

PRESCOTT FIRE DEPARTMENT

2023 Annual Report



Major Accomplishments, Key
Performance Data, Activities
& Incidents

Strategic Plan
Progress Report &
Budget Overview

Recognizing Personnel
Accomplishments



City and Department Leadership



Mayor & Council

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

City Management

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

Department Senior Leadership

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

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Measuring Our True Impact

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

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

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

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

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

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

~SIMON SINEK



Letter from the Fire Chief

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

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

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

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

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

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

Fire Chief



PRESCOTT FIRE DEPARTMENT

Vision, Mission & Values

Vision

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

Mission Statement

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

Our Core Identity

**Community
First**

**Courage,
Grit, and
Duty**

**Driven by
Excellence**

Our Shared Values and Beliefs

Professionalism

Competence

Compassion

Trust

Collaboration

Integrity

Leadership

Innovation

Fun

Humility

Ownership



A Year of Progress

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

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

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

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



2023 MAJOR ACCOMPLISHMENTS



CITY OF PRESCOTT
ARIZONA

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

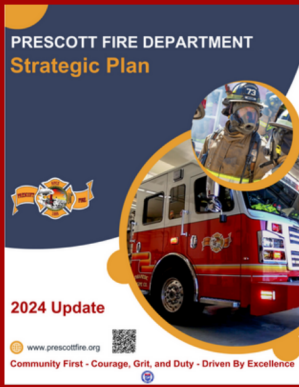
AN EYE ON A BOLD FUTURE
ROOTED IN OUR PAST

20
23



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

www.prescottfire.org



Strategic Plan ANNUAL PROGRESS REPORT

Strategic Plan Progress Current Status Dashboard

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

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

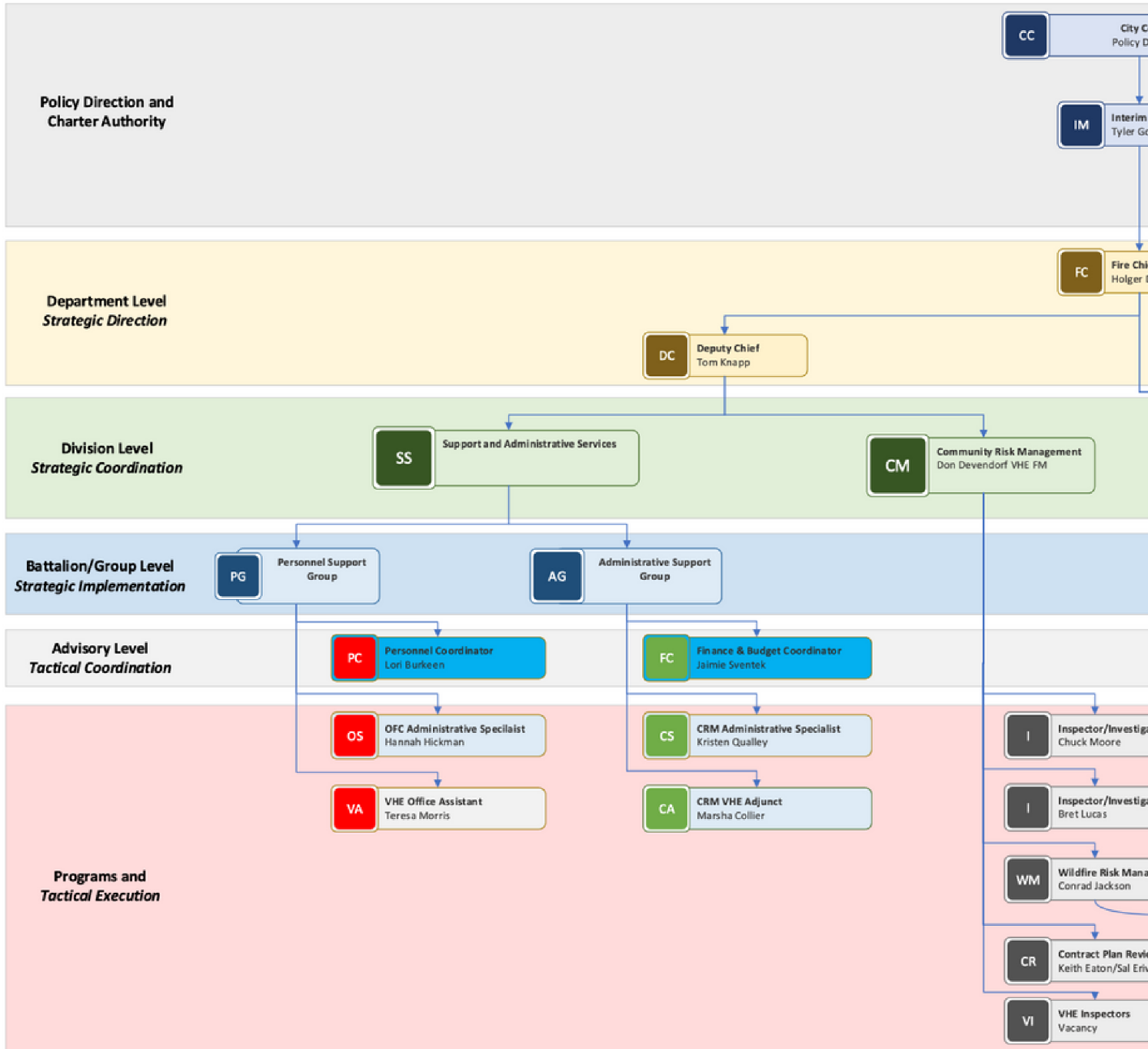
Out of the 20 goals in the strategic plan, three have been accomplished and are now in monitoring status. The most significant work is on fire station planning and response time improvements. A fire station plan has been completed to achieve response time objectives and meet the community's needs. However,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

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

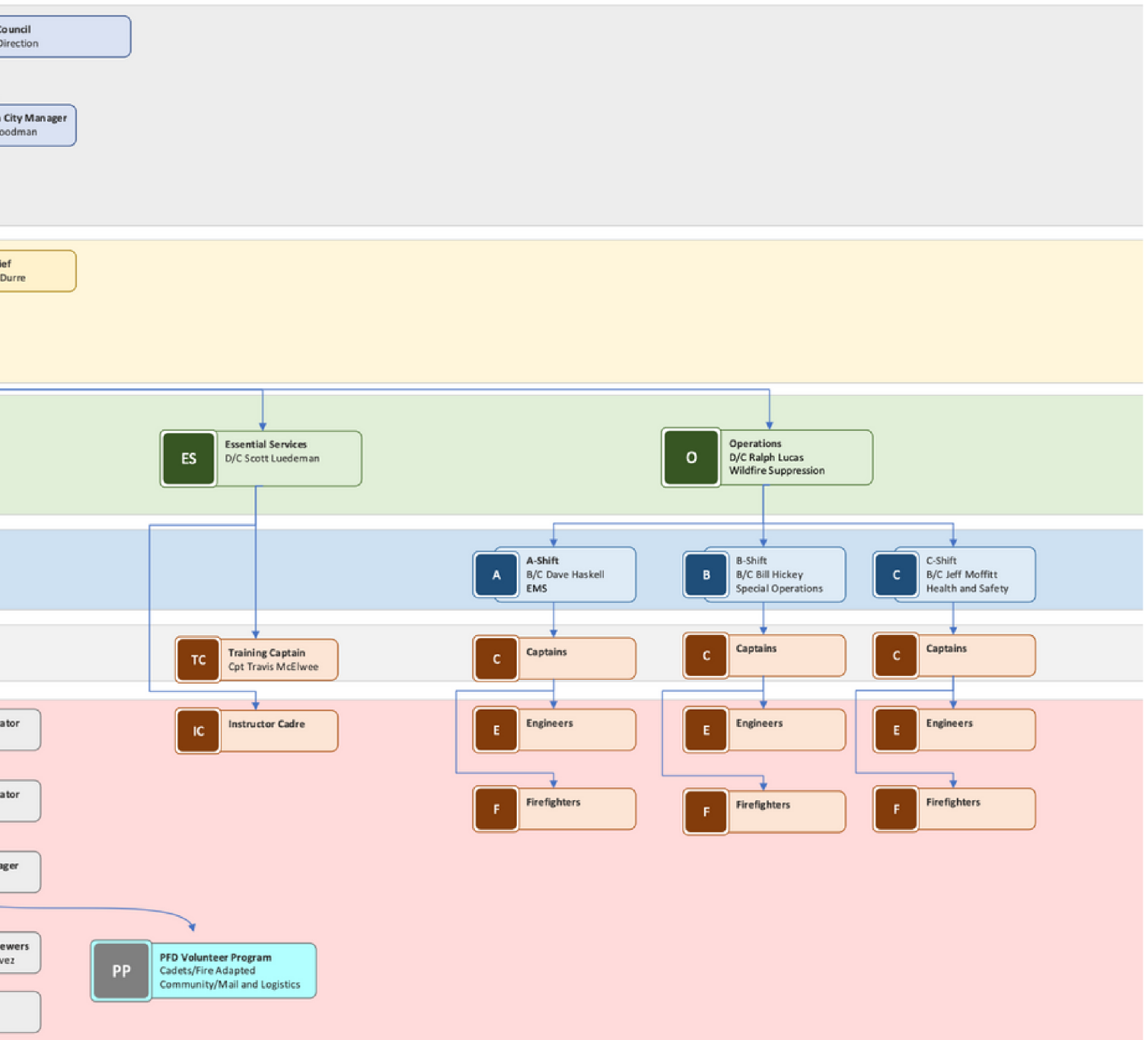


Prescott Fire Department

Primary Group Role



nt Organizational Chart



Revised 03/01/2024 v 1.3

2023

Department Facts

Full Time Personnel Demographics

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

Hourly and Volunteer Personnel Demographics

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

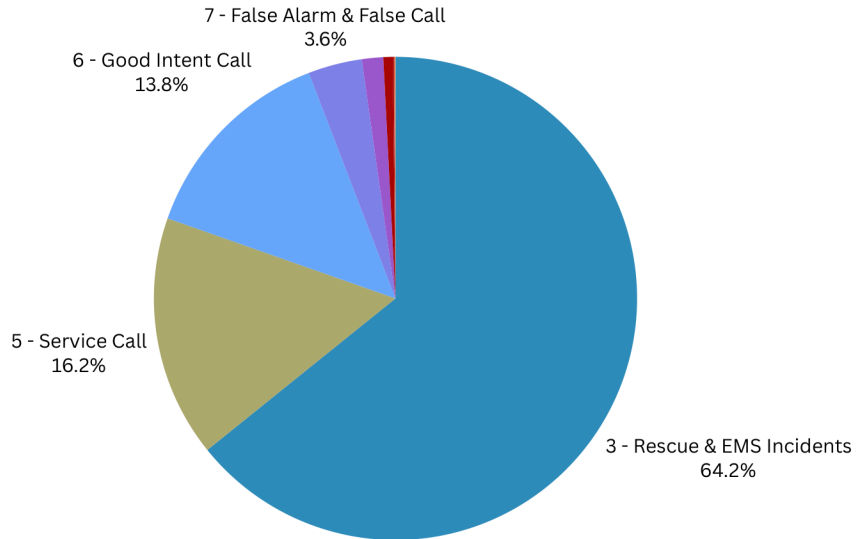
Community and Department Demographics

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

2023

Incident Data

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



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

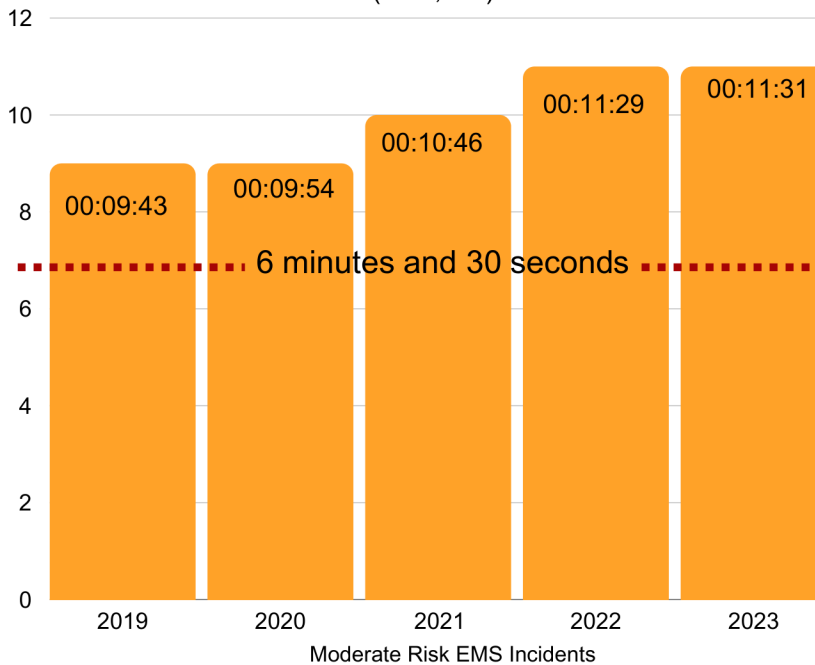
2019-2023 Response Time Overview

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

Response Times and their Impact on the Community

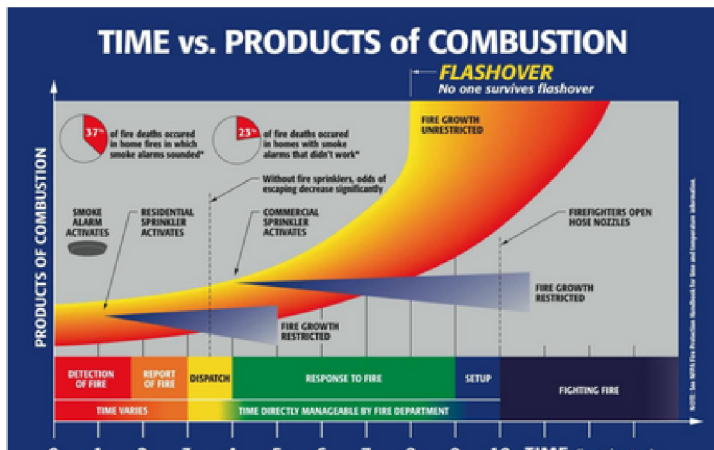
Total Response Time of the 1st Arriving PFD Unit

2019-2023
(n=25,809)



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

Outcomes and Structure Fires



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

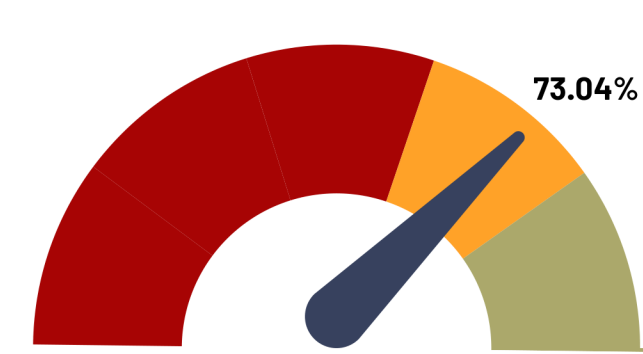
Outcomes and Cardiac Arrest

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

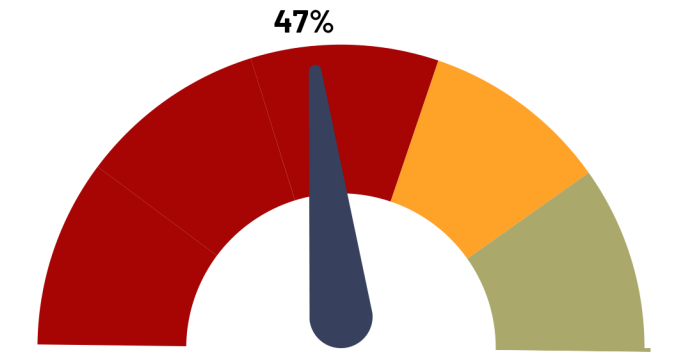
Response times play a direct role in ensuring positive outcomes. Early CPR and defibrillation are crucial in increasing the chances of survival. Every minute that passes after someone experiences cardiac arrest, the chances for survival decrease by 7-10% (Larsen et al, 1993).

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

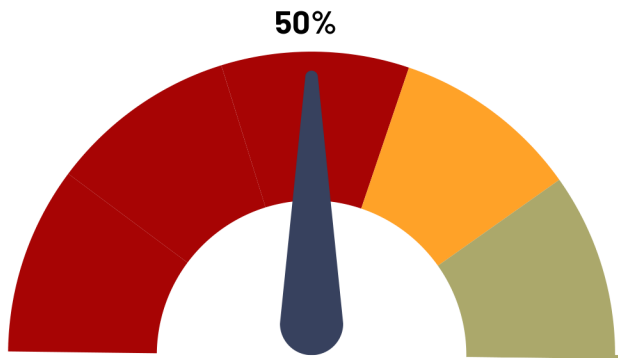
Prescott Fire Department 2023 Key Response Metrics



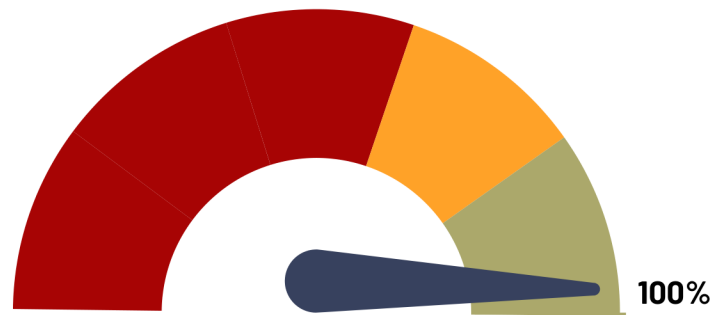
% of responses provide within turnout time benchmarks (Goal is 90%)



KEY RESULT - % Call responses provided within the time frames in the Standards of Cover adopted by the City (Goal is 90%)



% of fires contained to the room of origin (n=16)



% of wildland fires contained to the initial complexity (n=19)

Understanding Response Metrics

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



2023 *Notable Incidents*

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



Prescott Fire in the Community

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

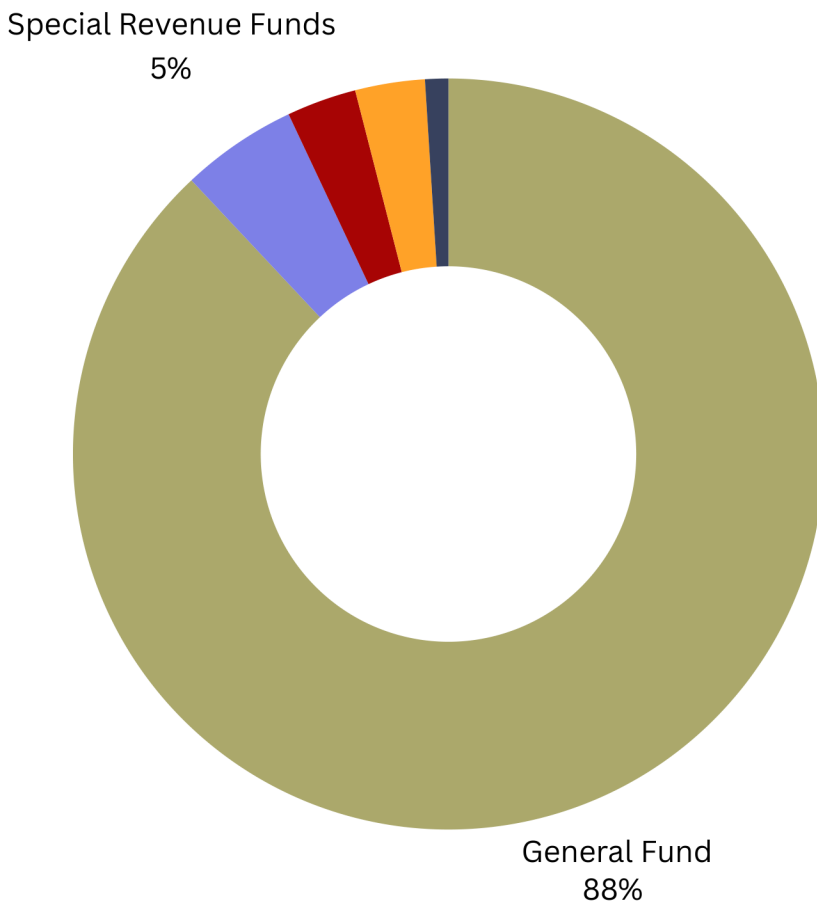


Prescott Fire Department Budget Overview



Funding Sources

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



Expenditures by Category

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

Fire Department Expenditure Summary

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

Prescott Fire Department Performance Based Budget Structure

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

PFD Budget Division and Program Manager Assignments

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



OFFICE OF THE CHIEF

Annual Overview

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

Organizational Realignment

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

Community Engagement and Remembering the Granite Mountain IHC

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

Council Engagement

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

Capital Investments

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

Performance Management

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

Office of the Chief - By the Numbers

Outcomes and Impacts

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

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

Staffing Assignments

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

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

2023 Activity Measures

6 Grants Administered

92 Public Events Attended

90 Intergovernmental Meetings

1,619 Invoices Processed

Strategic Plan Objectives Completed or On Track



The Value Fire Service Accreditation

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





EMERGENCY OPERATIONS

Annual Overview

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

Organizational Change and the Operations Division

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

Facilities and Logistics

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

Staffing Additions

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

Priority Training Program

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

Wildland Program Focus

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

Emergency Operations - By the Numbers


Outcomes and Impacts

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

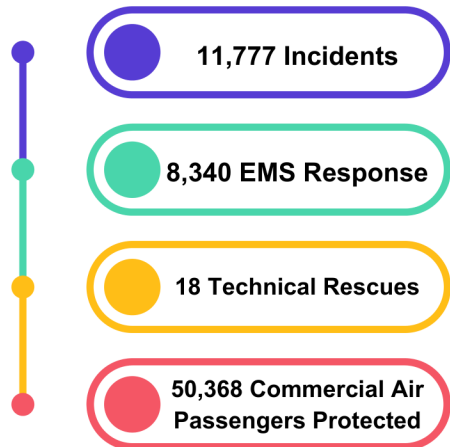
Number of Incidents Responded to: **11,777 Incidents**
% of Time missed due to Injury: **0.54%**
Firefighter Work-Related Injury Rate: **5.41%**

Commercial Airline
Passengers Protected
with ARFF Services:
50,368

Staffing Assignments

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

2023 Activity Measures

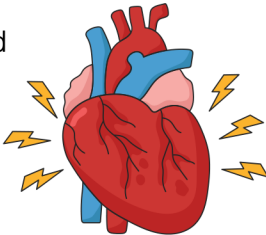


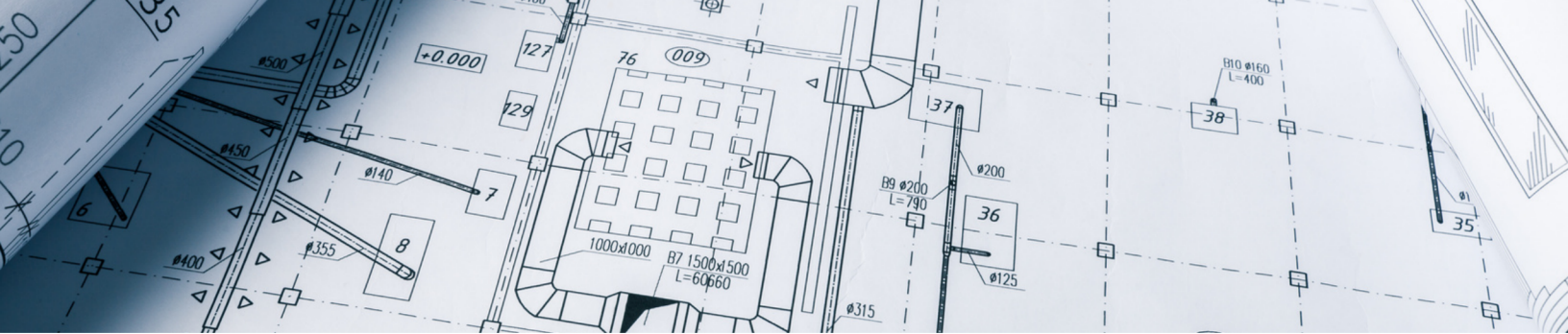
Percent of Wildland Fires Contained to the Initial Level of Complexity



Our Focus on Cardiac Arrest Survival

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





COMMUNITY RISK MANAGEMENT

Annual Overview

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

Organizational Change and the CRM Division

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

Innovation and Technology

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

Forestry Division Changes

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

Wildfire Risk Management

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

Staffing Innovations

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

Community Risk Management - By the Numbers

Outcomes and Impacts

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

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

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

Wildfire Acres Treated
250

Staffing Assignments

Plan Reviewer/Inspector/Investigators

2



Wildfire Risk Manager

1

New Position in FY24

Variable Hourly Fire Marshal

0.3

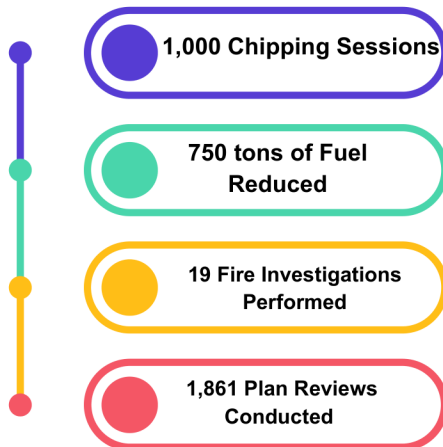
Utilizing Retired Chief Officer

Variable Hourly Inspectors

0.6

Currently Unfilled

2023 Activity Measures



Emergency Management Program Expenditure per Prescott Daily Population



1 - Daily Average Population is 100,000

The Need for Data Collection in CRM

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





ESSENTIAL SERVICES

Annual Overview

Essential Services Overview

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

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

Regional Collaboration

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

Training Facilities

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

Data Collection

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

Other Program Improvements

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

Essential Services - By the Numbers

Outcomes and Impacts

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

Promotional and Hiring Processes Conducted: 4

Total Training Hours by
PFD Employees

Personnel Supported: 77

29,926

Staffing Assignments

Division Chief

1



Training Captain

1

On Loan from Operations

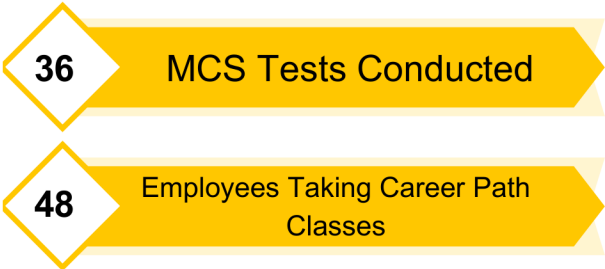
Shift Training Officers

8

Shift Personnel on Overtime

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

2023 Activity Measures



% of Recruits that Successfully Complete the Prescott Fire Training Academy



Firefighter Recruit Training Innovations

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





FEATURED PROGRAM - WILDFIRE RISK MANAGEMENT

Key Metric

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

\$1,500.00

New Program - Familiar Risk

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

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

Our Transition to the Fire Adapted Community Framework

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

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

The Future of Wildfire Risk Reduction

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





FEATURED PROGRAM - HEALTH AND SAFETY

Taking Care of Our Personnel

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



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



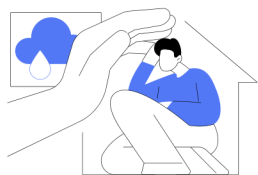
Engineer Jason Heartisan ran 24 hours blindfolded to raise awareness for mental wellness in the fire service and set a Guinness Book World Record

The Importance of the Program

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

Capital Investments

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



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

2023 Awards and Recognitions



Firefighter of the Year

Brandon Scott

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



Paramedic of the Year

Jeff Jones

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



Elks Firefighter of the Year

Kristofer Yount

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

City Years of Service Awards

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

Volunteer Achievements

More than 2,000 hours of Total Service Donated

Mike Harlan
Jerry Kowell

2023 Personnel Changes

New Hires


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

Promotions and Reassignments

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

Retirements and Career Transitions

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

A blurred background image showing the silhouettes of several people walking in a hallway. The lighting is dim, with a bright light source at the end of the hallway creating a strong glow and long shadows. The people are out of focus, emphasizing their movement and the overall atmosphere of the scene.

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

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

QUIET DETERMINATION

THE CRITICAL ISSUES AHEAD



CITY OF PRESCOTT
ARIZONA

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

Infrastructure Investments to Improve Outcomes

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

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

Recruiting and Retaining Our Workforce

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

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

Improving Data Collection and Analysis

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

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

Funding Crucial Community Needs

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

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

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



Prescott Fire Department



ISO Class 2 - Internationally Accredited

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

www.prescottfire.org

Dedication

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