

City of Prescott

City Council - Study Session



April 14, 2026 | 1:00 PM
201 N Montezuma Street
City Council Chambers, 1st 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 the Annual Departmental Overview of the Prescott Police & Fire Departments Including Goals & Objectives, Accomplishments, and Public Safety Infrastructure Tax Projects.
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 4/9/26 at 11:00 a.m. in accordance with the statement filed by the Prescott City Council with the City Clerk.

Sarah M. Thornhill

Sarah M. Thornhill, City Clerk



TO: MAYOR AND CITY COUNCIL
AGENDA: April 14 Study Session
DATE: April 14, 2026
DEPT: Fire Department
ITEM #: 3.A
SUBJECT: Presentation & Discussion Regarding the Annual Departmental Overview of the Prescott Police & Fire Departments Including Goals & Objectives, Accomplishments, and Public Safety Infrastructure Tax Projects.

ITEM SUMMARY

This item is for the Prescott Police and Fire Departments to provide their annual updates on their mission, budget, objectives, key trends, and accomplishments. Both departments will also discuss the current projects funded by the Public Safety Infrastructure Tax (PSTI). The Prescott Fire Department will present 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. These reports will provide detailed information about the activities and achievements of both departments over the past year. This discussion will include key initiatives that they plan to focus on in the upcoming year. Furthermore, the council will receive reports from various divisions within both public safety departments and be provided with an overview of the projects funded by the PSTI.

The PFD will also share its updated strategic plan, which will give the council a chance to review the department's organizational structure and be made aware of gaps in service levels. This will include a summary of the changes that resulted from stakeholder outreach conducted in February 2026, as well as a comprehensive update of the department's goals and objectives.

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. PFD 2025 Annual Report
2. PFD 2026 Strategic Plan Update Final v26.0
3. PFD Organizational Chart v2.0
4. Life Line 2025 Contract Review
5. Public Safety Annual Update Presentation

2025

Annual REPORT

PREPARED BY
PRESCOTT
FIRE DEPARTMENT




Major Accomplishments,
Key Performance Data,
Activities & Incidents

Strategic Plan Progress
Report & Budget
Overview

Recognizing Personnel
Accomplishments





2025

AN EYE ON A BOLD FUTURE
ROOTED IN OUR PAST

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CITY & DEPARTMENT LEADERSHIP

MAYOR & COUNCIL

Mayor Cathey Rusing
Mayor Pro Tem Lois Fruhwirth
Councilmember Mary Frederickson | Councilmember Ted Gambogi
Councilmember Jim Garing | Councilmember Patrick Grady
Councilmember Jay Ruby

CITY MANAGEMENT

City Manager Dallin Kimble
Deputy City Manager Michael Morris
City Attorney Joseph Young | City Clerk Sarah Thornhill

DEPARTMENT SENIOR LEADERSHIP

Fire Chief Holger Durre
Deputy Fire Chief Thomas Knapp
Operations Division Chief Bill Hickey
Essential Services Division Chief Scott Luedeman
Community Risk Management Division Chief Anthony Valdez
Administrative Supervisor Lori Burkeen
Administrative Coordinator Hannah Hickman



LETTER FROM THE CHIEF

It's my honor to present the Prescott Fire Department 2025 Annual Report to our community and elected officials. This document is more than a glossy brochure; it's a formal commitment to transparency and a tool for continuous improvement and results-based strategic planning. But it is primarily the story of our civilians and uniformed employees delivering caring services to our residents and visitors.



The PFD Strategic Plan guides this work and this year we accomplished a milestone of 70% of the original 2023 plan goals being completed. This represents tangible benefits to our community and department readiness. For instance, the strategic plan has reduced engine "move-ups" by 86% and saved \$125,000 annually in fuel and maintenance through predictive analytics. Additionally, by properly triaging low-acuity medicals, we have reduced the number of units sent to non-critical calls, thereby increasing the availability of our primary engines for life-threatening emergencies by 10%.

In addition, the impacts of Proposition 478 are continuing to transform public safety in Prescott. Thanks to your support, we've begun hiring additional firefighters and staffed an engine company part-time, crucial for meeting our target of 8-minute response times for emergencies. We've restored formal leadership roles in Operations and Community Risk Management, and the renewed direction of the Wildfire Risk Management Program is addressing our greatest natural threat.

Our work accelerates in 2026. We'll continue to plan and build the physical infrastructure made possible by Proposition 478, modernize our facilities, and prioritize advanced training for our skilled first responders. We'll also continue to enhance our wildfire mitigation and response capabilities, just to name a few.

Our directive is clear, and that is to ensure that our north star remains in the community we serve with well-trained compassionate employees. Thank you for your trust and support.

Holger Durre





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.

VALUES

Integrity | Humility | Professionalism | Compassion | Trust |
Collaboration | Leadership | Competence | Innovation |
Ownership | Fun

PRESCOTT FIRE CORE IDENTITY

**Community
First**

**Courage,
Grit, and Duty**

**Driven by
Excellence**



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

2025 KEY DEPARTMENT FACTS

FULL TIME PERSONNEL DEMOGRAPHICS

Uniformed Personnel	88	<i>80 FTE Assigned to Operations</i>
Civilian Personnel	5	<i>Administration and Community Risk Management</i>

HOURLY AND VOLUNTEER PERSONNEL DEMOGRAPHICS

Part-time Hourly	3	<i>CRM and Logistics Support</i>
Volunteers	12	<i>1570 total hours donated in 2025</i>
Youth Cadets	12	<i>464 total hours</i>

COMMUNITY AND DEPARTMENT DEMOGRAPHICS

Population Served	48,403	<i>Average Daily Population is 100,000</i>
Stations	5	<i>Closest Unit Dispatch adds 10 CAFMA Stations</i>
Square Miles	42	<i>Automatic Aid to CAFMA - 369 sq. miles</i>
Incidents in Jurisdiction	11,211	<i>Total Incidents assigned to PFD - 11,211</i>
Total Valuation Protected	\$16.45 billion	<i>Yavapai County Assessor - Dec 2023</i>
2024 Revised Budget	\$17.99 million	<i>FY 24 Capital Outlay - \$11.5 million</i>
PFD Operational Budget/Total Property Valuation in Prescott	0.11%	<i>PFD Efficiency Measure</i>
Avg. Cost/Resident	\$371.67	<i>Ratio Only - Sales Tax Generation is driven by more than just residents</i>

PRESCOTT FIRE DEPARTMENT 2025 BUDGET OVERVIEW

FUNDING SOURCES

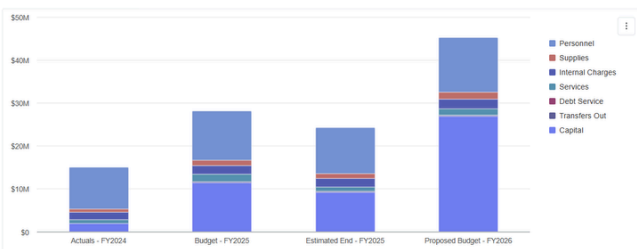
The fire department relies primarily on general fund revenue to support its operations. While this is a traditional manner of funding city departments, the voters approved Proposition 478 to allow the department to fill response gaps while not displacing existing general fund revenues.



	ACTUALS	FY2024-25 BUDGET	ESTIMATED END	PROPOSED BUDGET
	FY2024	FY2025	FY2025	FY2026
Program Revenue	\$983,780	\$1,986,598	\$1,133,352	\$2,685,110
Internal Revenue	-\$129,494	-	-\$36,418	-\$36,000
Total Program and Internal Revenue	\$1,113,274	\$1,986,598	\$1,169,770	\$2,721,110
Tax Base	\$13,886,397	\$25,951,395	\$22,860,838	\$42,208,937
Total Funding Sources	\$14,999,671	\$27,937,993	\$24,030,608	\$44,930,047

Data Updated May 03, 2025, 2:15 AM

EXPENDITURES BY CATEGORY



Data Updated May 03, 2025, 2:15 AM

During FY 26, the fire department began to spend some of the PSTI-funded initiatives. Much of what has been budgeted in the capital line items for the department is funded from this source. In addition, personnel were hired, which primarily included firefighters, to place Engine 76 in service during the day to reduce long response times and high call volume.

	ACTUALS	BUDGET	ESTIMATED END	PROPOSED BUDGET
	FY2024	FY2025	FY2025	FY2026
Department Expenditure Summary				
Operating				
Personnel	\$9,713,358	\$11,437,433	\$10,700,527	\$12,680,450
Supplies	\$718,577	\$1,253,972	\$1,083,732	\$1,642,309
Internal Charges	\$1,730,253	\$2,021,342	\$2,008,080	\$2,161,742
Services	\$872,099	\$1,785,570	\$1,092,586	\$1,502,996
Debt Service	-	-	\$0	\$0
OPERATING TOTAL	\$13,034,289	\$16,498,317	\$14,884,925	\$17,987,497
Capital	\$1,965,383	\$11,439,676	\$9,145,683	\$26,942,550
DEPARTMENT EXPENDITURE SUMMARY TOTAL	\$14,999,671	\$27,937,993	\$24,030,608	\$44,930,047

Data Updated May 03, 2025, 2:15 AM

PROGRAM-BASED BUDGET STRUCTURE

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 2025 to align with the growth of the department. The Prescott Regional Communications Center represents a 17th program that is funded by the Prescott Police Department.

1.0 - Office of the Chief | Fire Chief Holger Durre

- 1.1 Administrative Services (Criterion 9C) - Program Manager: Burkeen
- 1.2 Leadership and Management (Categories 1, 7, 10) - Program Manager: Durre
- 1.3 Research and Technology (Criterion 9D) - Program Manager: Knapp
- 1.4 Budget & Capital Investments (Category 4, Criterion 6A) - Prog. Manager: Knapp
- 1.5 Org. Perf. Mgmt. (Category 2 &3) - Program Manager: Durre/Hickman
- 1.6 Workforce Development (Criterion 7B) - Program Manager: Knapp

2.0 - Emergency Operations Division | Division Chief Bill Hickey

- 2.1 Fire Suppression (Criterion 5E) - Program Manager: Hickey
 - 2.1.1 Wildland Group (Criterion 5K):Seets/Cooley
- 2.2 Special Operations - Program Manager: Hickey
 - 2.2.1 ARFF Group (Criterion 51) - Coordinator: Bauman
 - 2.2.2 Hazmat Group (Criterion 5H) - Coordinator: Johnstone
 - 2.2.3 TRT Group (Criterion 5G) - Coordinator: Beyea
- 2.3 Emergency Medical Services - Program Manager: Haskell
 - 2.3.1 EMS Group (Criterion 5F) - Coordinator: Frias
- 2.4 Health and Safety (Category 11) - Program Manager: Moffitt
- 2.C Prescott Regional Comms Center (Criterion 9B) - Prog. Manager: Delung/Martin

3.0 - Community Risk Management Division | Division Chief - Fire Marshal Anthony Valdez

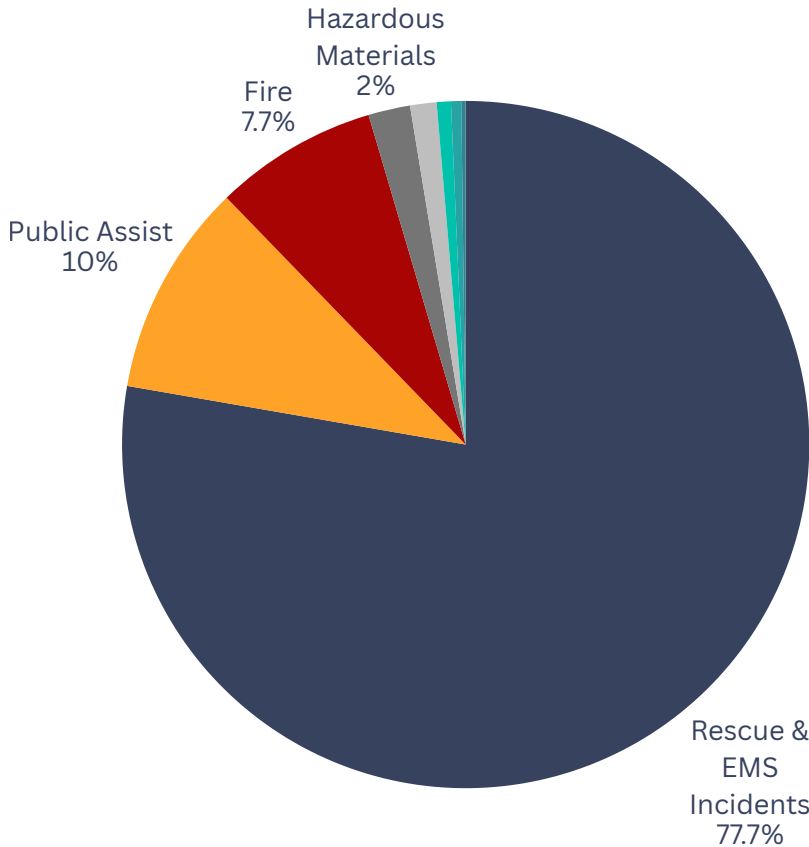
- 3.1 Risk Reduction and Planning Services (Criterion 5A & 5B)-Program Manager: Valdez
- 3.2 Emergency Management (Criterion 5D) - Program Manager: Valdez
- 3.3 Fire Investigations (Criterion 5C) - Program Manager: Valdez
- 3.4 Wildfire Risk Management (Criterion 5B and 5K) - Program Manager: Jackson

4.0 - Essential Services Division | Division Chief Scott Luedeman

- 4.1 Training (Category 8) - Program Manager: Luedeman
- 4.2 Maintenance and Logistics (Criterion 6B through 6F) - Program Manager: Luedeman
 - 4.2.1 Logistics (Criterion 6B, 6E, and 6F) - Luedeman (6B and 6F)/Seets (6E)
 - 4.2.2 Facilities (Criterion 6B) - Luedeman
 - 4.2.3 Fleet (6C and 6D) - Luedeman

2025 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 2025 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	% of Total
Rescue & EMS Incidents	77.73%
Public Assist	10.02%
Fire	7.68%
Hazardous Materials	1.97%
Information and Investigation	1.24%
Wildland Fire	0.67%
ARFF	0.48%
Technical Rescue	0.21%
Total	100%

2021-2025 Response Time Overview

Joint PFD/CAFMA Standards of Cover Areas

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

	Goal	2021	2022	2023	2024	2025
1st Arriving	00:08:00	00:11:55	00:12:14	00:12:22	00:13:01	00:13:40
# of Incidents		9,160	9,321	9,298	8,870	8,424

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

	Goal	2021	2022	2023	2024	2025
1st Arriving	00:08:00	00:14:10	00:12:06	00:12:39	00:12:23	00:12:01
# of Incidents		71	48	60	69	41

2025 NOTABLE INCIDENTS

January 18th, 2025: (Aircraft Incident): Fire crews responded to an aircraft crash that landed short of Runway 3R. All occupants were uninjured and no fuel leak or fire was present. The scene was secured and turned over to airport operations and police.

January 20th, 2025: HazMat Leak YRMC in boiler room. Seven T1 engines, Fire Chief, Operations Chief, CRM staff, Regional HazMat team, 2 Battalion Chiefs, and PPD all responded to a chemical leak at YRMC West. The incident also required City of Prescott leadership and Office of Emergency Management. The incident was brought to safe resolution in 5 hours.

March 7th, 2025: Fire crews responded to a working residential structure fire. Firefighters established a water supply, conducted an interior fire attack, and completed a primary search, confirming all occupants were out of the structure. The fire was quickly controlled and one pet cat was rescued from the home and treated with oxygen before crews completed salvage and overhaul operations.

May 27th, 2025: Fire crews assisted neighboring agencies and the U.S. Forest Service with a wildland fire on Schoolhouse Gulch Road, providing mutual aid support during suppression operations.

June 22nd, 2025: Fire crews responded to a residential structure fire with smoke and flames visible from the garage area. Firefighters quickly knocked down the fire and confirmed both residents were safe outside the home. Crews checked for fire extension, cooled remaining hot spots, and remained on scene during the fire investigation.

August 13, 2025: Fire crews responded to a fatality accident on Williamson Valley Road at approximately 0700. One male patient pronounced at the scene.

August 15, 2025: Fire crews responded to a multi-vehicle accident on State Route 89 north of the airport. Two vehicles were involved at a high rate of speed. Two patients flown to level one trauma centers. Three T1 engines, 2 Battalion Chiefs, 2 Division Chiefs, 2 air ambulance and one ground ambulance on scene.

August 18th, 2025: Fire crews responded to a working structure fire in the Timber Ridge neighborhood. Crews secured a water supply, conducted an interior fire attack, and completed primary and secondary searches confirming all occupants were out of the home. The fire was brought under control and crews completed ventilation, salvage, and overhaul operations.

October 18th, 2025: Fire crews responded to the Granite Dells for a report of a patient crushed by a large boulder. Crews hiked into the remote area, assessed the patient, and determined the displaced boulder was stable and no longer a threat. The patient was packaged in a Stokes basket and carried out to awaiting medical transport before being airlifted to a higher level of care.

December 16th, 2025: Fire department technical rescue personnel responded to a backcountry rescue after a male patient reportedly fell from a cliff. Crews deployed a reconnaissance team to assess the patient and begin treatment while additional personnel established a rope system to safely remove the patient from steep terrain. The patient was then transported in a Stokes basket with a wheeled litter to awaiting medical care.

December 29th, 2025: Fire crews responded to a reported structure fire where heavy smoke was observed coming from the roof upon arrival. Crews established a water supply, deployed hoselines, and conducted an interior attack after ensuring a Rapid Intervention Crew was in place. The fire was in the chimney chase and quickly extinguished while crews checked for extension and completed salvage operations. No injuries were reported, and the scene was turned over to fire prevention personnel for follow-up.



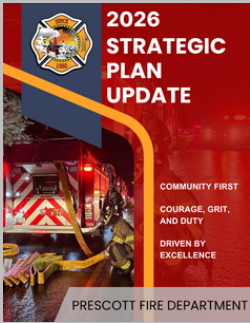
HIGHLIGHTS OF STRATEGIC PLAN PROGRESS



"Public service must be more than a job efficiency; it must be a calling to do something for the people." — Margaret Chase Smith

Since the 2023 adoption of the current strategic plan, several notable achievements have been accomplished. This includes:

- Focusing on **improving cardiac arrest survival** to improve overall patient outcomes.
- A **10% reduction in call volume** for engine companies due to a rebalancing of dispatched units by using priority medical dispatching and our Standards of Cover.
- **Reducing forced overtime by 46%** over the last two years.
- Development of a **comprehensive health and safety plan** and prioritizing clean air and reducing exposure to carcinogens in fire stations.
- **Establishment of a wildfire risk management program** to renew our commitment to addressing the primary risk faced by the community.
- **Measuring performance** and establishing clear targets for outcome measures.



STRATEGIC PLAN

ANNUAL PROGRESS REPORT

Fire Department Strategic Plan Progress Dashboard (22 Total Initiatives)

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for 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
0%	0%	5%	60%	35%

In March 2023, the council approved a new strategic plan that focused on driving results and measuring progress. Since then, the Prescott Fire Department has diligently worked to implement innovative tracking mechanisms, modifying administrative practices and establishing new systems to support this approach. While managing change can be challenging, we are fully committed to this endeavor and proud of our members' dedication to overcoming these challenges. This plan is a living document, updated annually and presented to the City Council for feedback and collaboration.

Progress and Achievements

The plan is reviewed each year, and approximately 70% of the original goals have been achieved, which includes 35% of the strategic planning goals for 2025. When combined with the original goals, this means that 95% of our overall objectives since 2023 have been completed, monitored, or are on track to be accomplished within projected timelines. This year, we made remarkable strides on capital investments related to Proposition 478, completing land acquisition, reaching nearly 30% design, and preparing a Request for Qualifications (RFQ) for construction. Additionally, personnel have been hired to initiate the phased implementation of the additional engine company proposed as part of the PSTI.

Highlights of Strategic Plan Accomplishments for 2025

- **Cardiac Arrest Survival - Goal 1B:** A baseline system for reporting cardiac arrest survival has been established using various databases, including YRMC patient care data. The baseline survival rate for 2025 was slightly above the national average.
- **Reducing Low-Acuity Impacts - Goal 1D:** We enhanced emergency response efficiency by implementing a tiered dispatch system that utilizes historical outcome data to optimize resource allocation. This approach reduced unnecessary ambulance deployments by prioritizing transport units for high-acuity incidents, thereby preserving system capacity.
- **Infrastructure Improvements - Goals 2B and 2C:** Significant progress was made this year with the necessary land acquisition, design contracts, and achieving 15% design on the new stations. The RFP for construction services is currently under review, and as of March 2026, the projects are nearing 30% design.
- **Health and Safety Action Plan - Goal 3A:** After assessing air quality in our facilities and reviewing facility condition data, we implemented a comprehensive health and safety action plan. This resulted in the installation of direct source exhaust capture, designated storage for bunker gear, and reduced exposure risks for personnel on scenes and within the stations.
- **Joint Risk Assessment and Standards of Cover - Goal 4D:** As part of our renewed focus on comprehensive risk evaluation and our aim to accurately represent the response performance of our joint response system with CAFMA, we developed the first in the nation CRA/SOC, created collaboratively by two separate governmental entities. This vital initiative is now being utilized to drive improvements in response times and is integrated into our Live MUM engine positioning systems.

PUSH-IN CEREMONY

This time-honored tradition dates back to the 1800s when firefighters would “push” their new equipment into the station by hand. We’re proud to carry this tradition forward as we honor our history and celebrate these important additions to our fleet.



Brush 72



Engine 72



Water from an existing engine is transferred into the new apparatus, symbolizing continuity of service and readiness.



Truck 72



Firefighters, dignitaries, and community members join together to push the apparatus into the bay, signifying the beginning of its service to Prescott.



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

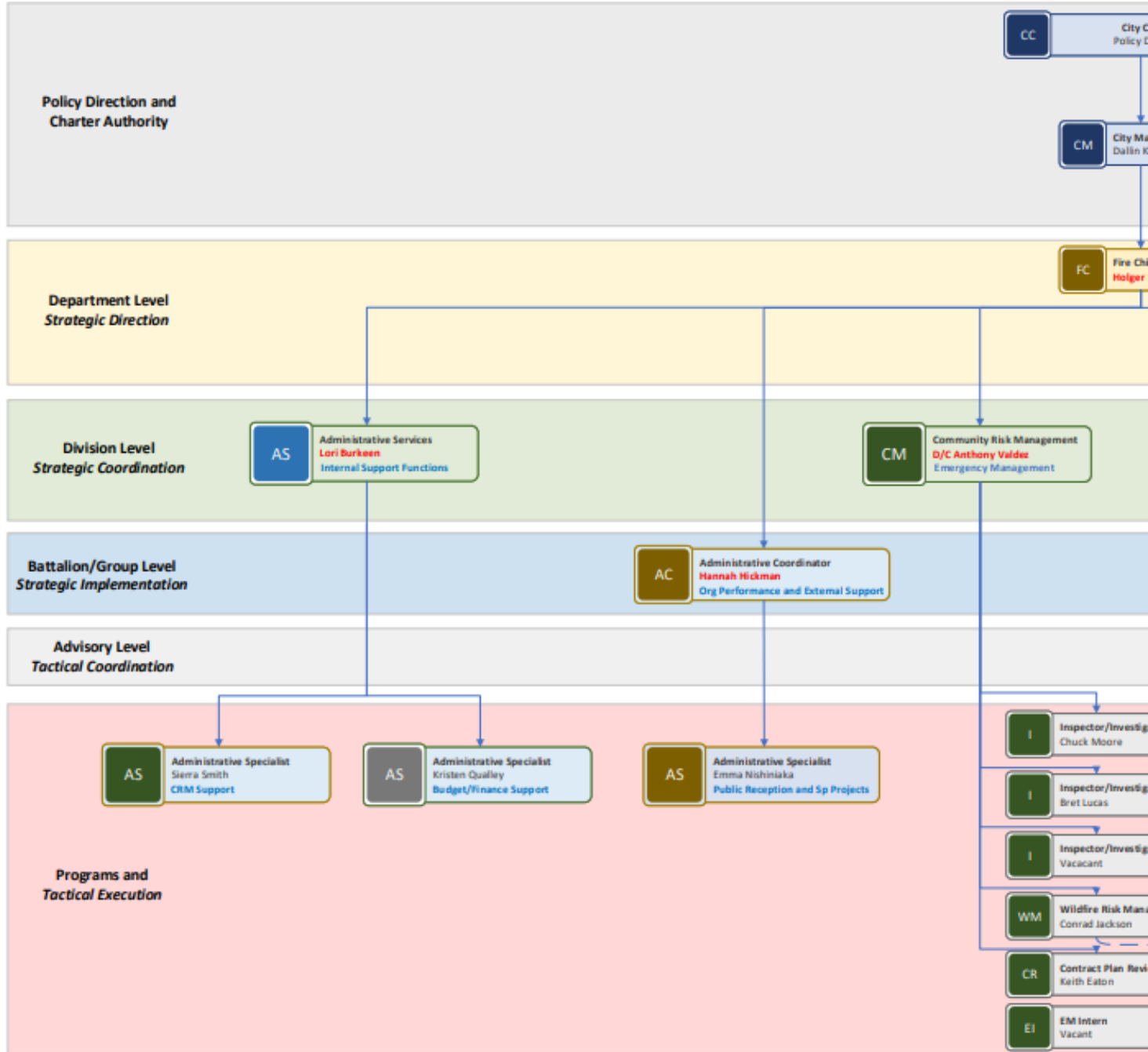
Our volunteers, civilians, and public safety professionals share a common identity. This mindset has been repeatedly affirmed and forged by challenge and adversity. You will see it reflected in all our interactions with our stakeholders. For the people of this organization, “Community First - Courage, 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



Prescott Fire Department

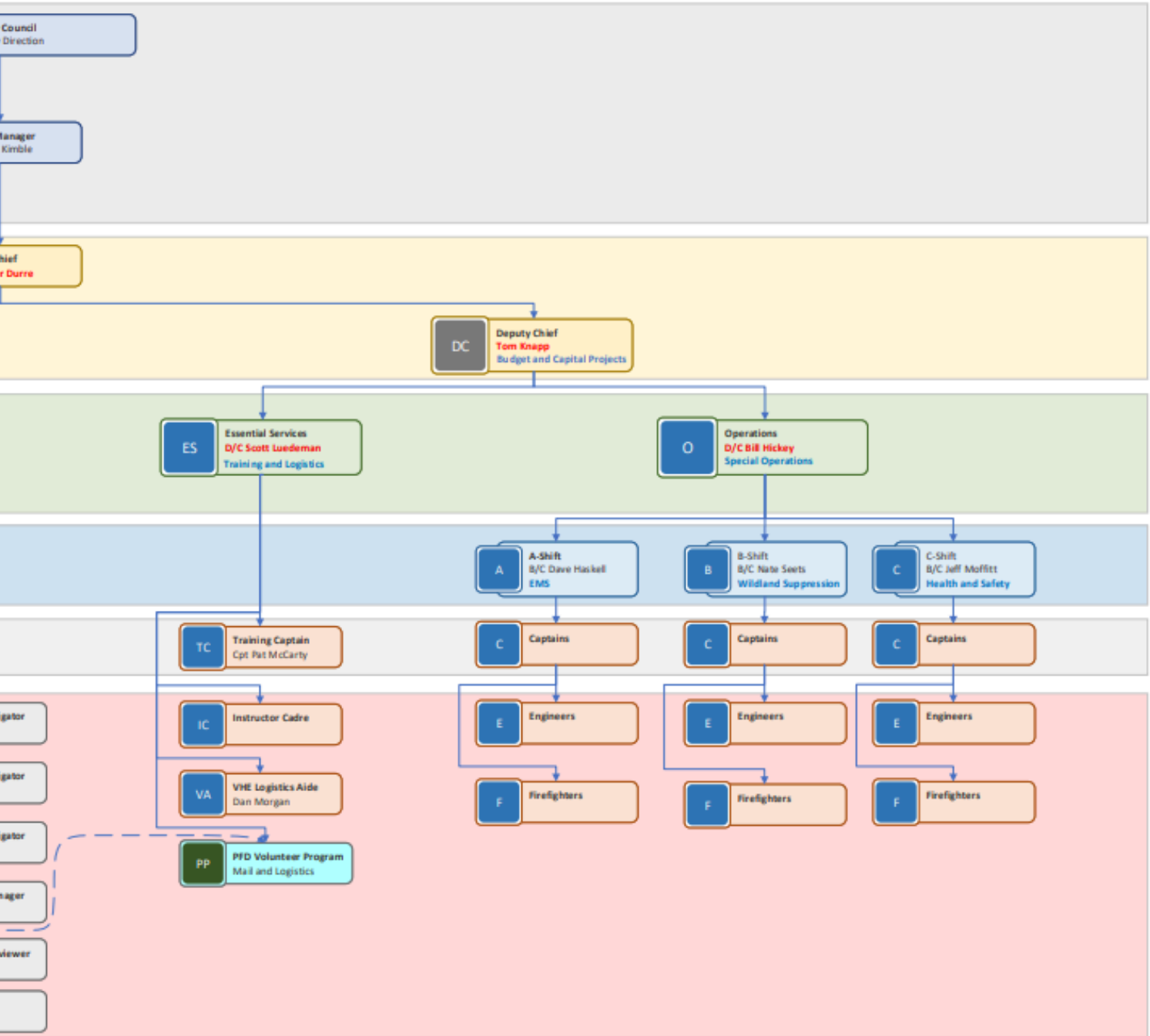
Primary Group Role



Names in Red denote Senior Leadership Team Members



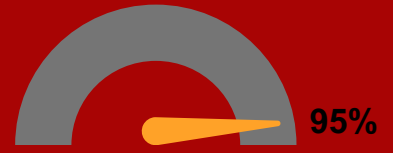
Organizational Chart



Revised 02/04/2026 v 2.0

OFFICE OF THE CHIEF

2025 STRATEGIC PLAN
OBJECTIVES COMPLETED
OR ON TRACK



OUTCOMES AND IMPACTS

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

Fire Department Operational Funding:	\$17,987,497
Cash Value of Property within the City of Prescott:	\$16,453,904,478

Ratio PFD Funding/Property Value:	0.11%
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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	3	Grants, Contracts, Finance, Payroll, and CRM Support

Staffing for the Office of the Chief consists of two chief officers and five full-time administrative personnel assigned to all major divisions throughout the department.

2025 ACTIVITY HIGHLIGHTS

- The department was granted **accredited status** for a second time showcasing our commitment to continuous improvement.
- Initiated the **design process** for two new fire stations.
- Implemented the **first in the nation Joint Risk Assessment and Standards of Cover** with CAFMA.
- Placed **several technology upgrades** in service that include modern station alerting to reduce total response time.

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 15 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.



OFFICE OF THE CHIEF

2025 MAJOR ACCOMPLISHMENTS

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

- Secured multiple grants, including the SHSGP HazMat meter, 100 Club safety grant.
- Implemented a new fire station alerting system (Honeywell G2) that is expected to reduce total response times.
- Initiated funded fire station projects through land procurement and beginning architectural design.
- Promoted a new Operations Chief and Battalion Chief to fill attrition-related vacancies.
- Implemented a data dictionary to document the details in which data across the department is captured and analyzed to ensure data consistency year-over-year.
- Implemented ImageTrend Live (Reporting) and transitioned to the new National Emergency Response Information System (NERIS) reporting modules for fire investigations, inspections, and quality improvement.
- Developed dashboards for mapping, turnout time analysis, and call volume.
- Migrated the department's personnel scheduling software TeleStaff to the Cloud for improved scheduling accuracy.
- Achieved international re-accreditation through the Commission on Fire Accreditation International using a first in the nation joint response governance document with Central Arizona Fire and Medical Authority (CAFMA).
- Incorporated the department's "8 Rules of Engagement" which outlines basic department-level expectations into annual career conversations. These directly support the culture.
- Presented the department's technology implementation of the engine pre-positioning system at a fire industry conference to over 650 attendees.
- Modernized administrative processes by transitioning to electronic P-Card receipts, electronic hold harmless forms, and electronic career conversation credentials.



EMERGENCY OPERATIONS DIVISION

OUTCOMES AND IMPACTS

The Operations Division has experienced a **26.98% increase** in personnel since FY 2024. This growth is a result of strategic hiring aimed at mitigating the effects of forced hiring, which has **decreased by 46%** during this period. These efforts have enhanced backfill capabilities and ensured minimum staffing for our engines. Consequently, in 2025, we have seen a 10% reduction in firefighters logging over 400 overtime hours annually, marking a significant advancement towards a healthier and more sustainable workforce. Additionally, we have started to create positions funded by Proposition 478 to staff an extra engine company during daytime hours.

OPERATIONS DIVISION STAFFING OVERVIEW

Position	FY 2024	FY 2025	FY 2026	FY25/26 Percent Change
Division Chief	1	1	1	0%
Battalion Chief	3	3	3	0%
Captain	16	17	18	5.88%
Engineer	19	20	21	5.00%
Firefighter	24	27	37	37.04%
Total	63	68	80	17.65%

Tiered Dispatching

In 2025 "Tiered Dispatching" was implemented to optimize how we use our resources. By evaluating the outcomes of lower-acuity incidents, PFD now balances the number of units dispatched with the actual demonstrated risk. This ensures that specialized resources remain available for high-priority emergencies rather than being over-committed to low-risk calls. The initiative has already improved operational efficiency, yielding a 10% reduction in the impact of low-acuity calls on engine companies since October 2025. Furthermore, there has been a reduction in over-dispatching to lower-priority medical incidents by 15%. This evidence-based dispatching enhances system resilience while maintaining high service standards across the community.

2025 SAMPLE PERFORMANCE METRICS

Metric	CY 2023	CY 2024	CY 2025	Percent Change
% Firefighters working no more than 400 hours overtime annually	81.7%	73%	80.7%	-10.7%
Firefighters work-related injury rate	7.9%	7.4%	10%	-6.33%
# of Hazmat Responses Provided	192	235	141	22.4%
% of responses provide within turnout time benchmarks	70% (n=5,378)	78% (n=5,332)	81% (n=4,135)	11.43%
# of Aircraft Rescue firefighting calls for service provided (Commercial and General)	30	49	33	63.3%



EMERGENCY OPERATIONS DIVISION

2025 MAJOR ACCOMPLISHMENTS

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

- Implemented Emergency Medical Dispatching (EMD) to provide immediate, step-by-step medical instructions to callers in partnership with PRCC.
- Implemented redesigned tiered response plans regionwide to optimize unit dispatching based on incident acuity. Conducted training on career conversations for all captains (front-line supervisors captain).
- Adopted Decontamination Policy and on-scene decontamination to reduce firefighter cancer risk.
- Completed 100% employee NFPA 1582 medicals.
- Offered department-wide esophageal cancer screenings.
- Implemented a Comprehensive Health & Safety Plan and conducted third-party air quality testing.
- Established an integrated system of measuring cardiac arrest survival rates with YRMC and AMR. Implemented a nationally compliant medical chart review system for continuous quality improvement (staffing software).
- Established new captains meeting approach and reshaped organizational communication to be more consistent and focus on the first-line supervisors' role and support in this critical process.
- Delivered CPR programs and conducted cross-training with community partners.
- The department is proud to congratulate 6 graduating paramedics, who bring their knowledge, clinical skill, and resilience required to deliver life-saving care in a high-pressure environments while serving our community with professionalism and compassion.

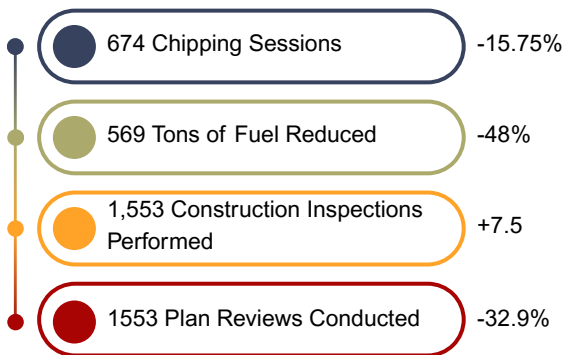


COMMUNITY RISK MANAGEMENT DIVISION

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.

2025 ACTIVITY MEASURES



STAFFING ASSIGNMENTS

Position	FY 2024	FY 2025	FY 2026
Division Chief/Fire Marshal	0	1	1
Plan Reviewer/Inspector/Investigators	2	2	3
Wildfire Risk Manager	1	1	1
Emergency Management Intern (VHE)	1	1	1
Total	4	5	6

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 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.

COMMUNITY RISK MANAGEMENT DIVISION

2025 MAJOR ACCOMPLISHMENTS

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

- Adopted the 2024 Fire Code to increase regional consistency and reduce local amendments.
- Aligned fire code development and enforcement with state statute.
- Conducted significant preparatory work including stakeholder engagement and technical research to prepare for the 2024 International Wildland Urban Interface (WUI) Code Adoption.
- Implemented a new citywide Emergency Notification System (RAVE ENS) in partnership with PRCC.
- Supported a rapid refueling process at Prescott Love Field for critical airport and Department of Defense operations.
- Successfully adopted an updated fire fee schedule.
- Hired an Emergency Management Intern to create a COOP, Debris Management Plan, and update the City's Emergency Operations Plan.
- Secured approval and began the hiring process for a new Plans Reviewer/Inspector funded by Proposition 478.
- Strengthened partnerships with YCOEM, PVOEM, CAFMA, and YCCA.



ESSENTIAL SERVICES DIVISION

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.

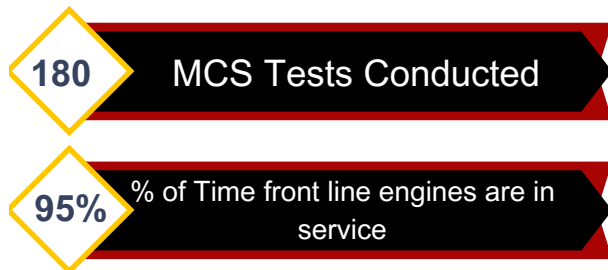
Promotional and Hiring Processes Conducted: 3	Total Training Hours by PFD Employees 43,611
After-Action Reviews Conducted: 8	

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.

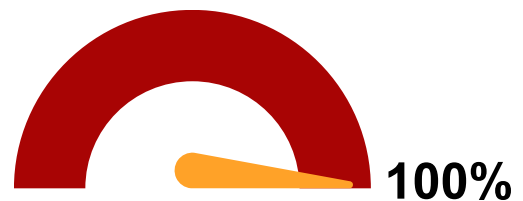
STAFFING ASSIGNMENTS

Division Chief	1
Training Captain	1
VHE Logistics Aid	1

2025 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 2025, we conducted our third 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. The department continues to assess and adapt its recruitment practices to meet the evolving needs of today's workforce and our growing department.



ESSENTIAL SERVICES DIVISION

2025 MAJOR ACCOMPLISHMENTS

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

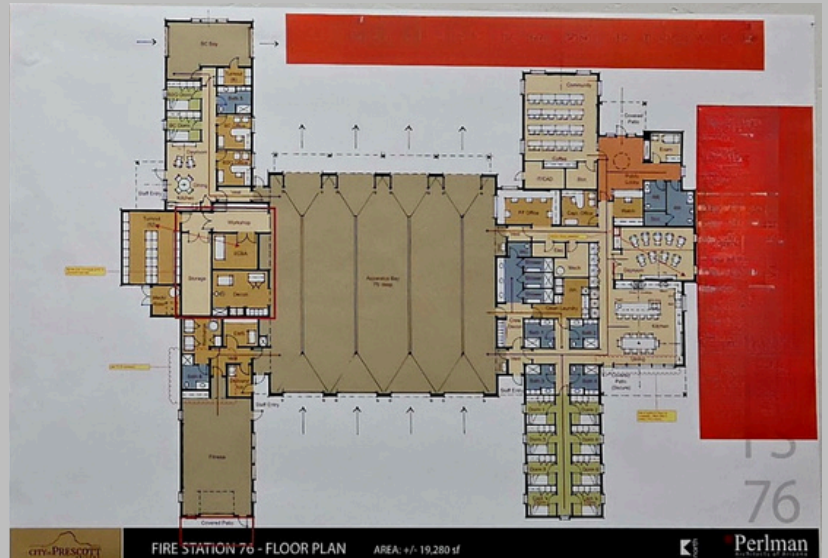
- Placed new apparatus into service: one Type 1 Engine, one 105' Ladder Company, two Brush Trucks, four staff vehicles, and one boat.
- Ordered additional engines, a truck company, and a support vehicle.
- Placed a new air compressor into service at FS71 for SCBA bottle refills. Completed a remodel to the Battalion Chief office and built two new workstations at FS71.
- Completed the design and procurement phase for the new Training Tower.
- Installed direct exhaust capture systems in all stations and the training center.
- Installed air curtains at Stations 73 and 74 to reduce particulate contamination in living spaces.
- Implemented Connex box turnout storage and removed exercise equipment from bays to prevent exposures.
- Conducted two recruit academies for 15 recruits and made successful adjustments to the recruitment and testing process that more than tripled initial applicant counts. Developed and implemented the 2025 Training Plan.
- Completed Training Captain selection and finalized Acting Books.
- Managed acting training and certification for 11 Acting Engineers and 7 Acting Captains.
- Implemented the department's first organizational succession planning documents for resource planning and development.



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: 2025 Progress Update

In 2024, our community made a definitive commitment to the future of our city's safety by supporting the Public Safety Tax Initiative. As we conclude 2025, the PFD is proud to share that your investment is already producing tangible results. We are not just planning for the future; we are actively building a faster, safer, and more resilient department to serve you.

Strengthening Our Ranks

The foundation of any fire department is its people. To prepare for the upcoming expansion of our services, we have successfully added 10 new sworn positions to our roster:

- 2 Captains
- 2 Engineers
- 6 Firefighters

While these personnel are ultimately destined for the new Station 76, they are already making a difference today. We have utilized this team to staff an additional daytime engine company. By targeting the highest call-volume hours of the day, we have successfully begun to reduce response times, ensuring that help arrives faster when every second counts.

The Road to Station 76

We are thrilled to report significant milestones in the development of Station 76. This facility will be a cornerstone of protection for our growing community. Our progress this year includes:

- **Land Acquisition:** Completed. We have secured the optimal site for maximum coverage.
- **Construction Contract:** Formally posted and awarded to our build partners.
- **Design Phase:** We have reached the 30% design milestone, ensuring the facility meets modern operational needs and environmental standards.
- **Apparatus:** A new, state-of-the-art fire engine has been purchased and is currently on order, timed to arrive for the station's grand opening.

Prioritizing Firefighter Health & Safety

The Public Safety Tax Initiative isn't just about external growth; it's about protecting those who protect you. Long-term health and cancer prevention remain top priorities for the PFD. This year, we completed two major health initiatives across all existing stations:

1. **Direct Exhaust Capture Systems:** We have installed advanced filtration systems in every apparatus bay. These systems capture diesel exhaust at the source, preventing toxic fumes from lingering in the living and working quarters of our firefighters.
2. **Dedicated Bunker Gear Storage:** To prevent cross-contamination, we have constructed separate storage areas for all bunker gear. By moving gear out of the apparatus bays and into climate-controlled, ventilated spaces, we ensure that carcinogens trapped on gear do not off-gas into the areas where our crews eat and sleep.

Our Promise: Your support has allowed us to accelerate these vital projects. We remain committed to transparency, fiscal responsibility, and—above all—the safety of this community.



APN: 106-01-0037
OWNER: CITY OF PRESCOTT
PARCEL: 2017-0042891 YCR
INV: 50112T (367)



FEATURED PROGRAM

JOINT CRA/SOC

In 2024, the Prescott Fire Department sought re-accreditation from the CFAI by implementing an innovative Community Risk Assessment and Standards of Cover (CRA/SOC). This document analyzes community risks and establishes emergency response goals, developed in partnership with the Central Arizona Fire and Medical Authority (CAFMA) using a closest unit dispatch system.

Key benefits include:

- Coordinated and efficient emergency response
- Tiered dispatching for optimal resource use
- Improved response times for community assistance

Both agencies agreed on response time targets and coordinated policies for high-quality services, leading to successful independent peer reviews and accredited status. This approach has been praised by the commission and has inspired interest from other departments seeking similar accreditation strategies.

Our Approach to Continuous Improvement

The Prescott Fire Department emphasizes continuous improvement over sole accreditation. This cultural shift empowers members to challenge the status quo, fostering a dynamic environment focused on daily excellence rather than checklist compliance. By examining all operations, from emergency response to procurement, incremental improvements enhance outcomes and service quality, ensuring effective practices and high protection standards for the community.



E4

Turnout time
18 sec

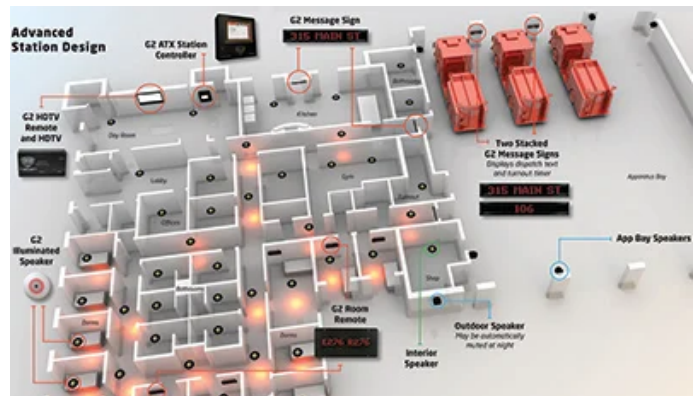
FEATURED PROGRAM

STATION ALERTING

The G2 system is a sophisticated alert network with key features:

- **Automated VoiceAlert:** High-quality text-to-speech delivers dispatch details clearly.
- **Simultaneous Alerting:** Notifies all units across multiple stations in under one second.
- **Multi-Sensory Awareness:** Equipped with LED message boards and TV monitors displaying critical call data instantly.
- **"Heart-Friendly" Ramping:** Uses gradually increasing lights and tones to minimize cardiac stress for crews.

In 2025, the PFD achieved a major technological milestone by completing the department-wide installation of the Phoenix G2 Fire Station Alerting System. This IP-based solution has fundamentally changed how we receive and process emergency calls, moving us away from legacy manual processes toward a fully automated, high-speed dispatch environment.



The G2 system significantly enhances our dispatch center by automating call announcements, reducing manual tasks for dispatchers and eliminating "call stacking." This improvement increases situational awareness, allowing dispatchers to monitor multiple incidents via a centralized dashboard, resulting in shorter call-processing times for the community.

Currently, all PFD stations are equipped with the G2 system as we enter the optimization phase, focusing on:

- Monitoring effectiveness by tracking reductions in turnout and response times.
- Final tuning of volume, speaker zones, and visual displays for peak performance.
- The G2 system enables dispatchers to prioritize callers, ensuring accurate and timely alert delivery.

2024 AWARDS AND RECOGNITIONS

The 2024 Awards and Recognitions, presented in 2025, recognize and honor exceptional service and accomplishments demonstrated throughout the 2024 calendar year.

FIREFIGHTER OF THE YEAR

Jordan Pluimer

Captain Pluimer has demonstrated exceptional dedication to several key initiatives over the past year, including his leadership in the RMS transition. His consistent effort to go above and beyond expectations and his conduct as a role model within the department make him deserving of this recognition.



PARAMEDIC OF THE YEAR

Robert Frias

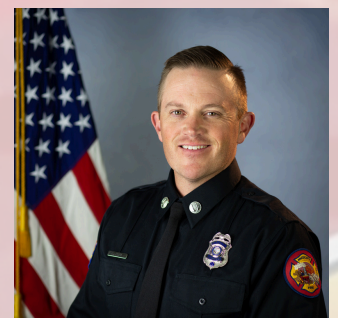
Engineer Frias has been instrumental in strengthening our EMS program and has already accomplished a lot in his first few months as EMS Group Coordinator. His commitment to mentoring other paramedics and advancing the capabilities of our EMS teams shows his dedication to excellence.



ELKS FIREFIGHTER OF THE YEAR

Jeff Archer

Captain Archer has been instrumental in strengthening our wildfire response program and has accomplished a great deal throughout his tenure as Wildland Group Coordinator. His commitment to building effective systems, mentoring personnel, and advancing our department's wildland capabilities demonstrates his dedication to excellence.



PFD YEARS OF SERVICE AWARDS

Phil Baziuk - 15 Years of Service
Travis McElwee - 15 Years of Service
Jason Beyea - 10 Years of Service
Jason Heartisan - 10 Years of Service
Cody Kennedy - 10 Years of Service
Josh Krueger - 5 Years of Service
Micah Joannes - 5 Years of Service
Nick Bomar - 5 Years of Service

2025 PERSONNEL CHANGES

NEW HIRES

Emma Nishinaka – Administrative Specialist
Natayla Barthle - Emergency Management Intern
Danny Anderson – Firefighter
Wyatt Bray – Firefighter
Ryan Crouse – Firefighter
Clint Dunning – Firefighter
Jamison Naf - Firefighter
Ethan Shelabarger – Firefighter
Shane Arrollado – Firefighter
Emma Huyter – Firefighter
Hendrix Johnson – Firefighter
Matt Lessard – Firefighter
Hunter Melfi – Firefighter
Zak Stump - Firefighter
Kai Tharp - Firefighter
Logan Wilson - Firefighter
Devon Zwiener - Firefighter



PROMOTIONS AND REASSIGNMENTS

Bill Hickey - Division Chief
Nate Seets - Battalion Chief
Tom Cooley - Captain
Jason Heartisan - Captain
Nate Malm - Captain
Phil Baziuk - Engineer
Kaden Dougan - Engineer

RETIREMENTS AND CAREER TRANSITIONS

Ralph Lucas - 30 Years
Aaron Laipple - 21 Years
Brogan Burch - 1 Year
Tina Heaton - 1 Year

PRESCOTT FIRE IN THE COMMUNITY

- In April, the Firefighter Angel Foundation Pancake Breakfast fundraiser raised money for school age children to continue providing essential items to the children and their siblings.
- Prescott Fire was once again a proud supporter of Carry the Load - A powerful event honoring our nations heroes: Military, Veterans, First Responders and their Families.
- Prescott Fire hosted the Citizen's Academy that the City of Prescott offers residents showing them a behind the scenes look at how local government works from public safety to city planning.
- Our Community Risk Management division took part in the annual Wildfire Expo and Earth Day Celebration event downtown answering questions and connecting with Prescott residents sharing important fire safety.
- Prescott's historic Hose Cart Races & Bucket Brigades 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 \$44,523 in support to the community and local first responders in 2025, demonstrating the unwavering commitment of our members to giving back beyond the call of duty.
- The department also remained actively engaged in Camp Courage the Arizona Burn Camp put on by the Arizona Burn Foundation, providing support, mentorship, and encouragement to young burn survivors, helping them build resilience and confidence for the future.
- Prescott Little League's Challenger Team came ready to rumble and whooped our Prescott Fire Baseball Team!
- Participating in the Taylor Hicks Celebrity Reader program always brings smile to the students and the readers alike.
- Prescott AirFest 2025 was a fun family friendly event inviting the community to celebrate aviation with airplanes on display and Prescott Fire Department's "Touch-the-Truck".
- As always, the year concluded with one of the most meaningful traditions with 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 CRITICAL ISSUES AHEAD

Strengthening Organizational Capacity

As our responsibilities expand, we are placing a strong emphasis on efficiency, preparing our workforce to meet growing demands, and steadfastly committing to supporting our employees. This commitment includes ensuring they have the necessary resources and support to excel in their roles, thereby contributing to the organization's overall success.

Employee Development and Training

With the addition of new positions, it is crucial to provide thorough training to ensure all employees are well-prepared to meet the demands of their roles. At the same time, we are actively grooming our current staff for leadership opportunities, equipping them with the skills and knowledge needed to assume greater responsibilities and drive the organization forward.

Strategic Communications

We are focusing on effective outreach and information sharing as key components of our strategy to engage both our staff and the broader public. By enhancing our communication efforts, we aim to foster a more connected and informed community, ensuring that everyone is aligned with our goals and initiatives.

Wildfire Risk Adaptation

Given Prescott's location in a high wildfire risk area, it is essential to invest in risk mitigation, response strategies, and recovery efforts. Our focus on these areas underscores our commitment to safeguarding the community. By implementing comprehensive plans and allocating resources effectively, we strive to minimize the impact of wildfires and ensure a swift recovery, thereby upholding our responsibilities to the community.



Prescott Fire Department

ISO Class 2 - Internationally Accredited

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

www.prescottfire.org



Dedication

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



2026 STRATEGIC PLAN UPDATE



COMMUNITY FIRST

**COURAGE, GRIT,
AND DUTY**

**DRIVEN BY
EXCELLENCE**

PRESCOTT FIRE DEPARTMENT

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.

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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 initial 2023 Strategic Plan began with an extensive assessment by internal and external stakeholders to establish a redefined organizational identity and an updated vision, mission, and values. This work also included relevant portions of the 2019 strategic plan prepared for the department's first accreditation application.

In 2018, 2022, and again in 2026 the department engaged both internal and external stakeholders to gather insights and ascertain their perspectives. Without their feedback and dedication, this document would not have been possible.

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

2022/2023

Advanced Strategy Center (ASC)
Scottsdale, AZ

<https://www.advancedstrategycenter.com>

Managing Results, LCC
Gunnison, CO

<https://managingresults.com>

2026

Fire Accreditation Management Services
Keene, NH

Document Design

Prescott Fire Department



Prescott Fire Department is an Internationally Accredited Agency

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2025 City and Department Leadership



Mayor & Council

Mayor Cathey Rusing

Mayor Pro Tem Lois Fruhwirth

Councilmember Mary Frederickson

Councilmember Jim Garing

Councilmember Patrick Grady

Councilmember Jay Ruby

Councilmember Ted Gambogi

City Management

Dallin Kimble, City Manager

Michael Morris, Deputy City Manager

Joseph Young, City Attorney

Sarah Thornhill, City Clerk



Department Senior Leadership

Fire Chief Holger Durre

Deputy Fire Chief Thomas Knapp

Operations Chief Bill Hickey

Essential Services Chief Scott Luedeman

Community Risk Management Chief Anthony Valdez

Administrative Supervisor Lori Burkeen

Administrative Coordinator Hannah Hickman

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Introduction and Executive Summary



When we launched our results-based strategic plan in 2023, our planning philosophy was intentionally designed to be continuously updated and adapt to the rapidly evolving needs of Prescott and the department. We promised to build a department that evolves alongside our community and constantly strives to remain relevant. Because of this, our strategic planning is a "contact sport" requiring active, grit-driven pursuit. This annual update of the plan is a key example of that. Rather than only focusing on stakeholder outreach this year as the plan had called for, we also updated the goals and objectives. This occurred for two very positive reasons:

- **Rapid Progress:** Thanks to our staff, our citizens, and the resources from Proposition 478, we have completed 70% of our original goals from 2023. This has closed critical service gaps and built a platform for growth.
- **A New Generation:** In 2023, 40% of our current workforce did not work for the department and 25 new positions were allocated to the fire department. In addition, the critical community issues have changed because of dedicated public safety funding and enhanced community awareness. Therefore, it is essential that our stakeholders have a voice in shaping our future based on these changes.

While many of our initial goals have been accomplished, our work is far from finished. Major projects, including the construction of two new fire stations and facility modernizations, are well underway. To maintain this momentum, we have added several new strategic focus areas:

- **Bolstering Organizational Capacity:** As responsibilities grow, we are focusing on efficiency, increased staffing, and a commitment to supporting our workforce.
- **Employee Development and Training:** Adding new positions requires diligent training, while existing staff are being developed to take on leadership roles.
- **Strategic Communications:** We are prioritizing effective outreach and information sharing to engage both our staff and the public.
- **Wildfire Risk Adaptation:** Prescott is in an area with a high wildfire risk. Therefore, investing in risk mitigation, response, and recovery is crucial to continue to meet our commitments to the community.

Public safety is complex, and the Prescott Fire Department is proud to be a primary piece of that solution. As we move forward, our organizational identity: Community First; Courage, Grit, and Duty; Driven by Excellence, remain our focus. Thank you for being a partner in this journey and to our stakeholders, providing us with feedback required to keep us moving towards community relevance.

Holger Durre
Fire Chief

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Executive Summary – 2026 Strategic Roadmap

The Prescott Fire Department Strategic Plan guides organizational prioritization, fiscal decision-making, and service evaluation using a logic model. This creates a direct link between the City and Department’s mission and vision and the annual budget. By using SMART goals, the department translates vision into actionable items. This framework drives performance management through program appraisals aligned with the department’s structure, ensuring accountability. Initially adopted in 2023, the PFD Strategic Plan is an “evergreen” living document updated annually to meet the rapidly evolving needs of the Prescott community.

A Proven Foundation of Momentum

Since the launch of our results-based strategic planning philosophy in 2023, PFD has been able to address foundational service gaps and build a sustainable platform for growth. Driven in part by the support of our citizens and resources from Proposition 478, we have successfully completed 70% of our original 2023 strategic goals. This rapid progress has enabled us to reevaluate our stakeholder input and fully rebuild the goals and objectives to meet the current and anticipated needs of the community. These updated efforts focus on structuring the department in a way that creates long-term sustainability, supports our workforce in managing increasing expectations, and delivering reliable service levels that drive long-term improvement.

The Strategic Issues Facing the Community and Department in 2026

The 2026 Strategic Plan Update was meticulously crafted by soliciting input from both internal and external stakeholders. The department assembled a diverse team of 24 members to analyze and organize the input into strategic issues and results. Six strategic issues were identified that the department must address to ensure sustained service levels to the community. Each issue is presented with potential consequences if not addressed.

- **Issue 1: Response, Growth, and Infrastructure:** Even though funding for capital has been secured, the long timeline for capital projects means there won’t be immediate improvements or benefits for the community. To prevent a drop in stakeholder confidence, reduce the impact of increased employee workload, and potential poor response outcomes the department needs to implement temporary measures.
- **Issue 2: Resource and Workforce Sustainability:** Despite recent expansion, the department is challenged in meeting service levels due to high demand and insufficient personnel at the needed rank, causing fatigue among staff. Non-response divisions need improved workflow efficiency and appropriate staffing to meet service levels. While infrastructure and operational staffing have received needed funding, training and community safety divisions face gaps. If not addressed, these issues could lead to turnover, degraded service quality, and higher costs from losing experienced team members.
- **Issue 3: Community Wildfire Risk:** The City of Prescott faces high fuel loads and vulnerabilities to wildfires, common in the western U.S. The department lacks a data-driven strategy to align resources with mitigation efforts. A shift in focus from wildfire suppression since the 2013 Hotshot tragedy has hindered the development of the

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necessary operational experience. Without interventions, this could result in a high risk of large-loss fires and insurance cancellations, decreased experience and knowledge to suppress wildfires, and potential economic impacts from the loss of homes and businesses.

- **Issue 4: Training and Professional Development:** The department is dealing with rapid staff growth in staff and a loss of experience. It's important to bridge the experience gap to keep important knowledge and train new employees well. If not addressed, this will result in permanent expertise loss, and cultural and service impacts.
- **Issue 5: Organizational Communication and Transparency:** The department's communication system is not keeping up with the organization's growth and demand, leading to information gaps. It's important to share important information with the community and staff to allow for quick feedback while maintaining public trust. If these are not addressed, this could result in less effective communication and delays in decision making.
- **Issue 6: Service Delivery Evolution and Evidence Based Processes:** Inefficient processes and limited data analysis capacity hinder the department's ability to efficiently operate. If left unaddressed, these factors will lead to misaligned assets, a decline in patient outcomes, policymakers making high-stakes decisions with incomplete data, and inefficiency due to lack of automation in repetitive tasks.

Looking Ahead: The Six Strategic Results for Progress

To mitigate the six critical strategic issues facing our community, six high-level results have been established. These were developed by evaluating the original strategic results established in 2023 and updating them based on the most recent stakeholder feedback. By using strategic results as a focus over the next three to five years, the department is ensuring that citizens will experience:

- **Reduced Risk:** Measurable progress in emergent response times, improved outcomes, and comprehensive wildfire adaptation and mitigation.
- **Infrastructure Improvements:** Modern facilities that keep pace with city growth and reduce long-term costs.
- **Workforce Development:** Enhanced operational readiness through outcome-validated training and evidence-based health and safety investments.
- **Aligned Organizational Capacity:** Implementing staffing models that meet rising community demand while reducing personnel burnout.
- **Effective Organizational Communication:** Robust internal and external communication frameworks aligned with "customer-focused" values that support and enhance public trust and establish the brand of the city and fire department.
- **Enhanced Performance Management:** Transparent, data-driven decision-making that provides evidence of the effectiveness of the investment of public funding.

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The Prescott Fire Department remains an organization that values its history but is not stuck in the past. Through innovation, grit, and a commitment to "Community First," we are building a fire department that evolves alongside the people we serve.

Strategic Alignment with City Council Priorities

The Fire Department's strategic plan is purposefully aligned with the overarching vision of the City of Prescott. By synchronizing with the City of Prescott Strategic Plan (FY 2026–2031), the department ensures its six Strategic Result Areas directly contribute to citywide priorities. This unified, results-oriented philosophy fosters a pursuit of goals that have a meaningful, lasting impact on the community.

This alignment is built on a shared foundation where both plans utilize the same results-oriented approach to strategic planning. Furthermore, the same consulting firm that facilitated Phase 2 of the Fire Department's initial work also facilitated the City Council's plan. These documents serve as a comprehensive guide for the City Council during policy deliberations and for the department when making organizational decisions.

The planning process is dynamic and collaborative. In early 2026, the City Manager conducted a strategic planning retreat involving both department directors and the City Council to update the original plan. This ensures that the fire department's trajectory remains in lockstep with evolving city leadership goals.

City of Prescott Vision, Mission, and Values



Vision

Prescott is a thriving and scenic community in the heart of Arizona, rooted in western heritage and strong hometown values, where individuals, families and businesses enjoy outdoor adventures, vibrant cultural events, a prosperous economy, and the promise of a bold tomorrow.

Mission

We enhance quality of life as stewards of our natural and built environment and through outstanding city services that engage our community, preserve our past, and ensure a safe and vibrant future.

Values

We serve by:

- Acting with Integrity
- Taking Pride in Excellent Results
- Being Accountable
- Working as a Team
- Practicing Innovative Problem-Solving
- Focusing on Our Community
- Being Nice

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Prescott Fire Department Identity and Alignment



Our Core Identity and Attitude

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

Vision

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

Mission

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

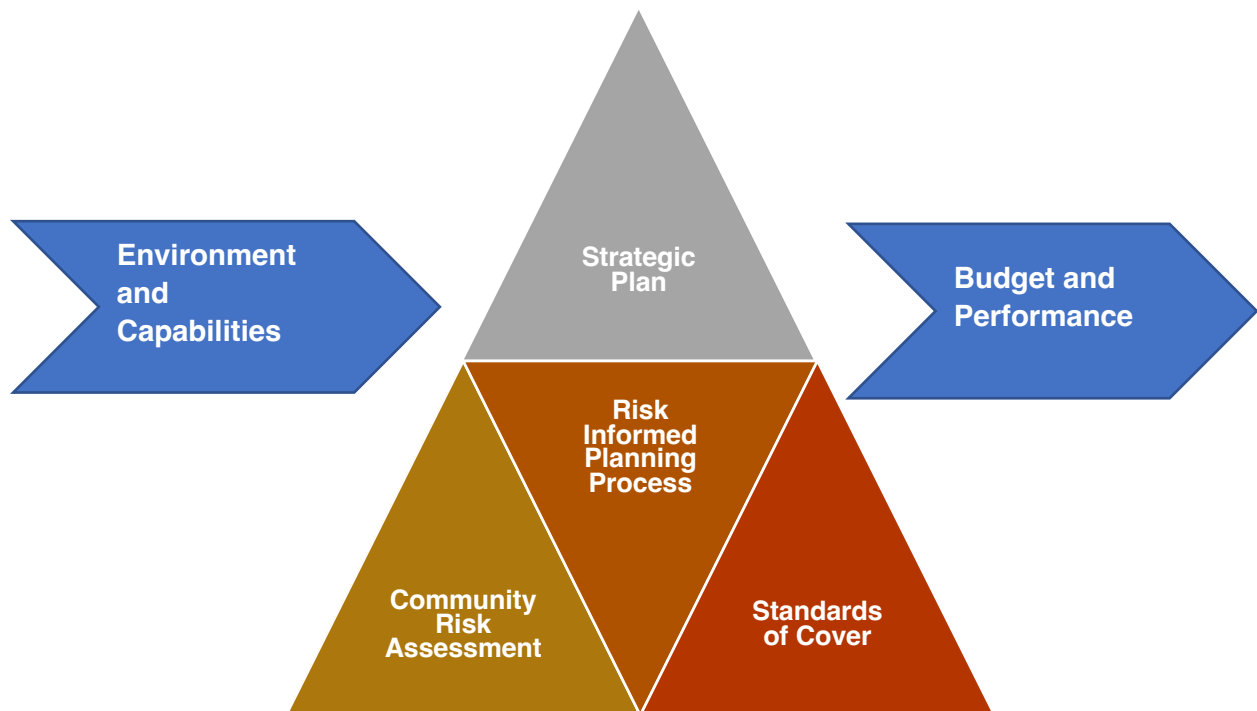
Values

*Professionalism
Competence
Compassion
Trust
Collaboration
Integrity
Leadership
Innovation
Fun
Humility
Ownership*

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Organizational & Community Assessment – Environmental Scan

The need to perform rigorous risk assessments and community-informed strategic planning is more essential than ever. The number of services provided by the department has increased significantly due to a better assessment of community risk and the application of more proactive solutions. Today's emergencies have become more complex and dangerous, positioning the Prescott Fire Department as a truly all-hazards emergency response organization.



Environmental scanning is a fundamental process of gathering and analyzing information about the external and internal environments of an organization. In strategic planning, it is crucial to have a comprehensive assessment of both environments simultaneously to ensure internal weaknesses are not overlooked while planning for future growth and direction. By identifying emerging trends, the organization can strengthen and sustain a proactive approach rather than reverting to a reactive one.

Stakeholder Input and Engagement

Development of a New Vision, Mission, and Organizational Identity

In 2022, the initial phase of the process commenced with stakeholder engagement and a comprehensive assessment of the department's current challenges and opportunities. The

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department was still in the process of recovering from the 2013 GMIHC tragedy and lacked universal alignment regarding a cohesive organizational identity. Consequently, PFD leadership and internal teams initiated the development of a new vision, mission, and values statement to more accurately reflect the intrinsic motivation to serve the community and its members. Furthermore, the department incorporated an organizational identity that embodies this forward-thinking focus on the future.

2022 Critical Challenges

The 2022 environmental scan identified two primary hurdles for the department:

- **Outdated Resource Model:** While staff remain dedicated to their duty to serve, their goodwill is strained by a resource model that has not kept pace with community growth. Tangible progress in facilities, systems, and personnel is required.
- **Rapid Community Growth:** PFD is currently in a "catch-up" phase regarding planning, resources, and compensation. To succeed, the department must execute its strategies faster than the current rate of community change.

2022 Key Findings

Stakeholders and surveys identified several core pillars for the new organizational identity:

- **Simple Mission:** Internal stakeholders want a concise mission focused on emergency services and community context delivered with skill and compassion.
- **Bold Vision:** The goal is to be "the best in the west" by emphasizing regional leadership and proactivity.
- **Innovation:** The department must prioritize continuous improvement and avoid being "stuck in the past".
- **Progressive Culture:** While PFD values its history and heritage, it is moving toward being a forward-thinking, transparent, and accountable organization.
- **Action-Oriented:** The strategic plan must move beyond theory and create specific action plans for bold change.

2023 Community Survey

A 2023 community survey conducted by the city highlighted strong public backing for the department:

- **Safety Perceptions:** Between 94% and 96% of respondents feel safe in their neighborhoods and downtown areas.
- **Service Approval:** Fire services received positive marks from approximately 90% of residents.
- **Willingness to Fund:** There was significant community support for investment; 76% of respondents supported an increase in local sales tax to fund public safety facilities, and 73% supported shortening response times even at an additional cost.

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2025 City of Prescott Employee Engagement Survey

Prior to the latest strategic planning cycle, the city conducted a comprehensive employee engagement survey with 64% participation (361 employees). The Fire Department had a high engagement level with 69 participants.

General City-Wide Results The results were very positive, indicating high job satisfaction and a work environment fostering teamwork and professionalism.

- **Core Strengths:** Employees feel strongly respected, welcomed, and connected. There is high confidence in direct supervisors and senior administration.
- **Support Services:** 12 out of 18 internal service categories, including Fleet, Finance, and Human Resources, scored well above the national average.
- **Challenges:** Compensation was identified as a primary area needing strength. There is also a desire for a stronger connection between everyday work and the expectations of elected officials.

Fire Department Specific Findings

- **Quality of Work:** Fire personnel reported high satisfaction with the quality of work and services.
- **Resource Adequacy:** Members specifically noted they have the technology tools and equipment needed to perform their jobs effectively and safely.
- **Supervision:** Employees feel their supervisors help them learn and grow, provide constructive coaching, and provide recognition for good work.

2026 Community and Stakeholder Survey Results

The 2026 feedback cycle represents the most current data regarding the department's environment. Access to a community survey was provided several weeks in advance of agency stakeholder meetings, resulting in 48 participants.

External Environmental Scan - Community Expectations and Concerns The community's primary focus is on Response, Coverage, and Infrastructure (165 Total Points).

- **Top Priorities:** Better response times, fire/emergency help, and building new stations (specifically in the North/Airport area).
- **Top Concerns:** Rapid city growth and traffic outpacing the department's physical footprint (128 Total Points).
- **Additional Feedback:** Residents expressed hope for prompt adoption of the 2024 WUI Code and suggested smaller, cost-effective vehicles for non-fire medical calls.
- **Positive Feedback:** Public outreach is regarded as "outstanding," and staff friendliness is highly valued. The passage of Prop 478 and successful suppression of the Whiskey Row fire were cited as major successes.

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Internal Environmental Scan – Agency Expectations and Concerns

Feedback from departmental personnel indicates that workforce-related themes, culture, training, staffing, and pay, account for over 70% of all mentions.

- **Workload, Staffing & Burnout (Score: 121):** This is the most significant concern theme. Personnel are exhausted by mandatory overtime and a "marathon sprint" pace.
- **Compensation & Benefits (Score: 95):** The second highest-scoring internal theme. Top priorities include pay comparative with the local cost of living and establishing career promotional step plans.
- **Scheduling & Operations (Score: 68):** A major recurring goal is reducing the 56-hour work week to improve overall wellness.
- **Training (Score: 25):** Members desire a dedicated training division and more consistent training systems to enhance professional skill sets.

Internal Environmental Scan – Objective Factors (S.C.O.R.E. Analysis)

The 2026 environmental scan analyzed the organization through the lens of Strengths, Challenges, Options, Responsiveness, and Effectiveness (S.C.O.R.E.).

- **Strengths:** Overwhelmingly people- and culture-driven, accounting for 65% of all strength-related mentions (35 mentions). This indicates high internal trust and resilience.
- **Challenges:** Structural constraints are distributed across systems, with Culture/Morale/Burnout (11 mentions) and Training Capacity (10 mentions) identified as the most frequent challenges.
- **Options:** Training investment was identified as the single most actionable improvement (23 mentions), followed by communication enhancements (11 mentions).
- **Responsiveness:** Concerns are primarily communication-driven, with stakeholders emphasizing delayed feedback and limited transparency (14 mentions).
- **Effectiveness:** Closely associated with training quality (15 mentions), competitive compensation (12 mentions), and response performance (12 mentions).

Strategic Issue Statements

The Prescott Fire Department’s strategic plan has led to significant progress over the past three years, resulting in a shift in its operating environment. The plan’s methodology has yielded results: the department added 25 critical positions, reduced reliance on force hires by 46%, decreased the impact of low-acuity calls by 12%, and eliminated 86% of vehicle movements related to coverage repositioning. The 2024 passage of Proposition 478 (the Public Safety Tax Initiative) provides the necessary resources to address long-standing infrastructure and personnel gaps.

To continue progress, the department held a Strategic Planning Retreat in February 2026, updating the original strategic issues and results. This update was driven by a stakeholder environmental scan that validated our trajectory. The next three years (2026–2029) focus on aggressively executing infrastructure and growth initiatives. This includes constructing three new fire stations, modernizing existing facilities, and developing a scalable response model to reduce response time gaps. The department must also focus on organizational capacity to meet community expectations and provide a safe environment for employees. Our goal is to move beyond maintenance to proactive service excellence, ensuring growth aligns with the City of Prescott’s rapid evolution.

The following strategic issue statements are the culmination of environmental scanning, contrasting the city council’s strategic plan, and assessing the original strategic issues identified in 2023. These issues range from occupational safety and sustainable funding to wildland-urban interface (WUI) risk reduction. They are not reflections of past inaction but rather a fact-based assessment of the conditions we must navigate today.

Issue 1: Response, Growth, and Infrastructure

While funding for critical staffing and infrastructure has been secured, the multi-year nature of capital projects creates a significant delay between investment and operational relief. Despite the implementation of new initiatives, rapid community growth continues to outpace the organization’s ability to deliver services that if not addresses will result in:

- Decreased confidence by stakeholders resulting from a continued imbalance between service demands and organizational capacity.
- Continued employee health impacts due to station conditions during the implementation of capital projects.
- Poor patient outcomes or economic impacts resulting from response times that remain above targeted benchmarks.
- Ongoing negative impact on employee wellness due to current working conditions and high-pressure service demands.

Issue 2: Resource and Workforce Sustainability

The agency has undergone significant expansion over the last three years but currently faces a foundational deficit where rising demand and personnel shortages have led to widespread employee fatigue. Despite recent adjustments, operational staff still face force hiring to ensure basic coverage levels. While funding has started to address station infrastructure, critical gaps remain in the training and community safety divisions that if not addressed will result in:

- Loss of personnel
- Degradation of long-term service quality
- Maintaining reliability and mitigate the fiscal costs of losing experienced team members.

Issue 3: Community Wildfire Risk

The community faces an escalating wildfire threat driven by unmanaged fuel loads and documented vulnerabilities in urban areas, which has triggered significant instability in the local insurance market. While preliminary measures have been initiated, the department lacks a data-informed, comprehensive strategy to bridge the gap between current resource levels and required mitigation interventions. If enforceable vegetation control codes and enhanced operational capacity to support fuel reduction are not addressed, this will result in:

- Remaining at high risk for large-loss fire events.
- Lacking the necessary framework to become truly fire adapted.
- Insurance Cancellations and Increased costs
- Heightened risk of not being able to respond to and mitigate a catastrophic wildland fire event

Issue 4: Training and Professional Development

The department is at a pivotal transition point where rapid organizational growth and a generational shift in leadership are colliding, creating an urgent need to close the experience gap and prevent the loss of institutional knowledge. If not addressed, the core challenges related to expanding operational capacity and empowering a new generation of frontline leaders will result in:

- A permanent loss of institutional knowledge, resulting in costly operational errors and reinventing the wheel.
- Diluting the department's unique identity, potentially transforming a mission-driven "family" culture into a disconnected, purely transactional environment.
- Increasing the risk of burnout, high turnover, and a measurable decline in the quality-of-service delivery to the public.

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Issue 5: Organizational Communication and Transparency

Due to organizational demands the department is struggling to maintain a unified communication system, resulting in information gaps between leadership, operational staff, and the community. The core challenge is to transition to a proactive engagement model that facilitates timely feedback and collaborative execution while protecting the transparency required to uphold public trust. If not addressed, this will result in:

- A lack of unified communication, stifling the flow of critical information and cross-functional cooperation.
- Failures in communicating resource allocation clearly to the community risks damaging the department's reputation and perceived accountability. Difficulty exercising flexibility that would benefit the community
- Slow feedback loops and vague execution plans will result in delayed decision-making and prevent frontline staff from contributing vital "boots on the ground" insights to administrative policy.

Issue 6: Service Delivery Evolution and Evidence Based Processes

While data management has improved, the department continues to be hampered by inefficient processes and capacity constraints in data analysis capacity. In addition, the department is facing escalating costs for fire apparatus and evolving community expectations for a modern EMS model. The department needs to continue its transition toward a modernized, evidence-based decision-making model that optimizes both fleet utilization and response-time performance. If not addressed, this will result in:

- Potential for misaligned assets and inefficient processes
- Inability to accurately track data leading to declining response times and compromised patient outcomes.
- Non-compliance with standards which can impact service quality.
- Impacts on policymakers making high-stakes decisions without clear, evidence-backed justifications.

Performance-Based Strategic Results

To ensure that strategic issues are addressed objectively and methodically, six strategic results have been established to measure and report organizational effort and progress continuously. A key feature of these strategic results is that they directly report the changes that our community will experience. This ensures that, as a public-facing entity, even initiatives focused on employee well-being have a direct and tangible impact on the customers receiving our services. As a result, the department's budget structure has been reorganized over the past three years to directly align with the performance-based strategic plan.

The key concept that connects the funding the department receives, the strategic plan, and ultimately our performance related to both is the utilization of *the logic model for strategic planning*. This systematic framework maps the relationship between the resources we invest and the change we aim to achieve. By defining this causal chain, we shift from reporting just how busy we are to being able to effectively tell our story and achieve intentional effectiveness.

Core Components of the Logic Model for Strategic Planning

The logic model operates on an "If-Then" sequence, ensuring every dollar and hour spent contributes directly to our mission. It starts with the strategic issues as the foundation of what the plan is attempting to address and then logically determines the relevant measures that contribute to solving that problem. The components of the logic model are presented here to illustrate the sequencing of how this accomplished.

Component	Description	Example
Inputs/Demands	The resources invested or services demanded.	Funding, staff time, technology, and partnerships.
Activities/Services	The actions we take using those resources.	Training workshops, software development, or outreach.
Outputs/Efficiencies	The direct products or services delivered.	Number of sessions held, units produced, or people served.

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Component	Description	Example
Outcomes	The specific changes in behavior, knowledge, or status.	Increased skill levels, improved efficiency, or higher revenue.
Impact	The long-term, systemic change in the organization or community.	Industry leadership or sustained social improvement.

Using a logic model provides three critical advantages for the department:

- **Alignment:** It ensures that our day-to-day activities are never decoupled from our high-level impact.
- **Accountability:** By defining clear outputs and outcomes, we establish the metrics by which we will measure our progress over the next fiscal cycle.
- **Clarity:** It provides a common language for stakeholders to understand not just *what* we are doing, but *why* it matters.

Strategic Note: While outputs tell us what we did, outcomes tell us if it worked. This plan prioritizes the latter to ensure we are driving meaningful results rather than just tracking volume.

Performance-Based Budget Structure

To address these six 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.

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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The Role of Program Appraisals to Measure Effectiveness

In the context of a logic model, a Program Appraisal serves as the critical feedback loop that validates your “If-Then” assumptions. While the logic model outlines the theory of how resources should create change, the appraisal provides the evidence of whether those resources produced the intended results. The department employs a four-pillar approach to integrate its core functions into the logic model:

- 1. Performance Measurement as the Data Foundation:** The department utilizes a “Family of Measures” to monitor performance.
- 2. Strategic Plan Alignment:** The appraisal directly measures progress toward the Strategic Roadmap by tracking the percentage of initiatives completed and specific strategic results, such as stakeholder confidence levels. This ensures that the Office of the Chief is not only managing daily tasks but is actively advancing long-term goals.
- 3. Gap-Based Budgeting:** A unique aspect of the PFD method is that budget requests must originate from identified performance gaps. For example:
 - The Gap: A lack of dedicated staff for PIO and outreach limits stakeholder trust.
 - The Budget Solution: A request for \$5,000 for Outreach Surveys to gather data and enhance community engagement.
 - The Fiscal Alignment: Moving specific line items (such as chaplain training or parade fees) into Program 1.2 to better reflect the true cost of leadership services.
- 4. Accreditation as the Quality Standard:** The appraisal is designed to fulfill specific Commission on Fire Accreditation International (CFAI) requirements. By mapping the program to the intent of the accreditation model the department ensures that its management practices meet national standards for excellence.

City of Prescott Fire Department
CY 2025 Program Appraisal

Final Report Due By: February 9th, 2026

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

Calendar Year being appraised: 2025 Date Appraisal Finalized:

Prepared by: Fire Chief Holger Durre

Division Purpose Statement

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

Program Purpose Statement

The purpose of the Leadership and Management Program is to provide leadership, direction, and communication services to stakeholders so they can live, work, and recreate with confidence in the City's emergency services.

Accreditation Category/Criterion Impact:

- Category 1 – Governance and Administration
- Category 7 – Human Resources (Criterion 7B Delegated to 1.6 – Workforce Development)
- Category 10 – External System Relationships

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

Due: August 30th, 2025 FY 26 Program Budget Overview

Leadership and Management Program Assignments and Budget Overview		Program Manager:			
Division Chief:		Fire Chief Holger Durre			
Fire Chief Holger Durre		Fire Chief Holger Durre			
Budget Year	FY 2024	FY 2025	FY 2025	FY 2025	FY 2026
	Revised	Actual	Revised	Difference	Revised
Personnel	\$0	\$0	\$0	\$0	\$0
Supplies	\$8,635	\$8,005	\$8,005	13,042	\$8,969
Internal Charges	\$0	\$0	\$0	100.00	\$7,000
Services	\$1,924	\$5,780	\$5,780	70,037	\$8,978
Cost Recovery	\$0	\$0	\$0	0	\$0
Debt Service	\$0	\$0	\$0	0	\$0
Total	\$	\$10,559	\$13,285	87,769	\$24,947

Review Due: October 31st, 2025 Inventory of Services

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

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Performance-Based Strategic 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. Measures listed in **blue** text are undergoing significant updates as a result of the 2026 strategic plan while measures in **green** text were updated either during the 2024 or 2025 program appraisal process.

1 - Office of the Chief	
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"> • Strategic Outcome 1.1 - % variance of actual expenditures and the approved administration program budget (tracked quarterly). • Strategic Outcome 1.2 - % Stakeholders who report they have confidence in PFD • Strategic Result 1.3 - % Of IT Projects Successfully Implemented • Strategic Outcome 1.4 - % Stations built on time and within budget • Strategic Outcome 1.5 - % Of strategic workplan items that are on track or completed • Strategic Outcome 1.6 - % Open positions where the requisite number of “qualified” applicants will reach the Chief’s panel for all recruitment and promotional opportunities
2 - Emergency Operations 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.
Key Results	<ul style="list-style-type: none"> • Strategic Outcome 2.1 - % provided within the time frames in the Standards of Cover adopted by the City • Strategic Outcome 2.2 - % Special Operations responses within the time frames in the Standards of Cover adopted by the City. • Strategic Outcome 2.3 - % Cardiac arrest patients discharged from the hospital with no neurological deficits • Strategic Outcome 2.4 - % of time missed in Fire Suppression due to injury / illness

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3 - Community Risk Management Division	
Purpose Statement	The purpose of the Community Risk Management Division is to provide proactive risk identification, mitigation, and management services to people who live, work, and visit the Prescott area so they can enjoy a safe, resilient, and economically vibrant community.
Key Results	<ul style="list-style-type: none"> • Strategic Outcome 3.1 - % 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. • Strategic Outcome 3.2 % Fire investigations that result in a known ignition sequence determined as defined by NFPA 921 • Strategic Outcome 3.3 - % change in residents signed up for the city's emergency notifications system. • Strategic Outcome 3.4 % Change (in tons) of fuels removed

4 - Essential Services Division	
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"> • Strategic Outcome 4.1 - % pass rate on performance and minimum standard tests on the first attempt • Strategic Outcome 4.2 - % Time front line engines are in service and in use.

Performance-Based Goals and Objectives

The following strategic results are presented as the roadmap for the organization over the next three to five years. Annual updates will continue to modify this roadmap and brought to the council for support and alignment. Where a direct link to the city council strategic plan is clear, symbols in the margins indicate this. Finally, any objective that is either fully or partially supported by the Public Safety Tax Initiative (PSTI) is indicated with a text stamp to the right of the objective.

Strategic Result 1: Reducing Risk

Achieving Effective Response and Risk Reduction Solutions

Community Impact Statement: The community will experience a reduction in the negative consequences of life-threatening emergencies by implementing proactive response initiatives, and enhanced wildfire risk mitigation and suppression capability. Residents will benefit from these initiatives, as evidenced by:

Goal 1A - Emergency Response Improvement - By the end of FY 2028, the department will achieve measurable progress in emergency response times, improvement in clinical outcomes, and call volume trends through:

Supports City Council Priority #1

Supports Council Goal 1.1.2

Objective 1A.1 - Response Time Reduction: Continuing in FY 2027, the department will reduce first-unit total response times for emergent incidents in support of the council-mandated goal of an 8-minute 90th percentile benchmark.

PSTI

Supports Council Goal 1.1.2

Objective 1A.2 - Cardiac Arrest Survival: Continuing in FY 2027, the department will improve outcomes for cardiac arrest patients, targeting a 3% annual increase of patients discharged without neural deficits.

Supports Council Goal 1.1.2

Objective 1A.3 - Low-Acuity Mitigation: By FY 2029, the department will identify and formally present initiatives to low-acuity incidents to enhance the availability of front-line emergency response resources.

PSTI

Goal 1B - Wildfire Mitigation - Over the next three fiscal years, the department will implement a comprehensive wildfire prevention framework, establish risk reduction initiatives and benchmarks, prioritize data-driven risk assessment, and enhancing mitigation capacity.

Supports City Council Priority #1

Supports Council Result 1.3

Objective 1B.1 - Code Adoption: By the end of calendar year 2026, the department will seek council adoption of the 2024 International Wildland Urban Interface Code (IWUIC) informed by community feedback resulting in a sustainable ordinance that improves wildfire resiliency.

Supports Council Result 1.3

Objective 1B.2 - Wildfire Risk Mapping: By the end of FY 2027, the department will implement a field-verified wildland fire risk model to guide IWUIC code enforcement and prioritize mitigation efforts across all critical fire pathways.

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Supports
Council
Result 1.3

Objective 1B.3 - Community Wildfire Protection Plan: By the end of FY 2028, the department will develop a Community Wildfire Protection Plan (CWPP) in collaboration with local stakeholders that recommends resource enhancements, identifies incentives and funding sources, and establishes risk reduction benchmarks.

Goal 1C - Wildfire Response - By the end of FY 2029, the department will strengthen community safety by aligning wildland fire response capabilities with the council-adopted Community Risk Assessment/Standards of Cover (CRA/SOC) and Community Wildfire Protection Plan (CWPP), ensuring that specialized personnel and tactical resources are optimized to protect local lives and property.

Supports City
Council
Priority #1

Supports
Council Result
1.3

Objective 1C.1 – Scalable Wildland Operations Framework: By the end of calendar year 2028, the department will submit a framework to city leadership that ensures wildland suppression capability mitigates risk and meets service level expectations.

Supports
Council Result
1.3

Objective 1C.2 – Wildfire Personnel Development: By the end of FY 2029, the department will develop a training plan that includes advanced qualifications and off-district experiential training in support wildfire response service levels.

Strategic Result 2: Infrastructure

Positioning Critical Infrastructure to Deliver Strategic Results

Community Impact Statement: The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering sustainable, high-performing services consistent with the City’s adopted Standards of Cover. Residents will benefit from strategically located fire stations and modern infrastructure that ensure response capabilities, mitigate long-term keep pace with community growth as evidenced by:

Goal 2A – Additional Station Infrastructure - By December 2028, the community will experience infrastructure as identified in the city’s strategic plan and supporting the initiatives funded in the Public Safety Tax Initiative (PSTI).

Supports City
Council
Priority #1

Supports
Council Goal
1.1.1

Objective 2A.1 – Fire Station 76: By December 2028, the department will near completion of an additional station optimally located to reduce response times.

Supports
Council Goal
1.1.1

Objective 2A.2 – Fire Station 73 Relocation: By December 2028, the department will near completion of a station to relocate Engine 73 to reduce response times and optimally position resources.

Objective 2A.3 – Fire Station 72: By December 2028, the department will near completion of a remodel/replacement for Station 72 in its current location to address health and safety challenges.

PSTI
PSTI
PSTI

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Goal 2B – Existing Facilities - Continuing in FY 2027, the department will complete or implement a plan that address the findings of existing health, safety, and maintenance assessments of its facilities.

Objective 2B.1 – Fire Station Update Plan: By the end of calendar year 2027, the department will establish a multi-year plan in consultation with architectural experts, to address remaining deficiencies identified in the 2025 Health and Safety Action Plan and the city’s 2025 Facility Condition Assessment.

PSTI

Objective 2B.2 – Fire Station Update Implementation: By the end of FY 2028, the department will record completion of the needs identified in the multi-year update plan or incorporate outstanding items into capital budget recommendations.

PSTI

Strategic Result 3: Organizational Capacity

Aligning Capability with Community Demand

Community Impact Statement: The Prescott community will experience a fire department that reliably meets increasing demands while ensuring the well-being of its employees. Citizens will benefit from staff that consistently deliver all facets of fire department services as evidenced by:

Goal 3A – Organizational Capacity and Workload - By the end of FY 2030, the Prescott Fire Department will align community demand with organizational capacity and implement efficiency and structural improvements to maintain or improve service levels.

Supports City Council Priority #5

Supports Council Result 5.1

Objective 3A.1 - Administrative Efficiency Evaluation: By the end of FY 2027, the department will conduct a formal evaluation of all organizational administrative processes and identify efficiency improvements.

Supports Council Result 5.1

Objective 3A.2 - Organizational Capacity Analysis: By the end of calendar year 2027, the department will analyze organizational workloads and capacity, focused particularly on the essential services and community risk management divisions, to identify factors affecting the ability to meet service levels.

Objective 3A.3 - Shift Schedule Transition Audit: By the end of calendar year 2027, the department will complete a performance and wellness audit of the 48/96 shift transition to determine impacts on operational readiness.

Supports Council Result 2.5

Objective 3A.4 - ARFF Program Sustainability: By the end of FY 2027, the fire department and airport will analyze ARFF service delivery and program continuity resulting from Engine 73s relocation and update protocols and agreements to ensure FAA compliance.

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Objective 3A.5 - Fire Administration Scheduling Optimization: By the end of calendar year 2027, the department will identify optimized work-schedule options for 40-hour staff that align with organizational needs.

Supports
Council
Result 5.1

Objective 3A.6 - Overtime Mitigation: By the end of FY 2027, the department will strive to achieve zero shifts of mandatory overtime through enhanced staffing models and relief pool management.

Supports
Council Result
5.1

Objective 3A.7 - Organizational Capacity Initiatives: By the end of calendar year 2028, the department will implement initiatives to sustainably achieve service levels or develop corresponding funding strategies.

Strategic Result 4: Workforce Development

Supporting Our People

Community Impact Statement: The Prescott community will experience a competent, healthy, and professional workforce ready to deliver consistent and effective services. By investing in a training program that follows industry best practices and emphasizing professional mastery, the department will ensure that its personnel are prepared to effectively mitigate community risk and maintain a sustainable pipeline of qualified public safety leaders as evidenced by:

Goal 4A – Training and Workforce Development - By FY 2029, the department will implement outcome-focused enhancements to its training and workforce development programs, establishing benchmark-aligned systems that maximize departmental capacity, leadership depth, and organizational readiness in support of a growing workforce.

Supports City
Council
Priority #5

Supports
Council
Result 5.1

Objective 4A.1 - Performance Benchmarking: By the end of FY 2027, the department will evaluate its training program through industry best practices to identify specific training gaps and set performance benchmarks.

Supports
Council
Result 5.1

Objective 4A.2 - Outcome Validation: By the end of FY 2027, the department will implement a formal validation process to verify that all training outcomes meet established industry benchmarks for departmental readiness and safety.

Objective 4A.3 - Standardized Curriculum Delivery: During FY 2028, the department will transition to a standardized, performance-based curricula to ensure consistent training quality across all divisions.

Goal 4B – Health and Safety - By the end of FY 2028, the department will build on the foundation of progress in health and safety to enhance the effectiveness of the health and safety audit.

Supports City
Council
Priority #5

Supports
Council
Result 5.1

Objective 4B.1 – Wellness and Fitness Effectiveness: By the end of FY 2028, the department will analyze data from annual physicals and newly implemented injury rehabilitation services to identify the top three occupational health trends and implement a targeted program to improve them.

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Objective 4B.2 – Mental Wellness: By the end of FY 2027, the department will formalize "Mental Health Check-ins" alongside the annual physical process, ensuring that the existing wellness program is proactively addressing burnout and cumulative stress before it impacts operational readiness.

Objective 4B.3 – Health and Safety Audit: By the end of FY 2029, the department will conduct a safety audit based on NFPA 1500 to identify policy and procedural health and safety opportunities for improvements.

PSTII

Strategic Result 5: Organizational Communication

Forged by Values, Energized by Vision

Community Impact Statement: Continuing in FY 2027, Prescott residents and members of the Prescott Fire Department will experience a reliable flow of information through a formal and documented communication strategy coordinated with the city's outreach directives that highlights department culture, prioritizes community awareness, and emphasizes public safety education. This proactive outreach, based on a clearly articulated strategy, ensures transparent communication to establish confidence in the value of fire department services, as evidenced by:

Goal 5A – Strategic External Communications - By the end of FY 2028, the department will establish a multi-channel public outreach program to showcase department capabilities and safety initiatives.

Supports City Council Priority #5

Supports Council Result 5.2

Objective 5A.1 – Public Safety Tax Initiative Progress & Investment:

Continuing in 2026, the department will launch a communication initiative, developed in collaboration with city stakeholders, that provides regular updates on all capital projects and workforce investments funded by the public safety tax initiative to ensure community transparency and fiscal accountability.

PSTII

Objective 5A.2 – Community Safety Education: By the end of FY 2027, the department will deliver regular public education and community outreach offerings across multiple platforms, including in-person presentations and broadcast media, to improve community-wide risk reduction and brand recognition.

Supports Council Result 5.2

Objective 5A.3 – Multi-Channel Digital Presence: Continuing in 2026, the department will maintain an active and professional digital footprint that utilizes multimedia content to keep the public informed of department activities, safety alerts, and personnel highlights.

Goal 5B – Strategic Internal Communications - Continuing in FY 2026, the Prescott Fire Department will establish a robust internal communication framework to ensure staff are informed, leadership is visible, and department culture is aligned with "customer-focused" service values.

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Objective 5B.1 – Leadership Engagement & Visibility: By December 2026, the department will implement a formal Leadership Communication Plan that utilizes the leadership team from captains to the fire chief including digital and in-person communication, resulting in a 15% increase in internal communication satisfaction scores by FY 2028.

Objective 5B.2 – Information Integrity & Protocols: By the end of FY 2027, the department will standardize internal communication protocols to ensure the accurate, confidential, and timely distribution of department information and administrative updates.

Objective 5B.3 – Organizational Culture & Value Alignment: Continuing in FY 2027, the department will implement initiatives that align leadership behaviors and internal messaging with the department’s core service values and commitment to excellence.

Strategic Result 6: Performance Management

Leveraging the Value of Data

Community Impact Statement - The Prescott community will experience a transparent and accountable Fire Department that uses data-driven performance management to inform operational, policy, and budget decisions. By developing process improvement practices and expanding analysis resources that measure accurate and relevant information, the department guarantees that public safety results are exceptional as evidenced by:

Goal 6A – Performance Management and Process Improvement - By the end of FY 2027, the department will report 100% of strategic outcomes to the city, integrate industry-best quality management practices, and establish process improvement initiatives informed by validated performance data.

Supports City Council Priority #5

Supports Council Goal 5.1.1

Objective 6A.1 – Strategic Outcome Reporting: By the end of calendar year 2026, the department will report 100% of all strategic outcomes as part of the city’s performance management efforts.

Supports Council Goal 5.1.1

Objective 6A.2 – Performance Measure Utilization: By the end FY 2027, the department will ensure that all department budget programs appraise efficiency and effectiveness using validated results-oriented performance measures.

Supports Council Result 5.1

Objective 6A.3 – Quality Management: By the end of calendar year 2027, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.

Supports Council Result 5.1

Objective 6A.4 – Process Improvement: By the end of FY 2028, the department will establish a formal Continuous Process Improvement (CPI) program that integrates Lean Six Sigma methodologies into the performance management program.

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Planning Methodology

The department utilizes a three-phase approach to develop the strategic plan. These consist of a review of existing organizational planning and study documents, such as the CRA/SOC, conducting comprehensive organizational assessments using feedback from multiple stakeholders, and establishing a results-oriented business plan that consolidates all three phases.

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 these 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, online surveys, and virtually moderated sessions.

Review of Organizational Planning and Study 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 Vision, Mission, and Values work.

2026 Strategic Plan Update

Building on the foundational work established in previous years, the department initiated a new phase of intensive planning in early 2026. The 2026 effort began in mid-January 2026 and concluded on February 26 and 27, 2026 with two half-day in-person planning sessions conducted with a wide cross-section of PFD staff. These sessions were designed to ensure that the strategic direction remained aligned with the operational realities and insights of personnel from all levels of the organization. The work found that the Prescott Fire Department remains an organization that desires fundamental change, is ready for that change, and is actively moving forward.

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2026 Public Outreach Strategy

To obtain broad and representative feedback for the 2026 community survey, a multi-channel outreach strategy was implemented to maximize accessibility and awareness.

- **Physical & Direct Outreach:** Flyers were distributed to ten strategic community locations, including local colleges, social clubs, and the library. These included "take-and-go" copies, a QR code for direct access, and clear information regarding confidentiality and duration. Flyers were also provided at public events such as the Farmers Market, the International Wildland Urban Interface Code Adoption Event, and City Council meetings.
- **Media & Digital Presence:** Recognizing local demographics, information was published in the newspaper and promoted via radio spots. The department also leveraged modern platforms, including a Podcast/YouTube session featuring the Chief and the Mayor in January. A pop-up notification was added to the department website to direct traffic to the survey.
- **Community Partnerships:** Outreach was conducted via email to 14 community partners organizations to leverage established networks. The survey was further promoted through city partnership channels on social media.

While multiple avenues for participation were provided, including in-person options, all responses were returned in a digital format. This indicates that community participation occurred exclusively through online engagement despite the availability of alternative physical methods.

Appendix A – Glossary of Terms

2024 WUI Code (Wildland–Urban Interface Code): A set of fire safety regulations adopted or updated in 2024 that establish standards for development in areas where structures and wildland vegetation meet. The code is designed to reduce wildfire risk through requirements related to building materials, defensible space, access, water supply, and vegetation management.

48/96 Shift Transition: A specific shift schedule (48 hours on, 96 hours off) being audited for its impact on operational readiness and employee wellness.

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

Activities/Services: The specific actions taken using resources, such as training workshops or software development.

ARFF (Aircraft Rescue and Firefighting): Specialized fire services provided at the airport to ensure FAA compliance.

CFAI (Commission on Fire Accreditation International): A national organization that provides accreditation to fire and emergency service agencies based on rigorous performance and management standards.

CRA (Community Risk Assessment): A systematic evaluation of hazards, vulnerabilities, and community assets to identify and prioritize risks to life, property, and the environment. A CRA informs planning, resource allocation, prevention strategies, and emergency response to ensure that public safety efforts effectively address the most significant threats.

CPI (Continuous Process Improvement): An ongoing, systematic approach to analyzing and enhancing organizational processes to increase efficiency, effectiveness, and quality. In the fire department context, CPI involves regularly reviewing operations, identifying areas for improvement, and implementing changes to better serve the community and achieve strategic results.

CPSE (Center for Public Safety Excellence): A non-profit organization that sponsors CFAI.

CRA (Community Risk Assessment): A comprehensive analysis of the risks faced by the community.

CWPP (Community Wildfire Protection Plan): A collaborative, community-based plan that identifies wildfire risks, prioritizes areas for mitigation, and outlines strategies to reduce wildfire hazards to people, property, and infrastructure. CWPPs guide prevention, preparedness, and response efforts and are often used to inform funding and resource allocation for wildfire protection projects.

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

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Environmental Scanning: is a fundamental process of gathering and analyzing information about the external and internal environments of an organization.

Evergreen Document: A planning philosophy designed to be a living document that is updated annually to meet the rapidly evolving needs of the community.

External Environment: This involves identifying “macro” factors that are beyond the organization’s control.

FAA (Federal Aviation Administration): The U.S. government agency responsible for regulating and overseeing all aspects of civil aviation, including aircraft operations, air traffic control, airport safety, and pilot certification. The FAA establishes standards that impact aviation safety, emergency response, and aerial operations conducted by public safety agencies.

Family of Measures: A comprehensive set of performance metrics that includes multiple data points (e.g., output, outcome, efficiency, and quality measures) to provide a complete view of performance.

Force Hiring: The practice of mandatory overtime used to maintain basic coverage levels during personnel shortages.

Gap-Based Budgeting: A method where budget requests must originate from identified performance gaps.

GMIHC (Granite Mountain Interagency Hotshot Crew): An elite Prescott-based wildland firefighting crew specializing in wildfire suppression. Following the loss of 19 members during the Yarnell Hill Fire in 2013, the event has had a lasting impact on operational doctrine, risk assessment, and training within the department and the broader wildland fire service.

If–Then Assumptions: The underlying cause-and-effect logic within a plan that assumes if certain actions are taken, then specific outcomes will occur.

Impact: The long-term, systemic change achieved in the organization or the community.

Inputs/Demands: The resources invested (funding, staff time, technology) or the services demanded by the community.

Internal Environment: This involves a thorough examination of the organization’s internal “health,” encompassing its culture, financial resources, talent pool, and operational efficiency.

IWUIC (International Wildland–Urban Interface Code): A model code developed to provide minimum standards for building, site design, and defensible space in areas where structures and wildland vegetation meet. The IWUIC is designed to reduce wildfire risk to people, property, and communities by establishing regulations for construction materials, fire-resistant landscaping, access, and water supply in wildfire-prone areas.

Lean Six Sigma: A methodology that combines Lean principles, which focus on eliminating waste and improving workflow efficiency, with Six Sigma principles, which emphasize reducing variation and defects through data-driven decision-making. In public safety and fire department operations, Lean Six Sigma is used to streamline processes, enhance service delivery, and improve outcomes for the community.

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Logic Model: A systematic "If-Then" framework that maps the relationship between invested resources and the systemic change the department aims to achieve.

Low-Acuity Incidents: Non-life-threatening calls that the department seeks to mitigate to increase the availability of front-line emergency resources.

NFPA (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.

Outcomes: The specific changes in behavior, knowledge, or status that indicate if an initiative worked.

Outputs/Efficiencies: The direct products or services delivered, such as the number of people served or units produced.

Program Appraisal: A critical feedback loop that provides evidence of whether resources produced the intended results.

Proposition 478 / PSTI: The Public Safety Tax Initiative passed in 2024 to provide dedicated funding for fire and police infrastructure and personnel.

PIO (Public Information Officer): A designated role responsible for managing communication between the department, the media, and the public.

Resource Model: The framework used by the department to allocate and deploy personnel, equipment, facilities, and funding to meet service demands. An outdated resource model refers to a system that no longer aligns with current community growth, call volume, or operational needs, resulting in strain on personnel and reduced service effectiveness.

Results-Based Strategic Plan: A planning approach focused on achieving measurable outcomes and tracking progress over time, rather than just listing activities.

S.C.O.R.E. Analysis: An environmental scan lens evaluating Strengths, Challenges, Options, Responsiveness, and Effectiveness.

SMART Goals: A framework used to translate a broad vision into Specific, Measurable, Actionable, Relevant, and Time-bound items.

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).

Strategic Issues: are high-priority challenges identified through stakeholder input and organizational analysis that have significant implications for the department's ability to deliver effective, sustainable service. They represent areas where action is required to mitigate risk, address gaps, and ensure alignment with community needs and future demands.

Strategic Result Areas: Broad categories that organize and define priority outcome areas aligned with community needs and organizational goals.

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Strategic Results: High-level outcomes the department aims to achieve over a defined period to address strategic issues and improve service delivery.

Whiskey Row Fire (2012): A major downtown Prescott fire that destroyed multiple businesses on Whiskey Row, underscoring continued fire risk in historic, high-density structures.

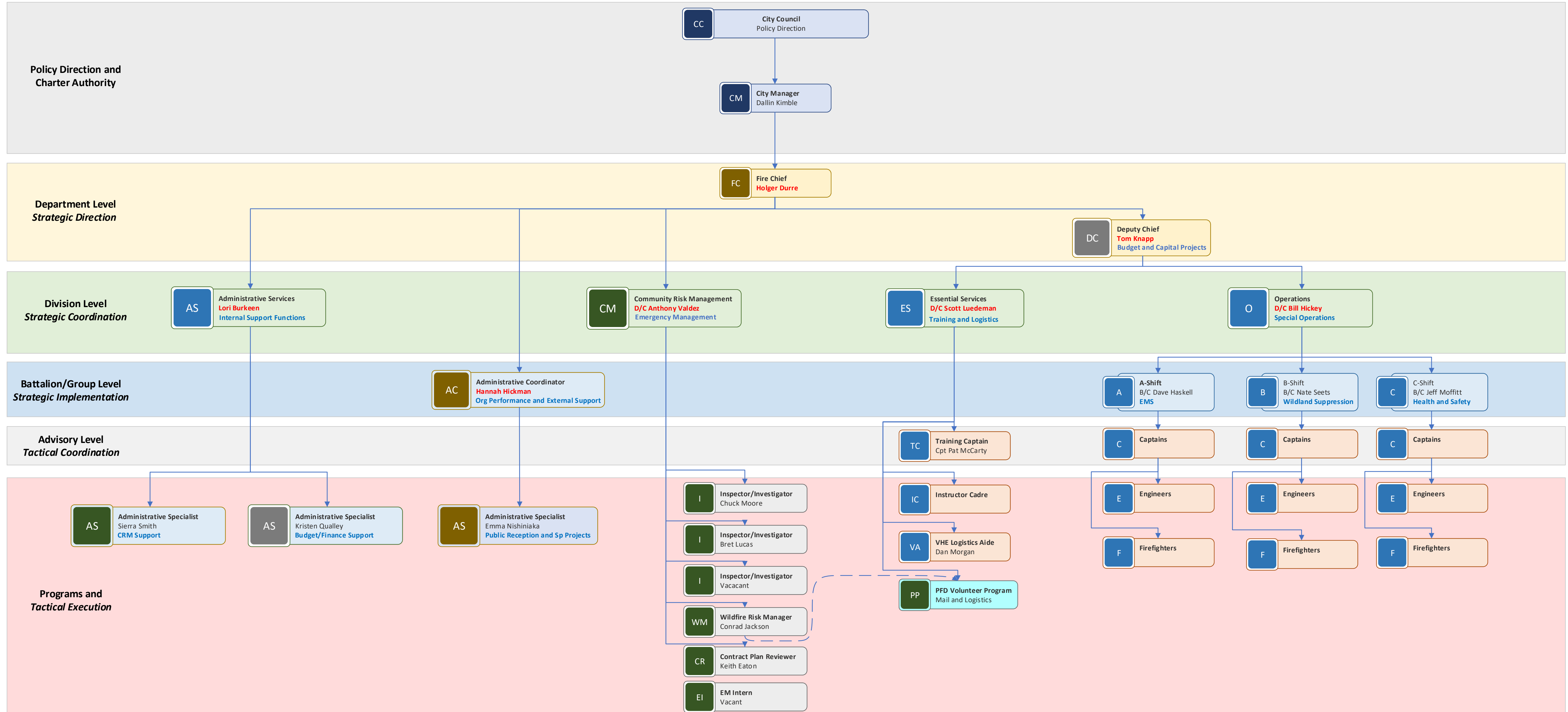
WUI (Wildland Urban Interface): Areas where human development meets undeveloped wildland, increasing vulnerability to wildfires.



Prescott Fire Department Organizational Chart



Primary Group Role



Names in Red denote Senior Leadership Team Members

Revised 02/04/2026 v 2.0



PRESCOTT FIRE DEPARTMENT

LIFE LINE AMBULANCE 2025 ANNUAL REPORT

City Contract No: 2023-205

1. Council Summary (At-a-Glance)

This report summarizes contract performance and partnership outcomes for Calendar Year 2025, with emphasis on contract compliance, reliability, and community value.

Response Time Compliance (CY2025)	Zone 1 & Zone 1 Expansion met requirements 12/12 months. Zone 2 (City Limits) met 15-min requirement 12/12 months; 10-min and 12-min thresholds met 11/12 months. Code 2 met requirement 12/12 months.
System Workload (CY2025)	Total calls: 8,239 Dry runs: 2,637 (32.0%, Target of 25%)
Partnership Coordination (CY2025)	Documented partner meetings: 14 (Monthly: 9, Quarterly: 3, Ad hoc: 2) ProQA Phase 2 response plan updates effective 11/18/2025. Estimated purchasing/supply coordination savings: ~\$50,000 (conservative estimate).

Key messages for Council:

- Contract performance remained strong in 2025, with response time compliance meeting or exceeding benchmarks across required categories.
- Operational and dispatch system improvements continued, including ProQA Phase 2 updates implemented late 2025 to better match resources to call acuity.
- System reliability improved as evidenced by decreased need for PFD paramedic riders (ALS ride-alongs), preserving PFD availability for in city response.
- Joint training and recurring partner meetings supported continuous improvement, accountability, and proactive issue resolution.

2. Contract Overview and Reporting Purpose

The ambulance transportation contract establishes performance benchmarks, collaboration requirements, and reporting expectations. This annual report provides transparency to City Council and stakeholders and documents compliance with contract deliverables.

3. Response Performance (Calendar Year 2025)

- Zone 1 (10 min, 85% benchmark): met 12/12 months; average 95.1%.
- Zone 1 Expansion (10 min, 85% benchmark): met 12/12 months; average 92.2%.
- Zone 2 (10 min, 80% benchmark): met 11/12 months; one month below benchmark (Apr 2025).
- Zone 2 (12 min, 90% benchmark): met 11/12 months; one month below benchmark (Apr 2025).
- Zone 2 (15 min, 95% benchmark): met 12/12 months; average 97.9%.
- Code 2 (20 min, 90% benchmark): met 12/12 months; average 96.1%.

3.1 Response Time Compliance Trends

Figure 1 illustrates monthly compliance by zone and call type for CY2025.

Entity	Minutes	Compliance	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	12 Mo %
Zone 1	10	85%	95.6%	91.8%	97.4%	92.1%	95.2%	94.0%	95.4%	94.8%	95.7%	97.5%	95.9%	95.5%	95.1%
			151	112	149	140	139	157	166	181	155	156	141	170	
Total			158	122	153	152	146	167	174	191	162	160	147	178	
Zone 1 Expansion	10	85%	90.8%	89.0%	93.2%	87.7%	94.5%	90.4%	93.9%	91.3%	95.4%	94.5%	92.1%	94.1%	92.2%
			207	153	204	193	188	206	216	240	209	208	186	222	
Total			228	172	219	220	199	228	230	263	219	220	202	236	
Zone 2	10	80%	80.8%	80.7%	80.5%	78.1%	80.9%	80.7%	81.8%	83.1%	84.6%	81.4%	82.6%	80.5%	81.3%
			367	293	334	328	310	339	342	368	341	346	317	371	
	12	90%	91.2%	91.2%	90.4%	89.3%	90.6%	90.0%	91.9%	91.6%	92.6%	90.6%	92.2%	90.2%	91.0%
			414	331	375	375	347	378	384	406	373	385	354	416	
	15	95%	98.2%	98.1%	96.9%	98.3%	98.2%	96.2%	98.3%	97.3%	98.5%	98.8%	98.4%	97.2%	97.9%
			446	356	402	413	376	404	411	431	397	420	378	448	
Total			454	363	415	420	383	420	418	443	403	425	384	461	
Code 2	20	90%	96.9%	97.5%	94.8%	96.3%	95.7%	96.1%	95.3%	96.7%	95.9%	94.5%	96.6%	96.8%	96.1%
			286	233	271	237	264	248	301	324	258	256	230	214	
Total			295	239	286	246	276	258	316	335	269	271	238	221	
ALL CALLS			749	602	701	666	659	678	734	778	672	696	622	682	
C3 Dry Runs			130	87	120	118	128	115	122	136	118	135	122	127	
C2 Dry Runs			101	84	88	103	90	103	126	130	102	94	87	71	
All Dry Runs			231	171	208	221	218	218	248	266	220	229	209	198	
%			30.8%	28.4%	29.7%	33.2%	33.1%	32.2%	33.8%	34.2%	32.7%	32.9%	33.6%	29.0%	32.0%

4. Partnership Initiatives and System Improvements

4.1 Priority Dispatch (ProQA) and Tiered Response

PRCC and partner agencies implemented ProQA Priority Dispatch improvements. Phase 1 began in late April 2024. Phase 2, which included response plan updates to support improved resource assignment, went into effect on November 18, 2025. The full impact of Phase 2 will be assessed as additional post implementation data becomes available.

4.2 Supply Coordination and Cost Avoidance

Life Line and Prescott Fire continued coordinated medical supply and purchasing practices to standardize equipment and simplify on-scene operations. Based on internal review of historical purchasing patterns, a conservative estimated cost avoidance of approximately \$50,000 is attributed to purchasing power and process efficiencies.

4.3 Joint Training and Workforce Readiness

Joint training activities occurred throughout 2025, strengthening interagency interoperability and clinical consistency. Key examples include:

- February 2025 – PFD MCS (multi-company scenario training): ~25 participants per shift for 2 days.
- April 2025 – PFD MCS: ~25 participants per shift for 2 days.
- May 2025 – LLA New Employee Orientation Program (NEOP): 17 participants from LLA and PFD.
- May 2025 – PFD New Hire Academy: 40 participants.
- June 2025 – PFD MCS: ~50 total participants (two shifts) for 2 days.
- August 2025 – PFD MCS: ~50 total participants (two shifts) for 2 days.

- October 2025 – PFD New Hire Academy: 33 participants.
- December 2025 – Cardiac Arrest Initiative training for LLA supervisors and battalion chiefs: 12 participants across 3 shifts.

5. Unit Reliability Indicator – Reduction in PFD ALS Ride-Alongs

A key indicator of system reliability is the reduced need for PFD paramedic riders (ALS ride-alongs) during transports. The following figure shows a significant reduction from 2023 to 2025, preserving PFD availability for emergency response within the City.

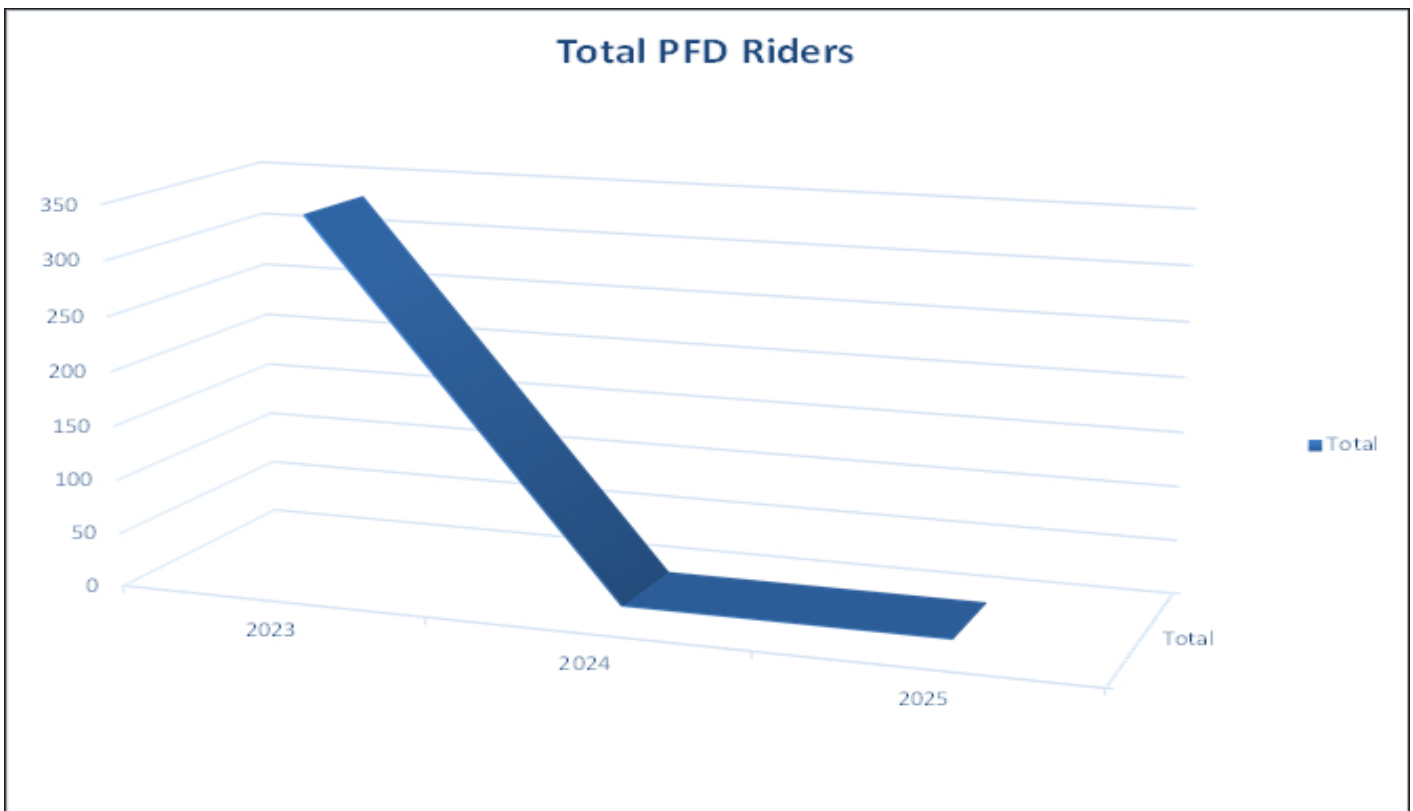


Figure 2. Total PFD Paramedic Riders (ALS ride-alongs), 2023–2025.

6. Cardiac Arrest Initiatives (CY2025)

In 2025, Life Line Ambulance and Prescott Fire Department continued a coordinated, data driven approach to improving outcomes for patients experiencing cardiac arrest. The system’s cardiac arrest initiative focused on protocol adherence, interagency team performance, and the integration of evidence based practices. Comparative analysis of 2024 vs. 2025 performance shows measurable improvement in key clinical indicators, including Return of Spontaneous Circulation (ROSC) and survival.

6.1 2024 vs 2025 Comparative Analysis

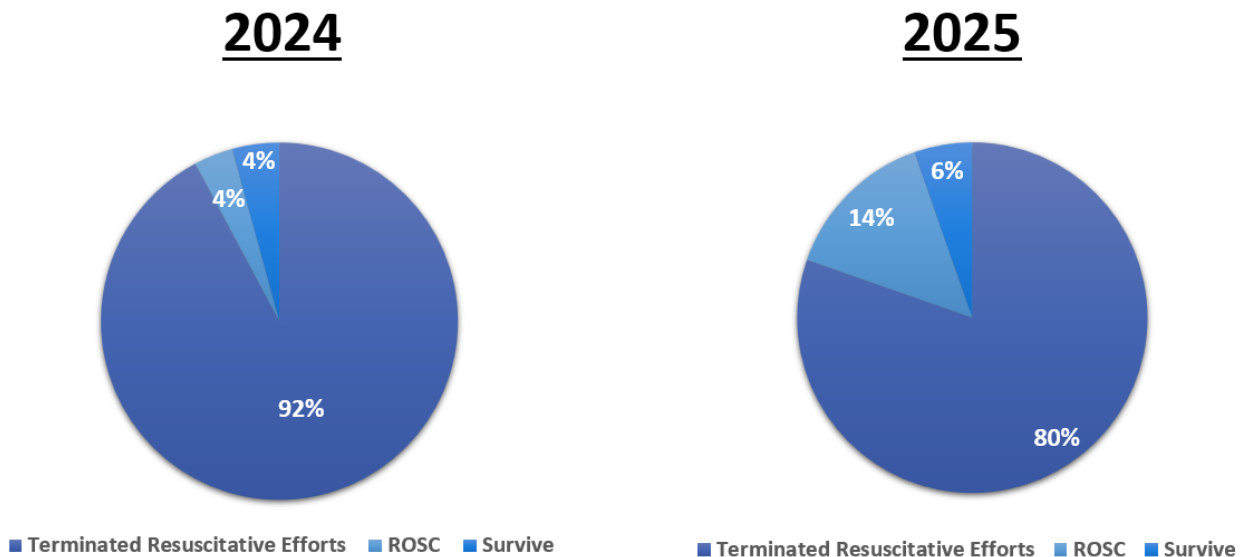


Figure 3. Compares Cardiac Arrests, ROSC and Survivors from 2024 and 2025. Considerable increase in ROSC patients in 2025.

6.2 Cardiac Arrest Key Findings

The 2025 dataset reinforces national evidence: witnessed arrests have substantially higher ROSC and survival outcomes.

This underscores the importance of:

- Rapid bystander intervention
- Immediate CPR initiation
- Early EMS activation

Protocol Adherence Improves Survival

Strict adherence to cardiac arrest best practice algorithms — specifically minimizing epinephrine overuse and minimizing unnecessary sodium bicarbonate — correlates with improved outcomes in the local dataset.

"One-Team" Model Increased Consistency

A standardized team based approach among LLA crews and PFD field personnel improved role clarity and operational flow during cardiac arrests. This included:

- Pre-assigned roles during resuscitation
- Clear leadership structure (incident lead + airway + compressor + medic roles)
- Interagency Supervisor/BC coaching on scene

External Collaboration Improved Regional Consistency

- YRMC continued protocol refinement, including recommended limited use of epinephrine and sodium bicarbonate, which aligns with national resuscitation guidelines.
- Ongoing hospital/EMS case review improved shared understanding of outcome drivers.

7. STEMI Outcome Initiatives (CY2026)

Although CY2026 outcomes will be included in next year's annual review, planning and Phase 1 data collection began in late 2025. Council should be aware of this forward looking quality initiative.

7.1 Chest Pain / STEMI Patient Outcome Initiative

Phase 1: Data Collection Focus Areas

- Medication Administration
- 12-Lead ECG Performance
- Operational Time Intervals
 - On-scene time analysis
 - Call-to-ER, ER-to-Cath Lab, and Call-to-Cath intervals
- Patient Outcomes Tracking
- Chart Quality Assurance

8. Contract Deliverables Matrix (CY2025)

The matrix below summarizes key contract deliverables, evidence, and status for Council review.

Contract Section	Deliverable / Requirement	Evidence / Documentation	Status	Where Documented
7.b	Response time review meetings; reports and statistics; Priority Dispatch (ProQA) status	CY2025 compliance charts (Figures 1); partner meeting log; ProQA Phase 2 implemented 11/18/2025	Met (ongoing monitoring)	Sections 3–4; Appendix A
7.b and 9.d	Patient Outcome Improvement	CY2025 Cardiac Arrest Initiative (Figure 3); CY2026 STEMI Outcome Initiative	Ongoing Monitoring and Development	Sections 6-7
12	Coordination for response outside contract boundaries; automatic assignment conditions	Dispatch assignment policy discussions; ECHO/high-acuity condition list development; Smart 911 and assignment policy meeting topics	In progress / continuous improvement	Appendix B; Section 4.1
14	Review of response time performance; incident/outlier review documentation	Monthly compliance monitoring; response time review included in partner meetings	Met	Section 3; Appendix A
16	Locations / unit reliability statistics and reporting	Reduced PFD ALS ride-alongs (Figure 2) as reliability indicator; sustained compliance performance	Met (enhancement planned)	Section 5
17	Joint training programs; hours and participating personnel	Training examples and participation counts; training planning in meeting records	Met	Section 4.3; Appendix A
18	Contractor responsible for equipment and supplies necessary to perform agreement	LLA responsibility maintained; supply readiness supported through coordinated processes	Met	Section 4.2
19	Disposable medical supplies/pharmaceutical coordination; standardization; cost savings	Cooperative purchasing and equipment standardization; conservative ~\$50,000 savings estimate	Met	Section 4.2
30	ALS utilization status; EMD system status updates; BLS utilization tracking as applicable	ALS reliability evidenced by reduced PFD riders (Figure 3); ProQA Phase 2 status provided	Met (ongoing monitoring)	Sections 4.1 & 5
32	Partner meetings and community education activities; status updates and outcomes	Partner meetings documented (Appendix A).	Partially met (events summary pending)	Appendix A

Appendix A – 2025 PFD/LLA Meeting Summary

Meeting records document monthly, quarterly, and ad hoc coordination supporting contract deliverables.

Date	Type	Topics of Discussion
01/16/2025	Monthly	<ul style="list-style-type: none"> Response times review Interagency Training planning
01/21/2025	Quarterly	<ul style="list-style-type: none"> 2024 Review, Goal Setting for 2025
02/05/2025	Monthly	<ul style="list-style-type: none"> Response times review
03/12/2025	Monthly	<ul style="list-style-type: none"> Response times review
04/09/2025	Monthly	<ul style="list-style-type: none"> Response times review Restock Process (Expired supplies) EMS Week Planning Cardiac Arrest Initiative Update
05/08/2025	Quarterly	<ul style="list-style-type: none"> Q1 Review presentation
06/09/2025	Monthly	<ul style="list-style-type: none"> Response times review
06/25/2025	ADHOC	<ul style="list-style-type: none"> Smart 911 Dispatch Assignment Policy Durable Goods Purchasing Station 75 move Clinical Outcome Update
08/07/2025	Monthly	<ul style="list-style-type: none"> Response time review Cardiac Arrest Initiative Updates ProQA Phase 2 update TXA Addition/Training
09/03/2025	ADHOC	<ul style="list-style-type: none"> Response times
09/09/2025	Monthly	<ul style="list-style-type: none"> Response time review ProQA Tiered Response Update HandTevy PFD Implementation Contract Items Review and Collaboration
10/03/2025	Monthly	<ul style="list-style-type: none"> Response time review

		<ul style="list-style-type: none"> Contract Items Review and Collaboration Interagency Training Planning Cardiac Arrest Initiative Update
11/14/2025	Quarterly	<ul style="list-style-type: none"> Q3 Review
12/03/2025	Monthly	<ul style="list-style-type: none"> Cardiac arrest process review

Appendix B – ProQA Determinate Mapping

List of conditions that get closest ambulance/unit assignment within City Limits

#	Response Level	CC #	Chief Complaint Name	Desired CAD Problem Nature Code	Priority Level
53	Echo	2	Allergies (Reactions) / Envenomations (Stings, Bites)	ALLERGY3	F1 HIGH PRIORITY/1
163	Echo	6	Breathing Problems	BREATH3	F1 HIGH PRIORITY/1
247	Echo	7	Burns (Scalds) / Explosion (Blast)	BURNS3	F1 HIGH PRIORITY/1
410	Echo	9	Cardiac or Respiratory Arrest / Death	CARDIAC3	F1 HIGH PRIORITY/1
459	Echo	11	Choking (Near Choking / Aspiration)	CHOK3	F1 HIGH PRIORITY/1
583	Echo	14	Drowning / Near Drowning / Diving / SCUBA Accident	TRSTW	F1 HIGH PRIORITY/1
616	Echo	15	Electrocution / Lightning	ELECTRO3	F1 HIGH PRIORITY/1
1546	Echo	23	Overdose / Poisoning (Ingestion)	OVERD3	F1 HIGH PRIORITY/1
2471	Echo	31	Unconscious / Fainting (Near)	UNCON3	F1 HIGH PRIORITY/1

Prescott Police and Prescott Fire Department

Annual Report and Department Overviews



PRESCOTT REGIONAL



COMMUNICATIONS CENTER



APRIL 14, 2026

PRESCOTT POLICE DEPARTMENT



Amy Bonney
Chief of Police

Jon Brambila
Deputy Chief of Police

Corey Kasun, Lieutenant
Patrol Operations

Jack Shapiro, Lieutenant
Special Operations

Gary Novak, Lieutenant
Support Operations

Dr. Jim DeLung
PRCC Communications Director

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



ACCREDITATIONS



Arizona Law Enforcement Accreditation Program

Accredited since July 2021, the Prescott Police Department is one of the first in Yavapai County and a leader in the state to apply for accreditation and complete all necessary steps to be commissioned as an accredited agency by the ALEAP Commission and the AACOP Board of Directors.



Arizona Law Enforcement Accreditation Program Property & Evidence

Full accreditation to be awarded July 2026!



Arizona Law Enforcement Accreditation Program Communications

Accredited since July 2024, the Prescott Regional Communications Center is the first and only regional, multi-jurisdictional, multi-discipline communications center in the state of Arizona to receive this prestigious recognition.

BY THE NUMBERS



**Total Calls
for Service**

48,731



Officer Count

82



Citations

8,054



Arrests

2,444

PD 2025/2026 BUDGET & BUDGETED PERSONNEL

OPERATING BUDGET	
Personnel	\$14,940,566
Supplies	\$1,905,875
Internal Charges	\$2,801,554
Other Supplies & Services	\$1,818,210
Capital	\$11,842,996
<hr/>	
Total:	\$33,309,201
<hr/>	

BUDGETED PERSONNEL	
SWORN	
Police Chief	1
Deputy Police Chief	1
Lieutenant	3
Sergeant	11
Officer	71
Officer (PSTI Funding)	12
TOTAL SWORN:	99
<hr/>	
CIVILIAN	
Supervisor	3
Professional Staff	15.5
Professional Staff (PSTI funding)	2
TOTAL CIVILIAN	21.5
<hr/>	

PD 2025/2026 PERSONNEL AND CALLS FOR SERVICE

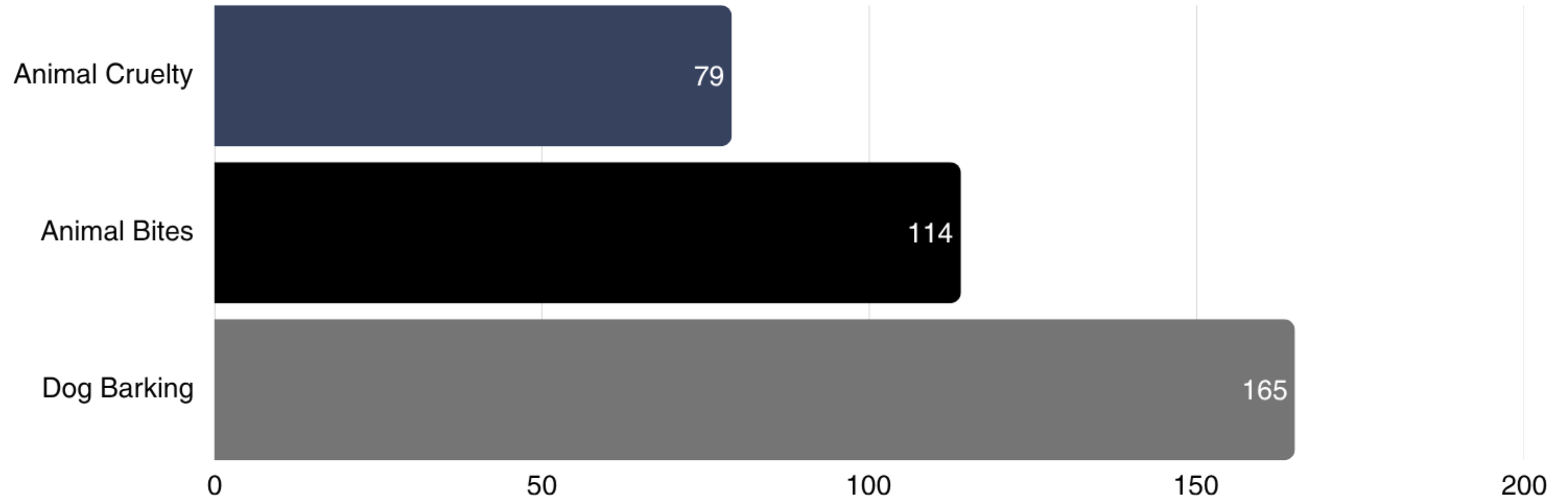
CURRENT SWORN PERSONNEL		CIVILIAN		CALLS FOR SERVICE	
Sworn		Supervisor	1	Animal Control	3,835
Police Chief	1	Professional Staff	15.5	Patrol	18,885
Deputy Police Chief	1	Professional Staff (PSTI Funding)	1	Officer and Self-Initiated	26,011
Lieutenant	3			PRCC	84,299
Sergeant	2			Total Calls for Service:	133,030
Officer	63				
Officer (PSTI Funding)	2				
Total Sworn:	81	Total Civilian:	20.5		

Arrests: Patrol 2,054; School Resource 76; Investigations 46; DUI 268 - **Total 2,444**

Citations: Parking 3,599; Traffic 4,455 - **Total 8,054**

ANIMAL CONTROL

Total Calls for Service: 3,835



K9 UNIT

Cooper & K9 Officer Alltop

Training Events:	68
Training Hours:	230.8
Detection Exercises:	145
K9 Deployments:	39

Benny* & Bob + K9 Officer Million

Training Events:	91
Training Hours:	461.2
Detection Exercises:	179
K9 Deployments:	41

*Benny retired August 2025

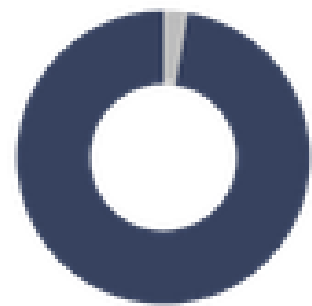
PATROL

2025 Patrol Overview

Total calls for service: 44,896

Average response time to priority calls for service: 5m 54s

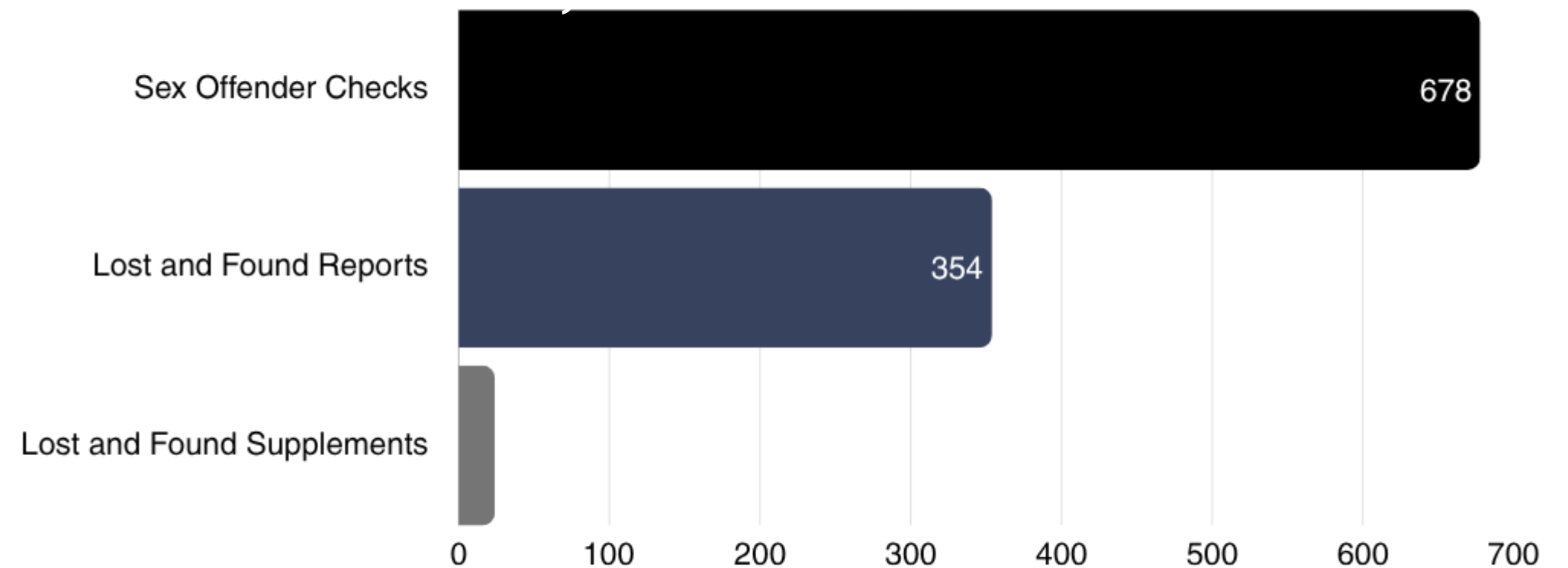
Total Arrests Made: 2,054



Adult

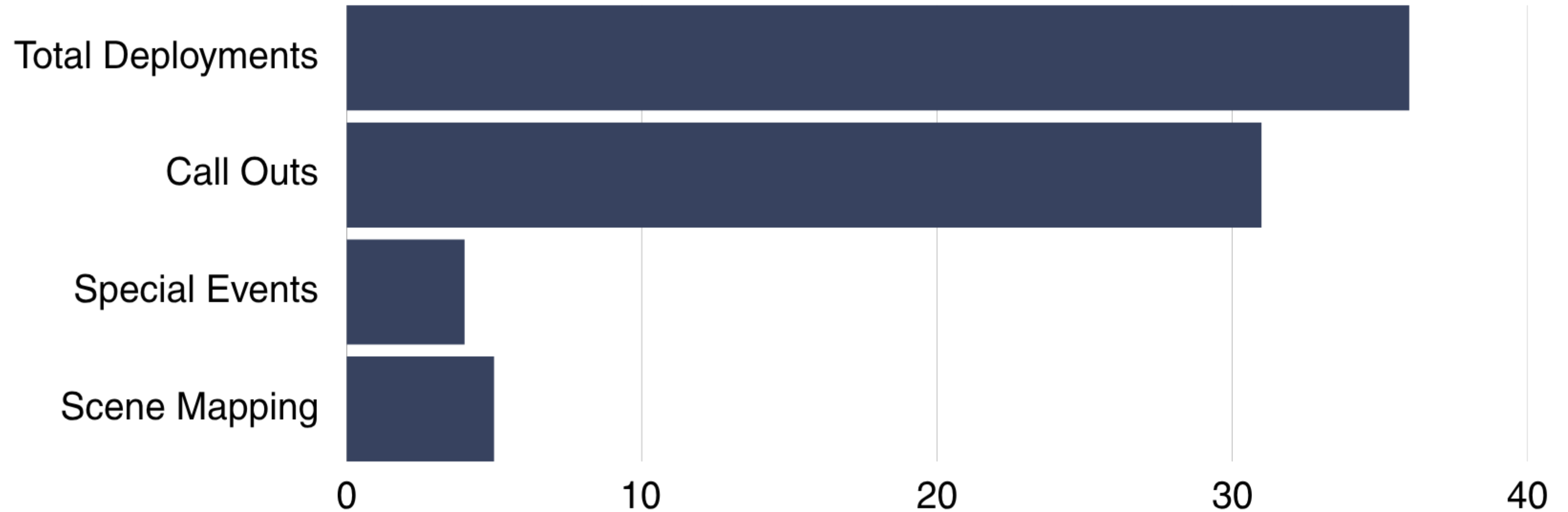
Juvenile

Total Reports Generated:



S.W.A.T.

2025 Technical Support Unit Summary



24 members assigned to various positions; collateral duty (not full time). Respond to about 12 calls per year.

TRAFFIC SAFETY SECTION

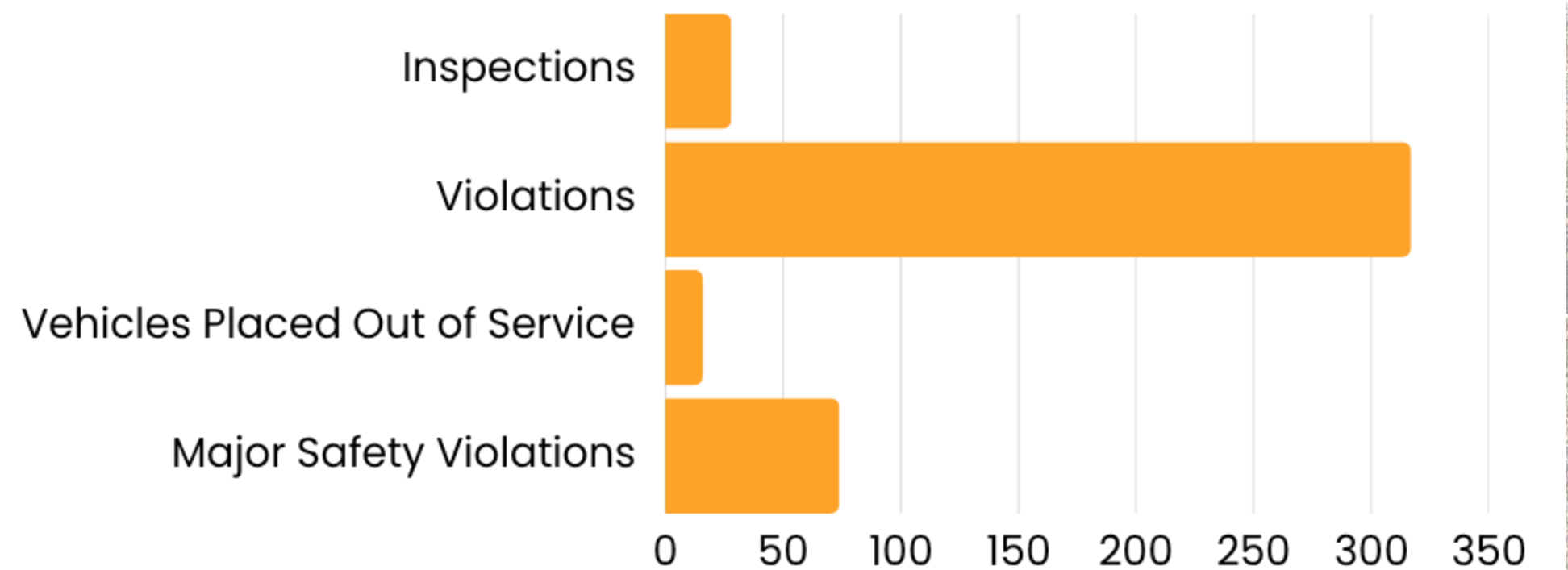
2025 Traffic Overview

Traffic collisions investigated:	1,029
Parking citations:	3,599
Parking warnings:	774
Citations:	4,455
Warnings:	7,158
Traffic stops:	8,990
DUI arrests:	268

GOHS - FUNDED ACTIVITIES



Jan '26 - YTD Commercial Vehicle Enforcement Summary

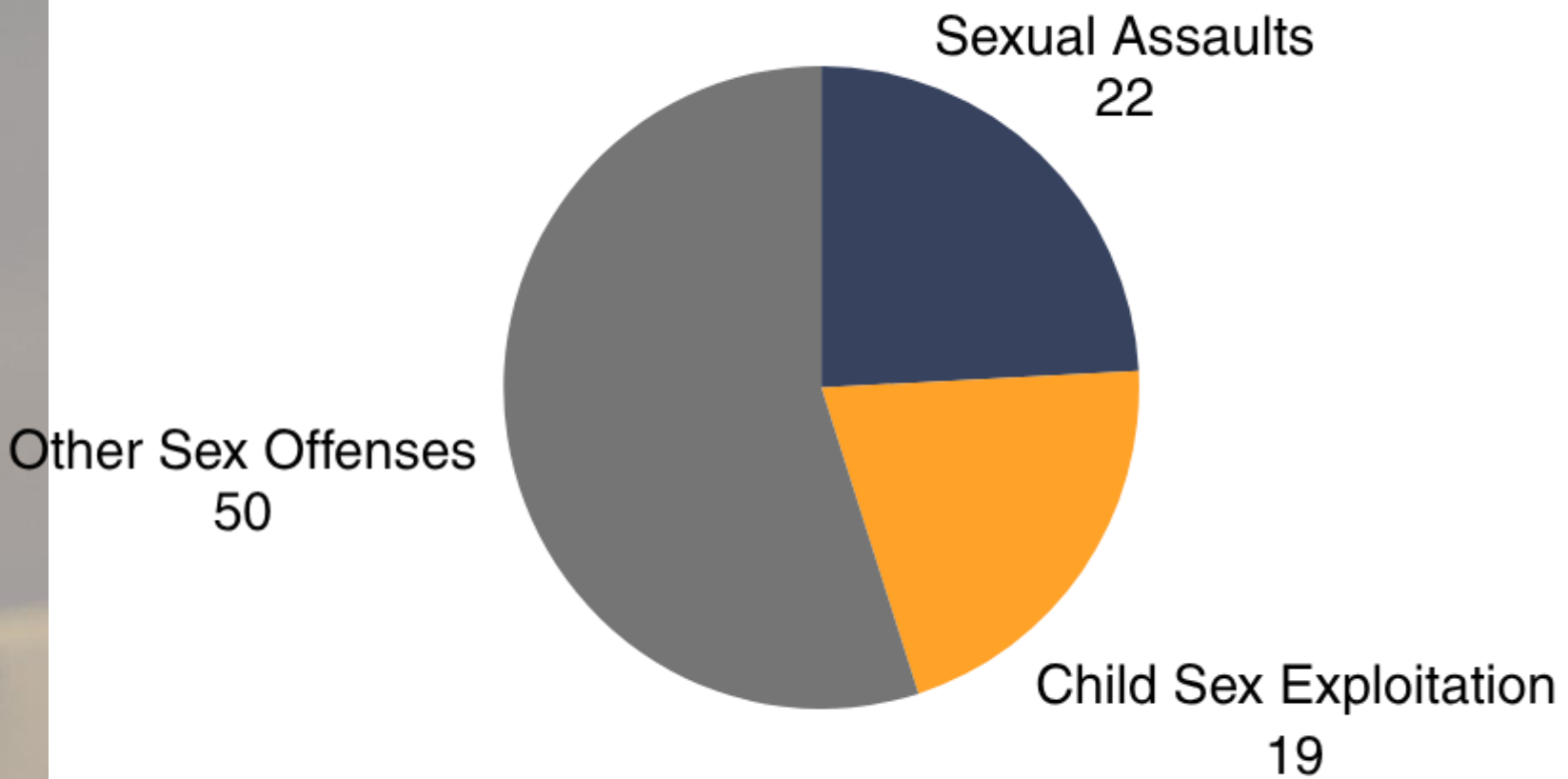


INVESTIGATIONS

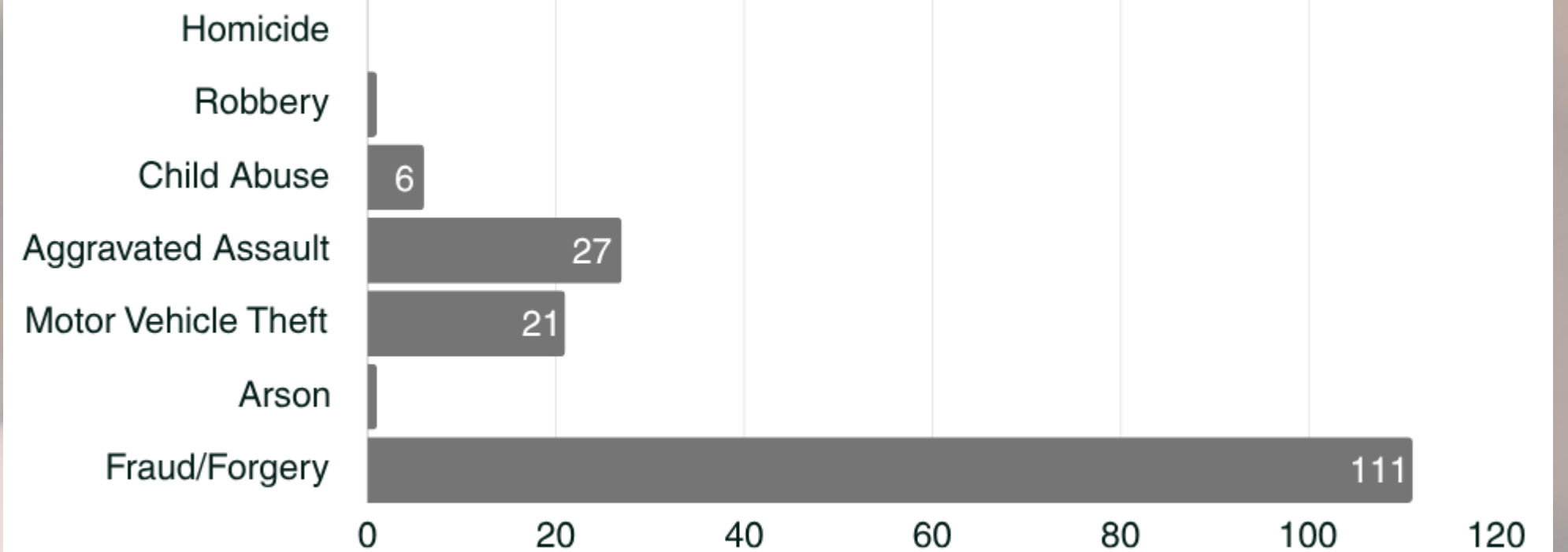
2025 Investigations

Search Warrants: 48
Arrests: 46

Sex Crimes



2025 Investigations Overview



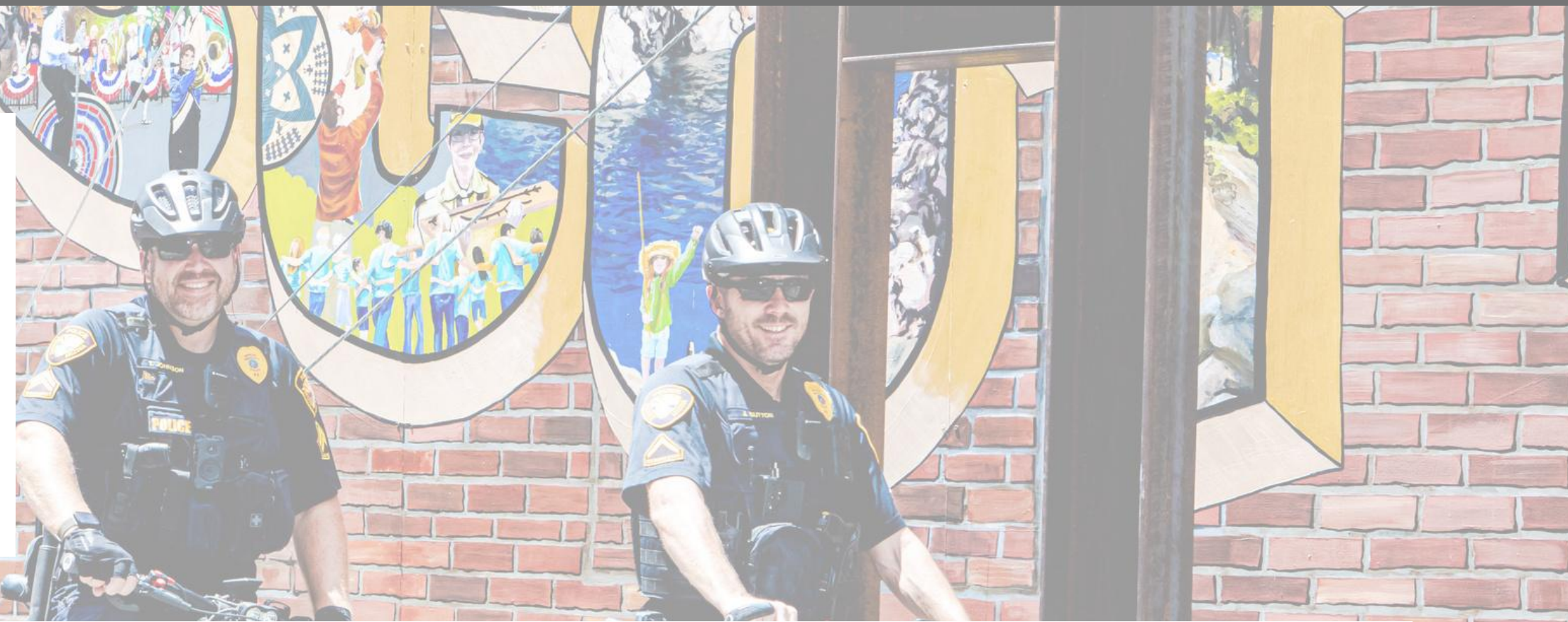
COMMUNITY SERVICES

Overview

Bike patrols: 195

Presentations and community education events: 30

Special events and details: 25



School Resource Officer - PHS

Students taught:	243
Classes taught:	12
Reports:	61
Arrests:	50

School Resource Officer - GMMS

Students taught:	560
Classes taught:	21
Reports:	17
Arrests:	12

School Resource Officer - MHMS

Students taught:	540
Classes taught:	18
Reports:	17
Arrests:	14

RECORDS, PROPERTY & EVIDENCE

2025 Records Overview

Public Records Requests:	3,668
Online Reports Submitted:	303
Criminal History Inquiries:	1,730
Fees Collected:	\$8,599

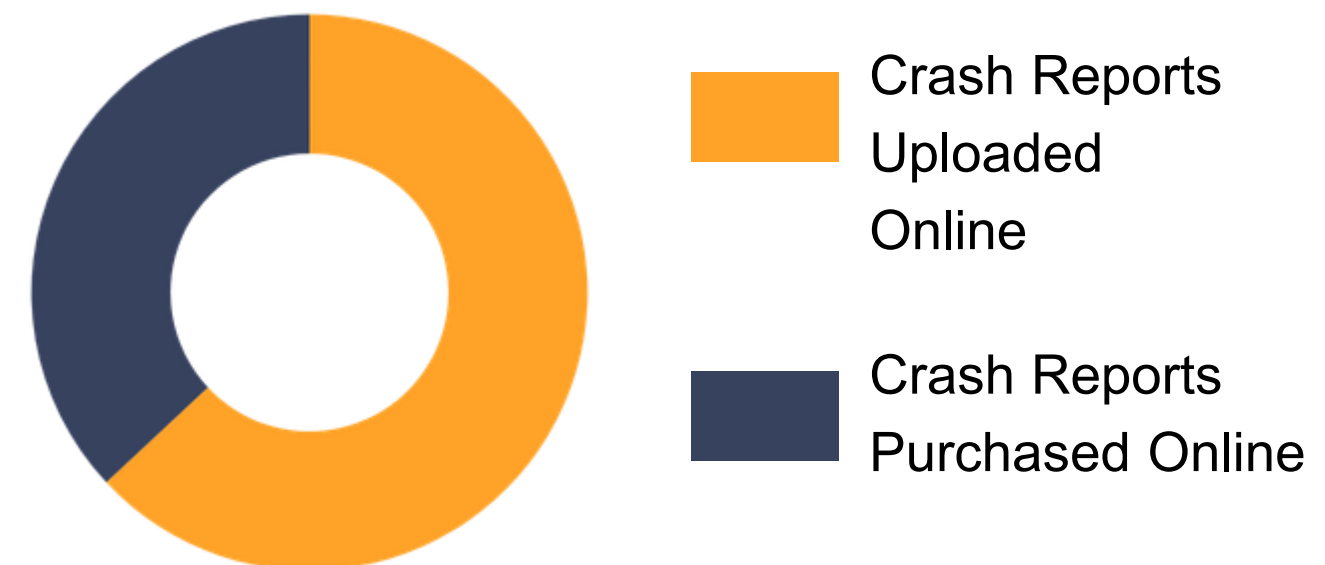
Property & Evidence Overview

Items Held:	20,421
Evidence Requests:	1,656
Total Items Requested:	47,012
Items Destroyed:	1,232
Pounds of Drugs Incinerated:	622.5

2025 Body Worn Camera Summary

Requests for Body Cam Footage:	71
Videos Redacted and Released:	344
Hours of Redactions:	458

Online Crash Reports Overview



TRAINING, RECRUITING & COMMUNITY OUTREACH

Training & Recruiting

Hiring & Training Hours:	4,210
Police Officers Hired:	14
Professional Staff Hired:	10
Total Number of Testing Processes:	6
Total Number of Officers Tested:	22
Total Number of Recruitment Social Media Posts:	12

Community Outreach

Social Media Posts:	574
Money Raised Through Pink Patch Events:	\$13,000
Crime Fraud Prevention Events:	8
Neighborhood Block Watch Presentations:	16
Citizens Academies:	2
Pink Patch Events:	11
Total Community Events:	61

PRCC 2025/2026 BUDGET & PERSONNEL

OPERATING BUDGET

Personnel	\$3,770,054
Internal Charges	\$338,689
Operating Services	\$126,107
Other Services	\$650,233
Capital	\$0
<hr/>	
Total:	\$4,885,083

BUDGETED PERSONNEL

Police Administrator	1
PRCC Manager	1
PRCC Assistant Manager	1
Public Safety Telecommunicator	
Supervisor	5
Public Safety Telecommunicator	28
<hr/>	
Total:	36

CURRENT PERSONNEL

Police Administrator	1
PRCC Manager	1
PRCC Assistant Manager	1
Public Safety Telecommunicator	
Supervisor	5
Public Safety Telecommunicator	19
Part-time Personnel	8.5
<hr/>	
Total:	35.5

PRCC 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

Skull Valley Fire District

Yavapai County Fire Consortium:

- **Williamson Valley**
- **Bagdad**
- **Mayer**
- **Congress**
- **Crown King**
- **Southern Yavapai (Wilhoit)**
- **Yarnell**

EMS Transport Dispatching

Copperstate Ambulance

2025 STATS

Accomplishments

- 195,311 calls handled in/outbound
- Participated in community events such as National Night Out, Coffee with a Cop, and Shop with a Cop
- Participated and supported in the airport mass casualty drill
- Fulfilled 911 recording requests for partner agencies and prosecutor offices
- Processed 44 public records requests as needed
- Added 7 more fire departments
- Greatly expanded radio coverage with CAFMA
- Participated in multiple agency accreditations

Calls for Service

- 36,849 Police
- 28,610 Fire
- 18,840 EMS

Inbound/Outbound Call Count Summary

- 10-digit Emergency: 107,974
- 911 Emergency: 45,742
- Text to 911: 668
- Outbound: 40,927

INNOVATIONS IN POLICING

Leica RTC360 Laser Scanner

- High-speed LiDAR scanning captures detailed 3D scenes (up to 2 million points/second)
- Improves safety and efficiency by reducing time spent in hazardous environments
- Enables revisiting scenes and stronger courtroom presentations through clear visual evidence

Less Lethal Capabilities

- Enhances de-escalation, helping resolve volatile situations more safely
- Reduces risk of serious injury for officers and the community
- Provides more precise, proportional response options beyond traditional methods

SRO/Facility K9 Team

- Builds trust and positive engagement between students and law enforcement
- Provides a calming, supportive presence within the school environment
- Promotes a holistic, student-centered approach to safety and prevention

Commercial Vehicle Officer

- Enhances roadway safety by identifying unsafe vehicles and compliance issues
- Proactively reduces risk through targeted commercial vehicle inspections
- Improves efficiency with dedicated, specialized enforcement

PUBLIC SAFETY TAX INITIATIVE AND STRATEGIC RESULTS

Jun - Jul

- RSOQ

Aug-Sept

- Negotiated contract
- Council presentation and contract approval

Oct - Nov

- Council approval of land purchase
- Contract kick-off meeting

Dec

- Programming meeting

Operational

- Expanded staffing programs with a new police aide position and cadet program
- Improved service delivery and response through patrol realignment and upgraded technology
- Maintained high standards and readiness with reaccreditation, stronger policies, and specialized unit deployments

Community Impacts

- Strengthened community trust and engagement through outreach programs and events
- Enhanced public safety with targeted DUI enforcement and high-visibility patrols
- Expanded youth and school engagement with a school-based K9 and education efforts

2025



PRESCOTT FIRE DEPARTMENT



DEPARTMENT OVERVIEW



PERSONNEL OVERVIEW

OFFICE OF THE CHIEF		EMERGENCY OPERATIONS	
Fire Chief	1	1	Division Chief
Deputy Chief	1	3	Battalion Chiefs
Administrative Supervisor	1	17	Captains
Administrative Coordinator	1	21	Engineers
Administrative Specialists	3	37	Firefighters



BUDGET OVERVIEW

FY 2026	
Operating Budget	\$17,987,497
FY 2026 Capital Budget	
FY 2026 CIP	\$26,942,550

COMMUNITY RISK MANAGEMENT

ESSENTIAL SERVICES

COMMUNITY DEMOGRAPHICS



Stations	5	<i>Closest Unit Dispatch adds 10 CAFMA Stations</i>
Square Miles	42	<i>Automatic Aid to CAFMA - 369 sq. miles</i>
Total Valuation Protected	\$16.45 billion	<i>Yavapai County Assessor - Dec 2025</i>
PFD Operational Budget/ Total Property Valuation in Prescott	0.11%	<i>PFD Efficiency Measure</i>
Avg. Cost/Resident	\$371.61	<i>Ratio Only - Sales Tax Generation is driven by more than just residents</i>

DIVISION OVERVIEWS

Core Identity – Community First-Courage, Grit & Duty, Driven by Excellence

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

Mission – We enhance the quality of life in Prescott by mitigating the community’s risk through service, excellence and compassion

Values – Integrity, Professionalism, Compassion, Trust, Collaboration, Leadership, Competence, Innovation, Ownership, Fun

Office of the Chief

Emergency Operations
Division

Community Risk
Management Division

Essential Services
Division

OFFICE OF THE CHIEF

2025 MAJOR ACCOMPLISHMENTS

- **Grants:** Secured several grants such as the SHSGP HazMat meter and 100 Club safety grant.
- **Innovation Technology:** Implemented the Honeywell G2 fire station alerting system to reduce response times.
- **Fire Station Progress:** Initiated funded fire station projects with land procurement and design.
- **Succession:** Promoted new Operations and Battalion Chief.
- **Data Analytics:** Implemented a data dictionary and expanded dashboards for consistent data analysis.
- **Compliance & Recordkeeping:** Transitioned to a new Records Management System and the new National Emergency Response Information System (NERIS) for reporting.
- **Achieved re-accreditation** using a joint CRA/SOC (Community Risk Assessment/Standards of Cover)



Spotlight on Accreditation

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

EMERGENCY OPERATIONS

Metric	CY 2023	CY 2024	Percent Change	CY 2025
% Firefighters working no more than 400 hours overtime annually	81.7%	73%	-10.55%	80.7%
% of responses provide within turnout time benchmarks	70% (n=5,378)	78% (n=5,332)	3.85%	81% (n=4,135)
# of Aircraft Rescue firefighting calls for service provided (Commercial and General)	30	49	-32.65%	33
% cardiac arrest patients discharged from hospital with no neurological deficits	Not Tracked	13.2%	-14.39%	11.3%

EMERGENCY OPERATIONS

2025 MAJOR ACCOMPLISHMENTS

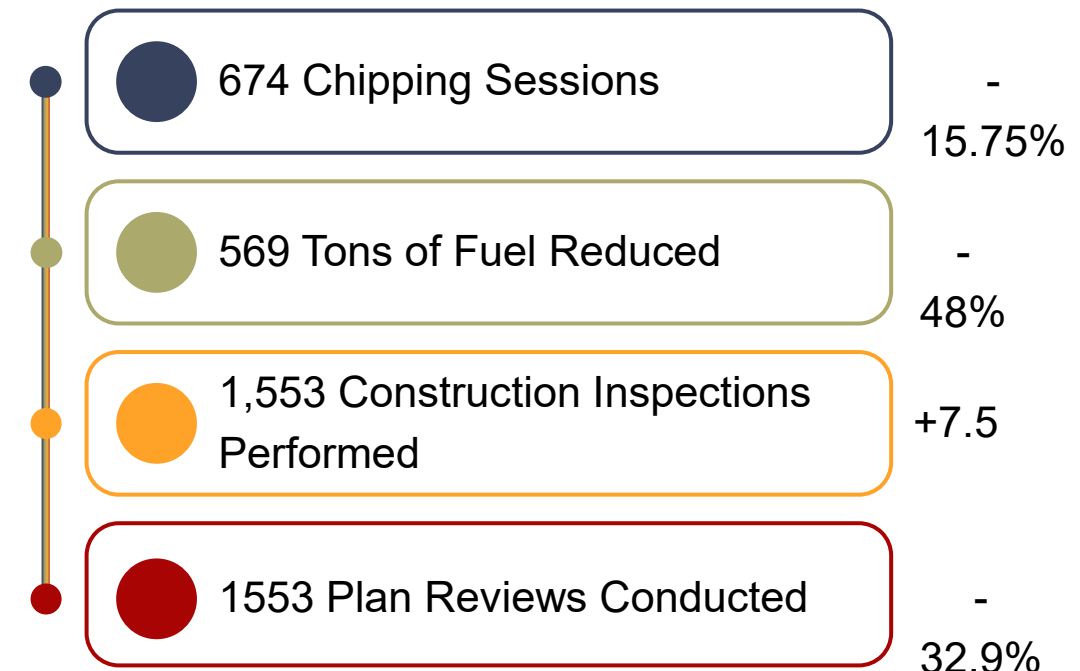
- **Optimized Response:** Implemented regional tiered dispatching and Emergency Medical Dispatching (EMD) with PRCC to provide immediate caller instructions and optimize unit deployment.
- **EMS & Clinical Excellence:** Established integrated cardiac arrest survival tracking with YRMC/AMR; launched a national CQI chart review system; graduated 6 paramedics.
- **Health & Safety Culture:** Achieved 100% NFPA 1582 medical compliance; provided esophageal cancer screenings; conducted third-party air quality testing and adopted on-scene decontamination policies.
- **Leadership Development:** Redesigned Captains' meetings.
- **Community Engagement:** Delivered coordinated cross-training with regional community partners.

COMMUNITY RISK MANAGEMENT

2025 MAJOR ACCOMPLISHMENTS

- **Code & Policy Modernization:** Adopted the 2024 Fire Code and updated the fee schedule, aligning regional development and enforcement with Arizona Revised Statutes.
- **Emergency Preparedness:** Launched a new citywide emergency notification system, finalized the 2025 Continuity of Operations, Debris Management, and Emergency Operations plans through a new Emergency Management internship.
- **Wildfire Resilience:** Conducted extensive technical research and stakeholder engagement in preparation for the 2024 International WUI Code adoption.
- **Operational Growth:** Hired a new Plans Reviewer/Inspector using Proposition 478 funding and implemented a rapid refueling process at PRC for defense and emergency aircraft.
- **Strategic Partnerships:** Strengthened regional collaboration with YCOEM, PVOEM, CAFMA, and YCCA to enhance community risk mitigation and resource sharing.

2025 ACTIVITY
MEASURES

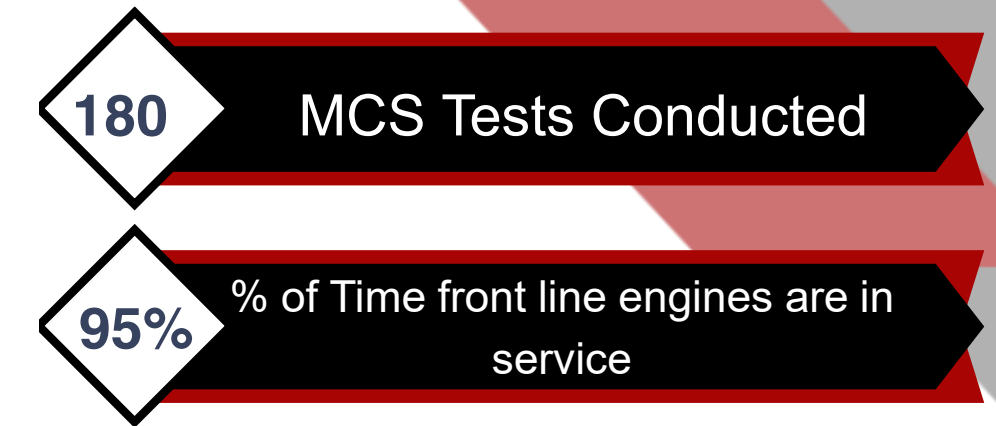


ESSENTIAL SERVICES

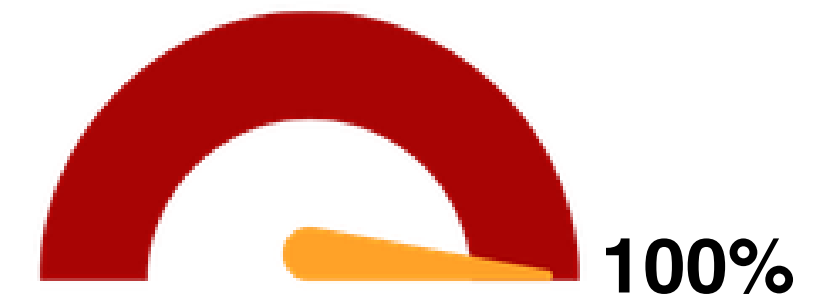
2025 MAJOR ACCOMPLISHMENTS

- **Fleet & Infrastructure:** Commissioned 9 new apparatus (Engine, Ladder, Brush, Staff) and an SCBA compressor; ordered 6 additional units and finalized the design/procurement phase for the new Training Tower.
- **Facility Health & Safety:** Installed direct exhaust capture systems department-wide and air curtains at Stations 73/74; relocated turnout storage to eliminate contaminant exposure in apparatus bays.
- **Recruitment & Academy:** Tripled initial applicant counts through process adjustments and conducted two joint recruit academies for 15 personnel; implemented the comprehensive 2025 Training Plan.
- **Succession & Leadership:** Finalized departmental "Acting Books" and certified 11 Acting Engineers and 7 Acting Captains; launched the first formal organizational succession planning documents for resource development.

2025 Activity Measures



% of Recruits that Successfully Complete the Prescott Fire Training Academy



Promotional and Hiring Processes Conducted: 3

After-Action Reviews Conducted: 8

Total Training Hours by PFD Employees

43,611

2026 STRATEGIC PLAN UPDATE

MAJOR CHANGES FOR 2026

- **Community and internal stakeholder feedback** completely updated (Jan-Feb 2026)
- **Updated City Council Strategic Plan** Integrated (Jan 2026)
 - 81% of PFD goals directly support the council's plan
- **Strategic Issues** Updated (Feb-Mar 2026)
- All **Strategic Results** have been updated, and goals and objectives have been added. (Feb-Apr 2026)
- 2026 marks our **transition away from startup-style urgency** to institutional stability
- **Maturing into structure** by replacing single points of dependency with coordinated processes.

2026 STRATEGIC PLAN UPDATE

KEY PROGRESS MILESTONES

- **Goal Completion:** Completed 70% of the original 2023 goals.
- **Workforce Evolution:** 40% of the current workforce did not work for the department in 2023, and 25 new positions were allocated.
- **Operational Success:** There is progress with a 46% reduction in "force hires" and a 10% decrease in the impact of low-acuity calls.

Fire Department Strategic Plan Progress Dashboard (22 Total Initiatives)

Not Started	Delayed/Off Track	Behind Schedule	On Track	Completed
Waiting for 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
0%	0%	5%	60%	35%

2026 STRATEGIC PLAN UPDATE

THE 2026 STRATEGIC ISSUES

- 1. Response, Growth, & Infrastructure:** With funding secured and projects underway help is on the way but not here yet. Community growth continues to exceed service delivery capacity.
- 2. Resource & Workforce Sustainability:** A young workforce, high service demand, and increased expectations leads to staffing shortages in specific ranks and contributes to employee fatigue.
- 3. Community Wildfire Risk:** Fuel loads and urban vulnerabilities increase wildfire threats. Coupled with constraints in insurance markets this necessitates further enhancing mitigation strategies.
- 4. Training & Professional Development:** A generational leadership change and rapid hiring create an experience gap that risks losing institutional knowledge.
- 5. Organizational Communication:** Strained internal and external communication requires a more proactive engagement model to maintain public trust.
- 6. Service Delivery Evolution:** Inefficient processes and a need to further build data analysis capacity are impacting our transition to modernizing evidence-based practices.

2026 STRATEGIC PLAN UPDATE

STRATEGIC RESULT UPDATES

Feature	2026 Strategic Results (6 Areas)	2025 Strategic Results (5 Areas)
Result 1	Reducing Risk (Expanded Wildfire focus)	Reducing Community Risk
Result 2	Infrastructure Improvements (Increased scope)	Infrastructure
Result 3	Organizational Capacity (Increased scope)	Workforce
Result 4	Workforce Development	Performance Measurement
Result 5	Strategic Communication (Increased scope)	Organizational Culture
Result 6	Performance Management	N/A

THE CRITICAL ISSUES AHEAD

Strengthening Organizational Capacity

Employee Development and Training

Strategic Communications

Wildfire Risk Adaptation

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

COMMUNITY RISK ASSESSMENT / STANDARDS OF COVER OVERVIEW

First in the Nation Joint CRA/SOC

- Recognized as the first of its kind in the nation.

Used in PFD's and CAFMA's Successful Accreditation Applications

- Played a crucial role in the successful accreditation applications for both PFD and CAFMA.

More Accurate Representation of the Closest-Unit Automatic Aid System

- Provides a more precise depiction of the system that automatically deploys the nearest available unit.

Unified Response Goals

- Both jurisdictions have aligned response goals, ensuring consistency and efficiency.

Enhanced Coordination of Capital Investments

- The entities involved can better coordinate their capital investment efforts.

Significant Force Multiplier and Cost Savings

- This joint effort creates a substantial force multiplier effect and leads to considerable cost reductions.

2021-2025 RESPONSE TIME OVERVIEW

Incident Type	% of Total
Rescue & EMS Incidents	77.73%
Public Assist	10.02%
Fire	7.68%
Hazardous Materials	1.97%
Information and Investigation	1.24%
Wildland Fire	0.67%
ARFF	0.48%
Technical Rescue	0.21%
Total	100%

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

	2024	2023	2022	2021	2025	Goal
1st Arriving	00:13:01	00:12:22	00:12:14	00:11:55	00:13:40	00:08:00
# of Incidents	8,870	9,298	9,321	9,160	8,424	

Moderate Risk Fire Suppression Total Response Time (Urban Areas)

	2024	2023	2022	2021	2025	Goal
1st Arriving	00:12:23	00:12:39	00:12:06	00:14:10	00:12:01	00:08:00
# of Incidents	69	60	48	71	41	

2025 Response Times in Prescott City Limits

Moderate Risk EMS: 00:14:02

Moderate Risk Fire Suppression: 00:11:27

FEATURED PROGRAM

JOINT CRA / SOC

- Innovative approach to Community Risk Assessment and Standards of Cover (CRA/SOC)
 - Developed in partnership with Central Arizona Fire and Medical Authority (CAFMA) utilizing the closest unit dispatch system
- Key benefits:
 - Coordinated and efficient emergency response
 - Tiered dispatching for optimal resource use
 - Improved response times for community assistance
- Both agencies agreed on response time targets and coordinated policies
- Led to successful independent peer reviews and accredited status
- Approach praised by the commission



Inspired interest from other departments seeking similar accreditation strategies

FEATURED PROGRAM

STATION ALERTING

Transition from manual legacy processes to a high-speed, automated internet-based network.

Key Capabilities

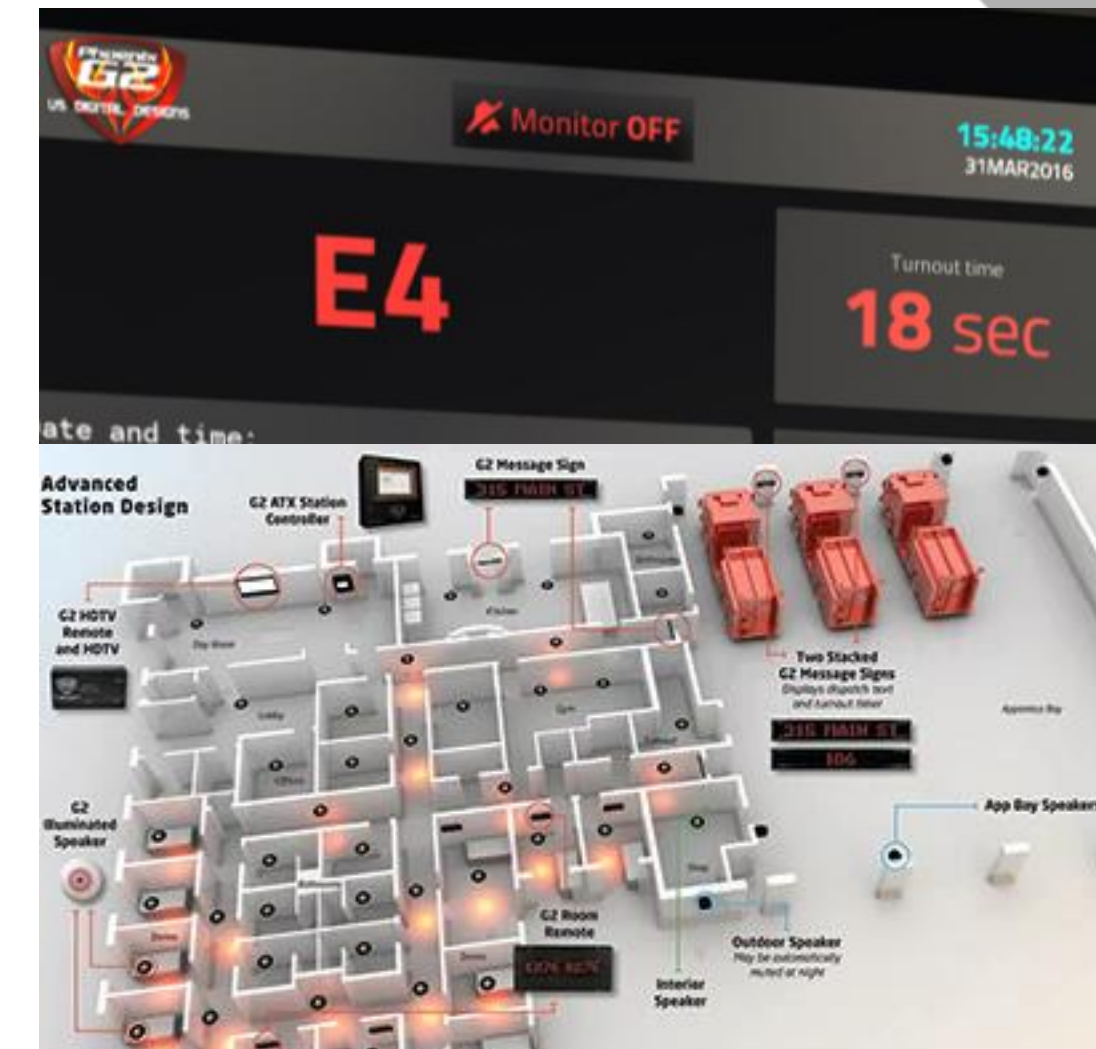
- Sub-Second Speed: Simultaneous notification to all units in under one second.
- Automated VoiceAlert: Clear text-to-speech eliminates manual "call stacking."
- Crew Wellness: "Heart-Friendly" ramping uses gradual light/tones to reduce cardiac stress.

Strategic Benefits

- Faster Response: Streamlined processing shortens community emergency wait times.
- Dispatcher Focus: Centralized dashboards allow for monitoring multiple incidents at once.
- Precision: Enables dispatchers to prioritize callers while the system handles delivery.

Current Status: Optimization

- Currently fine-tuning speaker zones and tracking reductions in turnout times and total response times.



PUBLIC SAFETY TAX INITIATIVE (PROP 478)

	FY25 Actual	FY26 Budget	FY26 Estimated	FY27 Proposed Budget
Sources				
Tax Revenue	\$ 5,679,217	\$ 22,300,000	\$ 22,800,000	\$ 22,300,000
Proceeds from Debt	-	14,912,305	-	-
Impact Fees & General Fund	109,039	-	801,496	3,029,054
Total Sources	\$ 5,788,256	\$ 37,212,305	\$ 23,601,496	\$ 25,329,054
Uses				
Police - Public Safety Tax	\$ 120,350	\$ 2,295,367	\$ 786,772	\$ 2,405,890
Fire - Public Safety Tax	298,440	1,460,438	1,076,911	1,442,657
Subtotal Operations	418,790	3,755,805	1,863,683	3,848,547
Public Safety Tax Capital				
Police - Public Safety Tax	\$ 127,269	10,630,000	3,398,000	13,426,740
Fire - Public Safety Tax	930,469	22,826,500	4,103,925	9,371,138
Subtotal Capital	1,057,738	33,456,500	7,501,925	22,797,878
Total Uses	\$ 1,476,528	\$ 37,212,305	\$ 9,365,608	\$ 26,646,425
Net Public Safety Tax Program	\$ 4,311,728	\$ -	\$ 14,235,888	\$ (1,317,371)
Public Safety Tax Ending Balance	\$ 4,202,689	\$ 4,202,689	\$ 17,637,081	\$ 13,290,656

PUBLIC SAFETY TAX INITIATIVE (PROP 478) - CAPITAL

CURRENT ESTIMATES

	Immediate Needs			Short Term				Longer Term	Total
	<u>FY25 Act</u>	<u>FY26 Est</u>	<u>FY27 Bud</u>	<u>FY28 Bud</u>	<u>FY29 Bud</u>	<u>FY30 Bud</u>	<u>FY31 Bud</u>	<u>FY32 Bud</u>	
Police									
Property and Evidence Facility & Substation	\$ -	\$ 2,647,000	\$10,961,740	\$15,000,000	\$14,500,000	\$5,000,000	\$ -	\$ -	\$ 48,108,740
Firing Range Improvement	14,180	-	460,000	-	-	-	-	-	474,180
Radio Tower Improvements	4,050	200,000	1,200,000	-	-	-	-	-	1,404,050
Additional Vehicles - Impact Fees	109,039	111,000	115,000	115,000	115,000	115,000	115,000	-	795,039
Additional Vehicles - PSTI	-	440,000	690,000	690,000	-	-	-	-	1,820,000
Additional Facility	-	-	-	-	-	-	-	-	-
Remodel of Downtown Facility	-	-	-	-	-	2,000,000	-	-	2,000,000
Fire									
Station 73	12,878	412,500	2,735,000	10,000,000	4,000,000	-	-	-	17,160,378
Station 76	19,750	196,470	3,000,000	10,000,000	2,000,000	-	-	-	15,216,220
Engine for Station 76	-	631,555	1,014,054	-	-	-	-	-	1,645,609
Station 72	3,264	116,400	882,000	7,000,000	8,000,000	-	-	-	16,001,664
Ladder Tender for Station 72	894,577	-	-	-	-	-	-	-	894,577
Training Center Improvements	-	2,702,000	130,000	-	-	-	-	-	2,832,000
Station 71 Remodel	-	-	-	2,106,000	-	-	-	-	2,106,000
Station 75 Remodel	-	-	-	-	2,210,000	-	-	-	2,210,000
Station 74 Remodel	-	-	-	-	-	2,314,000	-	-	2,314,000
PSTI Capital Purchases	-	45,000	1,610,084	-	-	-	-	-	1,655,084
Station 77	-	-	-	-	-	-	-	19,189,600	19,189,600
Engine for Station 77	-	-	-	-	-	-	-	1,720,000	1,720,000
Total	\$1,057,738	\$ 7,501,925	\$22,797,878	\$44,911,000	\$30,825,000	\$9,429,000	\$ 115,000	\$20,909,600	\$137,547,141

PUBLIC SAFETY TAX INITIATIVE (PROP 478) - CAPITAL

ORIGINAL ESTIMATES

	Immediate Needs			Short Term			Longer		Total
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	
Police									
Property and Evidence Facility	\$ 700,000	\$ 7,630,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,330,000
Firing Range Improvement	475,000	-	-	-	-	-	-	-	475,000
Radio Tower Improvements	1,500,000	-	-	-	-	-	-	-	1,500,000
Additional Vehicles	300,000	315,000	330,750	-	-	-	-	-	945,750
Additional Facility	-	-	-	28,917,000	-	-	-	-	28,917,000
Remodel of Downtown Facility	-	-	-	-	6,361,740	-	-	-	6,361,740
Fire									
Station 73	2,809,000	10,584,000	-	-	-	-	-	-	13,393,000
Station 76	784,000	10,584,000	-	-	-	-	-	-	11,368,000
Engine for Station 76	1,165,000	-	-	-	-	-	-	-	1,165,000
Station 72	560,000	7,560,000	-	-	-	-	-	-	8,120,000
Ladder Tender for Station72	950,000	-	-	-	-	-	-	-	950,000
Training Tower	750,000	750,000	-	-	-	-	-	-	1,500,000
Station 71 Remodel	-	-	-	2,106,000	-	-	-	-	2,106,000
Station 75 Remodel	-	-	-	-	2,210,000	-	-	-	2,210,000
Station 74 Remodel	-	-	-	-	-	2,314,000	-	-	2,314,000
Station 77	-	-	-	-	-	-	4,372,000	14,817,600	19,189,600
Engine for Station 77	-	-	-	-	-	-	-	1,720,000	1,720,000
Total	\$9,993,000	\$37,423,000	\$ 330,750	\$31,023,000	\$ 8,571,740	\$2,314,000	\$4,372,000	\$16,537,600	\$110,565,090