



Town of Camp Verde Vision Statement

"Camp Verde is welcoming, a safe community, a vibrant economy, thoughtfully growing, and offering an exceptional quality of life."

**AGENDA
TOWN OF CAMP VERDE
SPECIAL SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, AUGUST 26, 2026 at 5:00 P.M.
ZOOM MEETING LINK:
<https://us02web.zoom.us/j/82544268811?pwd=WD9l4dJmMgdz7q4TQkybkrHf1aoJ5a.1>
one Tap Mobile: 1-253-215-8782 or 1-346-248-7799
Meeting ID: 825 4426 8811
Passcode: 539847**

Note: Council member(s) may attend Council Sessions either in person, by telephone, or internet/video conferencing.

1. **Call to Order**
2. **Roll Call.** Council Members Brian Bolton, Robert Foreman, Robin Godwin, Jessie Murdock, Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.
3. **Pledge of Allegiance**
4. **Consent Agenda** – All those items listed below may be approved by one motion as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.
 - a. **Approval of the Minutes:**
 - 1) Special Session (Public Portion) – July 29, 2026 at 4:00 p.m. Pg. 3
 - 2) Special Session – July 29, 2026 at 6:00 p.m. Pg. 5
 - 3) Regular Session – August 5, 2026 at 6:00 p.m. Pg. 9
5. **Discussion regarding the potential consolidation of the Town of Camp Verde's emergency dispatch services with the City of Cottonwood Police Department Dispatch Center.** Staff Resource: Town Marshal Dan Jacobs. Pg. 17
6. **Discussion and possible action regarding the establishment of the Camp Verde Equestrian Center (CVEC) Commission (Commission).** Staff Resource: Interim Town Manager Charlie Cassens. Pg. 71
7. **Discussion and Staff Direction Regarding Town Manager Recruitment Process.** Staff Resource: Interim Town Manager Charlie Cassens. Pg. 79
8. **Adjournment.**

Note: Upon a public majority vote of a quorum of the Town Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda

but only for the purpose of discussion or consultation for legal advice with the Town Attorney as permitted by A.R.S. § 38-431.03(A)(3). Any other executive sessions will be separately included on the agenda above if an executive session will be held at the meeting.

Pursuant to A.R.S. §38-431.01 Meetings shall be open to the public - All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. All legal action of public bodies shall occur during a public meeting. Pursuant to Town Code, Section 2-3-7.1 the Mayor shall call for a vote of the Council to allow the meeting to continue past the deadline of 10:00 p.m. The Town of Camp Verde Council Chambers is accessible to persons with disabilities. Those with special accessibility or accommodation needs, such as large typeface print, may request these at the Office of the Town Clerk at 928-554-0021.

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at the Town of Camp Verde and Bashas on August 20, 2026 at 6:00 p.m. in accordance with the statement filed by the Camp Verde Town Council with the Town Clerk

Leah Rhodes

Leah Rhodes, Town Clerk



DRAFT MINUTES
SPECIAL SESSION (PUBLIC PORTION)
TOWN OF CAMP VERDE
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, JULY 29, 2026 at 4:00 PM.

1. **Call to Order**

Mayor Moore called meeting to order at 4:00 p.m.

2. **Roll Call.** Council Members Brian Bolton, Robert Foreman, Robin Godwin, Jessie Murdock, Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.

Also Present

Interim Town Manager Micheal Showers, Town Attorney Matthew Podracky, Town Attorney Jon Paladini (arrived at 4:36 p.m.) Court Administrator Veronica Pineda and Town Clerk Leah Rhodes.

3. **Pledge of Allegiance**

Councilor Bolton led the Pledge.

Mayor Moore read Agenda Items 4 and 5.

A **motion** was made by Vice Mayor Escoffier to go into Executive Session for Item 4 and 5. Councilor Murdock seconded the motion.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried 7-0.

4. **An executive session pursuant to A.R.S. § 38-431.03(A)(1), (A)(3), and (A)(4) for discussion or consideration of employment/appointment of a public officer, legal advice with the Town Attorney, and possible direction regarding an employment agreement; all related to the selection of a Town Magistrate.**
Staff Resource: Court Administrator Veronica Pineda.

5. **An executive session pursuant to A.R.S. § 38-431.03(A)(1), (A)(3), and (A)(4) for discussion or consideration of employment/appointment of a public officer, legal advice with the Town Attorney, and possible direction regarding an employment agreement; all related to the selection of an Interim Town Manager.** Staff Resource: Town Attorney Jon Paladini.

Mayor Moore reconvened the Regular Session at 5:50pm.

4. **Adjournment**

Mayor Moore adjourned the meeting at 5:50pm.

Mayor Marie Moore

Attest: Leah Rhodes, Town Clerk

CERTIFICATION

I, Town Attorney Trish Stuhan, hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Special Session of the Town Council of Camp Verde, Arizona, held on July 29, 2026. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2026.

Trish Stuhan, Town Attorney



DRAFT MINUTES
TOWN OF CAMP VERDE
SPECIAL SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, JULY 29, 2026 at 6:00 P.M.

Note: Council member(s) may attend Council Sessions either in person, by telephone, or internet/video conferencing.

1. **Call to Order**
Mayor Moore called the meeting to order at 6:07 p.m.
2. **Roll Call.** Council Members Brian Bolton, Robert Foreman, Robin Godwin, Jessie Murdock, Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.

Also Present

Acting Town Manager Michael Showers, Town Attorney Jon Paladini, Public Works Director Ken Krebbs, Development Services Director Christian Green, Parks and Recreation Manager Shawna Figy and Town Clerk Leah Rhodes.

3. **Pledge of Allegiance**
Councilor Seybold led the Pledge.
4. **Discussion, consideration, and possible approval regarding the appointment of a Town Magistrate and authorization for the Mayor to execute an Employment Agreement with the Town Magistrate in final legal form approved by the Town Attorney.** Staff Resource: Court Administrator Veronica Pineda.

On a **motion** made by Councilor Murdock, seconded by Councilor Foreman, the Council **moved to approve** authorization for the Mayor to execute an Employment Agreement with the Town Magistrate Vaughan Winborne, in final legal form approved by the Town Attorney.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

5. **Discussion, consideration, and possible approval regarding the appointment of an Interim Town Manager and authorization for the Mayor to execute a Letter of Agreement with Interim Public Management in final legal form approved by the Town Attorney.** Staff Resource: Town Attorney Jon Paladini.

On a **motion** made by Councilor Murdock, seconded by Councilor Foreman, the Council **moved to approve** authorization for the Mayor to execute a letter of agreement with Interim Public Management in the final legal form approved by the Town Attorney to appoint Charlie Cassens as Interim Manager.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

6. **Discussion, consideration, and possible direction regarding the establishment of an Equestrian Center Commission, a Town-sponsored Fort Verde Days rodeo-style event, the Camp Verde Arena Association's facility use proposal, and other matters related to the future of the Equestrian Center.** Staff Resource: Acting Town Manager Michael Showers.

Interim Town Manager Showers stated staff had compiled a list of questions and potential recommendations for consideration. The purpose is to provide a framework for discussion and to help identify and prioritize the items that are most important.

Mayor Moore provided an overview of the Commission's purpose, which is to provide community input and industry expertise and make recommendations to the Town Council that promote the facility's long-term success, sustainability, and public benefit.

Mayor Moore provided an overview of the proposal submitted by Bryson Productions and the Camp Verde Arena Association regarding events proposed to be held at the Equestrian Center.

Mayor Moore opened the floor for public comment.

Public Comment:

Dee Jenkins provided a handout to the Council and shared her perspective on the

future responsibilities of the Commission. Mrs. Jenkins emphasized the Commission's potential role in enhancing community engagement, quality of life, and economic benefits through thoughtful planning and responsible stewardship. Mrs. Jenkins also suggested that the Commission evaluate past events and activities to identify what was successful, what could be improved, and what was less effective. Based on these evaluations, the Commission could develop recommendations and present ideas to the Council for enhancing future events and activities.

Daria Weir, a former board member of the Camp Verde Arena Association (CVAA), encouraged the Council to collaborate with CVAA to host events at the Camp Verde Equestrian Center. Ms. Weir noted that she and her family have contributed to the development and establishment of several events at the Equestrian Center over the years.

Tanner Bryson with Bryson Productions withdrew his proposal and encouraged the Council to support this year's Bull Bash.

Christa Brunori expressed support for establishing a commission. Ms. Brunori suggested that a Bull Bash or similar jackpot-style event may be the most feasible option, while acknowledging that additional effort would be needed to make the event engaging and successful. Ms. Brunori concluded by emphasizing the importance of keeping the community engaged and maintaining the identity and momentum of Fort Verde Days.

Mary Phelps with the Camp Verde Arena Association (CVAA) submitted a proposal for consideration and encouraged the Council to support CVAA to host future events as well as the Fort Verde Days rodeo at the Camp Verde Equestrian Center.

Amanda Bulter (via Zoom) spoke in support of having CVAA hosting rodeo events and youth sports at the Camp Verde Equestrian Center.

Mayor Moore provided an overview of the proposed scope of work and additional recommendations for the Equestrian Center Commission, incorporating the recommendations outlined in Dee Jenkins' document, as well as additional recommendations provided by the Town Council. The Council provided input on the suggestions submitted by Dee Jenkins.

The Council discussed the proposed scope of work, roles and authority, initial priorities, commission structure, staff support, and application process and timeline. The Council provided their recommendation as well as proposed changes to the Commission Application.

The Council unanimously agreed to move forward with establishing an Equestrian Center Commission, consisting of seven members, who would serve in an advisory capacity to the Town Council on matters relating to the Camp Verde Equestrian Center.

The Council agreed to bring the item back to Council at the August 26, 2026 Town Council meeting to discuss and possibly approve the Resolution of establishing a

Commission and setting a timeline for the application and interview process.

Acting Town Manager Showers, Public Works Director Krebbs, Development Services Director Green, Parks and Recreation Manager Figy responded to questions from the Council.

5. Adjournment

Mayor Moore adjourned the meeting at 8:09 p.m.

Mayor Marie Moore

Attest: Leah Rhodes, Town Clerk

CERTIFICATION

I, Town Clerk Leah Rhodes, hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Special Session of the Town Council of Camp Verde, Arizona, held on July 29, 2026 at 6:00p.m. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2026.

Leah Rhodes, Town Clerk



DRAFT MINUTES
TOWN OF CAMP VERDE
REGULAR SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, AUGUST 5, 2026 at 6:00 P.M.

Note: Council member(s) may attend Council Sessions either in person, by telephone, or internet/video conferencing.

1. Call to Order

Mayor Moore called meeting to order at 6:00 p.m.

- 2. Roll Call.** Council Members Brian Bolton, Robert Foreman, Robin Godwin, Jessie Murdock (absent), Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.

Also Present

Acting Town Manager Michael Showers (participated remotely), Town Attorney Trish Stuhan, Human Resources Director Julia Kaiser (participated remotely) and Town Clerk Leah Rhodes.

3. Pledge of Allegiance

Councilor Foreman led the Pledge.

- 4. Consent Agenda** – All those items listed below may be approved by one motion as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.

a) Approval of the Minutes:

- 1) Special Session – July 1, 2026 at 5:00 p.m.
- 2) Regular Session – July 1, 2026 at 6:00 p.m.
- 3) Special Session (Public Portion) - July 8, 2026 at 5:00 p.m.
- 4) Special Session (Public Portion) - July 15, 2026 at 5:00 p.m.
- 5) Regular Session – July 15, 2026 at 6:00 p.m.

b) Set Next Meeting, Date and Time:

- 1) Regular Session – August 19, 2026 at 6:00 p.m. - **Cancelled**
- 2) Special Session – August 26, 2026 at 5:00 p.m.
- 3) Regular Session – September 2, 2026 at 6:00 p.m.
- 4) Regular Session – September 16, 2026 at 6:00 p.m.

On a **motion** made by Vice Mayor Escoffier, seconded by Councilor Foreman, the Council **moved to approve** the consent agenda as presented.

Roll Call Vote:

Councilor Bolton: aye

Councilor Seybold: aye

Councilor Foreman: aye

Councilor Murdock: aye

Councilor Godwin: aye

Vice Mayor Escoffier: aye

Mayor Moore: aye

Motion Carried: 7-0.

- 5. Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.)** Residents are encouraged to comment about any matter NOT included on the agenda. State law prevents the Council from taking any action on items not on the agenda. At the conclusion of an open call to the public, individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter or may ask that a matter be put on a future agenda. However, members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action. (Pursuant to ARS §38-431.01(I))

Arizona law prohibits any Town resource, including staff time, equipment, and anything of value to influence an election. This prohibition applies to Call to the Public at the Council meeting. You may discuss a Town issue but do not “advocate” for a specific candidate or ballot measure. Additionally, soliciting petition signatures or campaign contributions or distributing campaign materials is prohibited on Town property. The Town appreciates your efforts to help the Town comply with state law and avoid using taxpayer monies to influence an election.

- 6. Summary of Current Events.** The Town Council and the Town Manager may provide brief summaries of current events and activities. These summaries are strictly for informing the public of such events and activities. The Council will not propose, discuss, deliberate or take action on any such item, except that an individual Council member may request that the item be placed on a future agenda. Summaries may include committee meetings that Council members attend. The Committees are: Copper Canyon Fire & Medical District, Yavapai College Governing Board, Yavapai-Apache Nation, Intergovernmental Association, NACOG Regional Council, Verde Valley Regional Economic Organization (VVREO), League Resolutions Committee, Arizona Municipal Risk Retention Pool, Verde Valley Transportation Org, Verde Valley Transit Committee, Verde Valley Water Users, Verde Valley Homeless Coalition, Verde Front, Verde Valley Steering Committee of MAT Force, Public Safety Personnel Retirement Board, Sustaining Flows, Earth Day, Camp Verde School District, Friends of the Verde River and Verde Valley Housing Advisory Committee.
- 7. Special Announcements and Presentations.** All presentations are limited to 15-minutes.
- **Presentation of the FY26 Strategic Plan Action Plan Final Status Update.** Staff Resource: Acting Town Manager Michael Showers.

Acting Town Manager Showers stated that the FY26 Strategic Plan Action Plan was

in its final form and requested Council's feedback regarding any additional revisions. The Council expressed concern regarding the inactivity of the Dark Sky Verde Chapter.

Development Services Director Christian Green stated that staff continues to work with community members to address Dark Sky concerns and receive public input. Director Green further stated that the Town is proceeding with the Comprehensive Code rewrite, which will include provisions to recognize the Town as a Dark Sky community.

8. **Discussion, consideration, and possible approval of Resolution 2026-1220, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, canvassing the returns and declaring and adopting the results of the Primary Election held on July 21, 2026; certifying the facts requiring an automatic recount; and authorizing the filing of a petition in Yavapai County Superior Court for an order requiring the recount, and presenting the Certificate of Election to newly elected officials.** Staff Resource: Town Clerk Leah Rhodes.

Town Clerk Rhodes stated that the Town of Camp Verde held a Primary Election on July 21, 2026 for the election of a Mayor and three (3) Councilmembers and for the consideration of Proposition 498, relating to ratification of the Camp Verde 2026 General Plan. Town Clerk Rhodes stated at the August 3, 2026 Yavapai County Board of Supervisor meeting, the Board unanimously approved the Official Canvass of the July 21, 2026 Election Results.

Town Clerk Rhodes provided an overview of Resolution No. 2026-1200 and the results for the July 21, 2026 election results which included: The Camp Verde 2026 General Plan passed with a total of 1,338 yes votes. The elected mayoral candidate was Gary Thompson and two (2) elected Council Members were: Tanner Bryson and Patricia Seybold.

Town Clerk Rhodes stated at the Yavapai County Board of Supervisors meeting, the Yavapai Elections Director announced that the Town of Camp Verde Council Member 4-year race will go to an automatic recount due to the margin between the third and fourth candidates since it is less than one-half of one percent of the votes cast for candidates Jackie Baker and Robin Godwin.

The court will announce the results and enter an order setting forth its determination; a certified copy of the order will be delivered to the Town Clerk, who will then issue the certificate of election to the declared winner. No additional canvass will be held.

Town Clerk Rhodes stated the elected officials will be sworn in and take office at the November 4, 2026 Town Council Meeting. Town Clerk Rhodes provided certificates of election to Gary Thompson, Tanner Bryson and Patricia Seybold.

On a **motion** made by Vice Mayor Escoffier, seconded by Councilor Godwin, the Council **moved to approve** Resolution 2026-1220, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, canvassing the

returns and declaring and adopting the results of the Primary Election held on July 21, 2026; certifying the facts requiring an automatic recount; and authorizing the filing of a petition in Yavapai County Superior Court for an order requiring the recount.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

9. **Discussion, consideration, and possible approval of requested changes to the Employee Personnel Manual, Policy 3-8 - Paid Holiday Leave effective July 1st, 2026.** Staff Resource: HR Director Julia Kaiser.

Human Resources Director Julia Kaiser stated that staff had prepared proposed amendments to the holiday leave policy as requested by Council. Director Kaiser reviewed the proposed adjustments, clarifications, and revisions to the policy and noted that the changes would apply to public safety employees.

On a **motion** made by Councilor Seybold, seconded by Councilor Foreman, the Council **moved to approve** the revisions to the Employee Personnel Manual, Policy 3-8 - Paid Holiday Leave effective July 1st, 2026.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

10. **Discussion, consideration, and possible approval of the purchase of a new vegetation chipper from Vermeer Mountain West in the amount of \$101,753.27, as approved in the FY27 Capital Plan and giving authority to the Finance Director to sign any and all documents for the procurement of a five-year lease to fund said purchase.** Staff Resource: Streets Supervisor Shane Allen & Finance Director Michael Showers.

Streets Supervisor Allen reported that the Town's current woodchipper is approximately 25 years old and is no longer fully operational. Streets Supervisor Allen provided an overview of the applicable maintenance warranty and responded to questions from the Council.

Acting Town Manager Showers stated that the purchase of a new woodchipper is included in the approved Capital Plan. Acting Town Manager Showers responded to questions from the Council.

On a **motion** made by Vice Mayor Escoffier, seconded by Councilor Godwin, the Council **moved to approve** the purchase of a new vegetation chipper from Vermeer Mountain West in the amount of \$101,753.27, as approved in the FY27 Capital Plan and giving authority to the Finance Director to sign any and all documents for the procurement of a five-year lease to fund said purchase.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

11. **Discussion, consideration, and possible award of FY27 Pavement Preservation Project to Cactus Asphalt for an amount not to exceed \$800,000.00, as approved in the FY27 Capital Plan to be funded with \$700,000.00 of Highway User Revenue Funds and \$100,000.00 of current year general fund revenues.** Staff Resource: CIP Manager Martin Smith.

Mayor Moore questioned that this item comes back to Council each year to take care of the Town's roads and the Town generally use Cactus Asphalt. CIP Manager confirmed that was correct.

CIP Manager Smith provided an overview of the background information and stated staff is recommending utilizing a cooperative purchasing agreement through 1Government Procurement Alliance (1GPA) and partnering with Cactus Asphalt. The 1GPA cooperative purchasing program provides competitively solicited pricing that complies with Arizona procurement requirements, allowing the Town to take advantage of volume pricing without the time and expense associated with conducting its own formal bid process.

On a **motion** made by Councilor Foreman, seconded by Councilor Bolton, the Council **moved to approve** the award of the FY27 Pavement Preservation Project to Cactus Asphalt for an amount not to exceed \$800,000.00 as approved in the FY27 Capital Plan to be funded with \$700,000.00 of Highway User Revenue Funds and \$100,000.00 of current year General Fund revenues.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye

Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

- 12. Discussion, consideration, and possible award of Bid No. 26-231, Mongini Wells Arsenic Treatment Facility Improvements Project, to Fann Environmental, LLC in the amount of \$4,314,377.79 to be funded with an EPA Congressional Spending Grant and WIFA grant and loan combination.** Staff Resource: Utilities Director Lisa Vaughn and CIP Manager Martin Smith.

Utilities Director Vaughn noted that the Mongini Wells are the Town's primary water system and serves the majority of Town Residents. The project has been in development for many years due to a gradual but steady increase in arsenic levels detected within the system. Although the Town remains in full compliance with applicable water quality standards, the project is necessary to maintain continued compliance. The project was designed and funded through multiple sources, including an Environmental Protection Agency (EPA) grant, a Water Infrastructure Finance Authority (WIFA) grant, and additional loan funding.

Utilities Director Vaughn responded to questions from the Council.

On a **motion** made by Councilor Murdock, seconded by Councilor Bolton, the Council **moved to award** Bid No. 26-231, Mongini Wells Arsenic Treatment Facility Improvements, to Fann Environmental in the amount of \$4,314,377.79 to be funded with an EPA Congressional Spending Grant and WIFA grant and loan combination.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried: 7-0.

- 13. Discussion of the 2026 League Resolutions with the purpose of providing direction to the Mayor on which resolutions the Town of Camp Verde supports.** Staff Resource: Mayor Marie Moore.

Mayor Moore provided an overview of the resolutions currently being considered by the League of Arizona Cities and Towns. The Council expressed support for moving forward with the proposed resolutions.

14. Adjournment

Mayor Moore adjourned the meeting at 6:55 p.m.

Mayor Marie Moore

Attest: Leah Rhodes, Town Clerk

CERTIFICATION

I, Town Clerk Leah Rhodes, hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Special Session of the Town Council of Camp Verde, Arizona, held on August 5, 2026. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2026.

Leah Rhodes, Town Clerk

DRAFT

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**Meeting Date:** August 26, 2026**Agenda Item Type:**

- | | | |
|---|---|---|
| ☐ Consent Agenda | ☐ Informational Presentation | ☒ Discussion Item |
| ☐ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

Requesting Department: CVMO**Staff Resource:** Town Marshal Dan Jacobs**Agenda Title:** Discussion regarding the potential consolidation of the Town of Camp Verde's emergency dispatch services with the City of Cottonwood Police Department Dispatch Center.**Attached Documents:**

- Eastern Yavapai County Regional PSAP Evaluation Presentation
- Letters of Support from Jerome and Clarkdale Police Department
- Letters of Support from Copper Canyon/Verde Valley Fire & Medical District
- Letter of Support from Sedona Fire District
- Yavapai County Regional PSAP Evaluation
- Partnership Project

Estimated Presentation Time: 30 minutes**Estimated Discussion Time:** 60 minutes**Reviewed By:**

- | | | | |
|--|---|----------------------------------|---------------------------------|
| ☒ Town Manager | ☒ Legal | ☐ Finance | ☐ Other: |
|--|---|----------------------------------|---------------------------------|

Financial Review (if applicable):

- | | | | | |
|---------------------------------------|------------------------------|-----------------------------|------------------------------|---------------------------------|
| • Funding Source / GL Account Number: | | | | |
| • Approved in the FY26 Budget? | ☐ Yes | ☐ No | ☐ N/A | ☐ Other: |
| • Is this an approved CIP Project? | ☐ Yes | ☐ No | ☐ N/A | ☐ Other: |

Background Information

At this work session, the Town Council will receive an overview of the potential consolidation of the Town of Camp Verde's emergency dispatch services with the City of Cottonwood. Cottonwood City Manager Mario Cifuentez II, Police Chief Brian Freudenthal, and Communications Center Manager Alexis James will all be present to answer questions. Additionally, it is expected that Police and Fire Chiefs from other agencies will also be present to answer questions and express support for the consolidation.

History of Regional Dispatch Discussions

The concept of consolidating dispatch services is not new. Since 2025, Town staff have periodically explored the possibility of partnering with the City of Cottonwood to provide regional emergency dispatch services. These discussions have included preliminary evaluations of operational impacts, estimated annual costs, transition requirements, and implementation considerations.

In June 2025, Yavapai County released a countywide dispatch study evaluating the feasibility of consolidating emergency dispatch services. While the study concluded that a single countywide dispatch



Town Council Agenda Information Memorandum

center was not feasible due to operational and geographic considerations, it recommended exploring opportunities to consolidate smaller regional dispatch centers where practical on the Verde Valley side. A potential partnership between the Town of Camp Verde and the City of Cottonwood would be consistent with that recommendation by creating a regional dispatch center serving much of the east side of the County.

Following the release of the study, Town staff initiated discussions with the City of Cottonwood to better understand what a regional partnership could entail. Those discussions included reviewing estimated operating costs, one-time implementation expenses, staffing considerations, technology integration, and operational responsibilities. After evaluating the available information, staff determined that maintaining an independent dispatch center remained the preferred option at that time. Staffing conditions had temporarily stabilized, anticipated cost savings did not outweigh the transition costs, and several operational responsibilities performed by Camp Verde dispatch staff would have remained with the Town.

Since that time, however, staffing conditions have changed significantly. The Town has continued to experience recruitment and retention challenges within its dispatch center. As a result, staff believe it is appropriate to revisit the feasibility of a regional dispatch partnership.

Recruitment Challenges

Like many public safety agencies throughout Arizona and the nation, Camp Verde has experienced significant challenges recruiting and retaining qualified emergency dispatch personnel.

During the past 12 months:

- The Town received 84 applications for dispatcher positions.
- Only 2 applicants (approximately 2%) had prior law enforcement dispatch experience.
- The Town hired 2 new dispatchers, both without previous dispatch experience.
- During the same period, the Town lost 4 dispatchers, including 3 experienced dispatchers.

Looking at the past three years:

- The Town received 281 applications for dispatcher and dispatcher trainee positions.
- Only 4 applicants possessed previous law enforcement dispatch experience.
- The Town hired 17 dispatchers while also losing 17 dispatchers, resulting in no net long-term staffing growth.
- Of the 17 employees who separated from employment, 12 left within their first year.

These statistics demonstrate an extremely limited pool of experienced dispatcher candidates and a high turnover rate, particularly during the first year of employment. Compounding these challenges is the extensive training required for new dispatchers, which generally ranges from six months to one year before employees can work independently. As a result, staffing shortages frequently require overtime, create scheduling challenges, and increase operational risk for both dispatch personnel and public safety responders.



Town Council Agenda Information Memorandum

While the Town continues to actively recruit qualified dispatch personnel and successfully hired two new dispatchers in July 2026, these historical recruitment and retention trends demonstrate that staffing stability can be difficult to sustain over time. Although current vacancies may be filled, the underlying challenges associated with attracting, training, and retaining qualified dispatchers are likely to continue and should be considered when evaluating the long-term sustainability of maintaining an independent dispatch center.

City of Cottonwood Dispatch Transition Considerations

The City of Cottonwood currently provides dispatch services for multiple partner agencies and has expressed a willingness to discuss adding Camp Verde as an additional partner. Based on a preliminary review of Camp Verde Marshal's Office call volume, Cottonwood estimates the Town's annual partner fee would be approximately \$390,000 to \$430,000. This estimate reflects Camp Verde Marshal's Office calls for service only and excludes the Yavapai-Apache Nation, which is currently dispatched through the Town. The Town has already notified the Yavapai-Apache Nation that, should Camp Verde move forward with a consolidation, it would need to negotiate a separate dispatch services agreement directly with the City of Cottonwood. Final costs would be determined through additional analysis and negotiation.

Staff also anticipates one-time implementation costs associated with radio system connectivity, Computer-Aided Dispatch (CAD) integration, information technology coordination, and other transition-related expenses.

Should a transition occur, Cottonwood has indicated that Camp Verde's current dispatch personnel would be offered employment opportunities. Existing dispatchers would complete any necessary onboarding and testing requirements but would not be required to participate in a traditional competitive hiring process due to their experience and qualifications.

Although the estimated annual participation cost may initially appear significant, the Town's FY27 budget currently includes approximately \$660,000 for dispatch operations. As such, any transition could be accommodated within the existing budget while significantly reducing the long-term operational challenges associated with maintaining an independent dispatch center. Certain Town expenses would remain, including dispatch-related infrastructure costs. Staff is also interested in retaining the Dispatch Supervisor as a Town employee to serve as the primary liaison with Cottonwood while providing additional support to the Town's System Administration Division, which is currently staffed by a single employee.

Next Steps

Should the Town Council wish to pursue consolidation, the next step would be for CVMO and Cottonwood to work with the State of Arizona to begin the Public Safety Answering Point (PSAP) consolidation process through a Letter of Intent. That process would provide greater clarity regarding implementation costs, the transition timeline, and the operational steps necessary before any final decision would be presented to the Town Council.

Question(s) before the Council

- Does Council have any questions for staff?
- Does Council have any questions for Cottonwood?



Town Council Agenda Information Memorandum

- Does Council have any questions for the other jurisdictions who may be present?



Eastern Yavapai County Regional PSAP Evaluation

Final Presentation

Prepared August 2026
Yavapai County, Arizona



Why we were there

A focused follow-on evaluation to the 2025 countywide PSAP feasibility study

Purpose of the evaluation

Assess whether regionalization or consolidation opportunities still exist.

Evaluate opportunities to improve service delivery, operational resiliency, interoperability, and resource utilization.

Revisit prior operational data while incorporating new stakeholder input and assessment information.

Scope focus

Operations

Staffing

Technology

Facilities

Governance

Costs

Bottom line

MCP recommends a future-state hybrid regional model

CRCC

Primary eastern-county communications center

Sedona

Maintains local police communications as secondary PSAP

Hybrid Regional Model

CVMO

Dispatch consolidates into CRCC; facility remains satellite location

YCSO

Aligns through technology and operational coordination

What MCP heard

The challenges were largely structural, not personnel-related



Many opportunities are created by boundaries between:

■ **Systems**

■ **Technologies**

■ **Workflows**

■ **Policies**

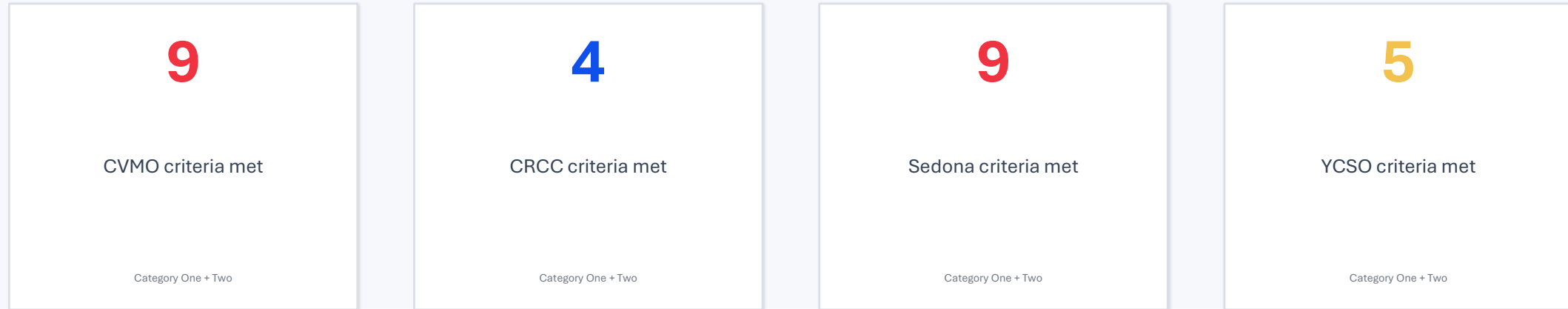
■ **Training programs**

■ **Organizational structures**

Examples: call transfers, duplicate data entry, differing workflows, independent technology platforms, separate training programs, and varying operational practices.

Category One snapshot

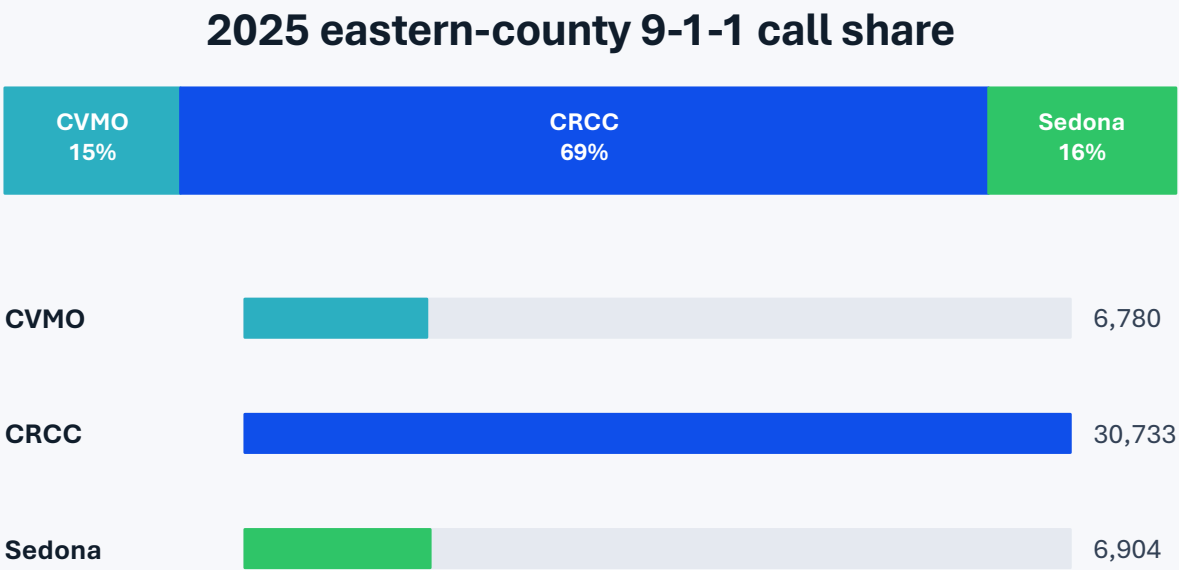
Benchmark findings provide context for the regional model



When a PSAP exhibits five or more Category One attributes, MCP recommends that leadership consider exploring partnerships and/or regional alignment opportunities.

Call volume shows where regional demand already sits

Eastern-county call volume is already concentrated in CRCC



YCSO context

48,413

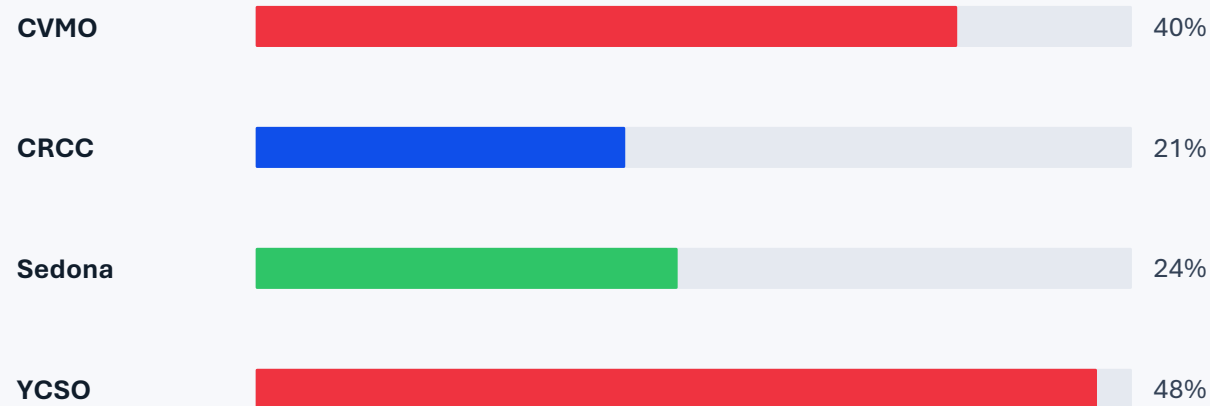
reported annual 9-1-1 calls
provided for comparison

Call volume alone does not determine
regionalization, but it provides context for staffing,
workload, and the ability to leverage infrastructure.

Transfers are one of the most measurable opportunities

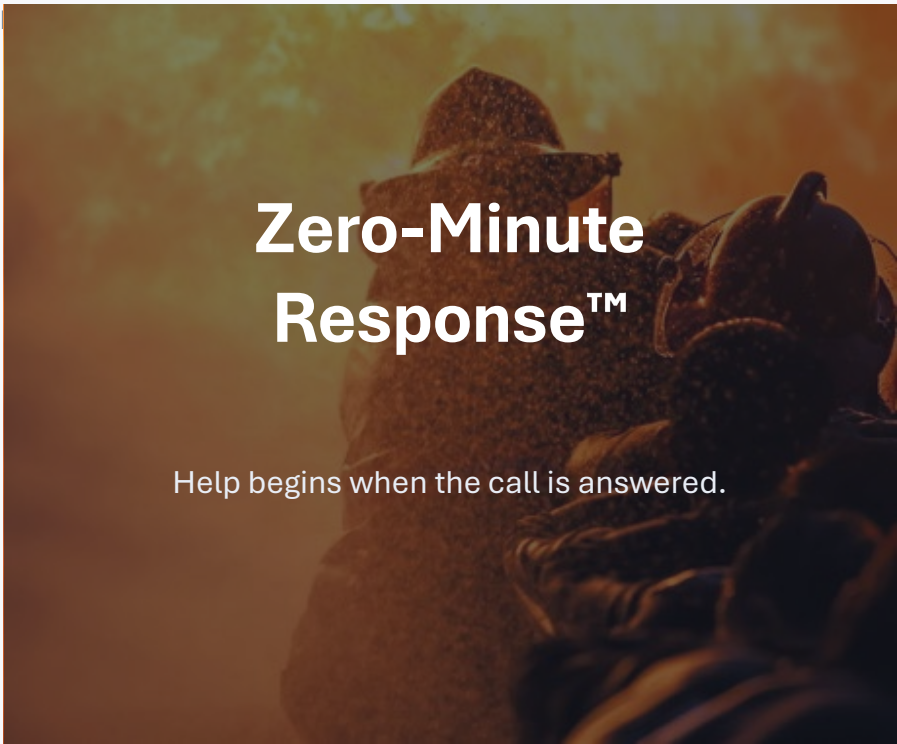
Each handoff adds steps, workload, and reliance on interagency coordination

Outbound transfer rates



34,061
Estimated Calls
Transferred

Emergency Medical Dispatch changes the stakes



CVMO



XFER

CRCC



YES

Sedona



XFER

YCSO

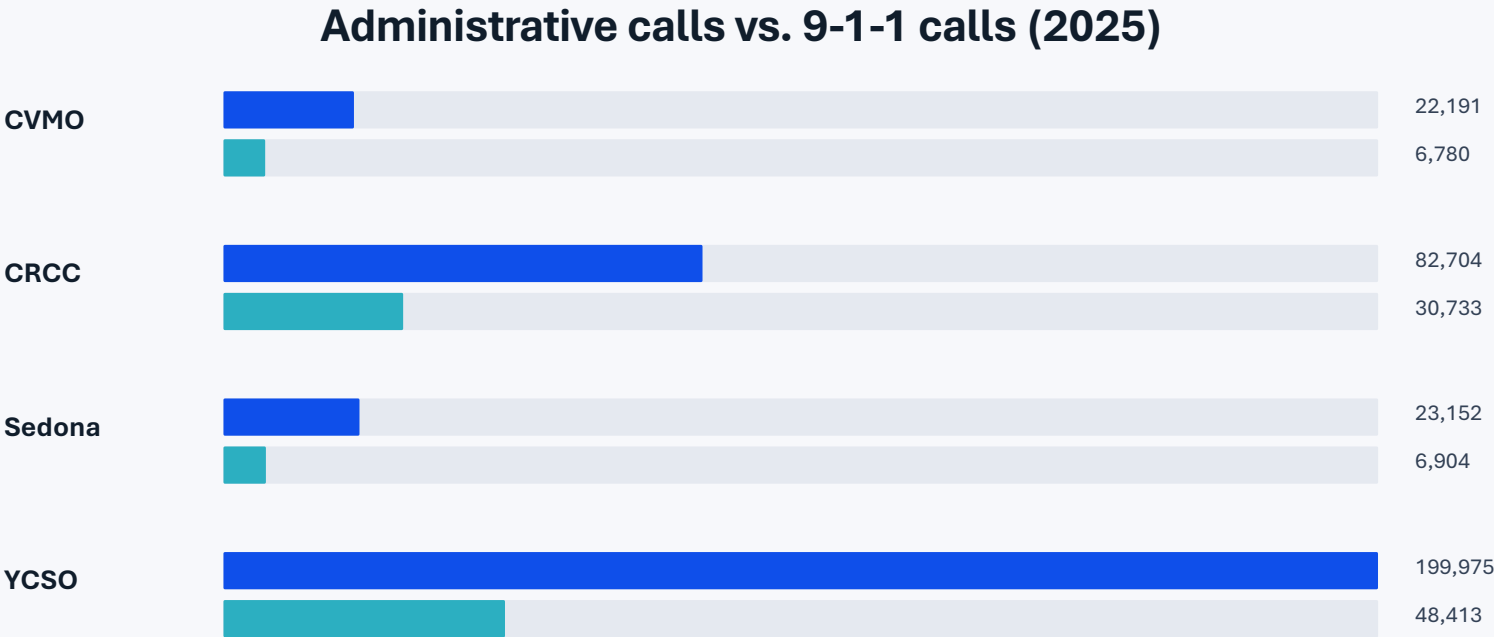


XFER

CRCC is the only participating PSAP currently providing EMD services; CVMO, Sedona, and YCSO transfer medical calls for processing and pre-arrival instructions.

Administrative workload exceeds 9-1-1 workload

Ancillary duties matter because they compete for telecommunicator attention



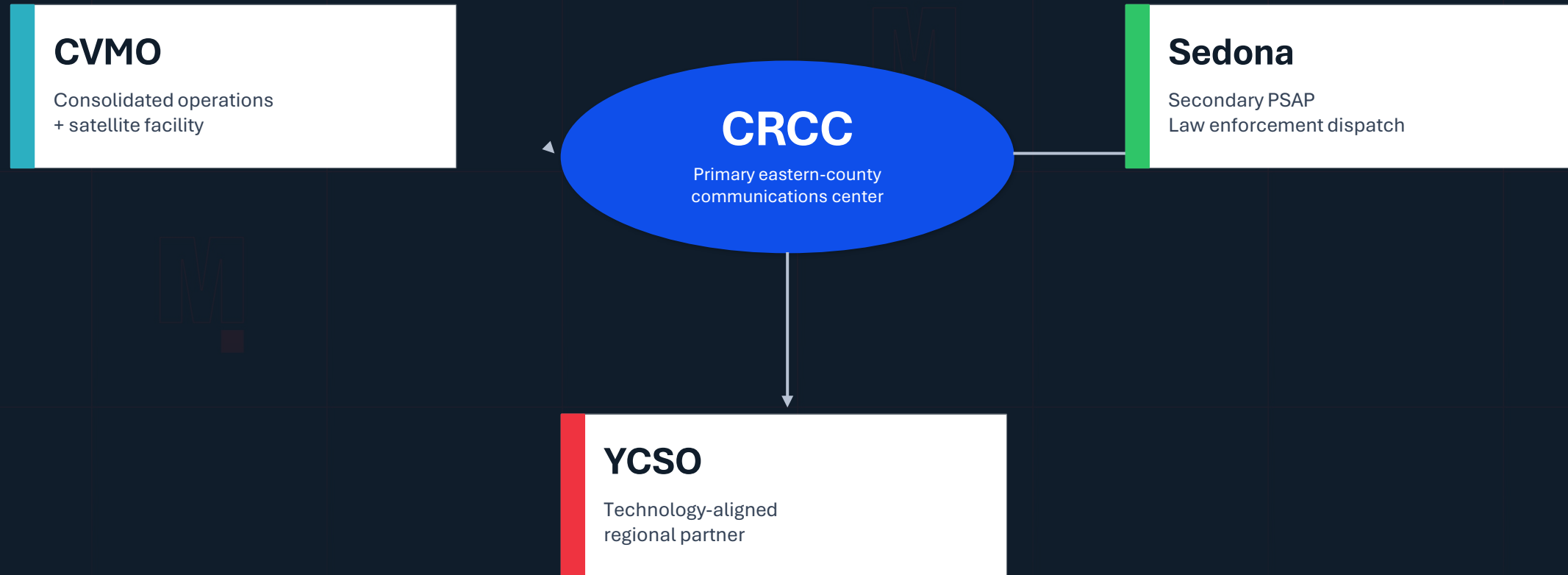
In every agency

Admin calls exceeded reported 9-1-1 call volume.

Blue bars = administrative calls; teal bars = 9-1-1 calls.

Future-state model

A phased regional model that leverages existing strengths



Operational recommendations

Focus on practical consolidation while preserving local value

01

Physically consolidate CVMO operations into CRCC

Reduce transfers, improve staffing resiliency, expand training opportunities, and reduce infrastructure duplication.

02

Maintain the CVMO facility as a regional satellite location

Support continuity of operations, training, mutual aid, surge staffing, and resource-sharing activities.

03

Maintain Sedona local police communications functions

Preserve local service orientation while participating in regional initiatives.

Technology recommendations

Alignment is the path to fewer manual processes and better information sharing



**Systems that can
work together**

Develop a regional technology alignment strategy

Involve CRCC, CVMO, SPD, and YCSO; support interoperability, continuity planning, reduced duplicate processes, and resource sharing.

Evaluate CAD interoperability or a shared CAD environment

Improve information sharing, reduce manual processes, enhance situational awareness, and support multi-jurisdictional incident management.

Report Findings: independent technology platforms and the absence of CAD-to-CAD integration require telephone notifications and other manual processes across jurisdictional boundaries.

Organizational recommendations

Technology alone will not create the full regional benefit

Policy, training, and QA initiatives

Promote consistent service delivery, support workforce development, and establish common operational expectations across participating agencies.

Shared expectations and consistent practices may support service consistency across jurisdictional boundaries.

Regional coordination framework

Create a structure for collaborative planning, decision-making, and implementation of future technology, training, and operational initiatives.

The PSAPs have already demonstrated willingness to work together through regional meetings and informal partnerships.

Questions?

The recommendation is not to replace local strengths — it is to leverage them through a phased regional model.

gigismith@missioncriticalpartners.com
385-261-1097



JEROME POLICE DEPARTMENT

RUSSELL SAN FELICE, CHIEF
305 MAIN STREET
POST OFFICE BOX 335
JEROME, ARIZONA 86331
(928) 634-8992
FAX (928) 649-2776



Letter of Support for Consolidation of Dispatch Services

June 24, 2026

To Whom It May Concern,

On behalf of Jerome Police Department, I am writing in support of the proposed consolidation of the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center.

Public safety communications are critical to protecting our communities. Consolidating the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center will strengthen reliability, improve operational support, and help ensure emergency calls are handled efficiently and professionally.

Regional dispatch services offer important benefits, including improved staffing coverage, greater redundancy, access to enhanced technology, and better continuity of service during emergencies, major incidents, or periods of high call volume. Recently the Jerome Police Department had a critical incident in Jerome. This incident required assistance from Fire/Medical and Verde Valley SWAT. In the past, these agencies were all being dispatched from different dispatch centers. With all these entities being dispatched from the Cottonwood Regional Dispatch center, there was real time exchange of information. There was no lag time for dispatchers from separate locations having to telephone each other and transfer calls. Having those dispatchers for all local public safety services sitting next to each other is invaluable for streamlining services.

This partnership supports the long-term sustainability of emergency communications while allowing public safety agencies to focus resources on serving residents, visitors, and the broader Verde Valley region. We support a regional dispatch center to share resources and streamline funding. Not only is there a high value to have all services being dispatched from a regional dispatch, with the combined resources, we stand a better chance of ensuring the best and latest technology is within reach. I believe this will also improve recruitment and retention of the best employees, without having several local communication centers competing for the best and brightest in the employment pool.

I believe this collaboration reflects responsible stewardship of public resources and a shared commitment to reliable, coordinated, and professional public safety communications. For these reasons, I support the consolidation of the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center.

Respectfully,

Russell J. San Felice, Chief
Jerome Police Department
PO Box 335 305 Main St.
Jerome, Arizona 86331



Clarkdale Police Department

Randy S. Taylor, D.M., Chief of Police

June 30, 2026

To Whom It May Concern,

On behalf of Clarkdale Police Department, I am writing in support of the proposed consolidation of the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center.

Public safety communications are critical to protecting our communities. Consolidating the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center will strengthen reliability, improve operational support, and help ensure emergency calls are handled efficiently and professionally.

Regional dispatch services offer important benefits, including improved staffing coverage, greater redundancy, access to enhanced technology, and better continuity of service during emergencies, major incidents, or periods of high call volume. Clarkdale Police Department has experienced the value of a regional communications center through coordinated emergency response dependable 24-hour dispatch services, and seamless communication with neighboring public safety agencies. This collaboration enhances responder safety, improves situational awareness, and ensures the timely delivery of emergency services to our community.

This partnership supports the long-term sustainability of emergency communications while allowing public safety agencies to focus resources on serving residents, visitors, and the broader Verde Valley region. Consolidating dispatch services will strengthen regional coordination, maximize shared resources, improve operational efficiencies, and provide access to evolving communications technology that may not otherwise be feasible for a single agency. Ultimately, this collaborative approach enhances service to the public while promoting a resilient, reliable and cost-effective emergency communications system for all participating agencies.

I believe this collaboration reflects responsible stewardship of public resources and a shared commitment to reliable, coordinated, and professional public safety communications. For these reasons, I support the consolidation of the Camp Verde Marshal's Office Dispatch Center with the Cottonwood Regional Communications Center.

Respectfully,

A blue ink signature of Randy S. Taylor, consisting of stylized initials and a surname.

Randy S. Taylor, D.M.
Police Chief

P.O. Box 308, Clarkdale, AZ 86324

Administration 928-649-7700 Fax 928-649-7709 Dispatch 928-634-2921

Town Council Special Session on June 26, 2026
Website: www.clarkdale.az.gov Email: Police@clarkdale.az.gov

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07/02/2026

To Whom It May Concern,

On behalf of Copper Canyon Fire & Medical District and Verde Valley Fire District, I am writing in support of the Camp Verde Marshal's Office evaluating the proposed consolidation of its dispatch services with the Cottonwood Regional Communications Center.

Public safety communications are critical to protecting our communities, supporting emergency responders, and ensuring timely, coordinated service to residents and visitors throughout the Verde Valley. As a regional public safety partner currently dispatched through Cottonwood Regional Communications Center, Copper Canyon Fire & Medical District understands the importance of reliable, professional, and well-coordinated emergency communications.

I am a strong supporter of regionalization when it is done professionally and responsibly. Regional dispatch services can provide meaningful benefits, including improved staffing coverage, greater redundancy, more efficient use of taxpayer dollars, access to enhanced technology, and better continuity of service during major incidents or periods of high call volume. Regionalization can also help reduce unnecessary competition within a limited public safety labor market while allowing agencies to invest in infrastructure that benefits all public safety partners.

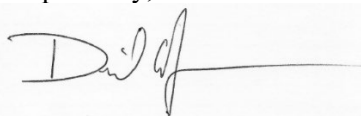
With that said, long-term success depends on more than consolidation alone. Regional dispatch must be supported by documented governance, clear operational expectations, transparent cost allocation, and fiscal accountability. These elements are essential to ensuring that participating agencies, elected officials, and the public have confidence in the system and understand how decisions are made, how costs are shared, and how service levels are maintained.

I have been encouraged by the current leadership involved in this process and by ongoing support for regional governance and a transparent fiscal plan. I also recognize that the regional conversation is complex, particularly as other potential partners and studies continue to be evaluated. However, I believe the Camp Verde Marshal's Office is taking a responsible step by carefully evaluating whether consolidation with Cottonwood Regional Communications Center is the right fit for its agency, personnel, and community.

This type of partnership has the potential to strengthen emergency communications, improve coordination between law enforcement, fire, EMS, and other public safety partners. These types of partnerships support the long-term sustainability of dispatch services across the Verde Valley.

For these reasons, I support the Camp Verde Marshal's Office moving forward with a careful evaluation of dispatch consolidation with the Cottonwood Regional Communications Center. I encourage that process to include documented regional governance, fiscal transparency, and clear accountability measures so that any final decision is made in the best interest of the community, public safety personnel, and the regional emergency response system.

Respectfully,

A handwritten signature in black ink, appearing to read "D. Johnson", with a long horizontal line extending to the right.

Fire Chief Danny Johnson
Copper Canyon Fire & Medical District

July 2nd, 2026

To Whom It May Concern,

On behalf of the Sedona Fire District, I am pleased to provide this letter in support of the Camp Verde Marshal's Office as it evaluates the proposed consolidation of its dispatch services with the Cottonwood Regional Communications Center.

Reliable public safety communications are the backbone of effective emergency response. They connect law enforcement, fire, and EMS personnel, ensuring that resources are dispatched quickly, information is communicated accurately, and responders can work together seamlessly during routine calls and large-scale incidents alike. As a regional public safety partner currently dispatched through the Cottonwood Regional Communications Center, the Sedona Fire District has firsthand experience with the value of a professional, dependable, and well-coordinated regional dispatch system.

Throughout my career, I have been a strong advocate for regional partnerships when they are developed thoughtfully, governed responsibly, and focused on improving service to the communities we serve. Regional dispatch offers significant advantages, including stronger staffing resilience, built-in redundancy during emergencies, more efficient use of taxpayer resources, enhanced technology, and greater operational continuity during periods of high call volume or major incidents. It also helps reduce unnecessary competition within an already limited public safety workforce while allowing participating agencies to invest collectively in infrastructure and systems that benefit every regional partner.

If implemented with strong governance and sound fiscal oversight, this partnership has the potential to strengthen emergency communications throughout the region, improve coordination among law enforcement, fire, EMS, and other public safety agencies, and enhance the long-term sustainability of dispatch services across the Verde Valley.

For these reasons, I support the Camp Verde Marshal's Office moving forward with its evaluation of dispatch consolidation with the Cottonwood Regional Communications Center. I encourage that evaluation to continue emphasizing transparent governance, fiscal accountability, and clearly defined operational standards so that any decision is made in the best interests of the community, the dedicated public safety professionals who serve it, and the long-term effectiveness of our regional emergency response system.

Very Respectfully,



Ed Mezulis
Fire Chief
Sedona Fire District



Eastern Yavapai County Regional PSAP Evaluation

Final

Prepared August 2026

Yavapai County, Arizona

Town Council Special Session Meeting

August 26, 2026

M
MissionCriticalPartners

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Introduction

Mission Critical Partners® (MCP) completed a countywide public safety answering point (PSAP) consolidation feasibility study for Yavapai County (County) in February 2025. As a follow-on effort, the County requested a more focused evaluation of three public safety answering points (PSAPs) serving eastern Yavapai County—the Camp Verde Marshal's Office (CVMO), Cottonwood Regional Communications Center (CRCC), and Sedona Police Department (SPD). While not a primary focus of this evaluation, the Yavapai County Sheriff's Office (YCSO) was also included for comparison because it serves portions of eastern Yavapai County and routinely transfers fire and emergency medical services (EMS) calls to CRCC.

The purpose of this evaluation was to assess whether regionalization or consolidation opportunities still exist and would improve service delivery, operational resiliency, interoperability, and resource utilization throughout eastern Yavapai County. To support this effort, MCP revisited operational data, staffing information, technology platforms, facilities governance structures, and stakeholder input collected during the 2024–2025 countywide feasibility study, while incorporating additional information gathered throughout the current effort.

MCP understands that each participating PSAP serves a unique role within its community and maintains strengths that are valued by field responders, leadership, and the public. Throughout both assessments, stakeholders consistently expressed pride in their personnel, strong working relationships with neighboring agencies, and a willingness to collaborate when opportunities provide value to the communities they serve.

During listening sessions, MCP identified several recurring challenges based on stakeholder input. Many of these challenges were not related to personnel performance or service quality, but rather to the boundaries that exist between systems, technologies, operating procedures, and organizational structures. More specifically, stakeholders cited examples including call transfers between agencies, duplicate data entry, differing workflows, independent technology platforms, separate training programs, and varying operational practices.

Based on both the previous and new information collected, MCP confirms the feasibility to consolidate on the eastern side of Yavapai County and found opportunities to improve service delivery, operational resiliency, and resource utilization through a phased regionalization strategy. As part of this assessment, MCP evaluated several regionalization models to determine which approach would best support the eastern PSAPs, field responders, and the communities they serve. Based on the operations, technology, facility, staffing, and stakeholder information analyzed, MCP found that a hybrid model may provide the greatest operational benefit while preserving many of the strengths currently valued by participating agencies.

Under the hybrid model, CVMO dispatch would be consolidated into CRCC, creating one primary eastern-county communications center capable of supporting law enforcement, fire, and emergency medical services (EMS) operations throughout the region. MCP also found that the Camp Verde facility could continue to provide value as a regional satellite center that could support continuity of operations activities, training functions, mutual aid operations, surge staffing, and emergency backup communications.

MCP did not have the opportunity to meet with Sedona during this assessment and, as a result, relied on information collected during the previous assessment. MCP recalled the emphasis Sedona stakeholders placed on maintaining local police communications functions within the City and the value associated with preserving direct relationships between communications personnel, field responders, and the community they serve.

Information collected during the previous assessment and this evaluation suggests that many of the operational challenges identified by stakeholders are associated with emergency medical dispatch (EMD), call transfers, technology interoperability, continuity planning, and regional resource sharing rather than local police dispatch operations. As such, MCP supports a future-state model in which Sedona maintains local police

communications functions while serving as a secondary PSAP. Under this model, initial 9-1-1 calls would be routed through CRCC, with law enforcement-related calls transferred to Sedona for dispatch and ongoing coordination.

This approach may preserve the local service orientation valued by Sedona stakeholders while supporting greater consistency in emergency call processing, EMD delivery, regional interoperability, training, quality assurance (QA), continuity planning, and operational coordination.

Technology alignment emerged as one of the most significant opportunities identified throughout this assessment. Stakeholders repeatedly cited call transfers, duplicate data entry, differing workflows, and independent technology platforms as opportunities for improvement. Alignment of computer-aided dispatch (CAD), call-handling equipment (CHE), interoperability solutions, and continuity of operations capabilities may improve information sharing, reduce operational inefficiencies, and create opportunities for agencies to support one another during major incidents, planned events, staffing shortages, and facility disruptions.

MCP also found opportunities to improve consistency through greater alignment of policy, training, QA, and regional coordination efforts. Stakeholders frequently discussed the value of shared operational expectations, training opportunities, and collaborative planning initiatives. These opportunities may provide benefits regardless of whether physical consolidation occurs.

Collectively, the information reviewed during this assessment suggests that eastern Yavapai County is well-positioned to continue evaluating regional initiatives that leverage the strengths of participating agencies while improving interoperability, continuity planning, staffing flexibility, and operational consistency throughout the region.

Category One Attributes Analysis

As part of this assessment, MCP applied a set of considerations referred to as the Category One Attributes, which provide a structured framework for evaluating PSAP sustainability and resiliency. These attributes include elements such as population served, call-handling demand, staffing levels, cost efficiency, technology infrastructure, and workload distribution. Collectively, these attributes may assist in identifying conditions that may place a PSAP at elevated operational or financial risk, which in turn may influence system-wide efficiency and resource requirements.

When a PSAP exhibits five or more of these attributes, MCP recommends that leadership consider exploring partnerships and/or regional alignment opportunities as part of a broader evaluation of future service delivery models. This threshold is not intended to predetermine outcomes, but rather to highlight situations where further analysis may identify opportunities to improve operational efficiency, enhance service resiliency, and reduce long-term system costs.

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PSAP Location	24 X 7 Operations	Population ¹	Percentage of Combined ² 9-1-1 call Volume	Average Cost Per Call ³	Primary Workstations	Min. Staffing Per Shift ⁴	Retention	Outbound Transfers ⁵	EMD ⁶	Admin Call Volume	Total Number of Category One & Two Criteria Met
Category One Criteria	Ø	≤30k	8,760	≥\$40	≤2	≤2	≤75%	≥25%	Ø	≥911 Vol.	
Category Two Criteria	Ø	≤50k	17,502	≥\$30	≤4	≤4	≤80%	≥25%	xfer.	≥911 Vol.	
Camp Verde	Yes	12,700	15%	\$24-\$34	2.5	1	N/R	40%	xfer	22,191	9
Cottonwood Regional Communications Center	Yes	65,000 ⁷	69%	\$65	7	3	74%	21%	Yes	82,702 ⁸	4
Sedona	Yes	10,200 ⁹	16%	\$23-\$37	N/R	1	N/R	24%	xfer	23,152	9
Yavapai County Sheriff's Office	Yes	236,000 ¹⁰	19%	\$12-16	7	2	48%	48%	xfer	199,975	5

¹ Based on Illinois State Legislation

² 2025: 44,417 (CVMO 6,780, CRCC 30,733, and Sedona 6,904 – YCSO 48,413)

³ Nationally, research typically is less than \$20. Estimated planning range; only CRCC was agency reported

⁴ Based on NFPA 1225, APCO and NENA standards

⁵ State of Utah legislation is 2%

⁶ National standard of care

⁷ Includes Clarkdale PD, Jerome PD, Sedona FD, Verde Valley FD and Ambulance, Copper Canyon FD and EMS,

⁸ 45,758 admin calls are received through VESTA + 36,946 admin calls that are received through the 3CX phone system.

⁹ Up to 3 million visitors per year

¹⁰ 236,00 countywide. Approximately 168,000 direct service

Population

Population served is one factor commonly evaluated when assessing PSAP sustainability and resiliency. While population alone does not determine whether a PSAP should regionalize or consolidate, it often serves as a proxy for call volume, staffing requirements, technology investments, and long-term operational demands. Smaller populations may result in lower call volumes while still requiring agencies to maintain minimum staffing levels, facilities, technology platforms, and continuity of operations capabilities. As a result, smaller PSAPs may experience challenges associated with maintaining resources that are comparable to larger agencies despite serving fewer residents. In this assessment, population data suggests opportunities to leverage the resources, infrastructure, and staffing available within larger agencies while preserving the local relationships and service expectations valued by participating communities.

Many states are shifting toward requiring PSAPs to serve a minimum population to support staffing, technology, and operational requirements. While Arizona does not currently mandate minimum population thresholds or consolidation, several states have adopted requirements or incentives related to population and regionalization. Examples include the following:

- **New Jersey** – Requires a PSAP to serve a population of 65,000 or greater.
- **Connecticut** – Enacted legislation in 2018 requiring PSAPs serving 40,000 or fewer people to regionalize.
- **Utah** – Requires a minimum of two telecommunicators on duty at all times, indirectly necessitating a sufficient population base to support staffing requirements.
- **North Carolina** – Incorporates population and call volume into funding formulas, creating incentives for regionalization and consolidation.

The Category One benchmark identifies PSAPs serving populations of 25,000 or fewer as potentially warranting additional evaluation, while the Category Two benchmark identifies populations of 50,000 or fewer as an additional indicator for consideration. These thresholds are not intended to suggest that agencies below a certain population should consolidate; rather, they identify agencies that may benefit from evaluating resource-sharing, service alignment, or other regional initiatives.

Among the agencies included in this assessment, CVMO serves a population of approximately 12,700, while SPD serves approximately 10,200 residents. Both agencies fall below the Category One population benchmark. CRCC serves approximately 65,000 residents through its police, fire, and EMS partnerships and exceeds both benchmark thresholds. YCSO serves approximately 236,000 residents countywide and approximately 168,000 residents within its direct service area, exceeding both benchmark thresholds. Additionally, Sedona experiences a substantial seasonal and visitor population throughout the year, with estimates approaching three million annual visitors, which may influence service demand beyond what population figures alone suggest.

Call Volume

Call volume is a significant factor in regionalization because it directly influences staffing requirements, operational efficiency, technology utilization, and overall cost-effectiveness. While call volume alone does not determine whether regionalization is appropriate, it provides important context regarding workload, resource utilization, and the ability to leverage economies of scale.

Smaller PSAPs often experience higher operating costs per call because they must maintain minimum staffing levels, facilities, and technology platforms regardless of call volume. As a result, more resources may be

dedicated to maintaining infrastructure rather than enhancing services. Conversely, larger centers often distribute those fixed costs across a greater number of calls, improving efficiency and creating opportunities to invest in personnel, training, technology, and specialized services.

Call volume also directly influences staffing requirements. Smaller PSAPs frequently maintain minimum staffing levels to provide 24/7 coverage even during periods of low demand. Larger or regionalized centers may have greater flexibility to align staffing resources with workload demands, potentially improving operational efficiency and workforce utilization.

The Category One benchmark identifies PSAPs handling 8,760 or fewer annual 9-1-1 calls as candidates for additional evaluation. Larger call volumes may create greater opportunities to leverage existing staffing and infrastructure investments.

Among the agencies included in this assessment, CVMO handled 6,780 annual 9-1-1 calls in 2025, CRCC handled 30,733, SPD handled 6,904, and YCSO handled 45,778. While YCSO is not included in the overall eastern Yavapai County analysis, its call volume is provided for comparison. Based on the information available, CVMO and SPD fall within the Category One threshold, while CRCC and YCSO significantly exceed that benchmark.

The call volume data reviewed during this assessment indicates opportunities to leverage staffing, technology, and operational resources more effectively through regional initiatives.

Cost Per Call

Cost per call is often used as a comparative metric when evaluating PSAP operations because it provides insight into how effectively staffing, facilities, technology, and other resources are utilized relative to workload. While cost per call should not be viewed in isolation, it can provide valuable context regarding economies of scale and the relationship between workload and operating costs.

Smaller PSAPs often experience higher costs per call because they must maintain minimum staffing levels, facilities, and technology platforms regardless of call volume. As a result, fixed costs are spread across a smaller workload. Larger PSAPs are often able to spread those same fixed costs across a greater number of calls, potentially reducing overall cost per call while creating opportunities to invest in technology, training, and specialized resources.

The Category One benchmark identifies a cost per call of \$40 or greater as an indicator warranting additional evaluation, while the Category Two benchmark identifies a cost per call of \$30 or greater as a secondary consideration. These benchmarks provide context for evaluating resource utilization relative to workload and should be evaluated alongside other Category One attributes.

Among the agencies included in this assessment, CRCC was the only agency that provided a documented cost-per-call calculation, reporting an estimated cost of approximately \$65 per call. During interviews, CRCC leadership indicated that this figure was calculated using an internal methodology that incorporates personnel and operational costs. The methodology was not independently validated as part of this assessment.

Communications-specific budget information was not available for CVMO, SPD, or YCSO. As a result, direct cost-per-call comparisons could not be completed using reported financial data. To provide general planning context, MCP developed estimated planning ranges using available staffing information, workload data, and commonly accepted public safety communications budgeting assumptions. These estimates are intended only for planning purposes and should not be interpreted as actual agency operating costs or used for budgeting.

Using this methodology, CVMO's estimated cost per call ranges from approximately \$24 to \$34 per call, SPD's estimated cost per call ranges from approximately \$23 to \$37 per call, and YCSO's estimated cost per call ranges from approximately \$12 to \$16 per call. These estimates generally align with industry observations that larger agencies handling greater call volumes often experience lower costs per call due to economies of scale.

While cost-per-call comparisons are useful, they should be evaluated alongside staffing requirements, service expectations, technology investments, geography, call-transfer activity, and workload distribution. In this assessment, the available information suggests opportunities to leverage existing staffing, facilities, and technology resources more effectively through regional initiatives while maintaining the service levels expected by participating agencies and their communities.

Primary Workstations

The number of primary workstations is a key consideration in regionalization because it directly influences operational capacity, staffing flexibility, technology requirements, and the ability to support continuity of operations activities.

Each PSAP typically maintains its own workstations and supporting infrastructure, including CHE, CAD systems, mapping resources, radio consoles, servers, power systems, and network connectivity. Maintaining independent environments can result in duplicate technology investments, recurring maintenance costs, and additional support requirements. As agencies evaluate opportunities for regionalization, workstation capacity often becomes a practical indicator of a facility's ability to support future growth, technology modernization, and operational resiliency.

Workstation capacity also affects a PSAP's ability to manage major incidents, staffing surges, mutual aid events, and continuity of operations activities. Facilities with limited workstation availability may be constrained in their ability to activate additional positions during periods of increased demand. Conversely, facilities with additional capacity may provide opportunities to support training activities, continuity planning, temporary staffing assignments, or regional resource sharing.

The Category One benchmark identifies PSAPs operating with two or fewer primary workstations as potentially warranting additional evaluation, while the Category Two benchmark identifies agencies operating with four or fewer workstations as a secondary consideration. These benchmarks provide context regarding facility capacity, operational flexibility, and long-term sustainability and should be considered alongside other Category One attributes.

Among the agencies included in this assessment, CVMO reported approximately 2.5 workstation positions, while CRCC reported having six, and YCSO reported having seven primary workstations each. SPD did not provide workstation information. Based on the information available, CVMO falls below the Category Two benchmark and near the Category One threshold, while CRCC and YCSO exceed both benchmarks.

The 2025 countywide feasibility study also identified notable differences in facility capacity among participating agencies. CRCC was identified as one of the few facilities within the region with the capacity to support future growth and expansion. Conversely, CVMO, SPD, and YCSO were each identified as having limitations related to workstation capacity and long-term growth within their existing facilities. MCP found that these limitations may affect future staffing flexibility, technology deployment options, and continuity of operations planning if operational demands continue to increase.

While workstation capacity is often discussed in terms of daily operations, MCP noted opportunities associated with utilizing existing facilities more strategically. Throughout this assessment, stakeholders discussed the value of maintaining geographically separate facilities capable of supporting training activities, continuity of operations

functions, mutual aid events, temporary staffing assignments, and emergency operations during major incidents. In MCP's experience, agencies frequently leverage alternate operating locations to support planned events, facility disruptions, technology outages, workforce separation requirements, and other operational contingencies.

The CVMO facility presents an opportunity to support these objectives. While the facility may have limitations associated with long-term operational expansion, MCP recommends utilizing CVMO as a regional satellite facility supporting continuity of operations activities, training programs, surge staffing, mutual aid operations, and emergency backup communications functions. Similar approaches have been utilized by agencies throughout the country to support workforce separation during public health emergencies, maintain operational continuity during facility disruptions, and provide additional operational resiliency during major incidents.

Minimum Staffing

Minimum staffing is a critical consideration when evaluating PSAP sustainability and resiliency because it directly affects operational readiness, employee well-being, workload distribution, and the ability to manage simultaneous incidents. While minimum staffing levels alone do not determine whether regionalization is appropriate, they provide important context regarding operational redundancy, workforce resiliency, and the ability to maintain service during both routine and high-demand periods.

Many smaller PSAPs operate with limited staffing during portions of the day. In some cases, a single telecommunicator may be responsible for answering 9-1-1 calls, handling administrative lines, managing radio traffic, and coordinating response activities simultaneously. While this staffing model may meet operational needs during periods of low call volume, it may limit coverage during major incidents, overlapping calls, employee breaks, training activities, or other unexpected events.

Industry organizations such as the Association of Public-Safety Communications Officials, International (APCO), National Emergency Number Association (NENA), and National Fire Protection Association (NFPA) generally support staffing models that provide operational redundancy and allow multiple telecommunicators to share workload responsibilities. Team-based environments may also improve situational awareness, reduce fatigue, provide peer support during critical incidents, and create additional opportunities for training and supervision.

The Category One benchmark identifies PSAPs operating with a minimum staffing level of two or fewer telecommunicators per shift as potentially warranting additional evaluation, while the Category Two benchmark identifies agencies operating with four or fewer telecommunicators per shift as a secondary consideration. As with the other Category One attributes, these benchmarks provide context regarding operational resiliency, workforce redundancy, and the ability to absorb workload fluctuations.

Among the agencies included in this assessment, CVMO reported a minimum overnight staffing level of one telecommunicator, while SPD staffs one to two telecommunicators per shift. YCSO reported a minimum overnight staffing level of two telecommunicators, and CRCC reported their minimum staffing majority being four and dropping to three from 0000 – 0600. Based on the information available, CVMO, SPD, and YCSO fall within the Category One benchmark, while CRCC falls within the Category Two benchmark.

While each agency continues to meet the needs of its community, staffing levels within several agencies indicate limited operational redundancy during portions of the day. In MCP's experience, regionalized and collaborative operating environments may improve workforce flexibility and provide additional support during major incidents, staffing shortages, training activities, and continuity of operations events.

Retention

Workforce retention continues to be one of the most significant challenges facing public safety communications centers nationwide. High turnover affects staffing stability, operational performance, training capacity, employee morale, and long-term organizational knowledge. Recruiting, hiring, and training new telecommunicators requires substantial investments of time and resources, while vacant positions often increase overtime usage and workload demands for existing staff.

Industry research suggests that employee replacement costs may range from approximately 50% to 200% of an employee's annual salary when recruitment, onboarding, training, lost productivity, and other associated costs are considered. In public safety communications environments, those impacts may be amplified by lengthy training programs, certification requirements, and the specialized nature of the profession.

The Category One benchmark identifies retention rates of 75% or lower as an indicator for additional evaluation, while the Category Two benchmark identifies retention rates of 80% or lower as a secondary consideration. These benchmarks should be considered alongside the other Category One attributes when evaluating workforce sustainability and organizational resiliency.

Retention data was not available for all agencies included in this assessment. Based on information collected during the previous countywide feasibility study, CRCC reported a retention rate of approximately 74%, while YCSO reported a retention rate of approximately 48%. Retention information was not reported for CVMO or SPD. However, stakeholder interviews and information collected during the previous countywide feasibility study identified several workforce strengths across the agencies, including strong relationships between communications personnel and field responders, employee recognition efforts, specialty assignments, leadership development opportunities, and initiatives intended to improve employee engagement and workforce stability. SPD was also previously identified as having strong retention compared with many similarly sized agencies.

During listening sessions, participants frequently shared how organizational culture, leadership support, professional development opportunities, staffing levels, workload distribution, and employee recognition all served as factors influencing retention. MCP recognizes the agencies that have implemented initiatives intended to support workforce sustainability, including specialty assignments, expanded training opportunities, structured career pathways, leadership development, peer support resources, and employee recognition programs.

Outbound Transfers

Transfers are a normal component of emergency communications operations; however, they also introduce additional workload, duplicate processes, service delays, and potential points of failure. Each transfer requires information to be communicated between agencies, often resulting in duplicate questioning, duplicate data entry, and additional call-processing time. Depending on the nature of the transfer¹¹, telecommunicators may be required to remain on the line, relay information, verify acceptance by the receiving agency, and coordinate additional resources.

Industry research has identified that transfers may add measurable time to the call-handling process. Research published in *Prehospital Emergency Care* found a median transfer duration of approximately 41 seconds, with some transfers exceeding 86 seconds. While these delays may appear minimal when viewed individually, the

¹¹ If the agency has adopted the NENA Standard for 9-1-1 Call Processing (NENA-STA-020.1-2020), telecommunicators must relay and communicate with the receiving agency for a warm transfer.

cumulative impact can be significant when transfers occur routinely throughout the year. Transfers may also affect workload, situational awareness, and operational consistency, particularly when multiple agencies are involved in processing a single event.

The Category One and Category Two benchmarks identify transfer rates of 25% or greater as indicators for additional evaluation. While many transfers are operationally necessary, higher transfer rates may identify opportunities to streamline workflows, reduce duplication of effort, and improve service delivery where practical.

Among the PSAPs included in the 2025 study, CVMO had approximately 40% outbound transfers, SPD had approximately 24%, CRCC had approximately 21%, and YCSO had approximately 48%. CVMO, SPD, and YCSO operate in environments where calls are routinely transferred to neighboring agencies for fire and EMS dispatch, EMD, or other dispatch-related functions. While these workflows are well understood by participating agencies, they introduce additional steps into the call-handling process and increase reliance on interagency coordination.

Of particular note, nearly one-half of YCSO's reported 9-1-1 call volume results in a transfer to another agency for continued processing. As discussed throughout this assessment, many of these transfers are associated with fire and EMS incidents that require EMD instructions or response coordination by another communications center. The volume of transfer activity suggests opportunities to improve service delivery through greater technology alignment, enhanced information sharing, and more consistent call-processing methodologies across agencies.

MCP found that transfer activity and EMD practices are closely related. As future operational models are evaluated, alignment of technology platforms and consideration of a common EMD protocol may provide opportunities to reduce transfers, simplify workflows, and improve the speed at which callers receive emergency medical instructions. In particular, alignment of technology and EMD practices between YCSO and CRCC may support more seamless processing of fire and EMS incidents, reduce manual handoffs, and create opportunities for telecommunicators to support one another during periods of increased demand.

From a regionalization perspective, reducing transfers represents one of the most measurable opportunities identified throughout this assessment. Improvements in call routing, technology alignment, CAD interoperability, and EMD delivery may support more efficient use of telecommunicator time, reduce duplicate processes, improve information sharing, and enhance the caller experience while continuing to support local service expectations.

Emergency Medical Dispatch

Few topics discussed throughout this assessment have a more direct impact on patient outcomes than EMD.

When a caller reports a cardiac arrest, choking victim, childbirth complication, severe bleeding event, or other life-threatening emergencies, the actions taken during the first moments of the call can influence patient outcomes long before field responders arrive. EMD programs provide trained telecommunicators with structured protocols and evidence-based pre-arrival instructions that allow callers to begin lifesaving interventions while emergency responders are enroute.

This concept is often referred to as a Zero-Minute Response™—the idea that help begins the moment the call is answered rather than when responders arrive on scene. In environments where calls must be transferred between agencies before emergency medical instructions can be provided, valuable time may be lost while callers are transferred, information is repeated, and receiving agencies assume control of the incident.

Among the agencies included in this assessment, CRCC is the only PSAP currently providing EMD services. CVMO, SPD, and YCSO each transfer medical calls to another agency for processing and delivery of pre-arrival instructions. Within eastern Yavapai County, CVMO and SPD transfer medical calls to CRCC, while YCSO transfers medical calls to a variety of agencies depending on location.

The information reviewed during this assessment indicates that medical call processing remains one of the most transfer-intensive functions within the region and warrants continued consideration as future operational models are evaluated. Unlike many other emergency communications functions, EMD directly affects both operational workflows and citizen outcomes. Its effectiveness is measured not only by operational efficiency, but also by how quickly callers receive potentially lifesaving instructions.

Administrative Call Volume (and Ancillary Duties)

Unlike 9-1-1 calls, administrative calls are not measured against a national performance benchmark and can vary significantly based on an agency's operational structure, community expectations, and organizational responsibilities. As a result, administrative call volume is often best evaluated alongside ancillary duties and other non-emergency responsibilities assigned to communications personnel.

While many ancillary tasks may appear minor when viewed individually, MCP found during both the 2025 countywide feasibility study and this assessment that their cumulative impact can be significant. Administrative calls, records inquiries, public information requests, agency switchboard functions, notification activities, camera monitoring, and other support tasks may divert telecommunicator attention from core emergency communications responsibilities, particularly during periods of increased workload.

Administrative call volume compared to 9-1-1 call volume is shown below. In each agency, administrative call volume exceeded 9-1-1 call volume.

PSAP	Administrative Call Volume (2025)	9-1-1 Call Volume (2025)
CVMO	22,191	6,780
CRCC	82,704 ¹²	30,733
SPD	23,152	6,904
YCSO	199,975	48,413

The data suggests that telecommunicators throughout eastern Yavapai County routinely perform responsibilities extending beyond emergency call-taking and dispatching. During listening sessions, agencies identified a variety of ancillary duties assigned to communications personnel. For example, CVMO communications personnel function as the primary switchboard for the Marshal's Office, routing calls to deputies, investigations, records personnel, and other agency resources. Listening session participants also discussed responsibilities

¹² Ibid

such as community notifications, records-related activities, camera monitoring, and other administrative, non-core functions that compete for telecommunicator attention during a shift.

In MCP's experience, agencies evaluating regionalization often review ancillary duties alongside staffing, workload, and service-delivery expectations. Some responsibilities may continue to be appropriate within a communications environment, while others may be better suited for reassignment, automation, or consolidation into dedicated administrative functions. Such evaluations create opportunities to better align telecommunicator responsibilities with the core mission of emergency communications while reducing unnecessary workload interruptions.

Administrative call volume and ancillary duties also affect workforce sustainability. As responsibilities expand, telecommunicators may be required to balance emergency call-taking, radio operations, administrative requests, and organizational support functions simultaneously. Over time, this accumulation of responsibilities may affect workload, training requirements, operational consistency, and employee satisfaction.

Assessment of Future-State Opportunities

MCP found that each PSAP possesses unique strengths that contribute positively to emergency communications throughout eastern Yavapai County. Together, these strengths provide a foundation upon which future regional initiatives may be built.

One of the most notable observations throughout this project was the commitment each PSAP demonstrates to serving its community, field responders, and partner agencies. While each organization operates differently, participants consistently expressed pride in their personnel, strong relationships with field responders, and a willingness to collaborate when opportunities provide value to the community.

MCP also found that each agency brings unique strengths to the region. While those strengths have developed within independent organizations, many are complementary in nature and may support broader regional objectives related to service delivery, workforce development, continuity planning, and operational resiliency.

CVMO operates within a smaller organizational environment that supports close working relationships between communications personnel, leadership, and field responders. During listening sessions, stakeholders repeatedly described positive interactions between dispatch personnel and field staff, noting frequent face-to-face communication, operational flexibility, and collaborative culture. The PSAP's smaller size supports direct communication and rapid decision-making while maintaining strong relationships with both local and tribal partners.

CRCC currently operates the most regionally focused communications model among the agencies. The center dispatches multiple police, fire, and EMS agencies and has experience balancing the operational needs of numerous stakeholders across multiple disciplines. CRCC has implemented structured call-processing protocols, expanded professional development opportunities, and invested in technologies that support QA, training, and service delivery. Combined with CRCC's experience serving multiple agencies, these strengths may support broader regional initiatives.

SPD has maintained a strong customer-service orientation and local service focus that supports close working relationships between communications personnel, field responders, and the community. Sedona stakeholders consistently shared with MCP the value of maintaining local police communications functions within the City, noting the importance of preserving direct engagement between dispatch personnel and those they serve. MCP acknowledges this and understands that these strengths may continue to support SPD's role within a broader regional communications framework.

YCSO's operational footprint, staffing resources, and countywide responsibilities provide opportunities to support continuity planning, technology alignment, workforce development, and regional resource sharing.

During listening sessions, stakeholders consistently identified challenges associated with the boundaries between systems, technologies, operating procedures, and organizational structures rather than personnel performance or service quality. Examples included call transfers, duplicate data entry, differing call-processing methodologies, independent technology platforms, separate training programs, and independent policy development efforts.

While each agency has developed solutions that meet its local operational needs, greater regional alignment may provide opportunities to leverage those strengths while reducing duplication of effort. CRCC's experience with structured protocols and multi-discipline operations, CVMO's collaborative culture and field relationships, SPD's customer-service orientation, and YCSO's operational reach may each contribute to a more resilient and collaborative regional communications environment.

Physical Consolidation

CVMO, SPD, YCSO, and CRCC currently operate within a shared public safety environment through the transfer of fire and EMS calls, mutual aid activities, regional interoperability efforts, and ongoing coordination between agencies.

In MCP's experience, regionalized environments often provide greater flexibility to align staffing resources with workload demands while creating opportunities for workforce development, operational support, and continuity of operations planning. Facilities capable of supporting operations during planned events, technology outages, facility disruptions, workforce separation requirements, or other circumstances requiring alternate operating locations may strengthen operational resiliency.

From an operational perspective, consolidating CVMO dispatch operations into CRCC may represent the first step in reducing call transfers, improving staffing flexibility, expanding training and professional development opportunities, and reducing duplication of technology and support infrastructure in the eastern region. The Category One analysis further supports evaluation of this concept. CVMO falls within or near several benchmark thresholds related to population served, call volume, workstation capacity, and minimum staffing. Collectively, these findings reinforce opportunities identified throughout this assessment to better align resources, reduce duplication of effort, and leverage existing regional capabilities.

Facility considerations further support evaluation of this concept. During the 2025 countywide feasibility study, MCP identified CRCC as the only facility in the eastern region with the potential to support future expansion. Conversely, CVMO's facility was found to be capable of supporting current operations but more limited in its ability to accommodate long-term operational growth, additional staffing, and support functions.

Although YCSO also operates within this shared public safety environment, its location on the western side of the county makes permanent physical consolidation into an eastern regional center less practical. However, YCSO remains an important regional partner. Aligning technology between YCSO, CRCC, CVMO, and SPD may enable YCSO telecommunicators to support eastern-county operations during major incidents, planned events, staffing shortages, continuity of operations activations, or other circumstances where regional support is needed.

Once consolidated with CRCC, the CVMO facility could continue to support broader regional objectives beyond day-to-day operations. As a technology-capable satellite location, the facility may support continuity of operations activities, training functions, mutual aid support, surge staffing, and emergency backup communications capabilities.

Based on the information collected during this assessment, MCP recommends a future-state hybrid model that utilizes CRCC as the primary eastern-county communications center, maintains SPD as a secondary PSAP for law enforcement dispatch, aligns YCSO through technology and operational coordination, and retains the CVMO facility as a regional satellite location. Collectively, these elements may enhance operational flexibility while continuing to leverage existing public safety investments.

Technology Alignment

Technology alignment emerged as one of the most consistently discussed opportunities throughout stakeholder interviews, data collection activities, and operations review during the previous study and the current assessment.

MCP's analysis identified opportunities associated with greater alignment of CHE, CAD systems, geographic information system (GIS) resources, interoperability solutions, and continuity of operations capabilities. MCP identified a consistent theme throughout stakeholder discussions: many of the challenges were not directly related to personnel or service quality, but rather to differences in technology platforms, workflows, and information-sharing capabilities between agencies.

The previous countywide feasibility study identified opportunities associated with improved CAD interoperability, information sharing, and technology alignment between agencies. MCP found that the absence of CAD-to-CAD integration currently requires telecommunicators to rely on telephone notifications and other manual processes to communicate information across jurisdictional boundaries.

As future regional initiatives are evaluated, MCP recommends further review of CAD interoperability, shared technology environments, GIS resources, mapping systems, location-based services, and other technologies that support information sharing and operational coordination. Throughout both assessments, stakeholders consistently identified challenges associated with call transfers, duplicate data entry, differing workflows, and independent technology platforms. As such, development of a regional technology alignment strategy involving CRCC, CVMO, Sedona, and YCSO may provide opportunities to improve interoperability, strengthen continuity-of-operations capabilities, support regional resource sharing, and create a more consistent operating environment across participating agencies. MCP also recommends evaluation of CAD interoperability or a shared CAD environment among participating PSAPs to improve information sharing, reduce manual processes, enhance situational awareness during multi-jurisdictional incidents, decrease EMD transfers, and support future regionalization efforts.

Based on the information collected and themes identified throughout this assessment, MCP recommends further evaluation of the CVMO facility as a technology-enabled satellite location to support eastern-county communications operations. The facility presents an opportunity to support training activities, mutual aid events, temporary staffing needs, emergency backup communications functions, and other operational demands that may arise during both planned and unplanned events.

In MCP's experience, agencies that maintain strategically located satellite facilities are often better positioned to support workforce flexibility, special events, emergency operations, and alternate operating requirements while continuing to leverage existing public safety investments. When combined with greater technology alignment among CRCC, CVMO, SPD, and YCSO, the CVMO facility may expand operational capacity, improve resource sharing, and support a broader range of regional communications needs.

Policy, Training, and Quality Assurance Alignment

While technology alignment may create opportunities to improve interoperability and information sharing, MCP found that technology alone is unlikely to achieve many of the operational benefits identified throughout this project. In MCP's experience, the ability to effectively share resources, support continuity of operations efforts, and operate within a regional environment relies on shared expectations, consistent training standards, clearly defined operational practices, and collaborative governance structures.

The PSAPs have already demonstrated a willingness to work together through regional meetings, mutual aid activities, interoperability initiatives, and informal partnerships. Stakeholders generally described positive working relationships between agencies and expressed interest in identifying additional opportunities to collaborate when those efforts provide value to field responders and the communities they serve. A regional coordination framework may also provide a mechanism for participating agencies to discuss future governance, technology, training, and operational consideration as regional initiatives evolve.

The assessment identified additional opportunities through joint policy development, regional training initiatives, coordinated QA efforts, and greater standardization of operational practices. Stakeholders frequently described differing call-processing methodologies, operational procedures, training approaches, and QA practices as areas that could benefit from greater collaboration. The Category One attributes also highlighted workforce considerations, including minimum staffing, retention, and workload distribution. Collectively, these findings suggest that shared training resources, coordinated QA efforts, and common operational expectations may support operational consistency, workforce sustainability, professional development, and long-term organizational resiliency.

Regional alignment of policy, training, and QA practices may support more consistent service delivery regardless of which agency processes a call or dispatches resources. Additional benefits may include improved interoperability, expanded professional development opportunities, increased workforce mobility, and greater consistency in service delivery across jurisdictional boundaries—better meeting the expectations of the community, no matter which PSAP they reach during an emergency.

Participants were highly complimentary of their neighboring PSAPs and frequently identified opportunities to leverage existing expertise, operational strengths, and established relationships. These discussions reinforced the potential value of collaboration and regional coordination while recognizing the unique contributions each agency brings to the region.

In MCP's experience, agencies that align policy, training, QA, and public communication practices are often better positioned to support future technology initiatives, continuity of operations planning, and resource-sharing opportunities. Shared training resources, coordinated QA programs, common operational expectations, and collaborative review processes may improve workforce mobility, enhance professional development, reduce duplication of effort, strengthen interoperability, and promote more consistent service delivery regardless of which agency answers a call.

Summary

This assessment builds upon the findings of the 2025 countywide feasibility study and provides a more focused evaluation of opportunities within eastern Yavapai County. While each participating PSAP continues to effectively serve its community, the information collected throughout this assessment identified several opportunities to improve operational resiliency, resource utilization, interoperability, and long-term sustainability through greater regional alignment.

MCP found that many of the challenges discussed by stakeholders were not related to personnel performance or service quality, but rather to the boundaries between facilities, technologies, workflows, policies, training programs, and organizational structures. These boundaries contribute to call transfers, duplicate processes, varying operational practices, and limitations in continuity of operations capabilities.

At the same time, MCP observed significant strengths within each participating agency. CVMO's collaborative culture and strong field relationships, CRCC's regional operating experience and protocol-based environment, SPD's customer-service orientation and local police communications focus, and YCSO's operational reach and countywide responsibilities each represent assets that may contribute to a stronger regional communications environment.

Rather than replacing those strengths, the information collected during this assessment suggests that opportunities may exist to leverage them more effectively through a phased regionalization strategy. Such a strategy may include physical consolidation; greater technology alignment; coordinated policy, training, and QA initiatives; expanded continuity of operations capabilities; and a framework for ongoing regional coordination.

The future-state model evaluated during this assessment centers on CRCC serving as the primary eastern-county communications center, supported by consolidation of CVMO dispatch operations and continued use of the CVMO facility as a regional satellite location for continuity of operations activities, training, surge staffing, mutual aid operations, and emergency backup communications functions. The model also maintains local police communications functions within SPD while creating opportunities for broader participation in regional initiatives involving technology, training, QA, continuity planning, and operational coordination. Central to this model is greater alignment among CRCC, CVMO, SPD, and YCSO through shared technology strategies, coordinated operational practices, and collaborative planning. Together, these efforts may improve information sharing, reduce duplication, support resource sharing, and strengthen operational flexibility throughout the region.

The recommendations that follow are intended to build upon these findings and provide a roadmap for continued evaluation and implementation of regional initiatives that may enhance service delivery, improve operational resiliency, and better leverage existing public safety communications resources throughout eastern Yavapai County.

Recommendations

Recommendations	Anticipated Outcomes
Operational Recommendations	
Physically consolidate CVMO operations into CRCC	• Reduces call transfers • Increases staffing resiliency • Expands training opportunities • Reduces duplication of infrastructure
Maintain the CVMO facility as a regional satellite location supporting continuity of operations, training, mutual aid, surge staffing, and resource-sharing activities	• Improves operational resiliency • Expands backup capabilities • Provides additional flexibility during planned and unplanned events

Recommendations	Anticipated Outcomes
Maintain local police communications functions within Sedona while participating in regional initiatives	Preserves local service orientation while supporting regional interoperability, training, and continuity planning
Technology Recommendations	
Develop a regional technology alignment strategy for CRCC, CVMO, SPD, and YCSO	- Improves interoperability - Supports continuity planning - Reduces duplicate processes - Creates opportunities for resource sharing
Evaluate CAD interoperability or a shared CAD environment among the PSAPs	- Reduces transfers and manual processes - Improves information sharing and situational awareness - Supports regional call processing and multi-jurisdictional incident management
Organizational Recommendations	
Develop regional policy, training, and QA initiatives	- Promotes consistent service delivery - Improves interoperability - Expands professional development opportunities - Establishes common operational expectations across participating agencies
Develop a regional coordination framework	- Provides a framework for collaborative planning and decision-making - Supports coordination of technology, training, and operational initiatives - Facilitates implementation of future regional projects

Appendix: Consolidation Alliance Profile

A consolidation alliance profile allows a PSAP to identify if elements from another PSAP could be a fit both operationally and culturally. The outline that follows considers numerous factors beyond the original Category One and Category Two benchmark criteria.

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
History and Demographics				
Year opened	1996	2014		
Population*	Approximately 12,700 (plus Yavapai Apache Nation service area)	Approximately 65,000	Approximately 10,200	- Approximately 236,000 countywide - Approximately 168,000 directly
Projected growth	Eastern Yavapai County projected to increase approximately 9.3% over the next five years ¹³ Growth expected throughout the Verde Valley			
Geography	Approximately 48 square miles	Approximately 430 – 450 square miles	Approximately 19 square miles	Approximately 8,100 square miles
9-1-1 call volume*	6,780 (2025)	30,733 (2025)	6,904	48,413
10-digit call volume*	22,191	45,784¹⁴	23,152	199,975

¹³ <https://azeconomics.com/yavapai-county>

¹⁴ 45,758 admin calls are received through VESTA + 36,946 admin calls that are received through the 3CX phone system.

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Transfers				
Outbound*	Approximately 40%	Approximately 21%	Approximately 24%	Approximately 48%
Inbound	Receives primary law enforcement calls within PSAP boundary; transfers fire and EMS calls to CRCC	Receives transfer calls for fire and EMS from regional PSAPs		Receives primary law enforcement calls within PSAP boundary; transfers fire and EMS calls to various law enforcement, fire and medical agencies
Operations				
Minimum staffing per shift*	1 ETC¹⁵ 0200 – 1000 2 ETCs 1000 – 0200	3 ETCs 0000 – 0600 4 ETCs during peak hours (based on statistics)	1–2 ETCs per shift	2 overnight - Up to 7 depending on workload and day of week
Number of workstations*	2.5 (2 fully functional)	6	Not Reported	
Other agencies dispatched	Law enforcement only - CVMO - Yavapai Apache Nation PD	Law Enforcement, fire, and EMS - Cottonwood PD - Clarkdale PD - Jerome PD - Sedona FD - Verde Valley FD - Copper Canyon Fire & Medical - Verde Valley Ambulance		Law enforcement only - YCSO - Chino Valley PD - Yavapai County Constables - U.S. Forest Service

¹⁵ Emergency telecommunicator

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Cost per call*	• Estimated \$24 – \$34	• Approximately \$65	• Estimated \$23 – \$37	• Estimated \$12 – \$16
Services Provided				
Call-taking	• Yes	• Yes	• Yes	• Yes
EMD	• No	• APCO IntelliComm (utilizes medical authority from hospital to sign off)		• No
EFD16	• No	• APCO IntelliComm (utilizes medical authority from hospital to sign off)		• No
EPD17	• No formal protocol system; journalistic questioning guided by policy and procedure	• APCO IntelliComm (facilitated a working group with law enforcement partners to evaluate default questions against local needs)		• No formal protocol system; journalistic questioning guided by policy and procedure
Nurse Navigation	• No	• No		• No
ASAP18-to-PSAP	• Not Reported	• No		• No
Other	• Online reporting available • Mental health (MH) call handled through deputy response and Spectrum referral as appropriate	• Utilizes Spectrum for behavioral health (BH) responses when appropriate		• Have discussed having a MH clinician in dispatch (to divert calls to); space was limiting factor

¹⁶ Emergency fire dispatch
¹⁷ Emergency police dispatch
¹⁸ Alarm Service Automation Protocol

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	Limited homelessness-related call volume	- Can transfer callers to 988; most incidents require law enforcement involvement - Online reporting available through Command Central community platform - Community reporting capabilities available through city website - Police aid program in place - Utilize reserve officers for non-investigative and non-enforcement functions - Emphasize customer service and caller engagement before redirecting alternative resources - Encourages use of self-service reporting option when appropriate		- Utilizes Spectrum for behavioral health (BH) responses when appropriate through deputy response - Utilizes volunteers in protections (VIPs) for non-law enforcement type calls - Has designated call-taker positions to assist with call handling
Dispatching				
Law enforcement	Yes	Yes	Yes	Yes
Fire	No	Yes	No	No
EMS	No	Yes	No	No
Alternative response	Requests Spectrum response through deputies when appropriate	Yes	Not Reported	No alternative response team dispatched directly; may

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
				request Spectrum for a co-response
Miscellaneous				
Administrative duties	- Primary switchboard for Marshal's Office - Routes calls to deputies, investigations, records, etc.	- Animal services (currently in-house) - Records after hours		
311	No	No		
Jail duties	No	No		- Provides jail transport for radio operations - Provides services to adult and juvenile probation
Security camera monitoring	- Passive: CCTVs throughout marshal's office and town. Monitor passively or when requested includes town hall, town maintained parks - School camera integration in planning stage. Uncertain if it will be a log-in as needed, or all time/real time.	Several cameras around town (Passively watch for smoke and/or fire)		Monitors camera operations for station
Access control	No	Yes		Monitors back door access to building
Support city/county services		- Animal Service - Records (after hours)		

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Walkup window	No	No		After Hours is primarily switchboard
Vehicle releases	No	No		
Early warning system notifications	- Yes, community notifications through Rave mobile. - Coordinate with EMA¹⁹ for regional needs; if local, dispatch handles (e.g., traffic delays, small incident notifications, etc.)	- Yes – Rave mobile (called Verde Alerts) - Can approve messages in-house, will collaborate with EMA when needed. - Audits for continual improvement of their performance		Handles all community and command level notifications through RAVE and coordinates with EOM when/as needed
Warrants/Records	Maintain all court records, warrants subpoenas, has a records division that pulls reports and sends to attorneys	Records-related calls received after hours		Handles warrant processing for active warrant hits and alerts
Public address notifications	Social media (Facebook), managed by the agency	Yes, Rave (Verde Alerts)		Reverse notifications for YCSO (EMA will also do)
Billing/Payment receipt	No	No		

¹⁹ Emergency management agency

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Staffing				
Full time Telecommunicators	- Authorized: 8 dispatchers and 1 supervisor - Actual: 7 dispatchers and 1 supervisor - Actively recruiting, recently took posting down to refresh	- Authorized: 21 ETCs – 23 including administrators - Actual: 18 - PT: 1		- Authorized: 21 Actual: 19 Operator 1 = 911 Call Taker Operator 2 = Phone & Radio trained (staff can move from a 2 to a 1) - Flexible and open to creative staffing, pay, and benefit retention - Critical staffing pay
Communications training officers	- Everyone helps with, but leads focus on training - APCO CTO²⁰ certified 5% CTO stipend	4 – Also act as supervisors in the absence of supervisors		Designated CTOs – receive a 5% differential pay
Shift supervisors	Two lead dispatchers with specialized assignments	Three		Two
Managers	Organizational chart: (One) Supervisor answers to marshal (Two) Leads – Have authority, but do not discipline. Have specialized assignments (not a formal promotion – professional development opportunities such as training, scheduling, and/or	1 – Manager 1 – Dispatch administrative assistant 3 – Supervisors 4 – Certified Training Officers - Frontline staff - Part-time applications administrator		Dispatch fall under a Division Administrator for Administrative Services

²⁰ Communications training officer

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	other administrative task/initiatives.			
Training coordinator	No	One of the supervisors fills this role		No, although there is one supervisor who is tasked with continually evaluating the program and scheduling
QA coordinator	- No. QA, in early phases – not close to being in place - Will pull calls for investigation or commendation and do periodic checks "Exist in a continuing improvement world" but no formalized processes	- In process of going live with VisGen, which pairs with APCO IntelliComm. - Director and supervisors will share this responsibility		No QA
Director	"Supervisor" as noted above	"Manager" as noted above		Division Administrator
Part-time	No; had a full-time who came back part-time to assist; no authorized part-time	Limited; may allow for those who were full-time and limited on budget and open positions (do not hire initially as part-time)		No; had in the past, but was not a good fit
IT				
In-house	- CAD/RMS²¹ supported by in-house system administrator. - ETCs will call supervisor after hours to troubleshoot; if	Dedicated system's administrator with on-campus office		Have an agency Support User Tech group that liaisons with the County IT department; is the main support for

²¹ Records management system

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	supervisor not available, will call system administrator directly			troubleshooting and administration of CAD/RMS
Municipal	Town-wide IT vendor supports general systems (e.g., desktops, software, etc.); does not include radios	Yes – assigned to City		
Outsourced	State 911 has contracted providers	None identified		
Persistent vacancies	Not identified	Below authorized staffing at the time of the evaluation; persistent vacancies not identified		Improved staffing from previous vacancy challenges
Culture				
Core values defined	- Inclusive at the town level → flow to marshal → dispatch. - Same for employee handbook	- Implementing a dispatch “mission and logo” committee; statements will complement the police department and City - Helping those in need, serving those who protect, and protecting those who serve - Accountability - Service - Partnership - Integrity - Respect - Excellence		Core values are aligned with the general values of the agency

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Strategic plan	• Marshal has own – is in-line with town's • Town invites all internal stakeholders to the table to develop 5 year plan	• Developing a dispatch-specific strategic plan to reflect regional responsibilities		• Agency-wide, not dispatch-specific
Change management policy	• Informal • Interested in implementing a more formalized process	• Informal • Has several collaborative change management practices in place		• Informal • Decision making happens through research (collaborating with other PSAPs, etc.) and the procurement process; a project manager is identified, then steps to share the information with staff is determined
Employee engagement scores	• Frontline TC opportunities: Covid reduced opportunities but enhanced remote options • Working to get back into the community. (e.g. in-person training courses) • Marshals do a great job including dispatch • Community outreach includes; National Night Out, Touch-a-Truck, Coffee with a Cop, etc.	• Offer numerous specialty options: – Phlebotomy – Internal/external committees – Community outreach/911 education – Special events (e.g., National Night Out, Truck or Treat, etc.) – Drones (DFR) – Negotiations (part of Specialized Weapons and Tactics [SWAT] team)		• Have utilized evaluation forms to assess employee engagement • Have asked staff to assist with training • There is room for improvement in this area

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
		- Certified Terrorist Liaison Officer (TLO) Regional Accident Team - VACTE²² Internship • While numerous opportunities, they are cautious about over-committing. On call, when on duty if call volume allows can respond • In process of formalizing policies		
Recognition programs	• Staff meetings routinely include department leaders giving input on staff doing great work (e.g. exhibiting core values, receiving an email from town manager, etc.) • Versaterm community survey gives feedback and allows for recognition • Service anniversaries • Employee recognition includes: Civilian of the year, officer of year, lifesaving, etc. • (Setting the) PACE program	• 5, 10, 15, 20, etc. from the City • PD does internal annual awards • County celebrates women in law enforcement (dispatch can nominate) • Lifesaving coins • Cottonwood FD has EMS liaison who follows up when there is a code (and when the patient is discharged)		• Receive recognition at 5, 10, and 15 years of service. Receive gift card and pin • No "cross-pollination" with other agencies that are being recognized for handling a call • Employee banquet – for employees being recognized only • New budget manager is somewhat more lenient in appreciation activities (e.g., lunch during National Telecommunicator Week) • Culture has been improving

²² Valley Academy for Career and Technology Education

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	- Core values acronym: Professionalism Accountability Community Excellence - Staff can nominate anyone → chain of command → personnel file			Field has been recognizing ETCs more frequently - ETCs are notified via a letter
Career advancement	Minimal	Static; would like to see other opportunities		- Have discussed bringing 'Tactical Dispatch' back - Have discussed having a Real Time Crime Center (RTCC) and involving PSAP staff - Have 'layers' in the center
Training completion statistics	Approximately 75%	Unknown		
Retention rate	Not Reported	74%	Not Reported	48%
Other	Debriefs: Invite outside agencies who responded → call in counselor as needed			- Public education in schools - Participate in recruiting events - Do not actively attend/participate in higher education programs (e.g., colleges, etc.)
Finances				
Budget	Separate for dispatch	Within PD (but filters through Manager)		Director is responsible for contracts and/or grants related to administrative services

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Revenue sources	- Revenue from tribal and park service contracts - Grants and scholarship opportunities will be pursued for conferences and trainings	Grants only		- County tax funds and payments for dispatch - No other sources reported
Capital improvement projects	- Computer refresh for desktop/monitor update - Most recent was a repeater in Verde Lakes last year	- Working on the garden - Vitanya – Program for first responders for mental health and wellness		- Remodeling dispatch operations – repurposing the existing building - There are eight (8) substations around the County. Manned stations are similar to headquarters with offices. Unmanned stations are typically small space(s) in larger buildings
Sufficient space exists	- For workstations/operations floor - yes, meets their needs. Minus any privacy space - Can add a workstation by adding tech to an existing console to make it fully functional - Limited backroom and support areas - Supervisor office space — No (need to find a space for private conversations/meetings) - Marshal-wide training room	Have some room to grow		At/near capacity

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	- Back room for vendors to work on equipment is partly in dispatch and partly on backside of building—space is not used well and makes it difficult for vendors - ETCs have lockers (in bathroom)			
Renovations of existing space would be needed and/or are possible	Yes	Yes		Yes
New facility would be required	Yes	No		Yes
Political Environment (stakeholder and constituent support)				
Elected officials	Supportive	- Generally supported - Opportunities exist to improve elected officials' understanding of PSAP operations - Regular engagement		Sheriff is very pro-dispatch. Includes dispatch in many public safety initiatives (e.g., school safety initiatives)
Executive leadership	- Regular communication with leaders/officials - Supervisor/staff feels supported and advocated for. - Monthly marshal leadership meeting + Supervisor and Marshal have an informal weekly meeting	- Manager attends council meetings, fire chief's association meetings and stakeholder briefings - Hosts tours and outreach activities for partner agencies and elected officials - Open dialogue with Chiefs		Division Administrator attends bi-weekly meetings with other executive staff and communicates any pertinent information to staff

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	Very law enforcement friendly council			
Field personnel	- Excellent relationship with field personnel - A lot of face-to-face communication – officers are free to come into dispatch center. Support that this type of interaction (with boundaries) breaks down barriers - Tribe will come in, do their CJIS testing at dispatch – further supporting the feedback loop - Strong mutual respect	- Good relationship - Agencies often bring food, treats, etc. - Good relationship with vendors - PD holds briefing in dispatch daily		- Those that interact with dispatch were reported as having a good relationship - Center does not receive a lot of animosity - Expectations of dispatch differ between tenured officers to newer. Tenured tend to ask more of ETC's (vs) newer officers will utilize technology themselves - Do not stop officers from visiting dispatch – is managed appropriately. Find that this often supports closing the loop
PSAP personnel	- Participate in the PSAP Committee (Yavapai Regional 911) – Addresses regional issues, in-service training etc. Has paused due to staffing and funding - Positive relationship with regional PSAPs - support one another by covering meetings, events, etc. Sedona = similar size and technology	- Budding environment for success - Striving to build bridges – centered on accountability, standardization, and clarity of expectations - Manager holds check-ins approximately every 4 mos. - Recently completed a 360 evaluation		- Bi-weekly meetings are held with supervisory staff to discuss operations - Participates in the PSAP Committee (Yavapai Regional 911) to address regional issues, in-service training, etc. (currently paused due to staffing and funding)

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	- CRCC can come to CVMO = LE processes are similar - CVMO cannot go to CRCC due to disciplines served, certifications required, and protocols used			
Constituents	Law enforcement friendly community in the Verde Valley	- Receive community feedback through Spidertech. - Use any negative comments as targeted feedback		Pro law enforcement. Community supports and likes the Sheriff's Office
Other	N/A	N/A		
Technology and Systems in Use				
CAD	Spillman Flex	Spillman Flex	Spillman Flex	Spillman Flex
RMS	Spillman Flex	Spillman Flex	Spillman Flex	Spillman Flex
CHE	Motorola VESTA (AZ statewide ESInet/CHE platform)	Motorola VESTA (AZ statewide ESInet/CHE platform)	Motorola VESTA (AZ statewide ESInet/CHE platform)	- Motorola VESTA (AZ statewide ESInet/CHE platform) - Have implemented call transcription
Next Generations 911 (NG911) or Legacy	NG911 (AZ State ESInet/Motorola VESTA)	NG911 (AZ State ESInet/Motorola VESTA)	NG911 (AZ State ESInet/Motorola VESTA)	NG911 (AZ State ESInet/Motorola VESTA)
Radio Radio Coverage	Interoperability is a challenge depending on the type of radio – need and desire to be fully interoperable	- Participating in DPS WIN migration - Fire agencies are evaluating their participation		- PSAP to PSAP Radio Channel - Countywide law enforcement radio system

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	- Not all agencies are digital - Can monitor YCSO and CRCC - If CVMO needs back up, it's a phone call	- Improved interoperability reported by stakeholders - Dispatches police and fire on multiple talkgroups (dispatchers are cross-trained)		Interoperability emphasized during interviews
Fire Station Alerting (FSA) system	N/A			
Logging recorder	Eventide DX			Eventide
Cybersecurity policies and practices	Not evaluated	Not evaluated	Not evaluated	Not evaluated
Applications	- PowerDMS - Virtual Academy - RAVE Mobile Safety - Versaterm Community Survey - Online Reporting	- VisGen 911 (AI based simulation) – use it for training, remedial training related to QA and will have radio simulation in the future (beta testers) - Smart transcription for citizen input - Command Central for live stream video or photo - DFR (drone)		- Working on getting a “citizen input” application/feedback form - Move from Everbridge to Rave Mobile Safety for notifications - RapidSOS - Mutualink - RAVE - Smart Transcription - Citizen Input (in progress)
Legal and Media Exposure				
Threatened/Pending lawsuits	Not Reported	Not Reported		
Media	Only one interaction where media wanted to do a story on dispatch, was a positive	PD and City have their own PIOs – CRCC utilizes both		PIOs are responsible to work with the media – to include representing dispatch

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
	- interaction but the story didn't reflect that - No personal relationship with media, only with PIO who would support	Manager can communicate with the media (with approval of chief)		No hot topics, media coverage, or concerns at the time of the evaluation
Negative coverage	Not Reported	Passive – Directed at LE/responders/agency		None
Positive coverage	Not Reported	Not Reported		
Organizational Structure				
Management plans	Not Reported	Not Reported		Do not currently have any positions between Director and Supervisor. Would like to see something – like a manager – in between
Workforce integration	Not Reported	Not Reported		Not Reported
Positions	N/A	Manager, Administrative Assistant, Supervisor, CTO, Telecommunicator, PT Applications Administrator		- Director, Supervisor, Dispatcher, Trainer, Lead (not in budget).
Seniority	- Will bring in at a higher rate, but no seniority - Experience = trimmed training yes, other dispatchers unofficially - Seniority typically not an issue - Rotate shifts	Will bring in at higher rate, but no seniority		Do not advertise for laterals but have hired experienced dispatchers. May receive higher wage, but do receive seniority benefits

Profile Questions (*Consolidation Benchmark Criteria)	Camp Verde Marshal's Office	Cottonwood Regional Communications Center	Sedona Police Department	Yavapai County Sheriff's Office
Wages and benefits	- Unclear if they are competitive, believes it is commensurate for workload but also lower wage - Turnover = small % - but it does happen. Reasons span from culture reasons to wanting to do something different (interested in learning protocols, etc.) while others stay because they want to be able to work a slow night shift and do downtime (e.g., studying) - See more movement with officers	- Middle (understand that Prescott Regional and SPD may pay more) - Does not actively recruit from neighboring PSAPs		Competitive with Yavapai County

PARTNERSHIP PROJECT

PRESENTED BY COTTONWOOD PD

Table Of Contents

01 **Who Are We?**
Cottonwood Regional Communications Center informational overview.

02 **Regional Discussions**
Brief discussion and overview of both county and region-wide feasibility studies.

03 **Why a Letter of Intent?**
Considerations for formalizing the intent and evaluation processes.

04 **Timeline**
Review of the transition process.

05 **Questions and Concerns**
We will explain the safeguards.

06 **Financial Impact**
Reviewing partner service model, not arbitrary charges, but documented costs.

About The Project

Regional PSAP Project

Tonight we are going to review the operational side of the proposed project. Is a transition feasible? What safeguards would be necessary? What would the Cottonwood Regional Communications Center need to provide dependable law enforcement dispatching services to Camp Verde's community? These questions are going to help us breakdown the process required to take on a project of this nature.

Who Are We?

01

911 PSAP

CRCC serves as the first point of contact for emergency calls, responsible for answering, assessing, prioritizing, and being the first voice of calm in the midst of the chaos.

02

Multi-Discipline Dispatch Center

We dispatch law enforcement, fire, and medical resources across multiple jurisdictions, coordinating response while balancing each agency's unique procedures and operational needs.

03

Support Services Arsenal

Beyond dispatching, CRCC supports public safety through specialized programs and resources such as phlebotomy response, negotiation support, drone/DFR program, public alerts, and other operational tools.

Regional Discussions

This is not a new concept. Discussions around PSAP consolidation in Yavapai County have been occurring for many years and predate current leadership in many of the involved agencies.

Both CVMO and CWPD have participated in two separate third-party feasibility studies evaluating dispatch services in the region. In both instances, the findings supported a more consolidated regional model.

5 PSAPs → 2 PSAPs

The 2025 third-party study recommended reducing Yavapai County's 5 PSAPs to 2 primary centers, while retaining facilities on each side of the mountain for backup and training.

5 mins → 2 mins

What is good enough when a life is on the line?

A primary goal of this effort should be to reduce response time by decreasing the number of call transfers.



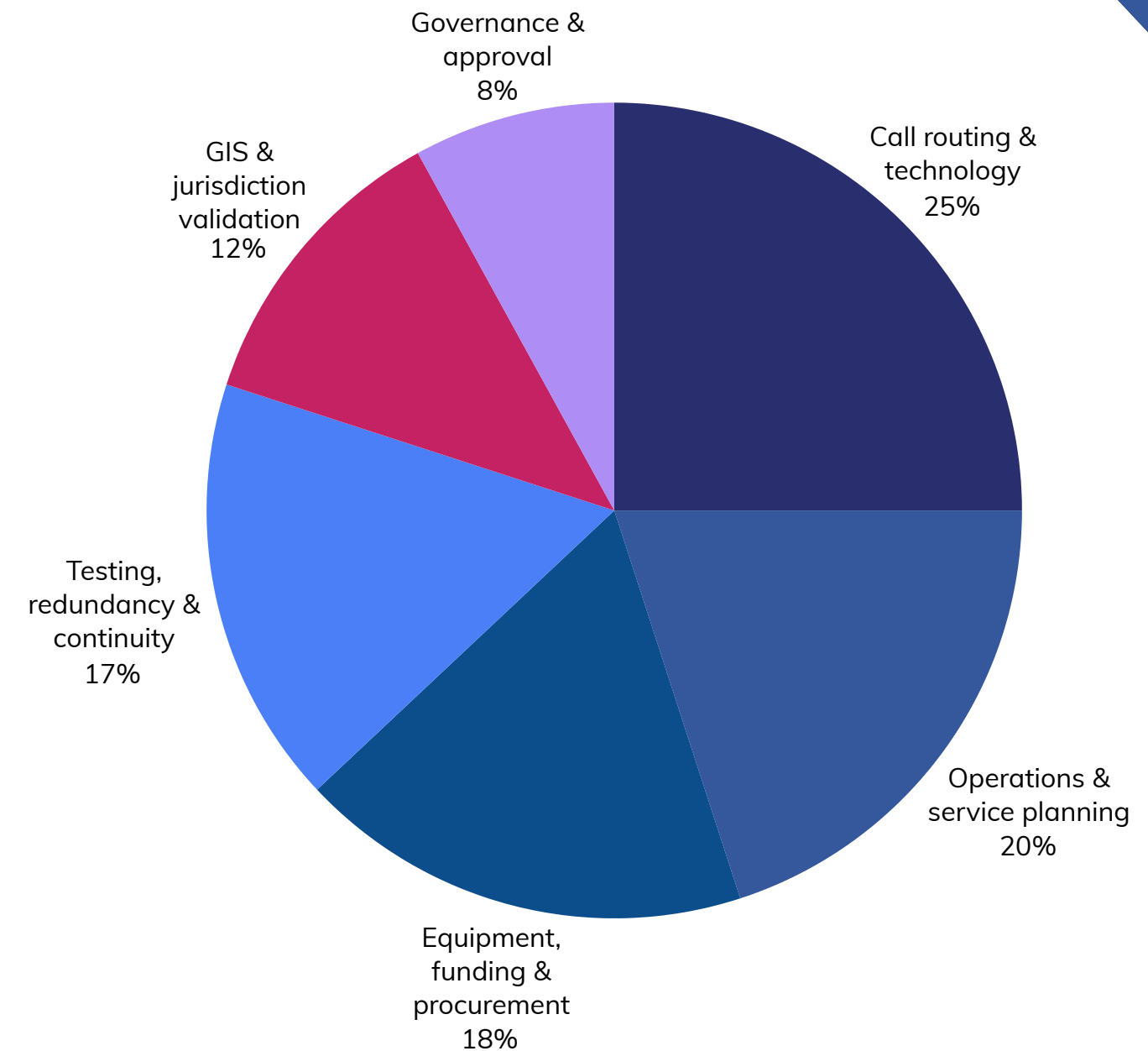
Letter of Intent

Formal Notice - Not Final Approval

Notifies the State 9-1-1 Office of the proposed PSAP transition and initiates coordinated review of call routing, technology, funding, service plans, and implemented requirements.

The LOI begins the formal planning and state-coordination process; it does not, by itself, complete the consolidation.

What the Letter of Intent Sets in Motion



Planning estimate only; final workload will depend on ADOA requirements and the technical findings.

Phase 1

Evaluation & Review

- Formal intent established
- Review call routing, technology, service plans, workload, etc...
- Identify gaps, costs, risks, staffing needs, C.O.O.P, and solutions
- Validate findings with involved agencies & stakeholders
- Complete draft review

Phase 2

Implementation & Cutover

- Governance, agreements, project designs, etc...
- Staffing, system config., policies and training
- Testing, exercises, and operational validation
- Continuity test and final readiness

Timeline & Process

This project will be phased, tested, and jointly managed.

Questions & Concerns

01 Would Cottonwood consider hiring the current CVMO dispatchers?

02 How would dispatchers learn Camp Verde?

03 Cottonwood also faces recruitment challenges. Why is consolidation better?

04 Does personally knowing an officer add to officer safety?

05 How has dispatching for partner jurisdictions worked?

06 Will Camp Verde lose control over its law-enforcement operations?

Financial Impact

Is Cottonwood doing this to make money? NO.

- Cost-per-call comparative metric
- Methodology using personnel and operational costs.
- Our partnership will be transparent, equitable, collaborative, and fiscally responsible.



THANK YOU

FOR YOUR ATTENTION



**Meeting Date:** August 26, 2026**Agenda Item Type:**

- | | | |
|--|---|---|
| ☐ Consent Agenda | ☐ Informational Presentation | ☒ Discussion Item |
| ☒ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

Requesting Department: Council**Staff Resource:** Interim Town Manager Charlie Cassens**Agenda Title:** Discussion and possible action regarding the establishment of the Camp Verde Equestrian Center (CVEC) Commission (Commission).**Attached Documents:**

- Draft Commission Membership Application

Estimated Presentation Time: 15 minutes**Estimated Discussion Time:** 60 minutes**Reviewed By:**

- | | | | |
|--|---|----------------------------------|---------------------------------|
| ☒ Town Manager | ☒ Legal | ☐ Finance | ☐ Other: |
|--|---|----------------------------------|---------------------------------|

Financial Review (if applicable): N/A

- Funding Source / GL Account Number:
- Approved in the FY26 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

EQUESTRIAN CENTER COMMISSION

At its July 1, and July 29, 2026 meetings, the Town Council agreed to establish an advisory body for the purpose of overseeing the development and implementation of the CVEC.

Based on those discussions, the following outlines the key policy decisions and organizational considerations for the new commission:

Scope

The scope of reference for this subject is approximately 35 acres of Town-owned property generally located at the end of Cowboy Road, from the entrance sign to the existing restrooms, and all property in between, not including the existing sports fields or wastewater treatment facilities. It is noted that although Equestrian is in the name of the Commission, its scope is not limited solely to equestrian activities.

Limitations

The Commission shall be formed as provided in Chapter 4 of the Town Code, limiting the number of Commissioners to seven (7). Members will serve staggered two (2) or three (3) year terms to be assigned as part of the selection process by Council.



Town Council

Agenda Information Memorandum

Commissioners will serve in an advisory capacity only; reporting to the Council via the appropriate department head(s) and the Town Manager. The Commission will have no regulatory authority and no operational authority with respect to directing Town staff.

The Commission will participate in the Town event permit review and approval process but may not issue permits on its own. The Commission will not have contracting capacity.

The Commission will meet regularly at the time and dates to be determined by the Commission at their first meeting. Additionally, the Commission will select a Chairperson and Vice Chairperson at their first meeting. Initial Commissioners will be selected by the Council using an application and interview process.

Commission Responsibilities

The Commission will have the following responsibilities:

- Develop Mission, Vision and Values statements to act as guiding principles.
- Develop short and long-term goals and strategic direction for the Equestrian Center venue.
- Identify facility improvements, capital investment priorities, and infrastructure needs through the annual budget development process.
- Evaluate programming opportunities and proposals submitted by the public and event organizers.
- Identify opportunities to develop partnerships with nonprofit organizations, community-based organizations, educational institutions, businesses, and governmental agencies.
- Evaluate marketing, promotional, sponsorship, and economic development opportunities that increase visitation and community engagement.
- Review policies related to the use, scheduling, and operation of the facility, including user experience, rental practices, and fee structures.
- Identify opportunities to improve the financial sustainability of the facility through grants, partnerships, sponsorships, revenue generation, and other funding sources.
- Prepare a Facilities Master Plan for future expansion or redevelopment opportunities.
- Explore innovative ways to optimize public use of the venue.
- Provide quarterly reports to the Council via the Town Manager.

Staff Support

Administrative support for the Commission to be provided by the Town Clerk's Office, including agenda preparation, legal postings, meeting coordination, and minutes. Legal support will be provided as needed and approved.



Town Council Agenda Information Memorandum

Additional staff support is available through the department responsible for the subject matter at hand - as approved or assigned by the Town Manager. All Commission proposals to the Council to be made through the Town Manager.

Membership Application

Attached is a Draft Membership Application for Council's review and approval.

Pending Council approval, staff suggests the applications be made available immediately, with a 30-day deadline. Interviews and selection may be scheduled at a special session to follow.

At its first meeting, the Commission shall establish its preferred meeting frequency and regular meeting day. Once established, the schedule would be adopted by Town Council through resolution and incorporated into the Town's annual Boards and Commissions meeting schedule adopted each year in adherence with Section 4-2-A-3 of the Town Code.

Chair and Vice Chair

In accordance with Section 4-2-A-1 & 2 of the Town Code, the Commission would elect a Chair and Vice Chair during its first meeting. The Chair and Vice Chair would work collaboratively with Town staff to develop future meeting agendas consistent with the Commission's adopted scope of work.

Staff Recommendation

Staff recommends Council review the information provided in this communication and take action to approve this item as submitted or provide staff with additional direction.

Connection to the [FY27 Strategic Plan](#)

This item supports the FY27 Strategic Plan by advancing the Town's efforts to evaluate and develop the Camp Verde Equestrian Center as a community asset through stakeholder engagement, long-term planning, and identification of future operational and capital improvement priorities.

Proposed Motions:

- *I move to approve the formal creation of the Camp Verde Equestrian Center Commission as outlined in the communication above*
- *I move to deny the creation of the Camp Verde Equestrian Center Commission at this time*
- *I move to direct staff to return with additional information as indicated by Council*



Town of Camp Verde Equestrian Center Commission Application

Thank you for your interest in serving on the Town of Camp Verde Equestrian Center Commission. The Commission serves in an advisory capacity to the Town Council by providing recommendations regarding the development, programming, operations, and long-term sustainability of the Camp Verde Equestrian Center.

Appointments are made by the Town Council. Commissioners serve without compensation and are expected to attend regular meetings, review agenda materials in advance, and actively participate in discussions and recommendations.

Name: _____

Residence Address* _____

*Applicant must be a full-time resident within the Town of Camp Verde

Mailing Address (if different): _____

Phone Number: _____

Email Address: _____

I am interested in serving a: ☐ 2-year term ☐ 3-year term ☐ Either 2 or 3-year term

Acknowledgements:

Are you able to attend evening meetings on a regular basis? ☐ Yes ☐ No

The CVEC is a public body created by the Town of Camp Verde. If appointed, do you agree to comply with Arizona Open Meeting Law, conflict of interest requirements, and any required training? ☐ Yes ☐ No

The Commission's role is strictly advisory. Members provide recommendations to the Town Council but do not direct Town staff or make operational decisions.
Do you understand this advisory role? ☐ Yes ☐ No

Do you currently have any financial interest, contractual relationship, lease agreement, or other business relationship involving the Camp Verde Equestrian Center that the Town Council should be aware of? ☐ No ☐ Yes (please explain below)

1. Why do you wish to serve on the Camp Verde Equestrian Center Commission?

2. What experience, knowledge, or expertise would you bring to the Commission?

3. What is your vision (short term and long term) for the CVEC?

4. What challenges do you expect while serving on the CVEC Commission? How would you approach addressing them?

6. The CVEC will oversee a broad range of event possibilities. These include, but are not limited to, equestrian events, motor sports activities, fairs, concerts, special interest club activities, competitions, rallies, etc. Please describe any experience or expertise you have in promoting, organizing and/or operating such activities.

7. Is there any additional information you would like the Town Council to consider when reviewing your application?

Experience & Community Involvement

Please list any boards, commissions, committees, volunteer organizations, or professional associations you currently serve on or have served on.

Applicant Certification

I certify that the information provided in this application is true and complete to the best of my knowledge. I understand that, if appointed, I will serve in an advisory capacity to the Town Council and will comply with applicable Town policies, the Arizona Open Meeting Law, and conflict of interest requirements.

Applicant Signature: _____

Date: _____

Submit completed application to:

Camp Verde Town Hall
Attention: Town Clerk Leah Rhodes
473 S. Main Street Suite 102
Camp Verde, Arizona 86322
Email: Clerk@campverde.az.gov

Deadline: **Wednesday, September 30, 2026 @ 5pm**

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**Meeting Date:** August 26, 2026**Agenda Item Type:**

- | | | |
|---|---|--|
| ☐ Consent Agenda | ☐ Informational Presentation | ☒ Discussion Item |
| ☐ Action/Decision Item | ☐ Executive Session Request | ☒ Other: Staff direction |

Requesting Department: Interim Town Manager**Staff Resource:** Interim Town Manager Charlie Cassens**Agenda Title:** Discussion and Staff Direction Regarding Town Manager Recruitment Process**Attached Documents:** None**Estimated Presentation Time:** 5 minutes**Estimated Discussion Time:** 10 minutes**Reviewed By:**

- | | | | | |
|--|---|--|----------------------------------|---------------------------------|
| ☒ Town Manager | ☒ Legal | ☐ Risk Management | ☐ Finance | ☐ Other: |
|--|---|--|----------------------------------|---------------------------------|

Financial Review (if applicable):

- Funding Source / GL Account Number: Courts special funds:
- Approved in the FY27 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information: The search for the Town's next Town Manager is about to get underway. Human Resources is in the process of preparing recruitment materials and gathering quotes from a variety of professional recruitment firms for this purpose. Most firms charge a fee based on a percentage of the proposed salary for the position in addition to added processes requested by the customer (e.g.: personality profile, background research, online presence, proficiency testing, etc.) These contracts can take months to complete, and cost tens of thousands of dollars. Before selecting and investing in a professional firm to conduct this work, staff proposes to perform the initial recruitment using resources immediately available. The process would include listing the position on sites such as Govjobs.com, Indeed, LinkedIn, the League of Arizona Cities and Towns jobs page, and other related job sites. This would be the lowest cost alternative and may produce viable candidates in a relatively short timeframe.

Connection to the [FY27 Strategic Plan](#) A positive outcome of the Town Manager recruitment process would be to gain a competent, effective and seasoned professional who will lead the Town in accomplishing all the goals outlined in the Strategic Plan.

Proposed Motion(s): *I move this Council direct staff to implement the Town Manager recruitment process utilizing internal resources.*

Alternate Motion: *I move this Council direct staff to return with a list of qualified bidders for the Town Manager recruitment process.*