Accreditation Report

Prescott Fire Department
1700 Iron Springs Road
Prescott, AZ, 86305-1390
United States of America

This report was prepared on December 2, 2019
by the
Commission on Fire Accreditation International

This report represents the findings
of the peer assessment team that visited the
Prescott Fire Department
on November 3-7, 2019

Peer Assessment Team
Steve Olson, Team Leader
Joe Powers, Peer Assessor
Eric Ackerman, Peer Assessor
Todd Tuttle, Peer Assessor

TABLE OF CONTENTS

EXECUTIVE REVIEW

PREFACE

The Prescott Fire Department recently received candidate status. On September 1, 2019, the agency asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. The peer assessment team leader approved the agency's documents for site visit on October 1, 2019. The peer assessment team conducted an on-site visit of the Prescott Fire Department on November 2-7, 2019.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, community risk assessment-standards of cover (CRA-SOC), and strategic plan posted by the Prescott Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the agency and other community agencies. The agency used the services of Emergency Services Consulting Inc. (ESCI) to support the development of its CRA-SOC, and strategic plan.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Prescott Fire Department based upon the ninth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Prescott Fire Department demonstrated that its self-study accreditation manual, CRA-SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Prescott Fire Department from the Commission on Fire Accreditation International.

The agency has worked to use the accreditation model to effect change within the organization by identifying the program priorities of both the internal and external stakeholders while honoring the individuals and events of the recent past. Using the integrated processes for its standards of cover, and strategic plan, the staff has identified areas for improvement and established goals to fill those gaps. The CRA-SOC appropriately identifies that much of the city has an urban population density with pockets of rural density at the outer fringes. There are appropriate benchmark goals and actual baseline performance statements in place that identify and measure all components of the total response time continuum.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first due and effective response force components of the total response time continuum, as contained in the CRA-SOC, are in line with community expectations.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and the observations and performance section of the report. These were

developed from discussions and interviews with the agency representatives conducted by the peer team as well as a review of agency supplied documentation to support its self-assessment conclusions. During formal and informal discussions, the agency members stated their firm desire to immediately implement plans to address opportunities for improvement

The peer assessment team had meetings with the city manager, mayor, members of the city council and several members of the agency and city staff. An offer was also extended by the peer assessment team to meet with the firefighter's union. There is a clear commitment to continue to follow and support the implementation of identified opportunities for improvement.

Composition

The city of Prescott is located in a mountain basin in central Arizona in Yavapai County, just to the north and east of the Prescott National Forest, one of the largest forests of Ponderosa pine in the United States. Prescott is a former capital of the Arizona Territory and home to the Yavapai-Prescott Indian Tribe. The historic city is about 90 miles northwest of Phoenix and 100 miles south-southeast of the Grand Canyon.

The early economy included cattle ranching and mining for gold, copper, and silver; Prescott soon became the economic and political center for this part of the state. The wooden buildings in the town's commercial district were largely destroyed by fire in 1900. Most of the buildings were rebuilt with brick and masonry and are still standing. Today, Prescott is home to many historic buildings, Whiskey Row, and the oldest frontier saloon in Arizona. Current estimates place the population of Prescott at 42,926.

The agency was formed in 1885 as the Prescott Volunteer Fire Agency and is the oldest organized fire agency in Arizona. In 1954, the volunteer system of independent fire companies were merged into a single, combination agency that included both volunteers and paid personnel. Presently, the agency is a city agency of which the fire chief is the administrative head and reports to the city manager. The agency is organized into four branches—Administration, Emergency Services, Professional Services, and Community Risk Reduction Services—each under the command of a battalion or division chief.

The agency responded to a total of 7,196 emergencies in 2018 including 62 fire calls (0.9 percent); 4,580 emergency medical service (EMS) calls (63.6 percent); and 2,554 miscellaneous calls (35.5 percent).

In 2018, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a lowering of the public protection classification from Class 4 to Class 2.

Government

Council-Manager form of government
Mayor and 6 Councilors
City Manager
Fire Chief

Fire Agency

5 fire stations
60 uniformed and 5 civilians
3 shift system

Staffed Resources

5 engines
1 foam unit

Cross-staffed Resources

2 aerials (quints)
4 wildland units (3-Type VI and 1-Type III)
1 hazardous materials unit
1 technical rescue team (TRT) support vehicle
1 rescue boat on trailer
1 swift water rescue raft

Non-staffed Units

1 all-terrain vehicle for trail rescue
1 6X6 vehicle for backcountry rescue
1 large incident support and utility unit
2 TRT support trailers
1 mass casualty trailer
1 foam unit
Multiple ready reserve apparatus

Daily minimum staffing (all stations): 17

Number of personnel dedicated to Community Risk Reduction/Public Fire Education: 4

Number of personnel dedicated to fire training: 7

CONCLUSIONS

The self-assessment manual produced by the Prescott Fire Department was of high quality. The manual represented a significant effort by the staff of the agency to produce and present a quality document.

- The Prescott Fire Department demonstrated that all core competencies were met and received a credible rating.

- The Prescott Fire Department demonstrated that all applicable criteria were met and received a credible rating.

- The peer assessment team recommends accredited agency status for the Prescott Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the representatives from the city council, the fire chief, and most of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

Category I – Governance and Administration

Criterion 1B: Agency Administration

Core Competency

1B.1 The administrative structure reflects the agency's mission, goals, objectives, size and complexity.

It is recommended the agency and the authority having jurisdiction (AHJ) assess the current administrative structure to ensure it can effectively meet the expectations of the community.

Category II – Assessment and Planning

Criterion 2B: All-Hazard Risk Assessment and Response Strategies

Core Competency

2B.4 The agency's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

It is recommended the current and future risk assessment is better aligned with the identified planning zones to support the development of appropriate deployment plans as the community continues to evolve.

Criterion 2C: Current Deployment and Performance

Core Competencies

2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

It is recommended the agency establish a standardized monthly performance report the staff can use to make needed adjustments and that can be shared with internal and external stakeholders.

2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

It is recommended the agency implement the planned changes in deployment to address the gaps identified during the critical task analysis and better match the correct resources to the identified level of risk.

Category III – Goals and Objectives

Criterion 3B – Goals and Objectives

Core Competency

3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

It is recommended the agency identify specific dates for which each objective is completed to improve accountability and measured performance toward goals.

Category V – Programs

Criterion 5A: Community Risk Reduction Program

Core Competencies

5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.

It is recommended the agency and AHJ assess the effectiveness and efficacy of the current program for fire inspection services to ensure it is meeting expectations of the community, that all inspections are consistently and accurately documented, and have accountability measures in place to ensure a consistent level of service.

5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

It is recommended the agency enhance the use of data analysis to consistently measure program efforts against the risk reduction goals and to assist in the annual appraisal.

Criterion 5B: Public Education Program

Core Competency

5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives and identified community risks.

It is recommended the agency conduct a staffing analysis for the public education program to determine if the adopted goals and objectives can be met.

Criterion 5C: Fire Investigation, Origin and Cause Program

Core Competency

5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

It is recommended the agency develop a succession plan to ensure that trained investigators are available from within the agency.

Criterion 5F: Emergency Medical Services (EMS)

Core Competency

5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

- It is recommended the AHJ and agency investigate service options that can respond to and manage low-acuity EMS requests.
- It is also recommended the Prescott Regional Communications Center (PRCC) establish an interconnection between the American Medical Response (AMR) dispatch center computer-aided dispatch (CAD) and the PRCC CAD.
- It is further recommended that the agency, with the support of the AHJ, work to develop and adopt response performance expectations for AMR.

Category VII – Human Resources

Criterion 7C: Personnel Policies and Procedures

Core Competency

7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

It is recommended the agency revise its internal policy manual to better reflect current operations and mirror the guidance provided by the city's employee handbook to communicate current guidance to employees.

Category VIII – Training and Competency
Criterion 8C: Training and Education Resources

Core Competency

8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

It is recommended the agency develop an internal training committee to identify agency-specific training needs, identify training materials to meet those needs, and update/maintain agency training standards.

Category IX – Essential Resources
Criterion 9B: Communication Systems

Core Competency

9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

It is recommended the agency evaluate the condition and effectiveness of the field radio communications equipment and develop a plan for improved emergency communications throughout the response area.

Category X – External Relations
Criterion10B: External Agency Agreements

Core Competency

10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

It is recommended the agency implement a formal method for reviewing and documenting external agency agreements.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category II – Assessment and Planning

Criterion 2C: Current Deployment and Performance

Performance Indicator

2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

It is recommended the agency expand its data analysis for response performance by breaking the information and data down by the planning zones.

Category V – Programs

Criterion 5C: Fire Investigation, Origin and Cause Program

Performance Indicator

5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

It is recommended the agency develop a formal, written agreement for fire investigation with partner agencies and the Yavapai County Arson Investigation Task Force.

Criterion 5D: Domestic Preparedness, Planning, and Response

Performance Indicator

5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

It is recommended the agency conduct a city-wide emergency training exercise that includes the activation of the emergency operations center with agency and city staff.

Criterion 5K: Wildland Fire Services

Performance Indicator

5K.3 The agency has developed a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.

It is recommended that the agency develop a funding mechanism for the fuels reduction program that ensures its reliability and effectiveness.

Category VI – Physical Resources
Criterion 6C: Apparatus and Vehicles

Performance Indicator

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

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

Category VII – Human Resources
Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

It is recommended the agency conduct a recruitment study investigating opportunities for attracting qualified and diverse firefighter applicants from the community.

Category IX – Essential Resources
Criterion 9C: Administrative Support Services and Office Systems

Performance Indicator

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are assessable to the agency.

It is recommended the agency develop a plan to migrate all historical inspections, violations, and fire incident data into the current records system.

OBSERVATIONS

Category I — Governance and Administration

The city of Prescott is a legally established charter city under the state of Arizona constitution and has the range of authority typically associated with municipal government. The mayor serves as the chief executive officer for the city and directs all affairs on behalf of the city. There are six council members, all elected at large, on staggered four-year terms. The governance is one of a council-manager form of government.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriate financial resources. The Prescott Fire Department (PFD) was legally established under ordinances approved by the city council in 1882 and 1885. The city council receives its authority to create the agency through the city charter which is authorized under the state of Arizona constitution.

The agency receives direction from the city attorney's office concerning current legal requirements at the state and federal levels. The assistant to the city manager serves as the legislative affairs officer for the council and works with the city's lobbyist to track pending legislation that could impact the community as well as the individual city agencies. Additionally, the city clerk and human resources agencies assist PFD with ensuring compliance with public records laws, posting requirements, and human relations policies and procedures.

The organizational structure aligns with or supports the agency’s mission, purposes, goals, strategies, and objectives. The fire chief is the director of the PFD and reports to the city manager. Positions immediately reporting to the fire chief include the fire marshal/Community Risk Reduction Division Chief, the Professional Services Division Chief, three battalion chiefs, and a civilian business manager. The agency is further broken into functional areas in support of the agency's mission, goals, and objectives.

The peer assessment team observed the agency has a flat administrative structure with the fire chief and the newly restructured deputy chief/community risk reduction manager position the sole sworn members on a 40-hour schedule with the balance of the sworn members assigned to the operations division. In meetings with the city manager and members of the city council, the desire was expressed for innovative ideas for the delivery of services that work to mitigate the impact of the steady increase in service requests managed by the agency.

While potentially fiscally efficient, the current structure may well limit the ability of the agency to effectively manage the programs expected by the community and develop new programs that meet the expressed goal. The agency staff has identified the need to add supervisory positions to reduce the span of control issues that have developed over recent years. It is recommended the agency and the AHJ assess the current administrative structure to ensure it can effectively meet the expectations of the community.

Category II — Assessment and Planning

The Prescott Fire Department (PFD) collects and analyzes data using different methodologies. The planning zones reflect the current first-due district assigned to each of the five fire stations as found in the Community Risk Assessment - Standards of Cover (CRA-SOC). The staff also used data associated with community demographics and characteristics to further assess the community and identify the category and classification of fire and non-fire risk found within its borders.

The analysis also considered the history of the community as well as the agency. It should be noted that PFD experienced the line of duty deaths of 19 members during a wildland fire in June 2013. The agency and community were deeply affected by the tragedy at many levels some of which, by the member's admissions, are felt in 2019. The agency has purposely used the accreditation process and model to put itself on a clear, formal, and documented path to identify and address gaps in performance as well as to increase post-tragedy resiliency.

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. The PFD used the first-in response zones for each of the five fire stations as the designated planning zones. Population density, response workload history, service demand, risks, topography, and response times were additional factors that are utilized in the development of these zones.

The community has been assessed by planning zones and utilized several data elements for the development of total response time standards. Those include, but are not limited to future risk classifications, service demand density, unit hour utilization, land use, and four, six, and eight-minute travel time projections. The agency staff observed to the peer assessment team that the methodology behind planning zones may well prove to be a more effective platform for assessing program delivery to the community.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, environmental values, and operational characteristics. The agency has a documented and adopted methodology entitled the Calculated Priority Risk Index (CPRI) to characterize fire and non-fire risk in a qualitative manner. Before the creation of the CRA-SOC document, the identification and assessment of risk was done regionally with planning teams from area agencies. The Yavapai County multi-jurisdictional hazard mitigation plan resulted from this effort.

Community risk was identified through analysis of service demand density, response by incident, location, frequency, and emergency medical incidents per square mile. Based on historical data and known risks within the community, PFD identified the different categories within six planning zones, with each planning zone covered by a staffed fire station. While the CRA-SOC has identified the levels of fire and non-fire risk within the community the information is not broken down by the six planning zones It is recommended the current and future risk assessment is better aligned with the identified planning zones to support the development of appropriate deployment plans as the community continues to evolve. . By doing so, the agency staff will be better able to identify and track trends in performance and service demand.

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the

agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

In the development of the CRA-SOC, the staff created a set of data analysis steps that assess the performance of the field units. At the same time, the organization has created its first baseline and benchmark performance statement that articulates the type, level, and scope of service that will be provided to the community. This gives both the authority having jurisdiction (AHJ) and residents insight into the programs managed by the agency. These processes also serve to aid the agency in ensuring it continues to deliver these programs within the performance measures approved by the city council.

The organization has published recent performance metrics for emergency response in the CRA-SOC. It has expressed the intent to provide quality emergency response performance through quality assurance monitoring and training. To ensure this continues and that changes in performance are quickly identified it is recommended the agency establish a standardized monthly performance report the staff can use to make needed adjustments and that can be shared with internal and external stakeholders.

The agency determined its first-due and effective response force capabilities through the analysis of critical tasks within each risk category. The risk categories include fire, aircraft emergency, hazardous materials, emergency medical response, motor vehicle accidents, and technical rescue. The agency recognizes that several critical tasks need simultaneous action, depending on the nature of the incident. There were 16 call types for which critical tasking was developed. This was compared against the current alarm assignments for those same call types and identified that 9 of the 16 call types did not dispatch sufficient resources to meet critical tasking minimums identified by PFD. It is recommended the agency implement the planned changes in deployment to address the gaps identified during the critical task analysis and better match the correct resources to the identified level of risk.

The total response time components for delivery of services were identified by the agency staff in each service program area as demonstrated in the CRA-SOC document. Records were extracted from the computer-aided dispatch software and analyzed for consistent and reliable service within the entire response area.

The agency's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) from when the alarm is acknowledged at the communication center until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units in the field.

The development of the CRA-SOC provided information and recommendations that were used in the strategic planning process to create realistic goals and objectives. Policies and procedures, as well as standard operating procedures, were developed to meet the performance goals established in the strategic plan. The agency developed gaps in performance based on the critical tasking assessment which has driven changes in the PFD response model. Performance exception reports have been

developed and are generated monthly to evaluate records management, training, emergency medical services quality assurance, equipment checks, performance appraisals, and response factors.

The agency has developed data that tracks the three components of response time: call processing, turnout, and travel time for the entire jurisdiction. This initial foray into the process of performance assessment has assisted the agency in identifying data and performance issues. Through this process, the agency staff determined the time data gathered from the records management system was using incorrect time stamps causing the call processing time to be inaccurate and therefore causing the total response time data to be in error. Now corrected, the situation had not been known to either the 9-1-1 center or agency staff. As the data is currently tracked by jurisdiction, the agency is missing an opportunity to develop a more granular analysis of performance by each planning zone which is aligned with the location of each fire station. It is recommended the agency expand its data analysis for response performance by breaking the information and data down by the planning zones.

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

Performance is monitored not only monthly but quarterly and annually by senior staff members. Quality assurance to maintain consistent, reliable and resilient performance exists in each program area. Program managers are required to maintain and document performance measures and report findings to senior staff. The CRA-SOC serves as the guiding document and methodology with respect to baseline performance and seeking opportunities for improvement.

The agency is in the early stages of looking toward the future to identify potential impacts on its ability to deliver services to the community. There is especially an awareness of the impact of new developments could have on the existing programs. The peer assessment team observed that development in and around Prescott is substantially governed by the topography of the area which, not surprisingly affects the ability of the agency to effectively respond to emergent situations. The staff has identified strategies for addressing some of the issues that have and will continue to be offered to the AHJ for consideration.

Performance gaps are evaluated by the staff for the total response area to provide service that meets the expectations of the community. Negative trends are assessed, and performance gaps are addressed. The staff has expressed to the peer assessment team that the CRA-SOC is a living document that will be updated and amended at regular intervals to guide strategic planning efforts.

The CRA-SOC and strategic planning processes were used as a means of formalizing performance monitoring and improvement. Benchmark targets are identified to track, analyze, document, and improve system performance. The peer assessment team observed the agency has made strides in its ability to assess performance against the fire and non-fire threat in the community. As such, it is in the developmental stages of applying the data and its analysis to create mid and long term plans for meeting existing and new challenges.

Category III — Goals and Objectives

The Prescott Fire Department (PFD) has a published strategic plan that guides the organization's activities. The agency views the mission and values statements as the foundation for the strategic plan and its processes. The mission, to *compassionately serve the needs of our diverse community*, guides the primary purpose of the agency's existence and is designed to focus members on community service. The vision, to *manage risk, effectively respond, and continuously improve*, provides members with a forward view that can be shared and creates engagement.

Agency members of all ranks, citizens, business owners, collaborators, and city decision-makers were involved in the process of planning and development. Shift supervisors and program managers are assigned to create work plans to achieve desired outcomes concerning goals and objectives. These work teams create timelines and report back to the agency's management team on progress, results, and findings. The methodology was designed to maximize oversight of the agency programs based on service needs, goals, and objectives.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. Emergency Service Consulting International led the development of the published five-year strategic plan. The consultants worked closely with the agency's leadership and membership. The document, referred to by the agency as the work plan, provides a strategic direction for the organization and has been made available to both internal and external stakeholders.

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and appropriate for the community it serves. Within the work plan, the agency publishes organizational goals to achieve long-range plans. Each goal contains specific objectives that outline elements of incremental measure. The goals and objectives integrate with targets established by the city council in the overall city-wide plan. The agency uses short, mid, and long-term timeline labels instead of specific dates. This method, although credible, allows for non-specific timeframes for achieving objectives. It is recommended the agency identify specific dates for which each objective is completed to improve accountability and measured performance toward goals.

The agency uses a management process to implement its goals and objectives. The fire chief assigns staff members to track the progress and results of programs targeted to achieve agency goals and objectives. Those individuals meet with the fire chief during the monthly program update sessions. The agency is developing a strategic planning team in the next calendar year, led by the accreditation manager, to centralize goal and objective tracking and streamline the communication process.

Each goal and objective has been assigned to members of the agency based on functional assignments. In turn, these members assemble teams to achieve short-term objectives and long-term goals. This process provides for a collaborative management planning and implementation process. The agency plans to more appropriately match assignments with personnel based on individual expertise rather than functional assignment. Members will be selected for oversight based on their strengths, training, and experience.

Processes are in place to measure and evaluate progress towards the completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. The goals and objectives are examined and modified through a process involving monthly program

updates with the fire chief and the assigned program manager. Goals and objectives are analyzed and assessed for opportunities to change conditions that exist. Stakeholders are encouraged to attend these planning sessions and include individuals from other city agencies. Each planning session concludes with a round table, during which members of the planning team provide updates on their areas of oversight and successes or failures regarding associated goals and objectives.

The agency evaluates administrative and operational processes through an organized hierarchically and a system of command. Staff members within the agency provide oversight to program managers and to assess regularly administrative and operational processes to determine improvements, identify efficiencies, and support execution.

The organization supports member input and participation as a part of the continuous improvement efforts toward organizational objectives. Members manage many of the administrative and operational processes, tasks, and programs within the agency. This method is not atypical for a mid-sized fire agency; therefore, the agency relies heavily on, supports, and empowers these members to determine improvements to efficiency and execution and act on them.

Category IV — Financial Resources

The Prescott Fire Department (PFD) has an annual budget process led by the city manager with the assistance of the finance director. The process starts in January, where priorities are set based on agency goals and objectives defined in the strategic plan and recommendations relative to the Community Risk Assessment-Standards of Cover (CRA-SOC), and the 2014 International City Manager's Association (ICMA) public safety study. The policies, guidelines, and processes for the development of the budget are defined in the city of Prescott budget blog. The agency seeks input from its members through crew meetings, committees and request forms, which mainly reflect operational needs, but also engages staff into the budgetary process to provide an educational understanding.

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency’s plan for financing reflects sound strategic planning and a commitment to its stated goals and objectives. The agency deems financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

The agency's budget process is defined in the budget blog with organizational structure, goals, and policies. The document is followed throughout the budget process complete with critical deadline dates, request forms, and summary of changes from year to year. The finance director and budget manager oversee the timelines to ensure the agency stays on track and follows the document as written.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing. The peer assessment team confirmed the city of Prescott is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The agency has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. The budget book or blog confirms revenues have support expenditures over the last three years.

Category V — Programs

Criterion 5A – Community Risk Reduction Program

The community risk reduction (CRR) program is led by a division chief who also supervises the wildland fuels management section, a part-time inspector housed in the building agency with primary responsibilities of annual hood and duct inspections. The remaining support for the program comes from personnel employed by the community development division of the city.

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires.

The community has adopted the 2012 International Building Code, International Residential Code, as well as the International Plumbing, Electrical, Mechanical, and existing building codes. These codes are adopted through an ordinance by the city council every six years.

A priority is placed upon the enforcement of requirements during construction, future planned development, and when complaints are received. Also, a specialized inspector focuses on commercial kitchens and then other commercial property inspections. High hazard residential occupancies such as nursing homes, assisted living, senior living, and hospitals, have been inspected annually as required for their continued licensing through other agencies and entities.

In 2017, 3 employees were transferred from the fire agency to the community development division of the city, specifically under the building and safety agency. This decision has limited direction and oversite to the agency's objectives as defined in the community risk assessment - standards of cover. As an example, in the last fiscal year, the program was able to inspect a little more than 500 of the estimated 3000 businesses operating in the city, according to the agency's program appraisal.

A division chief manages the program and supervises the fuels management wildland fuels management section. An auxiliary volunteer supports the program working with a part-time fire inspector with primary responsibilities of annual hood and duct inspections. The remaining support for the program comes from personnel employed by the community development division of the city, specifically under the building and safety agency, which is led by the chief building official.

The Prescott building agency manages two full-time building and fire inspectors, one part-time fire plans reviewer and one part-time fire inspector. The two building/fire inspectors are tasked with fire specific inspections as well as limited plan reviews. With the majority of these employees assigned to a separate city department located remotely from the agency the oversite, direction and priorities of the employees by the agency are limited and have prevented the agency from meeting its objectives of inspecting all commercial properties every two years and promote other CRR objectives. This has been identified as a shortcoming and utilizing the CRA-SOC, will prioritize occupancy types to inspect first with limited staff and has documented this in their program appraisal. It is recommended

the agency and the authority having jurisdiction assess the effectiveness and efficacy of the current program for fire inspection services to ensure it is meeting expectations of the community, that all inspections are consistently and accurately documented, and have accountability measures in place to ensure a consistent level of service.

The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year. It is recommended the agency enhance the use of data analysis to consistently measure program efforts against the risk reduction goals and to assist in the annual appraisal.

Criterion 5B – Public Education Program

The Prescott Fire Department (PFD) has a public education program in place with staff to support the programs which are directed toward education and risk reduction, conducted in various ways. The agency has also conducted a risk-analysis documented in their CRA-SOC and a performance appraisal to help determine new needs and impacts of the public education program.

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency has multiple education programs that target specific risk types, behaviors and audiences. An example of this are the programs for wildland education and medical training. The agency has recently completed a community risk assessment and strategic plan with goals defining how the agency will determine, develop and deliver future needs, track goals and measure performance and accountability.

The public education program is supported by an educated and certified staff to meet the adopted goals and objectives. Current needs are being met predominately by suppression staff. Based on the recent community risk assessment and the agency's strategic plan, it is foreseen this may overburden the current staff to complete the goals and objectives as stated. It is recommended the agency conduct a staffing analysis for the public education program to determine if the adopted goals and objectives can be met.

The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

Criterion 5C – Fire Investigation, Origin and Cause Program

The Prescott Fire Department (PFD) provides an appropriate fire investigation, origin, and cause program through its community risk reduction division. The program has two employees in the city's community development department trained as investigators. At smaller fires, the company officer is responsible to provide cause determinations. In the event of larger fires or suspicious small fires, the fire marshal, along with at least one fire investigator from the city's building department, responds to the scene to complete a full fire investigation. In addition to the investigators in their agency, PFD can request assistance with fire investigations through the Yavapai County Arson Investigations Task Force and Central Arizona Fire and Medical Authority (CAFMA), although no formal agreements are in place.

The agency operates a program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The city of Prescott ordinance 4909-1447 formally adopts the 2012 International Fire Code (IFC). The agency's community risk reduction division has the authority to conduct cause and origin investigations under the city's adoption of the 2012 IFC.

National Fire Protection Association (NFPA) 921: *Guide for Fire and Explosion Investigations* has been integrated into the operations of the agency's investigations. Investigators are trained under the International Association of Arson Investigators (IAAI) curriculum which is based on NFPA 921 as well as NFPA 1033: *Standard for Professional Qualifications of Fire Investigators*. Additionally, the agency has created a standard investigation form for its investigators to utilize when conducting investigations that is designed to follow NFPA 921 using the scientific method.

Historically, the agency had multiple investigators within the community risk reduction (CRR) division, including the fire marshal. In 2017, the city reassigned the fire inspectors/investigators from the agency's CRR division to the city's building department. These employees are available to provide fire investigation services however they respond as a city resource rather than a fire department resource. Between the fire marshal and the building department's investigators, at least one investigator remains in an on-call status. If additional investigators are needed, the agency can request assistance from CAFMA as well as the Yavapai County Arson Investigations Task Force.

All company officers complete a basic level of fire investigation training as a part of their captain's academy before promotion, however, this training is very basic. Currently, the fire marshal is the only employee trained as a fire investigator within the agency and he is set to retire at the end of the year. Following his retirement, the agency will not have any internal personnel meeting the training requirements fire investigator and will need to rely on their investigators from the city's building agency. It is recommended the agency develop a succession plan to ensure that trained investigators are available from within the agency.

The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

Although the agency has a good working relationship with neighboring agencies as well as the Yavapai County Arson Investigation Task Force, no formal agreement is in place to request fire investigation assistance. It is recommended the agency develop a formal, written agreement for fire investigation with partner agencies and the Yavapai County Arson Investigation Task Force.

Criterion 5D – Domestic Preparedness, Planning and Response

The Prescott Fire Department (PFD) manages an all-hazards preparedness program that includes the evaluation and emergency planning for the city of Prescott as well as the participation in regional emergency response plans for surrounding areas. The agency's primary plan is published in the city of Prescott emergency operations plan (COPEOP) and the agency is a part of various county and regional emergency plans. Annual regional training events are conducted to test the agency's domestic preparedness plan and to ensure resources are adequately prepared.

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

The agency was a key player in the development of the COPEOP which was proposed by the agency and adopted by the city in September, 2019. The plan identifies operational titles and roles for agency and city staff to function in various emergencies. Procedures for activating and staffing the city's emergency operations center (EOC) are also identified in the plan.

Additionally, the agency is participating in the Yavapai County Multi-Jurisdictional Hazard Mitigation Plan (YCMJHMP) and the Yavapai County Emergency Operations Plan (YCEOP). The YCMJHMP evaluates regional profiles, risks, and mitigation strategies. The YCEOP assesses hazard analysis and probability, defines critical infrastructure and vulnerable populations, and outlines command structure outlined in the National Incident Management System.

The agency participates in an annual emergency drill at the city's airport and a regional basin wildland drill. These activities require activation of components of each of the emergency operation plans, of which the agency is a part. The city of Prescott does not conduct any emergency drills requiring the activation of the city's EOC or participation of city staff. It is recommended the agency conduct a city-wide emergency training exercise that includes the activation of the emergency operations center with agency and city staff.

Criterion 5E – Fire Suppression

The Prescott Fire Department (PFD) provides fire suppression coverage to the city of Prescott, within an area of approximately 40 square miles, and a population of 40,000. The agency protects the adjacent Yavapai County jurisdiction through mutual and automatic aid agreements. Coverage is provided from five fire stations with sixty suppression personnel operating in three shifts. Seventeen firefighters and officers establish minimum daily staffing.

The agency meets the standards of cover and deployment objectives in the city through the use of automatic aid from its neighbors. Through the accreditation process, the agency reported that it identified gaps in the former deployment model used in high-risk incidents. The agency recently adjusted their fire suppression dispatch run cards based on critical tasking and the community risk assessment. Further improvements are underway in other programs, and the agency expects a full resourcing and automatic aid adjustments by 2020.

The agency has adopted, through policy, the National Interagency Incident Management System for the management of its incidents. To augment and facilitate the management of incidents, personnel utilize Form ICS 201 *Incident Organizer*. These forms establish baseline command assignments in alignment with the standardized NIMS and incident command system tracking system. The agency provides routine training and initial task book assignments for the use of a standardized incident command/management system.

The formal and documented assessment meets is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

The agency's response and deployment standards are based upon the urban population density and the fire suppression demands of the community. Five fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and presented to the city council. The agency's benchmark service level objectives are as follows:

> For 90 percent of all low risk fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer shall be: 6 minutes and 30 seconds in urban areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; and advancing an attack line for fire extinguishment. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.
>
> For 90 percent of all moderate risk and high risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), staffed with 17 firefighters and officers, shall be: 10 minutes and 30 seconds in urban areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

The baseline statements reflect actual performance during 2016 to 2018. The agency relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

> For 90 percent of all fire suppression incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer is: 9 minutes and 37 seconds in urban areas. The first-due unit is capable of: establishing command; providing an uninterrupted water supply; and advancing an attack line for fire extinguishment. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.
>
> For 90 percent of all moderate risk and high risk fire suppression incidents, the total response time for the arrival of the effective response force (ERF), staffed with 17 firefighters and officers, is: 9 minutes and 2 seconds in urban areas. The ERF is capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

Moderate/High Risk FIRE - 90th Percentile Times - Baseline Performance			2016-2018	2018	2017	2016
Alarm Handling	Pickup to Dispatch	Urban	1:12	1:26	1:10	1:01
Turnout Time	Turnout Time 1st Unit	Urban	1:45	1:38	1:59	1:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	8:31	8:29	8:58	8:07
	Travel Time ERF **Concentration**	Urban	8:14	5:50	9:18	9:35
Total Response Time	Travel Response Time 1st Unit on Scene **Distribution**	Urban	9:37	10:07	9:36	9:08
			n=101	n=24	n=41	n=36
	Total Response Time ERF **Concentration**	Urban	9:02	6:41	10:04	10:23
			n=26	n=5	n=15	n=6

Note: The PRCC installed a new CAD system early in calendar 2018 which required the agency to replace its RMS system. The new and former RMS are not compatible which required the agency to calculate response data in two independent processes which were apparent the peer team between the years 2017 and 2018.

Criterion 5F – Emergency Medical Services (EMS)

The Prescott Fire Department (PFD) provides advanced life support (ALS) non-transport service to the community by providing at least one paramedic along with basic life support (BLS) personnel on each frontline engine company. A third-party EMS service, American Medical Response (AMR) is used for transportation of the sick and injured within the community. PFD maintains records through a state-licensed data collection program to enable the agency to track its progress in serving the community. The program uses automatic vehicle location technology along with closest unit response with the Central Arizona Fire and Medical Authority (CAFMA) to ensure the quickest ALS response possible, regardless of jurisdiction.

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community. Standing orders and protocols are in place that direct the medical care provided to a patient. The Yavapai Regional Medical Center (YRMC) is the base hospital for the PFD and employees a medical director to oversee the protocols and ensure they remain current on a 24-month cycle. All amendments and updates to the current set are decided and implemented through this committee, which meets monthly, and is named the YRMC Pre-Hospital Care Committee. Through onsite interview the peer assessment team learned the EMS program, under the direction of the medical director, is transitioning to the state of Arizona protocols.

PFD is provided online and offline medical control through the base hospital, YRMC. The field responders are expected to follow the standing orders but contact medical control via cellular phone for those patients for which they believe additional guidance is warranted. YRMC maintains an additional backup phone line as well as an emergency radio contact via VHF and UHF frequencies. Medical direction through the base hospital is available 24 hours a day, year-round.

Image Trend software is used to create and maintain electronic patient care reports (ePCR). Care providers use a computer tablet on every EMS call which contains an ePCR to document provider impression, patient history, data regarding treatment rendered, and the patient disposition. The data entered into the ePCR is shared with only those involved directly with the patient's care. Data is password protected to ensure all reasonable efforts are made to protect reports from public access and maintain them per local, state, and federal records retention requirements.

A Health Insurance Portability and Accountability Act (HIPAA) program is in place and guided by agency policy. The Image Trend software is HIPAA compliant and maintains the patient data from each patient encounter for the minimum number of required years. All EMS providers also receive annual HIPAA compliance training through Target Solutions online training.

The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

The peer assessment team met with members of the city council and city manager as a part of the onsite verification and validation process. One of the topics that arose during the meeting was the expressed desire for the agency / community to address the increasing number of low acuity EMS requests by diverting them away from front line fire unit response. The CRA-SOC has quantified the impact on the unit hour utilization for the front-line units and identified the source as EMS requests. There are several potential alternatives that the community might consider in addressing the issue. It is recommended the AHJ and agency investigate service options that can respond to and manage low-acuity EMS requests.

As stated in the criterion summary, the agency works with AMR as the advanced life support-based EMS transport service. To date, it has not been able to obtain response data from the company, which has made it difficult for a comprehensive analysis of the program and its effectiveness. Additionally, there is no agreement on a response time performance metric between the agency and AMR.

It is recommended the Prescott Regional Communications Center (PRCC) establish an interconnection between the AMR dispatch center CAD and the PRCC CAD. This will allow the agency to obtain reliable response data from AMR and provide a more accurate picture of the EMS services provided to the community. It is also recommended the agency, with the support of the AHJ, work to develop and adopt response performance expectations for AMR.

The agency's response and deployment standards are based upon the urban population density and the emergency medical demands of the community. Five fire stations provide citywide coverage; staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire agency management and presented to the city council. The agency's benchmark service level objectives are as follows:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, of whom at least one will be a paramedic, shall be: 6 minutes and 30 seconds in urban areas. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting transport personnel with packaging the patient.

For 90 percent of all moderate risk and high risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 7 firefighters and officers, and 2 third-party provider emergency medical technicians and two paramedics, shall be: 10 minutes and 30 seconds in urban areas. The ERF shall be capable of: providing incident command and producing related documentation; appointing a site safety officer; landing helicopter(s); provide for need extrication/disentanglement, completing a comprehensive patient assessment on multiple patients; providing appropriate treatment; performing automatic external defibrillation (AED); initiating cardiopulmonary resuscitation (CPR); and providing intravenous (IV) access-medication administration.

The agency relies upon American Medical Response (AMR), a third-party provider, to complete the effective response force and transport component of its EMS program. The initial arriving PFD company shall have the capabilities of providing advanced life-supporting aid including AED until the third-party provider arrives on the scene. If the third-party provider unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire agency company shall take command and provide support as needed.

The agency's baseline statements reflect actual performance during 2016 to 2018. The agency relies on the use of automatic aid from neighboring fire agencies to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, of whom at least one will be a paramedic, is: 8 minutes and 54 seconds in urban areas. The first-due unit is capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting transport personnel with packaging the patient.

For 90 percent of all moderate and high risk EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 7 firefighters and officers, and two third-party provider emergency medical technicians and two paramedics is: 12 minutes and 50 seconds in urban areas. The ERF is capable of: providing incident command and producing related documentation; appointing a site safety officer; landing helicopter(s); provide for need extrication/disentanglement, completing a comprehensive patient assessment on multiple patients; providing appropriate treatment; performing automatic external defibrillation (AED); initiating cardiopulmonary resuscitation (CPR); and providing intravenous (IV) access-medication administration.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

Moderate/High Risk EMS - 90th Percentile Times - Baseline Performance			2016-2018	2018	2017	2016
Alarm Handling	Pickup to Dispatch	Urban	2:06	2:00	2:11	2:07
Turnout Time	Turnout Time 1st Unit	Urban	1:28	1:20	1:36	1:28
Travel Time	Travel Time 1st Unit **Distribution**	Urban	7:53	8:01	7:59	7:40
	Travel Time ERF **Concentration**	Urban	11:39	11:21	11:54	11:40
Total Response Time	Travel Response Time 1st Unit on Scene **Distribution**	Urban	8:54	9:02	8:55	8:44
			n=406	n=119	n=122	n=165
	Total Response Time ERF **Concentration**	Urban	12:50	12:42	12:50	12:59
			n=61	n=30	n=17	n=14

Note: The PRCC installed a new CAD system early in calendar 2018 which required the agency to replace its RMS system. The new and former RMS are not compatible which required the agency to calculate response data in two independent processes which were apparent the peer team between the years 2017 and 2018.

Criterion 5G – Technical Rescue

The Prescott Fire Department (PFD) technical rescue team provides a technician level multi-agency response for backcountry, high-angle, confined space, trench, structural collapse, swift water, and surface water events. Vehicle extrication is conducted agency-wide and therefore not limited to technical rescue technicians and is deployed from all fire suppression apparatus in the city.

Technicians attend a 200 hour class over a 5-week period for rescue, which addresses the standards found in the National Fire Protection Association (NFPA) 1006 *Standard for Technical Rescuer Qualifications*, NFPA 1670 *Standard on Operations and Training for Technical Search and Rescue Incidents* and NFPA 1983 *Standard on Life Safety Rope and Equipment for Emergency Services*.

The technical rescue team is built around the community's need for an all-risk response. The city is in a mountain basin surrounded by national forest, state land, and city open space with vast opportunities for recreation. Several lakes, creeks, large rock formations, and an elaborate trail system require the agency to respond to technical rescues and evacuations related to recreation.

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire).

The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

The agency's response and deployment standards are based upon the urban population density and the technical rescue demands of the community. Five fire stations provide citywide coverage; agency staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by agency management and presented to the city council. The agency's benchmark service level objectives are as follows:

> For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, and one third-party provider emergency medical technician and one paramedic shall be: 8 minutes and 30 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources, and providing advanced life support to any victim without endangering response personnel.
>
> For 90 percent of all moderate risk and high risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 14 firefighters and officers, and one third-party provider emergency medical technician and one paramedic shall be: 10 minutes and 30 seconds in urban areas. The ERF shall be capable of: technical level response; appointing a site safety officer; establishing patient contact; staging and apparatus placement and set-up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing advanced life medical support.

The agency relies on the use of automatic aid from neighboring fire agencies to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

> For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, and one third-party provider emergency medical technician and one paramedic is: 14 minutes and 11 seconds in urban areas. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources, and providing advanced life support to any victim without endangering response personnel.
>
> For 90 percent of all moderate risk and high risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 14 firefighters and officers, and one third-party provider emergency medical technician and one paramedic is: 17 minutes and 18 seconds in urban areas. The ERF is capable of: technical level response; appointing a site safety officer; establishing patient contact; staging and apparatus placement and set-up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing advanced life medical support.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

(Moderate/High Risk) TRT - 90th Percentile Times - Baseline Performance			2016-2018	2018	2017	2016
Alarm Handling	Pickup to Dispatch	Urban	1:32	1:25	1:36	1:35
Turnout Time	Turnout Time 1st Unit	Urban	1:38	1:36	1:05	2:12
Travel Time	Travel Time 1st Unit **Distribution**	Urban	13:01	13:28	11:11	14:24
	Travel Time ERF **Concentration**	Urban	15:46	15:56	16:34	14:47
Total Response Time	Travel Response Time 1st Unit on Scene **Distribution**	Urban	14:11	14:35	11:50	16:08
			n=11	n=5	n=3	n=3
	Total Response Time ERF **Concentration**	Urban	0:17:18	0:16:50	0:17:33	0:17:32
			n=8	n=4	n=2	n=2

Note: The PRCC installed a new CAD system early in calendar 2018 which required the agency to replace its RMS system. The new and former RMS are not compatible which required the agency to calculate response data in two independent processes which was apparent to the peer team between the years 2017 and 2018.

Criterion 5H – Hazardous Materials (Hazmat)

The Prescott Fire Department (PFD) provides hazardous materials response and mitigation through the Prescott Area Regional Hazardous Material Team (PARHMT). The team is a joint operational effort with Central Arizona Fire and Medical Authority (CAFMA). Equipment, apparatus, maintenance, personnel, and standard operating procedures (SOP) are all shared equally between each agency. Command is unified for incidents; however, direction and team management are individual to each respective agency. The agency hazmat coordinator is responsible for team management, training, and operational goals.

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The formal and documented assessment is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

The agency's response and deployment standards are based upon the urban population density and the hazardous materials response demands of the community. Five fire stations provide citywide coverage; agency staffing is based upon station location, incident type, and frequency. The targeted

service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by agency management and presented to the city council. The agency's benchmark service level objectives are as follows:

> For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 30 seconds in urban areas. The first-due unit shall be capable of: operational level response; establishing command; sizing up and assessing the situation to determine the presence of or potential for a hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.
>
> For 90 percent of all moderate risk and high risk hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 7 firefighters and officers, and one third-party provider emergency medical technician and one paramedic, shall be: 10 minutes and 30 seconds in urban areas. The ERF shall be capable of: technical level response; appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with agency standard operating guidelines.

The agency relies on the use of automatic aid mutual aid from neighboring fire agencies to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system.

> It was verified and validated by the peer assessment team that the Prescott Fire Department did not have sufficient moderate or high risk hazardous material incidents, which required a first-due or effective response force to be assembled for 2016-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the first-due or effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

Criterion 5I – Aviation Rescue and Fire Fighting Services

Prescott Fire Department (PFD) operates one aircraft rescue firefighting (ARFF) response vehicle deployed from Fire Station 73 at the Prescott Regional Airport (PRA). The station houses two units, a primary and reserve. The primary unit is staffed with one Title 14 Code of Federal Regulations Part 139 (Part 139) certified ARFF engineer. The service is only required for commercial passenger traffic, which occurs twice daily. The agency and city are committed to the safety of the airport and elected to provide 24-hour coverage even though it is not required by the Federal Aviation Administration (FAA).

The agency works with the PRA, the FAA, and airport fixed-base operators (FBO) in training exercises, airport emergency prevention, and mitigation. A combination of commercial jets, experimental, propeller-driven, rotor driven, and turbine driven aircraft use the Prescott Regional Airport. Also, training aircraft, regional and corporate jets, wildfire tankers, and transient military

aircraft utilize the airport which is considered the second busiest airport in Arizona based upon take-off and landings.

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area. The ARFF program manager works closely with the PRA manager to develop an annual formal and documented appraisal of the program. Collectively, analysis of response, equipment, training, and after-action review is conducted. The formal and documented assessment meets the is credible and also provides the leadership with an overview of processes, resource needs, and recommendations. The accreditation manager identified several opportunities to improve upon the annual program appraisal process for the next fiscal year.

The agency's response and deployment standards are based upon the Federal Aviation Administration (FAA) mandated requirements as an Index A airport under FAA Part 139. The objectives have been approved and adopted by agency management and presented to the city council. The agency's benchmark service level objectives are as follows:

> For 90 percent of all aviation rescue and firefighting response incidents, the total response time for the arrival of the first-due unit, staffed with engineer, shall be 1 minute or less for a pre-announced emergency and 3 minutes or less for an un-announced emergency in accordance with FAA requirements for an Index A airport. The first-due unit shall be capable of: assessing the situation; requesting additional resources; controlling the hazards; and if possible, beginning basic life support of victims and hazard mitigation.
>
> For 90 percent of all moderate and high risk aviation rescue and firefighting response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 1 ARFF engineer, 7 firefighters and officers, and one third-party provider emergency medical technicians and one paramedic shall be 12 minutes and 30 seconds. The ERF shall be capable of: providing for a unified incident command; appointing a site safety officer; conducting rescue and fire suppression operations; conduct triage and treatment; and transport of injured via air or ground ambulance in accordance with agency policies and directives.

The agency relies on the use of automatic aid from neighboring fire agencies to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system.

> It was verified and validated by the peer assessment team that the Prescott Fire Department did not have sufficient moderate or high risk ARFF incidents, which required a first-due or an effective response force to be assembled for 2016-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

Criterion 5K – Wildland Fire Services

The city of Prescott faces a significant wildfire threat due to its geographic location as well as the life and property wildland-urban interface threat to the community. Based on this threat, the Prescott Fire Department (PFD) has identified wildland fire as the single greatest natural threat to the city of Prescott. The agency responds to this threat by providing a fuels management program to minimize the wildfire risk in the community and appropriately staffing and equipping personnel to respond to wildland fire emergencies. All six Type-I fire apparatus and both ladder trucks are outfitted with wildland firefighting equipment and four wildland specific apparatus (three Type-VI engines and one Type-III engine) are utilized by the agency. Additionally, all agency operations personnel are trained to respond to wildland fires and conduct annual wildland fire training.

The agency operates an adequate, effective, and efficient program directed toward a wildland fire. Before the self-assessment process, the agency evaluated the wildland fire program informally throughout the year. As a result of the self-assessment process, the agency has conducted a formal annual appraisal process of the wildland fire program which includes the program's description, mission, training requirements, goals, achievements, record of performance, and the program improvement plan. The agency has demonstrated its commitment to complete formalized annual reviews of the program through the implementation of a program appraisal policy into its policy manual.

The agency has trained all suppression personnel to the level of Firefighter Type 2 set by the National Wildfire Coordinating Group (NWCG). Beyond this initial level of training, the agency requires all personnel to complete an annual work capacity test at the arduous level and complete an annual wildland fire line refresher course (RT-130). These ongoing requirements allow all personnel to maintain an incident qualification card (red card) which details each member's qualifications and fitness level rating. In addition to the these NWCG qualifications, the agency requires all members to complete two wildland fire-specific evaluated drills each year to maintain skill currency and the agency participates in a regional wildfire basin drill with neighboring agencies.

The agency fuels management program is staffed with a program coordinator, two full-time employees, and four to six seasonal employees. The agency has been able to financially support the program through the acquisition of grants without requiring significant funding from the department. While this is beneficial it poses a challenge to the program as well as the community if grants are not awarded. It is recommended that the agency develop a funding mechanism for the fuels reduction program that ensures its reliability and effectiveness.

The agency 's response and deployment standards are based upon National Fire Protection Association (NFPA) 1141*, Standard for Fire Protection Infrastructure for Land Development in Wildland, Rural, and Suburban Areas;* NFPA 1144*, Standard for Reducing Structure Ignition Hazards from Wildland Fire;* NFPA 1143*, Standard for Wildland Fire Management;* NFPA 1051*: Standard for Wildland Fire Fighter Professional Qualifications;* and NFPA 1906*: Standard for Wildland Fire Apparatus.* They are used to identify the necessary elements of its wildland fire fighting program including, but not limited to: training requirements, vehicle familiarization, pre-fire planning, and special hazards that enable firefighters to extinguish fires safely and efficiently. The objectives have been approved and adopted by agency management and presented to the city council. The agency’s benchmark service level objectives are as follows:

For 90 percent of all wildland fire incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be 6 minutes and 30 seconds. The first-due unit shall be capable of: establishing command; assessing the situation; requesting additional specialty resources; directing evacuation; and, if possible, beginning hazard mitigation.

For 90 percent of all moderate and high risk wildland fire incidents, the total response time for the arrival of the effective response force (ERF), staffed with 9 firefighters and officers shall be 8 minutes and 30 seconds. The ERF shall be capable of: establishing command; appointing a site safety officer; assessing the situation; requesting additional specialty resources; directing evacuation; and, if possible, application of extinguishing agents.

The agency's baseline statements reflect actual performance during 2016 to 2018. The agency relies on the use of automatic aid from neighboring fire agencies to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

For 90 percent of all wildland fire incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 7 minutes and 16 seconds. The first-due unit is capable of: establishing command; assessing the situation; requesting additional specialty resources; directing evacuation; and, if possible, beginning hazard mitigation.

It was verified and validated by the peer assessment team that the Prescott Fire Department did not have sufficient moderate or high risk wildland incidents, which required an effective response force to be assembled for 2016-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2019 response time data and confirmed it is consistent with the provided information for 2016-2018.

High/Moderate Risk Wild Land - 90th Percentile Times - Baseline Performance			**2016-2018**	**2018**	**2017**	**2016**
Alarm Handling	Pickup to Dispatch	Urban	1:26	1:15	1:30	1:34
Turnout Time	Turnout Time 1st Unit	Urban	1:12	1:11	1:00	1:25
Travel Time	Travel Time 1st Unit **Distribution**	Urban	6:26	7:54	6:38	4:47
	Travel Time ERF **Concentration**	Urban	9:09	9:09	4:58	13:20
Total Response Time	Travel Response Time 1st Unit on Scene **Distribution**	Urban	7:16	8:51	7:06	5:52
			n=13	n=4	n=5	n=4

Category VI — Physical Resources

The Prescott Fire Department (PFD) operates five fire stations and with frontline apparatus to meet the response objectives identified in the community risk assessment-standards of cover (CRA-SOC). Additionally, the agency has entered into a facility use agreement with a neighboring agency, Central Arizona Fire and Medical Authority (CAFMA), through which the agency utilized a centrally located facility in the city of Prescott (Fire Station 72) and CAFMA utilizes an outlying station owned by the city of Prescott (Fire Station 51). This agreement has allowed the agency to deploy its resources in a central location in the community. These facilities are appropriately maintained by the agency's personnel along with the city's facility department. Apparatus types are purchased and deployed based on specific needs throughout the community. All apparatus are appropriately equipped and apparatus and equipment are maintained appropriately with adequately certified personnel.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

The agency evaluates facility needs through annual facility inspections. Needs are identified through these inspections and the agency works with the city's facilities department along with the city manager and city officials through the annual budget process in an attempt to address needs. In addition to the needs identified through annual facility inspections, the agency completed an International City Management Association (ICMA) study in 2014 which identified additional facility needs along with facility relocation recommendations. The agency and city have reviewed these recommendations and are cooperatively determining the feasibility of implementing these changes in the future

The agency designs, maintains, manages fixed facility resources that meet the agency's goals and objectives. All facilities were constructed in compliance with federal, state, and local regulations in force at the time of construction. Completed remodeling has been compliant with the city of Prescott's fire and building codes at the time of completion. All facilities have been updated with code-compliant fire alarm systems and emergency exit lighting within the last three years. Additionally, it was determined that two PFD stations required asbestos abatement which was completed according to local and state regulations. Sprinkler systems were not required in the fire code at the time of the stations' construction; however, they are installed in the basement of the agency's headquarters building.

In addition to the updates and remodels that have been completed up to this point, the agency has developed plans to complete a training tower demolition and construct a replacement tower over the next three years. The construction proposed includes plans for compliance with all applicable codes as well as improvements to drainages at the site.

Apparatus resources are designed, purchased, maintained to adequately meet the agency's goals and objectives. The PFD fleet consists of: 5 Type-I engines, 2 ladder trucks, 2 aircraft rescue fire fighting (ARFF) trucks, 1 hazardous materials (HazMat) unit, 1 Type-III engine, 3 Type-VI brush trucks, 1 support apparatus with a tow behind technical rescue trailer, 1 inflatable powerboat, and several support/utility vehicles. This complement of apparatus has been appropriate to meet the response needs of the community identified in the CRA-SOC.

The agency utilizes apparatus age, mileage, and shop input to determine apparatus replacement recommendations. These are communicated to the city manager and city officials who ultimately determine whether the apparatus will be replaced. This method utilized by the agency and the city has been more reactive than proactive. It is recommended the agency work collaboratively with fleet services and the authority having jurisdiction (AHJ) to develop a formal apparatus replacement method and schedule.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The agency has an established apparatus maintenance program that consists of daily, weekly, and annual inspections as well as mechanics available from the city of Prescott's fleet services department. The agency's apparatus operators complete daily and weekly apparatus checks following the established apparatus inspection policy. Any issues that arise from the inspections are reported to the agency's certified mechanics for repair. Fleet service mechanics are certified to perform maintenance on the PFD apparatus through third party training as well as manufacturer training upon purchase of new apparatus. The city's fleet maintenance department is also certified as a warranty repair shop with Rosenbauer (the agency's primary apparatus manufacturer) which helps minimize the amount of time that apparatus need to be sent out of the city for warranty repair.

The fleet maintenance division performs preventative maintenance and repairs on all apparatus. The division has 12 employees, including 6 mechanics, who are readily available during normal business hours and available on-call after business hours for emergency repairs. As PFD apparatus operators complete their daily and weekly inspections, they complete a fire apparatus repair form to initiate the repair process. Additionally, a fleet mechanic visits each fire station at least monthly to inspect all apparatus and talk with the agency's apparatus operators regarding apparatus maintenance. All repairs conducted by the fleet services division are completed according to the manufacturer's recommendations.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. The agency maintains, tests, and inspects equipment appropriately at least at the manufacturer's recommended schedule. PFD personnel are trained and evaluated in the routine inspection of equipment and the agency has provided training to specific personnel to perform in-depth maintenance, testing, and inspections as the needs arise. These personnel include program managers assigned to the operations division within the agency as well as fleet service mechanics who have undergone additional training for specific equipment including self-contained breathing apparatus (SCBA), personal protective equipment (PPE), extrication equipment, air monitors, rope, hose, and ladders. Appropriate records of inspections and repairs are kept and maintained by each program manager.

Safety equipment is adequate and designed to meet agency goals and objectives. All agency personnel who have the potential to work in an immediately dangerous to life and health (IDLH) environment are issued full structural firefighter complements according to and compliant with National Fire Protection Association (NFPA) 1971: *Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.* This includes two sets of turnouts, one structural firefighting helmet equipped with eye protection, one pair of structural firefighting boots, one pair of structural firefighting gloves, two Nomex hoods, and one self-contained breathing apparatus (SCBA) facemask

In addition to the structural firefighting equipment, PFD personnel are issued a full set of wildland firefighting equipment according to and in compliance with NFPA 1977: *Standard on Protective Clothing and Equipment for Wildland Fire Fighting*. This includes one Nomex brush shirt, a minimum of two sets of dual compliant pants (NFPA 1977 and 1975 compliant), one pair of leather gloves, one pair of dual compliant boots (NFPA 1977 and 1999 compliant), and one fire shelter. All the above equipment is issued to personnel before engaging in firefighting and medical operations.

Category VII — Human Resources

The Human Resource Division (HRD) of the city of Prescott leads the Prescott Fire Department (PFD) through the management and administration of all human resource functions. Through the partnership, the recruitment, classification, benefits, employee training and development, performance management, employee relations, leave management, and other policy compliance is delivered the PFD's staff. As an indicator of continuous improvement, the agency is working closely with a third-party policy management group to align agency guidance with both city and national standards.

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements. The agency uses the city's designated human resource director to lead the management within the agency. The human resource director reports directly to the city manager. Within the agency, the fire chief interacts directly with human resources as a primary representative.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements. The screening process used for new hires consists of a written exam, physical agility test, and an interview process. The agency conducts job-related assessment centers for promotional processes. The city is an equal opportunity employer that is committed and actively supports the recruitment and professional development of qualified individuals regardless of race, national origin, gender, pregnancy, age, or religion.

All testing and promotional processes are conducted by the professional services chief and a representative from the HRD. The policy is established both in the city and the agency for initial and promotional candidate screening/qualifying.

The employee handbook dictates a 12-month probationary period for newly hired and promoted members. During this time, new hires are required to complete a recruit and probationary firefighter position task book. Probationary firefighters are required to pass an end of the probation testing process, which consists of a written test and practical evaluations.

Newly promoted engineers and captains have an end-of-probation testing process that includes written and practical exams. Probationary periods may be extended at the fire chief's discretion based on performance evaluations. The agency plans to develop evaluation processes for all operational positions to ensure that members are qualified and prepared in the position to which they have been promoted.

The agency targets individuals that meet the qualifications for employment and reflect the values of the organization. The requirement for applicants to maintain Firefighter I and II, emergency medical technician (EMT)-B, as well as basic wildland firefighter certification, has narrowed the selection

process to those that have dedicated the time and effort before employment. Local demographic information indicates that the agency closely reflects the area demographics concerning race. However, the city is estimated to have 51 percent of females in the population, yet the agency has only 5 percent. It is recommended the agency conduct a recruitment study investigating opportunities for attracting qualified and diverse firefighter applicants from the community.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. The agency's policy and procedure manual does not completely reflect the current practices of the organization but is undergoing an extensive review and revision. The documents do, however, provide adequate guidance for operations and administration and the city's employee handbook is up-to-date for human resource management. Policy documents are easily accessible by all employees on a shared network drive. To maintain document credibility, the agency no longer produces printed policy.

The agency is working with a document management software company to deploy a process consistent with industry standards. The agency plans to complete the process next calendar year and will include document retention, training, and employee distribution processes. It is recommended the agency revise its internal policy manual to better reflect current operations and mirror the guidance provided by the city's employee handbook to communicate current guidance to employees.

The city's employee handbook, for which the agency follows, thoroughly addresses harassment, bias, and unlawful discrimination. The handbook is available to all employees online through the employee portal, and training is conducted every two years for all employees. The agency policy does not explicitly address the prohibition of racial, disability, or other forms of harassment, bias, and unlawful discrimination; thus, the agency relies on city policy. To fill the gap, the agency conducts annual training and plans to include a comprehensive policy to provide focused guidance for the agency's personnel.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The agency's organizational chart guides the positional hierarchy, and the policy manual addresses job descriptions for each position, defining the essential functions, tasks, knowledge, skills, and education required. The city's human resource division audits and modifies job positions and descriptions under the direction of the fire chief. In 2020, the human resource agency will complete a class and compensation study to further refine the position classification system.

A system and practices for providing employee/member compensation are in place. Pay grade and compensation information are available on the employee portal. The city's employee portal provides a user-friendly interface for employees to research and understand compensation. The city established a system for non-specific and periodic market comparison to adjust pay ranges to remain competitive. The agency plans to work in partnership with the Prescott fire labor organization, the city, and fire administration to better define periodic market comparison studies and deconflict the employee handbook regarding compensation.

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability. Regarding occupational health and safety, the agency provides training to recruits throughout the probationary process. Probationary firefighters have to pass an end-of-probation evaluation that includes testing on safety

and health policy and practices**.** All employees are required to complete monthly online training modules that include a refresher on safety for equipment, apparatus, EMS, and emergency response. Employees regularly receive instruction and training with the introduction of new equipment or processes. The training officers include safety awareness as part of all lesson plans taught through the regional training instructors at quarterly training.

Incident safety officers are deployed at all emergency incidents using the second arriving battalion chief, shift commander, or staff officer. During weekdays, staff officers regularly respond to emergencies and fill incident command roles. On all multi-commander responses, auto-aide battalions are dispatched and assume the incident safety role. No matter the commander filling the role, the safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. All sworn employees receive initial, regular, and rehabilitative medical and fitness evaluations. These employees obtain a wellness evaluation from a physician every year. Employees also participate in regular fitness evaluations conducted by third-party professionals and practitioners. For the last six years, the agency provided fitness evaluations to employees every two years. In 2020, all sworn employees will receive fitness evaluations by third-party professionals and practitioners annually. Both assessments are rehabilitative with the intent of maintaining or exceeding a minimum fitness standard based upon a tiered ranking schedule. Those that do not meet the minimum tiered requirements are removed from operational assignments and rehabilitated following specific agency policy.

Category VIII — Training and Competency

The Prescott Fire Department (PFD) manages a training program that includes participation in regional training groups to identify training requirements and develop training materials. Personnel are evaluated regularly at training which is recorded by company officers. Training records are managed by the training program manager who develops the agency training calendar and ensures all personnel meet educational expectations. The city has a centrally located training facility, but it has fallen into a state of disrepair. Until the fixed structures can be repaired the agency has entered into an agreement with a regional training center to conduct practical skill exercises.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The agency uses its training officers' participation in regional training groups to determine training needs and publishes a list of all required annual training for personnel in its standard operating procedures (SOP). After action reviews (AARs) are used to determine personnel effectiveness in given tasks and further training is developed based on the documentation. The agency also conducts regular emergency medical services (EMS) training based on the requirements established by the Arizona State Department of Health Services (AzDHS) and the Yavapai Regional Medical Center (YRMC). Lastly, the agency's technical rescue and hazardous materials specialists undergo specific additional annual training based on their anticipated types of emergency responses however these training requirements have not been formalized or adopted by the agency at this time.

The agency uses the Target Solutions platform to digitally deliver online training to members. This training is currently determined based on the training program coordinator's discretion to ensure that a variety of training topics are presented to agency personnel.

Training and education programs are provided to support the agency's needs. Minimum company standards (MCS) have been established and are evaluated to assess individual and crew performance. Observations and performance times from these trainings are graded and documented. While this has proven to be a useful training mechanism for PFD, the agency has recognized that all MCS' do not directly reflect the training manual. Additionally, the grading criteria for MCS' are broad and do not break down to each position in the training. The agency has committed to revising the MCS' in the training manual and updating the MCS scoring sheets to make the evaluation process consistent through all positions on an engine company.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The agency has a training site containing a 1500 square foot classroom, a training tower, a Class-A Conex bin, and a ventilation prop. The staff has recognized that the tower and training grounds have fallen into a state of deterioration and have developed a plan to repair and update the training facility over three years. The repairs for the first year have been approved by the city and are scheduled to begin in January 2020. During the repair process, PFD has entered into an agreement with Central Arizona Regional Training Academy (CARTA) to use their training facility however the distance of the CARTA facility from Prescott has made its use difficult. Additionally, the agency has limited equipment and apparatus dedicated solely to training. This has caused the agency to regularly use frontline equipment and apparatus to conduct training. The agency recognizes the potential hindrance placed on training capabilities and is working to address this issue moving forward.

Of the agency's 15 captains, 6 serve as training officers, of which 5 have completed incident safety officer training as well as NFPA 1403: *Standard on Live Fire Training Evolutions* training. The agency recognizes that additional training requirements for its instructors may be needed and are in the process of evaluating and updating instructor requirements. To supplement training instructor needs, the agency utilizes instructors from Central Arizona Fire and Medical Authority (CAFMA).

Informal quarterly meetings are held between the agency and neighboring agencies through an interagency training group. These opportunities are used to identify best practices as well as training needs that are not currently being met within the region. Training materials (such as PowerPoint presentations or training videos) are created, as needed, based on the discussions that occur at these meetings.

Although these meetings have been fruitful, the agency recognizes that its training manual and other internal training resources have not been formally reviewed annually. The agency is in the process of creating a formal, internal training committee to review training materials annually and solicit training feedback from PFD members. It is recommended the agency develop an internal training committee to identify agency-specific training needs, identify training materials to meet those needs, and update/maintain agency training standards.

Category IX — Essential Resources

Criterion 9A – Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

The city of Prescott has a reliable and adequate water supply through the water distribution system. Planning and review of all residential and commercial buildings in the city, infrastructure improvements, and monitoring by the water department ensures a very reliable and adequate water supply. The city faces a wide variety of challenges and diverse service demands for water distribution within the city limits. Some challenges include extreme topography, temperatures below freezing, aging infrastructure, and the rapidly expanding population.

City ordinances and resolutions have established a minimum fire flow requirement for new development following the 2012 International Fire Code (IFC). The organization takes an active role in the planning and review process for all building projects within the city limits. Using building plans inspectors and the fire marshal, the agency reviews plans and inspects new buildings with fire protection features.

The city water department uses water modeling to deliver the required fire flows following local ordinance. The modeling ensures adequate water at both fire suppression supplies and hydrants. This process guides engineers and workers to plan and install the right diameter water mains in the right locations across the response area in preparation for community development.

The water system engineering establishes multiple layers of redundancy so that hydrants receive adequate water, and, in the event of a failure of the system, water pressure is maintained. The water system is sustained through 37 storage and gravity tanks and 7 production wells. Adequate pressures are maintained by pumps and reduction values to account for the topography.

As an indicator of continuous improvement, the city is upgrading to major pumping stations within the next two years that will increase the layers of redundancy. More advanced water modeling is providing the city with predictive analysis to stay ahead of the community's need. A new water well was recently placed into service and evidence indicates it will surpass the projected daily capacity estimated by the designing engineers.

Criterion 9B – Communication Systems

The Prescott Fire Department (PFD) receives emergency communications services from a regional 911 center. The Prescott Regional Communications Center (PRCC) is located in and owned by the city and provides emergency communications for eight public safety agencies. The radio infrastructure is maintained by the city’s information technology division and is supported by redundant power, and the city maintains back-up dispatch locations in the event of a catastrophic event.

There are five UHF tower sites spaced strategically throughout the city to maximize radio communications. The agency utilizes the main dispatch channel and a repeated command channel.

Scene operations are operated on one of two dedicated, non-repeated channels. Through intergovernmental agreements, the department has access to several other command and tactical channels for use during high incident volume or communications failure.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

The PRCC ensures communications are available to all field responders and apparatus through portable, mobile, and fixed communication systems in the field. Through intergovernmental agreements, shared communications are available to the agency and responders. Every emergency apparatus is equipped with one mobile radio, and a handheld radio is available for each riding position. Additionally, each apparatus is fitted with one mobile computer to interact with the computer-aided dispatch system. Incident information, address, time tracking, and routing are interfaced with the computer. The agency also subscribes to Active-911 for alerting directly to the members' mobile devices.

To improve community response regarding emergency medical transport services, the regional communication center is implementing computer-aided dispatch (CA -to-CAD sharing with American Medical Response. The seamless information sharing will enhance unit dispatching between the two agencies and improve the services provided to the Prescott community.

The agency acknowledges the age of radio communication equipment and lack of continued manufacturer support and seeks to replace all radio and mobile computer equipment. The city's information technology division is working to develop a plan to improve radio transmission through the response. It is recommended the agency evaluate the condition and effectiveness of the field radio communications equipment and develop a plan for improved emergency communications throughout the response area.

An annual appraisal of performance, statistical data, and accomplishments is completed and is published in the center's comprehensive annual report and shared with all partnering agencies for which the center serves. The agency is working with the third-party communication center to develop monthly performance measures and is expected to be completed in FY20.

Criterion 9C – Administrative Support Services and Office Systems

All administrative support positions for the Prescott Fire Department (PFD) take on other ancillary functions to meet agency demands reducing efficiency and effectiveness. Records keeping, reporting, business communications, public interaction, and purchasing seem to be managed by the agency but organizational planning and assessment, data analysis/research and some records keeping appear to be missing or the agency relies on other agencies within the city for these functions.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing. The Prescott Fire Department (PFD) employs three full-time personnel and one part-time employee to meet the needs

of the two sections of the department. A business manager reporting to the fire chief, an administrative specialist reporting to the professional services division chief and a fuel management coordinator reporting to the community risk reduction chief. One part-time employee, working a few days per week, reports to the business manager. All positions take on ancillary functions to meet the demands but fall short of timely completion. Data analysis/research functions and records management system administration is the responsibility of an information technology (IT) position that is shared with Police and IT. Record keeping is spread across multiple records management applications spanning over multiple years making data collection and performance measure reporting cumbersome and, in some cases, non-existent. It is recommended that the agency evaluate its capability in the area of record systems and data analysis to support the research, planning and performance measurement needs of the agency.

The agency has budgeted and received approval for a third-party application called Lexipol for a customized and automated policy management system. The staff anticipates a start date of January 1, 2020, for implementation. This process will generate a total rewrite of current standard operating procedures or general guidelines and provide a means to schedule a three-year review process and provide employee policy review accountability.

The agency's technology needs are provided by the IT department. Multiple information systems exist to collect information on inspections, code violations, and fire incident data. This fragmentation of data has led to challenges in providing performance reporting promptly and relies on the technical expertise of the city IT department. In the area of technology and data analysis, there is little to no succession planning in maintaining these vital functions. IT support is limited to business hours with no after-hours support on critical systems like mobile data computers which drive the closest response, performance measure data, and provide critical safety information to firefighters. It is recommended the agency develop a plan to migrate all historical inspections, violations, and fire incident data into the current records system.

Category X — External Systems Relationships

The Prescott Fire Department (PFD) relies on external relationships to accomplish their mission and goals and has a mutual and auto-aid systems in place with well-established relationships; local, regional and statewide. The agency maintains legal adopted agreements and reviews many annually Plan are to incorporate annual documented reviews for all documents.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness. The organization has a well-established automatic and mutual aid systems in place to support the mission, operations and/or cost-effectiveness. Agreements include Central Arizona Fire and Medical Authority (CAFMA), Yavapai County, Arizona all-risk mutual aid plan, American Medical Response Lifeline ambulance company (Lifeline), and Native Air. The agency is a partner to the cooperative fire rate agreement as administered through the state of Arizona agency of forestry and fire management, providing immediate access to state, region, and federal resources for those events that occur in the wildland-urban interface or our surrounding public lands.

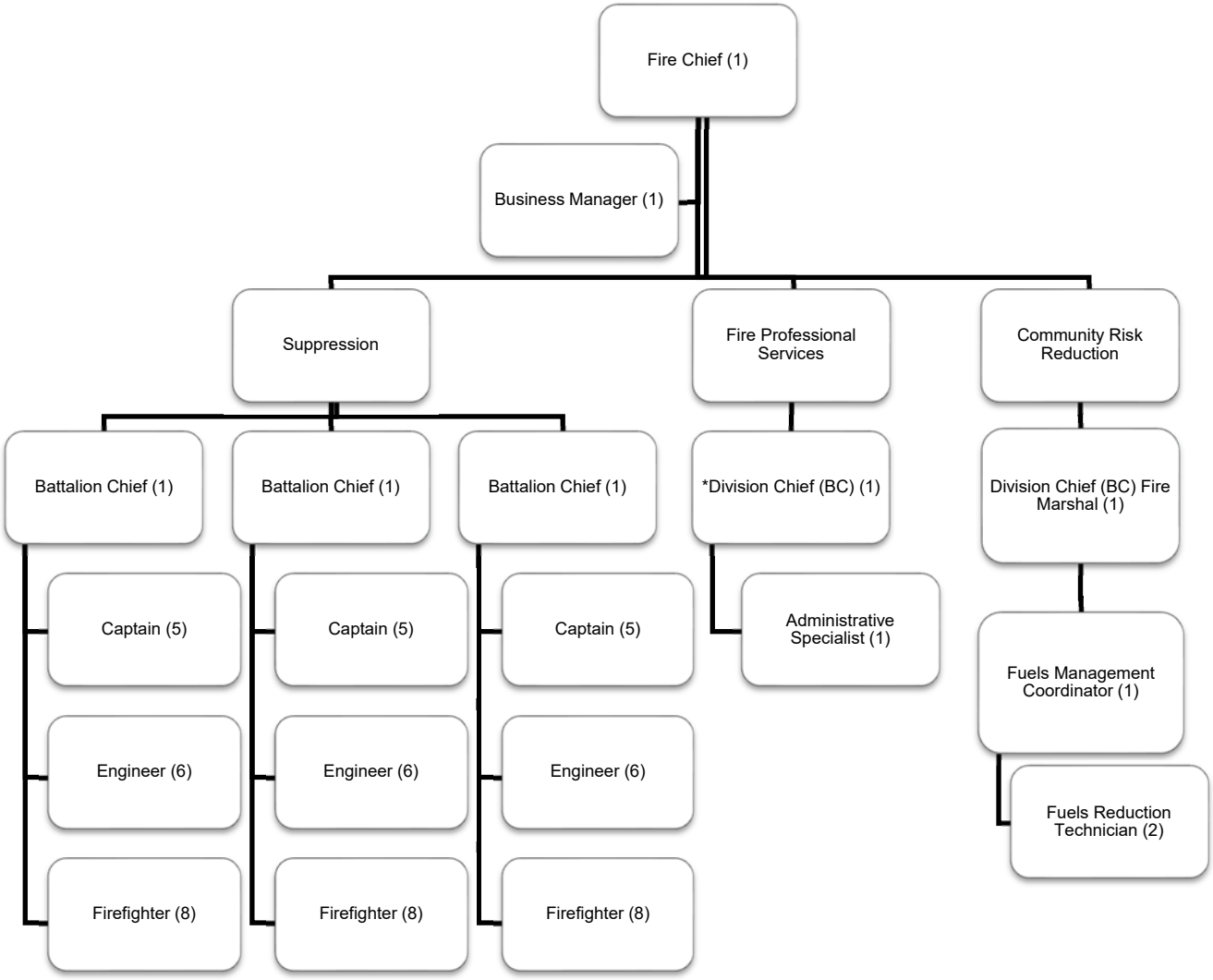
The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program are

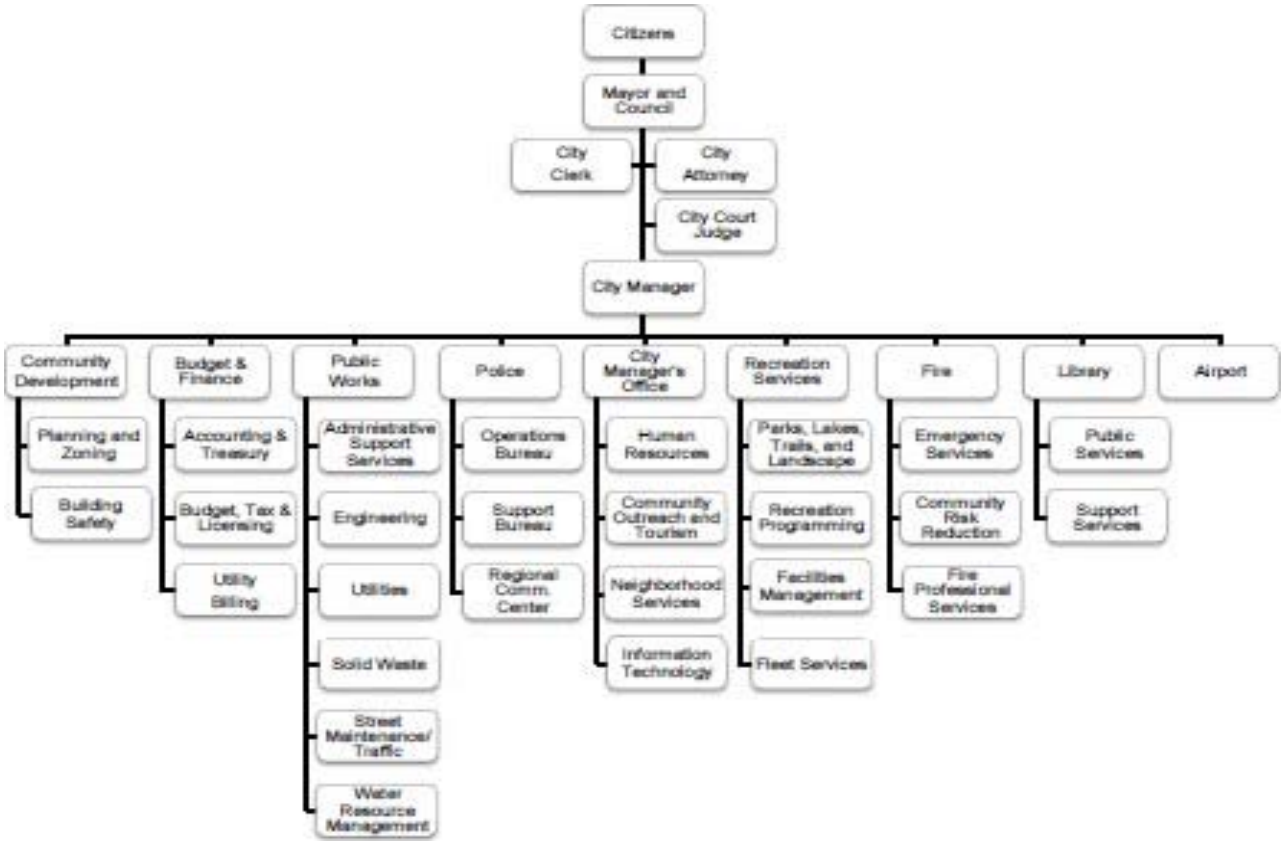
current, reviewed and/or updated within the accreditation period and adopted by the appropriate governing bodies.

Current agreements are maintained as required to support agency programs. Regular meetings with the agencies are the primary means for review of the established relationship. As an example, before Arizona fire season, the state of Arizona agency of forestry and fire management review the agreement to ensure the cooperative fire rate agreement and terms for the agreement is acceptable by all parties. Likewise, the Prescott Regional Communications Center (PRCC) meets with each agency for which it dispatches every quarter to address all needs to ensure effectiveness.

The agency has an annual review process but currently not documented with date time of review. A program appraisal form will be submitted to the Fire Chief and the Accreditation Manager by November 1st annually. It is recommended the agency implement a formal method for reviewing and documenting external agency agreements.

Organizational Chart




Citizens
Mayor and Council
City Clerk
City Attorney
City Court Judge
City Manager
Community Development
Planning and Zoning
Building Safety
Budget & Finance
Accounting & Treasury
Budget, Tax & Licensing
Utility Billing
Public Works
Administrative Support Services
Engineering
Utilities
Solid Waste
Street Maintenance/ Traffic
Water Resource Management
Police
Operations Bureau
Support Bureau
Regional Comm. Center
City Manager's Office
Human Resources
Community Outreach and Tourism
Neighborhood Services
Information Technology
Recreation Services
Parks, Lakes, Trails, and Landscape
Recreation Programming
Facilities Management
Fleet Services
Fire
Emergency Services
Community Risk Reduction
Fire Professional Services
Library
Public Services
Support Services
Airport