal	2023	2022	2021	2020	2019
1st Arriving	00:06:30	00:07:47	00:11:11	00:07:36	00:08:46	00:09:55
# of Incidents		14	55	17	14	13

Time and Fire Growth



Total Response Time of the 1st Arriving PFD Unit



Critical Issues in CY 2024



Infrastructure Investments to Improve Outcomes

- 2024 Initiatives: Fire Station Coverage Plan Adoption and Funding Options, Facilities Prioritization, and Impact Measurement

Recruiting and Retaining Our Workforce

- 2024 Initiatives: CRM Staffing Analysis, redesigned recruitment and retention strategies for Fall Academy and First Green Academy in the Fall, and aggressive investments in our staff to keep them engaged and connected, such as shift schedule optimization.

Improving Data Collection and Analysis

- 2024 Initiatives: Establishment of accurate databases, RMS transition, cultural shift towards data, and consistency in reporting.

Funding Crucial Community Needs

- 2024 Initiatives: Accurate and objective representation of the community's needs, scalable solutions for policy-makers, and results-oriented reporting.

A photograph of two red fire trucks parked inside a fire station garage. The truck in the foreground is a red and white fire engine with "PARAMEDIC ENGINE CO." written on its side. The truck in the background is a red and white fire truck with "MTT FIRE DEPT." written on its side. The garage has a high ceiling with metal beams and fluorescent lights. The text "Fire Station Department Concerns" is overlaid in white on the image.

Fire Station Department Concerns

Evaluating Options and Choosing the Best Path Forward

What is the Problem?

- **Geographic Growth**
- **Service Demand**
- **Prioritization and Call Volume Mitigation**
- **Realistic Response Time Targets**
- **Recruitment, Retention, and Competition for Scarce Workforce**



Fire Department Planning Assumptions



Planning Factors

Construction Timeframes

Recruitment and Timelines

Sustainable Funding

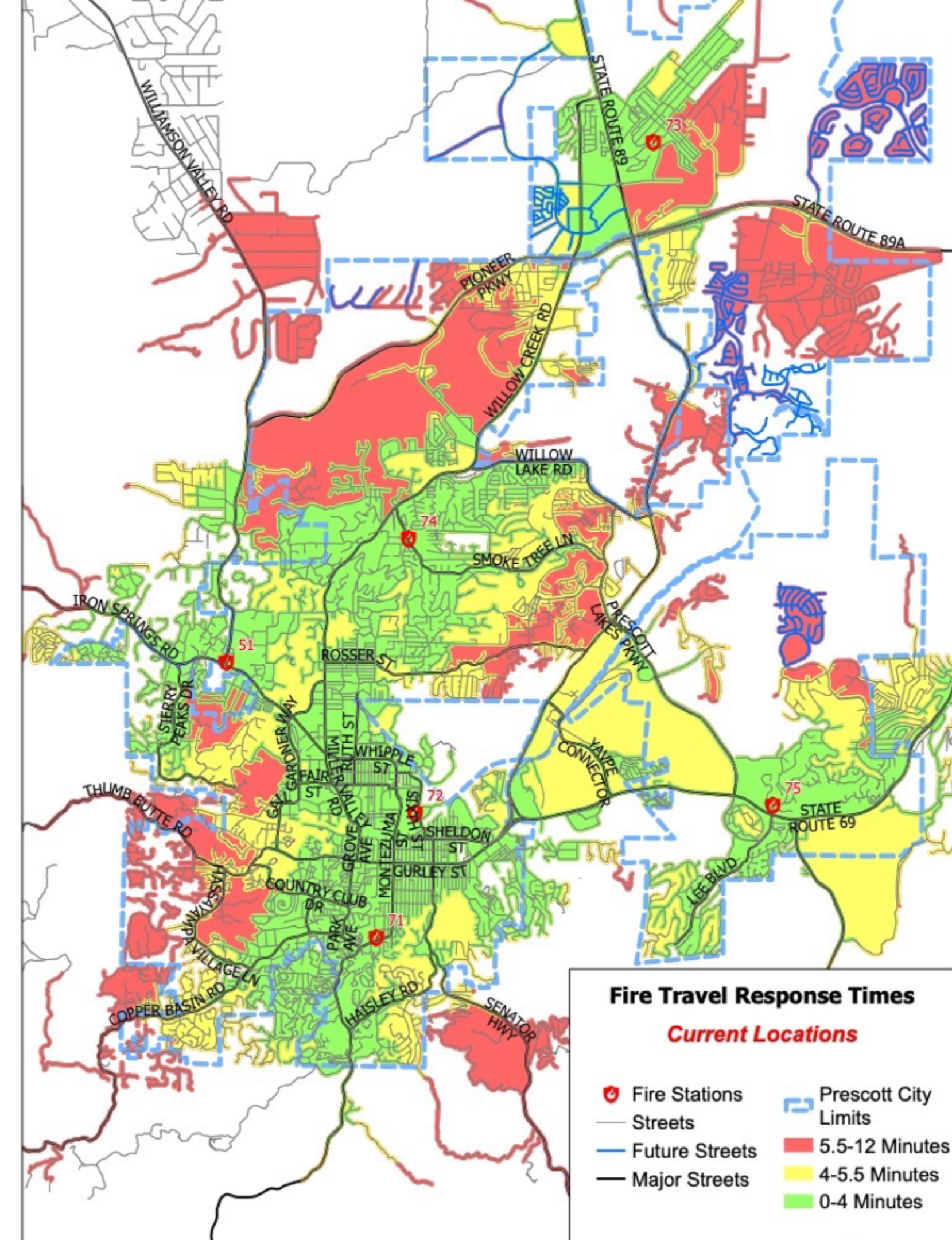
Renovation Needs at Existing Stations

Coordination with CAFMA

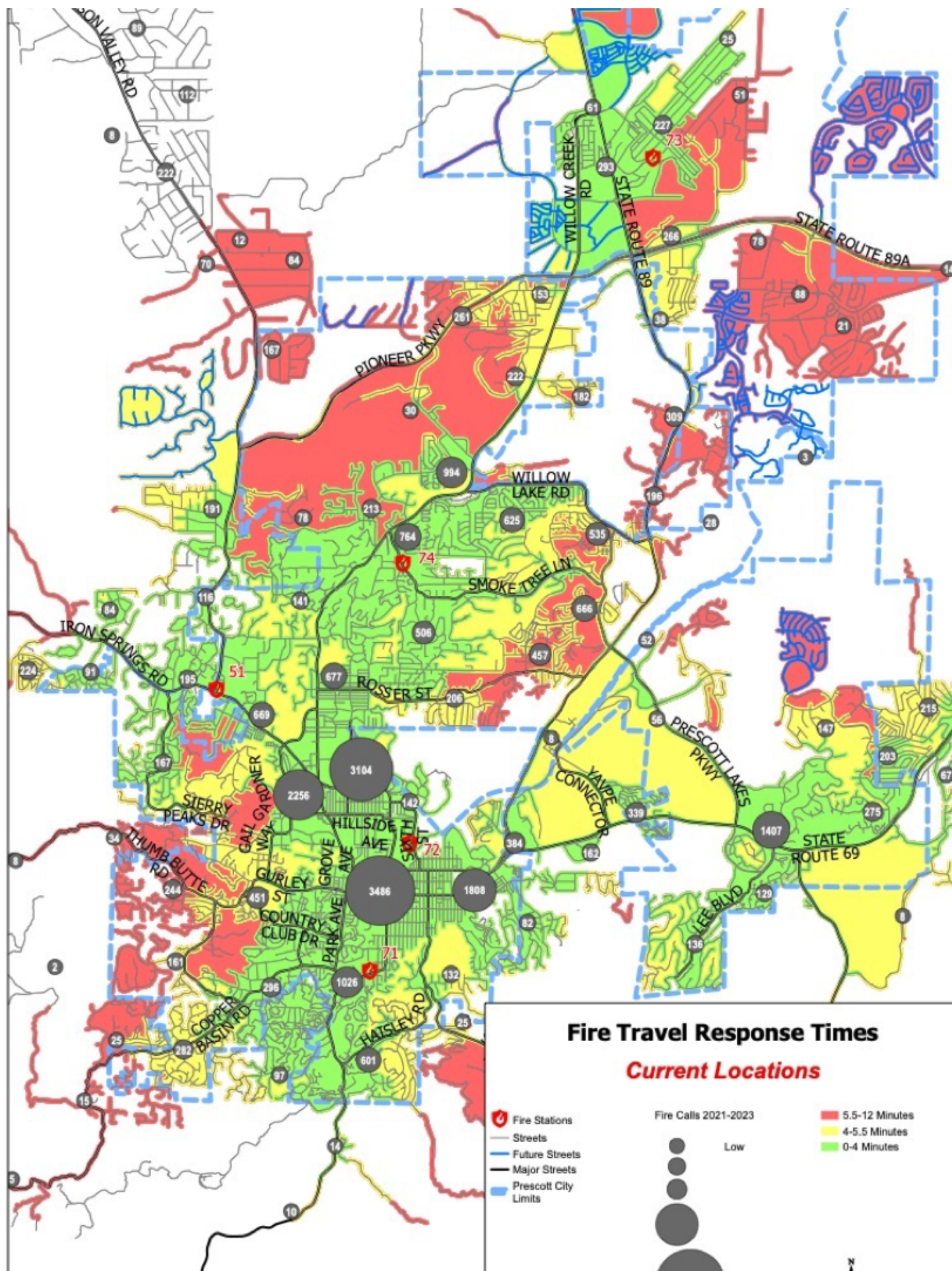


Current Coverage

- Pinion Oaks, Prescott Lakes, Rosser, Airport Industrial, Granite Dells, portions of Copper Basin/Thumb Butte, and Walden Farms are outside urban service levels.



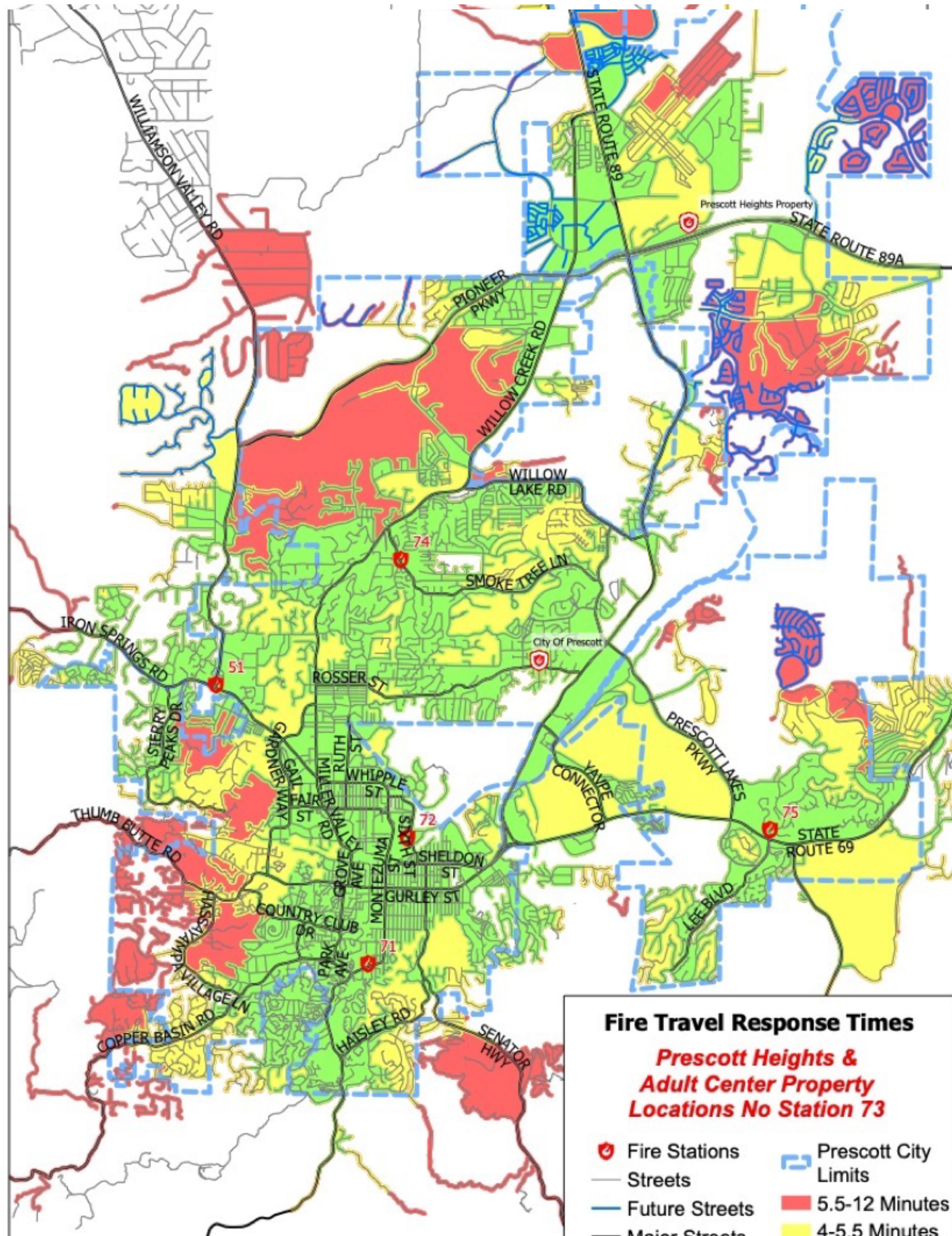
Current Incident Demand (2021-2023)



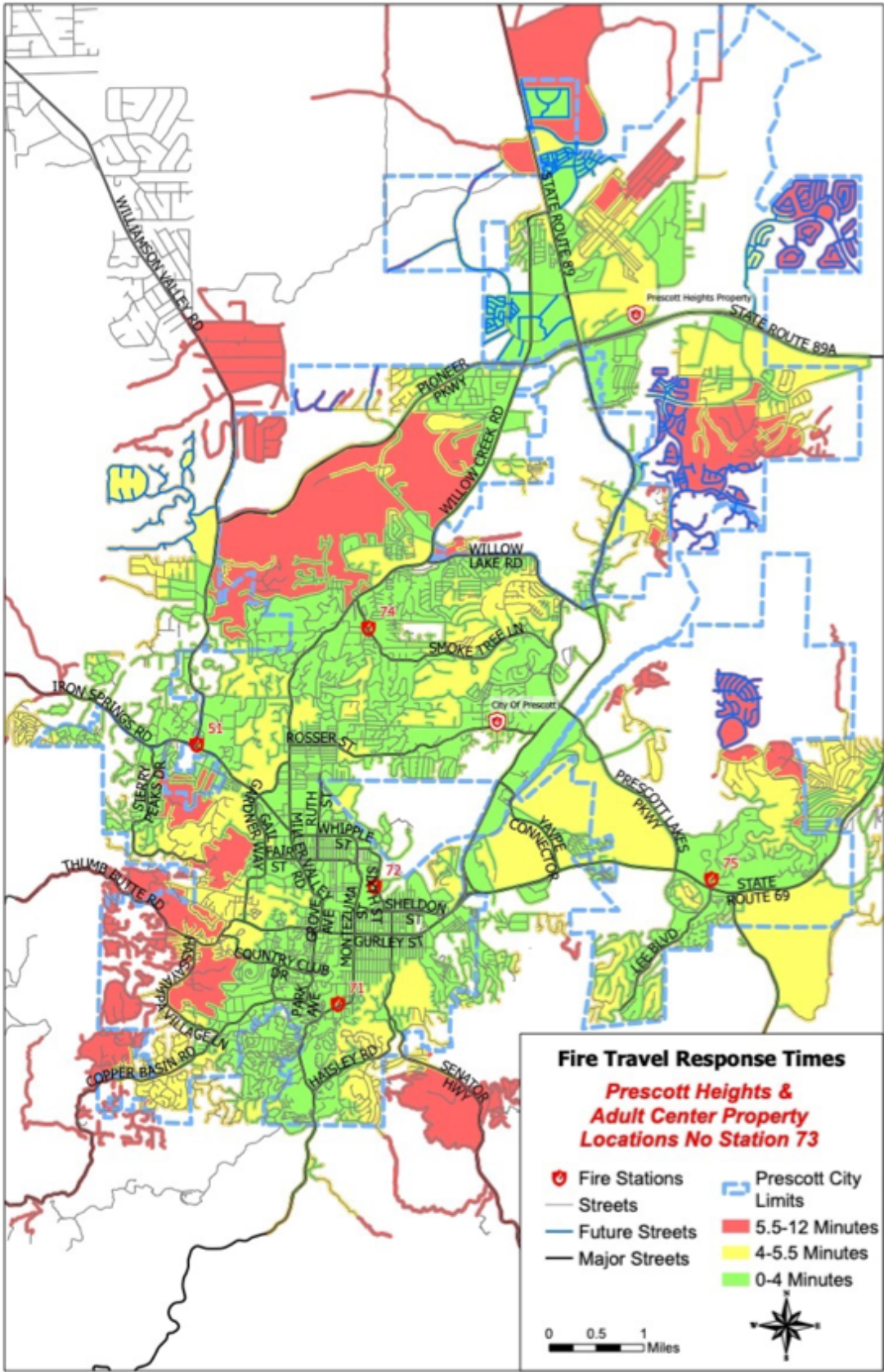
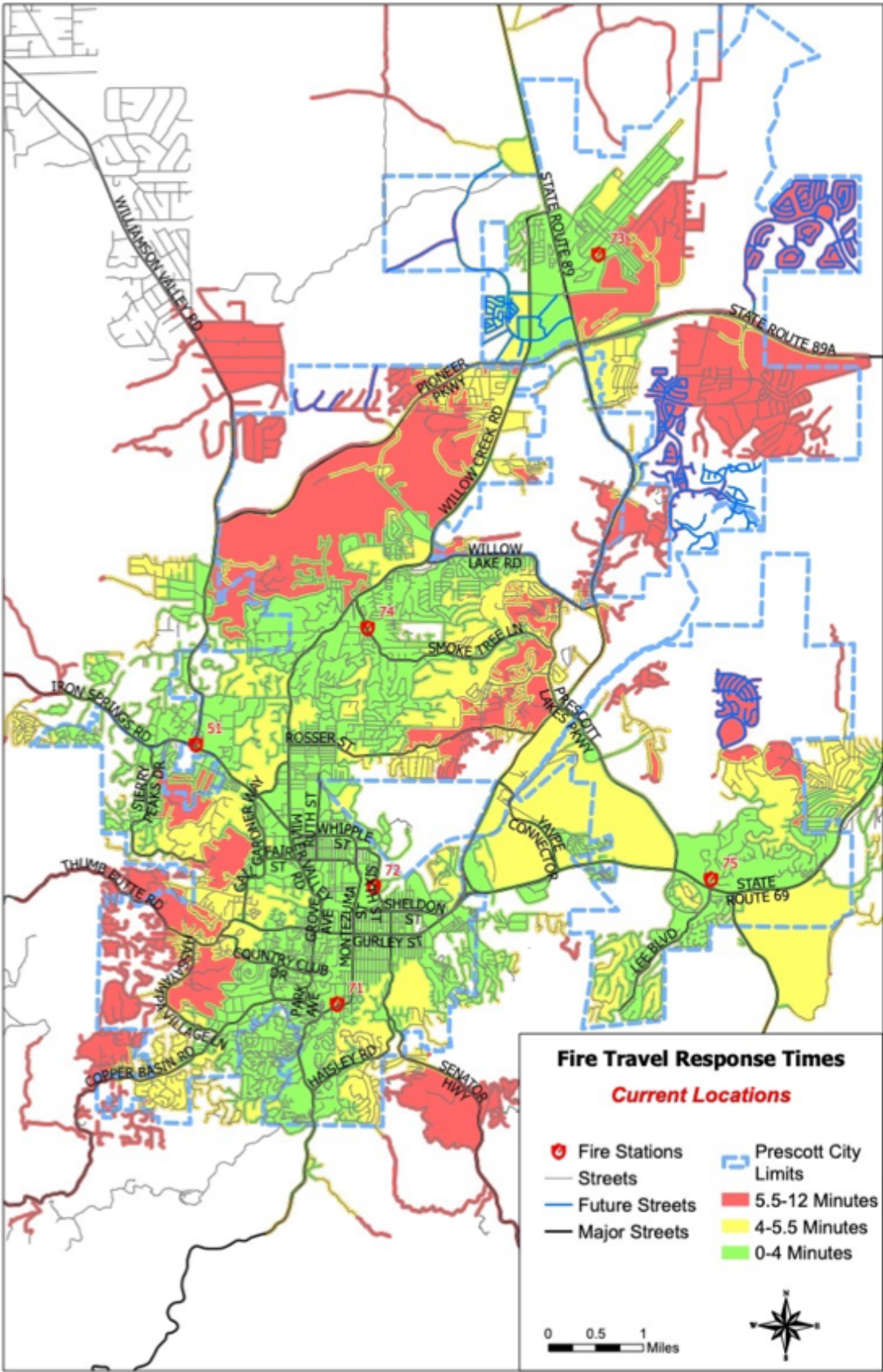
- Downtown is busy compared to other areas, and multiple calls occur simultaneously.
- North Prescott's out-of-service neighborhoods have 600 incidents annually, while the planning area experiences a total of 1,200 incidents each year.
- Uncovered parts of the city around Rosser, Prescott Lakes, and Sundog Road have around 720 incidents/year.
- Roughly 60% of our city is outside urban service levels and approximately 35% of our incidents occur in these areas.
- Battalion Chief is not in the correct location

The Heights Location as 73, Station 76 on Rosser

- Coverage to North Prescott greatly improved, and all areas of Prescott Lake and Rosser have urban or slightly below urban service.
- The Battalion Chief goes to Station 76 for a central location.

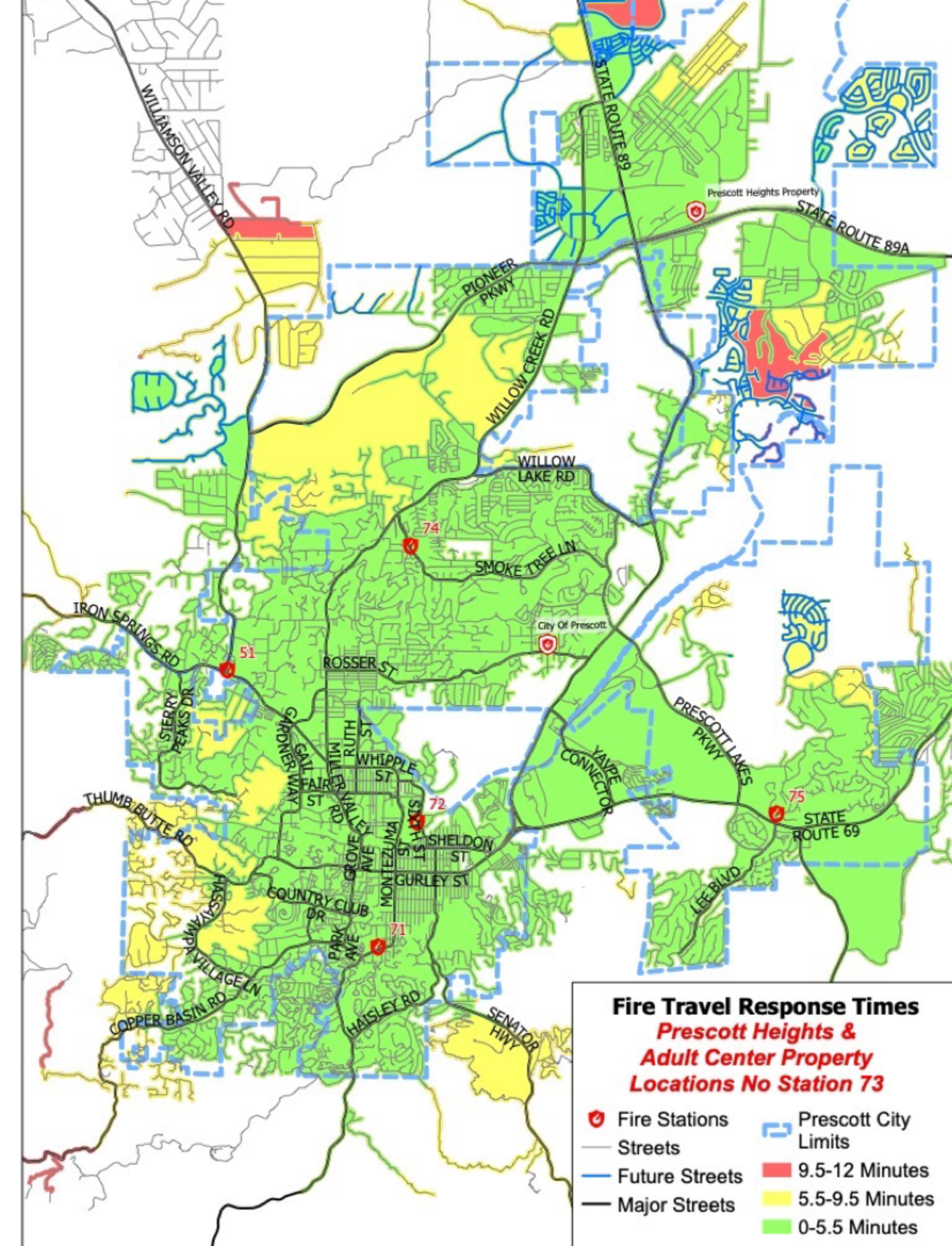


Current vs. 73 Relocation and new 76

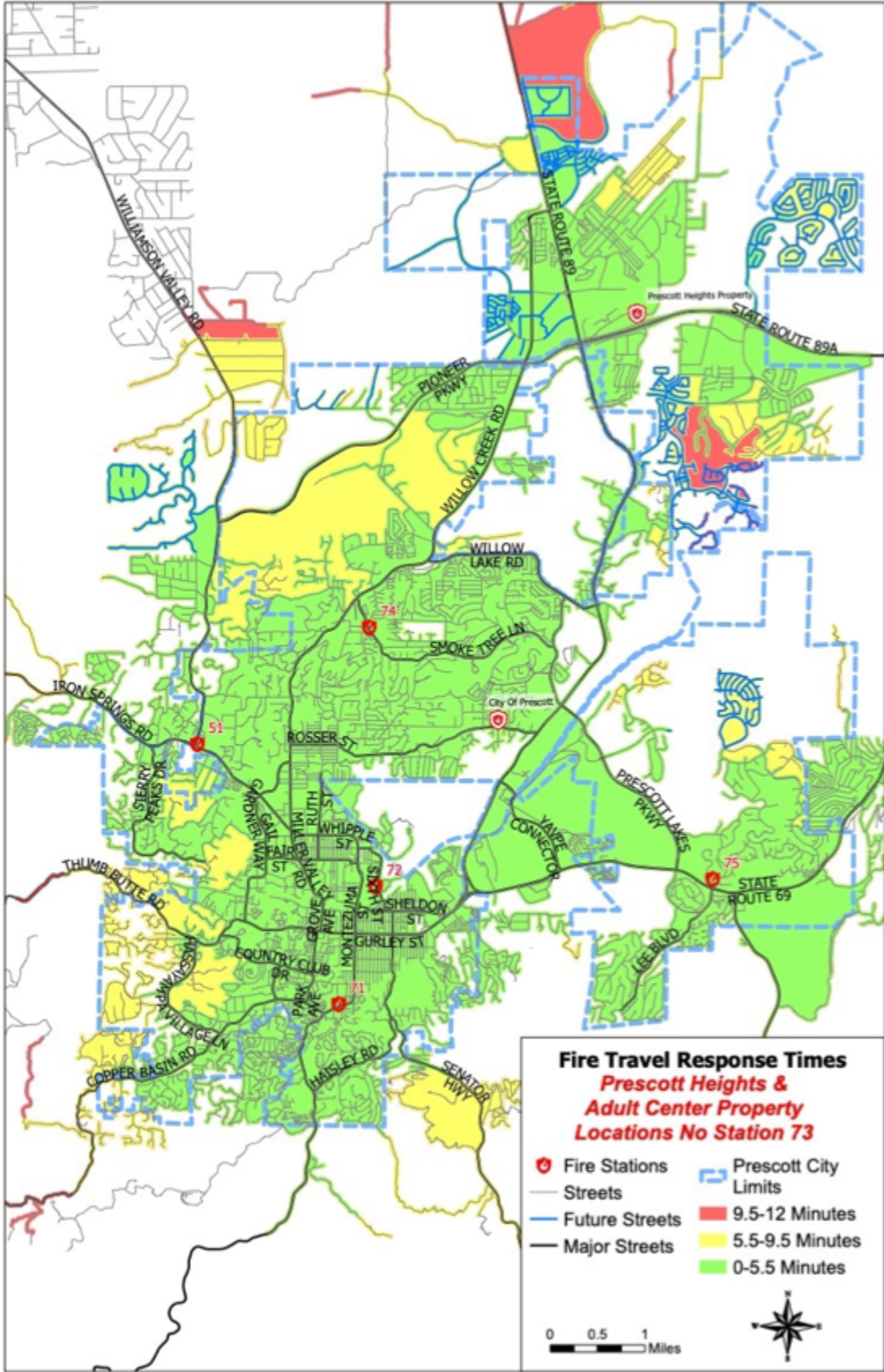
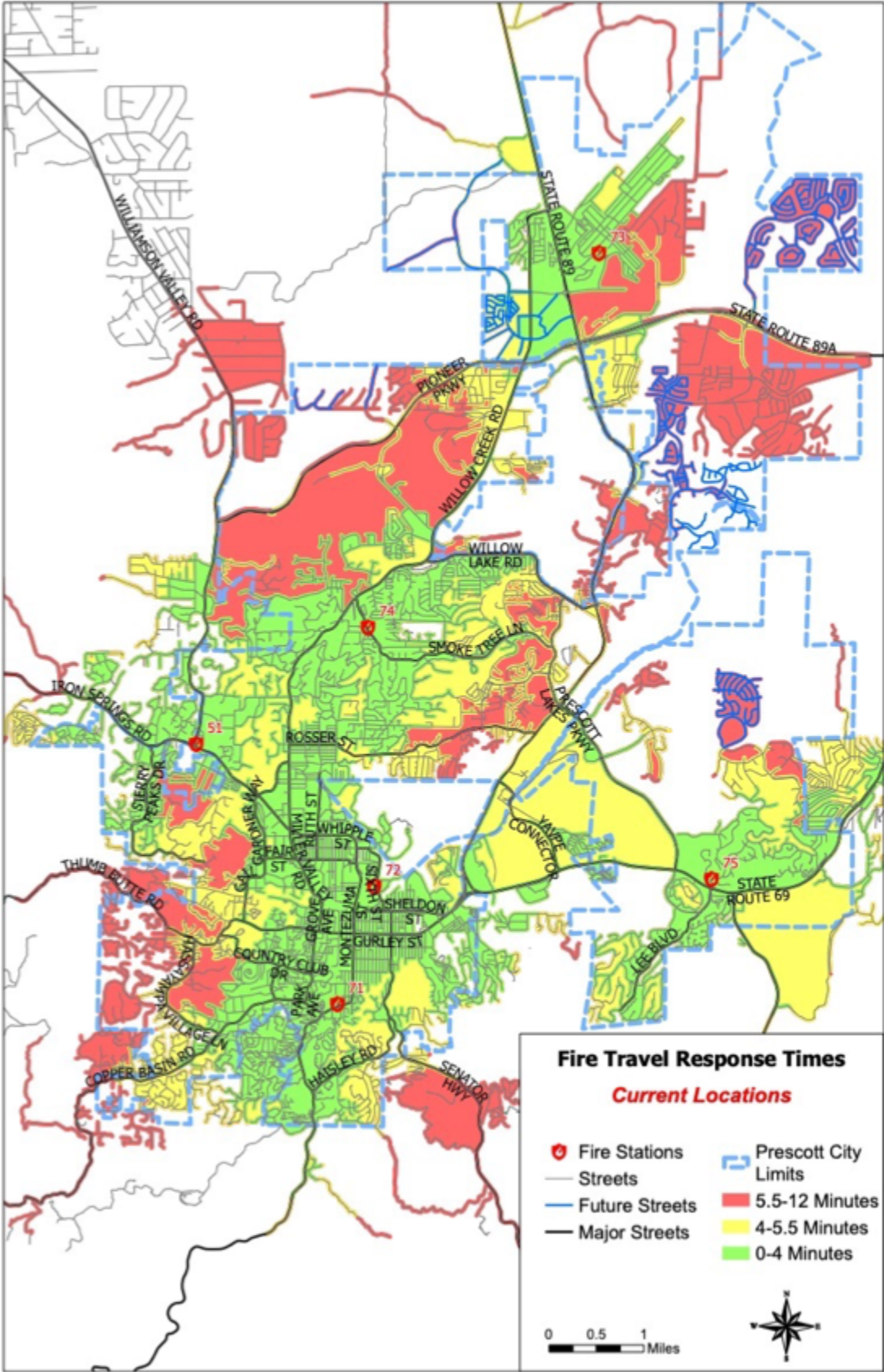


Urban Service Level Redefinition and Demand Based Resourcing

- Proposes a 1.5-minute adjustment to travel time standards for first-due and Effective Response Force arrival.
- Adds two new stations and renovates a third, of which only one requires new staff; other firefighters and the Battalion Chief are added strategically.
- Adds low-acuity response to Station 72 to reduce lack of unit reliability downtown.



Current vs. New Capital and Service Level Standards



- [illegible]

Additional Immediate Needs



Training Tower @ \$1.5 million

The location is not Ideal

Training Tower has been Demolished

due to Safety

The facility is Undersized



Additional Concerns to Address



Fire Station Renovations

Relocation of Training Center

Health and Safety Retrofits and

Renovations at other Existing Stations

Fire Station 77





Thank You