

PRESCOTT FIRE DEPARTMENT

Strategic Plan



2024 Update



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Dedication

This document is dedicated to our community, whom we have a duty to protect, and the public safety professionals that came before us.

May we never forget their contribution and sacrifice to allow us the ability to stand on their shoulders so that we can envision a bold future.

Acknowledgments

The Prescott Fire Department wants to acknowledge the hard work of its stakeholders who created this plan. The residents, businesses, city leadership, and fire department membership genuinely engaged in this process to improve their fire department and their community.

The work on the 2023-2028 Strategic Plan began with an extensive assessment by internal and external stakeholders to establish a redefined organizational identity and an updated mission, vision, and values.

In addition, a comprehensive evaluation and utilization of currently relevant portions of the 2019 strategic plan prepared for the department's initial application as an accredited agency were conducted. Finally, the department assessed citizen, business, and departmental input in 2018 and 2022.

In 2022, the department also engaged the leadership of city departments as a distinct stakeholder Program. With their feedback and dedication, this document was possible.

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

Emergency Services International (ESCI)
Chantilly, VA
<https://esci.us>

Advanced Strategy Center (ASC)
Scottsdale, AZ
<https://www.advancedstrategycenter.com>

Managing Results, LCC
Gunnison, CO
<https://managingresults.com>

Document Design

Prescott Fire Department



Prescott Fire Department is an Internationally Accredited Agency

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Document Change Log

<i>Year</i>	<i>Version</i>	<i>Change Description</i>
2024	v24.0	<ul style="list-style-type: none"> ○ Updated Program Budget Structure ○ Added CRM and Workforce Goals ○ Adjusted Fire Station Construction Timeframes ○ Moved Appendix A and B to SharePoint ○ Consolidated Financial Impact Analysis into Appendix
2024	v24.1	<ul style="list-style-type: none"> ○ Updated Goals in Result Areas 1 and 2 to Reflect City Council Strategic Plan Adoption
2024	V24.2	<ul style="list-style-type: none"> ○ Updated Program Name Updates from August 2024 SLT Direction
2024	V24.3	<ul style="list-style-type: none"> ○ Added City of Prescott General Plan Outline

2024 City and Department Leadership



Mayor & Council

Mayor Phil Goode

Mayor Pro Tem Connie Cantelme

Councilmember Eric Moore

Councilmember Ted Gambogi

Councilmember Cathey Rusing

Councilmember Brandon Montoya

Councilmember Lois Fruhwirth

City Management

Dallin Kimble, City Manager

Tyler Goodman, Deputy City Manager

Joseph Young, City Attorney

Sarah Siep, City Clerk

Department Senior Leadership

Fire Chief Holger Durre

Deputy Fire Chief Thomas Knapp

Operations Chief Ralph Lucas

Professional Services Chief Scott Luedeman

Administrative Supervisor Lori Burkeen

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Letter from the Fire Chief

The Prescott Fire Department is at a crossroads as an organization. The pressures created by community growth, increased demand for services, and rising costs impact the department's ability to meet the community's needs at the same level our stakeholders expect. Due to these factors, the organization has become more reactive in responding to this operating environment. However, this is the opposite of what such a challenge demands.

This is further complicated because the city as an organization finds itself in a more complex policy environment than ever. Public safety services are a primary function of local government, but community issues extend far beyond public safety, and solutions require collaboration and innovation. To reduce the community's risk, this department intends to use this plan to allow city leaders to fulfill the duty of providing these services while also attending to a wide range of community issues.

To respond successfully to such challenges requires leveraging unique features of our operating environment, forecasting the factors that could influence future success, and developing an agile plan to prepare for the future. This requires innovation and transitioning away from a one size fits all approach. The outcomes for citizens, rather than the solution itself, should drive decision-making.

This strategic plan calls for a significant investment in public safety infrastructure. In the five-year planning range, two new fire stations, renovations to existing stations, and increased resources in emergency medical services are proposed. However, community growth has outpaced the ability of the city to respond to the demand for services by using capital and response resources alone. Therefore, several initiatives are aimed at community risk reduction, particularly in wildfire impacts, emergency management, and low-acuity call impacts. We also intend to leverage technology to increase existing resources' efficiency and invest in our firefighters to ensure they safely return home at the end of their shifts and careers.

This strategic plan is a significant departure from prior planning efforts by utilizing a results-oriented methodology that measures the impact on the customers we serve. It enables us to objectively demonstrate how an improved resource allocation will benefit the community instead. By linking resource allocation to performance, the department can partner with the rest of the city, the council, and the community to have an objective and consistent conversation to help discern the most appropriate solution to adaptive challenges.

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

Holger Durre
Fire Chief



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Executive Summary

The purpose of the Prescott Fire Department Strategic Plan is to serve as the primary guide for organizational prioritization, fiscal decision-making, and evaluation of the effectiveness of service delivery. These combine to help accomplish the daily mission and move towards achieving the long-term vision of the department. This document was initially adopted in 2023 but is intended to be a living document. Print editions are therefore rare, and the focus is instead on annual updates to ensure the plan remains to serve the intended purpose.

The planning effort utilized relevant portions of the department's Community Risk Assessment and Standards of Cover and the Organizational Self-Assessment. In addition, a thorough stakeholder analysis was conducted that included department members, city leadership, elected officials, the business community, governmental partners, and our residents.

Seven [strategic issues](#) were identified that the department must address to serve the community effectively. These challenges are all equally important and relate to the following:

- **Staffing and Infrastructure** – There is a need for increased capital infrastructure and associated staffing to meet growth in the City of Prescott.
- **Occupational Safety** – Existing station infrastructure and policies need to incorporate current evidence-based research related to the fire service that influences the well-being of personnel.
- **Data Collection and Analysis** -The department must improve the utilization of data collection and analyze it to drive organizational performance management.
- **Community Growth** – Public safety resource allocation has not substantially increased while the community and its associated service demand have doubled.
- **Sustainable Funding** – The general fund for the City has experienced increased demands creating the opportunity for solutions that more effectively align service demand with public safety resource allocation while accomplishing overall city priorities.
- **Resource Viability** – The current resources allocated to the department are not sufficient to effectively manage its current responsibility. Therefore, they must be addressed before meeting the demand for the expansion of capabilities.
- **Workforce Development** – Significant changes in the workforce and the community, coupled with an evolution of the profession's demands, require a dedicated focus on investing in the current workforce and being proactive about recruiting new public safety professionals.



To address these seven strategic issues and measure results focused on the customer, the department's budget and performance management structure has been reorganized into [four primary executive-level divisions that oversee 16 functional programs](#). These programs deliver over 350 unique services and are structured to direct resources in a targeted manner that reduces the negative impact of strategic issues. Progress will be measured and reported by evaluating the effectiveness of resource allocation using

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measures related to the demand for services, efficiencies, outputs, and performance-based outcomes meant to accomplish strategic results logically and predictably.

[Five high-level strategic results](#) guide the executive-level divisions. These are the primary measurement areas the plan is designed to report progress towards. A measurable impact is expected to occur in the community by 2028, supported by striving to achieve these results. The five strategic results and associated measurable results.

[Strategic Result 1: Responding to Risk - Achieving Effective Community Risk Reduction Solutions.](#) The Prescott Fire Department (PFD) will reduce the negative consequences of life-threatening emergencies experienced by: Utilizing technology and performance management to affect a 3% annual reduction in response times, establishing a baseline measure for cardiac arrest patients that leave the hospital to live a normal life; and performing a comprehensive update of the Community Risk Assessment (CRA), with particular emphasis on wildland fire risk, followed by a mitigation plan to be approved by City Council.

[Strategic Result 2: Infrastructure - Positioning Infrastructure to Deliver Strategic Results.](#) The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering services consistent with the City's adopted Standards of Cover by Establishing a fire department survey to assess respondents' satisfaction with PFD services by geographic location in the city and opening two new strategically located stations which will be staffed and operational.

[Strategic Result 3: Workforce – Supporting our People.](#) The Prescott Fire Department will focus on ensuring that firefighters have their health and safety needs met, experience personal and career development opportunities, and work in an inclusive organizational culture focused on achieving results for the community by: reducing the injury rate of personnel by 3% year-over-year; ensuring that 100% of eligible PFD members complete the annual department physical; establishing a career development plan for those interested; establishing an organizational succession plan for the roles of Engineer through Fire Chief; and, ensuring the needed number of qualified applicants are available for all recruitment and promotional opportunities.

[Strategic Result 4: Performance Measurement – Leveraging the Value of Data.](#) PFD will establish a performance management system to measure, report, and act based on data from cross-disciplinary databases by: developing data analysis resources that measure accurate and relevant information; ensuring that results-oriented performance measures will inform operational, policy, and budget decisions regarding the Fire Department; and, successfully applying for progressively rigorous ICMA certificates in performance management to further guide the use of data within the organization.

[Strategic Result 5: Vision and Values - Forged by Values/Energized by Vision.](#) The firefighters and civilian staff of the Prescott Fire Department bring strong values and a forward-looking commitment to the work. Therefore, the department seeks and is committed to creating an organizational culture consistent and aligned with its members and values, by: ensuring that all messages, behaviors, and beliefs from department leadership are consistent with a customer-focused culture; establishing expectations and support systems for supervisors to reward, manage, and promote organizational values and expectations; evaluating organizational culture through an employee engagement survey that measures adherence to organizational values and expectations; and, ensuring each member and

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their supervisor have a conversation about the member's contribution to the organizational culture at regular performance evaluations.

These results, if accomplished, will help place the community in a position to ensure that the public safety infrastructure, resources, and workforce are applied in a data-driven and values-based manner to maintain the high quality of life enjoyed by Prescott residents and visitors.

Planning Methodology

The department utilized a three-phase approach to develop the strategic plan. These consisted of a review of existing organizational planning documents, conducting a comprehensive organizational assessment using feedback from multiple stakeholder programs, and establishing a results-oriented business plan that consolidated all three phases. This comprehensive approach was chosen partly due to a change in leadership in the organization and a change in the political environment influencing the department.

The department relies on three key planning components in its environmental scan to identify the structural, cultural, and financial factors impacting its demand and ability to provide services. They are the Community Risk Assessment, External Stakeholder Input, and Internal Stakeholder Input. All three of these components rely heavily on ensuring that varied audiences can provide objective feedback. This meant that the department utilized various feedback methods to ensure a diverse audience was accessed, including in-person and virtually moderated sessions.



Review of Organizational Planning Documents

The work on the 2023-2028 Strategic Plan began with an extensive assessment of the department's existing strategic plan, the Community Risk Assessment/Standards of Cover, and its accreditation report recommendations from its 2019 site visit. The goals and objectives of the previous strategic plan indicated that significant progress had been made, but adjustments were needed to be contemporary to the current environment. These documents collectively formed a foundation to inform the strategy of the next two phases.

This strategy called for two distinct planning engagements. The most important was establishing a defined organizational identity to be a foundation for a metric-driven business plan. Engaging in the latter could not occur until clarity was gained over the organization's identity.

Organizational Assessment and Identity

The Advanced Strategy Center (ASC) was selected for this work because of its experience with shift-based work common to fire departments, familiarity with issues unique to Arizona, and ability to gather feedback from a much larger audience than in other stakeholder engagements. During June 2022,

several stakeholder input sessions were held, including a fire department leadership workshop and a validation survey to the internal team members on the Mission, Vision, and Values work.

The sessions were well received and signaled that change is underway at the Prescott Fire Department. The work found that Prescott Fire Department is an organization that desires fundamental change, is ready for that change, and is ready to move forward.

The ASC conducted stakeholder sessions as follows:

- Internal stakeholder online sessions, June 7-9. 3 facilitated sessions were conducted with 58 participants; survey access was extended to anyone unable to join the live sessions, and two additional participants completed feedback for 60 total participants. This represented roughly 90% of firefighters assigned to operational roles.
- Community stakeholder session facilitated on June 20 at the Prescott Council Chambers in a public forum style capturing key themes and the fire chief adding context and handling additional open questions. About 15 members of the public attended, including the Mayor and an additional Council member. Cindy Barks from The Daily Courier also attended and conducted a follow-up interview with the Chief that led to a very positive front-page story published in the Courier on June 23 to explain the process to the public.
- An online community stakeholder session focused on business and agency organizations was conducted on June 21. 8 participants in the session, with an additional participant providing feedback on the survey access extended to 9 participants.
- A City department peer session was conducted on June 22 with 18 participants, providing perspective from the City of Prescott government.

This produced input documents that assessed the perspectives of over 100 stakeholders that provided their input on the Prescott Fire Department today and how the organization could evolve. Two additional activities were then conducted to review the input work as follows:

- The PFD Leadership Workshop was conducted in person on Monday, June 27, at the Prescott Centennial Center. 12 leadership team members provided their input via a blend of the Advanced Strategy Lab platform and open discussion to develop the Mission, Vision, Values, and Organizational Identity recommendations.
- Based on the Workshop input, revised Mission, Values, and Values statements and organizational identity attributes were made available to the PFD internal stakeholders for review and comment as a 'validation survey.' 20 internal team members completed the 'validation survey'.

This resulted in establishing a fully updated Mission, Vision, and Values and organizational identity. This was established through two engagements of the PFD Senior Leadership Team analyzing the stakeholders' feedback during this phase of the process.

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Development of a Strategic Business Plan

Once this work was completed, the focus shifted to performing a performance-based assessment of the organization. Managing Results, LLC was used for three separate on-site engagements that did an in-depth environmental scan to assess strategic issues, identify the services delivered by the department and organize these into program areas, and finally develop strategic results connected to the department's annual budget allocation.



During this phase of the process, the stakeholder model expanded by reaching further down the organizational structure of internal and external stakeholders to establish 15 distinct strategic programs with relevant measures established by subject matter experts in each area.

This work concluded in December of 2022 capping off a progressively detailed 6-month planning process. What follows is the culmination of these phases, which inform the organization's future direction. Prescott Fire Department members have

committed time, effort, energy, and frank honesty to develop this plan. However, its success depends entirely on the follow-through by all organization members to achieve the stated outcomes listed herein and live up to the mission, vision, and values.

An organization that knows where it is going knows the environment in which it must operate and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. In addition, this planning process has served to refresh the organization's continuing commitment to professionalism and set the path toward future success.

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Section 1 - Mission, Vision, and Values



Prescott Fire Department Core Identity and Mindset

Our Purpose - Mission

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

Our Core Identity and Attitude

Community First

Courage, Grit, and Duty

Driven by Excellence

Our Shared Values and Beliefs

Professionalism

Competence

Compassion

Trust

Collaboration

Integrity

Leadership

Innovation

Fun

Humility

Ownership

Our Aspiration - Vision

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

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Connection to the City Strategic Plan

The City of Prescott's 2024 strategic plan guides the city council in policy deliberations and decisions. This year, the council engaged in a new results-oriented approach to strategic planning that is also the foundation of the fire department strategic plan. The same consulting firm that helped the department with Phase 2 of its initial work facilitated the council plan. At the time of the 2024 annual update, this plan was still in draft status and is represented here as a placeholder to indicate the direction of the connection between the two planning documents. The fire department receives a significant share of the general fund, and the department is very interested in leveraging the fire department plan to achieve overall city priorities. The following highlight the major elements of the City of Prescott's Strategic Plan that the fire department contributes to in connection with this plan to help the city meet overall goals and objectives.

City of Prescott, AZ: Strategic Plan

PUBLIC SAFETY

- Through partnerships and investments in public safety infrastructure and personnel, the community will experience improved emergency services and results as evidenced by:
 - By FY28, the community will experience infrastructure as identified in the Fire Department's strategic plan of two (2) new strategically located fire stations.
 - By FY29, 90% response times will be at or below 8 minutes.
 - By FY29, the community will have the ability to successfully contact 911 through their cellular/mobile devices at any place within the City of Prescott.
- By FY28, the community will experience a feeling of safety through the presence of Police Officers and the increased capacity to respond, as evidenced by:
 - Full staffing for the Police Department
 - Proactive community policing in downtown
 - Increased traffic enforcement
- By FY29, the community will experience a sense of personal and economic safety through infrastructure improvements that will allow unconstrained operations of commercial carriers, other airport tenants, and fire fighting capabilities from the Prescott Regional Airport.

DYNAMIC ECONOMIC ENVIRONMENT

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

INFRASTRUCTURE

- The community will experience the safe, efficient flow of traffic/transportation throughout the City as evidenced by:
 - By FY26 there will be a reduction in traffic injuries/fatalities
 - By FY 27 there will be a reduction in traffic congestion
 - By FY28 there will be a reduction in pedestrian injuries/fatalities
- Beginning in 2024, in alignment with the long-range regional Transportation Plan and working partners (CYMPO, ADOT, etc.), the City will champion the development of a regional network to include the highway system and regional roadways.
- By FY28, through the development of a long-term Water Management Plan that includes a focus on infrastructure, distribution and delivery, conservation and safety, the community will experience safe potable water within the water service area boundary.

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- By FY28, in alignment with the Workforce Housing Committee, the General Plan and the housing Needs Assessment, the City will facilitate a continuum of housing options for essential workers so they can live, work and be engaged in the Prescott community.

PRESERVING AND PROTECTING THE NATURAL ENVIRONMENT

- Beginning in FY25, through regional cooperation and partnerships and the enforcement of the 25% open space requirement, the community will experience increased trail connectivity, outdoor recreation opportunities and meaningful wildlife corridors.
- By FY28, through regional cooperation and partnerships and a comprehensive risk assessment that builds a strategic mitigation response and recovery plan, the Prescott community will experience increased resiliency in planning for, dealing with and recovering from natural disasters.

GOOD GOVERNANCE

- The City is committed to becoming a community-focused and performance-driven organization as evidenced by:
 - Beginning in FY25, the community will receive updates on progress toward the achievement of the City's Strategic Plan (every 6 months).
 - By FY27, the community will receive updated performance information and trends about results at the Department level.
 - To ensure fiscal transparency and accountability, by FY27 the City's budget will be tied to results.

Connection to the 2025 Draft City General Plan

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

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

2025 Draft City General Plan

Fire Department Goals and Strategies

- **Goal 1: Facilitate and promote the Prescott Fire Department as a vital component of Emergency Services.**
 - **Strategy 1.1** - Continue to promote fire-adapted community principles and encourage local neighborhoods to achieve Firewise designation.
 - **Strategy 1.2** - Consistently assess the Department's strategic goals and objectives (<https://prescottfire.org/wp-content/uploads/2024/03/01-Prescott-Fire-Department-Strategic-Plan-2024-Update.pdf>).
 - **Strategy 1.3** - Reduce the negative consequences of life-threatening emergencies experienced by the community through effective response and mitigation solutions.
 - **Strategy 1.4** - Enhance Emergency service delivery through strategic positioning of public safety infrastructure.
 - **Strategy 1.5** - Establish a performance management system to base organizational decisions on cross-disciplinary databases.

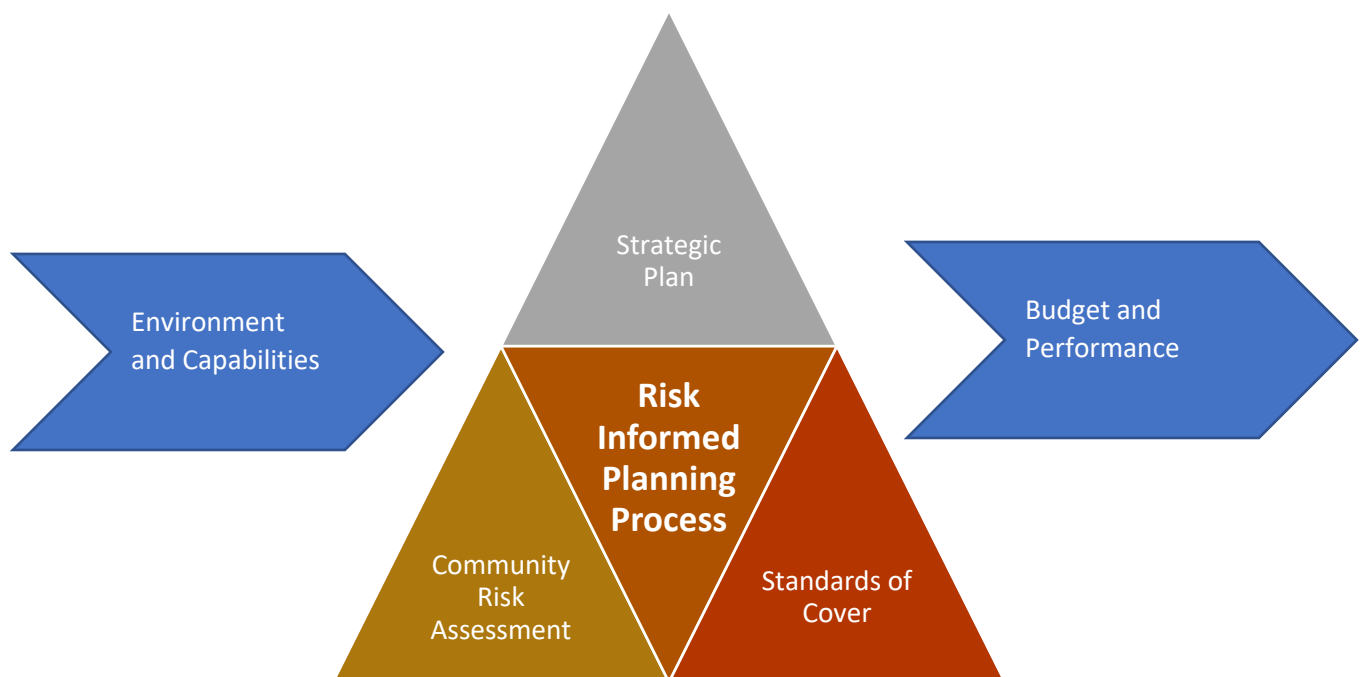
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Section 2 - Organizational and Community Assessment

The need to perform rigorous risk assessments and community-informed strategic planning is more essential than ever. The number of services that fire departments provide has increased significantly due to a better assessment of true community risk and the application of more proactive solutions to those challenges. In addition, the emergencies today's firefighters are asked to address have become more complex and sometimes more dangerous.



The Prescott Fire Department is truly an all-hazards emergency response organization. The only major area the department does not formally offer is the response to shipboard fires and emergencies. Considering the relatively small size of the department, this fact is remarkable. To respond to this environment, the department uses three key elements in its planning process. They are the strategic plan, the community risk assessment, and the standards of Cover. They inform budget requests and establish the foundation for the department's performance management approaches.



In 2019, the department completed its first comprehensive community risk assessment, which is the foundation for assessing the risks faced by the community. This effort is being renewed beginning in March 2024 in collaboration with our response partner, Central Arizona Fire and Medical Authority. It is an integrated “living” document that will be updated along with the Standards of Cover on an annual basis. A major update is expected in 2024 as the department's initial five-year accreditation cycle is

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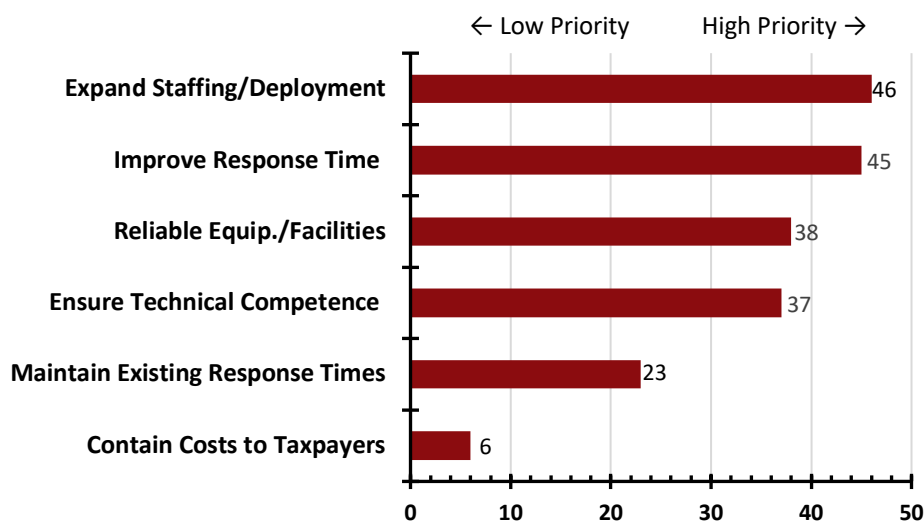
nearing an end and the assumptions utilized in this document need updating to prepare for re-accreditation.

Stakeholder Input and Engagement

2019 Strategic Plan Stakeholder Outreach

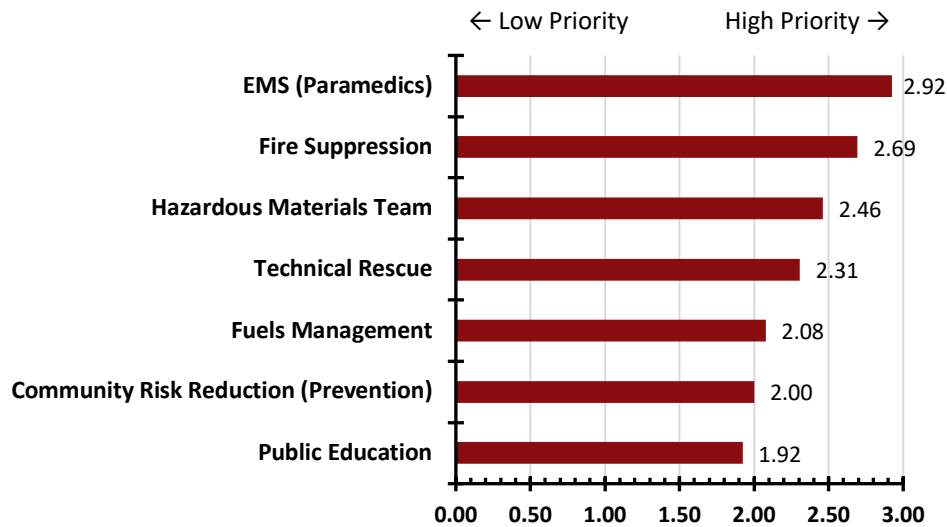
The 2019 process engaged stakeholders in a traditional in-person format and is represented here to show alignment with the findings of the 2022 process. While it was not formally a part of this update, it is relevant and shows that the key assumptions remain unchanged. Both the business community and citizen stakeholders were invited to participate. Below is a high-level summary of the findings of that engagement. Each Program was asked to report their planning priorities for the department, which services they felt were the most important, and their general opinions of the overall state of the department. Those in attendance (13) did not constitute statistical validation but should be viewed as a potential indicator of the business community's general leanings.

Figure 1. Business Community Planning Priorities



The attendees were given the preceding list of values or planning elements and given a forced choice: comparing each element to all the others to decide which was the most important (e.g., technical competence versus contain costs, technical competence versus maintain response times, etc.). The total value possible cumulatively is 65 per planning element. The results are illustrated in Figure 1, reflecting that the Program prioritized expanding staffing and deployment over every other planning element, followed closely by improving response times and then reliable equipment and facilities, ensuring the technical competence of PFD personnel, maintaining response times, and finally containing costs.

Figure 2. Business Community Service Priorities



In the same session as just discussed, the attendees were given a list of current services provided by the fire department, which were described. The choices were to assign a 3 (critical priority), a 2 (important priority), or a 1 (low priority) to the list of services. The respondents were allowed to assign as many 3s, 2s, or 1s as they wished and were also allowed to strike through any service, they felt the fire department should not be providing or add a service the individual respondents believed was missing from what should be provided. No attendees struck through any services, but two attendees separately added “EMTs well-checking frequent system users or post discharge patients.”

The Program prioritized advanced life support (paramedic) services as the most critical service offered by PFD, followed by fire suppression, hazardous materials, and technical rescue response. Fuels management, community risk reduction (prevention), and public education were scored lowest, but still at or above an important priority.

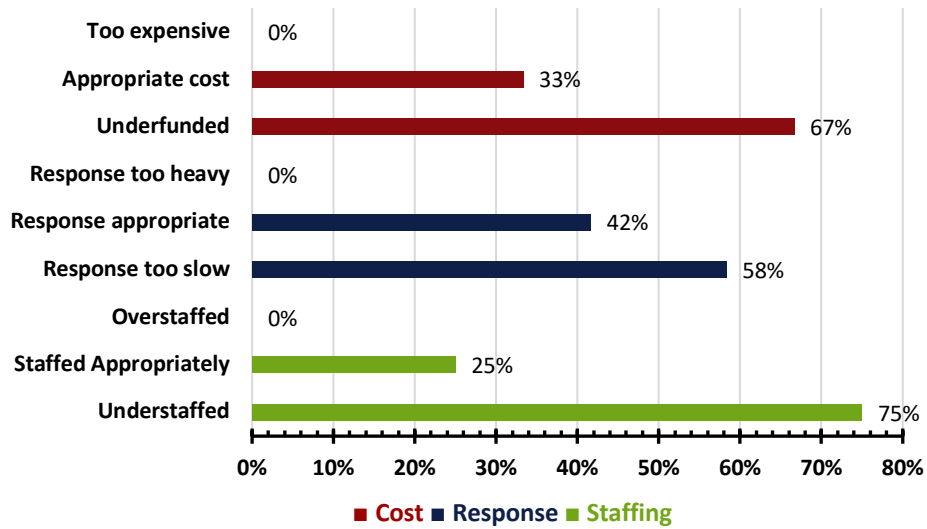
Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in Figure 3 that most described their perspective.

Figure 3. Staff/Response/Cost Opinion Options

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

The results of the opinion poll are reflected in Figure 4.

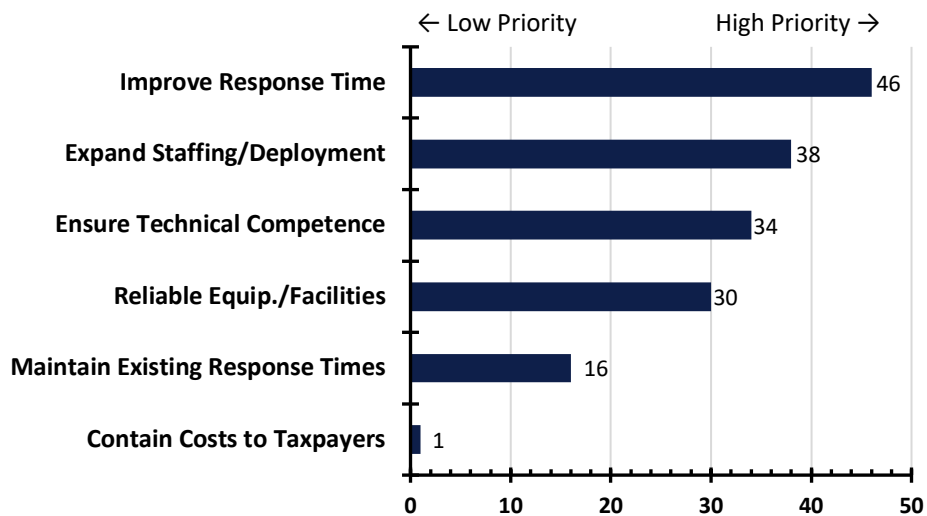
Figure 4. Business Community Staff/Response/Cost Opinion Poll Results



Interestingly, the business respondents agreed most that PFD was underfunded, that response was too slow, and that PFD was understaffed.

These same tools were administered in the same way with identical instructions on the same day to citizens of the community in a separate forum. Those in attendance (10) did not constitute statistical validation but should be viewed as a potential indicator of the community's general leanings.

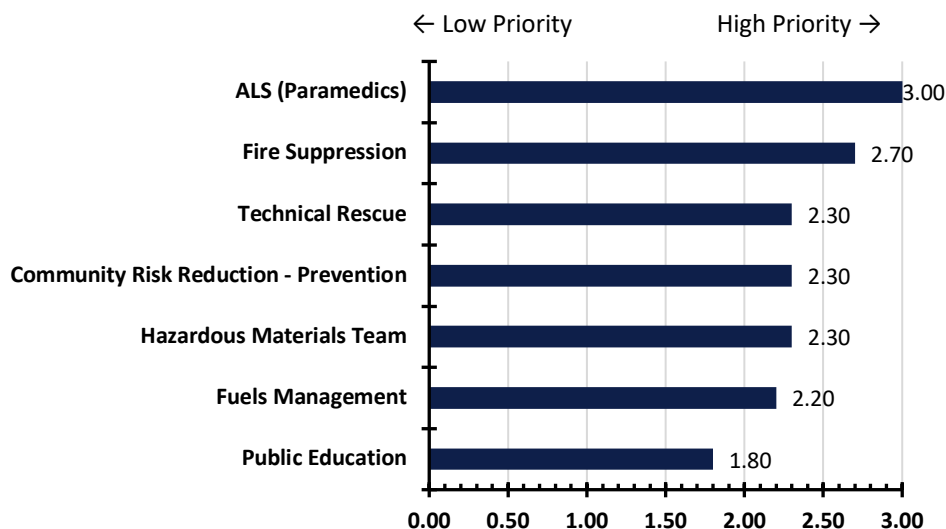
Figure 5. Citizen Planning Priorities



As with the business community, citizen stakeholders were given the list of values or planning elements and given a forced choice: comparing each element to all the others, deciding which is the most important. The total value possible cumulatively for any single planning element is 50. The results are illustrated in Figure 5, reflecting that the Program prioritized improving response time over every other planning element, followed by expanding staffing and deployment, ensuring the technical competence of PFD personnel, and having reliable equipment and facilities. Maintaining response time and containing taxpayer costs were given the lowest priority.

In the same session, the attendees were given a list of current services provided by the fire department. As with the business community, the choices were to assign a 3 (critical priority), a 2 (important priority), or a 1 (low priority) to the list of services. The respondents were allowed to strike through any service they felt the fire department should not be providing or add a service the individual respondents believed was missing from what should be provided by the fire department. No services were struck or added.

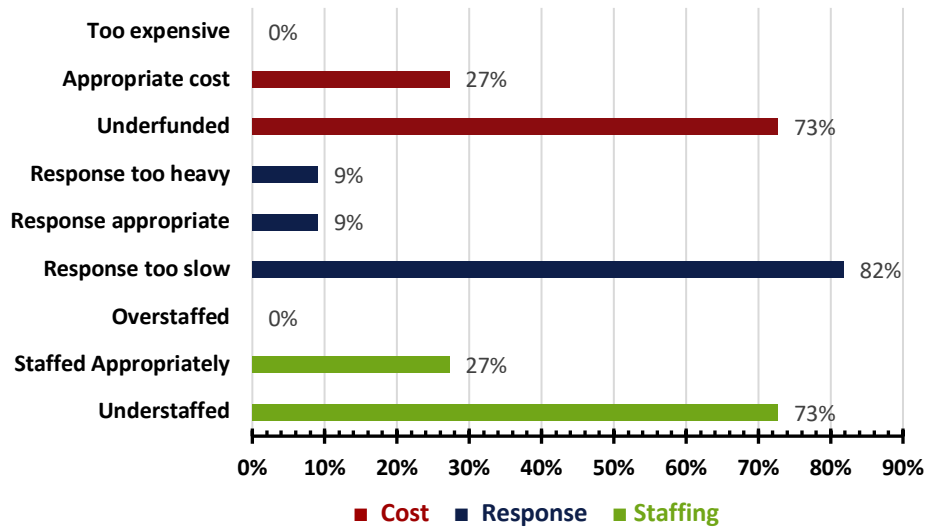
Figure 6. Citizen Service Priorities



As with the business community, the citizen stakeholders prioritized advanced life support (paramedic) services as the most critical service offered by PFD, followed by fire suppression. The citizens' remaining priorities differed slightly in order from the business community, but public education was scored lowest in priority for both programs.

Finally, the attendees were given an opinion poll, where they were asked to check the one box under each of the headings in Figure 7.

Figure 7. Citizen Staff/Response/Cost Opinion Poll Results



As with the business community, the citizen respondents agreed most that PFD was underfunded, that response was too slow, and that it was understaffed. In all three categories, the citizens in attendance weighed their responses heavily in the deficit (underfunded, understaffed, and slow response time).

2022 Stakeholder Outreach – Subjective Factors

The department's first step for stakeholder engagement during the 2022 strategic planning process was a thorough examination of where the department is positioned as a Program of emergency response professionals, as an asset in the community, and what the challenges and opportunities that are facing the department. This was to determine if the mission, vision, and values needed to be updated, and if so, what that should be. Below are the key findings from that process:

- **Key Finding #1: Duty to serve – Hopeful for the future:** Prescott firefighters will answer the call and fulfill the fundamental mission of providing the fire/emergency services that keep the community safe. However, their goodwill has been stretched thin by a resource model that has not kept pace with the current environment and is insufficient for the community's growth. Their outlook is *temporarily buoyed* by the arrival of new leadership and a collaborative approach to rethinking the organization for that future. But the progress in that future will need to be tangible to reinforce that PFD is making investments in facilities, systems, and people to align with the desired organizational vision and identity for the future.
- **Key Finding #2: Inability to keep up with growth – Ready for change** The challenge for PFD is that the department is playing catch-up relative to the *current environment regarding* resources, facilities, compensation, and planning. The *future environment* is already arriving, which means that PFD has to execute faster than the change rate in the community. That means the leadership style, values, and culture must support a willingness and ability to change. The good news is the outlook of the staff of the PFD related to how they see the current state of the organization and that they are ready (way past ready) for that change. This indeed creates the need and the opportunity to advance a new organizational identity for PFD—embodied with a refreshed mission, vision, values, culture, and sense of what this organization could look like in the future.
- **Key Finding #3: Be succinct in words and action – Lead with compassion:** The general feedback spirit from the internal stakeholders is to keep the mission simple—emergency services, community context, delivered with skill and compassion.
- **Key Finding #4: Be bold and build the future:** The vision is not just for those that are here today, it is also relevant for the next generation that will join PFD. To be “the best in the west” is a seriously high standard. More important are proactivity, regional leadership, and a leader in the community. The core elements of respect, admiration by peers, and community engagement and *preservation* of the family culture all seem to connect. This vision, regardless of final language, will need to be guided by the values and cultural components to be viewed as credible.
- **Key Finding #5: Innovation and push forward - Challenge the status quo:** Looking forward with innovation, a drive for constant (or continual) improvement is an element that represents a bridge to the future—“don’t be stuck in the past”, don’t do it this way just “because we always have”.



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- **Key Finding #6: Rooted in a values-oriented culture:** PFD has a strong and distinct culture, and the majority of the elements serve PFD well and should be sustained for the future. Leadership values are important and should be placed in the right context within the culture.
- **Key Finding #7: Operationalize the Vision:** The strategic plan must create action plans that establish a bold path for change. This begins to paint a picture of the future that is very attractive to the workforce today and would be well-positioned for the next generation.
- **Key Finding #8: Use the values to build the future:** The survey pointed to the idea of a new Prescott Fire Department that values its history and heritage but is ready to move on as a leadership-driven organization, forward-thinking, progressive, open and transparent, accountable and community-focused.
- **Key Finding #9: Purpose and Identity:** Purpose is a powerful concept but will require more education to differentiate purpose from the mission and to see the real difference, over time and with the right resources, that the PFD makes in the lives of our community members. At the end of the day, it is to support that safe environment and know that you are protected. A focus on identity is important.

These findings were thoroughly reviewed, and the department's command staff and key leading members met to finalize the mission, vision, and values, which determined the new organizational identity and set the stage for the strategic business plan.

2023 Community Survey

The City of Prescott initiated a statistically valid survey in partnership with Polco, a nationally recognized partner in surveying communities¹. This survey revealed general support for public safety and also that additional funding would be supported if response times could be improved. The summary of that portion of the survey is presented here.

Prescott residents feel safe and indicate support for additional investment in public safety.

Nearly all survey respondents indicated that they felt very or somewhat safe in both their neighborhood (96% very or somewhat safe) and Prescott's downtown/commercial area during the day (94%). About 9 in 10 survey participants favorably rated their feeling of safety from property crime, higher than the national benchmarks. A similar percentage reportedly felt safe from violent crime, but this score was on par with comparison communities. Resident perception of safety from fire, flood, or other natural disaster also met the national average, with about three-quarters of evaluations being positive.

All safety-related services garnered ratings similar to national averages. Fire services were given excellent or good marks by approximately 9 in 10 residents; about 8 in 10 offered positive evaluations for fire prevention and education, police services, and crime prevention. Approximately three-quarters of reviewers favorably rated animal

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

control and ambulance or emergency medical services, while two-thirds of respondents similarly rated emergency preparedness in Prescott.

The City chose to include additional, unique questions on this survey. When asked for their preferred approach to balancing public safety times with the associated cost, 73% of respondents strongly or somewhat supported shortening public safety response times, even at an additional cost. A similarly high percentage (78%) favored maintaining current response times and costs, while only 15% encouraged the City to accept longer public safety response times at a lower cost. Additionally, 76% of reviewers supported an increase in local sales tax to fund public safety facilities and services.

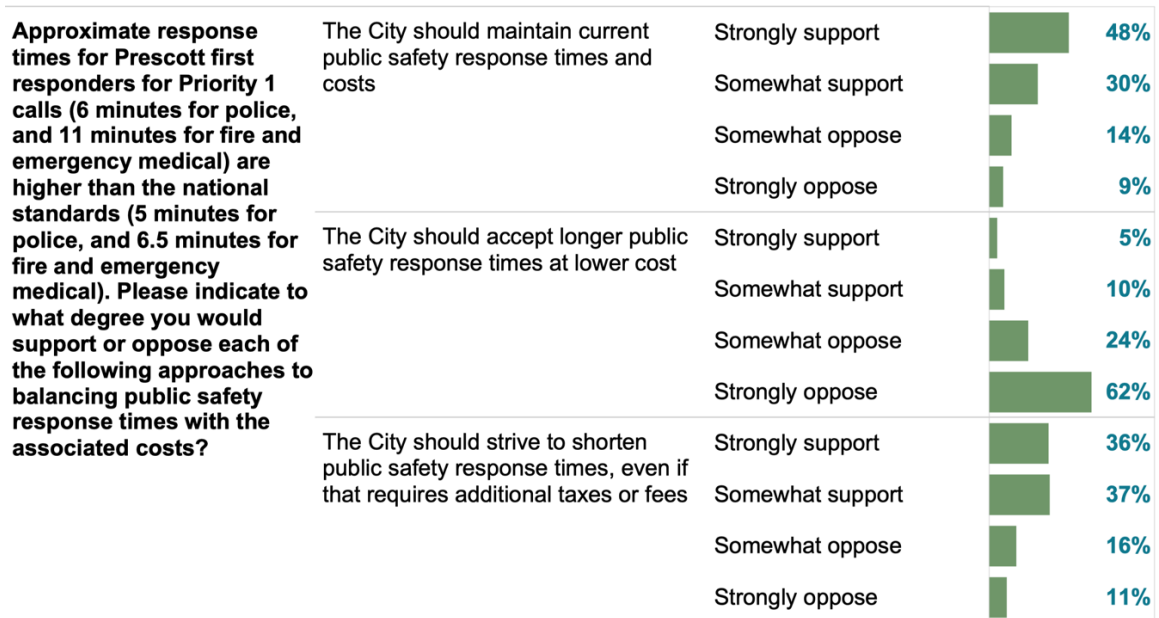


Figure 8. Public Safety Funding Support

The Forging Factors for the Future

Participants were asked where they felt the organization progressed in the leadership workshop and validation survey. This defines the foundation for the organization and the future. It is a *shared future*, and the internal team helped to define that future identity and the key strategies. These key themes are the foundation for the department's updated mission, vision, and values and the origin of the new core identity and attitude. Collectively, they present the foundation for all implementation efforts.

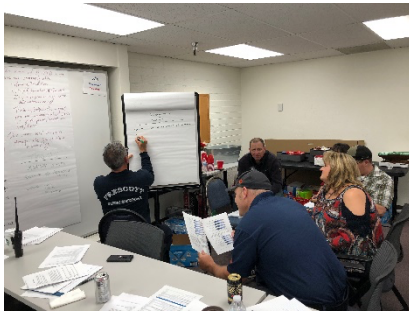
The Foundation of Our Vision

- **The Process Matters:** PFD has begun a serious change management process to redefine the organization and its support for the future. The department members are committed to the process and are committed to leadership in being part of the process.
- **We have held the line:** The only reason PFD can move forward is that its members have held the line and done their jobs in an extremely challenging environment. While the community appreciates this, PFD members recognize they must change that environment for themselves and for the community.
- **We will grow with the Community:** Prescott and this region are growing and growing for good reasons. It's a desirable place to be. PFD will grow with the community and be a leader in providing the safe environment our community needs.
- **Honor the Past, Move to the Future:** PFD has proud people and proud tradition/heritage and will always honor that, but must reset the future. Departmental members need to be willing to rethink nearly everything about what they do to serve this community in the future. Our members are that future.
- **Value our Values:** PFD is a values-based organization and operates as a family. The department's collective values and culture are the foundation for the future. As PFD moves forward, members will stay true to the values and attract like-minded people that have the same commitment.
- **We are Ready:** At every key point, the stakeholders show evidence of City support, tangible desire for resource investment, and community buy-in. The organization is ready for the leadership is in place to create the future. Members of the department will be engaged and are ready.

Environmental Scan – Objective Factors

While the first phase of the stakeholder process assessed the “heart” of the organization, the environmental scan is the “head” of this effort. This is a more rigorous process in terms of finding factual features in the community that impact the future ability of the city to provide services. The first step is to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the district operates. The 2019 and 2022 processes found very similar results and further validate the environmental factors in play.

2019 Strategic Plan SWOT Analysis



The internal planning team had to evaluate the external and internal organizational environment to properly formulate strategic initiatives. The internal planning team combined feedback from the citizen forum, the internal survey results, and their collective knowledge of the organization and the community to assess the environment in which the district operates. Analyzing the organization’s strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future. The internal survey results of the SWOT were condensed

and prioritized by the internal planning team.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization’s strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following core department strengths:

Human Capital Resilience /Adaptability Reputation/Community Perception

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. To move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an agency’s problems. The internal planning team identified the following core department weaknesses:

Financial Lack of Sufficient Personnel
Number and Conditions of Stations Ability to Conduct Training
Increased workload

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Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Opportunities exist for the Prescott Fire Department as was evidenced by the feedback from the internal survey as follows:

Increase capacity in current growth period ***CON/Community Paramedicine***

Use strategic plan, accreditation, CRA: SOC to educate elected officials and public.

Challenges

The challenges are different than the weaknesses in that they are obstacles that must be overcome as opposed to shoring up a weakness. The obstacles may be internal or external but nonetheless must be addressed to position the department to take advantage of opportunities in the future. Challenges are plentiful for the Prescott Fire Department as evidenced by the feedback from the internal survey as follows:

Maintaining response times

Emergency Medical Services

Delivery of Training

Workload

Growth without Planning

Employee Health/Wellness

Running our Business with Limited Resources (burnout and inconsistency)

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes a barrier. By recognizing these issues, an organization can greatly reduce the potential for loss. The internal planning team identified the following core threats:

Funding cuts, grant cuts, no increase

Mental health

Community Growth without corresponding agency growth

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Strategic Issue Statements

The stakeholder outreach from 2019 and 2022, diligent work on forming a defined organizational identity, and the department's Community Risk Assessment and Standards of Cover were the foundation of formulating the key issues influencing the planning needs of the Prescott Fire Department for the next five years. This area is representative of a departure from traditional planning methods as not only are the key issues identified, but an analysis of the impact of inaction is also represented to show the impact on the community for prioritizing the department's needs.

It is important to note that these statements are not the result of an individual lack of action in the past or that a stakeholder Program failed to act. Instead, they are a realistic and fact-based assessment of the current conditions influencing this plan's strategic objectives. Therefore, the focus of these statements must be to motivate future initiatives and not to look retrospectively at prior efforts to influence these factors. They are a call to solving collective problems that the community shares and a wide-ranging set of issues facing the community beyond emergency services.

The following statements represent the seven most significant strategic issues that impact the ability of the Prescott Fire Department to meet the current and expected community demand for emergency response and risk mitigation services.

Issue 1: Staffing and Infrastructure

The needs of the department for staffing and infrastructure have not been effectively communicated, resulting in a lack of understanding and prioritization by fiscal decision-makers and the community, which, if it continues, will result in:

- Continued inadequate staffing levels to meet service demands
- Continued inadequate infrastructure and equipment to meet community expectations and risk
- Poor patient outcomes
- Negative social and economic results from a devastating event
- Negative impact on the wellness of our first responders

Issue 2: Occupational Safety

Due to a changing emergency response environment coupled with inadequate facilities, equipment, and policies for Prescott Fire, members face increased exposure to chemicals, violent incidents, workloads, and stress. If national standards, codes, and recommendations are not addressed, exposures will continue to be imposed on our personnel, resulting in:

- Increased rates of injury, illness, and cancer
- Increased mental health issues
- Increased healthcare costs
- Loss of personnel

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Issue 3: Data Collection and Analysis

Continued inefficient data collection and the lack of capacity for analysis, if unaddressed, will result in:

- Lack of strategic location of assets
- Policymakers not having the data to make strategic decisions about the fire service
- Potential financial and legal implications for non-compliance with national standards and industry best practices
- The department's ability to meet response times included in the City's adopted Standards of Cover to 9-1-1 calls will continue to decline

Issue 4: Community Growth

In the past 25 years, demand for Prescott Fire Department services doubled along with the population and continues to grow, while staffing levels are virtually unchanged, which, if unaddressed, will result in:

- Limited administrative office hours, delayed response to the public
- Delayed plan reviews affecting the construction industry, fewer inspections completed, preplanning no longer addressed which affects citizen and firefighter safety, ineffective permit process
- Slower response times, personnel unprepared for response, equipment failures more frequent
- Delayed call processing at the Prescott Regional Communications Center and inappropriate resource allocation

Issue 5: Sustainable Funding

The funding provided by the General Fund is inadequate for the Fire Department to meet the City's adopted Standards of Cover, which, if unaddressed, will result in:

- Continued insufficient staffing/capital to meet the demands of the community
- Continued inability to implement innovative service measures for the community
- Difficulty exercising flexibility that would benefit the community
- An increase in facility and equipment disrepair that will further impede service delivery to the customer
- Heightened risk of not being able to respond to and mitigate a catastrophic wildland fire event
- Insurance ratings will degrade, leading to increase costs to citizens or canceled policies

Issue 6: Resource Viability

The human, infrastructural and technical resources appropriated to the PFD do not adequately meet the demands of the citizens/visitors of Prescott and will not be positioned to ensure future stability, if continued will result in:

- Response to incidents is long and will worsen
- Infrastructure costs are unmanageable and will increase
- Premature disability/death of citizens/visitors will occur
- Increased workload-related stress to employees

Issue 7: Workforce Development

A lack of cohesive planning related to recruitment, retention, and workforce development; as well as an associated insufficient trend analysis, if continued will result in:

- Increased turnover
- The lack of a succession plan
- Erosion of a community-oriented departmental culture
- Fewer interested applicants
- An ineffective workforce
- An unengaged workforce that does not feel appreciated or supported



Photo by Robert M. Winston

2002 Indian Creek Fire

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Section 3 - Strategic Business Plan

Performance-Based Budget Structure

To address these seven strategic issues, the department's budget structure has been divided into 4 Executive Divisions that oversee 16 functional programs (strategic programs) that direct current and required resources in a targeted manner to reduce the negative impact of the community's public safety issues. These were updated in 2024 to align with the growth of the department.

1.0 Division: Office of the Chief

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



2.0 Emergency Operations Division

- 2.1 Program: Fire Suppression
- 2.2 Program: Special Operations
- 2.3 Program: Emergency Medical Services
- 2.4 Program: Health and Safety



3.0 Community Risk Management Division

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



4.0 Essential Services Division

- 4.1 Program: Training
- 4.2 Program: Maintenance and Logistics



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Executive Divisions – Strategic Purpose and Key Results

The key results for the department are represented here by Division. These are considered outcome measures that flow logically from each program function that reports to them.

<i>1 - Office of the Chief</i>	
Purpose Statement	The purpose of the Office of the Chief is to provide strategic planning and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.
Key Results	<ul style="list-style-type: none">• % Operational programs that are on or below budget (measured quarterly)• % Stakeholders who report they have confidence in PFD• % Departmental strategic results achieved• % Response times within the Standards of Cover adopted by the City• % Of IT Projects Successfully Implemented

<i>2 - Emergency Operations Division</i>	
Purpose Statement	The purpose of the Operations Division is to provide all-risk response services to the public so they can live, work, and recreate in a safe community.
Key Results	<ul style="list-style-type: none">• % Call responses provided within the time frames in the Standards of Cover adopted by the City• % Special Operations responses within the time frames in the Standards of Cover adopted by the City.• % Medical emergency responses provided per the Standards of Cover adopted by the City by risk category• % Responses provided within the Standards of Cover adopted by the City

3 - Community Risk Management Division	
Purpose Statement	The purpose of the Community Risk Management Division is to provide proactive risk identification, mitigation, and management services to people who live, work, and visit the Prescott area so they can enjoy a safe, resilient, and economically vibrant community.
Key Results	<ul style="list-style-type: none"> • % Change in unplanned/unexpected fire events • Annual Assessment of <i>community connectedness</i>, which is a key predictor of resilience and recovery, will be assessed annually. • % Surveyed respondents who report that they are informed about the activities of the Prescott Fire Department

4 - Essential Services Division	
Purpose Statement	The purpose of the Essential Services Division is to provide professional and wellness development services to employees so they can succeed in their career paths and beyond.
Key Results	<ul style="list-style-type: none"> • Firefighter work-related injury rate • % Employees who are meeting benchmarks as defined in their career development plan • % FF the on the force with increased task performance year over year

Performance-Based Strategic Results

Five strategic focus areas have been established to measure and report results to assess organizational effort and progress continuously. These directly align with the department's performance-based budget structure. A cost analysis of potential initiatives is presented here to project the potential fiscal impact of the plan. It should be noted that these initiatives are not the only way progress toward these results can be achieved. The department intends to update these initiatives as future opportunities or constraints are recognized.

Financial Impact Analysis

The first edition of this plan included a detailed financial analysis of each strategic result area. This year, this approach has been adjusted to align directly with council requested discussions related to public safety infrastructure and staffing. That analysis is represented in Appendix D, which is hyperlinked [here](#).

Strategic Result 1: Emergency Response

Achieving Effective Response and Mitigation Solutions

The Prescott Fire Department (PFD) will reduce the negative consequences of life-threatening emergencies experienced by the community, as evidenced by:

- A. *Beginning in FY 2023, the department will strive to achieve a 3% year-over-year reduction in Effective Response Force (ERF) response times to incidents categorized as moderate or high risk.*
 - **Strategic Issues Impacted:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Workforce Development
 - **Key Results Ownership: Emergency Operations Division Chief**
 - **Contributing Performance Programs:**
 - Fire Suppression
- B. *By the end of FY 2024, a baseline measure for cardiac arrest patients discharged from the hospital neurologically intact will be established.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Sustainable Funding
 - **Key Results Ownership: Emergency Operations Division Chief**
 - **Contributing Performance Program:**
 - Emergency Medical Services
- C. *By 2025, the department will complete a formal and documented assessment of all risk reduction and planning services, identify service gaps, and implement initiatives to address them.*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth

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

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

- **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Sustainable Funding
- **Key Results Ownership:** **Emergency Operations Division Chief**
- **Contributing Performance Program:**
 - Emergency Medical Services

No-cost or Existing Initiatives

- Turnout time continuous improvement
- Call-processing time improvement
- Lifeline contract optimization
- Emergency management collaboration
- Active PAWUIC participation
- Improve QA/QI process

Strategic Result 2: Infrastructure

Positioning Critical Infrastructure to Deliver Strategic Results

The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering services consistent with the City's adopted Standards of Cover as evidenced by:

- A. By the end of FY 2024, 90% of respondents surveyed will rate PFD services as very good or excellent and assessed by geographical planning zones connected to the Community Risk Assessment/Standards of Cover (CRA/SOC).*
- **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
 - **Key Results Ownership:** **Emergency Operations Division Chief**
 - **Contributing Performance Program:**
 - Fire Suppression

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Strategic Result 3: Workforce

Supporting our People

All PFD members will have an opportunity to have their health and safety needs met, experience personal and career development opportunities, and work in an inclusive organizational culture focused on achieving results for the community, as evidenced by:

- A. *Beginning in FY 2023, the PFD injury rate will be reduced by 3% year-over-year.*
 - **Strategic Issue Impact:**
 - Occupational Safety
 - Data Collection and Analysis
 - Workforce Development
 - **Key Results Ownership:** **Emergency Operations Division Chief**
 - **Contributing Performance Program:**
 - Health and Safety
- B. *By the end of FY 2024, 100% of eligible PFD members will complete the annual department physical.*
 - **Strategic Issue Impact:**
 - Occupational Safety
 - Resource Viability
 - Workforce Development
 - **Key Results Ownership:** **Emergency Operations Division Chief**
 - **Contributing Performance Program:**
 - Health and Safety
- C. *By the end of FY 2024, all PFD members will have the opportunity to establish a career development plan.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Resource Viability
 - Workforce Development
 - Employee Development
 - **Key Results Ownership:** **Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Workforce Development
- D. *By the end of FY 2023, PFD will have an organizational succession plan in place identifying roles from Engineer through Fire Chief.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
 - **Key Results Ownership:** **Essential Services Division Chief**
 - **Contributing Performance Program:**

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- Workforce Development

E. By 2024, 2 qualified applicants will reach the Chief's panel for each open position for every recruitment and promotional opportunity.

- **Strategic Issue Impact:**
 - Workforce Development
- **Key Results Ownership:** **Essential Services Division Chief**
- **Contributing Performance Program:**
 - Training

F. By 2025, the department will have analyzed the occupational safety impacts of staffing ratios, leave opportunities, and work schedules for uniformed and civilian staff and developed related initiatives.

- **Strategic Issue Impact:**
 - Workforce Development
 - Staffing and Infrastructure
 - Occupational Safety
 - Resource Viability
 - Community Growth
 - Sustainable Funding
- **Key Results Ownership:** **Office of the Chief**
- **Contributing Performance Program:**
 - Leadership and Management

No-cost or Existing Initiatives

- Utilize existing HR resources
- Promote culture and live by the organizational values
- Collaborate with Yavapai College
- Extensive use of risk pool resources
- Utilize industry competent physical therapy resources



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Strategic Result 4: Performance Measurement

Leveraging the Value of Data

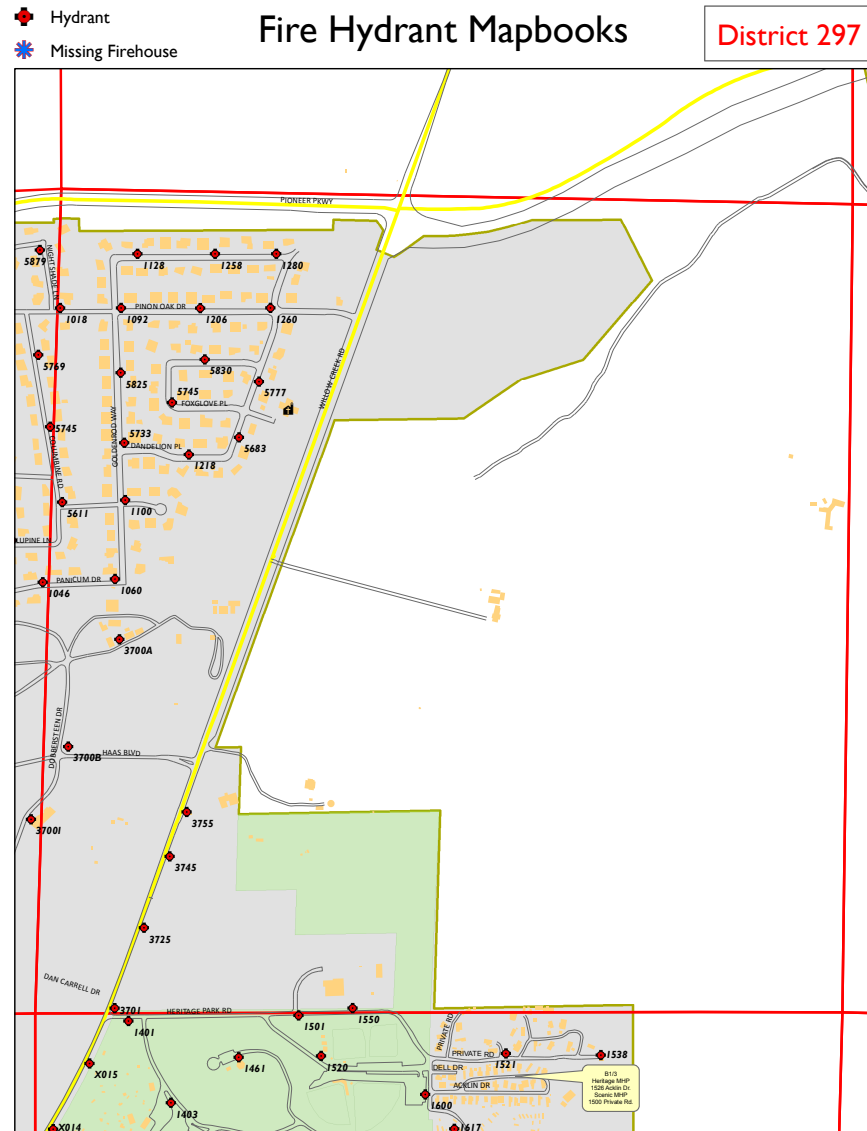
PFD will establish a performance management system to measure, report, and act based on data from cross-disciplinary databases as evidenced by:

- A. *During FY 2024, resources for data analysis will be operational, and systems integration will be underway as measured by the availability and relevant information.*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- B. *By the end of FY 2025, the majority of operational, policy, and budget decisions regarding the Fire Department will be informed by results-oriented performance measures.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Sustainable Funding
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- C. *By 2025, the PFD will earn an ICMA certificate of achievement in performance management; by 2026, a certificate of distinction; and by 2027, a certificate of excellence.*
 - Strategic issue Impact:
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Resource Viability
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management
- D. *Building on past assessments and continuing in FY 2024, the Community Risk Assessment (CRA) will be conducted, with particular emphasis on wildland fire risk, followed by a mitigation plan to be approved by City Council*
 - **Strategic Issue Impact:**
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - **Key Results Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Organizational Performance Management

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No-cost or Existing Initiatives

- IT Collaboration
- Departmental data-informed decision-making



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Strategic Result 5: Organizational Culture

Forged by Values/Energized by Vision

The firefighters and civilian staff of the Prescott Fire Department bring strong values and a forward-looking commitment to the work. The department seeks and is committed to creating an organizational culture consistent with and aligned with its members and values, characterized by:

- A. *By 2023, members will experience leadership messages, behaviors, and beliefs consistent with our customer-focused culture.*
 - **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Community Growth
 - Resource Viability
 - Workforce Development
 - **Key Result Ownership: Office of the Chief**
 - **Contributing Performance Program:**
 - Leadership and Management
- B. *By the end of FY 2024, PFD will establish expectations and support systems for supervisors to reward, manage, and promote organizational values and expectations.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - Employee Development
 - **Key Result Ownership: Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Employee Development
- C. *By the end of FY 2025, PFD will evaluate organizational culture through an employee engagement survey that measures adherence to organizational values and expectations.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - **Key Result Ownership: Office of the Chief**
 - Leadership and Management
- D. *By FY 2024, each member and their supervisor will have a conversation about the members contribution to the organizational culture at a 6-month check-in and the annual evaluation.*
 - **Strategic Issue Impact:**
 - Workforce Development
 - **Key Result Ownership: Essential Services Division Chief**
 - **Contributing Performance Program:**
 - Employee Development

No-cost or Existing Initiatives

- Internal Communications (Station Visits, Video Updates)
- Departmental follow-through

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Appendix A – Program Performance Appraisals

As part of the 2024 strategic plan update, PFD created comprehensive program appraisals that assessed the progress and effectiveness of each program, served as a budget request and preparation tool, and helped track compliance with CPSE accreditation. These are working appraisals and are, therefore, constantly live on the department's SharePoint as program management tools. The original worksheets have been removed from this edition, and a link has been provided in their place.

Appendix B – PFD Strategic Plan Workplan

The Prescott Fire Department Strategic Plan Workplan can be found at:

[Current Version of Strategic Plan Workplan](#)

Appendix C – Service Partner Analysis

Accomplishment of Strategic and Key Results is not accomplished without seeking out and maintaining cooperative relationships with strategic service partners. The list below describes the type of relationship, formality of the relationship, and their level of participation in decision making related to the PFD's ability to perform. These partners should be actively engaged in helping the PFD maximize efficiencies where possible. This list is not all-inclusive and meant to be a living document.

Prescott Fire - Key Strategic Service Partners								
	Type	Partner's Impact on PFD's Ability to Achieve Key Results	PFD's Impact on Partner's Ability to Achieve Key Results	Emergency Response Partner	Emergency Management Partner	Provides Services to PFD	Regulatory or Contractual Partner	Financial Relationship
<i>City Council and Mayor</i>	Legislative/Policy	High	High		✓		✓	✓
<i>City of Prescott City Manager's Office</i>	City Department	High	High		✓	✓	✓	✓
<i>City of Prescott Human Resources Department</i>	City Department	High	High		✓	✓	✓	
<i>City of Prescott Finance Department</i>	City Department	High	High		✓		✓	✓
<i>City of Prescott Clerk</i>	City Department	High	High		✓	✓	✓	✓
<i>City of Prescott IT Department</i>	City Department	High	High	✓	✓	✓	✓	✓
<i>City of Prescott Public Works Department</i>	City Department	Moderate	Low		✓	✓	✓	
<i>City of Prescott Fleet and Facilities</i>	City Department	High	Moderate		✓	✓		✓
<i>City of Prescott Police/PRCC</i>	City Department	Moderate	Moderate	✓	✓	✓	✓	✓
<i>City of Prescott Community Development Department</i>	City Department	Moderate	Moderate	✓	✓	✓	✓	✓
<i>Central Arizona Fire and Medical Authority</i>	Regional Fire Department	High	High	✓	✓	✓	✓	✓
<i>Yavapai Nation</i>	Intergovernmental Partner	Moderate	High		✓		✓	✓
<i>Center for Public Safety Excellence</i>	Fire Service Accrediting Body	High	N/A			✓	✓	✓
<i>AMR of Arizona</i>	Transport Provider	High	High	✓	✓	✓	✓	✓

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<i>Prescott Area Wildland-Urban Interface Commission (PAWUIC)</i>	Non-Profit Organization	High	High		✓		✓	✓
<i>Local 3066</i>	Professional firefighters' association	Moderate	Moderate					
<i>AZ State Fire Chiefs</i>	Fire service association	Moderate	Moderate	✓	✓	✓		✓
<i>Granite Mountain IHC Learning and Tribute Center</i>	Non-profit Educational	Moderate	High				✓	

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Appendix D – Financial Impact Analysis

	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Fire Operating Budget							
Existing Operations - General Fund	\$ 13,155,794	\$ 13,550,500	\$ 13,957,000	\$ 14,375,700	\$ 14,807,000	\$ 15,251,200	\$ 15,708,700
Fire Station 76 Personnel Impact	-	680,000	1,751,000	1,803,530	1,857,636	1,913,365	1,970,766
Fire Station 72 Personnel Impact (Low-Acuity Initiatives)	-	-	-	160,000	164,800	169,744	174,836
Limited CON Staffing	-	-	-	1,700,000	1,751,000	1,803,530	1,857,636
Public Access Defibrillation Initiatives	-	-	-	-	150,000	25,000	25,000
Emergency Management Staffing	-	-	-	150,000	154,500	159,135	163,909
Workforce and Organizational Development Initiatives	-	-	-	125,000	125,000	125,000	125,000
Performance Management Staffing	-	-	110,000	113,300	116,699	120,200	123,806
Projected Fire Operating Budget	\$ 13,155,794	\$ 14,230,500	\$ 15,818,000	\$ 18,427,530	\$ 19,126,635	\$ 19,567,174	\$ 20,149,653

	FY25	FY26	FY27	FY28	FY29	FY30	Total
Station 76 New	\$ 1,749,000	\$ 9,800,000	\$ -	\$ -	\$ -	\$ -	\$ 11,549,000
Station 73 Relocation	2,809,000	9,800,000	-	-	-	-	12,609,000
Station 72 Remodel	1,310,000	7,000,000	-	-	-	-	8,310,000
Fire Training Center	-	-	20,790,000	-	-	-	20,790,000
Station 71 Remodel	-	-	-	2,025,000	-	-	2,025,000
Station 75 Remodel	-	-	-	-	2,125,000	-	2,125,000
Station 74 Remodel	-	-	-	-	-	2,225,000	2,225,000
Total	5,868,000	26,600,000	20,790,000	2,025,000	2,125,000	2,225,000	59,633,000

Appendix E –2019 Stakeholders

- Frank Almendarez, Yavapai Regional Medical Center
- Amore Cianciola, Hassayampa Inn
- Greg Ellingham, Findlay Buick GMC
- Sandy Griffis, Yavapai Co. Contractors Assn.
- Bert Ijams, Meals on Wheels
- Hojat Askari, Thumb Butte Medical Center
- Matthew Phillips, U.S. Vets
- Henry Reyes, Re/Max Mountain Properties
- Lori Sells, Lori Sells Insurance Services, LLC
- Laura Wilson, West Yavapai Guidance Clinic
- Parshalla Wood, Investments
- Bob Betts, PAWUIC
- Mike Gjede, US Air Force (ret.)
- David Klever, Citizen
- Scott Orr, Media
- Michael Orr, PAWUIC
- James Peña, PFD Academy
- Wayne Sutterfield, Citizen
- Richard Unkenholz, Citizen
- Lori Burkeen
- David Haskell
- Shane Arrollado
- Pete Nigh
- Cory Moser
- Dan Morgan
- Jordan Pluimer
- Jeff Moffitt
- Nate Malm
- Jason Beyea
- Scott Luedeman
- Ralph Lucas III
- Don Devendorf
- Dan Bauman
- Isiah Keeme
- Miles Graybill
- Marsha Collier
- Jeff Archer
- Troy Steinbrink Nate Seets
- Dennis Light, Fire Chi

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Appendix F – Glossary of Terms

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

Advanced Life Support: (ALS) is a set of life-saving protocols and skills that extend Basic Life Support to further support the patient's circulation and provide an open airway and adequate ventilation (breathing). These protocols and skills are typically done in the field by paramedic level services that involve drug and IV therapy and advanced cardiac analysis and intervention.

Basic Life Support: (BLS) is a level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, including emergency medical technicians (EMTs), paramedics, and by qualified bystanders. The main focus of BLS is on Airway, Breathing and Circulation of patients experiencing a medical emergency.

CFAI - Commission on Fire Accreditation International - The commission that confers accredited status to fire departments.

Community Risk Reduction (CRR): An A comprehensive approach to assessing risk by identifying pre-event, event, and post-event and identifying effective countermeasures to overcome them.

CPSE - Center for Public Safety Excellence - A non-profit organization that sponsor CFAI.

CRA - Community Risk Assessment - A comprehensive analysis of the risks faced by the community.

ERF - Effective Response Force - The number of firefighters and equipment needed to effectively respond to a reported emergency in its initial phases.

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

EMT-Basic: A specially trained medical technician certified to provide basic emergency life support services (such as cardiopulmonary resuscitation) before and during transportation to a hospital- also called an emergency medical technician (EMT).

Engine: A fire suppression vehicle that has a water pump and, typically, is designed to carry firehose and a limited supply of water (see page 127). This unit is the primary vehicle for initial fire attack.

Engineer: A firefighter responsible for driving the engine or truck to the scene of the call and operation of the pumps on an engine, to provide sufficient water to the firefighters on the hose. The term may be either a position title or a rank; usage varies among departments.

Engine Company: A group of firefighters assigned to an apparatus with a water pump and equipped with firehose and other tools related to fire extinguishment.

Flashover: Defined as the sudden involvement of a room or an area in flames from floor to ceiling caused by thermal radiation feedback. Thermal radiation feedback is the energy of the fire being

radiated back to the contents of the room from the walls, floor, and ceiling. Flashover is an extremely dangerous and deadly situation for firefighters and citizens alike.

FTE: An acronym used to define or refer to “full-time equivalent” positions within an organization’s workforce. This often refers to the utilization of part-time positions equating to a specific number of full-time positions within the workforce staffing model.

FY - Fiscal Year – The term for budgeting resources. In Prescott this is a time period from July 1st through June 30th of the following year. A fiscal year is labeled using the year in which the budget ends.

HAZMAT: Hazardous materials, including solids, liquids, or gases that may cause injury, death, or damage if released or triggered. Fire department HAZMAT responders are specifically trained at varying levels, from Awareness, Operations to the highest Technician level. HAZMAT Technicians are specialized positions requiring an in-depth 80 hours of additional training beyond the Operations level.

ICMA - International City and County Managers Association

Incident Commander: The incident commander, or IC, is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved.

Incident Safety Officer: The officer in charge of scene safety at an incident. The Incident Safety Officer (ISO) is a senior member of the "Command Team". This person works directly under and with the incident commander (IC) to help manage the risks that personnel take at emergencies.

IGA - Intergovernmental Agreement – Legally binding document between two governmental entities.

ISO Rating: Insurance Services Office Public Protection Classification Rating. This is a rating published by ISO evaluating fire departments, and assigning a rating or number. Many insurance companies use this number to determine insurance premiums paid by their customers. ISO evaluations rate water supplies, dispatch capabilities and the fire department as a whole in this rating process. Values are made from 1-10 (lower numbers = better rating).

IT - Information Technology

Medical Emergencies: Are acute injuries or illnesses that poses a risk to a person's life or health.

Medicals are classified:

Alpha: Minor medical problem – Non-life threatening/non-emergent response

Bravo: Slightly higher priority – Non-life threatening/generally non-emergent

Charlie: High priority/ALS & BLS response- Emergent

Delta: High Priority, Life threatening injury/medical response- ALS & BLS Emergent - Echo: Highest

Mutual Aid: An agreement between nearby jurisdictions to assist each other during emergencies by responding with available manpower and apparatus when requested by the fire department having jurisdiction. Mutual Aid differs from “Automatic Aid” in that mutual aid must be a specific call for assistance, rather than a built-in automatic response.

MVA: A common acronym used to describe a motor vehicle accident.

NFPA: The **N**ational **F**ire **P**rotection **A**ssociation, a research group which sets a number of standards and best practices for firefighting, equipment, and fire protection in the United States. NFPA standards have also been adopted in many other countries.

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NIOSH: National Institute for Occupational Safety and Health. A U.S. agency responsible for investigation of workplace deaths, including firefighters.

NIMS: The National Incident Management System. A federally mandated program for the standardizing of command terminology and procedures. This standardizes communications between fire departments and other agencies. It is based upon simple terms that will be used nationwide. U.S. federally required training programs, from DHS and FEMA, are standardizing many terms and procedures under NIMS. Blue Card follows the intent for NIMS training.

NWCG: An acronym for the National Wildland Coordinating Group. The National Wildfire Coordinating Group provides national leadership to enable interoperable wildland fire operations among federal, state, local, tribal, and territorial partners. This group has numerous strategic priorities on a national level including: to ensure that all NWCG activities contribute to safe, effective, and coordinated national interagency wildland fire operations.

Offensive Attack: Method of firefighting in which water or other extinguisher is taken directly to the seat of the fire, as opposed to being pumped in that general direction from a safe distance (outside). Typically, an offensive attack is a quick, vigorous interior attack on the fire, while simultaneously conducting search operations, protecting the means of egress and escape, then ultimately confining and extinguishing the fire. Fire streams from hand lines of the 1 1/2", 1 3/4" to 2" size are common for the offensive, interior attack.

OSHA: Occupational Safety and Health Administration, U.S. government agency concerned with regulating employee safety, particularly in hazardous occupations such as firefighting.

PAWUIC – Prescott Area Wildfire Urban Interface Commission – The primary organizing entity for Firewise and defensible space coordination in neighborhoods in the Prescott area.

PRCC – Prescott Regional Communications Center – The primary 911 communications center for the Prescott Public Safety agencies.

Pre-fire, Pre-incident Planning: Information collected by fire personnel to assist in identifying hazards and the equipment, supplies, personnel, skills, and procedures needed to deal with a potential incident.

Pumper: A term used to describe a fire engine. These apparatus were previously called "triple-combination pumpers" because they incorporated three distinct components, namely pump, tank, and hose body. The most commonly purchased piece of fire apparatus is the pumper, or engine. In most departments, the pumper or engine, is the primary apparatus from which most operations are based.

QA/QI - Quality Assurance/Quality Improvement – Comprehensive processes used to ensure that skill delivery is meeting protocols and that protocol updates are informed through evidence-based interventions. Primarily used in medical care delivery.

Quick Response Vehicle/Alternative Response Vehicle (QRV/ARU): The QRV/ARU is a smaller fire response vehicle that can be equipped to handle most single-engine response calls, medical emergencies, and other service-related calls. Its primary use is to reduce the number of calls that a full-sized fire vehicle responds to, and ensure those larger engines, trucks and squads are available for a structure fire or more complex rescue call.

Rapid Intervention Crew/Group/Team (RIC, RIG, or RIT): This is a standby crew whose primary purpose is to deploy for the rescue of firefighters in trouble. While all of these versions of the name for a firefighter rescue crew either have been used or continue to be used in several areas, the National Incident Management System (NIMS) has adopted the term Rapid Intervention Crew/Company, ("RIC")

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to be the standard in the Incident Command System (ICS). In the most basic command organizational structures, the RIC is a resource directly assigned to the IC.

“Red Card”: A Red Card is officially known as an Incident Qualification Card and is employed in the wildland firefighting theater. Red Cards are utilized by state, federal and other fire agencies that work cooperatively with the NWCG. Traditionally, the reference to the “Red Card” has been an indication of accomplishing the basic level of knowledge/skills of wildland firefighting and wildland fire behavior (S-130/S190). However, the true aspect of the Red Card applies to a much wider array of specialized skill sets and operational qualifications within the NWCG system.

Rovers: This is a fire service term used to describe a shift firefighter position that will cover vacancies for various leaves including vacation, sick leave, injury leave, and other assigned leave for firefighters within that shift. The position was established to reduce the costs for coverage of vacancies with assigned shift resources (as opposed to utilizing overtime staffing to fill vacancies).

SCBA: An acronym for Self-Contained Breathing Apparatus; a critical component of firefighting personal protective equipment PPE. A SCBA is a type of respiratory protection equipment that contains breathable compressed air. It is typically used by the firefighters and rescue workers while operating in areas of immediate danger to life and health (IDLH), such as inside a structure fire or in a mine filled with smoke or toxic gas.

Staging: This is a physical location, utilized within the incident command system, where responding resources arrive and are “staged” awaiting their assignment. This is often an essential element in personnel accountability program and functions as a management tool for the IC to effectively track and deploy needed resources.

SOC - Standards of Cover - A set of response and mitigation initiatives to respond to the risk identified in the risk assessment. This primarily sets response performance targets (benchmarks) and measures current performance (baseline).

Station Alerting Systems: Fire station alerting is a high-tech concept designed to improve total response time for firefighters (call taking/dispatch, turnout time and response time) and gets the needed emergency help to citizens faster. It uses technology and automation to integrate existing systems at the dispatch centers and at the fire stations, reducing and eliminating time consuming manual tasks. These systems allow dispatchers to rapidly get the alert and relevant information out to firefighters (call taking/dispatch) and allows firefighters to get fire apparatus responding (turnout time) more quickly. Improvements in tone generation, lighting and electronic readouts are also a part of these station alerting systems.

Structure Fire (or "structural fire"): A fire in a residential or commercial building. Urban fire departments are primarily geared toward structural firefighting. The term is often used to distinguish them from wildland fire or other outside fire, and may also refer to the type of training and equipment such as "structure PPE" (personal protective equipment).

SWOT - Strengths, Weaknesses, Opportunities, Threats - Used in the environmental scan of the strategic planning process.

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TRT - Technical Rescue Team – Emergency responders that have been trained to apply technical skills to extricate or intervene in emergencies involving rope rescue, extrication, and water related emergencies

Tender (or Water Tender): A specialized piece of firefighting equipment designed to carry larger amounts of water; typically utilized in areas where fire hydrants are absent or few and far between. See page 127.

Truck Company: A group of firefighters assigned to an apparatus that carries ladders, forcible entry tools, possibly extrication tools and salvage covers, and who are otherwise equipped to perform rescue, ventilation, overhaul and other specific functions at fires; also called "ladder company."

Turnout Gear: The protective clothing worn by firefighters. Often referred to as part of the personal protective equipment or PPE worn by firefighters. Another common term utilized to refer to this PPE is "bunker gear."

Two-in/Two-out: Refers to the Fed-OSHA safety requirement of having one team of two firefighters enter a hazardous zone, while at least two others stand by outside in case the first two need rescue - thus requiring a minimum of four firefighters on scene prior to starting interior attack.

Ventilation: Important procedure in firefighting in which the hot smoke and gases are removed from inside a structure, either by natural convection or forced either through existing openings or new ones provided by firefighters at appropriate locations (e.g., on the roof). Ventilation can also be accomplished through the use of mechanical fans (positive or negative ventilation) or can be done using hose lines as part of a hydraulic ventilation strategy.

Appendix G – Community Risk Assessment/Standards of Cover

Maintained as a Separate Document

Appendix H – Advanced Strategy Center Final Report

Maintained as a Separate Document