

# City of Prescott

## City Council - Study Session



March 25, 2025 | 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 Live Meeting Feed](#)

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

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DISCUSSION**

A. Presentation & Discussion Regarding 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 3/20/25 at 12:00 p.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

*Sarah M. Siep*

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Sarah M. Siep, City Clerk



TO: MAYOR AND CITY COUNCIL  
AGENDA: March 25 Study Session  
DATE: March 25, 2025  
DEPT: Fire Department  
ITEM #: 3.A  
SUBJECT: Presentation & Discussion Regarding a Departmental Overview of the Prescott Police & Fire Departments Including Areas of Responsibility, Budget Overview, Goals & Objectives, and Accomplishments.

## ITEM SUMMARY

The Prescott Police and Fire Departments will provide an annual update and overview of each department's mission, budget, goals, key objectives, trends, and achievements. Additionally, the Prescott Fire Department will provide its annual strategic plan update.

## BACKGROUND

During this study session, the Prescott Police Department (PPD) and the Prescott Fire Department (PFD) will present their annual reports to the council and discuss key initiatives for the upcoming year. Both departments will also provide updates on progress and plans related to the recently approved public safety tax. Both departments have received significant recognition in 2024. The Prescott Regional Communications Center became Arizona's first regional multidisciplinary emergency communications center to achieve full accreditation through the Arizona Law Enforcement Accreditation Program. The PFD published the nation's first Community Risk Assessment/Standards of Cover (CRA/SOC) conducted in partnership with another agency, reflecting the service level provided through our intergovernmental agreement (IGA) with Central Arizona Fire and Medical (CAFMA). The fire department also received an ISO 2 classification, a process that resets every 5 to 7 years, affirming its commitment to delivering services that support our community. Additionally, the PFD will share its updated annual strategic plan, allowing the council to review the department's organizational structure and receive reports from various divisions, along with a summary of the accreditation report from its recent site visit and recommendations.

## FINANCIAL IMPACT

There is no fiscal impact associated with this item.

## RECOMMENDED ACTION

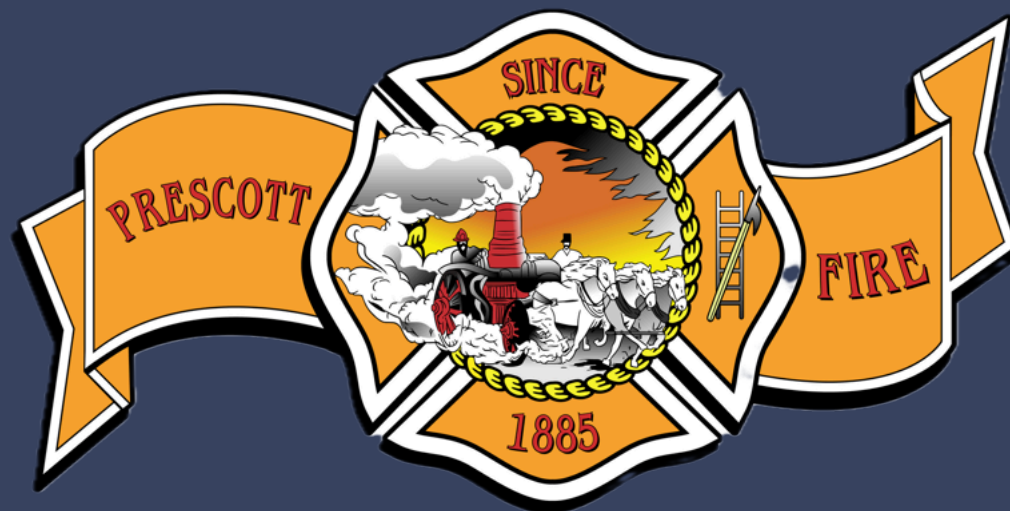
This item is for discussion only. No formal action will be taken.

## ATTACHMENTS

1. 2025 Annual Police & Fire Presentation
2. 2024 PPD Annual Report
3. 2024 PFD Annual Report
4. PFD Strategic Plan - 2025 Update
5. PFD CY 2024 Division Appraisals
6. PFD Organizational Chart
7. PFD Command Staff Assignments
8. 25R-29 City of Prescott FM Dept, AZ Accreditation Report - Final

# Prescott Police and Fire Departments

## Annual Report and Department Overviews



MARCH 25, 2025



# PRESCOTT POLICE DEPARTMENT

AMY BONNEY  
CHIEF OF POLICE



PRESCOTT REGIONAL



COMMUNICATIONS CENTER





# AGENDA

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

**PRESCOTT REGIONAL**



**COMMUNICATIONS CENTER**





## 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





# 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





# COMMAND STAFF



**AMY BONNEY**  
Chief of Police



**JON BRAMBILA**  
Deputy Chief of Police



**JASON SMALL**  
Lieutenant



**COREY KASUN**  
Lieutenant



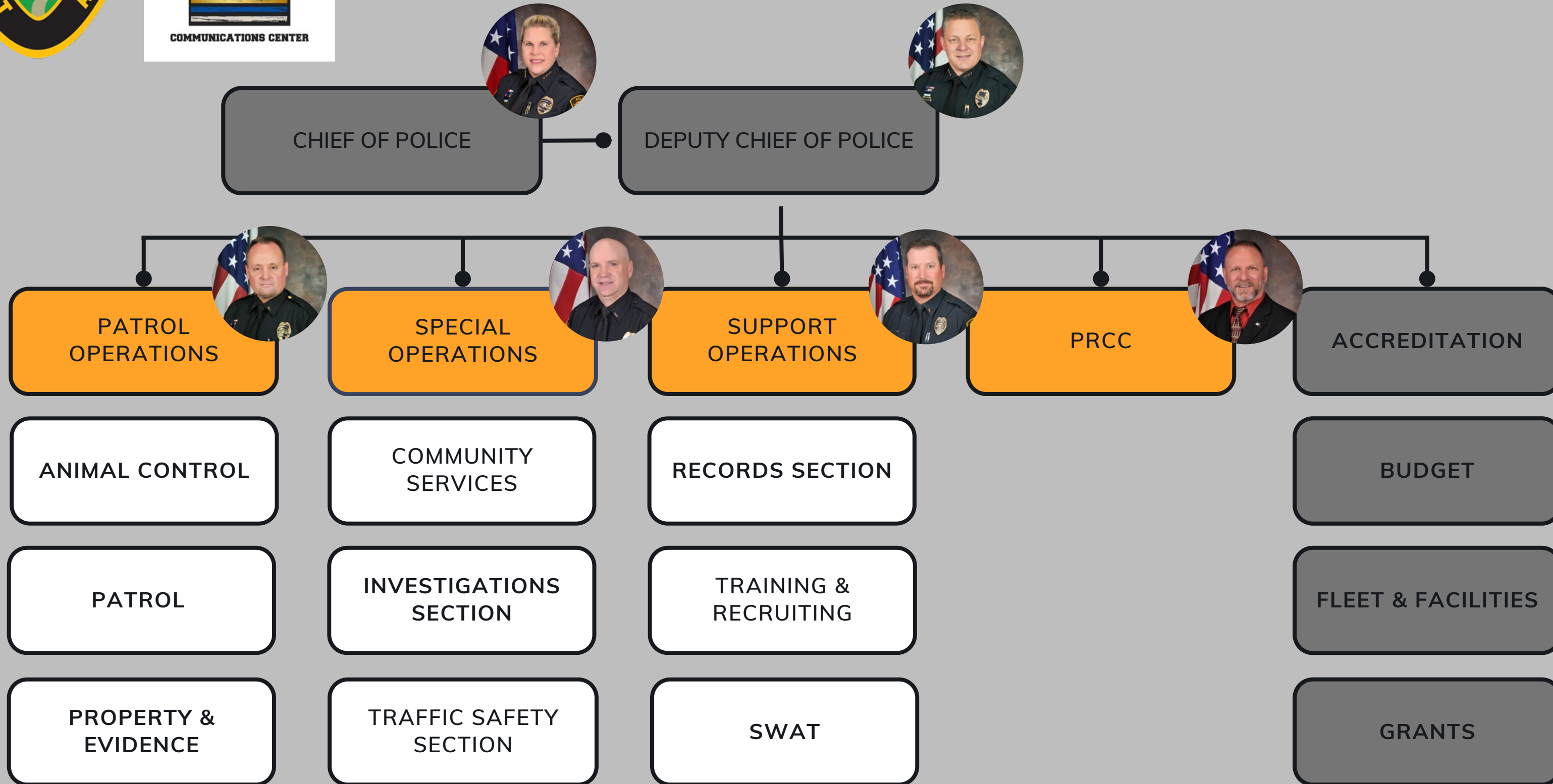
**GARY NOVAK**  
Lieutenant



**JIM DeLUNG**  
Administrator



# ORGANIZATIONAL STRUCTURE



# FISCAL YEAR 2024/2025 BUDGET & PERSONNEL



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

BUDGETED PERSONNEL	
<b>Sworn</b>	
Police Chief	1
Deputy Police Chief	1
Lieutenant	3
Sergeant	11
Officer	77
<b>Total Sworn:</b>	<b>93</b>
<hr/>	
<b>Civilian</b>	
Supervisor	3
Support Staff	15.5
<b>Total Civilian:</b>	<b>18.5</b>

CURRENT PERSONNEL	
<b>Sworn</b>	
Police Chief	1
Deputy Police Chief	1
Lieutenant	3
Sergeant	10
Officer	64
<b>Total Sworn:</b>	<b>79</b>
<hr/>	
<b>Civilian</b>	
Supervisor	3
Support Staff	15.5
<b>Total Civilian:</b>	<b>18.5</b>



# STRATEGIC GOALS



2.

ORGANIZATIONAL  
EXCELLENCE



3.

COMMUNITY RELATIONS  
W/INTERNAL & EXTERNAL  
PARTNERS



1.

SAFE COMMUNITY



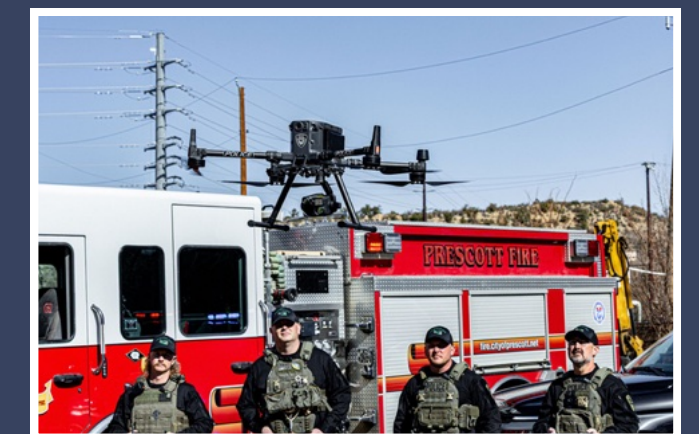
4.

EFFECTIVE PARTNERSHIPS



5.

FACILITIES,  
INFRASTRUCTURE, AND  
TECHNOLOGY





# 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



# 2024 Key Metrics and Data Overview

- Calls for Service: 45,202 (+2%)
- Community Policing Growth: +3%
- Arrests: 1,832
- Traffic Citations: 3,691
- Community Outreach Events: 35
  
- Full Accreditation for Prescott Regional Communications Center
- Officer Wellness Initiatives: Recharge Room, Peer Support Team
- Technology Enhancements and Fleet Upgrades
- Training and Professional Development Growth





# 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



## 2024 STATS

Total Calls for Service: 4,529  
Animal Cruelty Calls for Service: 93  
Animal Bite Calls for Service: 115  
Dog Barking Calls for Service: 155





# 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: 67
- Training Hours: 185
- Detection Exercises: 125
- K9 Deployments: 36

### Benny & K9 Officer Million

- Training Events: 47
- Training Hours: 185
- Detection Exercises: 125
- K9 Deployments: 40





# PATROL

## PROPERTY & EVIDENCE



### SERVICES & PROGRAMS

- 1 Lieutenant
- 6 Sergeants
- 44 Officers
- 30 Patrol Vehicles
- 1 Mobile Command Post

### 2024 STATS

- Total Calls for Service: 45,202
- Total Arrests Made: 1,832
- Total Number of Reports: 8,307
- Sex Offender Checks: 575
- Lost and Found: 383

### FEB '25 AVG RESPONSE TIME

Avg Unit Response Time: 0:06:21



### PROPERTY & EVIDENCE

- Items Held: 19,109
- Evidence Requests: 1,505
- Total Items Requested: 24,017
- Items Destroyed: 2,574
- # lbs of Drugs Incinerated: 735





# SPECIAL OPERATIONS

LIEUTENANT JASON SMALL

COMMUNITY SERVICES SECTION

INVESTIGATIONS SECTION

TRAFFIC SAFETY SECTION





# COMMUNITY SERVICES SECTION



## SERVICES & PROGRAMS

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

*SRO @ GMMS, effective January '25*

## 2024 STATS

- Bike Patrols: 210
- Presentations/Trainings Provided: 30
- Special Event Details: 16

## TERROR LIAISON OFFICER ASSISTS

- ACTIC Follow-up: 437
- Officer Safety Bulletin: 24
- Agency Assist: 6
- Event Safety: 6
- Investigation Assist: 50
- Vehicle Download: 24

## SCHOOL RESOURCE OFFICER - PHS

- Students Taught: 408
- Classes Taught: 15
- Reports: 51
- Arrests: 43

## SCHOOL RESOURCE OFFICER - MHMS

- Students Taught: 496
- Classes Taught: 21
- Reports: 72
- Arrests: 36





# INVESTIGATIONS SECTION



## SERVICES & PROGRAMS

- 5 General Investigators
- 2 Grant-funded Sexual Assault Investigators
- 1 Crime Scene Investigator
- 1 PANT Narcotics Sergeant
- 1 PANT Narcotics Investigator
- Administration of Sex Offender Accountability Program (SOAP)
- Conduct Proactive Human Trafficking Stings
- Investigate Felony Crimes

## 2024 STATS

- 2024 Total Assigned Cases 331
- # of Arrests 54
- # of Search Warrants 59
- 2 Homicides
- 1 Robbery
- 13 Aggravated Assaults
- 9 Sexual Assaults
- 18 Child Exploitation
- 44 Sex Crime Other



# 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

### 2024 Traffic Safety

Collisions: 1,007  
 Injury: 211  
 Fatalities: 2  
 Hit and Run: 201  
 Parking Citations: 4,148  
 Parking Warnings: 926  
 Citations: 3,691  
 Warnings: 6,289  
 Traffic Stops: 16,236  
 DUI Arrests: 196

### 2024 DUI Saturation Patrols & Speed & Aggressive Driver

13 Speed Details  
 12 DUI Details  
 Seat Belt Campaign

### Citizens on Patrol

Volunteer Hours: 4,982

## TECHNICAL SUPPORT UNIT

Deployments: 29  
 Call-outs: 19  
 Special Events: 4  
 Crime Scene Mapping: 4



# SUPPORT OPERATIONS

LIEUTENANT COREY KASUN

RECORDS SECTION

TRAINING & RECRUITING

S.W.A.T.

PROFESSIONAL STANDARDS & P.I.O.

NARTA COMMANDER





# RECORDS SECTION



## SERVICES & PROGRAMS

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

## 2024 STATS

- Reports entered into RMS: 8,307
- Criminal history inquiries: 1,565
- Online reports submitted: 351
- Fees collected: \$8,346.50

- Public records requests: 5,611
- Crash reports uploaded online: 381
- Crash reports purchased online: 259
- Revenue from online crash reports: \$1,295.00

## BODY WORN CAMERA

- 85 Requests for body camera footage
- 301 Videos Redacted and Released
- 540 Hours of Redaction



# TRAINING & RECRUITING

## SOCIAL MEDIA & OUTREACH



## TRAINING & RECRUITING

### SERVICES & PROGRAMS    2024 STATS

- 1 Officer
- Police Officers Hired: 8
- Civilian Employees Hired: 14
- Background Investigations: 30
- Training Classes: 154
- Training Hours: 4,989

## SOCIAL MEDIA & OUTREACH

### SERVICES & PROGRAMS    2024 STATS

- 1 Administrative Specialist
- Social Media Posts: 702
- 1 Vehicle
- Pink Patch Events: 11, \$10,174 Raised
- Community Outreach Events: 35
- Fraud/Crime Prevention Presentations: 5
- Coffee with a Cop: 2
- National Night Out Events: 11
- Neighborhood Watch/Block Watch: 5
- 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

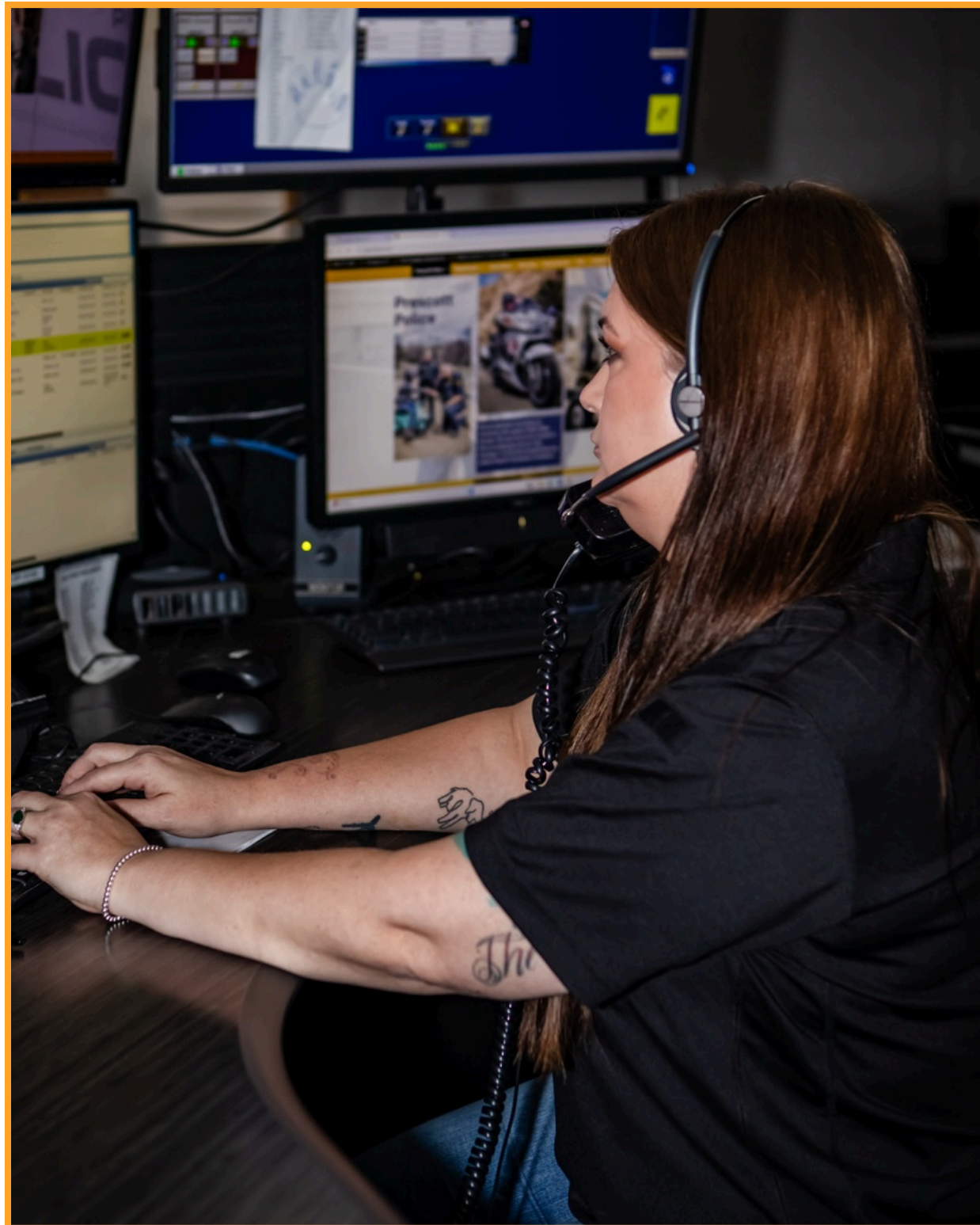
COMMUNICATIONS DIRECTOR  
Dr. Jim DeLung



# FISCAL YEAR 2024/2025 BUDGET & PERSONNEL



OPERATING BUDGET		BUDGETED PERSONNEL		CURRENT PERSONNEL	
Personnel	\$3,631,859	Police Administrator	1	Police Administrator	1
Internal Charges	\$317,373	PRCC Manager	1	PRCC Manager	1
Operating Services	\$37,500	PRCC Asst Manager	1	PRCC Asst Manager	1
Other Services	\$515,540	Public Safety Telecommunicator Supervisor	5	Public Safety Telecommunicator Supervisor	4
<hr/>		Public Safety Telecommunicator	28	Public Safety Telecommunicator	23
Capital	\$0	<hr/>		<hr/>	
<b>Total: \$4,502,272</b>		<b>Total:</b>	<b>36</b>	<b>Total:</b>	<b>30</b>



## 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
- In FY26 adding 6 more Fire Agencies

### EMS Transport Dispatching

- Priority Ambulance Yavapai





# 2024 STATS

## 2024 Accomplishments

- 181,054 calls handled
- 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 958 recording requests for partner agencies and prosecutor offices
- Processed public records requests as needed
- Completed transition to ProQA and obtained ALEAP Accreditation (1st regional center in AZ!)

## 2024 Calls for Service

- 36,370 Police calls for service
- 26,984 Fire calls for service
- 27,373 EMS calls for service

## 2024 Inbound/Outbound Call Count Summary

- 7-digit Emergency: 100,289
- 911 Landlines: 3,205
- 911 Wireless: 37,523
- VOIP: 3,679
- Text to 911: 1,438
- Total Calls: 181,054

# INNOVATION IN POLICING



MOBILE COMMAND UNIT

TERROR LIAISON OFFICERS

FLOCK STATIONARY LPR SYSTEM

TECHNICAL SUPPORT TEAM





## MOBILE COMMAND UNIT

- Shared resource for Police and Fire
- Utilized on major crime scenes, fire scenes and pre planned public events
- Provides a clean and comfortable place for police officers and fire fighters in the field
- Purchased with federal funding and through financial support of the Prescott Police Foundation



## 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...

**THE MEN AND WOMEN OF THE POLICE DEPARTMENT**

**OVER \$635,071 IN GRANT FUNDING**

**\*FY25: 2 VICTIM ADVOCATES, 2 SART DET, 3 SRO, GOHS OT, ETC**

**13 VOLUNTEERS - OVER 4,982 HOURS**

**COMMUNITY SUPPORT AND DONATIONS (K9 UNIT, FACILITY K9, SHOP W/A COP, YOUTH SCHOLARSHIP, ETC.)**

**CITY LEADERSHIP AND ELECTED OFFICIALS SUPPORT**





# WHAT OUR CUSTOMERS SAY...

“Officers were very kind and made us feel safe”

“Response time was good and officers were professional ”

“Very professional and polite. The dispatcher was very helpful and made sure I was OK”

**2024 SURVEY RESULTS**  
39% Return Rate  
92% Positivity Rate 

“She was friendly, calm, professional and kind. Exactly what you need to hear when you’re stressed”

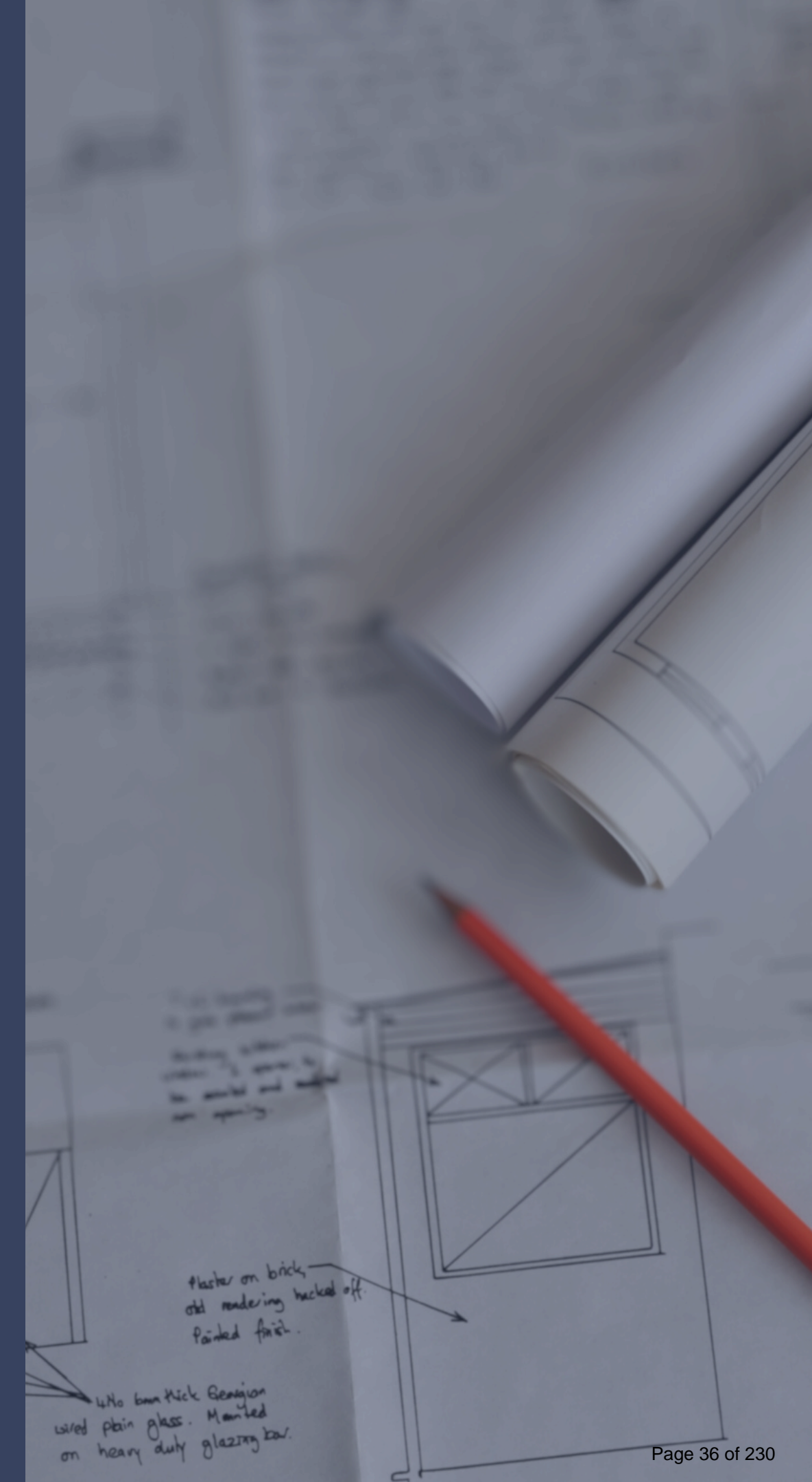
“I can’t remember names, but four awesome officers knocked on her door, and it made her day to know there is help if ever needed“





## PROPOSED PLAN (\$18M in Immediate Capital)

- Consider acquisition of land for construction of scalable building to address future needs
- Remodel downtown location to maintain presence in downtown
- Construct building for movement of Property & Evidence and the bulk of Patrol Operations to provide a location remote to the congestion downtown





**INTEGRITY  
COURAGE  
ACCOUNTABILITY  
RESPECT  
EXCELLENCE**



**QUESTIONS?**

# PRESCOTT FIRE DEPARTMENT

## 2024 Annual Report



**Major Accomplishments, Key Performance Data, Activities & Incidents**  
**Strategic Plan Progress Report & Budget 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

We improve the quality of life in Prescott by mitigating 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

**350+ 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	3
Battalion Chiefs	3
Captains	17
Engineers	20
Firefighters	28

**Total Sworn: 73**

Administrative Support	4
Community Risk	3

**Total Civilian: 7**

Variable Hourly Staff	3
Volunteers	15

**Total Auxillary: 18**

## FY 24/25 BUDGET OVERVIEW

Operating Budget **\$ 16,690,084**

## FY 24/25 Capital Budget

FY 2025 CIP **\$7,836,000**

FY 2025 Vehicle Replacements **\$3,713,574**



# Community Demographics



**Population Served**

**47,757**

**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**

**\$16  
billion**

**Yavapai County Assessor - Dec 2024**

**2023 Operational Budget**

**\$16.7  
million**

**FY 25 Capital Outlay - \$11.5 million**

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

**0.10%**

**PFD Efficiency Measure**

**Avg. Cost/Resident**

**\$349.84**

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

# 2020-2024 Response Time Overview

## Moderate Risk EMS - Total Response Time - 1st Unit (Urban Areas)

	Goal	2024	2023	2022	2021	2020
1st Arriving	00:08:00	00:13:01	00:12:22	00:12:14	00:11:55	00:11:28
# of Incidents		8,870	9,298	9,321	9,160	7,738

## Moderate Risk Fire Suppression - Total Response Time (Urban Areas)

	Goal	2024	2023	2022	2021	2020
1st Arriving	00:08:00	00:12:23	00:12:39	00:12:06	00:14:10	00:11:59
# of Incidents		69	60	48	71	47

Incident Type	Count of Incident	% of Total
Rescue & EMS Incidents	8,545	78.47%
Public Assist	1,027	9.84%
Fire	801	7.36%
Hazardous Materials	195	1.79%
Information and Investigation	141	1.29%
Wildland Fire	63	0.58%
ARFF	49	0.45%
Technical Rescue	23	0.21%
<b>Total</b>	<b>10,889</b>	<b>100%</b>

# Strategic Plan

## MAJOR CHANGES FOR 2025



- Updated Mission Statement to include connection to the new city mission statement
- Reflect Proposition 478 Impacts
- Added Strategic Plan Update Framework
- Renamed Strategic Result 1 to “*Reducing Community Risk*”
- Key Result Updates to Reflect Updated Measures
- New goals related to health and safety action plan (3A) and performance management (4C)
- Added Section to document achieved goals that are being monitored (Goals 3A, 3B, 3G, and 4C)

# Strategic Plan

## ANNUAL PROGRESS REPORT

**Fire Department Strategic Plan Progress Dashboard**

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress
5%	0%	0%	65%	30%

**City Council Strategic Plan Progress Dashboard**

	Milestone Progress	Major Accomplishments	Next Steps
<b>Result 1.1.1 – 2 New Fire Stations<sup>1</sup></b>	4 of 5 milestones making progress	Voter Approval of 478	Publication of Desing RFP Land Acquisition
<b>Result 1.1.2 – Response Times below 8 minutes<sup>2</sup></b>	4 of 4 milestones making progress	Voter Approval of 478	Implementation of Tiered Medical Dispatching



- **Response Time Reductions —Goal 1A:** The algorithm-based deployment software approved by council is fully operational, alongside the successful implementation of ProQA and ImageTrend software. Additionally, a tiered response system has been established, enhancing emergency response capabilities. The joint risk and response analysis document with CAFMA, known as the CRA/SOC, has been completed and adopted by both governing bodies.
- **Community Risk Management Workforce —Goal 1C:** A full-time fire marshal has been hired who is providing much needed strategic and day-to-day guidance to this vital division. Currently, a workforce analysis is being conducted in the CRM division to assess customer service impacts related to capability and workload. Additional work is taking place in evaluating the fee schedule to ensure it is properly offsetting the impact of these activities.
- **Infrastructure Improvements - Goal 2B and 2C:** Through voter-approval of dedicated public safety funding the department has been able to begin implementation of design and land acquisition for the new fire stations that are desperately needed to fill response gaps in the community.

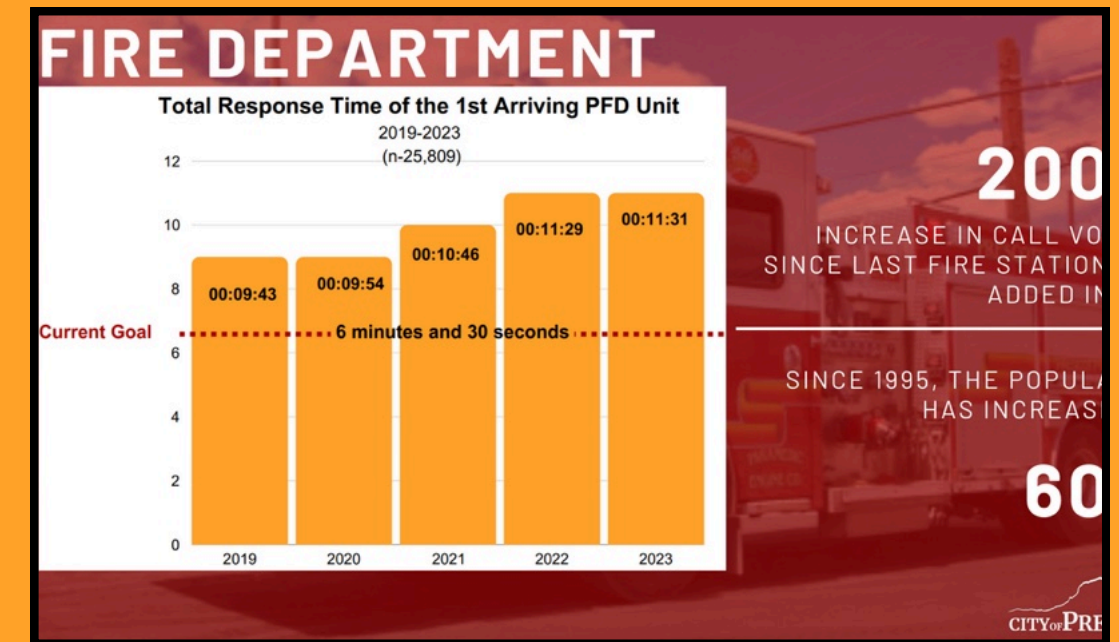
Thank you!

# Public Safety Infrastructure Tax

## Strengthening Prescott's Fire & Police Services

### Addressing Critical Needs

- Rising call volumes
- Extended response times
- Need for modernized equipment
- Staffing levels that must keep pace with community growth
- Reducing the burden of excessive overtime on current firefighters
- Firefighter health and safety have been a central focus of this initiative



### Moving with Purpose

- Hired 6 firefighters and Ordered an Engine to add additional Engine for Daytime Coverage in July
- Identified Final Locations for Relocation of Fire Station 73 and the new Fire Station 76
- Conducted Safety and Air Quality Surveys in all Stations and Developed a Health and Safety Action Plan
- Formed a Station Design Team and finalizing the RSOQ for Station Design Services

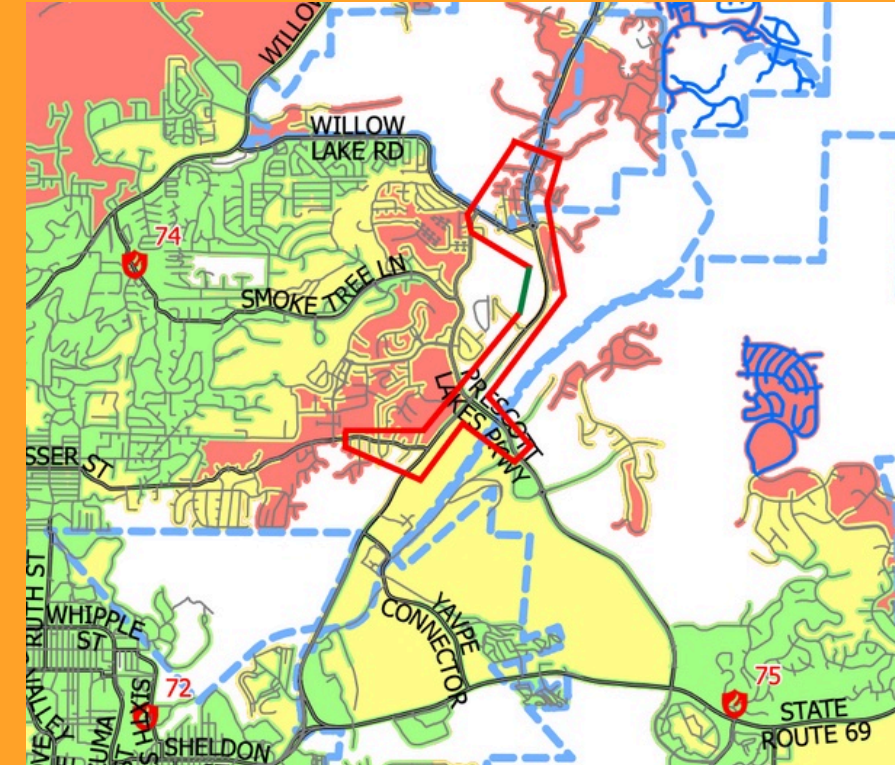


# Public Safety Infrastructure Tax

## *The Year Ahead*

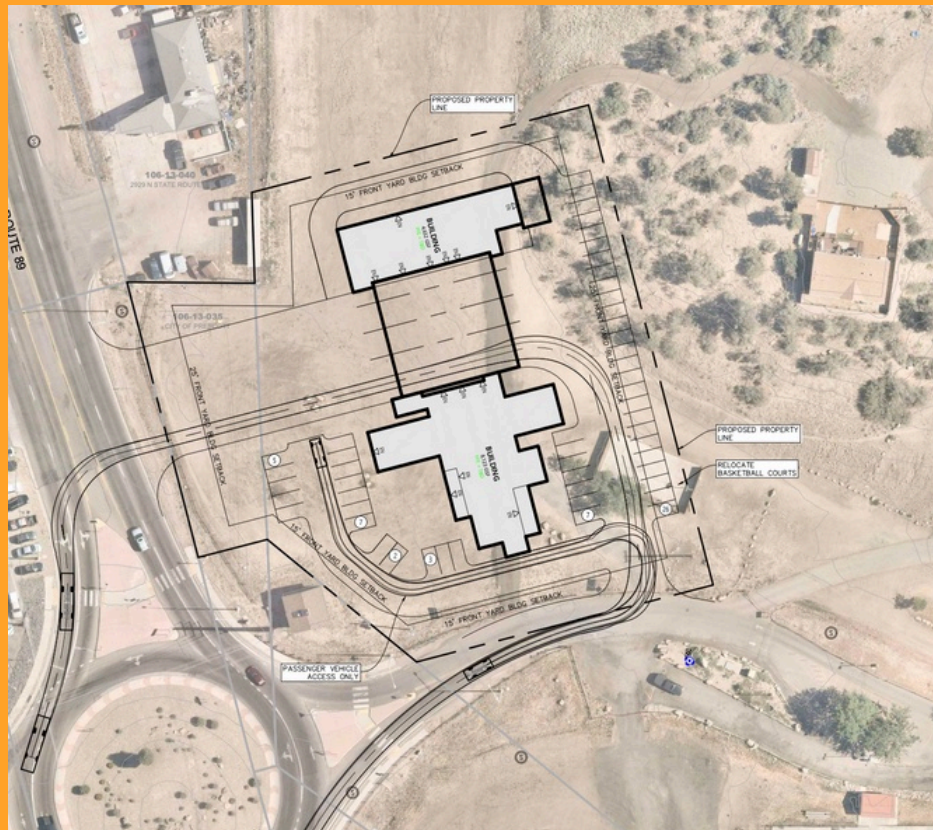
### 2025 Initiatives

- Reprioritizing Existing Capital Purchases
- Requesting an additional Captain, Engineer and 2 firefighters for 7-day/week coverage
- Select Design Firm and Complete 30% Design and select CMAR Firm



### 2025 Initiatives

- Complete most critical Health and Safety Renovations including Direct Exhaust Capture and Bunker Gear Storage
- Implement Station Alerting to reduce Total Response Time
- Expand Performance Measures to Report Community Impact



# Division Overviews and Programs



## Broad Service Delivery

<p><b>1.0 Division: Office of the Chief</b> Fire Chief Holger Durre</p> <p>1.1 Program: Administrative Services – Program Manager: Burkeen 1.2 Program: Leadership and Management – Program Manager: Durre 1.3 Program: Research and Technology – Program Manager: Knapp 1.4 Program: Budget and Capital Investments – Program Management: Knapp 1.5 Program: Organizational Performance Management – Program Manager: Durre 1.6 Program: Workforce Development - Program Manager: Knapp</p>
<p><b>2.0 Emergency Operations Division</b> Division Chief Ralph Lucas</p> <p>2.1 Program: Fire Suppression - Program Manager: R. Lucas 2.1.1 Wildland Group: Cooley 2.2 Program: Special Operations - Program Manager: Hickey 2.2.1 ARFF Group - Coordinator: Bauman 2.2.2 Hazmat Group - Coordinator: Johnstone 2.2.3 TRT Group - Coordinator: Beyea 2.3 Program: Emergency Medical Services – Program Manager: Haskell 2.3.1 EMS Group – Coordinator: Frias 2.4. Program: Health and Safety – Program Manager: Moffitt</p>
<p><b>3.0 Community Risk Management Division</b> Division Chief – Fire Marshal Anthony Valdez</p> <p>3.1 Program: Risk Reduction and Planning Services – Program Manager: Valdez 3.2 Program: Emergency Management – Program Manager: Valdez 3.3 Program: Fire Investigations – Program Manager: Valdez 3.4 Program: Wildfire Risk Management – Program Manager: Jackson</p>
<p><b>4.0 Essential Services Division</b> Division Chief Scott Luedeman</p> <p>4.1 Program: Training - Program Manager: Luedeman 4.2 Program: Maintenance and Logistics - Program Manager: Luedeman 4.2.1 Logistics: Luedeman 4.2.2 Facilities: Luedeman 4.2.3 Fleet: Luedeman</p>

## Program Management

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

## Program Appraisals



City of Prescott Fire Department  
CY 2024 Division Appraisal

Due: January 15<sup>th</sup>, 2025

### DIVISION 1.0 - OFFICE OF THE CHIEF

Calendar Year Appraised: 2024 Date Finalized: 01/06/2025  
Prepared By: Fire Chief Holger Durre

<p><b>Division Purpose Statement</b></p> <p>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.</p> <p><b>PFD Budget Programs Assigned to Division</b></p> <ul style="list-style-type: none"> <li>Program 1.1: Administrative Services</li> <li>Program 1.2: Leadership and Management</li> <li>Program 1.3: Research and Technology</li> <li>Program 1.4: Budget and Capital Investments</li> <li>Program 1.5: Program: Organizational Performance Management</li> <li>Program 1.6: Workforce Development</li> </ul>
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- Accreditation Category/Criterion Impact:**
- Category 1 – Governance and Administration
  - Category 2 – Assessment and Planning
  - Category 3 – Goals and Objectives
  - Category 4 – Financial Resources
  - Criterion 6A – Physical Resources Plan
  - Category 7 – Human Resources
  - Criterion 9C -Administrative Support Services
  - Criterion 9D – Information Technology
  - Category 10 – External Systems Relationships
- Bolded** categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

Office of the Chief Division - Budget Overview "Roll-up"					
Budget Year	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Operations	\$ 269,104 <sup>1</sup>	\$ 563,007			
Capital	\$ 0	\$ 200,000			
Personnel	\$ 517,430 <sup>2</sup>	\$ 477,535			
<b>Total</b>	<b>\$ 786,534.00<sup>3</sup></b>	<b>\$ 1,240,542.00</b>	\$	\$	\$

Annual program appraisals support budget formulation based on performance.



<sup>1</sup> FY24 includes Services, Internal Charges & Supplies, (90016) AZ Wildfire Incident Management Academy, (14025) Hotshot Administration, and (90066) Honor Guard.  
<sup>2</sup> FY24 includes: (90016) AZ Wildfire Incident Management Academy.  
<sup>3</sup> FY24 includes: (90016) AZ Wildfire Incident Management Academy, (14025) Hotshot Administration, and (90066) Honor Guard. This Does NOT include REVENUE.



## Staffing Overview

Fire Chief	1	Organizational Strategic Leadership and Performance
Deputy Fire Chief	1	Budget and Project Management
Administrative Supervisor	1	Administrative and Personnel Services
Administrative Coordinator	1	Special Projects and Continuous Improvement
Administrative Specialists	2	Grants, Contracts, Finance, and Payroll
VHE Administrative Assistant	1	Public Reception and CRM Support

### Spotlight on Accreditation



- 312 Departments Nationwide
- 15 in AZ (2 DoD)
- 14% of the US Population Covered

# 2024 MAJOR ACCOMPLISHMENTS - OFFICE OF THE CHIEF



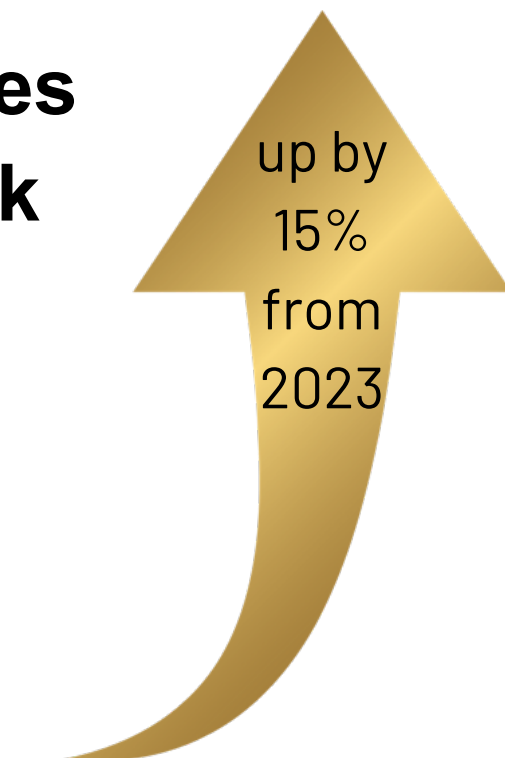
- Eliminated Several Contracts through Internal Audit
- Transition to Paperless Records and Receipts
- Ambulance Provider Performance Improvements including Cost Savings in Medical Supplies
- Published the 1st Joint Standards of Cover in the Nation
- Recommendation for Reaccreditation by Peer Team and Re-rated as ISO 2
- Voter-approval of Proposition 478
- Consolidation of All Administrative Functions into City Hall

Fire Department Operational Funding: <b>\$16,690,084.00</b>	Ratio PFD Funding/Property Value:  <b>0.10%</b>
Cash Value of Property within the City of Prescott: <b>\$16,041,897,674</b>	

## Strategic Plan Objectives Completed or On Track



**95%**





## Staffing Assignments

**Operations Chief**

**1**

*Minimum Daily Staffing is 17*

**Daily Staffing**

**Total Staffing for 3 Shifts**



**Battalion Chiefs**

**1**

**3**

**Assigned to Each Operational Shift**

**Captains**

**5.67**

**17**

**5 Stations**

**Engineers**

**6.67**

**20**

**5 Stations, plus 3 ARFF Engineers**

**Firefighters**

**9**

**27**

**4 Coverage Slots per Shift**

# 2024 MAJOR ACCOMPLISHMENTS - EMERGENCY OPERATIONS



- Implemented LiveMum, Imagetrend, and ProQA software.
- Community Risk Assessment and Standard of Cover
- Acquired upgraded fire apparatus and Equipment
- Creating efficiency in key programs
- Formalized special operations programs

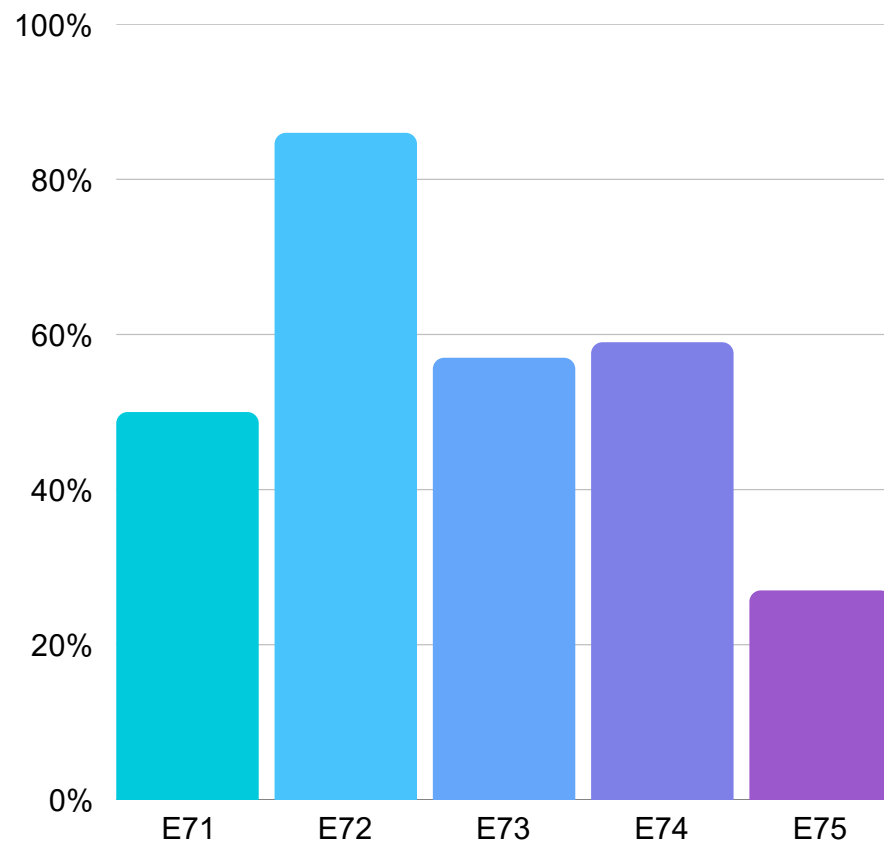


Metric	CY 2023	CY 2024	Percent Change
% Firefighters working no more than 400 hours overtime annually	81.7%	73%	-10.7%
Firefighters work related injury rate	7.9%	7.4%	-6.33%
# of Hazmat Responses Provided	192	235	22.4%
% of responses provide within turnout time benchmarks	70% (n=5,378)	78% (n=5,332)	11.43%
# of Aircraft Rescue firefighting calls for service provided (Commercial and General)	30	49	63.3%



# FEATURED PROGRAM - SYSTEM OPTIMIZATION

## 2024 Move-Up Effectiveness



- Percentage of incidents each company ran when repositioned to another area.
- Known as the “batting average”

- Went in Effect February 2024
- Tracks each unit's status, location, and incident assignment to identify coverage gaps
- Integrates seamlessly with our Computer-Aided Dispatch (CAD) systems
- Offers automated unit relocations, or "move-ups," based on Standards of Cover



- **Improved Situational Awareness:** Dispatchers and field personnel now have access to intuitive, color-coded, real-time coverage maps, enhancing their understanding of current coverage and resource allocation.
- **Automated Move-Up Recommendations:** The system provides dynamic move-up suggestions without creating additional coverage gaps, reducing the reliance on static move-up charts and pre-planned schedules.
- **Improved Response Times:** By ensuring optimal unit placement, LiveMUM has contributed to more efficient responses to emergencies, potentially reducing response times.



## Staffing Assignments

<b>Division Chief/Fire Marshal</b>	<b>1</b>	New Position added in December 2024
<b>Plan Reviewer/Inspector/Investigators</b>	<b>2</b>	Includes Public Education
<b>Wildfire Risk Manager</b>	<b>1</b>	Fire Adaptive Community Lead
<b>Contract Plan Reviewer</b>	<b>1</b>	Using Contracted Resources
<b>Emergency Management Intern (VHE)</b>	<b>1</b>	Temporary Part-Time ERAU Program

## Spotlight on Wildfire Risk Reduction

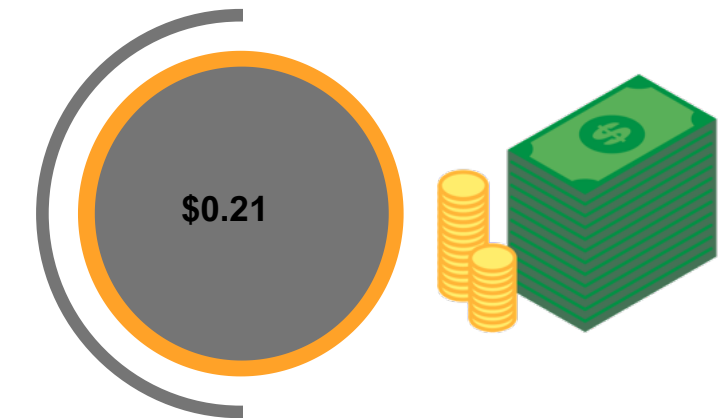
<b>Tons of Fuel Removed</b>	<b>1,100</b>	<b>Wildfire Acres Treated</b>
<b>Firewise Inspections Conducted:</b>	<b>129</b>	<b>450</b>

# 2024 MAJOR ACCOMPLISHMENTS COMMUNITY RISK MANAGEMENT



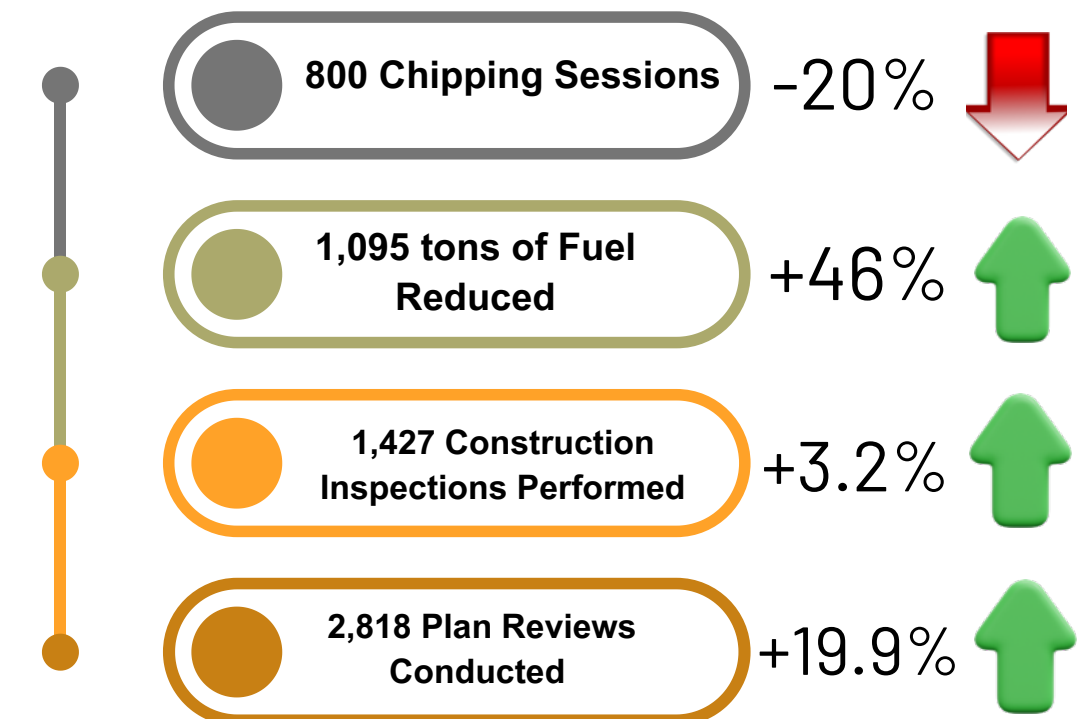
- Addition of a Division Chief | Fire Marshal
- Implementation of the Brycer Compliance Engine
- Use of FireAside software for wildfire risk reduction
- Expanded public engagement
- Strengthened fire investigations through IGA with CAFMA
- Enhanced investigator safety with new safety equipment
- Leadership in fire-adapted community strategies
- Stronger partnerships with local stakeholders, including Recreation Services and Yavapai County Contractors Association

## Annual Emergency Management Program Expenditure per Prescott Daily Population



Daily Average Population is 100,000

## 2024 Activity Measures





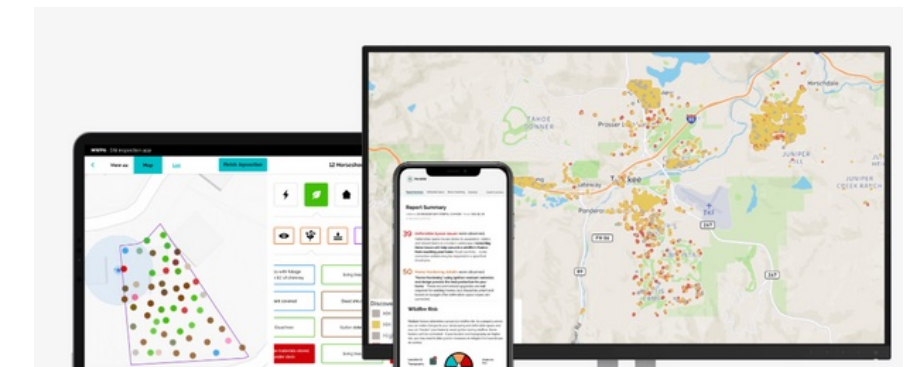
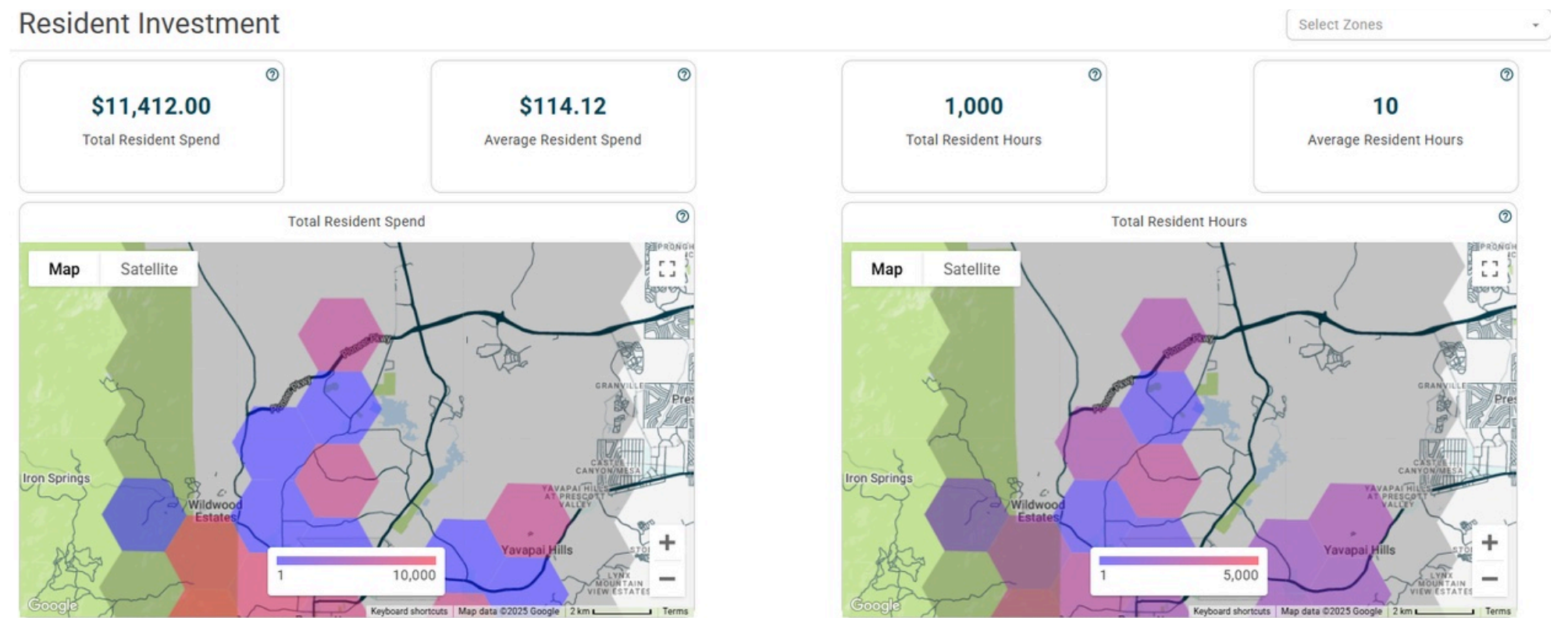
# FEATURED PROGRAM - CHIPPING PROGRAM

## Digital platform to provide:

- Defensible Space Inspections (DSI)
- Chipping programs, and
- Grant implementation

## Major benefits:

- Improves tracking of homeowner engagement
- Provides property-specific reports
- Facilitates better data analysis.
- Streamlines chipping program submissions
- Improves homeowner communication.





## Staffing Assignments

**Division Chief**

**1**

**Training Captain**

**1**

**On Loan from Operations**

**VHE Logistics Aid**

**1**

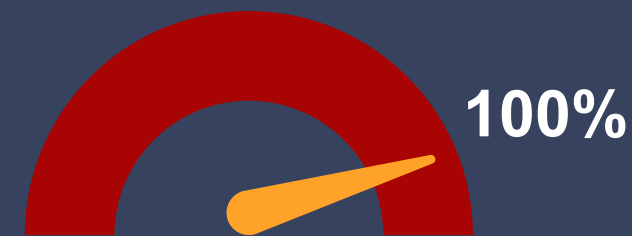
**36**

**MCS Tests Conducted**

**99%**

**% of Time front line engines are in service**

**% of Recruits that Successfully Complete the Prescott Fire Training Academy**



# 2024 MAJOR ACCOMPLISHMENTS

## ESSENTIAL SERVICES



- Participated in first regional fire academy and hosted promotional testing for engineers
- Developed an engineer training module with Yavapai College
- Published first yearly training and succession plan
- Implemented electronic forms for AARs, lessons learned, and evaluations and Expanded digital training tools
- Procurement of new engines and support vehicles
- Conducted a fleet needs assessment for future purchases
- Implemented a bay air quality project and new SCBA air compressor
- Upgraded new generator at Station 74 and a kitchen remodel at Station 71
- Planning for a new training tower
- Implemented PStrax for inventory management
- Centralized PPE and supply storage

# THE CRITICAL ISSUES AHEAD



**Building Fire Stations and Expanding Capacity**

**Partnering with the Community on Proactive Wildfire Mitigation**

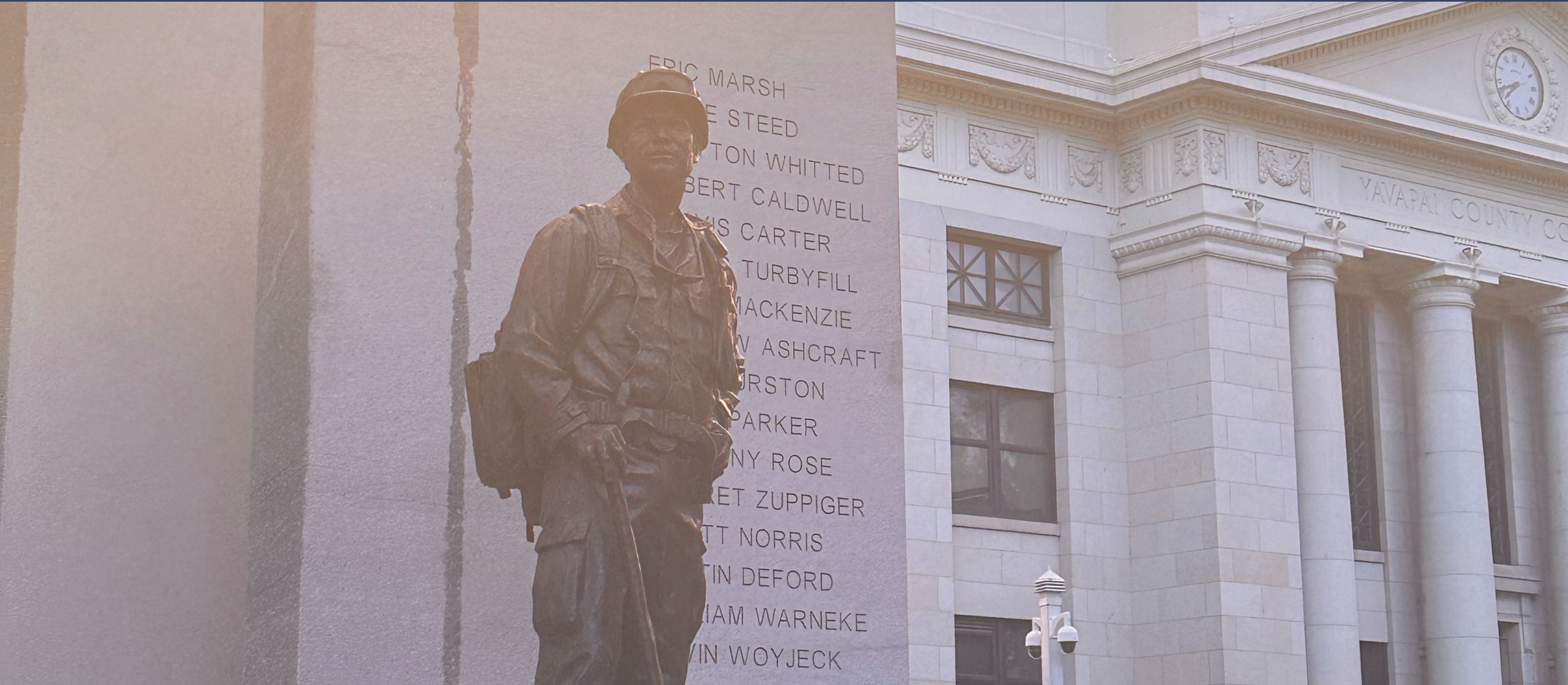
**Improving Fire Station Facilities for Firefighter Health and Safety**

**Recruiting and Retaining a Highly Qualified Workforce**

**Expanding our Community Risk Reduction Capacity**

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

# Thank You



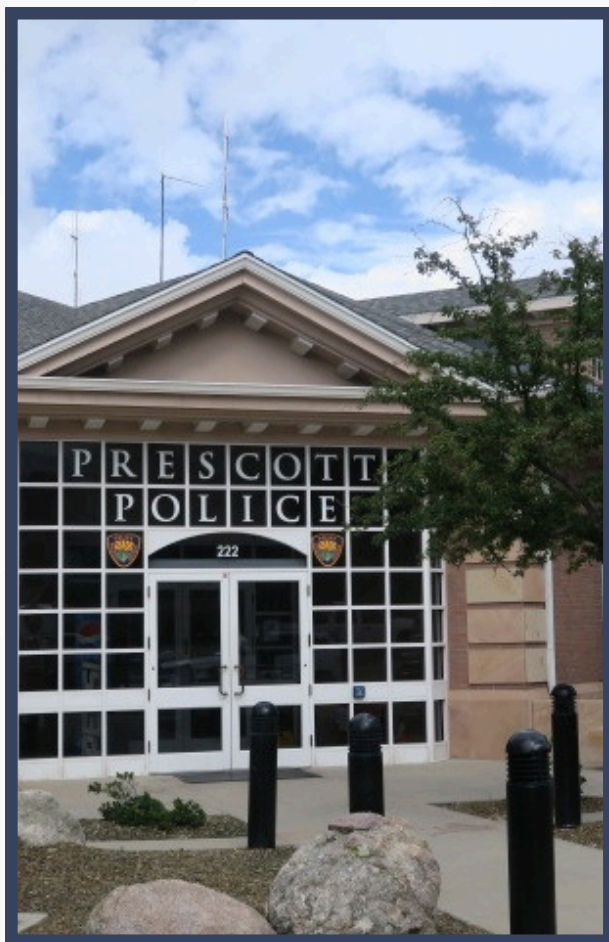
## ***Dedication***

***This presentation 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 POLICE DEPARTMENT

2024  
ANNUAL REPORT



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# Vision, Mission & Values



**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

Accountability

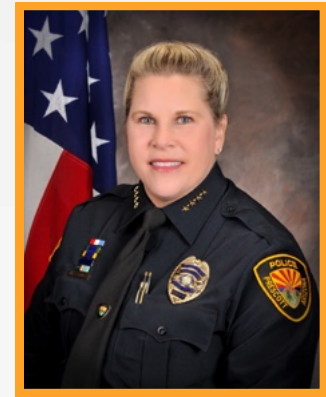


Respect

Excellence

Courage

# Message from the Chief



It is my privilege to present the Prescott Police Department's Annual Report, highlighting the dedication, achievements, and progress of our agency over the past year.

First and foremost, I want to recognize the hardworking men and women of the Prescott Police Department. Their unwavering commitment to serving our community with integrity, professionalism, and compassion is the foundation of our success. Whether responding to calls for service, conducting investigations, engaging in community outreach, protecting animals, ensuring compliance with state and federal regulations, or answering calls during a crisis, their dedication ensures that Prescott remains a safe place to live, work, and visit.

Equally invaluable are our department volunteers and our Police Foundation, who generously give their time and energy to support our mission. From assisting with administrative tasks to directing traffic in the summer heat, participating in community outreach, and supporting special programs, these individuals play a vital role in strengthening our connection with the public and enhancing our effectiveness. We are incredibly grateful for their service and dedication.

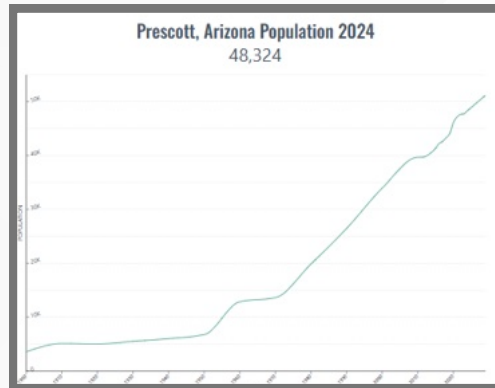
Over the past year, we have taken significant steps to support our team and enhance our ability to serve. Our updated fleet, equipped with the latest technology and safety features, ensures that our officers can respond efficiently and effectively. We remain committed to excellence through our accreditation process and, last year, earned full accreditation for the Prescott Regional Communication Center. Additionally, we continue to prioritize employee wellness, recognizing that the well-being of our personnel directly impacts the quality of service we provide. Through expanded wellness programs and resources, we are investing in the health and resilience of our team.

Public safety is a partnership, and we are grateful for the ongoing support of our community, city leadership, and partner agencies. Together, we will continue to uphold the highest standards of service and innovation as we move forward.

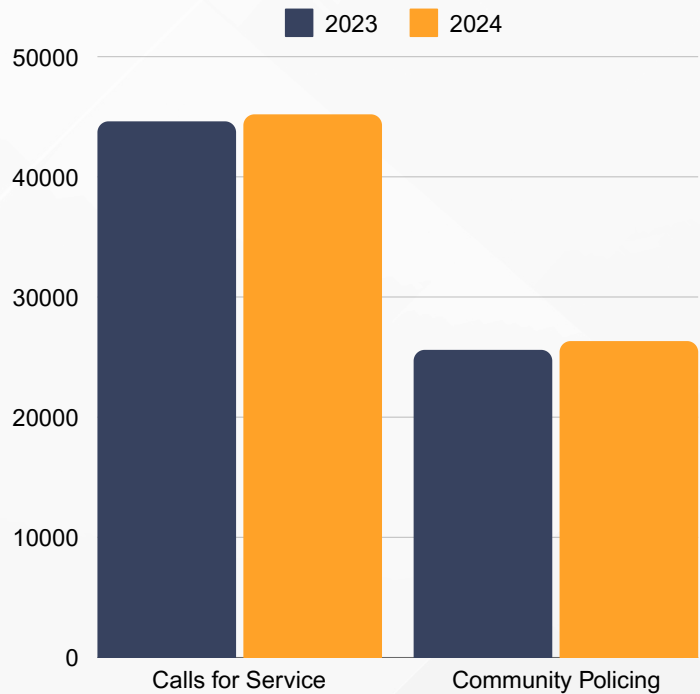
# 2024 IN REVIEW...

State	Arizona
County	Yavapai County
Land Area (mi <sup>2</sup> )	49.2 sq mi
Density (mi <sup>2</sup> )	981.70/sq mi
Growth Since 2020	4.92% (2,268)

## Growth Rate



## 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 2023-2024

---

### Personnel Services:

Salaries: \$9,431,404

Benefits: \$3,250,843

### Operating:

Supplies: \$1,038,598

Internal Charges: \$2,625,483

Other Services: \$1,244,343

Capital Outlay: \$2,505,413

Total: \$20,096,084

## Administrative Investigations 2024

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Complaints Investigated: 12

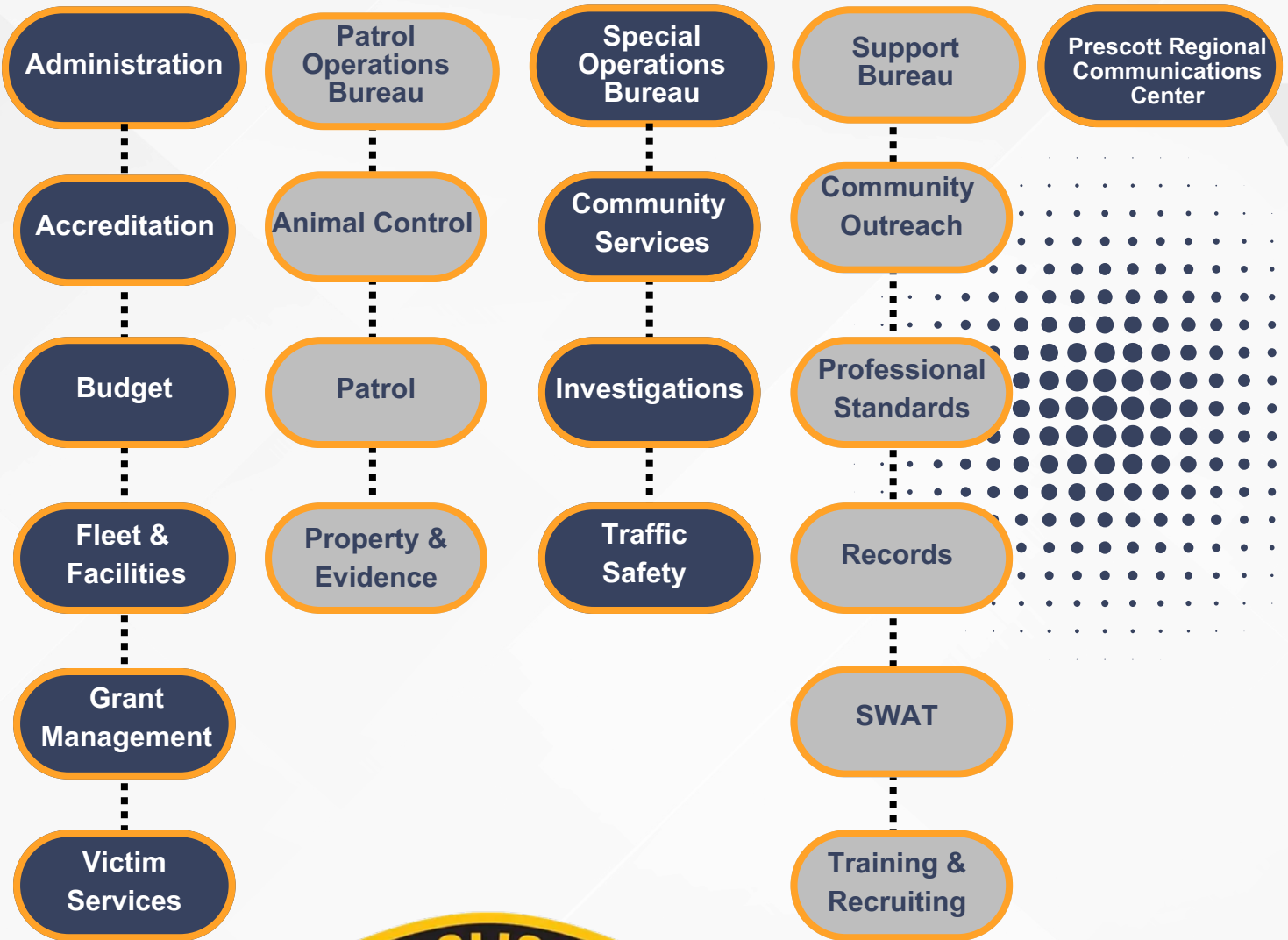
Sustained: 4

Not- Sustained: 5

Unfounded: 3

Pending: 0

# DEPARTMENT ORGANIZATION



# PERSONNEL



As of December 31, 2024 the Prescott Police Department employed 71 certified police officers and 59 professional staff members. 38 of those 59 professional members were assigned to the Prescott Regional Communications Center. The number of authorized certified positions are separated by rank below. In 2024, there were 1.47 sworn personnel for every 1,000 residents in Prescott.



1

Chief



1

Deputy Chief



3

Lieutenants



10

Sergeants



9

Lead Police Officers



47

Officers

**Police Officers Hired: 8**

**Professional Staff Hired: 14**

**Background Investigations: 30**

**Training Classes: 154**

**Training Hours: 4,989**

**Promotions:**

Chad Beyea



**Retirements:**

Nathan Barto  
Ben Scott  
Mary Workman



# PATROL OPERATIONS BUREAU

Lieutenant G. Novak

## PATROL

Sergeant C. Beyea

Sergeant C. Cook

Sergeant B. Gerlach

Sergeant M. Medina

Sergeant P. Mora

Sergeant J. Shapiro

## ANIMAL CONTROL

Supervisor S. Gray



## PATROL



Total Calls for Service: 45,202

Total Arrests Made: 1,832

Total Number of Reports: 8,307

Sex Offender Checks: 575

Lost and Found: 383

## PROPERTY AND EVIDENCE

Items Held: 19,109

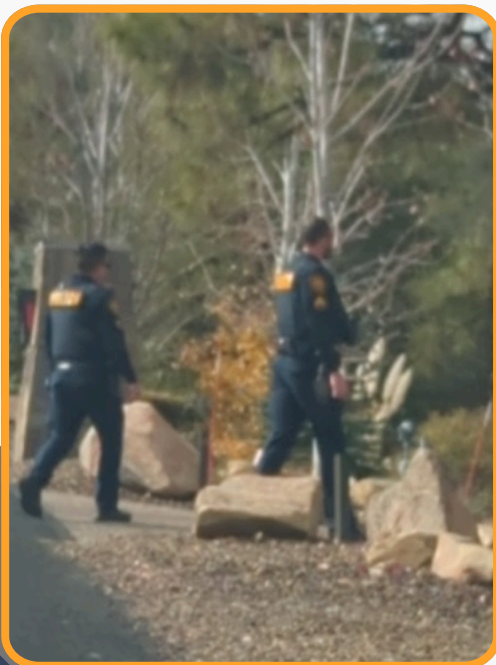


Evidence Requests: 1,505

Total Items Requested: 24,017

Items Destroyed: 2,574

Pounds of Drugs Incinerated: 735



# PATROL OPERATIONS BUREAU

## ANIMAL CONTROL

- Total Calls for Service: 4,529
- Animal Cruelty Calls for Service: 93
- Animal Bite Calls for Service: 115
- Dog Barking Calls for Service: 155



Prescott Animal Control responds to calls for service within the city limits. When they are not on an active call, they patrol the local trail heads and parks. They are responsible for the enforcement of state and local laws, county ordinances, and city codes that pertain to the care, control, treatment and licensing of domestic animals with the priority to protect public safety and animal welfare.

## K-9

### OFFICER K. ALLTOP AND K-9 COOPER

- Training Events: 67
- Training Hours: 185
- Detection Exercises: 125
- K-9 Deployments: 36

### OFFICER L. MILLION AND K-9 BENNY

- Training Events: 47
- Training Hours: 185
- Detection Exercises: 125
- K-9 Deployments: 40

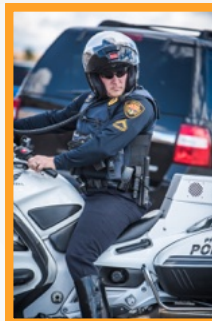


# SPECIAL OPERATIONS BUREAU

Lieutenant J. Small

## TRAFFIC SAFETY SECTION

Sergeant M. Parker



### Crashes

Accidents: 1,007

Injury: 211

Fatal: 2

Hit and Run: 201



### Traffic Contacts

Parking Citations: 4,148

Parking Warnings: 926

Citations: 3,691

Warnings: 6,289

Traffic Stops: 16,236

DUI Arrests: 196

### Tactical Support Unit:

Deployments: 29

Call Out: 19

Special Events: 4

Crime Scene Mapping: 4



### GOHS Details

DUI: 12

Speed: 13

2024 Total Citizen on Patrol Hours: 4,982.72

# SPECIAL OPERATIONS BUREAU

## INVESTIGATIONS SECTION

Sergeant J. Poulin



Cases of General Crimes  
Assigned for Investigation: **331**

Homicide: **2**

Robbery: **1**

Aggravated Assault: **13**

Motor Vehicle Theft: **7**

Arson: **1**

Death Investigation: **64**



Crime Scene Investigator:

Call-outs (after hours): **1**

Crime Scene Assists: **32**



Financial Crimes

Fraud/Forgery: **57**

Other: **44**

Sex Crimes:

Sexual Assault: **9**

Child Sex Exploitation: **18**

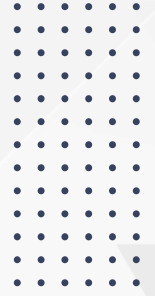
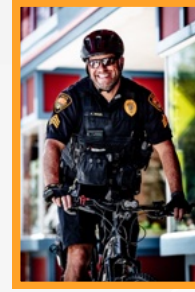
Other Sex Offense: **44**



# SPECIAL OPERATIONS BUREAU

## COMMUNITY SERVICES SECTION

Sergeant A. Siegel



In 2024, the Community Services Section consists of one sergeant, one Lead Police Officer, one Terrorism Liaison Officer, one high school resource officer and one middle school resource officer



Bike Patrols: 210

Presentations/trainings: 30

Special Event Details: 16

## Terrorism Liasion Officer Sutton

## School Resource Officers

SRO Holmes: PHS

Classes Taught: 15

Students Taught: 408

Reports: 51

Arrests: 43

SRO Lovan: MHMS

Classes Taught: 21

Students Taught: 496

Reports: 72

Arrests: 36

ACTIC follow up: 437

Officer Safety Bulletin: 24

Agency Assist: 6

Event Safety: 6

Investigation Assist: 50

Video Download: 24



# SUPPORT OPERATIONS BUREAU RECORDS

Reports Entered into RMS: 8,307  
Criminal History Inquiries: 1,565  
Online Reports Submitted: 351  
Fees Collected: \$8,346.50  
Public Records Requests: 5,611  
Crash Reports Uploaded Online: 381  
Crash Reports Purchased Online: 259  
Revenue from Online Crash Reports: \$1,295.00



## COMMUNITY OUTREACH

Social Media Posts: 702  
Pink Patch Events: 11 - raised \$10,174.63  
Community Outreach Events: 35  
Fraud/Crime Prevention Presentations: 6  
Neighborhood Watch Presentations: 5  
Citizen's Academy: 2  
Coffee with a Cop: 2  
National Night Out Events: 11  
27th Annual Shop with a Cop

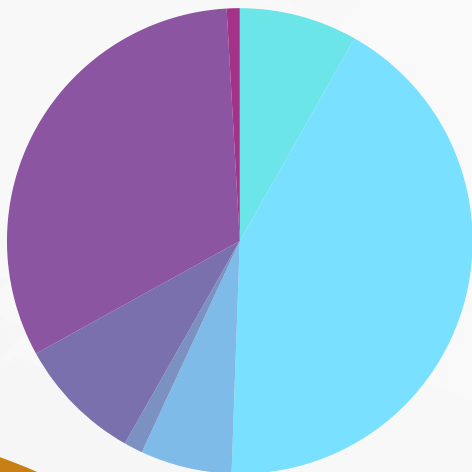
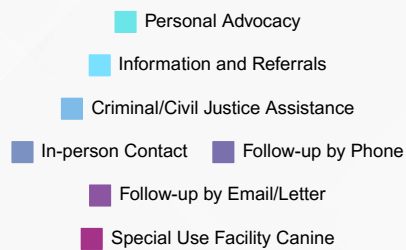


# ADMINISTRATIVE SUPPORT & SERVICES

## Victim Services Unit



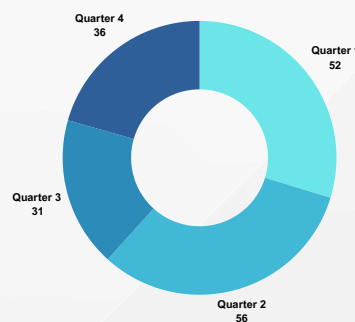
- Strengthened relationship with Yavapai County Attorney's Office as evidenced by their continued trust in requesting the involvement of the department's Special Use Facility Canine, Eden, with child sex crime cases going to trial
- Participation in the annual domestic violence awareness candlelight vigil event Take Back the Night 2024 and NO MORE 2024 Sexual Assault Rally and March
- Awarded renewal of another one-year grant through Arizona Department of Public Safety (AZDPS) Victims of Crime Act (VOCA) for the period October 1, 2024 through September 30, 2025



### Cases Assigned

Assault: 196  
 Bullying: 6  
 Burglary: 19  
 Child Abuse: 9  
 Domestic Violence: 249  
 Fraud: 165  
 Harassment/Stalking: 30  
 Sexual Assault (Adult): 32  
 Sexual Assault (Child): 36  
 Other: 30

### Volunteer Hours by quarter:



175 Total



# ADMINISTRATIVE SUPPORT & SERVICES



## Body Camera Redaction



85 requests were made

301 videos were redacted & released for these requests

540.2 hours spent on redacting

## Arizona Law Enforcement Accreditation Program

Accreditation is a systematic method of conducting a detailed internal review of a law enforcement agency's policies, procedures, operations, and training.



July marked the completion of our year 3 assessment. Since then we have been preparing for our fourth, and final year, before our reaccreditation on site and commission hearing. We have been assigned auditors to review our first three years of documents to ensure compliance with the standards.



In July, Prescott Regional Communications Center became the first regional multidisciplinary emergency communications center within the state of Arizona to become fully accredited through the Arizona Law Enforcement Accreditation Program: Emergency Communication.

We have also enrolled in the accreditation program for Property and Evidence. We are working on updating our procedure manuals to align with the accreditation standards.



# PRESCOTT REGIONAL COMMUNICATIONS CENTER

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



The Prescott Regional Communications Center provides superior emergency communication services to nine regional partners, including 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 Police Department, Yavapai Prescott-Tribal Police Department, and Priority Ambulance.

## Budget Summary

Personnel Services: \$3,631,859  
Internal Charges: \$317,373  
Operating Services: \$37,500  
Other Services: \$515,540  
TOTAL: \$4,502,272

## PRESCOTT REGIONAL



## COMMUNICATIONS CENTER

### Communications

911 Calls Received: 51,046  
Administrative Calls: 130,008  
Total Calls: 181,054  
Text Calls: 1,449  
97.97% of 911 calls answered in under 15 seconds



# PEER SUPPORT TEAM

**"Courage is what it takes to stand up and speak.  
Courage is also what it takes to sit down and listen." —  
Winston Churchill**

This past year we established our Peer Support Team. Already the members have attended over 1,000 hours of combined instruction and three wellness seminars.

They respond to all critical incidents either in person or by phone and conduct follow-up with personnel struggling with any matter (work or home). They provide resiliency training and direct people to EAP when needed. All conversations are 100% confidential.

The creation of this team is helping to foster mental health wellness by taking a proactive approach to address the long term consequences of trauma. We want to focus on overall staff wellness and mitigate trauma immediately.

## Team Members:

.....

Cesar Astorga	Rosemarie Merly
Kevin Forrest	Pat Mora
Heather Kennedy	Bonnie Newton
Vivian Marcott	Kathrine O'Leary
Matt Medina	Alec Williamson
	Jared Willis

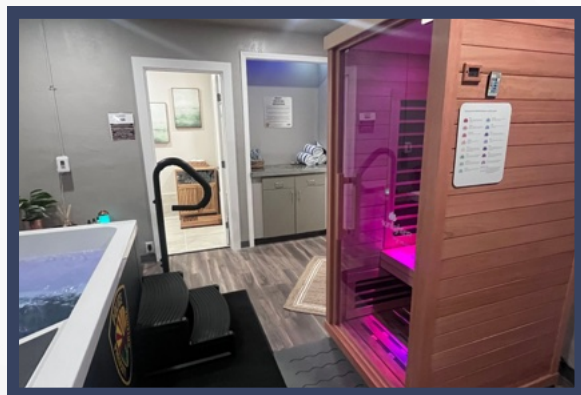
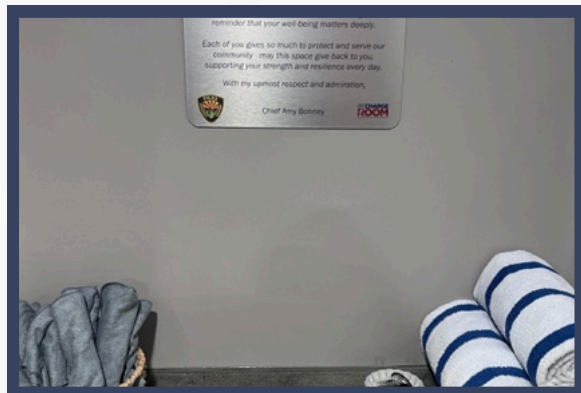
**In this family**

**No one fights  
alone**

# Relax, Recharge and Reflect....

## Sometimes it's OK to do nothing

Thanks to the Prescott Police Foundation and our facilities department we were able to create and open our Recharge Room which features red light therapy, vagus nerve stimulation, infrared sauna, and a cold plunge tub.

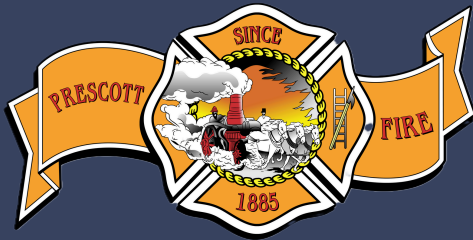


Every day is a new opportunity. Recharge here and step out with the energy, clarity, and confidence to achieve greatness... not just for yourself, but for those who count on you.





# PRESCOTT FIRE DEPARTMENT 2024 Annual Report



Major Accomplishments,  
Key Performance Data,  
Activities & Incidents

Strategic Plan  
Progress Report &  
Budget Overview

Recognizing Personnel  
Accomplishments



AN EYE ON A BOLD FUTURE  
ROOTED IN OUR PAST

20  
24

PRESCOTT

71

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

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



## 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

City Manager Dallin Kimble  
Deputy City Manager Michael Morris  
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  
Community Risk Management Division Chief Anthony Valdez  
Administrative Supervisor Lori Burkeen

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# Letter from the Fire Chief

We're proud to share our 2024 Annual Report, not just as a summary of our progress but as a testament to our unwavering commitment to the community we serve. This year was about action—making real changes that directly impact the safety and well-being of our residents.

With the community's support, the passing of Proposition 478 has helped us gain the resources needed to strengthen our ability to meet the needs of Prescott. We also took a hard look at our budget process, making critical changes to ensure every dollar is used effectively to support our mission. These aren't just administrative moves—they're investments in people, in safety, and in the future of our department.



**Fire Chief Holger Durre**

This June, we came together with the GMIHC families and our community, to honor the 11th commemoration of the Granite Mountain Hotshots' ultimate sacrifice. This year's remembrance was especially profound with the unveiling of a breathtaking statue on Courthouse Square—a powerful tribute that captures their courage, strength, and unwavering dedication. In their honor, we have redoubled our commitment to reducing wildfire risk by embracing a Fire-Adapted Community mindset, ensuring our region is more prepared than ever. At the same time, we continue making smart, strategic investments in public safety infrastructure—ensuring that our firefighters have the tools they need, our residents and visitors are protected, and the legacy of service and sacrifice lives on.

Equally important is our focus on making critical investments in modernizing our fleet to provide safer, more effective equipment, and expanding the capacity of our civilian staff to support the growing needs of our department. These efforts ensure that those who serve on the front lines have the resources, training, and support they need to do their jobs safely and effectively, today and in the years to come. My hope is that this annual report serves as an example of the excellence our members are committed to everyday. It is a testament to the strides we've made, the obstacles we've overcome, and the direction we're heading as we aim to deliver the highest standard of service. Our community will always be at the heart of everything we do.

*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

We improve the quality of life in Prescott by mitigating 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**



## Our Shared Commitment

Our mission has always been about people—protecting them, serving them, and making our community stronger. This annual report and the strategic plan that guides us are not just about tracking progress; they are about delivering real, meaningful results that improve public safety and enhance lives.

Success isn't just measured in data points or reports. It's seen in safer neighborhoods, faster emergency response, and a community that trusts and relies on us in their most critical moments. Our firefighters, civilian staff, and volunteers are committed to actions that create lasting change—whether it's preventing a tragedy, lending a hand in crisis, or building resilience for the future.

At the heart of our efforts is a simple but powerful commitment: to show up, make a difference, and ensure that every initiative we pursue leads to a stronger, safer community.

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

**~SIMON SINEK**



# 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, the voters approved Proposition 478 to allow the department to fill response gaps while not displacing existing general fund revenues.

Fire Department Funding Source Summary				
Funding Sources	FY2022-23 Actual	FY2023-24 Budget	FY2023-24 Projected	FY2024-25 Budget
General Fund Source of Funds				
Tax Base	10,746,061	13,222,819	12,298,311	14,119,362
Licenses & Permits	300	150	300	300
Charges for Services	884,852	584,240	716,458	611,014
<b>General Fund Budget</b>	<b>11,631,213</b>	<b>13,807,209</b>	<b>13,015,069</b>	<b>14,730,676</b>
Special Revenue Funds	166,604	361,022	317,022	561,409
Enterprise Fund - Airport	244,526	256,698	256,245	255,642
<b>Operating Funding Sources</b>	<b>12,042,343</b>	<b>14,424,929</b>	<b>13,588,336</b>	<b>15,547,727</b>
General Fund -Tax Base	403,041	4,884,950	752,455	5,271,676
Special Revenue Funds	-	1,613,343	1,252,989	750,000
<b>Capital Funding Sources</b>	<b>403,041</b>	<b>6,498,293</b>	<b>2,005,444</b>	<b>6,021,676</b>
<b>Total Funding Sources</b>	<b>\$ 12,445,384</b>	<b>\$ 20,923,222</b>	<b>\$ 15,593,780</b>	<b>\$ 21,569,403</b>

## Expenditures by Category

During FY 25, 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	FY2022-23 Actual	FY2023-24 Budget	FY2023-24 Projected	FY2024-25 Budget
Personnel Services				
Salaries and Benefits	9,050,401	10,398,191	9,678,349	10,707,433
Operating				
Supplies	652,786	783,078	826,255	1,033,382
Internal Charges	1,638,793	1,806,760	1,733,508	2,021,342
Other Services & Charges	700,363	1,436,900	1,350,224	1,785,570
<b>Total Operating Expenditures</b>	<b>12,042,343</b>	<b>14,424,929</b>	<b>13,588,336</b>	<b>15,547,727</b>
Capital Outlay	403,041	6,498,293	2,005,444	6,021,676
<b>Total Expenditures by Category</b>	<b>\$ 12,445,384</b>	<b>\$ 20,923,222</b>	<b>\$ 15,593,780</b>	<b>\$ 21,569,403</b>

# Program-Based Budget Structure

Beginning in FY 24, the department's budget structure was 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 during FY 25 to better align with current responsibilities.

## **1.0 Division: Office of the Chief** **Fire Chief Holger Durre**

- 1.1 Program: Administrative Services – Program Manager: Burkeen
- 1.2 Program: Leadership and Management – Program Manager: Durre
- 1.3 Program: Research and Technology – Program Manager: Knapp
- 1.4 Program: Budget and Capital Investments – Program Management: Knapp
- 1.5 Program: Organizational Performance Management – Program Manager: Durre
- 1.6 Program: Workforce Development - Program Manager: Knapp

## **2.0 Emergency Operations Division** **Division Chief Ralph Lucas**

- 2.1 Program: Fire Suppression - Program Manager: R. Lucas
  - 2.1.1 Wildland Group: Cooley
- 2.2 Program: Special Operations - Program Manager: Hickey
  - 2.2.1 ARFF Group - Coordinator: Bauman
  - 2.2.2 Hazmat Group - Coordinator: Johnstone
  - 2.2.3 TRT Group - Coordinator: Beyea
- 2.3 Program: Emergency Medical Services – Program Manager: Haskell
  - 2.3.1 EMS Group – Coordinator: Frias
- 2.4. Program: Health and Safety – Program Manager: Moffitt

## **3.0 Community Risk Management Division** **Division Chief – Fire Marshal Anthony Valdez**

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

## **4.0 Essential Services Division** **Division Chief Scott Luedeman**

- 4.1 Program: Training - Program Manager: Luedeman
- 4.2 Program: Maintenance and Logistics - Program Manager: Luedeman
  - 4.2.1 Logistics: Luedeman
  - 4.2.2 Facilities: Luedeman
  - 4.2.3 Fleet: Luedeman



# Advancing Excellence: A Year of Progress and Innovation

In 2024, the Prescott Fire Department made significant strides in meeting the needs of our growing community. While some of our most notable achievements are highlighted here, many more are detailed throughout this annual report.

Completing our reaccreditation site visit, supporting the council in the successful passage of Proposition 478 to address critical gaps in service delivery and firefighter health and safety, expanding our mutual and automatic aid partnerships, and implementing technology to enhance resource efficiency all reflect our steadfast dedication to safety and service. These accomplishments, along with many others, underscore our unwavering commitment to excellence in all aspects of program delivery. As we build on this momentum, we remain focused on continuous improvement, ensuring our high standards endure as we work toward fulfilling our mission.

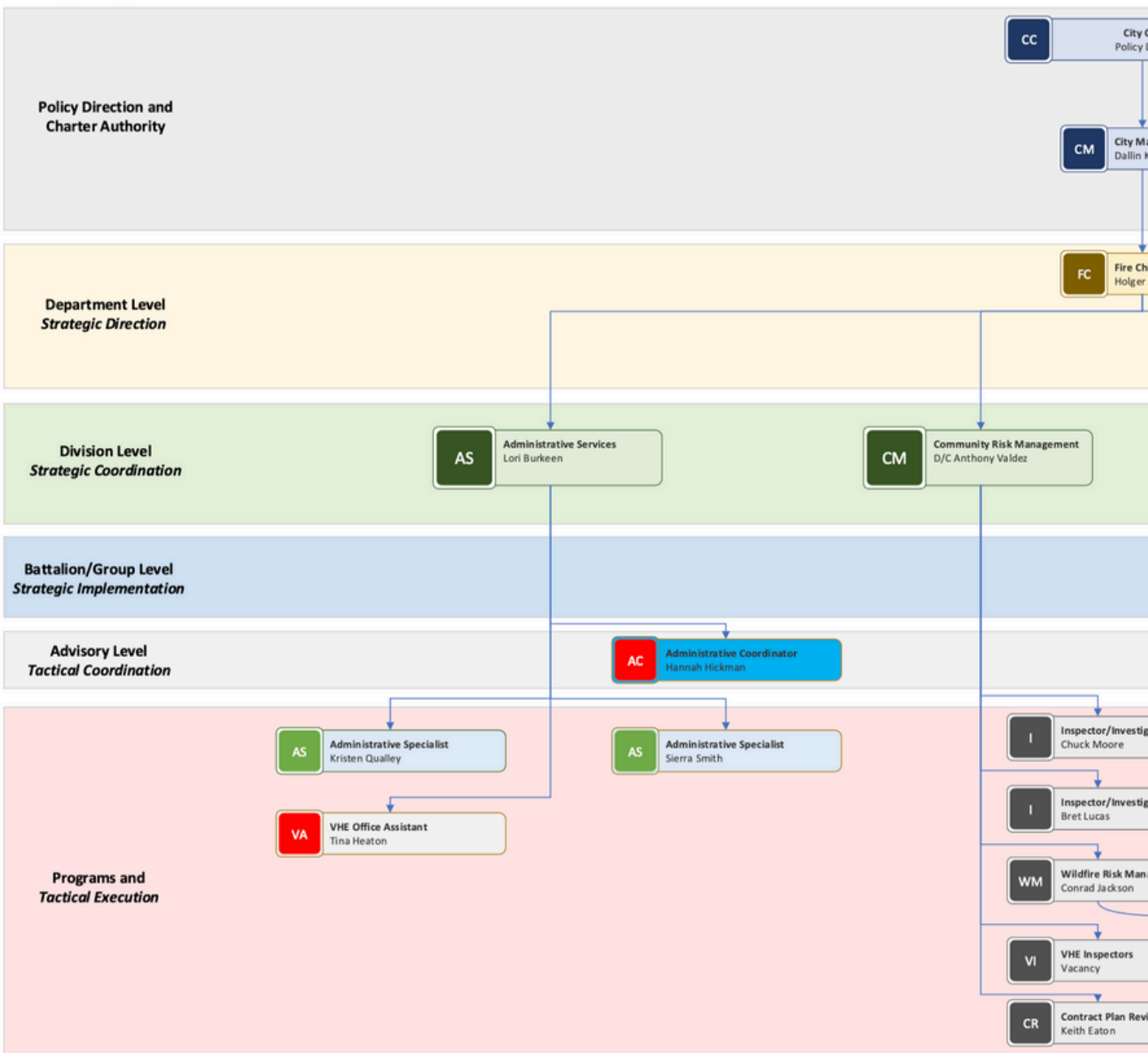
**"THE SPIRIT OF INNOVATION IN LOCAL GOVERNMENT ISN'T ABOUT DOING DIFFERENT THINGS—IT'S ABOUT DOING THINGS DIFFERENTLY TO BETTER SERVE OUR COMMUNITIES." ~ UNKNOWN**



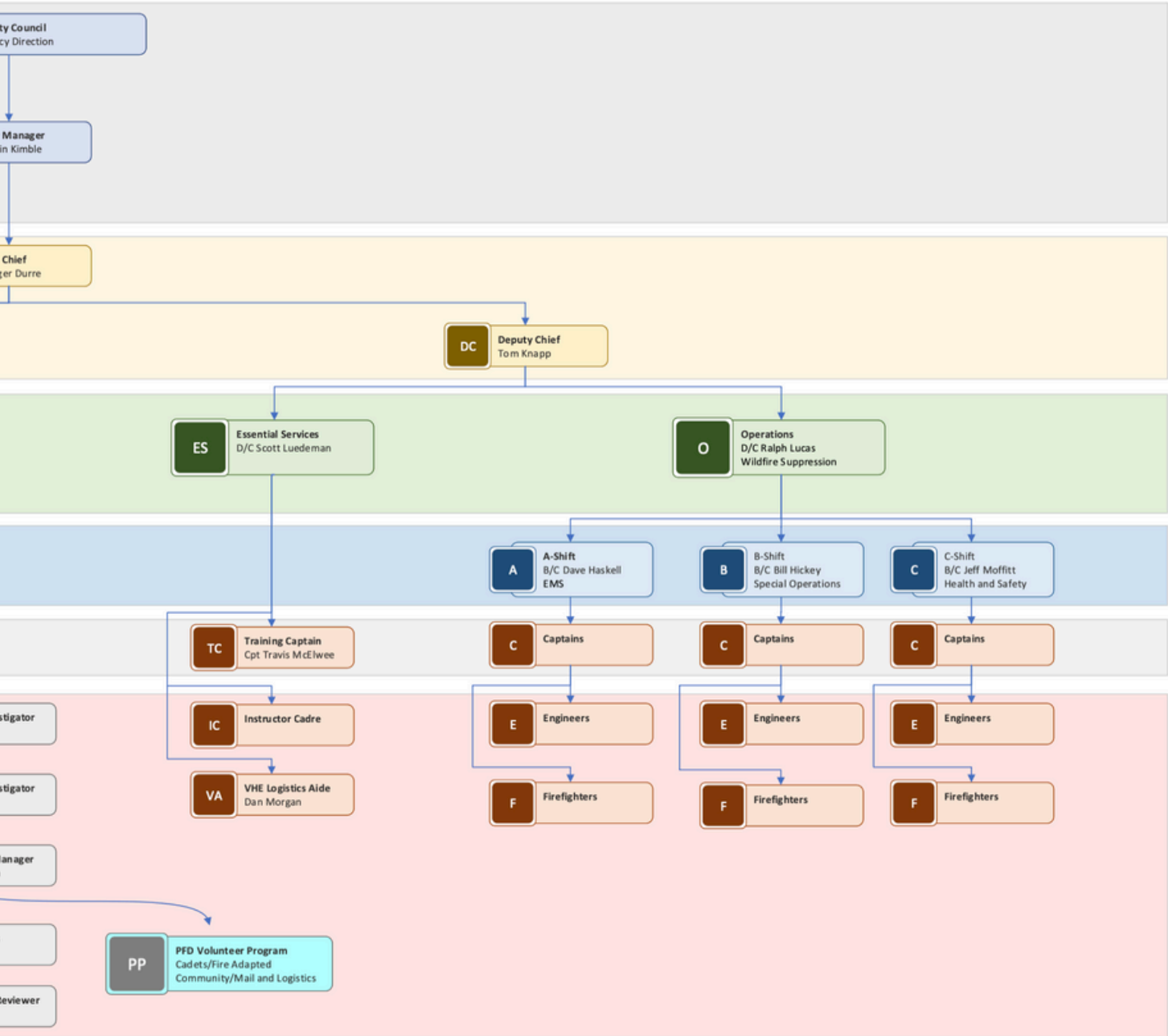


# Prescott Fire Department

## Primary Group Role



# Department Organizational Chart



Revised 11/12/2024 v 1.7

# 2024

## Department Facts

### Full Time Personnel Demographics

Uniformed Personnel	73	66 Permanent FTE 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	15	1240.5 total hours donated in 2024
Youth Cadets	15	328 total hours

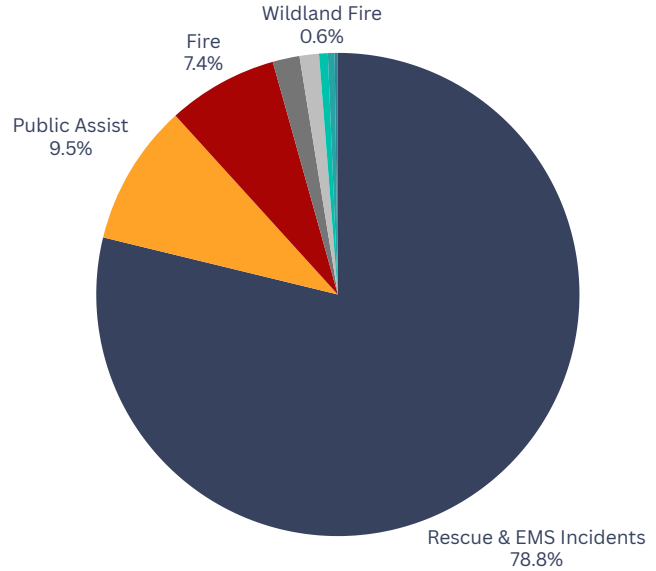
### Community and Department Demographics

Population Served	47,757	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
Incidents in Jurisdiction	10,889	Total Incidents assigned to PFD - 11,264
Total Valuation Protected	<b>\$16.04 billion</b>	Yavapai County Assessor - Dec 2023
2024 Revised Budget	<b>\$16.69 million</b>	FY 24 Capital Outlay - \$11.5 million
PFD Operational Budget/Total Property Valuation in Prescott	<b>0.10%</b>	PFD Efficiency Measure
Avg. Cost/Resident	<b>\$349.84</b>	Ratio Only - Sales Tax Generation is driven by more than just residents

# 2024

## Incident Data

Emergency medical service (EMS) calls constitute the majority of responses in modern fire departments. The Prescott Fire Department (PFD) is no exception to this rule, as almost 80% of the incidents handled in 2024 were EMS related. This exemplifies the all-hazards mission of the department, offering a comprehensive range of services to the community. Beyond fire suppression and EMS, PFD addresses hazardous materials incidents, technical rescues, and wildland fire suppression. This integrated model ensures that PFD is equipped to handle a wide array of emergencies, reflecting the evolving needs of the residents we serve.



Incident Type	Count of Incident	% of Total
Rescue & EMS Incidents	8,545	78.47%
Public Assist	1,027	9.84%
Fire	801	7.36%
Hazardous Materials	195	1.79%
Information and Investigation	141	1.29%
Wildland Fire	63	0.58%
ARFF	49	0.45%
Technical Rescue	23	0.21%
<b>Total</b>	<b>10,889</b>	<b>100%</b>

### 2019-2023 Response Time Overview

Joint PFD/CAFMA Standards of Cover Areas

#### Moderate Risk EMS - Total Response Time - 1st Unit (Urban Areas)

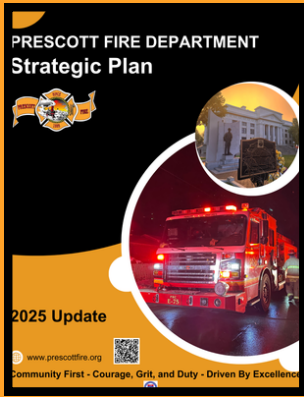
	Goal	2024	2023	2022	2021	2020
1st Arriving	00:08:00	00:13:01	00:12:22	00:12:14	00:11:55	00:11:28
# of Incidents		8,870	9,298	9,321	9,160	7,738

#### Moderate Risk Fire Suppression - Total Response Time (Urban Areas)

	Goal	2024	2023	2022	2021	2020
1st Arriving	00:08:00	00:12:23	00:12:39	00:12:06	00:14:10	00:11:59
# of Incidents		69	60	48	71	47

# 2024 *Notable Incidents*

- **January 12th, 2024:** A structure fire at 1923 West Pine Drive occurred involving several adjacent pine trees occurred. Due to access, a 2.5 inch hose line was stretched with high-rise packs connected to it to extinguish the fire. This limited access also required a water supply hose stretching 1300 feet to supply the fire engine with water. No injuries were reported and 4 fire engines, a battalion chief, and the fire chief were able to control the incident.
- **January 19th, 2024:** A structure fire at 935 Northwood Loop was reported. Crews could see heavy smoke in the sky while responding. This home was rather large at 3000 square feet. Crews utilized what is called a transitional attack on the fire. Again, due to access, crews stretched a 2.5 inch hose up the long driveway. Extensive overhaul of fire damaged belongings took place, and it took 4 fire engines and a battalion chief to control the incident.
- **March 24th, 2024:** A building fire was reported at 5235 Beach Avenue. This was a two-story apartment building. 4 fire engines and a battalion chief were able to quickly extinguish the fire that could have had severe consequences due to the many residents that live within the building. No injuries were reported.
- **April 1st, 2024:** The largest commercial structure fire in the history of the quad city area occurred in Prescott Valley where luxury apartments were being constructed. The Legato fire was comprised of 685,000 square feet to include a parking garage and 329 apartments. Every fire engine in the quad city area was called to the scene and outside resources were called in through the Arizona State Mutual Aid system to maintain emergency services while the event occurred. The fire resulted in 60 million dollars in damage. No firefighters or civilians were injured in the fire.
- **April 26th, 2024:** A watercraft rescue was reported at Watson Lake. Two individuals had flipped their kayak and were pinned on the rocks adjacent to the dam. Utilizing crews by foot and by rescue boat, both patients were rescued and suffering from cold related injuries as a result of being in the water. Crews also recovered the watercraft for the individuals.
- **May 22nd, 2024:** A fire was reported at 505 South Montezuma Street under the business name of Absolutely Fabulous. Upon arrival fire crews found a working fire. 4 fire engines, 1 ladder truck, and a battalion chief were able to extinguish the fire. Extensive overhaul occurred as a result of fire damage and no injuries were reported.
- **June 12th, 2024:** A semi-truck rolled over on north state route 89 and the Phippin round-about. Upon arrival fire crews found a significant leak of diesel fuel from the vehicle and extricated the patient from the area. Multiple units were called in to support the hazardous materials incident and with the support of the Prescott Streets Department were able to contain the spill.
- **July 21st, 2024:** A wildland fire was reported in the area of Storm Ranch. 2 fire engines, 1 brush engine and a battalion chief were able to find the fire due to drone technology utilized by the fire department and the brush fire started by a lightning strike was extinguished.
- **August 10th, 2024:** A high angle rescue was performed on Granite Mountain by technical rescue technicians from the Prescott Fire Department and collaborators. The patient had injuries to the head, knee, and abdomen. Crews successfully extricated the patient and performed a hike out with a wheeled stokes basket (litter) to an awaiting ambulance.
- **October 10th, 2024:** A wildland fire on the Thumb Butte Road loop was reported. Multiple fire engines, a water tender, and a battalion chief responded. Upon arrival they utilized a common technique called a progressive hose lay to surround the fire and extinguish it. Crews remained on scene for several hours mopping up the fire to ensure it would no longer spread.
- **October 15th, 2024:** Fire department crews were called to the scene at 14 North Shadow Vista for multiple shootings that occurred. On arrival, two patients were found with multiple gunshot wounds. One patient was pronounced deceased on scene, while another succumbed to their injuries while on the helicopter pad at Yavapai Regional Medical Center where fire crews had transported the critically injured patient.



# Strategic Plan

## 2024 ANNUAL PROGRESS REPORT

**Fire Department Strategic Plan Progress Dashboard**

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress
5%	0%	0%	65%	30%

**City Council Strategic Plan Progress Dashboard**

	Milestone Progress	Major Accomplishments	Next Steps
<b>Result 1.1.1 – 2 New Fire Stations<sup>1</sup></b>	4 of 5 milestones making progress	Voter Approval of 478	Publication of Desing RFP Land Acquisition
<b>Result 1.1.2 – Response Times below 8 minutes<sup>2</sup></b>	4 of 4 milestones making progress	Voter Approval of 478	Implementation of Tiered Medical Dispatching

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. This plan is a living document and is annually updated and presented to the City Council for feedback and collaboration.

Roughly 30% of the original goals have been completed and are being monitored for continued impact. All other goals are on track and well supported, with the significant barrier previously being funding for fire stations. The work in these areas is now shifting to land acquisition, design, and construction, as well as the phased hiring of the needed personnel.

- **Response Time Reductions —Goal 1A:** The algorithm-based deployment software approved by council is fully operational, alongside the successful implementation of ProQA and ImageTrend software. Additionally, a tiered response system has been established, enhancing emergency response capabilities. The joint risk and response analysis document with CAFMA, known as the CRA/SOC, has been completed and adopted by both governing bodies.
- **Community Risk Management Workforce —Goal 1C:** A full-time fire marshal has been hired who is providing much needed strategic and day-to-day guidance to this vital division. Currently, a workforce analysis is being conducted in the CRM division to assess customer service impacts related to capability and workload. Additional work is taking place in evaluating the fee schedule to ensure it is properly offsetting the impact of these activities.
- **Infrastructure Improvements - Goal 2B and 2C:** Through voter-approval of dedicated public safety funding the department has been able to begin implementation of design and land acquisition for the new fire stations that are desperately needed to fill response gaps in the community.
- **Adequate Number of Candidates for Hiring and Promotion - 3E:** The department focus on ensuring the recruitment of firefighters to meet the demand has paid off and this year saw an over 100% increase in applicants. In addition, all promotional exams met established metrics ensuring competitive selection for leadership positions.
- **Improved Data Analysis Capability - Goal 4A:** In close partnership with IT, a set of dashboards to monitor department activity and response performance has been established. The command staff began to do a quarterly performance review and this data was instrumental in the success of Proposition 478.

# 2024 MAJOR ACCOMPLISHMENTS



The past year has been one of significant progress and achievement for the Prescott Fire Department. Across our four divisions—Office of the Fire Chief, Operations, Community Risk Management, and Training & Logistics—we have made great strides in efficiency, strategic growth, and enhanced service delivery. These accomplishments position us for continued success in the years ahead.

## Office of the Fire Chief

The Office of the Fire Chief focused on modernizing administrative processes and strengthening intergovernmental relationships. Key highlights include:

- A complete **restructuring of administrative support**, streamlining operations and improving workflow efficiencies. This included a **transition to paperless systems**, including digital P-card reconciliation and digitization of historical records.
- A renewed **emphasis on securing external funding** through enhanced grant applications.
- A substantial **improvement to the AMR contract**, ensuring enhanced emergency medical service delivery.
- Developed and implemented a comprehensive PowerBI dashboard, revolutionizing **data analysis capabilities** within the department.
- **Adoption of a joint Standards of Cover** with the Central Arizona Fire and Medical Authority (CAFMA), supported by a renewed intergovernmental agreement.
- Successful **recommendation for re-accreditation** through the Center for Public Safety Excellence (CPSE), reaffirming our commitment to excellence.
- Active public engagement, including **unveiling the Granite Mountain Interagency Hotshot Crew (GMIHC) statue** in Courthouse Square.
- Transition into a **permanent administrative headquarters**, enhancing operational effectiveness.
- Secured funding through voter approval of **dedicated public safety funding** to meet community needs.

## Operations Division

The Operations Division made significant advancements in efficiency, training, and regional coordination, including:

- Implemented **advanced technologies** such as LiveMum, Imagetrend, and ProQA software.
- Completion of a Community Risk Assessment and Standard of Cover, **optimizing emergency response** for six major risk classifications.
- Acquired **upgraded fire apparatus**, thermal imaging cameras, and a modern self-contained breathing apparatus (SCBA) fill station.
- Creating **efficiency in of key programs** to third-party vendors, creating efficiencies in turnout maintenance, EMS supply management, and janitorial services.
- **Formalized special operations programs** such as hazardous materials, technical rescue, aircraft rescue firefighting, emergency medical services, and wildland firefighting programs including the establishment of group coordinators in these areas.



# 2024 MAJOR ACCOMPLISHMENTS



## Community Risk Management (CRM) Division

The CRM Division focused on professional development, risk reduction, and interagency collaboration. Key accomplishments include:

- **Appointment of a full-time Division Chief | Fire Marshal**, leading a comprehensive audit of CRM programs.
- Implementation of the Brycer Compliance Engine, **improving commercial occupancy risk management**.
- Use of FireAside software for wildfire risk reduction, **streamlining debris chipping requests** and defensible space inspections.
- **Expanded public engagement** through Citizens Academy, senior safety programs, CPR training, and community outreach.
- **Strengthened regional fire investigations** through an IGA with CAFMA, improving resource-sharing and response coordination.
- **Enhanced investigator safety** with new PPE, SCBAs, and updated equipment.
- **Leadership in fire-adapted community strategies**, shifting from neighborhood-based Firewise efforts to proactive community-wide mitigation.
- **Stronger partnerships with local stakeholders**, including Recreation Services and Yavapai County Contractors Association, to align wildfire risk management strategies.

## Essential Services Division

The Essential Services Division played a critical role in workforce development, succession planning, and resource management:

- Conducted multiple firefighter recruitments and training academies, including the **first regional fire academy** with modified minimum requirements, leading to increased applicants.
- Held **promotional testing** for engineers to keep pace with the demand for qualified personnel.
- Developed an **engineer move-up module** with Yavapai College, providing a state-recognized driver/operator certificate.
- Published the department's **first yearly training and succession plans**.
- Enhanced training infrastructure:
- Hosted **multiple regional classes** such as NWCG classes, MCS testing, and mutual aid training with Groom Creek Fire.
- **Implemented electronic forms** for AARs, lessons learned, and MCS evaluations.
- Expanded access to IFSTA library and **digital training tools**.
- Tracked the **procurement of new engines**, trucks, and support vehicles.
- Conducted a **fleet needs assessment** for future apparatus purchases.
- Implemented a **bay air quality project** and new SCBA air compressor.
- **Coordinated upgrades**, including a new generator at Station 74 and a kitchen remodel at Station 71.
- Initiated **planning for a new training tower** to enhance firefighter readiness.
- Logistics improvements:
- Implemented PSTrax for **inventory management**, streamlining PPE and SCBA tracking.
- **Centralized PPE storage** and cache management at the Butler Building.

# 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

<p style="text-align: center;">Fire Department Operational Funding: <b>\$16,690,084.00</b></p> <p style="text-align: center;">Cash Value of Property within the City of Prescott: <b>\$16,041,897,674</b></p>	<p>Ratio PFD Funding/Property Value: <b>0.10%</b></p>
---	---

### Staffing Assignments

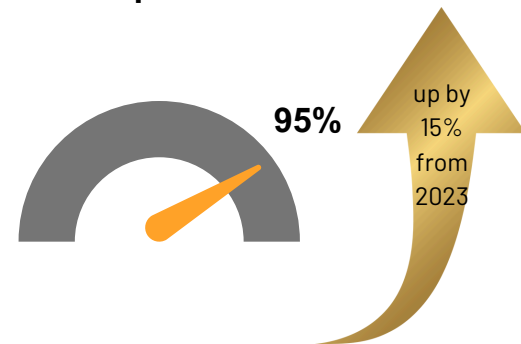
Fire Chief	1	Organizational Strategic Leadership and Performance
Deputy Fire Chief	1	Budget and Project Management
Administrative Supervisor	1	Administrative and Personnel Services
Administrative Coordinator	1	Special Projects and Continuous Improvement
Administrative Specialists	2	Grants, Contracts, Finance, and Payroll
VHE Administrative Assistant	1	Public Reception and CRM Support

Staffing for the Office of the Chief consists of two chief officers and four full-time administrative personnel assigned to all major divisions throughout the department. An additional VHE administrative assistant provides public reception and support for the community risk management division.

### 2024 Activity Highlights

- **8 contracts eliminated as identified through audit**
- **Transition to paperless records and receipts**
- **Ambulance Provider Performance Improvements**
- **New IGA and Joint Standards of Cover with CAFMA**
- **Recommendation for Reaccreditation by Peer Team**
- **Funding source identified and approved for capital needs**
- **Consolidation of Administrative Functions into City Hall**

### 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 - By the Numbers

## Outcomes and Impacts

### Operations Division Staffing Overview

Position	FY 2024	FY 2025	Percent Change
Division Chief	1	1	0%
Battalion Chief	3	3	0%
Captain	16	17	6.25%
Engineer	19	20	5.26%
Firefighter	24	27	12.5%
<b>Total</b>	<b>63</b>	<b>68</b>	<b>7.93%</b>

The Operations Division saw an increase in personnel in FY 2025 due to hiring supported by Proposition 478 as well as other additional firefighter positions to improve backfill and support engine minimum staffing. These additions have helped reduce mandatory overtime, easing the burden on crews and mitigating fatigue, which directly impacts morale. As a result, we achieved a **10% decrease in firefighters working more than 400 overtime hours annually**—a significant step toward a healthier, more sustainable workforce.

### 2024 Sample Performance Metrics

Metric	CY 2023	CY 2024	Percent Change
% Firefighters working no more than 400 hours overtime annually	81.7%	73%	-10.7%
Firefighters work related injury rate	7.9%	7.4%	-6.33%
# of Hazmat Responses Provided	192	235	22.4%
% of responses provide within turnout time benchmarks	70% (n=5,378)	78% (n=5,332)	11.43%
# of Aircraft Rescue firefighting calls for service provided (Commercial and General)	30	49	63.3%

### Changes in Program Management

In 2024, the Prescott Fire Department enhanced its specialty program management by appointing formal program coordinators for response-facing specialty programs such as Technical Rescue and Aircraft Rescue and Firefighting (ARFF). These dedicated program managers are dedicated to highly complex areas and provide the department high-level administrative oversight while reducing the need for non-operational administrative overhead. These strategic appointments have strengthened the department's capacity to respond effectively to specialized emergencies, ensuring the safety and well-being of the Prescott community.



# 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.

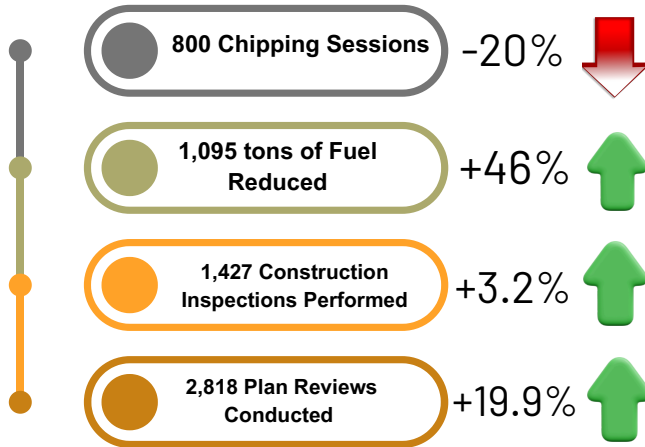
Cost per Firewise Inspection: **\$75**  
 Firewise Inspections Conducted (Half a Year): **120**

Wildfire Acres Treated  
**250**

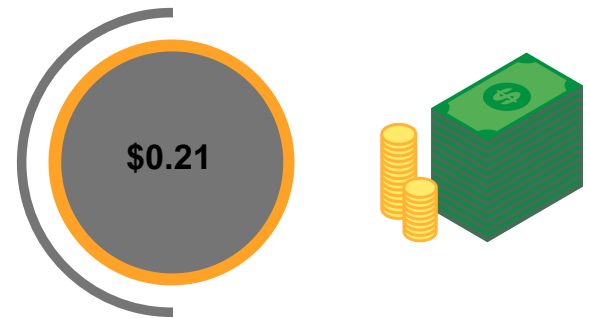
### Staffing Assignments

Division Chief/Fire Marshal	1	New Position added in December 2024
Plan Reviewer/Inspector/Investigators	2	Includes Public Education
Wildfire Risk Manager	1	Fire Adaptive Community Lead
Contract Plan Reviewer	1	Using Contracted Resources
Emergency Management Intern (VHE)	1	Temporary Part-Time ERAU Program

### 2024 Activity Measures



### Emergency Management Program Expenditure per Prescott Daily Population



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. A significant amount of CRM programs do not have reportable metrics due to challenges in with adequate databases and workload. With the establishment of a new department-wide RMS and improved administrative staffing, this situation is expected to improve over the coming year. Furthermore, with the recent onboarding and approval of a division chief, a comprehensive assessment of the division is currently underway.



# 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.

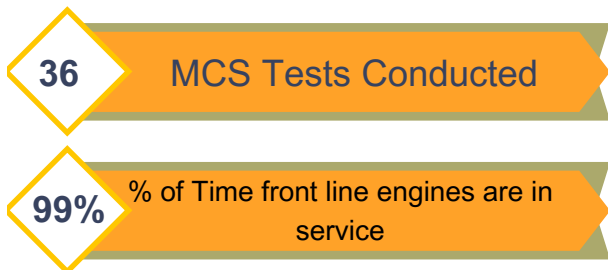
Promotional and Hiring Processes Conducted: 3	Total Training Hours by PFD Employees  <b>28,990</b>
After-Action Reviews Conducted: 12	

### Staffing Assignments

Division Chief	1	
Training Captain	1	On Loan from Operations
VHE Logistics Aid	1	

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. In addition, the program is responsible for coordinating fleet and facility maintenance at all city facilities.

### 2024 Activity Measures



### % of Recruits that Successfully Complete the Prescott Fire Training Academy



### Firefighter Recruit Training Innovations

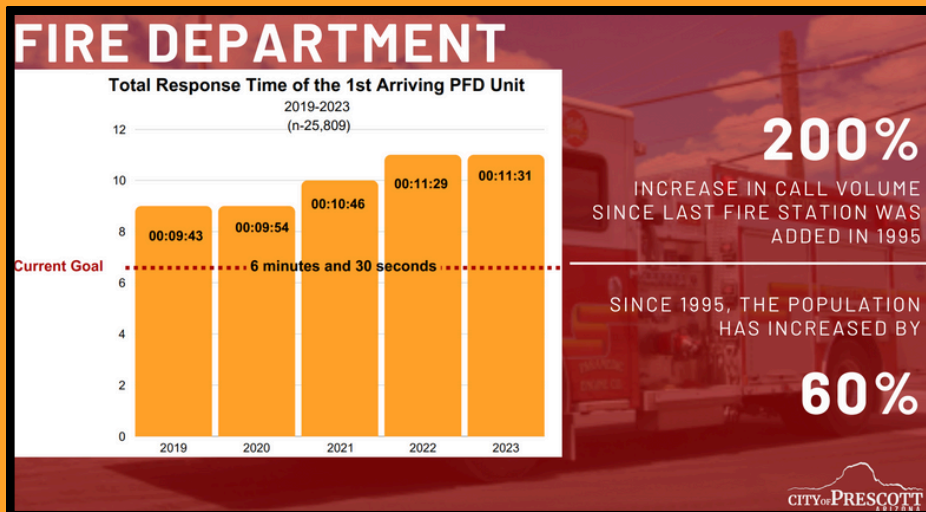
Training recruit firefighters has never been more important than today. The constrained labor market prompted the department to re-evaluate its traditional onboarding and recruiting practices. In the fall of 2024, we conducted our first successful regional academy in collaboration with CAFMA, yielding excellent results. This initiative enabled us to recruit applicants without prior firefighting certifications, thereby expanding our pool of qualified candidates. Throughout 2024, the department continually assessed and adapted its recruitment practices to meet the evolving needs of today's workforce and our growing department.



# Public Safety Infrastructure Tax

## Strengthening Prescott's Fire & Emergency Services

In 2024, the citizens of Prescott made a pivotal decision by passing Proposition 478, a measure designed to address critical service gaps within the Prescott Fire Department (PFD) and ensure the safety of both the community and its firefighters. This initiative represents a significant investment in the future of emergency response and public safety, allowing the department to meet the increasing demands of a growing city while prioritizing firefighter health, safety, and operational efficiency.



### Addressing Critical Needs

For years, PFD has faced challenges common to many fire departments: rising call volumes, the need for modernized equipment, and staffing levels that must keep pace with community growth. Proposition 478 provides much-needed resources to enhance emergency response capabilities, improve firefighter safety, and optimize service delivery.

One of the most pressing concerns has been staffing shortages, which impact response times and firefighter well-being. The funding from Proposition 478 allows PFD to fill critical positions, ensuring adequate personnel are available to respond effectively to emergencies while reducing the burden of excessive overtime on current firefighters.

Additionally, firefighter health and safety have been a central focus of this initiative. Firefighting is an inherently dangerous profession, with exposure to harmful carcinogens and physically demanding conditions. Proposition 478 enables the department to invest in advanced protective equipment, cancer prevention initiatives, and wellness programs to safeguard those who serve the community.





## **Public Safety Infrastructure Tax: Strengthening Prescott's Fire & Emergency Services**

### **Enhancing Service Delivery & Regional Collaboration**

However, our commitment to improving response times goes far beyond Proposition 478. While this funding is critical, we simultaneously use existing revenue to facilitate technological advancements and also strengthen regional partnerships. New technology will help streamline operations, improve dispatch efficiency, and optimize resource deployment, ensuring that emergency services are delivered as quickly and effectively as possible.

Additionally, expanding mutual and automatic aid agreements with neighboring agencies will strengthen regional collaboration, allowing for faster response times and improved resource sharing across jurisdictions. These partnerships are crucial for handling large-scale emergencies and ensuring that every call receives the most effective response possible.

### **A Commitment to the Future**

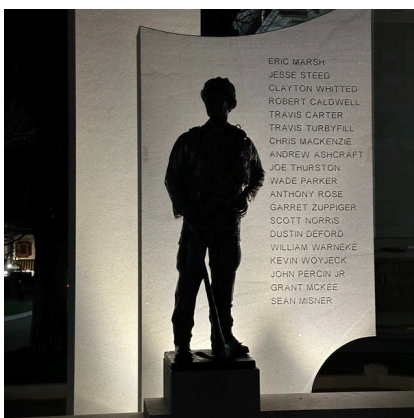
The passage of Proposition 478 is more than just a policy decision—it's a commitment from the citizens of Prescott to invest in the safety and resilience of their community. The Prescott Fire Department remains dedicated to delivering exceptional service, adapting to evolving challenges, and maintaining the highest standards of emergency response.


With this funding, PFD is better positioned than ever to protect lives and property, support its firefighters, and uphold the trust placed in them by the community. Proposition 478 is a defining moment for public safety in Prescott, ensuring that the city's fire and emergency services are prepared not just for today, but for the challenges of the future.

*Thank  
you!*

# Prescott Fire in the Community

- As in years past, our members proudly participated in parades and events defining Prescott's spirit, including the vibrant Rodeo Week and Arizona's Christmas City celebrations. These traditions honor our rich history and strengthen the bonds between our department and the people we serve.
- In April, the Firefighter Angel Fund Pancake Breakfast once again rallied support for families in need, raising vital funds to ensure that Christmas deliveries brought warmth and joy to local homes.
- In collaboration with Prescott Police and the City Manager's Office, we launched the state's first Baby Box at Fire Station 71, providing a safe option for the surrender of infants in their first days of life.
- June marked a powerful and long-awaited moment—the unveiling of the Granite Mountain Interagency Hotshot Crew (GMIHC) statue in Courthouse Square. A testament to resilience and remembrance, this project was the result of years of dedication from a community-based planning team formed in the wake of tragedy.
- To ensure the lessons of 2013 live on, the department conducted multiple staff rides in Yarnell for industry-specific stakeholders. These experiences provide invaluable insight into leadership, decision-making, and the realities of wildland firefighting, further cementing the GMIHC's lasting impact on the fire service.
- Prescott's historic hose cart races returned once again on July 4th weekend, drawing strong participation and celebrating the traditions of the late 1800s when firefighters tested their strength, skill, and teamwork.
- The department proudly hosted multiple recruit academy graduations and an awards/promotional ceremony, recognizing the dedication and achievements of our personnel.
- Prescott Firefighter's Charities, an independent 501(c)(3), provided \$24,447.84 in support to the community and local first responders in 2024, demonstrating the unwavering commitment of our members to giving back beyond the call of duty.
- The department also remained actively engaged in the Arizona Burn Camp, providing support, mentorship, and encouragement to young burn survivors, helping them build resilience and confidence for the future.
- A significant public outreach effort took place ahead of Proposition 478, ensuring the community was well-informed. The City Council adapted the city code and policy, allowing staff to provide clear and factual information to residents. This effort underscored our commitment to transparency and civic engagement.
- As always, the year concluded with one of the most meaningful traditions—the Firefighter Angel Fund's holiday gift deliveries. This initiative embodies the heart of our department, ensuring that families in need experience the joy and generosity of the season.





**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



# FEATURED PROGRAM - CHIPPING PROGRAM

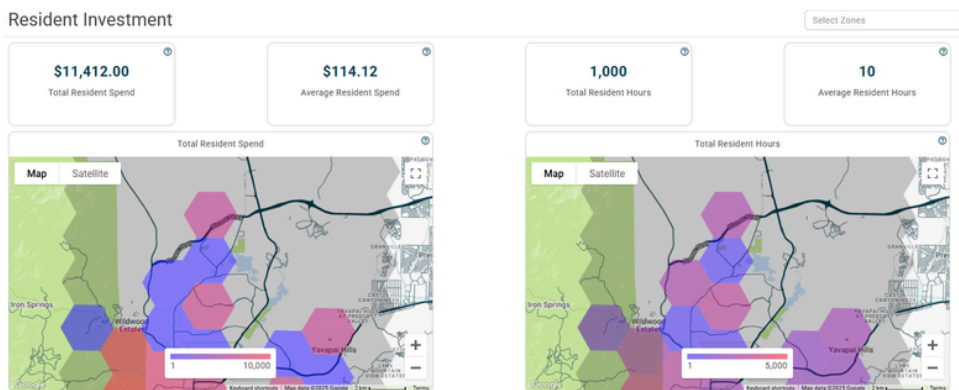
## New Approach to a Valuable Program

In 2024, the Prescott Fire Department purchased and implemented the FireAside software program. This digital platform provides actual vegetation and structural information at the individual parcel level. The software covers three main areas:

- Defensible Space Inspections (DSI),
- Chipping programs, and
- Grant implementation.



Improved tracking enhances the community's fire adaptation by increasing homeowner engagement through detailed, interactive documentation of mitigation efforts. The system provides property-specific reports with photos, facilitates better effort tracking, and enables data analysis. The Chipping component streamlines program submissions and crew routing while improving homeowner communication. Advanced reporting enhances future planning, and the Grant component automates applications, broadening funding access. Overall, this shifts more mitigation responsibility from city crews to residents, expanding efforts within city limits.



## Our Transition to the Fire Adapted Community Framework

In 2023, the Prescott Fire Department appointed Conrad Jackson as the Wildfire Risk Manager, responsible for developing strategies to minimize future risks to life and property. Beyond formulating long-term plans, his duties encompass community outreach and resident education. Conrad Jackson can be contacted at the Prescott Fire Department at 928-777-1700, ext. 7065.

A key aspect of his educational efforts is introducing the Fire-Adapted Community (FAC) framework to our region. This holistic approach emphasizes the collective responsibility of the entire community in wildfire preparedness, including actions before, during, and after a fire. Recognizing that wildland fires are an inevitable part of our environment, adopting the FAC framework ensures we are better equipped to coexist with their presence.

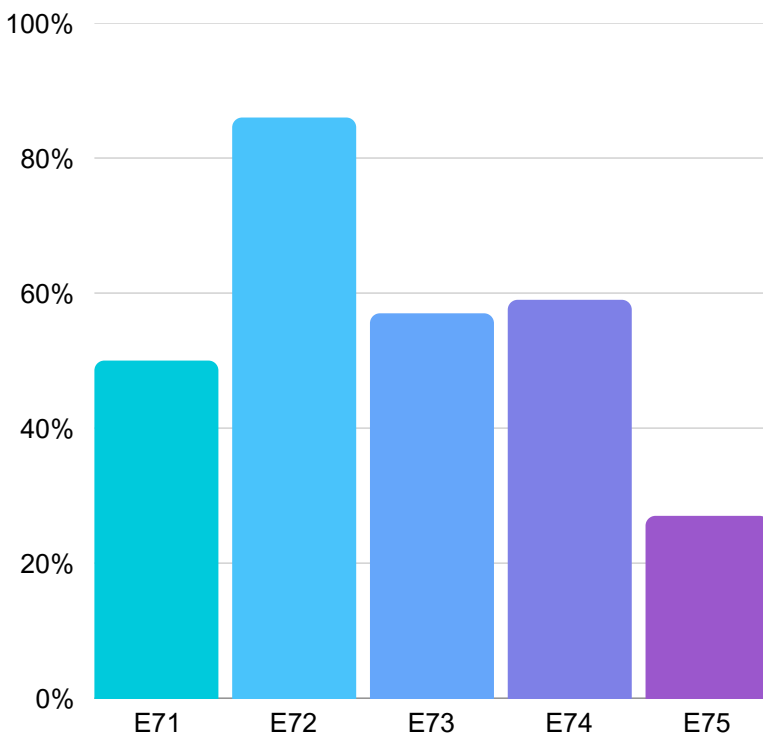




## FEATURED PROGRAM - SYSTEM OPTIMIZATION

In February 2024, the Central Arizona Fire and Medical Authority (CAFMA) and Prescott Fire Department implemented the LiveMUM system to enhance their operational efficiency. The LiveMUM (Live Move-Up Module) is a software application developed by Deccan International that provides real-time coverage monitoring, alerting, and move-up recommendations for emergency response units. By integrating seamlessly with our Computer-Aided Dispatch (CAD) systems, LiveMUM tracks each unit's status, location, and incident assignment to identify coverage gaps. It then offers optimal, automated unit relocations, or "move-ups," based on PFD's customized coverage policies.

### 2024 Move-Up Effectiveness



The above chart shows the percentage of calls that each engine company ran when it repositioned to another area for coverage. This is known as the "batting average" and calculated by dividing the number of incidents assigned to the total repositioning assignments.



This integration has led to several notable improvements:

- **Improved Situational Awareness:** Dispatchers and field personnel now have access to intuitive, color-coded, real-time coverage maps, enhancing their understanding of current coverage and resource allocation.
- **Automated Move-Up Recommendations:** The system provides dynamic move-up suggestions without creating additional coverage gaps, reducing the reliance on static move-up charts and pre-planned schedules.
- **Enhanced Response Times:** By ensuring optimal unit placement, LiveMUM has contributed to more efficient responses to emergencies, potentially reducing response times.

These enhancements have collectively improved the effectiveness and efficiency of CAFMA and Prescott Fire Department's emergency response operations since the system's implementation.

# 2024 Awards and Recognitions



## Firefighter of the Year

Travis Mayo

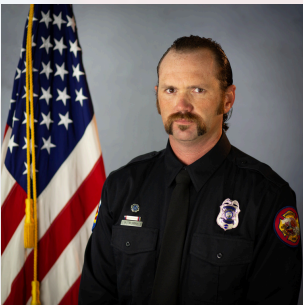
Recognized for his dedication to excellence and involvement in the department. Travis was recognized by his peers for his selfless attitude, dedication to learning, and representing the department's core identity.



## Paramedic of the Year

Brandon Scott

Recognized for clinical excellence and mentoring new paramedics, as well as years of dedication to the EMS program.



## Elks Firefighter of the Year

Adam Morris

Recognized for outstanding commitment to the PFD Honor Guard and serving as the Guard Commander during the 10th commemoration of the GMIHC tragedy.

## 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 1,240 hours of Total Service Donated

# 2024 Personnel Changes

## New Hires

Kristen Qualley – Administrative Specialist  
Brogan Burch – Firefighter  
Caley Cozens – Firefighter  
Wesley Martinez – Firefighter  
Payton Tilus - Firefighter  
Sierra Smith – Administrative Specialist  
Jacob Baker – Firefighter  
Ryan Gruda – Firefighter  
Devon Larson-Maffeo – Firefighter  
Brendan McDonough – Firefighter  
Robert Rooke – Firefighter  
Tyler VanMierlo – Firefighter  
Tina Heaton – Office Assistant  
Anthony Valdez – Division Chief/Fire Marshal

## Promotions and Reassignments

Brennan Johnstone – Captain  
Samantha Beilmann – Engineer  
Justin Buffington – Engineer  
Robert Frias – Engineer  
Travis Mayo – Engineer  
Travis Weedon – Engineer  
Lori Burkeen – Administrative Supervisor  
Hannah Hickman – Administrative Coordinator

## Retirements and Career Transitions

Jason Wallace – 24 years  
Jeff Jones – 25.5 years  
Teresa Morris – 11 years  
Jaimie Sventek – 15 years  
Alfredo Navarrete – 1.5 years

# THE CRITICAL ISSUES AHEAD



*The Prescott Fire Department remains dedicated to protecting our community while embracing new opportunities for growth and improvement. In 2025, several critical items will need to be addressed to help meet the evolving needs of Prescott's residents while enhancing the well-being of our firefighters.*

## **Building Fire Stations and Expanding Capacity**

With the additional public safety tax funding, we have prioritized increasing our response capacity by building new fire stations and strategically enhancing our operations. These improvements are essential to meeting the growing demands of our city and ensuring that when an emergency arises, help arrives quickly and effectively.

## **Partnering with the Community on Proactive Wildfire Mitigation**

The increasing threat of wildfires remains a significant concern, and the department has strengthened its partnership with the community to mitigate risks proactively. With rising insurance cancellations due to wildfire hazards, we have expanded outreach efforts, fuel reduction programs, and homeowner education initiatives to help residents protect their properties and maintain coverage.

## **Improving Fire Station Facilities for Firefighter Health and Safety**

A safe and healthy work environment is critical for our firefighters. This year, we will make significant investments in updating our fire stations to reduce exposure to harmful contaminants, improve living quarters, and implement modern safety standards that support the well-being of our crews.

## **Recruiting and Retaining a Highly Qualified Workforce**

As the fire service faces increasing recruitment challenges nationwide, we have remained focused on attracting and retaining the best firefighters to serve Prescott. As the department adds additional firefighters and staff, competitive compensation, professional development opportunities, and a strong departmental culture will be key to ensuring that we build and maintain a workforce that reflects the highest standards of professionalism and service.



***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](http://www.prescottfire.org)

ERIC MARSH  
E STEED  
TON WHITTED  
BERT CALDWELL  
S CARTER  
TURBYFILL  
MACKENZIE  
W ASHCRAFT  
RSTON  
PARKER  
NY ROSE  
T ZUPPIGER  
TT NORRIS  
TIN DEFORD  
IAM WARNEKE  
IN WOYJECK  
HN PERCIN JR  
ANT MCKEE  
AN MISNER

GRANITE MOUNTAIN HOTSHOTS

## **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



## Strategic Plan



## 2025 Update

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



### ***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*

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

## Document Change Log

<b>Year</b>	<b>Version</b>	<b>Change Description</b>
2024	v24.0	<ul style="list-style-type: none"> <li>○ Updated Program Budget Structure</li> <li>○ Added CRM and Workforce Goals</li> <li>○ Adjusted Fire Station Construction Timeframes</li> <li>○ Moved Appendix A and B to SharePoint</li> <li>○ Consolidated Financial Impact Analysis into Appendix</li> </ul>
2024	v24.1	<ul style="list-style-type: none"> <li>○ Updated Goals in Result Areas 1 and 2 to Reflect City Council Strategic Plan Adoption</li> </ul>
2024	V24.2	<ul style="list-style-type: none"> <li>○ Updated Program Name Updates from August 2024 SLT Direction</li> </ul>
2024	V24.3	<ul style="list-style-type: none"> <li>○ Added City of Prescott General Plan Outline</li> </ul>
2025	V25.0	<ul style="list-style-type: none"> <li>○ Updated several sections to reflect the recently passed Proposition 478</li> <li>○ Added Strategic Plan Update Methodology</li> <li>○ Strategic Result 1 has been renamed to <i>Reducing Community Risk</i> to be more comprehensive</li> <li>○ Key Results updated to reflect division appraisals.</li> <li>○ Added new goals related to health and safety action planning (3A) and performance management (4C)</li> <li>○ Created new Section to document goals that have been achieved and are being monitored (Goals 3A, 3B, 3G, and 4C)</li> <li>○ Updated Mission Statement to include connection to the new city mission statement</li> </ul>

## **Strategic Plan Update Methodology**

While traditional strategic plans are completely redone every 5 to 7 years, this strategic plan is designed to be updated annually and serve as an ongoing document. To ensure this plan is updated consistently, a 10-year cycle is followed to keep the document current and aligned with industry best practices.

<b>Section</b>	<b>Section Purpose</b>	<b>Update Cycle</b>	<b>Years</b>	<b>Update Scope</b>
<i>Section 1 - Mission, Vision, and Values (M, V, V)</i>	Long-range framing. Why are we here, who do we aspire to be?	Confirm Annually Full Assessment every 10 years	2032	Evaluate fully and consider establishing an entirely updated plan
<i>Section 2 - Organizational and Community Assessment</i>	Understanding the environment to assess citizen expectations, and employee and resource needs to achieve the MVV	Every 3-5 years	Between 2025 - 2027 Between 2028 - 2030	Conduct formal outreach and
<i>Section 3 - Strategic Business Plan</i>	Creates goals and objectives and establishes metrics to measure progress	Annual updates Formal update every 5 years	2027 2032	Evaluate goals and objectives fully based on Section 2 and consider establishing an entirely updated plan

## **2025 City and Department Leadership**



### **Mayor & Council**

Mayor Phil Goode

Mayor Pro Tem Connie Cantelme

Councilmember Eric Moore

Councilmember Ted Gambogi

Councilmember Cathey Rusing

Councilmember Brandon Montoya

Councilmember Lois Fruhwirth

### **City Management**

Dallin Kimble, City Manager

Michael Morris, 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

Essential Services Chief Scott Luedeman

Community Risk Management Chief Anthony Valdez

Administrative Supervisor Lori Burkeen

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## ***Letter from the Fire Chief***

Community Members and Stakeholders of the Department,

The Prescott Fire Department is at a pivotal moment. With strong community support and the passage of Proposition 478, we now have the resources to close critical gaps between our current capabilities and the expectations of our citizens. This strategic plan lays out how we will put these funds to work, ensuring transparency and accountability through a metric-driven, outcome-focused approach.



Since the plan's original release in 2023, 65% of our goals are on track, and 30% have been completed and are now in monitoring status. Our commitment to protecting Prescott has never been stronger. But new challenges lie ahead—reducing wildfire risks amid rising insurance cancellations, enhancing fire stations to serve our growing community better, and prioritizing the health and safety of our personnel. Attracting and retaining skilled professionals remains a top priority, as does investing in leadership development to meet increasing service demands.

Beyond emergency response, we are strengthening our Community Risk Reduction and Emergency Management efforts. Prescott's growth, increasing costs, and rising service demands require us to shift from a reactive approach to a proactive strategy that ensures we stay ahead of emerging risks with innovative, community-driven solutions.

We also recognize that public safety is just one piece of a much larger community puzzle. Collaboration is key. This means working closely with other city departments and external partners to ensure public safety remains a top priority while balancing other critical needs. Our department must continue to push forward, leveraging technology, adapting to evolving challenges, and building a response system that's as flexible as it is effective.

This plan includes significant investments in public safety infrastructure, including two new fire stations and renovations or relocation of our existing facilities. It enhances emergency medical services, strengthens our wildfire risk reduction efforts, and improves efficiency through technology investments, all while ensuring that firefighter safety remains paramount.

At the heart of our mission is our people. Firefighters, civilians, and volunteers, each of us plays a role in shaping the future of this department. Our core values—Community First, Courage, Grit, and Duty—Driven by Excellence—define who we are. This moment is not just a challenge; it's an opportunity. An opportunity to innovate, to lead, and to build a fire service that Prescott can count on for generations to come.

Thank you for your support on this 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.

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Progress will be measured and reported by evaluating the effectiveness of resource allocation using 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, 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.

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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.

### ***Development of a Strategic Business Plan***

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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.

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## ***Section 1 - Mission, Vision, and Values***



### **Prescott Fire Department Core Identity and Mindset**

#### **Our Purpose - Mission**

*We improve the quality of life in Prescott by mitigating the community's risk through service, excellence, and compassion.*

#### **Our Core Identity and Attitude**

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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's 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: 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 FY28, the community will experience infrastructure as identified in the Fire Department's strategic plan of two (2) new strategically located fire stations.
  - By FY29, 90% response times will be at or below 8 minutes.
  - By FY29, the community will have the ability to successfully contact 911 through their cellular/mobile devices at any place within the City of Prescott.
  
- By FY28, 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 FY29, the community will experience a sense of personal and economic safety through infrastructure improvements that will allow unconstrained operations of commercial carriers, other airport tenants, and fire fighting capabilities from the Prescott Regional Airport.

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## **DYNAMIC ECONOMIC ENVIRONMENT**

- By FY26, 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.
- By FY26, the City will be proactively identifying and attracting new commercial development to serve the residential development that is occurring in the northern part of the community.
- By FY28, the annual direct spending from tourism will grow from \$252M to \$288M.
- The community will experience a full-service regional airport that provides reliable, sustained, commercial air-service as evidenced by:
  - By FY26, 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 FY28, (2) new aviation-related businesses will be located near the Prescott Regional Airport.
  - By FY29, the annual economic impact of the Prescott Regional Airport will grow from \$162M to \$186M.

## **INFRASTRUCTURE**

- The community will experience the safe, efficient flow of traffic/transportation throughout the City as evidenced by:
  - By FY26 there will be a reduction in traffic injuries/fatalities
  - By FY 27 there will be a reduction in traffic congestion
  - By FY28 there will be a 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 FY28, 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.

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- By FY28, 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 FY25, 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 FY28, through regional cooperation and partnerships and a comprehensive risk assessment that builds a strategic mitigation response and recovery plan, the Prescott community will 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 FY25, the community will receive updates on progress toward the achievement of the City's Strategic Plan (every 6 months).
  - By FY27, the community will receive updated performance information and trends about results at the Department level.
  - To ensure fiscal transparency and accountability, by FY27 the City's budget will be tied to results.

## ***Connection to the 2025 Draft City General Plan***

The City of Prescott Fire Department coordinates its strategic planning efforts with the City's General Plan. The City's General Plan is a guide for making long-range land use decisions in Prescott, Arizona. It ensures that rezoning, new developments, and decisions about public infrastructure and economic growth align with the city's vision. Arizona law mandates that every municipality have a General Plan for physical development, which must be updated every 10 years. Prescott's plan, last adopted in 2015, focuses on maintaining quality of life, embracing cultural diversity, and supporting diverse housing and employment opportunities. The plan follows state legislation to address Prescott's development challenges comprehensively.

As of the writing of this update of the fire strategic plan, the general plan was being prepared for approval by the council and voters. The draft language of the fire department-related strategies is presented here to indicate the importance of this document in guiding fire department planning. After final approval by the voters and adoption by the City, this section will be updated. The fire department collaborated with community development staff to ensure these strategies were specifically aligned to provide high-level guidance for long-term planning decisions.

### **2025 Draft City General Plan**

#### **Fire Department Goals and Strategies**

- **Goal 1: Facilitate and promote the Prescott Fire Department as a vital component of Emergency Services.**
  - **Strategy 1.1** - Continue to promote fire-adapted community principles and encourage local neighborhoods to achieve Firewise designation.
  - **Strategy 1.2** - Consistently assess the Department's strategic goals and objectives
  - **Strategy 1.3** - Reduce the negative consequences of life-threatening emergencies experienced by the community through effective response and mitigation solutions.
  - **Strategy 1.4** - Enhance Emergency service delivery through strategic positioning of public safety infrastructure.
  - **Strategy 1.5** - Establish a performance management system to base organizational decisions on cross-disciplinary databases.

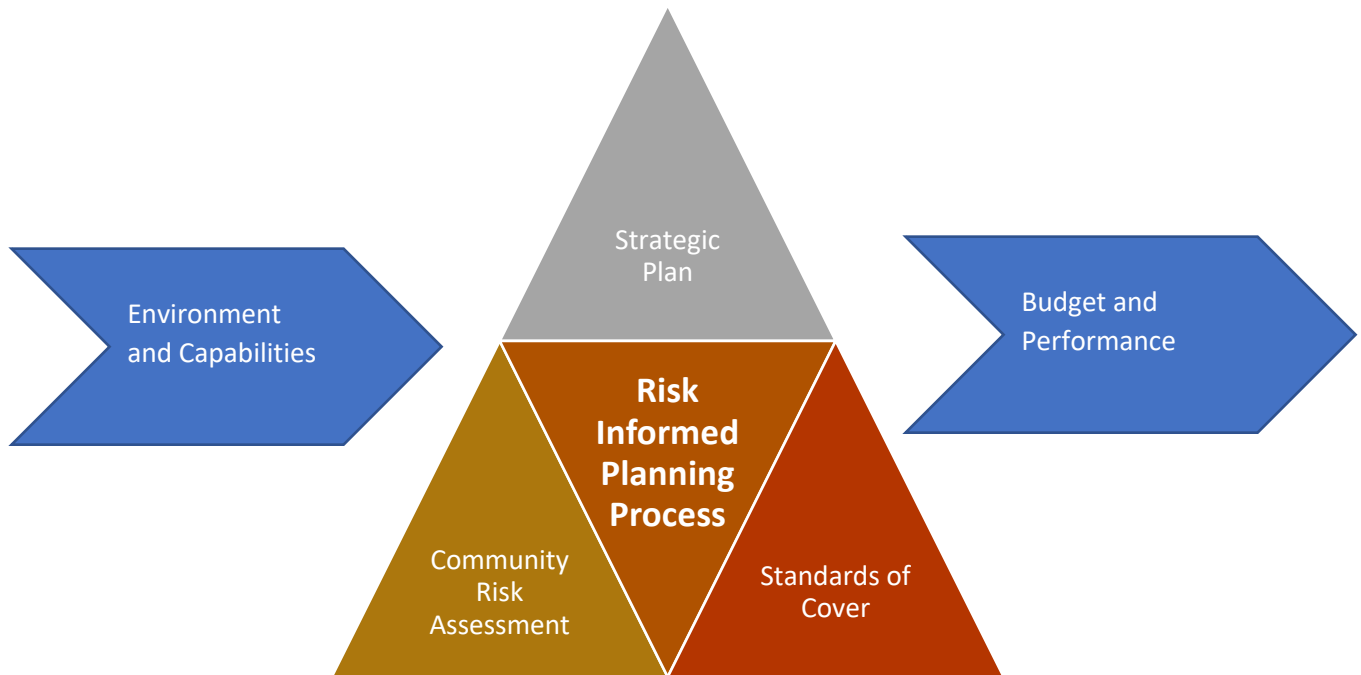
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## Section 2 - Organizational and Community Assessment

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**

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



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bridge to the future—"don't be stuck in the past", don't do it this way just "because we always have".

- **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 communities<sup>1</sup>. 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*

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

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offered positive evaluations for fire prevention and education, police services, and crime prevention. Approximately three-quarters of reviewers favorably rated animal 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.

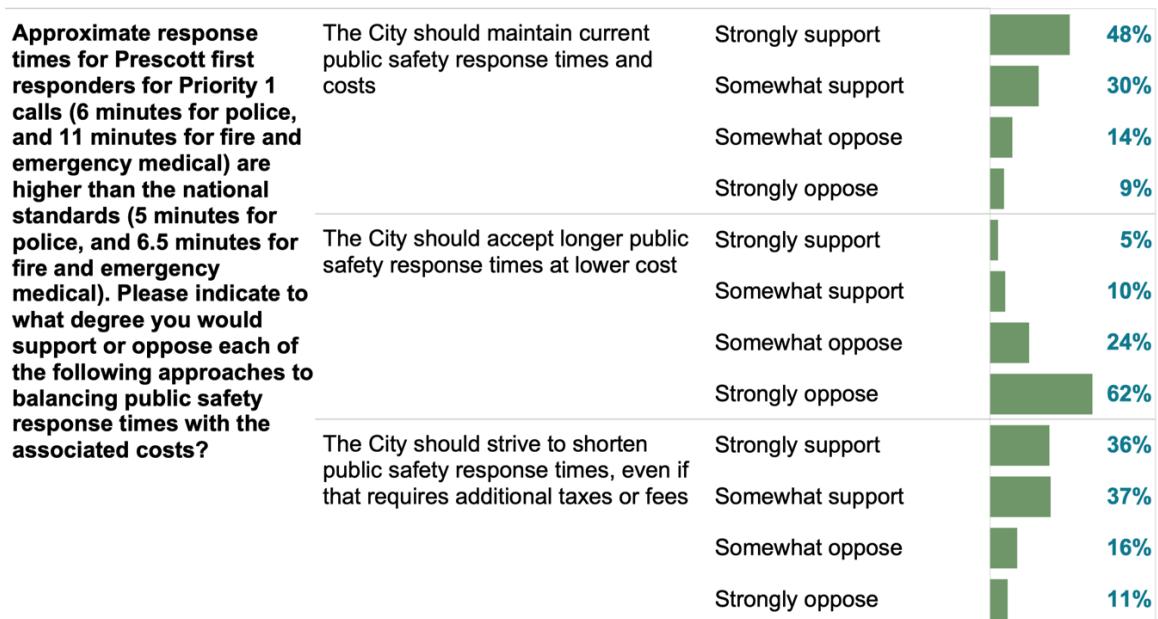


Figure 1. Public Safety Funding Support

## ***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.

## ***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

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### **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

### **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

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### **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

### **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

## **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: Administrative Services
- 1.2 Program: Leadership and Management
- 1.3 Program: Research and Technology
- 1.4 Program: Budget and Capital Investments
- 1.5 Program: Organizational Performance Management
- 1.6 Program: Workforce Development



#### **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
- 4.2 Program: Maintenance and Logistics



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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.

<b>1 - Office of the Chief</b>	
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	<ul style="list-style-type: none"> <li>• <b>Strategic Outcome 1.1</b> - % Program Budgets that are on or below budget</li> <li>• <b>Strategic Outcome 1.2</b> - % Stakeholders who report they have confidence in PFD</li> <li>• <b>Strategic Result 1.3</b> - % of departmental strategic results being actively measured and collected</li> <li>• <b>Strategic Outcome 1.4</b> - % Stations built on time and within budget</li> <li>• <b>Strategic Outcome 1.5</b> - % Of IT Projects that meet the intended need 1 year after implementation</li> <li>• <b>Strategic Outcome 1.6</b> - % Open positions where the requisite number of “qualified” applicants will reach the Chief’s panel for all recruitment and promotional opportunities</li> </ul>

<b>2 - Emergency Operations Division</b>	
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	<ul style="list-style-type: none"> <li>• <b>Strategic Outcome 2.1</b> - % Call responses provided within the time frames in the Standards of Cover adopted by the City</li> <li>• <b>Strategic Outcome 2.2</b> - % Special Operations responses within the time frames in the Standards of Cover adopted by the City.</li> <li>• <b>Strategic Outcome 2.3</b> - % Cardiac arrest patients discharged from the hospital with no neurological deficits % Responses provided within the Standards of Cover adopted by the City</li> <li>• <b>Strategic Outcome 2.4</b> - % of time missed in Fire Suppression due to injury / illness</li> </ul>

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<b>3 - Community Risk Management Division</b>	
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	<ul style="list-style-type: none"> <li>• <b>Strategic Outcome 3.1</b> - Percent change in preventable automatic alarms in commercial occupancies (Goal is 25% reduction annually) % change in residents signed up for the city's emergency notifications system.</li> <li>• <b>Strategic Outcome 3.2</b> % Fire investigations that result in a known ignition sequence determined as defined by NFPA 921</li> <li>• <b>Strategic Outcome 3.3</b> - % change in residents signed up for the city's emergency notifications system.</li> <li>• <b>Strategic Outcome 3.4</b> % Change (in tons) of fuels removed</li> </ul>

<b>4 - Essential Services Division</b>	
Purpose Statement	The purpose of the Essential Services Division is to provide professional and wellness development services to employees so they can succeed in their career paths and beyond.
Key Results	<ul style="list-style-type: none"> <li>• <b>Strategic Outcome 4.1</b> - % pass rate on performance and minimum standard tests on the first attempt</li> <li>• <b>Strategic Outcome 4.2</b> - % Time front line engines are in service and in use.</li> </ul>

## 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. In 2024, the plan was adjusted to align directly with council-requested public safety infrastructure and staffing discussions. That analysis is represented in Appendix D, which is hyperlinked [here](#).

## Strategic Result 1: Reducing Community Risk

### 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:**



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- Data Collection and Analysis
- Community Growth
- Sustainable Funding
- Workforce Development
- Resource Viability
- **Key Results Ownership:** **Community Risk Management Division Chief**
- **Contributing Performance Program:** Organizational Performance Management

D. *By FY 2025, the department will identify the impact of low-acuity service demands and present initiatives for mitigation to the council.*

- **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



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

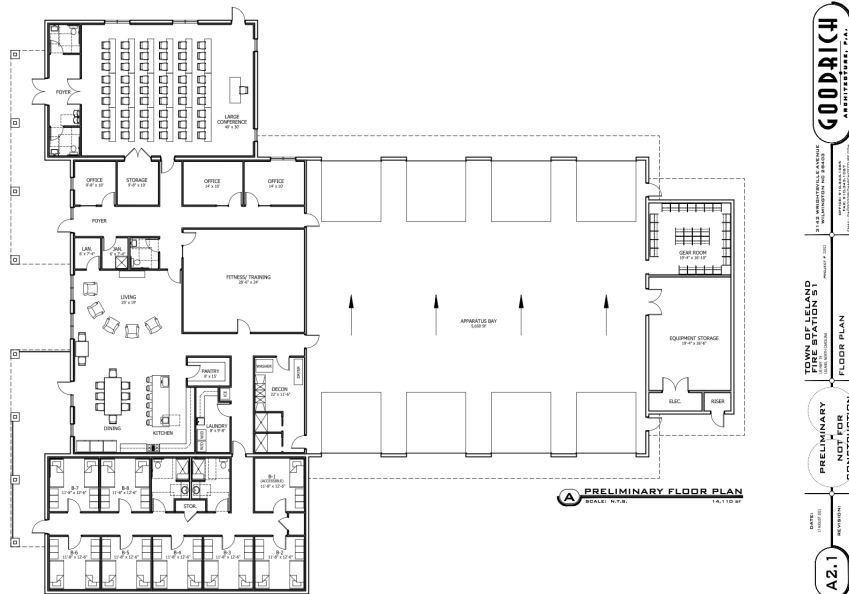
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- **Key Results Ownership:** **Emergency Operations Division Chief**
- **Contributing Performance Program:**
  - Fire Suppression
- B. *By the end of FY 2028, one existing fire station will be strategically relocated and staffed and operational.*
- C. *By the end of FY 2028, a second new strategically located fire 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
    - Budget and 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 2026, the department will develop and implement a health and safety action plan that includes safety and process improvements leading to reducing contaminants on emergency scenes and in fire stations.*

- **Strategic Issue Impact:**
  - Occupational Safety
  - Data Collection and Analysis
  - Workforce Development
- **Key Results Ownership:** Essential Services Division Chief
- **Contributing Performance Program:**
  - Health and Safety



B. *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:** Office of the Chief
- **Contributing Performance Program:**
  - Workforce Development

C. *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

D. *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

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- Resource Viability
- Community Growth
- Sustainable Funding
- **Key Results Ownership: Office of the Chief**
- **Contributing Performance Program:**
  - Leadership and Management

#### 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 the end of 2026, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.*
- **Strategic Issue Impact:**
    - Staffing and Infrastructure
    - Data Collection and Analysis
    - Resource Viability
  - Key Results Ownership: Office of the Chief
  - Contributing Performance Program: **Office of the Chief**
    - 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:**



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- Organizational Performance Management
- E. *By the end of 2026, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.*
- 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

No-cost or Existing Initiatives

- IT Collaboration
- Departmental data-informed decision-making

**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

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- 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

## **Completed Goals from Original Plan**

As part of the 2025 Prescott Fire Department Strategic Plan Update, a new section has been introduced to highlight the goals that have been successfully achieved since the adoption of the original strategic plan. This addition ensures transparency in our progress while maintaining accountability as we transition these completed objectives into a monitoring phase. By doing so, we recognize the hard work and dedication that have led to these accomplishments and reinforce our commitment to sustaining the improvements we have made.

By moving these objectives into a structured monitoring status, we establish mechanisms to track their long-term effectiveness. Performance metrics, periodic reviews, and community feedback will play essential roles in sustaining these advancements. This approach allows the department to remain agile, ensuring that our past successes continue to support our mission while also allowing us to focus resources on emerging priorities. The 2025 Strategic Plan Update reaffirms that progress is not simply about reaching a destination—it's about maintaining excellence in service delivery for the City of Prescott.

### **Strategic Result 3: Workforce**

- A. *Beginning in FY 2023, the PFD injury rate will be reduced by 3% year-over-year.*
  - a. *Baseline data established and reporting data in annual report.*
  
- B. *By the end of FY 2024, 100% of eligible PFD members will complete the annual department physical.*
  - a. *Established contract for NFPA-compliant physicals*
  - b. *Implemented a more comprehensive policy for fit-for-duty requirements.*
  
- C. *By the end of FY 2024, all PFD members will have the opportunity to establish a career development plan.*
  - a. *Monitoring utilization of career development path form*
  
- G. *By the end of CY 2024, the department will have assessed the firefighter recruitment and hiring process and implemented measurable initiatives.*
  - a. *Met with key stakeholders and HR to develop a scope and intended outcomes*
  - b. *Implemented new recruitment initiatives and adapted requirements*
  - c. *Measuring outcomes and adjusting tactics through program appraisals*

### **Strategic Result 4: Performance Measurement**

- 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.*

*Since the program was discontinued, the Prescott Fire Department (PFD) has retired its goal of earning the ICMA Performance Management Award. While this recognition was valuable for data-driven decisions, the department remains committed to continuous improvement. PFD has set a new goal to integrate industry best practices in quality management, innovation, and operational excellence, ensuring enhanced service delivery, safety, and organizational effectiveness while aligning with evolving standards in fire and emergency services.*

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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.

## ***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 – 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.

<b>Prescott Fire - Key Strategic Service Partners</b>								
	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 County Office of Emergency Management</i>	Intergovernmental Partner	High	High		✓	✓	✓	✓
<i>Yavapai Nation</i>	Intergovernmental Partner	Moderate	High		✓		✓	✓
<i>Center for Public Safety Excellence</i>	Fire Service Accrediting Body	High	N/A			✓	✓	✓

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<i>AMR of Arizona</i>	Transport Provider	High	High	✓	✓	✓	✓	✓
<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 D – Financial Impact Analysis

### Projected Capital Needs Total \$110,565,090

	Immediate Needs			Short Term				Longer Term		
	1st FY	2nd FY	3rd FY	4th FY	5th FY	6th FY	7th FY	8th FY	9th FY	10th FY
<b>Fire</b>										
Station 73	2,809,000	10,584,000	-	-	-	-	-	-	-	-
Station 76	784,000	10,584,000	-	-	-	-	-	-	-	-
Engine for Station 76	1,165,000	-	-	-	-	-	-	-	-	-
Station 72	560,000	7,560,000	-	-	-	-	-	-	-	-
Ladder Tender for Station72	950,000	-	-	-	-	-	-	-	-	-
Training Tower	750,000	750,000	-	-	-	-	-	-	-	-
Station 71 Remodel	-	-	-	2,106,000	-	-	-	-	-	-
Station 75 Remodel	-	-	-	-	2,210,000	-	-	-	-	-
Station 74 Remodel	-	-	-	-	-	2,314,000	-	-	-	-
Station 77	-	-	-	-	-	-	4,372,000	14,817,600	-	-
Engine for Station 77	-	-	-	-	-	-	-	1,720,000	-	-
<b>Total</b>	<b>\$9,993,000</b>	<b>\$37,423,000</b>	<b>\$330,750</b>	<b>\$31,023,000</b>	<b>\$8,571,740</b>	<b>\$2,314,000</b>	<b>\$4,372,000</b>	<b>\$16,537,600</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Operating Needs

	FY 25	Immediate Needs			Short Term				Longer Term		
		1st FY	2nd FY	3rd FY	4th FY	5th FY	6th FY	7th FY	8th FY	9th FY	10th FY
<b>Fire Operations</b>											
Existing Operations - General Fund Needed Facility Staffing	13,155,794	13,813,600	14,504,300	15,229,500	15,991,000	16,790,600	17,630,100	18,511,605	19,437,185	20,409,045	21,429,497
Fire Station 76 Personnel Impact		680,000	1,751,000	1,803,530	1,857,636	1,913,365	1,970,766	2,029,889	2,090,786	2,153,509	2,218,114
Fire Station 72 Personnel Impact (Low-Acuity Initiatives)		-	-	160,000	164,800	169,744	174,836	180,081	185,484	191,048	196,779
Fire Station 77 Personnel Impact		-	-	-	-	-	-	1,045,393	2,090,786	2,153,510	2,218,115
Proactive Risk Reduction		-	110,000	288,300	448,449	333,978	344,901	356,984	369,517	382,517	396,002
<b>Total Projected Operation</b>		<b>\$ 32,692,600</b>	<b>\$ 36,288,809</b>	<b>\$ 39,040,442</b>	<b>\$ 40,692,038</b>	<b>\$ 42,502,261</b>	<b>\$ 44,531,407</b>	<b>\$ 47,705,343</b>	<b>\$ 50,982,765</b>	<b>\$ 53,386,090</b>	<b>\$ 55,905,207</b>

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## **Appendix E –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

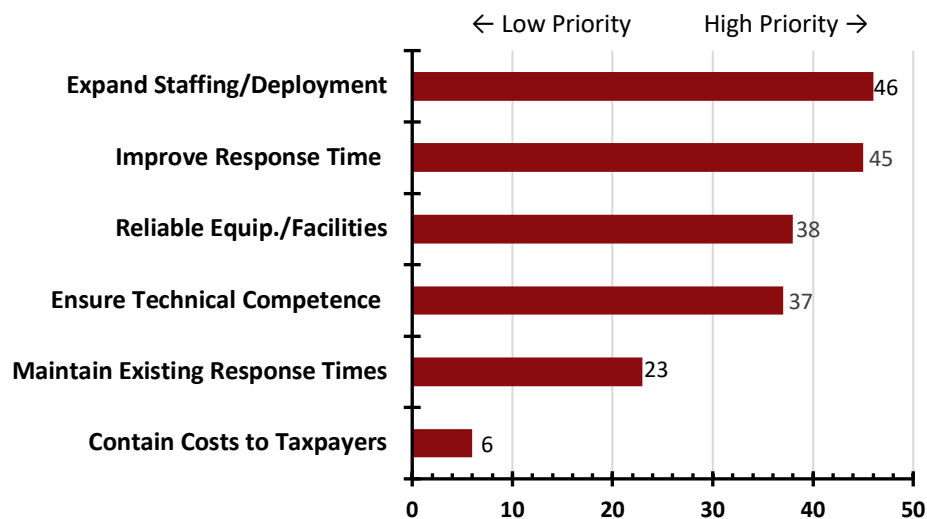
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## Appendix F – 2019 Stakeholder Engagement

### 2019 Strategic Plan Stakeholder Outreach

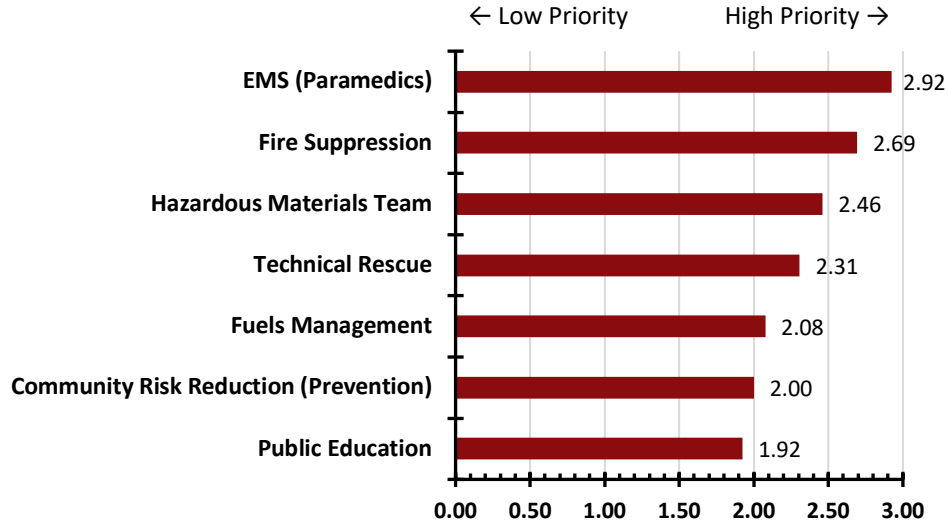
The 2019 process engaged stakeholders in a traditional in-person format and is represented here to show alignment with the findings of the 2022 process. While it was not formally a part of this update, it is relevant and shows that the key assumptions remain unchanged. Both the business community and 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 2. 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 , 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.

**Figure 3. 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.

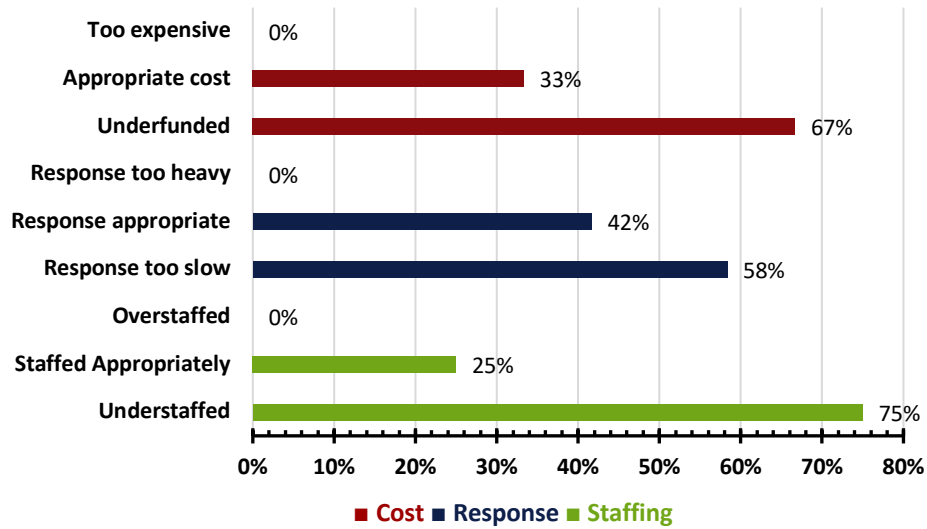
Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in that most described their perspective.

**Figure 4. Staff/Response/Cost Opinion Options**

Staffing	Response Performance	Cost of Service
<input type="checkbox"/> Overstaffed	<input type="checkbox"/> Response too heavy	<input type="checkbox"/> Too expensive
<input type="checkbox"/> Staffed appropriately	<input type="checkbox"/> Response appropriate	<input type="checkbox"/> Appropriate
<input type="checkbox"/> Understaffed	<input type="checkbox"/> Response too slow/light	<input type="checkbox"/> Underfunded

The results of the opinion poll are reflected in .

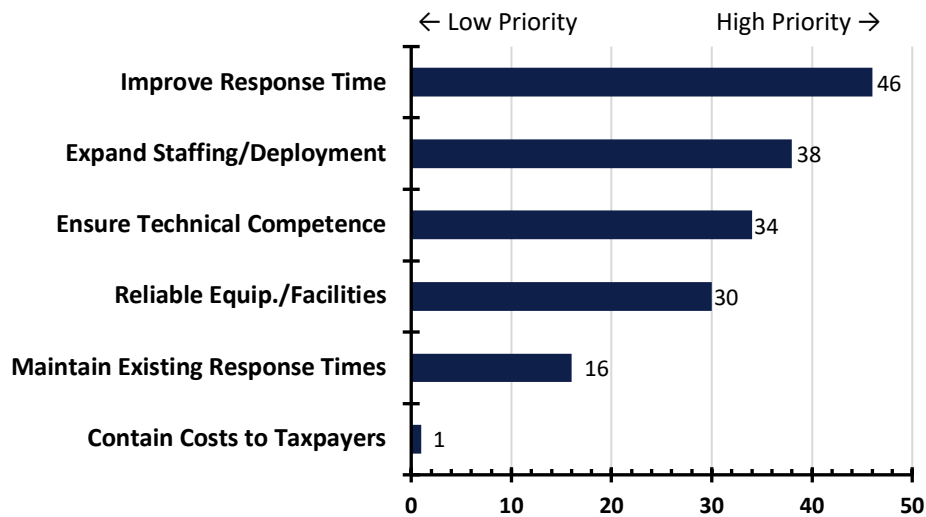
**Figure 5. Business Community Staff/Response/Cost Opinion Poll Results**



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 6. Citizen Planning Priorities**

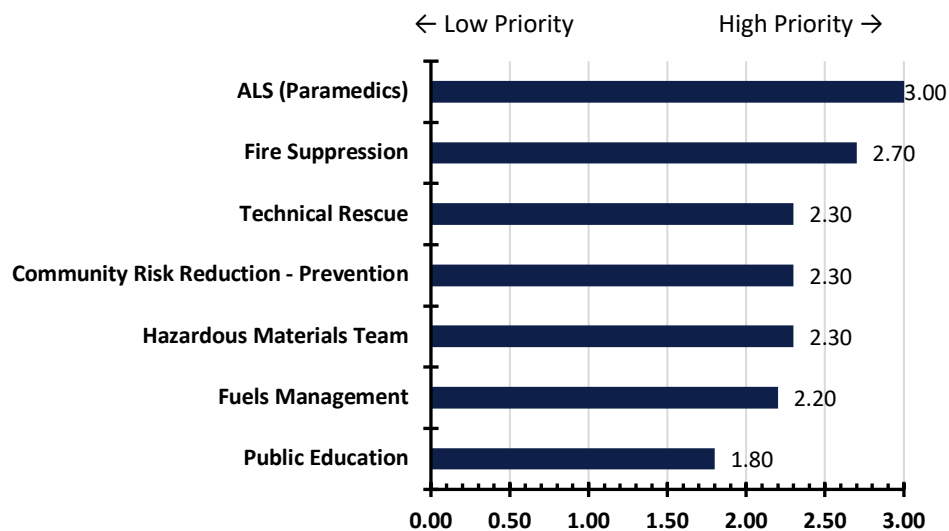


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As with the business community, citizen stakeholders were given the list of values or planning elements and given a forced choice: comparing each element to all the others, deciding which is the most important. The total value possible cumulatively for any single planning element is 50. The results are illustrated in , 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.

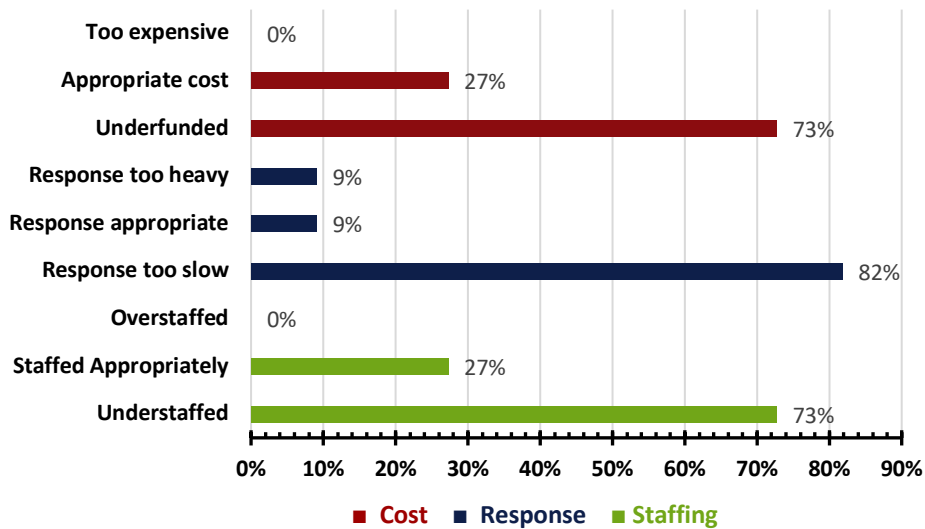
**Figure 7. Citizen Service Priorities**



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.

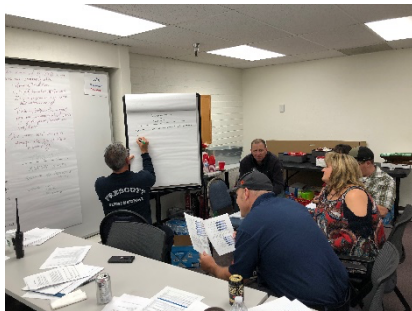
Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in .

**Figure 8. 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).

**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**

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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***

### **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***

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***Community Growth without corresponding agency growth***

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## Appendix G – Glossary of Terms

**Accreditation:** Accreditation is a comprehensive, 3<sup>rd</sup> 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 1<sup>st</sup> through June 30<sup>th</sup> 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 **O**ccupational **S**afety and **H**ealth. A U.S. agency responsible for investigation of workplace deaths, including firefighters.

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**NIMS:** The **National Incident Management System**. 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.

***Appendix H – Community Risk Assessment/Standards of Cover***

Maintained as a Separate Document

***Appendix I – Advanced Strategy Center Final Report***

Maintained as a Separate Document



# Prescott Fire Department Organizational Performance

## PFD PERFORMANCE-BASED BUDGET CY 2024 DIVISION APPRAISALS

### *Our Core Identity*

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### **Vision and Mission**

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

**Mission:** We improve the quality of life in Prescott by mitigating the community's risk through service, excellence, and compassion.



# City of Prescott Fire Department CY 2024 Division Appraisal

Due: January 15<sup>th</sup>, 2025

## DIVISION 1.0 - OFFICE OF THE CHIEF

Calendar Year Appraised: 2024

Date Finalized: 01/06/2025

Prepared By: Fire Chief Holger Durre

### Division 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.

### PFD Budget Programs Assigned to Division

- Program 1.1: Administrative Services
- Program 1.2: Leadership and Management
- Program 1.3: Research and Technology
- Program 1.4: Budget and Capital Investments
- Program 1.5: Program: Organizational Performance Management
- Program 1.6: Workforce Development

### Accreditation Category/Criterion Impact:

- Category 1 – Governance and Administration
- Category 2 – Assessment and Planning
- Category 3 – Goals and Objectives
- Category 4 – Financial Resources
- Criterion 6A – Physical Resources Plan
- Category 7 – Human Resources
- Criterion 9C -Administrative Support Services
- Criterion 9D – Information Technology
- Category 10 – External Systems Relationships

**Bolded** categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

### Office of the Chief Division - Budget Overview "Roll-up"

Budget Year	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Operations	\$ 269,104 <sup>1</sup>	\$ 563,007			
Capital	\$ 0	\$ 200,000			
Personnel	\$ 517,430 <sup>2</sup>	\$ 477,535			
<b>Total</b>	<b>\$ 786,534.00<sup>3</sup></b>	<b>\$ 1,240,542.00</b>	\$	\$	\$

<sup>1</sup> FY24 includes Services, Internal Charges & Supplies, (90016) AZ Wildfire Incident Management Academy, (14025) Hotshot Administration, and (90066) Honor Guard.

<sup>2</sup> FY24 includes: (90016) AZ Wildfire Incident Management Academy.

<sup>3</sup> FY24 includes: (90016) AZ Wildfire Incident Management Academy, (14025) Hotshot Administration, and (90066) Honor Guard. This **Does NOT include REVENUE**.



**Office of the Chief - Staffing Overview**

<b>Position</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>
<i>Fire Chief</i>	1	1			
<i>Deputy Chief</i>	1	1			
<i>Administrative Supervisor</i>	0	1			
<i>Business Manager</i>	1	0			
<i>Administrative Coordinator</i>	0	1			
<i>Administrative Specialist</i>	2	2			
<i>Administrative VHE</i>	1	1			
<b>Total FTE</b>	<b>5</b>	<b>6</b>			
<i>Total VHE</i>	1	1			

**Office of the Chief – Major Capital Overview<sup>4</sup>**

<b>Asset Make and Model</b>	<b>Unit Number</b>	<b>Replacement Year</b>	<b>Current Miles</b>	<b>Maintenance Costs</b>	<b>Notes</b>
<i>2025 Ford Explorer</i>	1793	2035	3,200	Regular maintenance	Durre
<i>2021 Ford Interceptor</i>	1630	2032	31,827	Regular maintenance	Knapp
<i>2023 Explorer</i>	1731	2034	9019	Regular maintenance	Pool Travel Vehicle
<i>2007 Ford Escape</i>	1178	2025	66,600	Regular maintenance	Volunteers
<i>2004 Geo Tracker</i>	1083	2025	129,053	Regular maintenance	Volunteers

○ <sup>4</sup> All FTEs and VHEs have workstation computers, iPads, vehicles, and access to radio and cell phones.



# Office of the Chief Strategic Plan Progress

All divisions have specific goals assigned to them in the PFD Strategic Plan. Please provide a high-level update on the progress made toward these goals during the calendar year.

Strategic Result	Associated Goals	Progress in CY 2024	Target Date	Next Steps/Barriers
<b>Result 2: Infrastructure</b>	<b>2B and 2C – 2 New Fire Stations</b>	Council adopted the proposed capital improvement plan	FY 2028	Appropriation of Contingent Capital
		Proposition 478 developed and passed by Voters		Land Acquisition and Facility Design
<b>Result 3: Workforce</b>	<b>3F – Staffing Ratios, Leave, and Work Schedules</b>	Collaborated with the labor group on prioritizing current issues of importance	CY 2025	Determining the cost of adding a “Kelly” day to decrease the average hours worked
<b>Result 4: Performance Measurement</b>	<b>4A – Data Analysis Resources</b>	A set of dashboards to monitor department activity and response performance has been established	FY 2024	Making dashboards available for all fire department personnel and the public
	<b>4B – Results Oriented Organizational Decisions</b>	The command staff began to do a quarterly performance review and data was instrumental in the success of Proposition 478	FY 2025	Establishing the performance management plan outlined in the CRA/SOC with PFD and CAFMA
	<b>4C – ICMA Certificate of Achievement</b>	ICMA has paused this program. The department needs to evaluate this as part of the 2025 Strategic Plan update	CY 2025	Researching and proposing alternatives of to finding a performance management certification
	<b>4D – Complete CRA/SOC</b>	The joint CRA/SOC was completed, adopted by both the council and CAFMA board and approved during the December 2024 site visit	FY 2024	Developing a City of Prescott specific CWPP to address wildfire risk more comprehensively
<b>Result 5: Organizational Culture</b>	<b>5A – Customer Focused Leadership Messages</b>	Department videos and communications have been consistently sent. Feedback has been positive	CY 2023	Incorporating the 8 Rules of Engagement fully into career conversations
	<b>5C – Employee Engagement Survey</b>	Initial conversations with HR have taken place to determine the proper survey tool for this purpose	FY 2025	Issuing an employee engagement survey

<b>Not Started</b>	<b>Delayed/Off Track</b>	<b>Behind Schedule</b>	<b>On Track</b>	<b>Completed</b>
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress



# Strategic Outcomes

The table below represents the high-level outcomes of each program area. 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 describe the background of this and your plan for obtaining the data in your program gap statement.

<b>Results</b>	<b>CY 2023</b>	<b>CY 2024</b>	<b>CY 2025</b>	<b>CY 2026</b>	<b>CY 2027</b>
<b>Strategic Outcome 1.1</b> - % Program Budgets that are on or below budget	100%	100%			
<b>Strategic Outcome 1.2<sup>5</sup></b> - % Stakeholders who report they have confidence in PFD	86%	NA <sup>5</sup>			
<b>Strategic Result 1.3</b> - % of departmental strategic results being actively measured and collected.	NA	100%			
<b>Strategic Outcome 1.4</b> - % Stations built on time and within budget	NA <sup>6</sup>	NA			
<b>Strategic Outcome 1.5</b> - % Of IT Projects that meet the intended need 1 year after implementation	100%	80% <sup>7</sup>			
<b>Strategic Outcome 1.6</b> - % Open positions where the requisite number of “qualified” applicants will reach the Chief’s panel for all recruitment and promotional opportunities	80%	100%			

Strategic outcomes are medium- and long-term outcomes that impact the department’s ability to prove that the division’s purpose is being achieved. Please assess the progress made towards improving your division’s ability to perform to support the strategic outcomes above reliably.

<b>Strategic Outcomes Performance Gap Narrative</b>
<p>Strategic outcomes are medium and long-term outcomes that impact the department’s ability to prove the division purpose is being achieved. Please assess the progress made towards improving your division’s ability to reliably perform to support the strategic outcomes above.</p> <ul style="list-style-type: none"> <li>• The department needs to <b>evaluate the value of Strategic Outcome 1.1</b>. Financial controls in place do not allow departments to spend past their base budget authority and have to coordinate with the finance office to exceed these amounts.</li> <li>• It will be important this year to focus on establishing an <b>employee engagement survey</b>. The department is assisting the city’s overall efforts in this area but if no significant progress is made there, department specific surveys need to be developed.</li> <li>• The department needs to <b>evaluate the wording of Strategic Outcome 1.3</b>. Especially in the earlier phases of our outcomes-driven methods, a more appropriate measure may be the % of departmental strategic results being actively measured and collected.</li> <li>• Significant progress was made on <b>adjusting response time benchmarks</b> to be more realistic. Travels times were adjusted by 1.5 minutes and the total response time goal for the department is now 8 minutes and formally adopted in the CRA/SOC</li> <li>• The value of Strategic Outcome 1.5 is also in need of review. A more <b>valuable measure may be to determine if IT projects are properly scoped</b> and that purchasing contracts are being structured to support this scope. Ultimately, ensuring that IT projects perform as expected upon implementation may be a better measure to implement.</li> </ul>

<sup>5</sup> Currently not measured annually. Community survey will be due in Fall 2025.

<sup>6</sup> Will be measured on Station 76 (Target Completion FY28)

<sup>7</sup> Measure under development



# PFD Annual Report Narrative

To provide our residents and elected officials with insights into the significant achievements for the last calendar year, please provide a narrative overview of activities specific to your division.

## Major Achievements for the Calendar Year

The past year has been one of significant progress and achievement for the Prescott Fire Department's Office of the Fire Chief. Our focus on efficiency, strategic growth, and enhanced service delivery has yielded substantial results, positioning the department for continued success in the years ahead.

- A major highlight of the year was the **complete restructuring of administrative support** within the department. This initiative streamlined operations, improved workflow efficiencies, and enhanced support for both field personnel and executive leadership. Additionally, we have prioritized modernizing our processes by significantly **increasing the use of paperless systems**, including digital P-card reconciliation and the conversion of historical paper records into accessible digital formats. These advancements have improved transparency, accountability, and operational efficiency across all divisions.
- Recognizing the importance of securing external funding, we have also placed a **renewed emphasis on the grant application process**, ensuring that the department is well-positioned to obtain resources that enhance our ability to serve the community. In parallel, the **establishment of a labor management issue tracking dashboard** has fostered improved communication and collaboration between leadership and personnel, allowing for proactive identification and resolution of key concerns.
- One of the most impactful achievements of the year was the **substantial improvement to the AMR contract**, ensuring enhanced emergency medical service delivery and a stronger partnership in providing critical prehospital care. Furthermore, we successfully **developed and implemented a comprehensive PowerBI dashboard**, revolutionizing data analysis capabilities within the department. This tool provides real-time insights into key performance indicators, resource deployment, and service effectiveness, ultimately improving decision-making processes.
- In a major step forward for regional cooperation and standardization, we **adopted a joint Standards of Cover with the Central Arizona Fire and Medical Authority (CAFMA)**. This is supported by a **renewed intergovernmental agreement** between the two entities that aligns operational benchmarks, ensures consistency in service delivery, and strengthens inter-agency collaboration. Additionally, our **successful recommendation for reaccreditation through the Center for Public Safety Excellence (CPSE)** reaffirmed our commitment to excellence and continuous improvement in fire and emergency services.
- Public engagement remained a top priority throughout the year, with the department playing a pivotal role in key community events. One of the most meaningful moments was the **unveiling of the Granite Mountain Interagency Hotshot Crew (GMIHC) statue** in Courthouse Square—a tribute to the legacy and sacrifice of the 19 firefighters lost in 2013. This event reinforced our commitment to honoring their memory and preserving the values of dedication and service.
- Another landmark achievement was the **transition into our permanent administrative headquarters**. This move provided the department with a centralized, modern facility designed to enhance operational effectiveness and administrative coordination. Alongside this transition, we made notable advancements in contract and intergovernmental agreement (IGA) tracking, ensuring stronger oversight and management of our external partnerships.
- One of the most significant efforts of the year involved the **extensive work surrounding Proposition 478**. Through careful scoping, preparation, and public engagement, the department played a critical role in advocating for this initiative, which ultimately resulted in successful voter adoption. The passage of Proposition 478 provides a crucial boost in public safety funding, allowing for enhanced staffing, resources, and infrastructure to better serve our growing community.

The accomplishments of this year reflect the hard work, dedication, and commitment of the entire Prescott Fire Department. As we look ahead, we remain focused on continuous improvement, innovation, and strengthening our ability to serve and protect the citizens of Prescott. Through strategic leadership, community engagement, and operational excellence, we are well-positioned to build upon this year's successes and meet the challenges of the future with confidence.



## Division Standards and Compliance Review

Below are the periodic activities that must occur to align with industry best practices or applicable standards. Please document the date each was completed and describe how compliance can be verified. This is not an exhaustive list, and other standards may also apply. You are encouraged to add to this list.

Compliance Requirement	Frequency	Performance Indicator	Standard <sup>8</sup>	Date Completed	Notes/Description
Review City Charter and Legal Authority	Annually	CC 1A.1		12/18/2024	E-mail to Attorney as part of Site Visit
Council Review of Fire Department Services and Programs	Annually	1A.3		04/02/2024	2024 Council Work Session
Updated City and Department Organizational Chart Reviewed	Annually	1A.4 and 1B.2		12/18/2024	PFD Org Chart was continuously assessed throughout 2024
ACR Requirements Met and Submitted	Annually	Various		02/15/2024	ACR Submitted and accepted in March 2024
Reaccreditation Filed	Every 5 years	All		12/19/2024	Received a Recommendation for re-accreditation in December
Response Performance Review	Quarterly	2D.2		10/23/2024	Quarterly Command Staff Meeting
External Influence and Development Trend Review Documentation	Annual	CC 2D.3		04/02/2024	Part of the preparation for the 2024 Council Work Session
Annual Response Performance Gap Analysis	Annual	CC 2D.6		12/19/2024	Part of the CRA/SOC and validated during the site visit
AHJ Notified of Performance Gaps	Annual	CC 2D.9		04/02/2024	2024 Council Work Session
External and AHJ Expectations of levels and types of services	Every 3 years	2D.10		Fall 2023	Polco Survey issued by City assessed these factors
Performance Review of Strategic Plan and AHJ Update	Annual	CC 3D.2 and 3D.3		04/02/2024	2024 Council Work Session
Review of City and Department Financial Policies	At least Every 3 years	4A.2		12/09/2024	Part of GFOA Award
Distinguished Budget and AFCR	Annual	Criterion 4B		12/09/2024	City Received AFCR and GFOA Award

<sup>8</sup> Standards are provided for background and reference to guide the compliance activity. NFPA Standards are voluntary guidelines developed to improve safety and best practices within the fire service and related fields. Completion does not indicate complete compliance with the referenced standard.



Compliance Requirement	Frequency	Performance Indicator	Standard <sup>8</sup>	Date Completed	Notes/Description
Receipt					
Personnel Policy Review	Annual	CC 7C.1		Q1 2024	Policy Review Cycle was initiated in January
Organizational Documents Reviewed and Updated	At Least Every 3 Years	CC 9C.3		Throughout 2024	Part of Administrative Restructure
Review of all external agency agreements	At least Every 3 years	CC 10B.1		Fall of 2024	Part of 2024 Site Visit prep
Review of external agency performance	Annually	10B.3		Throughout 2024	Joint PFD/CAFMA SOC Work



# City of Prescott Fire Department CY 2024 Division Appraisal



**Due: January 15th, 2025**



## DIVISION 2.0 - OPERATIONS DIVISION

**Calendar Year Appraised:** 2024

**Date Finalized:** March 10<sup>th</sup>, 2025

**Prepared By:** Division Chief Ralph Lucas

### Division 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.

### PFD Budget Programs Assigned to Division

- **Program 2.1: Fire Suppression**
  - 2.1.1 Wildland Suppression Group
- **Program 2.2: Special Operations**
  - 2.2.1 Hazmat Group
  - 2.2.2 Technical Rescue Group
  - 2.2.3 ARFF Group
- **Program 2.3: Emergency Medical Services**
  - 2.3.1 EMS Group
- **Program 2.4: Health and Safety**

**Accreditation Category/Criterion Impact:**

- **Criterion 5E – Fire Suppression**
- **Criterion 5F – Emergency Medical Services**
- **Criterion 5G – Technical Rescue**
- **Criterion 5H – Hazardous Materials**
- **Criterion 5I – Aviation Rescue and Firefighting**
- **Criterion 5K – Wildland Fire**
- **Category 11 – Health and Safety**

**Bolded** categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

### Operations Division - Budget Overview "Roll-up"

Budget Year	FY 2024 <sup>i</sup>	FY 2025 <sup>1</sup>	FY 2026	FY 2027	FY 2028
Operations	2,817,885.00	2,822,558.00			
Capital	6,498,293.00	11,202,676.00			

<sup>i</sup>Includes Operating \$ 2,822,558, Capital 11,202,676, Personnel 9,920,576.



<i>Personnel</i>	9,023,941.00	9,920,516.00			
<b>Total</b>	<b>\$ 18,340,119.00</b>	<b>\$ 23,945,750.00</b>	\$	\$	\$

**Operations Division - Staffing Overview**

<b>Position</b>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<i>Division Chief</i>	1	1			
<i>Battalion Chief</i>	3	3			
<i>Captain</i>	16	17			
<i>Engineer</i>	19	20			
<i>Firefighter</i>	24	27			
<b>Total</b>	<b>63</b>	<b>68</b>			

**Operations Division – Major Capital Overview<sup>2</sup>**

<b>Asset Make and Model</b>	<b>Unit Number</b>	<b>Replacement FY Year</b>	<b>Current Miles</b>	<b>Notes</b>
<i>Engine 71 2021 Rosenbauer</i>	1624	2031	33,874	
<i>Truck 71 2006 Rosenbauer</i>	1201	FY2026	50,679	
<i>Battalion 1 2022 F250</i>	1686	2032	12,735	
<i>Utility 71 2010 Utilimaster</i>	1337	?	6605	
<i>Brush 71 2009 RAM 5500</i>	1312	2027	23,821	
<i>Quad 71 2007 Polaris</i>	1287	2027	126	
<i>RANGER 71 2014 Polaris</i>	1417	2029	2470	
<i>Engine 72 2019 Rosenbauer</i>	1504	2029	66,336	
<i>Truck 72 2000 HME</i>	1068	2023/deliver 2025	84,725	
<i>Rescue 72 1997 Ford Van</i>	1690	NA	208,926	
<i>Brush 72 2005 F550</i>	1132	2024 Deliver 2025	38,168	

○ <sup>2</sup> All FTEs and VHEs have workstation computers, iPads, vehicles, and access to radio and cell phones.



**Operations Division – Major Capital Overview<sup>2</sup>**

<i>Engine 73 2013 Rosenbauer</i>	1396	FY26	16,1371	Order ASAP
<i>Foam 73 2001 E one</i>	981	ASAP	NA	
<i>Foam 731 2017 Rosenbauer</i>	1463	Na	Na	
<i>Brush 73 2001 F550</i>	966	Ordered 2024 Delivered 2025	36,908	
<i>Engine 74 2019 Rosenbauer</i>	1505	2029	79,579	
<i>Support 74</i>	867	FY2025 w/ Carry over FY2026	79,729	
<i>Boat 74</i>	n/a	FY26	NA	
<i>Engine 75 2013 Rosenbauer</i>	1397	FY26	138,436	Order ASAP
<i>Hazmat 75/58 2016 Rosenbauer</i>	1447	NA	NA	
<i>Engine 752 Type 3 2023 Freightliner</i>	1721	2033	2100	
<i>Engine 76</i>	Delivery late 2026	Delivery late 2026	Delivery late 2026	Replacement asset ordered December 2024. Delivery late 2026
<i>E722 Reserve 2009 Rosenbauer</i>	1307	FY 25	176,319	Replacement asset ordered Oct 2024 Delivery in 2026. Convert to new asset.
<i>2nd Reserve GOAL</i>	Delivery early 2025	Delivery early 2025	Delivery early 2025	Goal FY25 to have 2 reserve apparatus with new asset from 1307. Will use as 40-hour engine
<i>Training En #1</i>	1156			Attrition out once goals met
<i>Ralph's Truck</i>	1758			



## Operations Division Strategic Plan Progress

All divisions have specific goals assigned to them in the PFD Strategic Plan. Please provide a high-level update on the progress made toward these goals during the calendar year.

Strategic Result	Associated Goals	Progress in CY 2024	Target Date	Next Steps/Barriers
<b>Result 2: Emergency Response</b>	1A – 3% Year-over-Year Response Time Reduction	Live MUM Deployment Software went live.  ProQA Software Implemented.  Imagetrend Software Implemented  Tiered Response implemented.  Joint CRA/SOC and Data Dashboards Implemented.  Response plans as a result of the CRA/SOC have been established. Awaiting programming, training, and implementation	Annually Starting in FY 2023	Implement Quarterly Response Time Monitoring.  Implement 40-hour engine to increase unit reliability and reduce response times.  Stand up a 2 <sup>nd</sup> unit (T71) out of station 71 when staffing allows, and station has been renovated.  Data dashboards need to be refined to capture additional segments of the total response time, specifically by station and shift. This will allow individual stations and shifts to focus on their response times.
	1B – Cardiac Arrest Survival	Through monthly meetings between AMR, PFD, and YRMC we are close to being able to deliver these metrics	Annually Starting in FY 2024	The main barrier to success with this metric is capacity and having a Battalion Chief in a dual role as the EMS Coordinator.  Coordination between AMR and PFD software systems should be integrated in early 2025. Both agencies will be on ImageTrend software and in coordination with YRMC this should facilitate being able to provide this metric.
	1D – Low-Acuity Call Mitigations	ProQA Software Implemented  Casual Factors Identified	FY 2025	Causal factors are identified and documented.  The main barrier that exists is the implementation of a low acuity unit to mitigate incidents that are currently being handled by fire engines.
<b>Result 2: Infrastructure</b>	2A – 90% Satisfaction of Response Time by Planning Zone	New Planning Zones Established as Part of CRA/SOC	FY 2024	Measuring data in planning zones has not been done and the community survey is not issued by the fire department
<b>Result 3: Workforce</b>	3A – 3% Year-over-	Monitor baseline data	Annually Starting in FY	Peer Team



	Year Injury Reduction	and report second year data in CY 2024 annual report.	2023	Recommendation to Streamline Reporting
	3B – 100% Participation in Department Physicals	Goal Achieved and Monitoring	By FY 2024	Renegotiation of Contract

<b>Not Started</b>	<b>Delayed/Off Track</b>	<b>Behind Schedule</b>	<b>On Track</b>	<b>Completed</b>
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress

## Strategic Outcomes

The table below represents the high-level outcomes of each program area. 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 describe the background of this and your plan for obtaining the data in your program gap statement.

<b>Results</b>	<b>CY 2023</b>	<b>CY 2024</b>	<b>CY 2025</b>	<b>CY 2026</b>	<b>CY 2027</b>
<b>Strategic Outcome 2.1</b> - % Call responses provided within the time frames in the Standards of Cover adopted by the city	44% (n=5,378)	39% (n=5,332)			
<b>Strategic Outcome 2.2</b> - % Special Operations responses within the time frames in the Standards of Cover adopted by the city	23% (n=167)	26% (n=214)			
<b>Strategic Outcome 2.3</b> - % Cardiac arrest patients discharged from the hospital with no neurological deficits	UTO	UTO In final steps with YRMC and AMR to achieve this though.			
<b>Strategic Outcome 2.4</b> - % of time missed in Fire Suppression due to injury / illness	Injury: 0.54% Illness: 3.5%	Injury: 0.0007% Illness: 1.7%			

Strategic outcomes are medium- and long-term outcomes that impact the department’s ability to prove that the division’s purpose is being achieved. Please assess the progress made towards improving your division’s ability to perform to support the strategic outcomes above reliably.

<b>Strategic Outcomes Performance Gap Narrative</b>
Performance gaps within the operations division revolve primarily around response, capacity, and distribution of resources. Call volume increases with no additional capacity has led to insufficient response times and service. Significant efforts are underway with numerous firefighters being hired and promoted, apparatus being purchased, and stations being designed. In addition, the organization will be adding an additional 40-hour engine in 2025 and staffing an extra fire apparatus when staffing is above minimum levels.



# PFD Annual Report Narrative

To provide our residents and elected officials with insights into the significant achievements for the last calendar year, please provide a narrative overview of activities specific to your division.

## ***Major Achievements for the Calendar Year***

In 2024, the Operations Division made significant strides in enhancing its efficiency, training, and community engagement. The division successfully implemented advanced technologies such as LiveMum software, Imagetrend software, ProQA software, and completed response programming as a result of completing a Community Risk Assessment and Standard of Cover which identified through critical tasking how the fire department can more effectively respond to six major risk classifications of emergency medical service, structural firefighting, wildland firefighting, technical rescue, hazardous materials, and aircraft rescue firefighting.

Upgraded fire apparatus and state-of-the-art thermal imaging cameras were purchased and put into service. A modern self-contained breathing apparatus fill station was installed. Several programs that had been overseen by department members while on duty have been transferred to third party vendors, creating further efficiency. This includes turnout washing, maintenance, and inspection, EMS soft supply purchasing and delivery, and EMS supply boxes were installed at every station. Also, all station janitorial supplies are managed by the city facilities department creating yet another efficiency that was previously being handled by a department member.

Major overhauls occurred in our major programs to include hazardous materials, technical rescue, aircraft rescue firefighting, emergency medical services, and wildland firefighting. Group coordinators were assigned through a competitive process and receive annual stipends for their extra work in these functions.

Through modernized processes within the organization, communication, efficiency, and proactivity is occurring within the division. We have successfully been recommended for our second, five-year term of accreditation, completed the first ever joint community risk assessment and standard of cover with our automatic aid partners at Central Arizona Fire and Medical Authority, completed a thorough fire and emergency services self assessment and are poised for continuous improvement. This in conjunction with securing a dedicated public safety sales tax in the City of Prescott has set the stage for future success.

## **Division Standards and Compliance Review**

Below are the periodic activities that must occur to align with industry best practices or applicable standards. Please document the date each was completed and describe how compliance can be verified. This is not an exhaustive list, and other standards may also apply. You are encouraged to add to this list.



Compliance Requirement	Frequency	Performance Indicator	Reference <sup>3</sup> Standard	Date Completed	Notes/Description
Annual Program Appraisal	Annually	CC 5E.3	NFPA 1201 NFPA 1710	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 5F.9	NFPA 450 NFPA 1201 NFPA 1710	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 5G.2	NFPA 1670 NFPA 1710	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 5H.3	NFPA 471 NFPA 472 NFPA 475 NFPA 1201 NFPA 1710	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 5I.2	NFPA 1201 FAA Part 139	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 5K.3	NFPA 403 NFPA 405 NFPA 1003 NFPA 1051 NFPA 1201	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
		CC 11B.6	NFPA 1582 and 1583	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.

<sup>3</sup> Standards are provided for background and reference to guide the compliance activity. NFPA Standards are voluntary guidelines



Annual Review of and Updates of EMS Protocols	Annually	5F.3	NFPA 450	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
Annual Compliance with Hazmat Regulations and Physicals	Annually	5H.2	NFPA 1201	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.
Regular Department Physicals	Annual or per NFPA Standard	CC 11B.1	NFPA 1582 and 1583	November 2024	These are all part of the Fire and Emergency Services Self Assessment Manual Completed in November of 2024 with Peer Team Site Visit and Recommendation for Accredited Status for meeting all core competencies.

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<sup>1</sup> Includes all Org codes/projects noted: 1005010, 1005012, 90015, 90015, ARFF 90141, Off District 1005020.

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developed to improve safety and best practices within the fire service and related fields. Completion does not indicate complete compliance with the referenced standard.





# City of Prescott Fire Department CY 2024 Division Appraisal

Due: January 15<sup>th</sup>, 2025

## DIVISION 3.0 - COMMUNITY RISK MANAGEMENT DIVISION

Calendar Year Appraised: 2024

Date Finalized: 01/06/2025

Prepared By: Division Chief Anthony Valdez

### 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.

### PFD Budget Programs Assigned to Division

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

### Accreditation Category/Criterion Impact:

- **Criterion 5A – Prevention Program**
- **Criterion 5B – Public Education Program**
- **Criterion 5C – Fire Investigation, Origin and Cause Program**
- **Criterion 5D – Domestic Preparedness Program**
- **Criterion 5K – Wildland Fire Program (5K.2 – Wildfire Risk Assessment)**

**Bolded** categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

### Community Risk Management Division - Budget Overview "Roll-up"

Budget Year	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Operations	\$179,124.00	\$203,695.00 <sup>1</sup>			
Capital	\$0	\$0			
Personnel	\$351,673.00	\$510,630.00			
<b>Total</b>	<b>\$530,797.00</b>	<b>\$714,325.00</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

<sup>1</sup> OpenGov includes Supplies, Services & Internal Charges.



**Community Risk Management Division - Staffing Overview**

<b>Position</b>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<i>Division Chief</i>	0 <sup>2</sup>	1			
<i>Wildfire Risk Manager</i>	1	1			
<i>Plan Reviewer/Inspector/ Investigator</i>	2	2			
<i>Contract Plan Reviewer</i>	1	1			
<i>Inspection VHE</i>	1	1			
<i>Emergency Management VHE</i>	1	1			
<b>Total FTE</b>	<b>5</b>	<b>4</b>			
<i>Total VHE</i>	2	2			

**Community Risk Management Division – Major Capital Overview**

<b>Asset Make and Model</b>	Unit Number	Replacement Year	Current Miles	Maintenance Costs	Notes
<i>Division Chief Ford F-250</i>	1684	2035	14300		
<i>Insp/Invest Ford F-150 (Moore)</i>	1628	2034	16000		
<i>Insp/Invest Ford F-150 (Lucas)</i>	1629	2034	16250		
<i>Wildfire Risk Manager Chevy Blazer</i>	1754	2034	3500		

<sup>2</sup> Division Chief was filled on a part-time basis by a VHE inspector



# Community Risk Management Division Strategic Plan Progress

All divisions have specific goals assigned to them in the PFD Strategic Plan. Please provide a high-level update on the progress made toward these goals during the calendar year.

Strategic Result	Associated Goals	Progress in CY 2024	Target Date	Next Steps/Barriers
<b>Result 1: Infrastructure</b>	1C – CRM Workforce Analysis	Fire Marshal was Approved for FY25 and onboarded in December	CY 2025	Perform Workforce Analysis and Implement Related Accreditation Recommendations

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress

## Strategic Outcomes

The table below represents the high-level outcomes of each program area. 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 describe the background of this and your plan for obtaining the data in your program gap statement.

Results	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
<b>Strategic Outcome 3.1</b> - Percent change in preventable automatic alarms in commercial occupancies (Goal is 25% reduction annually)		New Measure			
<b>Strategic Outcome 3.2</b> - % change in residents signed up for the city’s emergency notifications system.		New Measure			
<b>Strategic Outcome 3.3</b> - % Fire investigations that result in a known ignition sequence determined as defined by NFPA 921		New Measure			
<b>Strategic Outcome 3.4</b> - % Change (in tons) of fuels removed	N/A	+46%			

Strategic outcomes are medium- and long-term outcomes that impact the department’s ability to prove that the division’s purpose is being achieved. Please assess the progress made towards improving your division’s ability to perform to support the strategic outcomes above reliably.

### Strategic Outcomes Performance Gap Narrative

This year marks a pivotal moment for the Community Risk Management (CRM) Division as we establish three new key results, signaling a commitment to enhancing fire prevention and risk reduction efforts. The foundation for this shift is our newly appointed, full-time Division Chief, who is conducting a thorough evaluation of the division. The year ahead will focus on ensuring that our outcome measures are both meaningful and directly support the strategic plan of the department.

Unlike emergency response metrics, which can be easily quantified through response times and incident outcomes, measuring the effectiveness of prevention programs presents unique challenges. Prevention efforts aim to stop incidents before they occur, making success less tangible and often requiring long-term data collection to demonstrate impact. Outcome measures in community risk reduction are critical because they provide insight into whether our strategies are truly making a difference in reducing fire incidents, injuries, and property loss. Well-designed outcome measures allow us to identify trends and risks within the community, allocate resources efficiently to the areas of greatest need, validate



### Strategic Outcomes Performance Gap Narrative

the effectiveness of fire and life safety programs, and to ensure alignment with our department's broader strategic goals.

By refining our metrics and focusing on meaningful indicators, we move beyond simple activity-based reporting—such as the number of inspections conducted, or public education sessions delivered—and toward evaluating how these efforts contribute to a safer community. Prevention programs are inherently more difficult to measure than emergency response activities because their success is defined by what does not happen. Unlike response operations, where effectiveness is judged by observable results—such as lives saved or fires extinguished—prevention programs require a different lens. It can take years to determine if a prevention initiative, such as fire safety education or code enforcement, has significantly reduced incident rates. Fire prevention efforts do not exist in isolation. Community demographics, economic conditions, and changes in fire behavior all play a role in risk reduction, making it difficult to attribute success to a single program. Public education campaigns rely on individuals adopting safer behaviors, which are challenging to track and measure consistently.

## PFD Annual Report Narrative

To provide our residents and elected officials with insights into the significant achievements for the last calendar year, please provide a narrative overview of activities specific to your division.

### Major Achievements for the Calendar Year

#### Community Risk Management Accomplishments

The Community Risk Management (CRM) Division made significant strides in all areas, with employees actively pursuing professional development. A key milestone was the long-awaited addition of a full-time Division Chief | Fire Marshal in December 2024. This position is leading a comprehensive audit of all CRM programs to enhance best practices and overall effectiveness. To strengthen compliance efforts, the Brycer Compliance Engine has improved risk reduction in commercial occupancies, though gaps remain in compliance management and effectiveness evaluation. Additionally, fire plan review services continued through a contracted provider due to staffing shortages, while the State Fire Marshal's Office assumed AHJ responsibilities for certain facilities in the City of Prescott. The department also implemented FireAside software, significantly improving wildfire risk reduction efforts and streamlining debris chipping requests. This platform enhances Defensible Space Inspections (DSI) by providing interactive reports with photos to guide homeowner mitigation efforts. It also optimizes chipping program submissions, routing, and reporting while automating grant workflows to increase resident access to funding. These efforts collectively shift mitigation work from city-led buffer zones to private property, fostering greater community involvement in wildfire prevention. Public engagement expanded through quarterly Community Citizens Academy, senior safety programs, and CPR training, alongside strengthened outreach via the Fuels Management Division and Wildfire Risk Manager. Fire crews also played a vital role in educating and engaging the public, fostering stronger community relationships through HOA meetings and media campaigns.

#### Fire Investigations & Regional Collaboration

The intergovernmental agreement allowing investigators to participate in the regional fire investigations unit with CAFMA continues to be highly effective. This collaboration ensures resource-sharing and enables both agencies to jointly manage on-call response across jurisdictional boundaries. To enhance investigator safety, significant progress was made in providing Personal Protective Equipment (PPE), including fit-testing masks and issuing SCBAs to each investigator. The final steps to complete this initiative are scheduled for 2025. Investigators also participated in NFPA 1582 medical evaluations, ensuring their ongoing health and readiness for duty. Operational capabilities were further improved with the replacement of aging digital cameras for all investigators. Additionally, the team played a key role in organizing, facilitating, and instructing the regional Arizona Chapter of the IAAI Fire Investigation 2 series, strengthening professional development within the fire investigation community.

#### Strengthening Partnerships & Advancing Fire Adaptation

Efforts to establish a Fire Adapted Community framework continued, marking a shift from a response-based, Firewise approach to a proactive, community-wide wildfire mitigation strategy. This transition engages a broad set of stakeholders to reduce wildfire impact more comprehensively.

Collaboration between Recreation Services and Fire was furthered through the Forestry Health and Risk Reduction Program, reinforcing a unified approach to risk mitigation. The department also conducted numerous wildfire risk



assessments, assisting property owners in maintaining insurance coverage and keeping premiums reasonable. Increased industry engagement was achieved through "Coffee with a Contractor" meetings with PFD and CAFMA, fostering regional consistency and addressing challenges faced by contractors and trades. Additionally, quarterly meetings with the Yavapai County Contractors Association, Fire Chief, and Fire Marshal provided a platform for discussing the Wildland Urban Interface Code and other critical fire prevention topics. Lastly, the relocation of all personnel into a single Fire Administration location improved efficiency, communication, and overall operational effectiveness.



## Division Standards and Compliance Review

Below are the periodic activities that must occur to align with industry best practices or applicable standards. Please document the date each was completed and describe how compliance can be verified. This is not an exhaustive list, and other standards may also apply. You are encouraged to add to this list.

Compliance Requirement	Frequency	Performance Indicator	Standard <sup>3</sup>	Date Completed	Notes/Description
Evaluation of Annual Loss Prevention Benchmarks	Annually	5A.6	NFPA 1730	12/19/2024 (Site Visit)	
Annual Program Appraisal	Annually	CC 5A.7	NFPA 1031 NFPA 1250 NFPA 1300 NFPA 1730	12/19/2024 (Site Visit)	
		CC 5B.4	NFPA 1035 NFPA 1730	12/19/2024 (Site Visit)	
		CC 5C.4	NFPA 921 NFPA 1033 NFPA 1730	12/19/2024 (Site Visit)	
		CC 5D.9	NFPA 1201 NFPA 1561 NFPA 1600 NFPA 1620	12/19/2024 (Site Visit)	
Emergency Operations Plan	Annually	CC 5D.1		12/19/2024 (Site Visit)	
Continuity of Operations Plan	Annually (Quarterly Department Updates)	5D.6		12/19/2024 (Site Visit)	On County BOLD platform
Multi-Jurisdictional Hazard Mitigation Plan	Annually	5D.1/5D.5		12/19/2024 (Site Visit)	County Plan usually updated in December of each Year
THIRA	Annually	5D.5		12/19/2024 (Site Visit)	AZ DEMA Managed

<sup>3</sup> Standards are provided for background and reference to guide the compliance activity. NFPA Standards are voluntary guidelines developed to improve safety and best practices within the fire service and related fields. Completion does not indicate complete compliance with the referenced standard.





# City of Prescott Fire Department CY 2024 Division Appraisal

Due: January 15<sup>th</sup>, 2025

## DIVISION 4.0 - ESSENTIAL SERVICES DIVISION

Calendar Year Appraised: 2024

Date Finalized: 01/06/2025

Prepared By: Division Chief Scott Luedeman

### 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.

### PFD Budget Programs Assigned to Division

- Program 4.1: Training
- Program 4.2: Maintenance and Logistics
  - 4.2.1 Fleet Maintenance
  - 4.2.2 Facility Maintenance
  - 4.2.3 Logistics

### Accreditation Category/Criterion Impact:

- Criterion 6B – Fixed Facilities
- Criterion 6C – Apparatus and Vehicles Maintenance
- Criterion 6D – Apparatus Maintenance
- Criterion 6E – Tools, Supplies and Small Equipment
- Criterion 6F – Safety Equipment
- **Category 8 – Training and Competency**

**Bolded** categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

### Essential Services Division - Budget Overview "Roll-up"

Budget Year	FY 2024 <sup>1</sup>	FY 2025	FY 2026	FY 2027	FY 2028
Operations	\$ 404,758.00	\$ 891,969.00			
Capital	\$ 0	\$ 37,000.00			
Personnel	\$ 307,220.00	\$ 338,644.00			
<b>Total</b>	<b>\$ 711,978.00</b>	<b>\$ 1,267,613.00</b>	\$	\$	\$

<sup>1</sup> FY 2024 budget structure did not include Fleet and Facilities



<b>Essential Service Division - Staffing Overview</b>					
<b>Position</b>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<i>Division Chief</i>	1	1			
<i>Training Captain</i>	1	1			
<i>VHE Logistics Aide</i>	0	1			
<b>Total FTE</b>	<b>2</b>	<b>2</b>			
<i>Total VHE</i>	0	1			

<b>Essential Services Division – Major Capital Overview<sup>2</sup></b>					
<b>Asset Make and Model</b>	Unit Number	Replacement Year	Current Miles	Maintenance Costs	Notes
<i>Training Grounds</i>	N/A	N/A	N/A	N/A	
<i>Classroom Building</i>		?			
<i>Butler Building</i>		?			
<i>Training Tower</i>		2025			Training Tower to be replaced
<i>Division Chief Truck</i>	1685	2032	10500	N/A	
<i>Training Captain Truck</i>	1506	2029	74450		
<i>Spare Pickup</i>	1222	2027	123278		
<i>Sup Truck</i>	1311	?	?		Not used parked at TC
<i>Training Engine</i>	1156	2027	211822	Currently not maintained for major issues	This vehicle will go to auction when we meet our fleet goals in 2027

○ <sup>2</sup> All FTEs and VHEs have workstation computers, iPads, vehicles, and access to radio and cell phones.



# Essential Services Division Strategic Plan Progress

All divisions have specific goals assigned to them in the PFD Strategic Plan. Please provide a high-level update on the progress made toward these goals during the calendar year.

Strategic Result	Associated Goals	Progress in CY 2024	Target Date	Next Steps/Barriers
<b>Result 3: Workforce</b>	3C – <i>Establishment of Career Development Plans</i>	<i>Currently as needed for task book requests and promotional opportunities or individual requests. 28 completed in 2024</i>	FY 2023	As needed now for promotions or asked. Time and resources to meet one on one
	3D – <i>Establishment of an Organizational Succession Plan</i>	<i>The department developed a succession plan and revised it after initial feedback. Currently, a critical shortage of acting engineers and captains exists due to the relatively young workforce. This shortage is expected to continue because of upcoming retirements and the addition of new stations. To address this, efforts are underway to incentivize acting status and evaluate its requirements.</i>	CY 2024	Will revisit 2025 an evaluate relevance. Need Div Chief job description
	3E – <i>Adequate Number of Candidates for Testing</i>	<i>FF 1- 12 to Chiefs FF 2- 21 to Chiefs FF 3- currently open</i>	CY 2025	Firefighter Meeting Engineer Meeting Will be short Captain

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for other objectives or not yet started based on the timeframe of the goal	The goal is delayed or not realistic due to a lack of resources or capability	The goal is being worked on but behind originally targeted completion and should be evaluated	The goal is being worked on and progress is being made aligned within the timeline	The goal is implemented and being monitored for continued progress

## Strategic Outcomes

The table below represents the high-level outcomes of each program area. 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 describe the background of this and your plan for obtaining the data in your program gap statement.

Results	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027
<b>Strategic Outcome 4.1</b> - % pass rate on performance and minimum standard tests on the first attempt		New Measure			
<b>Strategic Outcome 4.2</b> - % Time front line engines are in service and in use.	New Measure	98%			

Strategic outcomes are medium- and long-term outcomes that impact the department’s ability to prove that the division’s purpose is being achieved. Please assess the progress made towards improving your division’s ability to perform to support the strategic outcomes above reliably.



## Strategic Outcomes Performance Gap Narrative

This divisional synopsis provides an overview of key program gaps within the Prescott Fire Department's Training and Logistics Divisions. These gaps have been identified through ongoing operations, and their resolution is critical to maintaining and enhancing the department's overall effectiveness. Each gap is addressed with a corresponding mitigation strategy to address the challenges and move the department forward. A more detailed breakdown of each program's specific challenges and proposed solutions can be found in the expanded gaps analysis for both the Training and Logistics programs.

### Manpower and Outcomes (Training Program)

- **Gap:** Limited personnel and inconsistent data tracking for MCS and probation testing due to the Training Captain's dual responsibility for academies.
- **Mitigation:** Shift tracking and testing responsibilities to off-duty Training Officers, though this could strain resources.

### Training Facility and Resources

- **Gap:** Lack of critical infrastructure, such as a training tower, props, and storage, limiting effective hands-on training.
- **Mitigation:** Prioritize the completion of the training tower and acquisition of necessary equipment, starting with PPE and SCBA storage racks.

### Joint Training with CAFMA

- **Gap:** Lack of standardization and equipment for joint training, hindering efficiency and coordination with CAFMA.
- **Mitigation:** Streamline joint instruction and physical training methodologies; explore collaboration with Yavapai College for additional resources.

### Testing and Succession Planning

- **Gap:** Shortage of applicants for Engineer and Captain positions, due to older engineers' reluctance to pursue promotions.
- **Mitigation:** Encourage professional development and recruit candidates with educational qualifications; expect improvements over 1.5-2 years.

### Academy Equipment and Efficiency

- **Gap:** Equipment shortages, including airpaks and radios, disrupt academy training.
- **Mitigation:** Allocate funds for 10 airpaks, 10 radios, and PPE/SCBA storage racks dedicated to academy use.

### Staffing Needs (Training Program)

- **Gap:** Understaffing in the training division, leaving little time for ongoing training of operational personnel.
- **Mitigation:** Hire additional 24-hour Training Captains to manage shift training and support academies, with phased implementation over the next 5 years.

### Organizational Challenges and Time Constraints (Logistics)

- **Gap:** The Logistics Division is still being organized, with a lack of clear structure and reliance on a VHE who lacks decision-making authority.
- **Mitigation:** Hire additional staff or establish a Logistics Manager position to provide needed leadership and organizational structure.



### Strategic Outcomes Performance Gap Narrative

#### Transitioning Radio Management from IT

- **Gap:** Lack of clear ownership and coordination of radio management between IT and Logistics.
- **Mitigation:** Formalize a transition plan with IT, ensuring Logistics takes full responsibility for radio management.

#### Fleet Management Challenges

- **Gap:** Incomplete documentation and a lack of collaboration between Fire, Fleet, and Finance create confusion in fleet management.
- **Mitigation:** Improve collaboration, standardize processes, and create a centralized document repository for fleet-related information.

#### Tracking Logistics Metrics and Performance

- **Gap:** Lack of a centralized dashboard for logistics metrics, hindering real-time oversight and performance tracking.
- **Mitigation:** Work with IT to develop a real-time logistics dashboard that consolidates data from fleet tracking and facilities management systems.

## PFD Annual Report Narrative

To provide our residents and elected officials with insights into the significant achievements for the last calendar year, please provide a narrative overview of activities specific to your division.

### Major Achievements for the Calendar Year

#### Firefighter Testing –

**Testing 1 2023/2024** with PFD academy- 12 applicants advanced to the Chiefs interview for 6 positions. 1 recruit dropped.

**Testing 2 2024-2** with joint academy- 21 applicants to the Chiefs Interviews for 7 positions. One recruit left for health reasons. This is the first green academy with lowered minimum requirements. We had a significant increase of applicants moving to a green academy. Additionally, ESD and CAFMA staff planned, coordinated, and implemented the first joint academy between the two departments.

**Testing 3 2024/2025** Current ongoing. We currently have 89 invited to testing. We currently will be picking up 8 recruits in the March 2025 academy off this list.

#### Engineer testing-

March of 2024- 10 candidates started the testing. 7 went to the Chiefs interviews for 5 positions.

#### End of probation testing-

Conducted seven 8-month tests, seven 12-month tests, and six 6-month tests.

#### Position Task Books-

Engineer- Issued 3 new books and signed off 4 acting engineers.

Captain- Issued 3 new books and signed off 2 acting captains.

Battalion Chief- Issued 1 book and signed off 1 acting battalion chief.

#### Essential Services organization-

Responded to 52 calls of service for ICS positions.

Worked with Yavapai College to develop an engineer move up module giving our candidates a driver operator certificate from the state.

Wrote and published PFD's first yearly training plan.

Wrote and published PFD's first yearly succession plan.

Assisted in planning and instructing the yearly annual Company Officers Academy.

Implemented electronic forms for AAR's, lessons learned, and MCS evaluations.

Purchased and implemented resource one for full access to the IFSTA library.

Implemented credentials in Target Solutions.

Implemented Evaluations+ in target solutions.



## Major Achievements for the Calendar Year

Implemented training hour entry into target solutions.  
Implemented Sims U Share for personnel training and promotional testing opportunities.

### Training-

Hosted 2 NWCG classes.  
Conducted monthly MCS testing for all 3 shifts.  
Conducted type 3 in service.  
Hosted wildland assessor class.  
Hosted TRT 200 hour class.  
Mutual aide training with Groom Creek Fire.

### Logistics-

#### Fleet-

Tracking 1 engine and 1 truck company on order and expected Spring 2025.  
Tracking 2 type 6's on order and expected Spring 2025.  
Ordered and placed 1 Chief's vehicle in service.  
Placed 1 operations chief vehicle in service.  
Ordered 2 engines to be delivered in 2027.  
Conducted a fleet needs assessment with fleet services, and planned FY26 purchases  
Working on planning and ordering one support vehicle for TRT.  
Finalized a full equipment package to be ordered with new apparatus.

#### Facilities-

Started bay air quality project and transitioned over to operations.  
Purchased and placed in service 1 scba air compressor at station 71.  
New generator placed at station 74.  
Coordinated inspections at station 73 for carbon monoxide issue and reinstalled bay ventilation fan previously OOS.  
Coordinated and ensured completion of station 71 kitchen remodel.  
Coordinated station 71 BC quarters move to downstairs. Currently in progress.  
Started the process for designing and purchasing a new training tower.

#### Other-

Implementing PSTRAX for much of our inventory needs. PPE has been entered into PS TRAX and we are working on getting SCBA's entered. Additionally, all PPE storage and Cache has been moved upstairs at the butler building.



## Division Standards and Compliance Review

Below are the periodic activities that must occur to align with industry best practices or applicable standards. Please document the date each was completed and describe how compliance can be verified. This is not an exhaustive list, and other standards may also apply. You are encouraged to add to this list.

Compliance Requirement	Frequency	Performance Indicator	Standard <sup>3</sup>	Date Completed	Notes/Description
Hose Testing	Annually	CC 6E.3	NFPA 1701	10-2024	Third Party Comes Yearly
Pump Testing	Annually	CC 6D.5	NFPA 1911	11-2024	Third Party Comes Yearly
Ladder Testing	Annually	CC 6D.5	NFPA 1911	10-2024	Third Party Comes Yearly
Annual Bunker Gear and PPE Inspections	Annually	6F.4	NFPA 1500		
SCBA Flow Testing	Annually	6F.4	NFPA1500	4-2024	Third Party Comes Yearly
Annual Program Appraisal	Annually	CC 8B.6	NFPA 1401 & 1410	01-2025	
Annual Evaluation of Training Materials	Annual	CC 8C.8	NFPA 1401	12-31-2024	All training materials meet the needs of the department at this time. Addition of Sims u share, resource 1, evals +, and Ipad recruit materials delivery are adequate at this time. Props, and facility needs are still needed.

<sup>3</sup> Standards are provided for background and reference to guide the compliance activity. NFPA Standards are voluntary guidelines developed to improve safety and best practices within the fire service and related fields. Completion does not indicate complete compliance with the referenced standard.

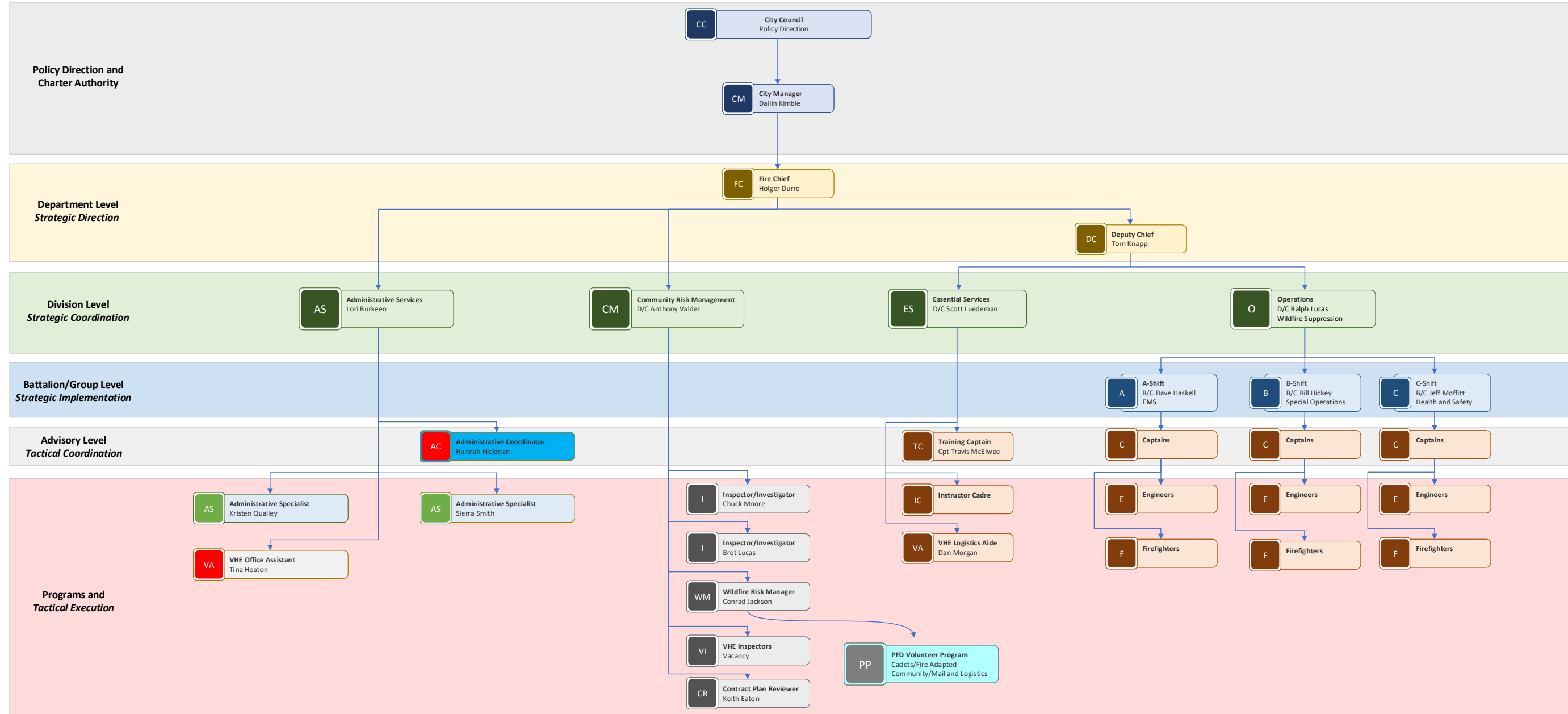




# Prescott Fire Department Organizational Chart



## Primary Group Role



Revised 11/12/2024 v 1.7

**PRESCOTT FIRE DEPARTMENT COMMAND STAFF AND BUDGET ORGANIZATIONAL ASSIGNMENTS**

1.0 Office of the Chief		3.0 – Community Risk Management	4.0 Essential Services	2.0 Emergency Operations					
Executive Level		Division Level			Battalion Level				
Fire Chief	Deputy Chief <sup>1</sup>	Administrative Division	Community Risk Mgmt. Division	Essential Services Division	Operations Division	A-Shift Battalion Chief	B-Shift Battalion Chief	C-Shift Battalion Chief	
Organizational Strategy and Leadership	Budget and Project Management	Administrative and Personnel Services	Fire Marshal <sup>1</sup>	Training and Support Chief <sup>1</sup>	Operations Chief <sup>1</sup>	EMS Chief	Special Operations Chief	Health and Safety Chief	
<b>1.2 – Leadership and Management</b> <ul style="list-style-type: none"> <li>Department Leadership and Direction</li> <li>Interdepartmental Relations</li> <li>Intergovernmental Relationships</li> <li>Council Communications and Relationships</li> <li>Labor Relations Management</li> <li>Organizational Development</li> <li>Community and Stakeholder Engagement</li> <li>Policy Implementation</li> <li>Honor Guard Program</li> <li>Fire Chaplain</li> <li>GMIHC Responsibilities</li> <li>Public Information and Social Media (Valdez)</li> <li>ACT Coordination</li> </ul>	<b>1.3 - Research and Technology</b> <ul style="list-style-type: none"> <li>Ad-Hoc Management and Projects</li> <li>Technology Implementation Planning</li> <li>Information Technology Systems Integrations</li> <li>Radio Infrastructure</li> </ul> <b>1.4 – Budget and Finance</b> <ul style="list-style-type: none"> <li>Capital Investment Planning</li> <li>Budget Planning</li> <li>Payroll and Telestaff</li> <li>Fire Station Design and Construction</li> <li>Project Management Services</li> <li>Station Renovations and Upgrades</li> <li>Equipment Disposal and Decommissioning</li> </ul> <b>1.6 - Workforce Development</b> <ul style="list-style-type: none"> <li>Succession Planning</li> <li>Recruitment and Retention</li> <li>Capacity and Workload Assessments</li> </ul>	<b>1.1 - Administration</b> <ul style="list-style-type: none"> <li>Department-wide Administrative Support</li> <li>Public Reception</li> <li>Grants, Contracts, Purchasing</li> <li>Budget Reporting</li> <li>Modified Duty Supervision</li> <li>Personnel Logistics</li> <li>Personnel Files and Training Records</li> <li>Employee Onboarding and Offboarding</li> <li>Employee Recognition and Ceremonies</li> <li>Station Tours and Ride Alongs</li> <li>Accounts Payable</li> <li>Monthly Budget Reports</li> <li>Office Supply Management</li> <li>Payroll Reporting and Telestaff Administration</li> <li>Public Records Requests</li> <li>Purchasing Card Reconciliation</li> <li>Records Retention and Management</li> <li>Special Event Coordination</li> <li>RMS Program Coordination (ADSI, RedNMX, ImageTrend)</li> </ul>	<b>3.1 – Risk Reduction &amp; Planning Services</b> <ul style="list-style-type: none"> <li>Plan Review and Inspections</li> <li>Code Development &amp; Adoption</li> <li>Burn Permits</li> <li>Smoke Detector Program</li> <li>Juvenile Firesetter Intervention</li> <li>Public Education</li> <li>Special Event Coordination</li> </ul> <b>3.2 – Emergency Management</b> <ul style="list-style-type: none"> <li>City Emergency Management Liaison</li> <li>Continuity of Operations and Emergency Plan Updates</li> <li>Public Emergency Communications</li> <li>Special Event Planning</li> <li>Threat Liaison Officer Program</li> </ul> <b>3.3 – Fire Investigations</b> <ul style="list-style-type: none"> <li>Origin and Cause Investigation</li> <li>Criminal Investigation and Support</li> </ul> <b>3.4 – Wildfire Risk Management</b> <ul style="list-style-type: none"> <li>Fire Adapted Community and Firewise Program Management</li> <li>Home Ignition Zone/Firewise Inspections</li> <li>WUI Code Analysis</li> <li>CWPP</li> <li>Wildfire Grant Coordination</li> </ul>	<b>4.1 - Training</b> <ul style="list-style-type: none"> <li>Department Training Program and Scheduling</li> <li>Fire Academies</li> <li>Engineer Training, Captain, Battalion Chief Training</li> <li>Engine Company Standards</li> <li>Continuous Education and Certification Maintenance</li> <li>Position Task Books</li> <li>Probation Tests</li> <li>Promotional Exams</li> <li>Drill Ground Maintenance</li> <li>Firefighter Testing</li> <li>Training Software (Target Solutions)</li> <li>After Action Reviews</li> </ul> <b>4.2 – Maintenance and Logistics</b> <ul style="list-style-type: none"> <li>4.2.1 Fleet Maintenance                             <ul style="list-style-type: none"> <li>Apparatus Maintenance Coordination</li> <li>Apparatus and Pump Testing</li> <li>Apparatus Committee</li> </ul> </li> <li>4.2.2 Facility Maintenance                             <ul style="list-style-type: none"> <li>Station Maintenance Coordination</li> <li>Snow Removal</li> <li>Station Supplies</li> </ul> </li> <li>4.2.3 Logistics                             <ul style="list-style-type: none"> <li>Apparatus Tools &amp; Equipment</li> <li>Equipment Inventories</li> <li>Department Wide Personal Protective Equipment</li> <li>Station Supplies</li> <li>Uniforms and Uniform Supplies</li> <li>Radio Supplies and Maintenance</li> </ul> </li> </ul>	<b>2.1 – Fire Suppression</b> <ul style="list-style-type: none"> <li>Emergency Response Services</li> <li>Fire Suppression</li> <li>Low-Acuity Mitigations</li> <li>Dispatch/Communications</li> <li>Accreditation Manager</li> <li>Shift Bids</li> <li>Operational Staffing Management</li> </ul> <ul style="list-style-type: none"> <li>2.1.1 Wildland Suppression Group (Cooley)                             <ul style="list-style-type: none"> <li>Wildland Off-District Coordination</li> <li>Pack Test</li> <li>IQS Readiness and Task Books</li> <li>Equipment, PPE, and Training</li> </ul> </li> </ul>	<b>2.3 - Emergency Medical Services</b> <ul style="list-style-type: none"> <li>2.3.1 EMS Group (Frias)                             <ul style="list-style-type: none"> <li>EMS Quality Assurance and Improvement</li> <li>ePCR</li> <li>CPR &amp; First Aid Community Classes</li> <li>AED Community Consultations</li> <li>Mass Casualty Response Preparedness</li> <li>Community Paramedicine Initiatives</li> <li>SWAT Medic Supplies - Beyea</li> <li>Hospital Liaisons</li> <li>Controlled Substances Oversight</li> <li>Equipment, PPE, and Training</li> </ul> </li> </ul>	<b>2.2 - Special Operations</b> <ul style="list-style-type: none"> <li>SWAT Medics and TSU (Non-Supply Costs)</li> <li>Drone Program (Reese)</li> <li>2.2.1 Hazmat Group (Johnstone)                             <ul style="list-style-type: none"> <li>HAZMAT Containments</li> <li>HAZMAT Substance Evaluations</li> <li>Equipment, PPE, and Training</li> </ul> </li> <li>2.2.2 TRT Group (Beyea)                             <ul style="list-style-type: none"> <li>Surface and Swift Water Rescues</li> <li>Confined Space</li> <li>High and Low Angle Rescue</li> <li>Equipment, PPE, and Training</li> </ul> </li> <li>2.2.3 ARFF Group (Bauman)                             <ul style="list-style-type: none"> <li>Part 139 Compliance</li> <li>Airport Ops Coordination</li> <li>Equipment, PPE, and Training</li> </ul> </li> </ul>	<b>2.4 – Safety and Risk Management</b> <ul style="list-style-type: none"> <li>Department Health and Safety Officer (HSO)</li> <li>Incident Investigations</li> <li>Facility Assessments</li> <li>Infectious Disease Mitigation</li> <li>Annual Fit for Duty Exams</li> <li>Injury and Incident Reporting</li> <li>Physical Fitness Program</li> <li>Employee Wellness                             <ul style="list-style-type: none"> <li>Cancer Prevention Initiatives</li> <li>Peer Support and Mental Wellness (Peterson)</li> </ul> </li> <li>Mental Health Contract Services</li> </ul>	
Liaison Duty	City Council/City Management Department Director Relationships Governmental Affairs (State, Feds, State Chiefs)	Yavapai Prescott Indian Tribe IT Legal	HR Finance City Clerk	State Fire Marshal CAFMA Fire Marshal YC OEM Liaison CoP Community Development Fire Appeals Board	YC Fire Science Liaison CAFMA Training & Support Services Chief Prescott Area Fire Training Group Fleet and Facilities AZ State Training Committee	State and Federal FMO's Dispatch CAFMA Operations Chief AMR Contract Administrator Accreditation Manager	YRMC EMS and Medical Director CAFMA EMS Division Chief Ambulance and AMR Liaison	Airport Ops Liaison SWAT/TSU Liaison	Designated Infection Control Officer City Risk Management
Supervision	Supervises: Deputy Fire Chief Administrative Supervisor Community Risk Mgmt. Division Chief	Supervises: Operations Division Chief Essential Services Division Chief	Supervises: Administrative Coordinator Administrative Specialists VHE Administrative Support	Supervises: Wildfire Risk Manager Inspector/Investigators Contract Plan Reviewer EM Interns VHE Inspectors	Supervises: Training Captain VHE Logistics Clerk	Supervises: Battalion Chiefs	Supervises: Assigned Shift Captains	Supervises: Assigned Shift Captains	Supervises: Assigned Shift Captains
Resources	Other Assigned Resources: Support and Administrative Team OIC Administrative Coordinator Accreditation Manager GMIHC Committee	Other Assigned Resources: Support and Administrative Team Finance Administrative Specialist Recruitment Coordinator	Other Assigned Resources: Support and Administrative Team Transitional Duty Personnel	Other Assigned Resources: Support and Administrative Team FD Auxiliary and Volunteers TLO	Other Assigned Resources: Support and Administrative Team Apparatus Committee Training Committee Engineer Committee	Other Assigned Resources: Support and Administrative Team Wildland Group Lead Supply and Equipment Leads Health and Safety Officer Health and Safety Committee	Other Assigned Resources: Support and Administrative Team EMS Supply Coordinators CPR Instructors	Other Assigned Resources: Support and Administrative Team HM Group Lead TRT Group Lead ARFF Group Lead SWAT/TSU Medics	Other Assigned Resources: Support and Administrative Team PFT Trainers Shift Safety Officers Peer Support Coordinator

Senior Leadership Team – Executive and Division Level    Command Staff – Executive, Division, and Battalion Level    Ops Team – Operations Chief and Battalion Level Chief Officers    Administrative Team – Executive and All Administrative Personnel    Advisory Consults – Administrative Coordinator, Group Coordinators (Consult on Specific Situations)  
 Red Bold Text – Primary Area of Responsibility    Black Bold Text – Program Responsibility    Red Italicized Text – Operations Group Assignment    Purple Bold Text – Liaison Responsibility

– Can Serve as Acting Fire Chief when assigned

Revised – 12/29/2024 v1.9

Divisions are responsible for producing and reporting outcomes and have council-adopted purpose statements. Divisions carry the FTE allocations and personnel costs for the programs within their division. (Example - 2.0 Emergency Operations)

Programs focus on non-personnel costs and are responsible for an annual program appraisal that formally reports activity measures, outputs (counts), and efficiencies (savings or ratios of their cost compared to allocated resources) and have council-adopted purpose statements. (Example - 2.2 Special Operations)

Groups are functional or technical specialty areas that focus on a defined collection of activities within a program. Groups are the lowest functional area within the department that are responsible for independent budget proposals and activity measures. They should have a purpose statement supporting a specific program.

Function/Tasks/Projects are specific activities within divisions that are mostly singular in purpose. A function is not independent and is assigned to a group, program, or division. While functions may aid in budget development and track data specific to their responsibility, these are reported and coordinated within their organizational assignment.



# **Accreditation Report**

**Prescott Fire Department  
201 N. Montezuma St., Suite 216  
Prescott, Arizona 86301  
United States of America**

**This report was prepared on February 5, 2025  
by the  
Commission on Fire Accreditation International**

**This report represents the findings  
of the peer assessment team that visited the  
Prescott Fire Department  
on December 15-19, 2024**

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## **PREFACE**

To the citizens and the governing body of the agency: This report represents a thorough review of the organization to verify and validate how this agency is executing its stated mission in accordance with universally accepted practices for a contemporary fire and emergency services organization. Quality improvement can only be initiated and realized by those agencies that challenge themselves through a comprehensive self-assessment. This report documents that this agency is seeking organizational improvements and discovering elements of excellence. Please note that the recommendations by the peer assessment team are opportunities for improvement provided from professionals in the fire and emergency service industry.

To the agency: This report communicates the outputs and outcomes of your dedication and commitment to quality improvement. Your self-assessment, community risk assessment/ standards of cover, and strategic plan amount to years of work to understand your community, establish accountable goals, institute transparency, and factually comprehend what you did not know about your organization. The verification and validation of your agency by a team of peers represents a major accomplishment. The recommendations in this report are opportunities to become better and stronger in your community. Finally, take this report and communicate to your community the areas you identified during your self-assessment that were outstanding and those that represent improvement opportunities.

## **EXECUTIVE SUMMARY**

The Prescott Fire Department is a career organization with 76 uniformed personnel, staffing five frontline engines and one aircraft rescue firefighting (ARFF) apparatus at five fire stations. All engines are staffed with a minimum of three firefighters and equipped to provide advanced life support (ALS). The ARFF apparatus is staffed with a minimum of one firefighter. One battalion chief supervises each of the three shifts. The department operates 24 hours a day, 7 days a week with a minimum of 17 personnel. Three personnel are dedicated to community risk reduction/public fire education. Two staff positions are dedicated to training. Five full-time people are dedicated to administrative support. Three variable hourly staff and 21 volunteers support the agency in various functions.

The city is 41 square miles and is located in central Yavapai County, in central Arizona, near the Bradshaw mountains and the Prescott National Forest. Officially incorporated in 1881, it is home to a historic district known as Whiskey Row and the oldest frontier saloon in Arizona. The historic city is about 90 miles north of Phoenix and 95 southwest of Flagstaff. The United States Census Bureau estimates the population of Prescott to be 47,757.

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Prescott Fire Department based upon the tenth edition of the accreditation model. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes, and the Prescott Fire Department demonstrated that its self-study accreditation manual, community risk assessment/standards of cover (CRA/SOC),

and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Prescott Fire Department from the Commission on Fire Accreditation International.

This is the second accreditation cycle for the Prescott Fire Department. During this cycle, the agency has undergone significant changes including the hiring of a new fire chief, organizational restructuring and introduction of additional support personnel. All these changes have demonstrated the agency's commitment to continuous improvement. The accreditation manager will retire in 2025, and the agency is actively seeking a replacement for this role. However, the fire chief is well-versed in the accreditation model and is committed to educating and supporting staff as they learn to institutionalize the intent of the model into the management and operations of their fire department.

During the introduction briefing, exit briefing and interviews, city leadership expressed their interest in supporting this process for the agency. The city manager specifically noted that the fire department is viewed as "the example" for other city departments to follow as they establish continuous improvement processes of their own. Additionally, agency staff and others interviewed highlighted the value that is placed on transparency, identifying areas for improvement, and developing improvement plans that will be viewed as a function of normal business for the agency.

The peer assessment team identified opportunities for improvement that are provided below. These recommendations flowed from discussions, interviews, and a review of supplied documentation to support its self-assessment conclusions.

The following represents a synopsis of the recommendations that were made by the peer assessment team during the on-site visit. Additional details for each of these recommendations can be found in the Observations Section of this report. For each of the recommendations, the performance indicator from the model is provided, including notating if it is a core competency (CC).

## **Recommendations**

Recommendations were developed from the evaluation of criterion, core competencies, and performance indicators.

1. It is recommended the agency review its outlier policy and update as needed to ensure it meets the agency's needs. [\(CC 2C.2\)](#)
2. It is recommended that the agency establish a review process for updating their critical task analysis and make adjustments as necessary. [\(CC 2C.4\)](#)
3. It is recommended the agency work with Prescott Regional Communications Center to obtain and include call transfer times between public safety answering points for inclusion in the agency's total response time measurement. [\(CC 2C.5\)](#)
4. It is recommended the agency develop a plan to ensure all codes are updated regularly. [\(CC 5A.1\)](#)
5. It is recommended the agency review and update benchmarks for loss and casualties. [\(5A.6\)](#)
6. It is recommended the agency evaluate its public education program to update and enhance messaging. [\(CC 5B.1\)](#)

7. It is recommended the agency consider formalizing a process for intelligence sharing between public safety partners. [\(5D.7\)](#)
8. It is recommended that the agency develop a policy that provides guidance for receiving and evaluating information on patient outcomes. [\(CC 5F.5\)](#)
9. It is recommended that the agency expand the capacity of the quality improvement/quality assurance program to ensure that the goals of the program are attainable, and the workload remains manageable. [\(5F.7\)](#)
10. It is recommended that the agency conduct a comprehensive needs analysis for space management so that each function or program has adequate storage space for current and planned assets and equipment. [\(6B.1\)](#)
11. It is recommended the agency evaluate its succession plan as it relates to the accreditation manager's duties and develop a plan to ensure consistency and reliability for the position. [\(7D.6\)](#)
12. It is recommended that the agency consolidate all training functions into a single unified training plan. [\(CC 8A.1\)](#)
13. It is recommended that the agency consolidate all training records. [\(8B.5\)](#)
14. It is recommended that the agency establish a process to integrate information about out-of-service hydrants into the pre-planning system. [\(CC 9A.1\)](#)
15. It is recommended the agency refine its template for the communications program appraisal that will add return on investment and be more outcome focused. [\(CC 9B.13\)](#)
16. It is recommended that the near miss reporting system be codified for consistency of use. [\(11A.6\)](#)
17. It is recommended that the agency expand its investigation procedures and causal analysis to include all incidents. [\(11 A.7\)](#)
18. It is recommended that the agency codify a process to track exposures. [\(11A.10\)](#)
19. It is recommended the agency review its safety officer response protocol to ensure consistent response to incidents. [\(11A.11\)](#)

The department demonstrated its acute desire to immediately implement plans to address opportunities for improvement, with the best example being the agency's incorporation of peer assessment team recommendations into weekly updates to city management and bi-monthly updates to council. The fire chief specifically ensures to note which initiatives tie directly to council initiatives, and these recommendations are being incorporated, where appropriate, into the 2025 strategic plan update. Additionally, all recommendations have already been incorporated into all program appraisals to designate specific personnel for accomplishments and annual complaint reporting.

The Prescott Fire Department responded to a total of 10,403 emergencies in 2024, including: 850 fire calls (8 percent); 7,992 emergency medical service (EMS) calls (77 percent); and 1,561 miscellaneous calls (15 percent). Servicing these calls in 2024 resulted in a total of 22,951 unit movements, including 9,341 EMS transports.

System-wide (Prescott Fire Department and Central Arizona Fire and Medical Authority) responded to a total of 25,856 emergencies in 2024, including 1,876 fire calls (7.3 percent); 20,018 emergency medical service (EMS) calls (77.4 percent); and 3,962 miscellaneous calls (15.3 percent). Servicing these calls in 2024 resulted in a total of 53,828 unit movements, including 22,694 EMS transports.

In 2024, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a public protection classification of 02/2X. This was no change from the previous ISO rating of 02/2W.

## **OBSERVATIONS**

### **Category 1 — Governance and Administration**

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The City of Prescott is a charter city established under the constitution of the State of Arizona. As amended, this authority is delegated by the state as outlined in Article XIII, Section 5 of the Arizona Constitution, and in Sections 9-281 through 9-284, et seq. The charter establishes a city code under which the Prescott Fire Department is authorized and was last updated in 1991. The city operates under a council-manager form of government. The fire chief reports to the city manager, and in turn reports to the city council.

The city manager communicated that the City of Prescott employs its legal team and lobbyists to stay informed about legal changes. The city reviews and approves its programs and services annually through the budgetary process. Additionally, the manager noted their conflict-of-interest policy has been effective and has been reviewed and updated. During interviews, the peer assessment team verified that there are frequent and open communications that serve to support the operations of the agency.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives. The agency has a well-defined program-based framework that aligns with the department's functions. The agency operates by dividing its functions into four distinct divisions to provide the necessary support.

The agency's administrative staff includes the fire chief, deputy fire chief, administrative supervisor, administrative coordinator, two administrative specialists, and an office assistant, all of whom support the agency's various functions. The fire chief regularly reviews the organizational chart and updates it as needed. Communication of the changes goes out to the membership as soon as updates are made. During the site visit the peer assessment team personally observed an update and the communication process.

### **Category 2 — Assessment and Planning**

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. The Prescott Fire Department operates as an integral part of an all-hazards response regional system. The other major partner in the region is the Central Arizona Fire and Medical Authority (CAFMA). This regional partnership is long-standing, unique and is viewed by both agencies as extending beyond simply exercised mutual and automatic aid agreements. As such, the agency collaborates with CAFMA in the collection and analysis of data and area characteristics, wholistically, for the benefit of the region. The evaluation and implementation of improvement plans involves participation from both agencies with the benefit of the regional community taking priority over either agency independently.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics. The agency worked with

the Center for Public Safety Excellence Technical Advisory Program to implement a three-axis risk analysis model that was also applied with a regional perspective. Risk classes were identified and consisted of Emergency Medical Services, Fire Suppression, Wildland Fire Suppression, Technical Rescue, Hazardous Materials, and Aircraft Firefighting. The various incident types are categorized within each risk class as low, moderate, modified high (for certain EMS incidents only), high and maximum (for some categories). By evaluating the previous five years of data from both departments, the agency was able to apply a more comprehensive view of operational characteristics, as well as the various impacts of the collective deployment impact, than if they only evaluated data from Prescott Fire Department.

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency and outcomes throughout all service areas. The agency develops procedures, practices and programs to appropriately guide its resource deployment.

The agency conducted a critical task analysis for every risk class and category which was used to develop deployment methodologies that are now consistently used by both agencies across the region. This methodology took into account external and internal stakeholder input provided during the development of the agency strategic plan. Regional community expectations, population densities per response area, response time standards and topographic travel limitations were all considerations for establishing benchmarks for response time components. Additionally, the agency employs an outlier policy to ensure that the data collected is valid. During the review of the data, it was discovered that the agency could benefit from further evaluation of the upper- and lower-time thresholds relative to each specific risk class. [It is recommended that the agency review its outlier policy and update, as needed, to ensure it meets the agency's needs.](#)

The deployment methodology was developed as a regional plan to insure consistency across all of the response areas. The critical task analysis used in the development of this methodology is appropriate and comprehensive. However, it was noted that the agency would benefit from a regularly scheduled review of the critical task analysis and validation processes to make sure they remain relevant with any future modifications to the system. [It is recommended that the agency establish a review process for updating their critical task analysis and make adjustments as necessary.](#)

The agency identifies total response time components for delivery of services in each service program area. The one area that is currently lacking in this analysis is the transfer time between public safety answering points. This is a gap that was identified by the agency and one that they are eager to address when an appropriate and feasible solution is identified. [It is recommended that the agency work with Prescott Regional Communications Center to obtain and include call transfer times between public safety answering points for inclusion in the agency's total response time measurement.](#)

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency and safety of its operations, notwithstanding any external influences beyond

its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

Through the development of the joint community risk assessment/standards of cover with CAFMA, the agency has demonstrated a strong desire to develop, evaluate and improve delivery of services that benefit the entire region to which they respond. Only CAD data was used for response time analysis during this cycle. In the near future, both agencies will be using the same RMS system to allow more comprehensive analysis. Additionally, this process has sparked a collaboration between information technology divisions that will continue to benefit both agencies. Quarterly joint command staff meetings are scheduled and intend to insure continued evolution of the partnership as well as continuous improvement of the response system. The most significant evidence that this collaboration is supported by the community resides in the recent passing of a public safety sales tax for the City of Prescott.

### **Category 3 — Goals and Objectives**

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency. The Prescott Fire Department's (PFD) strategic plan was adopted by the city council in March 2023. The department considers the plan a living document and is committed to annual updates that are integrated into the annual program appraisals. The first annual update took place in March 2024. The strategic plan includes a detailed work plan that assigns goals across 16 department programs, with each program tracking its progress through efficiency, output, and impact measurements.

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves. The PFD strategic plan is outcomes-driven, with S.M.A.R.T. goals connected to the department's mission, vision, and values. The department uses internal and external feedback sessions, with live-facilitated methodology capturing perspectives of internal stakeholders and a combination of methodologies for external feedback. Public feedback and risk assessment inform planning assumptions. Key stakeholders implement and evaluate goals, and the plan is operationalized before publication. The senior leadership team conducts bi-monthly progress updates, and the plan is presented to the council during major updates and annual report progress check-ins. The plan includes a fiscal impact analysis and is uniquely connected to the community served by the PFD.

The agency uses a management process to implement its goals and objectives. The plan is structured according to the 16 programs that are managed by specific personnel. Goals and objectives of the plan are assigned based on this structure and progress is documented in an appraisal for each program and the work plan which is reviewed by senior leadership every two months. In addition, the agency makes a concerted effort to communicate the importance of the strategic plan, progress on goals and objectives and the outcomes of that work to all agency staff and external stakeholders.

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically. The agency conducts bi-monthly reviews of its goals and objectives as part of the work plan update process. The agency uses annual program appraisals to gather feedback and ensure that goals remain relevant. The agency produces an annual report that also assesses system performance and identifies any gaps. This report is based on the 16 program appraisals that measure the performance of all areas.

To keep stakeholders informed, the department publishes council materials, including bi-monthly reports, and prints the annual report, which is also made available on the department's website.

#### **Category 4 — Financial Resources**

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources. The Prescott Fire Department's financial planning process clearly and consistently connects strategic objectives to expenditures based on the direction of city council with a budget document that clearly identifies the strategic initiatives addressed by each budget request, including specific benefits to the community and impact on organizational goals.

The peer assessment team observed agency policies that are reviewed annually by staff and adopted by the city council, governing financial planning, procurement, reporting, internal controls, and all other appropriate financial practices.

The agency executes a structured, collaborative, and dynamic budget process that has been standardized and optimized for the last several decades, resulting in a codified process that incorporates program budget requests, strategic objectives, and citizen feedback for a budget that is formally adopted by city council seamlessly.

The agency's financial planning process is transparent and available to the public via publicized budget workshops, citizens' academy, radio appearances, and via the city's website.

Internal agency systems exist in which all agency staff have access to financial policies and budget-to-actual documents to inform decision-making, through the software *Munis*. The agency is in the final stages of implementation for *OpenGov* software to improve the efficiency of this user interface.

The peer assessment team observed adequate financial forecasting and long-term planning, including plans for maintaining service levels during revenue loss, capital replacement plans, and debt service.

Agency financial management demonstrates sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the Prescott Fire Department is in receipt of the most currently available Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (certificates) from the Government Finance Officers Association (GFOA) of the United States and Canada for its budget and their Annual Comprehensive Financial Report (ACFR). The department has submitted its most recent GFOA certificates as prima facie compliance with this criterion.

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and also maintain the quality of programs and services. The Prescott Fire Department is considering current and future revenues, evaluating environmental changes, and planning to sustain service levels based on expected community growth, which is driven by sales tax and a State of Arizona shared revenue model for income tax. This model ensures that revenues increase proportionately to population, and that service levels can be maintained outside of major legislative changes, which are monitored regularly.

The agency has well-documented long-term liabilities and debts and adequate funding to manage the debt service responsibly while maintaining service levels, as well as consideration for maintenance and repair cost of assets.

The agency has an adopted policy for contingency reserves of 20 percent of operating revenues, with 10 percent reserved for cash flow needs and 10 percent available upon city council approval.

## **Category 5 — Community Risk Reduction Program**

### **Criterion 5A – Prevention Program**

The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks. As a charter city, Prescott has the authority to adopt and enforce health and safety standards and codes by ordinance. The city follows a process of stakeholder engagement, including contractors and community groups like the Yavapai County Contractors Association (YCCA), to ensure the amendments are practical and aligned with both safety standards and development goals. Prescott Fire Department also coordinates with the building department, planning, and zoning departments to ensure consistency between fire and building codes.

The city evaluates its fire prevention codes periodically. The current adopted code is based on the 2018 International Code Council (ICC) codes, with the agency currently evaluating and planning to adopt the 2024 ICC codes, incorporating local needs identified during stakeholder discussions.

The International Wildland-Urban Interface Code (IWUIC) has been officially adopted by the City of Prescott. This code remains on the 2012 cycle due to community opposition to the 2018 update. While this code is not mandated in Arizona, its adoption aligns with Arizona Revised Statute 9-806, which permits cities to adapt national or international model codes to address local hazards. The agency is currently evaluating the 2021 IWUIC for adoption. [It is recommended the agency develop a plan to ensure all codes are updated regularly.](#)

The agency has demonstrated effective prevention activity tracking and data collection through initiatives such as defensible space inspections. To further enhance the fire prevention program's impact, additional efforts can focus on measuring its effectiveness in reducing loss and casualties. [It is recommended the agency review and update benchmarks for loss and casualties.](#)

### **Criterion 5B – Public Education Program**

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The Prescott Fire Department maintains a robust wildfire risk management program, led by a dedicated wildfire risk manager. This program includes innovative practices such as defensible space inspections and targeted community risk reduction initiatives, which serve as a cornerstone of the agency's public education efforts. Despite periods of staff shortages, the agency's commitment to wildfire risk management has remained steadfast, ensuring the program's continued success.

In the fall of 2024, the agency hired a full-time fire marshal to oversee the community risk management division, marking a significant step toward enhancing the agency's outreach and education initiatives. This key leadership role enables the agency to conduct a comprehensive workload assessment, facilitating a strategic restructuring of the division. Historically, the agency delivered proactive public education programs beyond wildfire risk management. However, staffing transitions in recent years shifted these efforts to a more reactive approach, relying on personnel availability to meet requests. With the addition of the fire marshal, the agency is well-positioned to refocus and revitalize its public education initiatives to align with community needs and operational goals. To further strengthen its impact, the agency should ensure that outreach efforts effectively address evolving risks and community priorities. [It is recommended the agency evaluate its public education program to update and enhance messaging.](#)

### **Criterion 5C – Fire Investigation, Origin and Cause Program**

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The Prescott Fire Department operates a fire investigation program under its community risk management division, guided by a comprehensive fire investigations policy that ensures compliance with local, state, and federal laws. Investigators determine the cause and origin of incidents and collaborate with law enforcement and regional partners through a Joint Fire Investigation Agreement with Central Arizona Fire and Medical Authority (CAFMA), which enhances resource sharing, evidence collection, and scene processing. The agency plans to adopt the investigation module within *ImageTrend* to centralize data, improve trend analysis, and enhance proactive risk management. Additionally, the agency is developing a succession plan to train additional investigators and expand program capacity, ensuring long-term effectiveness and alignment with regional standardization.

### **Criterion 5D – Domestic Preparedness Program**

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. The Prescott Fire Department (PFD) oversees emergency management for the City of Prescott, developing and maintaining emergency operations and all-hazard plans in collaboration with Yavapai County Emergency Management. These plans address hazard vulnerabilities, provide guidance for preparedness, response, and recovery, and define roles for city agencies, local government, private sector, and volunteer organizations. The fire chief is responsible for the plan's development and upkeep.

PFD adheres to the National Incident Management System (NIMS) training standards and participates in the Arizona Fire Service Mutual Aid Plan, allowing access to external support during emergencies. Intelligence sharing relies on informal relationships between agency heads, creating potential vulnerabilities in their absence. [It is recommended the agency consider formalizing a process for intelligence sharing between public safety partners.](#)

### **Criterion 5E – Fire Suppression Program**

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and

reduce property loss. The Prescott Fire Department (PFD) operates a fire suppression program from five stations strategically placed throughout the city. Additionally, through an intergovernmental agreement (IGA) with the Central Arizona Fire and Medical Authority (CAFMA) and the use of technology they operate as one system of 15 stations and one 40-hour engine that responds from the Central Arizona Regional Training Academy (CARTA). Each station houses a Type 1 engine staffed with three personnel. PFD has two ladder trucks (quints) strategically placed to benefit the City of Prescott. As a system, there are three ladder trucks all cross-staffed at the stations they are assigned. PFD’s daily minimum staffing is 17 personnel for suppression operations. System-wide staffing is 52 personnel. PFD and CAFMA ensure all policies and procedures related to fire suppression activities are in sync with one another. Incident command and communications are all interoperable system wide. Appraisals for the fire suppression program ensure consistency, show gaps, and connect directly to strategic initiatives with the agency.

Performance Gap Analysis

The following table represents the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	12:51	8:00	04:51
		n=278		
1st Due	Rural	14:20	14:00	00:20
		n=97		
ERF	Urban	16:03	13:00	03:03
		n=129		
ERF	Rural	19:58	19:00	00:58
		n=58		

2019-2023 High Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	13:03	8:00	05:03
		n=576		
1st Due	Rural	18:13	14:00	04:13
		n=240		
ERF	Urban	25:24	18:00	07:24
		n=48		
ERF	Rural	29:15	24:00	05:15
		n=20		

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of maximum risk fire suppression incidents for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

### **Criterion 5F – Emergency Medical Services (EMS) Program**

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. The Prescott Fire Department (PFD) provides first-response, non-transport emergency medical services (EMS) to the City of Prescott and automatic aid EMS response to areas surrounding the city. The agency staffs at least one paramedic on every frontline apparatus to insure advanced life support (ALS) capability on every EMS response. The city contracts with private ambulance services for patient transport within the city limits. The agency has implemented *ProQA* emergency medical dispatch software with the intent of streamlining and standardizing the dispatching of resources to EMS incidents across all areas to which PFD units respond.

The agency operates under offline and online medical control provided by the Yavapai Regional Medical Center. Offline medical control is in the form of triage, treatment and transport guidelines that are a collaborative effort between the agency, the Central Arizona Fire and Medical Authority, American Medical Response (AMR) and Priority Ambulance. All of these agencies participate in the YRMC Pre-Hospital Care Committee which meets monthly to review any amendments to the standing orders and protocols.

The agency uses an electronic patient care report platform to complete patient care reports that is Health Insurance Portability and Accountability Act (HIPAA) compliant. All PFD staff receive initial training in HIPAA upon being hired and online refresher training is delivered annually. PFD has a collaborative relationship with the local hospital, Yavapai Regional Medical Center, for quality improvement/quality assurance (QI/QA) as well as sharing information about patient outcomes. While the delivery of information to the hospital follows a formal process, there is no codified procedure for it to provide information about patient outcomes back to the pre-hospital providers that ensures compliance with local, state and federal laws. [It is recommended that the agency develop a policy that guides receiving and evaluating information on patient outcomes.](#) Additionally, the number of PFD staff involved in the QI/QA process is limited and the agency would benefit from having more staff involved. [It is recommended that the agency expand the capacity of the quality improvement/quality assurance program to ensure that the goals of the program are attainable, and the workload remains manageable.](#)

The agency conducts cardio-pulmonary resuscitation (CPR) and automated external defibrillator (AED) classes twice per month for other city employees. Separate classes are provided for groups within the community upon request. The agency recently assisted with the purchase of 28 new AED units for other city departments. PFD has trained over 250 non-fire department personnel in CPR and the use of an AED over the last year. This is just one of the metrics tracked within the annual program appraisal for EMS.

#### **Performance Gap Analysis**

The following tables represent the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	11:58	8:00	<b>03:58</b>
		n = 43,358		
1st Due	Rural	15:10	14:00	<b>01:10</b>
		n = 11,159		
ERF	Urban	16:31	8:00	<b>08:31</b>
		n = 34,178		
ERF	Rural	22:17	14:00	<b>08:17</b>
		n = 8,429		

2019-2023 Modified-High Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	12:23	8:00	<b>04:23</b>
		n = 2,042		
1st Due	Rural	16:38	14:00	<b>02:38</b>
		n = 538		
ERF	Urban	19:01	9:00	<b>10:01</b>
		n = 933		
ERF	Rural	25:08	15:00	<b>10:08</b>
		n = 274		

2019-2023 High Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	11:09	8:00	<b>03:09</b>
		n = 777		
1st Due	Rural	16:23	14:00	<b>02:23</b>
		n = 336		
ERF	Urban	21:40	13:00	<b>08:40</b>
		n = 145		
ERF	Rural	24:50	19:00	<b>05:50</b>
		n = 274		

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of maximum risk emergency medical incidents for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

**Criterion 5G – Technical Rescue Program**

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). The Prescott Fire Department operates a technical rescue team (TRT) with personnel trained to the technician level in

rope rescue, confined space, trench rescue, building collapse rescue, and water rescue disciplines. The team currently consists of 14 trained technicians, who are also members of the Prescott Area Regional Response Team, with a clear plan to achieve full staffing of 18 technicians within the next three years. Each technician has completed a 200-hour (five-week) intensive training course to receive their State TRT certification and are required to participate in monthly trainings to maintain and enhance their skills.

The agency has proactively addressed operational challenges through innovative solutions such as preplanning new trail access routes designated for emergency service use only and introducing electric mountain bikes for trail rescues. The agency has budgeted for equipment upgrades, including a new TRT support vehicle with a mobile data terminal and a replacement inflatable rescue boat.

The agency conducts a formal annual program appraisal to evaluate the program’s performance, training, and resource needs. This process has led to actionable improvements, including the replacement of aging rope assets, acquisition of rope access and rescue hardware to improve interagency interoperability, as well as enhancements to technician training to include regional swift water training on the Verde River.

Performance Gap Analysis

The following tables represent the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Tech Rescue Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	17:17	8:00	09:17
		n=20		

2019-2023 Moderate Risk Tech Rescue Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	21:15	8:00	13:15
		n=25		

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of technical rescue incidents in urban areas requiring an effective response force (ERF) for 2019 - 2023, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of moderate-risk technical rescue incidents in rural areas and high-risk technical rescue incidents in urban and rural areas for 2019-2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report for these components.

**Criterion 5H – Hazardous Materials (Hazmat) Program**

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of

hazardous and toxic materials. The Prescott Fire Department provides hazardous materials response with all staff trained to the level of hazardous materials operations and 14 members trained to the level of hazardous materials technician. One hazardous materials technician is on duty at all times as part of minimum staffing requirements, and these resources are part of the Prescott Area Hazardous Materials Response Team in partnership with Central Arizona Fire and Medical Authority. This Type III team responds in a dedicated hazardous materials apparatus to moderate and high-risk hazardous materials incidents, while low-risk incidents are managed by an engine.

The agency has relationships with regional, state, and federal agencies for escalating hazardous materials incidents, including Arizona Department of Public Safety Hazardous Materials Team, 91st Civil Support Team, and the Federal Bureau of Investigation.

The agency complies with required continuing education training specific to hazardous materials and conducts annual physicals and medical monitoring that includes specific tests, such as heavy metal monitoring, that are unique to the hazardous materials team.

The peer assessment team observed a formal program appraisal process that adequately measured performance and progress toward agency objectives.

Performance Gap Analysis

The following table represents the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Hazmat Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	15:10	8:00	<b>07:10</b>
		n=238		
1st Due	Rural	17:19	14:00	<b>03:19</b>
		n=52		
ERF	Urban	25:08	13:00	<b>12:08</b>
		n=147		
ERF	Rural	26:47	6:42	<b>20:05</b>
		n=19		

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of high-risk hazardous materials incidents for 2019-2023, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

**Criterion 5I – Aviation Rescue and Fire Fighting Services Program**

The agency operates an adequate, effective, efficient and safe aviation rescue and firefighting program directed toward protecting the community from an aviation accident or incident occurring at or in the immediate area. Prescott Fire Department (PFD) provides emergency service support to the Prescott Regional Airport (PRC), a Federal Aviation Administration (FAA) Index-A certified airport and the 18th busiest airport in the United States based on total aircraft operations. In addition to air

carrier service, PRC also hosts Embry-Riddle Aeronautical University and federal wildland air resources. The agency was inspected in late 2023 as part of the FAA’s air carrier operations certificate requirements. The agency deploys one aircraft rescue firefighting (ARFF) vehicle coupled with structural firefighting units to meet its deployment objectives. All personnel assigned to the airport fire station meet minimum training requirements set forth by the FAA as part of the certification. Annual appraisals are accomplished and have provided the ARFF program with valuable feedback.

Performance Gap Analysis

The following table represents the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk ARFF Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	4:20	3:00	01:20
		n=65		

It was verified and validated by the peer assessment team that the Prescott Fire Department (PFD) had a statistically insignificant number of moderate-risk aviation rescue firefighting incidents requiring an effective response force (ERF) for 2019-2023, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

It was verified and validated by the peer assessment team that the PFD had a statistically insignificant number of high and maximum risk aviation rescue firefighting incidents for 2019 - 2023, providing a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

**Criterion 5K – Wildland Fire Services Program**

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. The Prescott Fire Department cross-staffs Type 3 and Type 6 wildland apparatus in all planning zones to meet the community’s needs based on local risk. All staff are trained and equipped as basic wildland firefighters and position task books outline advanced wildland training requirements.

The peer assessment team observed a robust automatic and mutual aid system with adjoining jurisdictions, including local, regional, state, and federal cooperators. A best practice observed was the strength of relationships, interoperability, and formal partnerships between the Prescott Fire Department and other response agencies responsible for wildfires in the area. This provides system depth and resiliency and ultimately benefits the community.

The agency employs a wildland coordinator who coordinates the community’s needs with the agency. The agency has a robust wildland risk assessment, including urban interface risks, an adopted wildland fire and urban interface code, and an inspection and enforcement program that includes fuel management.

The peer assessment team observed a formal program appraisal process that adequately measured performance and progress toward agency objectives.

### Performance Gap Analysis

The following tables represents the agency’s actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2019-2023 Moderate Risk Wildland Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	17:56	8:00	<b>09:56</b>
		n=116		
1st Due	Rural	23:03	14:00	<b>09:03</b>
		n=133		

2019-2023 High Risk Wildland Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	20:28	8:00	<b>12:28</b>
		n=80		
1st Due	Rural	20:03	14:00	<b>06:03</b>
		n=99		

It was verified and validated by the peer assessment team that the Prescott Fire Department had a statistically insignificant number of moderate- and high-risk wildland incidents requiring an effective response force (ERF) for 2019-2023, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

### **Category 6 — Physical Resources**

Development and use of physical resources are consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place. The Prescott Fire Department currently provides emergency services from five fire stations but anticipates significant infrastructure growth to meet the evolving needs of its community. The agency takes a proactive approach to maintaining appropriate quality physical resources coordinating with the City of Prescott Facilities Department, city administration, and elected officials to ensure alignment with both operational and community priorities.

The agency designs, maintains and manages fixed facility resources that meet the agency’s goals and objectives. The agency effectively manages its physical resources, including five fire stations, a training center, and administrative offices at city hall. Facility needs are addressed through daily inspections by captains, annual reviews by chief officers, and collaboration with the city facilities department to ensure timely maintenance and upgrades. Recent improvements, such as kitchen remodels, the relocation of administrative offices to city hall, and upgrades to the training center’s driving surfaces, demonstrate the agency’s commitment to maintaining functional and efficient facilities.

Future projects, outlined in the Capital Improvement Plan, include the construction of Station 76 and the development of a multi-use burn tower. These efforts aim to modernize aging infrastructure, expand capacity, and align with industry standards and community needs. The agency also ensures compliance with federal safety standards, such as incorporating gender-neutral restrooms, individual private bunk rooms, and lactation accommodations in line with Fair Labor Standards Act guidelines.

The agency continues to face challenges with space allocation across its facilities, as no formal space needs assessment has been conducted. [It is recommended that the agency conduct a comprehensive needs analysis for space management so that each function or program has adequate storage space for current and planned assets and equipment.](#)

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives. All apparatus are collaboratively designed by the City of Prescott Fleet Services Department and Prescott Fire Department representatives, ensuring they meet the specific needs of the station, local topography, required equipment, and the types of emergencies in the response area. The procurement process adheres to applicable laws and requires approval from the city council. Maintenance is conducted by fleet services in accordance with manufacturer recommendations, ensuring reliability and compliance with industry standards.

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The agency utilizes *PS Trax* to conduct and document daily apparatus and vehicle checks, allowing team members to enter fleet and maintenance work orders for documentation and tracking. Major repairs and scheduled maintenance are managed by City of Prescott Fleet Services, which adheres to industry standards and manufacturer recommendations. Fleet services operate a ten-year service life replacement schedule for all front-line apparatus, while other vehicles and trailers are replaced as needed based on budget and capital improvement planning.

Repairs and maintenance follow manufacturer guidelines, covering key components such as motors, transmissions, suspension, steering, cooling systems, and onboard electrical systems. Quarterly safety inspections are performed by certified emergency vehicle technicians through the City of Prescott Fleet Services, focusing on critical elements like chassis, brakes, tire wear, engine and transmission mounts, and cab functionality to ensure operational safety.

Daily pump testing is conducted by on-duty personnel, while annual pump, ladder, aerial, and hose testing is completed by an outside vendor to certify compliance with safety and performance standards. The robust fleet and maintenance program ensures operational efficiency and readiness while aligning with industry best practices.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. The agency has standardized small tools, equipment, and self-contained breathing apparatus (SCBAs) across all apparatus to ensure operational consistency and compliance with National Fire Protection Association (NFPA) 1901: *Standard for Automotive Fire Apparatus*. Apparatus assigned to specialty stations are equipped with the necessary specialized equipment, such as hazmat meters on engines at hazmat stations and technical rescue tools on engines at technical rescue stations. All wildland-specific apparatus is appropriately outfitted based on the needs identified in the community risk assessment/standards of cover document. While some apparatus still has older equipment, replacements are prioritized in the budgeting process.

Each engine captain and their crew are responsible for the daily inspection and routine maintenance of tools, equipment, and SCBAs. If repairs or replacements are required, the captain or crew member removes the equipment from service and reports the issue to the equipment program manager or designated personnel via *PS Trax* for immediate replacement, ensuring operational readiness. New apparatus, beginning with the latest aerial purchase, is now equipped with a full complement of standardized tools and equipment based on established specifications. Equipment lists for wildland and ancillary apparatus are still under development.

An appropriate cache of reserve tools, fittings, adapters, and equipment is maintained by the equipment program manager to ensure quick replacements when needed. Testing and annual servicing of tools and equipment are performed by the City of Prescott Fleet Services Department, the program manager, or factory representatives, depending on the specific needs. This structured approach ensures that the agency remains well-equipped and prepared for all operational demands.

Safety equipment is adequate and designed to meet agency goals and objectives. The Essential Services Division of the Prescott Fire Department manages safety equipment to ensure compliance with NFPA standards and operational readiness. The agency maintains 58 SCBAs, which are tested annually by manufacturer-recommended third-party providers, while SCBA cylinders undergo hydrostatic testing every five years to meet industry standards. SCBA maintenance and repairs are handled by in-house certified technicians or outsourced to specialized contractors for advanced servicing, ensuring reliability and safety.

Structural firefighting gear is issued to personnel upon hire and replaced as it approaches its manufacturer-specified expiration date. Each member is equipped with two sets of turnouts, which are inspected daily by the user and tracked electronically through a manufacturer-provided inventory system, and *PS Trax* for accurate record-keeping. Advanced inspections and deep cleaning of turnout gear are conducted annually or immediately after contamination, often through a contracted agreement with Central Arizona Fire and Medical Authority (CAFMA). Items requiring repair beyond in-house capabilities are sent to manufacturer-authorized third-party providers.

To enhance equipment tracking and streamline operations, the agency is transitioning SCBA maintenance and replacement records from spreadsheets to *PS Trax*, which will improve consistency and data management.

### **Category 7 — Human Resources**

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements. The Prescott Fire Department effectively demonstrates that it has a designated human resources (HR) person overseeing personnel administration. The City of Prescott HR Director collaborates closely with the fire chief, ensuring seamless HR operations tailored to the agency's needs. The HR team's staffing level is adequate to manage core administrative functions, supported by a seven-member team responsible for a wide range of HR activities such as recruitment and compliance. The agency and city HR have established a comprehensive and annually reviewed policy framework accessible through *Lexipol* and the city's employee portal, ensuring compliance with local, state, and federal requirements.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements. The agency's recruitment and promotion processes are equitable, inclusive, and transparent. Job postings are detailed, open for

extended periods, and promoted widely to attract diverse candidates. By removing certain certification prerequisites, the agency has broadened its applicant pool. The recruitment process engages all levels of the agency, with frontline firefighters participating in interview panels to ensure diverse perspectives. A supervised probationary process evaluates new hires' performance, with options for extended probation to support development. Exit and six-month stay interviews are systematically conducted, providing valuable insights into employee satisfaction and reasons for departure, which are shared with leadership to inform retention strategies.

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior. Harassment and anti-discrimination policies are clearly defined, reinforced through mandatory biennial training, and extended to all employees, including volunteers, ensuring organizational alignment. The grievance and complaint process are accessible and transparent, providing employees with a formal mechanism to address concerns.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. Employee engagement is actively encouraged through initiatives like fire chief station visits, labor-management meetings, and a labor issue tracking dashboard, promoting transparency and addressing workplace concerns effectively. The personnel appraisal system, known as "Career Conversations," provides structured, ratings-free feedback, focusing on strengths, improvement areas, and career development to support employee success. Comprehensive job descriptions are documented and regularly reviewed, ensuring clarity in roles and alignment with the organizational framework for promotions.

The agency provides a clear roadmap for advancement through position-specific task books, educational requirements, and training opportunities for succession planning. The plan emphasizes the importance of evaluating succession strategies for key administrative roles. [It is recommended the agency evaluate its succession plan as it relates to the accreditation manager's duties and develop a plan to ensure consistency and reliability for the position.](#)

A system and practices for providing employee/member compensation are in place. The City of Prescott HR ensures employees receive competitive compensation and benefits through annual pay scale adjustments based on the Phoenix Metro Consumer Price Index, providing inflation-adjusted wages. Compensation rates are communicated via the employee intranet portal and benefits information is shared through multiple channels to ensure transparency and accessibility.

### **Category 8 — Training and Competency**

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs. The Prescott Fire Department conducts an annual training needs analysis that integrates information from formal after-action reviews, engine crew evaluations, minimum company standards drill, career path assessments, program manager feedback, state and national regulatory requirements, and stakeholder feedback to determine the training needs of the agency as well as mutual aid partners. The training plan references organizational priorities and mission, specifically through partnerships and proactive programs, which are both core themes of the mission and vision.

The peer assessment team observed that some groups, such as the community risk management division, manage their training and professional qualifications independently from other training

processes. While each division does have professional qualifications that meet regulatory requirements, support staff's training needs and professional development are compartmentalized from the essential services division, which has systems in place to manage the training, resulting in a duplication of effort and potential for process discrepancy. [It is recommended that the agency consolidate all training functions into a single unified training plan.](#)

Training and education programs are provided to support the agency's needs. The agency has identified minimum training and education for each position through job descriptions and operational position task books, which also serve as career path assessments. Training competencies are verified through routine engine crew evaluations and formal company standard drills based on National Fire Protection Association (NFPA) 1410: *Standard on Training for Emergency Scene Operations* which are documented and analyzed for trends and future training needs.

The agency is utilizing multiple systems for training records management, including *RedNMX*, *Vector Solutions*, NWCG learning portal, software specific to the local airport, and hard copies. The agency is planning to transfer training records management into *Vector Solutions* in the future. [It is recommended that the agency consolidate all training records.](#)

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy and diversity, and are current. The agency owns and has access to a training center with a class A burn structure that is NFPA 1403: *Standard on Live Fire Training Evolutions* compliant, several other training props, and an adequate classroom space to meet the agency's training needs. The training props and equipment are maintained by the essential services division, the city facilities staff, and specialized contractors as necessary. The agency has an agreement with Central Arizona Fire & Medical Authority for access to multi-story drill towers and more expansive props.

The agency has a cadre of training officers with defined qualifications and a selection process to provide qualified instructional personnel for all training.

The agency has access to updated, relevant training materials and curriculum and routinely evaluates and updates materials. Training equipment is inventoried and managed through the information technology department and operational inventory system, *PSTrax*

## **Category 9 — Essential Resources**

### **Criterion 9A – Water Supply**

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. The Prescott Fire Department has clearly established fire flow requirements that are adopted and enforced. All new development is required to meet 2018 International Fire Code (IFC) fire flow standards, and the fire department's qualified plans review team works with the developers and city engineering team to ensure that all new development has infrastructure to support fire flows at the cost of the developer. Flows are verified by either a third-party contractor or fire department staff.

A pre-fire planning system exists to deliver fire flow information to operational fire resources during response. Pre-plans that include water, building, and hazard data are available enroute to an incident.

[It is recommended that the agency establish a process to integrate information about out-of-service hydrants into the pre-planning system.](#)

The agency proactively and consistently works with the public works department to ensure that identified risks and target hazards meet 2018 IFC fire flow requirements and have an established and adopted plan for rural water supply using local and mutual aid water tender trucks. An example is the mixed-use target hazard Touchmark complex, which has subterranean parking, multi-family housing, commercial space, and senior housing, which required a very specific water supply plan to meet fire flow requirements.

The agency communicates regularly with the water system managers, and all fire department staff are notified via email of all distributions system interruptions, including outage location, impact area, and outage length.

The agency uses *Active 911* mapping to express hydrant location data and the public works department tracks all water distribution systems and hydrants using Esri mapping products, including information from inspections, flow tests, and hydraulic modeling that occurs every two years.

A highlight of the site visit was a review of the development of new pump stations and water tanks that provide redundant and looped water supply to most of the city, ensuring that even if the primary or intermediate pump stations become inoperable, that water for fire suppression is still available. This is a best practice and should be commended, especially in the context of high desert geography where water management is contentious and challenging.

### **Criterion 9B – Communication Systems**

The public and the agency have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies. The Prescott Regional Communications Center (PRCC) serves as the primary public safety answering point for the Prescott Fire Department, supporting four police and fire departments and one emergency medical services ambulance company. Accredited through the Arizona Law Enforcement Accreditation Program, PRCC provides law enforcement and emergency communications services with a well-equipped, modernized facility. Telecommunicators are trained according to the State of Arizona and PRCC standards, and the center has established time-based performance objectives for alarm handling.

PRCC also manages radio communications with a system that covers nearly 100 percent of the response area and ensures interoperability with surrounding jurisdictions and statewide. Backup systems are in place for areas with limited coverage, and a robust maintenance program ensures reliability.

The agency conducts an annual appraisal of the program that minimally measures its systems and performance. [It is recommended the agency refine its template for the communications program appraisal that will add return on investment and be more outcome focused.](#)

### **Criterion 9C – Administrative Support Services and Office Systems**

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency’s administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction and purchasing. The Prescott Fire Department’s administrative services division manages all administrative support functions and general office systems for the agency. It is led by a division-level supervisor who heads a team with four other specialists and reports directly to the fire chief.

The agency’s headquarters with its administrative services division are located in one building making coordination with the city clerk effective and efficient. The agency contracts with *Lexipol* to review and update all policies and procedures on an annual basis. Additionally, the administrative division has a process for ensuring forms, documents, and manuals are reviewed and kept up to date. Finally, the agency coordinates within the city to ensure its record retention, availability and disposal meet all State of Arizona requirements.

### **Criterion 9D – Information Technology**

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency’s information technology functions, such as hardware and software implementation and maintenance and data analysis. The information technology needs of the Prescott Fire Department are managed by the City of Prescott’s Information Technology (IT) Department which supports all city departments including the emergency dispatch center. The agency uses the annual appraisal process to evaluate the effectiveness of IT support goals, objectives and size of the agency. All agency software systems are currently supported, and the agency is in the process of transitioning some programs to a new records management system with the help of the IT department.

The organization has a well-defined technology plan in place, which is regularly reviewed and updated as needed. The IT department is dedicated to creating and refining frameworks for IT components to adapt to advancing technologies in a sustainable, secure, and achievable way. One area this is evident is in the adoption of their cybersecurity plan. Adoption of this plan involved a complete overhaul of the city’s network infrastructure, illustrating the level of dedication that exists for insuring operational resilience.

### **Category 10 — External Systems Relationships**

The agency’s operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness. The Prescott Fire Department maintains open lines of communication, fosters collaboration, and meets with response partners regularly. Examples of these partnerships include, but aren’t limited to, the Central Arizona Fire and Medical Authority (CAFMA), Yavapai County, AMR Life Line ambulance company and the state of Arizona Department of Forestry and Fire Management. The structure of the strategic plan outlines agreements that are related to specific programs.

The agency maintains current agreements with those external agencies which support the identified programs. All written agreements are reviewed at least annually through two separate processes. The primary process is a service partner analysis that specifically outlines the type of relationship and if

the relationship impacts the agency's ability to achieve key results and, conversely, if the partner is dependent on the agency to do the same. This process is managed by a specific administrative assistant. Additionally, agreements that are identified as being related to certain program appraisals are reviewed as a part of the annual appraisal process.

### **Category 11 — Health and Safety**

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The Prescott Fire Department has designated a health and safety chief who is assigned to work with the risk manager for health, safety, and risk management programs. The agency has policies and procedures to communicate specific workplace hazards through a Job Hazard Analysis, which is available to all employees upon hiring, and risk management philosophies are codified in operational guidelines to support incident decision-making.

The agency conducts annual workplace safety training as required by law and has formal exposure reporting procedures and processes. New equipment or changing processes are communicated through in-service training with specific information about workplace hazards.

The peer assessment team observed a near miss reporting system called the "Lessons Learned Form" that is available to all employees. The information from this form is informally evaluated by the health and safety chief and risk manager to identify trends and develop training interventions to reduce risk. There is no formal process for this analysis or policies outlining the use of the Lessons Learned Form. [It is recommended that the near miss reporting system be codified for consistency of use.](#)

The agency has a robust process for reporting injuries and performing causal analysis, including procedural flowcharts to guide investigations of injuries. There is no codified procedure for investigating non-injury incidents, only a report form. [It is recommended that the agency expand its investigation procedures and causal analysis to include all incidents.](#)

The agency has policies in place to comply with national standards for cleaning and inspecting personal protective equipment, as well as ventilating diesel exhaust. Exposure report forms are available to department members and are completed voluntarily and retained by the agency, resulting in low utilization. [It is recommended that the agency codify a process to track exposures.](#)

The agency has access to a qualified safety officer on many risk events, but safety officer response is not required, codified, or consistent. [It is recommended the agency review its safety officer response protocol to ensure consistent response to incidents.](#)

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The Prescott Fire Department provides comprehensive physicals annually for all members via a third party. This process is compliant with National Fire Protection Association 1582: *Standard on Comprehensive Occupational Medical Program for Fire Departments* and includes fitness evaluations. Evaluations are also conducted upon initial hiring and return to work and include cancer and cardiac screenings.

The agency provides adequate fitness facilities at stations or alternately provides gym memberships at nearby locations to members, who are required to engage in physical training each shift. Information

about fitness, nutrition, and mental health and wellness are available through the agency's employee assistance program, and peer fitness trainers are available to each shift.

The peer assessment team observed a formal program appraisal process that adequately measured performance and progress toward agency objectives.