

PRESCOTT FIRE DEPARTMENT



Strategic Plan



2025 Update

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



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
2025	V25.0	<ul style="list-style-type: none"> ○ Updated several sections to reflect the recently passed Proposition 478 ○ Added Strategic Plan Update Methodology ○ Strategic Result 1 has been renamed to <i>Reducing Community Risk</i> to be more comprehensive ○ Key Results updated to reflect division appraisals. ○ Added new goals related to health and safety action planning (3A) and performance management (4C) ○ Created new Section to document goals that have been achieved and are being monitored (Goals 3A, 3B, 3G, and 4C) ○ Updated Mission Statement to include connection to the new city mission statement

Strategic Plan Update Methodology

While traditional strategic plans are completely redone every 5 to 7 years, this strategic plan is designed to be updated annually and serve as an ongoing document. To ensure this plan is updated consistently, a 10-year cycle is followed to keep the document current and aligned with industry best practices.

Section	Section Purpose	Update Cycle	Years	Update Scope
<i>Section 1 - Mission, Vision, and Values (M, V, V)</i>	Long-range framing. Why are we here, who do we aspire to be?	Confirm Annually Full Assessment every 10 years	2032	Evaluate fully and consider establishing an entirely updated plan
<i>Section 2 - Organizational and Community Assessment</i>	Understanding the environment to assess citizen expectations, and employee and resource needs to achieve the MVV	Every 3-5 years	Between 2025 - 2027 Between 2028 - 2030	Conduct formal outreach and
<i>Section 3 - Strategic Business Plan</i>	Creates goals and objectives and establishes metrics to measure progress	Annual updates Formal update every 5 years	2027 2032	Evaluate goals and objectives fully based on Section 2 and consider establishing an entirely updated plan

2025 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

Michael Morris, 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

Essential Services Chief Scott Luedeman

Community Risk Management Chief Anthony Valdez

Administrative Supervisor Lori Burkeen

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Letter from the Fire Chief

Community Members and Stakeholders of the Department,

The Prescott Fire Department is at a pivotal moment. With strong community support and the passage of Proposition 478, we now have the resources to close critical gaps between our current capabilities and the expectations of our citizens. This strategic plan lays out how we will put these funds to work, ensuring transparency and accountability through a metric-driven, outcome-focused approach.



Since the plan's original release in 2023, 65% of our goals are on track, and 30% have been completed and are now in monitoring status. Our commitment to protecting Prescott has never been stronger. But new challenges lie ahead—reducing wildfire risks amid rising insurance cancellations, enhancing fire stations to serve our growing community better, and prioritizing the health and safety of our personnel. Attracting and retaining skilled professionals remains a top priority, as does investing in leadership development to meet increasing service demands.

Beyond emergency response, we are strengthening our Community Risk Reduction and Emergency Management efforts. Prescott's growth, increasing costs, and rising service demands require us to shift from a reactive approach to a proactive strategy that ensures we stay ahead of emerging risks with innovative, community-driven solutions.

We also recognize that public safety is just one piece of a much larger community puzzle. Collaboration is key. This means working closely with other city departments and external partners to ensure public safety remains a top priority while balancing other critical needs. Our department must continue to push forward, leveraging technology, adapting to evolving challenges, and building a response system that's as flexible as it is effective.

This plan includes significant investments in public safety infrastructure, including two new fire stations and renovations or relocation of our existing facilities. It enhances emergency medical services, strengthens our wildfire risk reduction efforts, and improves efficiency through technology investments, all while ensuring that firefighter safety remains paramount.

At the heart of our mission is our people. Firefighters, civilians, and volunteers, each of us plays a role in shaping the future of this department. Our core values—Community First, Courage, Grit, and Duty—Driven by Excellence—define who we are. This moment is not just a challenge; it's an opportunity. An opportunity to innovate, to lead, and to build a fire service that Prescott can count on for generations to come.

Thank you for your support on this 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.

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Progress will be measured and reported by evaluating the effectiveness of resource allocation using 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,

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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

We improve the quality of life in Prescott by mitigating 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's 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.

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DYNAMIC ECONOMIC ENVIRONMENT

- 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 council and voters. 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
 - **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.

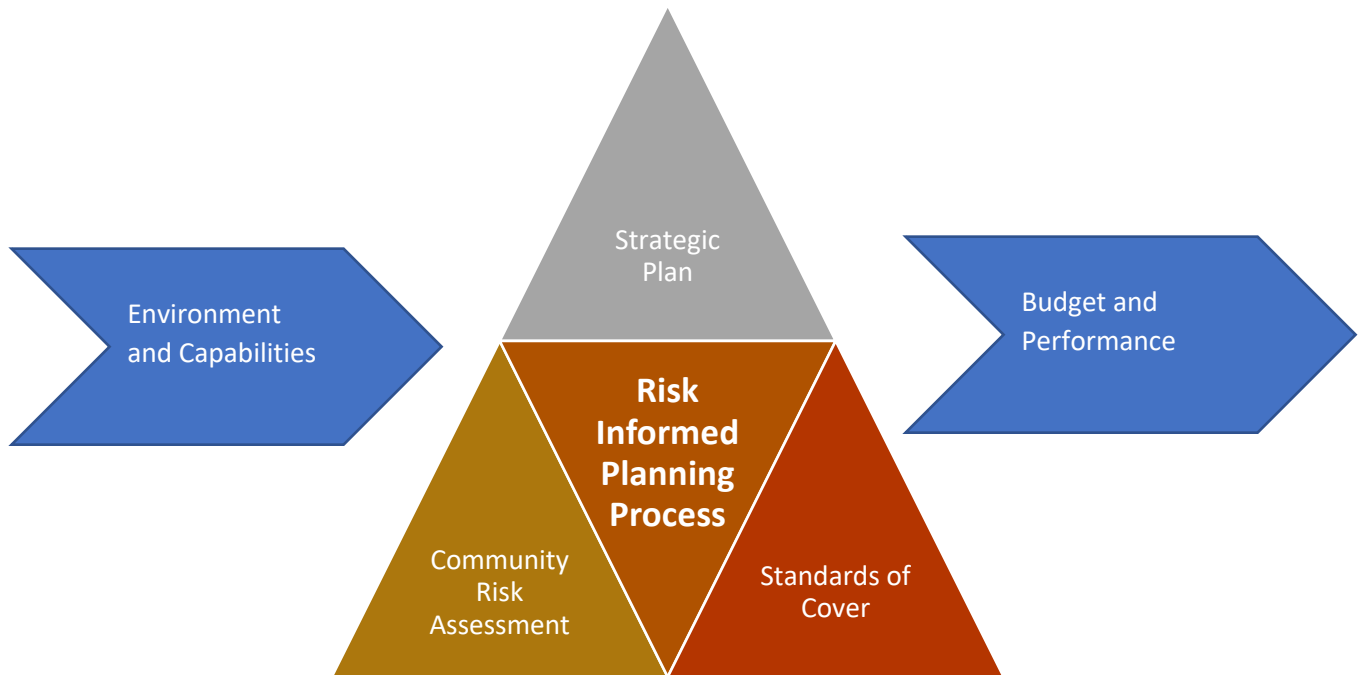
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Section 2 - Organizational and Community Assessment

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

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



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bridge to the future—"don't be stuck in the past", don't do it this way just "because we always have".

- **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

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

offered positive evaluations for fire prevention and education, police services, and crime prevention. Approximately three-quarters of reviewers favorably rated animal 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.

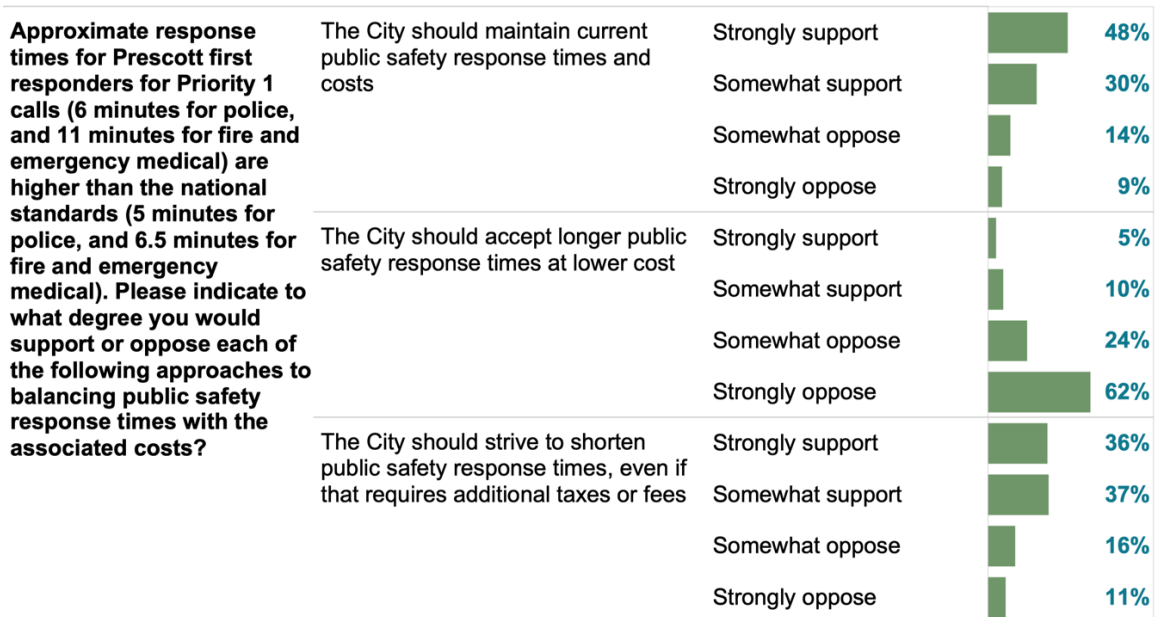


Figure 1. Public Safety Funding Support

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.

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.

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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

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

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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

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



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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



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.

1 - Office of the Chief

Purpose Statement	The purpose of the Office of the Chief is to provide strategic planning and support services to PFD stakeholders so they can have confidence in the implementation and stewardship of public safety resources.
Key Results	<ul style="list-style-type: none"> • Strategic Outcome 1.1 - % Program Budgets that are on or below budget • Strategic Outcome 1.2 - % Stakeholders who report they have confidence in PFD • Strategic Result 1.3 - % of departmental strategic results being actively measured and collected • Strategic Outcome 1.4 - % Stations built on time and within budget • Strategic Outcome 1.5 - % Of IT Projects that meet the intended need 1 year after implementation • Strategic Outcome 1.6 - % Open positions where the requisite number of “qualified” applicants will reach the Chief’s panel for all recruitment and promotional opportunities

2 - Emergency Operations Division

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3 - Community Risk Management Division	
Purpose Statement	The purpose of the Community Risk Management Division is to provide proactive risk identification, mitigation, and management services to people who live, work, and visit the Prescott area so they can enjoy a safe, resilient, and economically vibrant community.
Key Results	<ul style="list-style-type: none"> • Strategic Outcome 3.1 - Percent change in preventable automatic alarms in commercial occupancies (Goal is 25% reduction annually) % change in residents signed up for the city's emergency notifications system. • Strategic Outcome 3.2 % Fire investigations that result in a known ignition sequence determined as defined by NFPA 921 • Strategic Outcome 3.3 - % change in residents signed up for the city's emergency notifications system. • Strategic Outcome 3.4 % Change (in tons) of fuels removed

4 - Essential Services Division	
Purpose Statement	The purpose of the Essential Services Division is to provide professional and wellness development services to employees so they can succeed in their career paths and beyond.
Key Results	<ul style="list-style-type: none"> • Strategic Outcome 4.1 - % pass rate on performance and minimum standard tests on the first attempt • Strategic Outcome 4.2 - % Time front line engines are in service and in use.

Performance-Based 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. In 2024, the plan was adjusted to align directly with council-requested public safety infrastructure and staffing discussions. That analysis is represented in Appendix D, which is hyperlinked [here](#).

Strategic Result 1: Reducing Community Risk

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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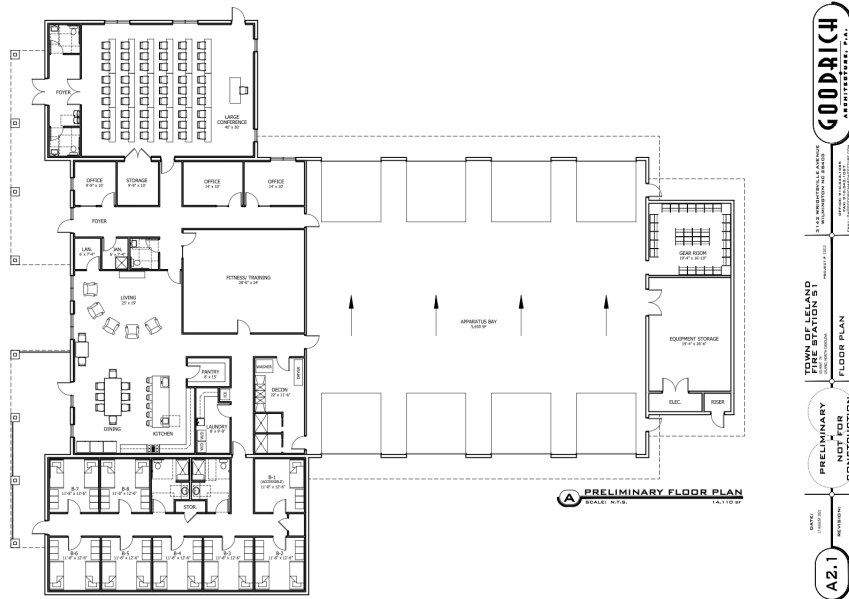
- B. *By the end of FY 2028, one existing fire station will be strategically relocated and staffed and operational.*
- C. *By the end of FY 2028, a second new strategically located fire station will be fully staffed and operational.*

- **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Occupational Safety
 - Data Collection and Analysis
 - Community Growth
 - Sustainable Funding
 - Resource Viability
 - Workforce Development
- **Key Results Ownership: Office of the Chief**
- **Contributing Performance Programs:**
 - Organizational Performance Management
 - Budget and Capital Investments



No-cost or Existing Initiatives

- N/A



Example Fire Station Floor Plan (14,000 sq. ft. Facility)

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 2026, the department will develop and implement a health and safety action plan that includes safety and process improvements leading to reducing contaminants on emergency scenes and in fire stations.*

- **Strategic Issue Impact:**
 - Occupational Safety
 - Data Collection and Analysis
 - Workforce Development
- **Key Results Ownership:** Essential Services Division Chief
- **Contributing Performance Program:**
 - Health and Safety



B. *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:**
 - Workforce Development

C. *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

D. *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

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- 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 the end of 2026, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.*
- **Strategic Issue Impact:**
 - Staffing and Infrastructure
 - Data Collection and Analysis
 - Resource Viability
 - Key Results Ownership: Office of the Chief
 - Contributing Performance Program: **Office of the Chief**
 - 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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By the end of 2026, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.

- 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

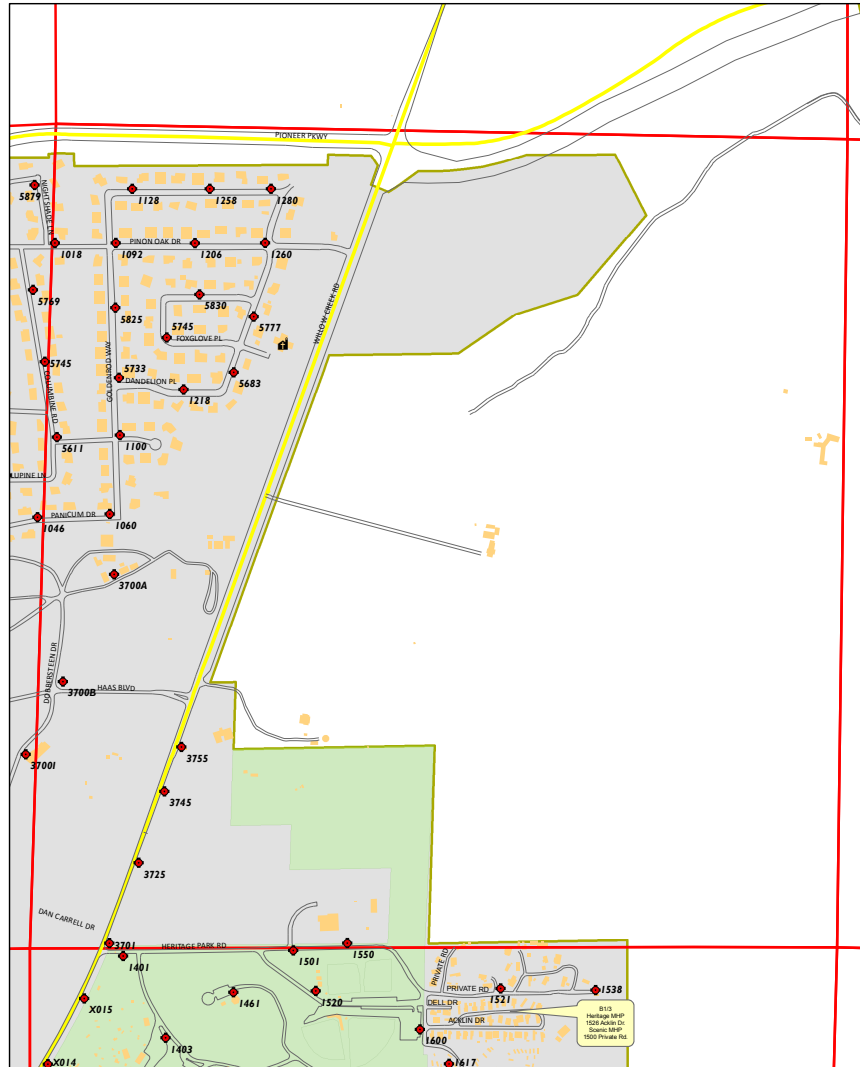
No-cost or Existing Initiatives

- IT Collaboration
- Departmental data-informed decision-making

- ◆ Hydrant
- ◆ Missing Firehouse

Fire Hydrant Mapbooks

District 297



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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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Completed Goals from Original Plan

As part of the 2025 Prescott Fire Department Strategic Plan Update, a new section has been introduced to highlight the goals that have been successfully achieved since the adoption of the original strategic plan. This addition ensures transparency in our progress while maintaining accountability as we transition these completed objectives into a monitoring phase. By doing so, we recognize the hard work and dedication that have led to these accomplishments and reinforce our commitment to sustaining the improvements we have made.

By moving these objectives into a structured monitoring status, we establish mechanisms to track their long-term effectiveness. Performance metrics, periodic reviews, and community feedback will play essential roles in sustaining these advancements. This approach allows the department to remain agile, ensuring that our past successes continue to support our mission while also allowing us to focus resources on emerging priorities. The 2025 Strategic Plan Update reaffirms that progress is not simply about reaching a destination—it's about maintaining excellence in service delivery for the City of Prescott.

Strategic Result 3: Workforce

- A. *Beginning in FY 2023, the PFD injury rate will be reduced by 3% year-over-year.*
 - a. *Baseline data established and reporting data in annual report.*

- B. *By the end of FY 2024, 100% of eligible PFD members will complete the annual department physical.*
 - a. *Established contract for NFPA-compliant physicals*
 - b. *Implemented a more comprehensive policy for fit-for-duty requirements.*

- C. *By the end of FY 2024, all PFD members will have the opportunity to establish a career development plan.*
 - a. *Monitoring utilization of career development path form*

- G. *By the end of CY 2024, the department will have assessed the firefighter recruitment and hiring process and implemented measurable initiatives.*
 - a. *Met with key stakeholders and HR to develop a scope and intended outcomes*
 - b. *Implemented new recruitment initiatives and adapted requirements*
 - c. *Measuring outcomes and adjusting tactics through program appraisals*

Strategic Result 4: Performance Measurement

- 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.*

Since the program was discontinued, the Prescott Fire Department (PFD) has retired its goal of earning the ICMA Performance Management Award. While this recognition was valuable for data-driven decisions, the department remains committed to continuous improvement. PFD has set a new goal to integrate industry best practices in quality management, innovation, and operational excellence, ensuring enhanced service delivery, safety, and organizational effectiveness while aligning with evolving standards in fire and emergency services.

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