



2026 STRATEGIC PLAN UPDATE



COMMUNITY FIRST

**COURAGE, GRIT,
AND DUTY**

**DRIVEN BY
EXCELLENCE**

PRESCOTT FIRE DEPARTMENT

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.

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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 initial 2023 Strategic Plan began with an extensive assessment by internal and external stakeholders to establish a redefined organizational identity and an updated vision, mission, and values. This work also included relevant portions of the 2019 Strategic Plan prepared for the department's first accreditation application.

In 2018, 2022, and in 2026 the department engaged both internal and external stakeholders to gather insights and ascertain their perspectives. Without their feedback and dedication, this document would not have been possible.

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

2022/2023

Advanced Strategy Center (ASC)
Scottsdale, AZ

<https://www.advancedstrategycenter.com>

Managing Results, LCC
Gunnison, CO

<https://managingresults.com>

2026

Fire Accreditation Management Services
Keene, NH

Document Design

Prescott Fire Department



Prescott Fire Department is an Internationally Accredited Agency

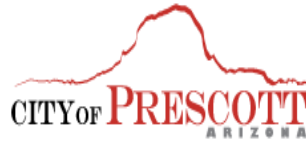
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2025 City and Department Leadership



Mayor & Council

Mayor Cathey Rusing

Mayor Pro Tem Lois Fruhwirth

Councilmember Mary Frederickson

Councilmember Ted Gambogi

Councilmember Jim Garing

Councilmember Patrick Grady

Councilmember Jay Ruby

City Management

City Manager Dallin Kimble

Deputy City Manager Michael Morris

City Attorney Joseph Young

City Clerk Sarah Thornhill



Department Senior Leadership

Fire Chief Holger Durre

Deputy Fire Chief Thomas Knapp

Operations Chief Bill Hickey

Essential Services Chief Scott Luedeman

Community Risk Management Chief Anthony Valdez

Administrative Supervisor Lori Burkeen

Administrative Coordinator Hannah Hickman

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Introduction and Executive Summary



When we launched our results-based strategic plan in 2023, our planning philosophy was intentionally designed to be continuously updated and adapt to the rapidly evolving needs of Prescott and the department. We promised to build a department that evolves alongside our community and constantly strives to remain relevant. Because of this, our strategic planning is a "contact sport" requiring active, grit-driven pursuit. This annual update of the plan is a key example of that. Rather than only focusing on stakeholder outreach this year as the plan had called for, we also updated the goals and objectives. This occurred for two very positive reasons:

- **Rapid Progress:** Thanks to our staff, our citizens, and the resources from Proposition 478, we have completed 70% of our original goals from 2023. This has closed critical service gaps and built a platform for growth.
- **A New Generation:** In 2023, 40% of our current workforce did not work for the department and 25 new positions were allocated to the fire department. In addition, the critical community issues have changed because of dedicated public safety funding and enhanced community awareness. Therefore, it is essential that our stakeholders have a voice in shaping our future based on these changes.

While many of our initial goals have been accomplished, our work is far from finished. Major projects, including the construction of two new fire stations and facility modernizations, are well underway. To maintain this momentum, we have added several new strategic focus areas:

- **Bolstering Organizational Capacity:** As responsibilities grow, we are focusing on efficiency, increased staffing, and a commitment to supporting our workforce.
- **Employee Development and Training:** Adding new positions requires diligent training, while existing staff are being developed to take on leadership roles.
- **Strategic Communications:** We are prioritizing effective outreach and information sharing to engage both our staff and the public.
- **Wildfire Risk Adaptation:** Prescott is in an area with a high wildfire risk. Therefore, investing in risk mitigation, response, and recovery is crucial to continue to meet our commitments to the community.

Public safety is complex, and the Prescott Fire Department is proud to be a primary piece of that solution. As we move forward, our organizational identity: Community First; Courage, Grit, and Duty; Driven by Excellence, remain our focus. Thank you to our stakeholders for being a partner in this journey and providing us with feedback required to keep us moving towards community relevance.

Holger Durre
Fire Chief

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Executive Summary – 2026 Strategic Roadmap

The Prescott Fire Department Strategic Plan guides organizational prioritization, fiscal decision-making, and service evaluation using a logic model. This creates a direct link between the city and department's mission and vision as well as the annual budget. By using SMART goals, the department translates vision into actionable items. This framework drives performance management through program appraisals aligned with the department's structure, ensuring accountability. Initially adopted in 2023, the PFD Strategic Plan is an "evergreen" living document updated annually to meet the rapidly evolving needs of the Prescott community.

A Proven Foundation of Momentum

Since the launch of our results-based strategic planning philosophy in 2023, PFD has been able to address foundational service gaps and build a sustainable platform for growth. Driven in part by the support of our citizens and resources from Proposition 478, we have successfully completed 70% of our original 2023 strategic goals. This rapid progress has enabled us to reevaluate our stakeholder input and fully rebuild the goals and objectives to meet the current and anticipated needs of the community. These updated efforts focus on structuring the department in a way that creates long-term sustainability, supports our workforce in managing increasing expectations, and delivering reliable service levels that drive long-term improvement.

The Strategic Issues Facing the Community and Department in 2026

The 2026 Strategic Plan Update was meticulously crafted by soliciting input from both internal and external stakeholders. The department assembled a diverse team of 24 members to analyze and organize the input into strategic issues and results. Six strategic issues were identified that the department must address to ensure sustained service levels to the community. Each issue is presented with potential consequences if not addressed.

- **Issue 1: Response, Growth, and Infrastructure:** Even though funding for capital has been secured, the long timeline for capital projects means there won't be immediate improvements or benefits for the community. To prevent a drop in stakeholder confidence, reduce the impact of increased employee workload, and potential poor response outcomes the department needs to implement temporary measures.
- **Issue 2: Resource and Workforce Sustainability:** Despite recent expansion, the department is challenged in meeting service levels due to high demand and insufficient personnel at the needed rank, causing fatigue among staff. All divisions need improved workflow efficiency and appropriate staffing to meet service levels. While infrastructure and operational staffing have received needed funding, training and community safety divisions face gaps. If not addressed, these issues could lead to turnover, degraded service quality, and increased costs from losing experienced team members.
- **Issue 3: Community Wildfire Risk:** The City of Prescott faces high fuel loads and vulnerabilities to wildfires, common in the western U.S. The department lacks a data-driven strategy to align resources with mitigation efforts. A shift in focus from wildfire suppression since the 2013 Hotshot tragedy has hindered the development of the necessary operational experience. Without interventions, this could result in a high risk of large-loss fires and insurance cancellations, decreased experience and knowledge to

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suppress wildfires, and potential economic impacts from the loss of homes and businesses.

- **Issue 4: Training and Professional Development:** The department is dealing with rapid staff growth in personnel and a loss of institutional knowledge. It's important to bridge the experience gap to keep important knowledge and train new employees well. If not addressed, this will result in permanent expertise loss, and cultural and service impacts.
- **Issue 5: Organizational Communication and Transparency:** The department's communication system is not keeping up with the organization's growth and demand, leading to information gaps. It's important to share important information with the community and staff to allow for quick feedback while maintaining public trust. If these are not addressed, this could result in less effective communication and delays in decision making.
- **Issue 6: Service Delivery Evolution and Evidence Based Processes:** Inefficient processes and limited data analysis capacity hinder the department's ability to efficiently operate. If left unaddressed, these factors will lead to misaligned assets, a decline in patient outcomes, policymakers making high-stakes decisions with incomplete data, and inefficiency due to lack of automation in repetitive tasks.

Looking Ahead: The Six Strategic Results for Progress

To mitigate the six critical strategic issues facing our community, six high-level results have been established. These were developed by evaluating the original strategic results established in 2023 and updating them based on the most recent stakeholder feedback. By using strategic results as a focus over the next three to five years, the department is ensuring that citizens will experience:

- **Reducing Risk:** Measurable progress in emergent response times, improved outcomes, and comprehensive wildfire adaptation and mitigation.
- **Infrastructure:** Modern facilities that keep pace with city growth and reduce long-term costs.
- **Organizational Capacity:** Implementing staffing models that meet rising community demand while reducing personnel burnout.
- **Workforce Development:** Enhanced operational readiness through outcome-validated training and evidence-based health and safety investments.
- **Organizational Communication:** Robust internal and external communication frameworks aligned with "customer-focused" values that support and enhance public trust and establish the brand of the city and fire department.
- **Performance Management:** Transparent, data-driven decision-making that provides evidence of the effectiveness of the investment of public funding.

The Prescott Fire Department remains an organization that values its history but is not stuck in the past. Through innovation, grit, and a commitment to "Community First," we are building a fire department that evolves alongside the people we serve.

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Strategic Alignment with City Council Priorities

The Fire Department's strategic plan is purposefully aligned with the overarching vision of the City of Prescott. By synchronizing with the City of Prescott Strategic Plan (FY 2026–2031), the department ensures its six Strategic Result Areas directly contribute to citywide priorities. This unified, results-oriented philosophy fosters a pursuit of goals that have a meaningful, lasting impact on the community.

This alignment is built on a shared foundation where both plans utilize the same results-oriented approach to strategic planning. Furthermore, the same consulting firm that facilitated Phase 2 of the Fire Department's initial work also facilitated the city council's plan. These documents serve as a comprehensive guide for the city council during policy deliberations and for the department when making organizational decisions.

The planning process is dynamic and collaborative. In early 2026, the city manager conducted a strategic planning retreat involving both department directors and the city council to update the original plan. This ensures that the fire department's trajectory remains in lockstep with evolving city leadership goals.

City of Prescott Vision, Mission, and Values



Vision

Prescott is a thriving and scenic community in the heart of Arizona, rooted in western heritage and strong hometown values, where individuals, families and businesses enjoy outdoor adventures, vibrant cultural events, a prosperous economy, and the promise of a bold tomorrow.

Mission

We enhance quality of life as stewards of our natural and built environment and through outstanding city services that engage our community, preserve our past, and ensure a safe and vibrant future.

Values

We serve by:

- Acting with Integrity
- Taking Pride in Excellent Results
- Being Accountable
- Working as a Team
- Practicing Innovative Problem-Solving
- Focusing on Our Community
- Being Nice

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Prescott Fire Department Identity and Alignment



Our Core Identity and Attitude

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

Vision

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

Mission

*We enhance quality of life by mitigating the
community's risk through service, excellence, and compassion.*

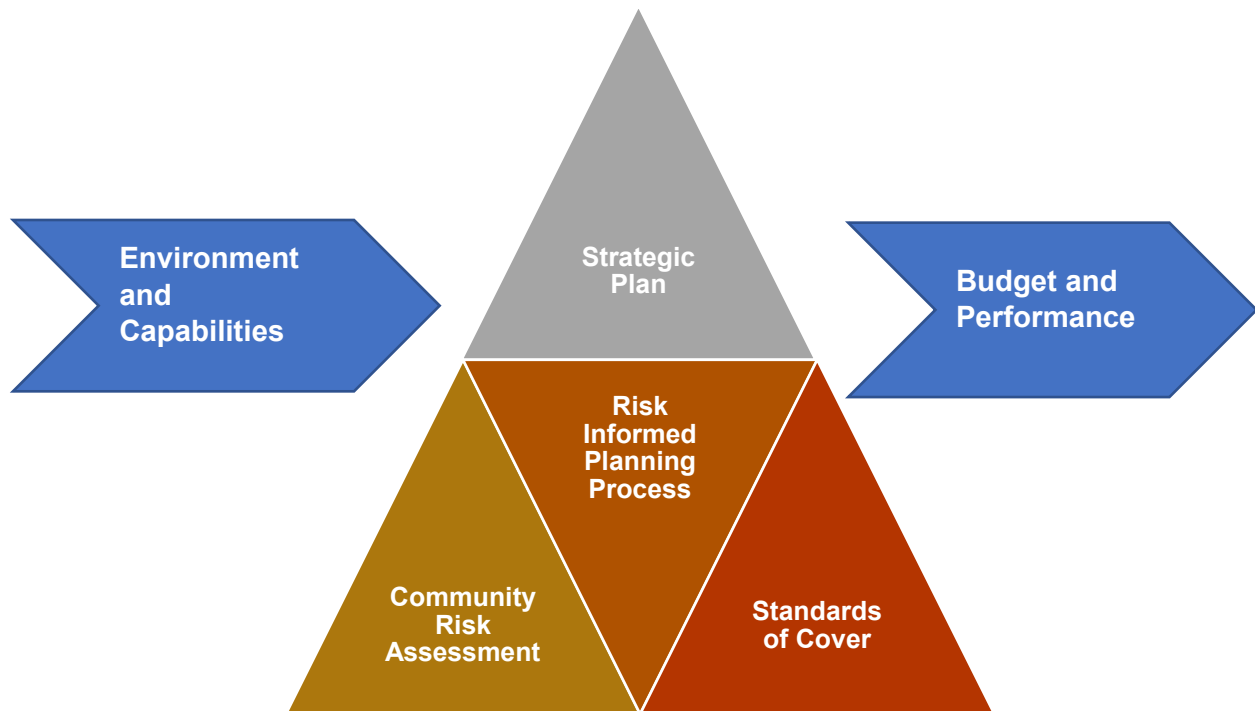
Values

*Professionalism
Competence
Compassion
Trust
Collaboration
Integrity
Leadership
Innovation
Fun
Humility
Ownership*

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Organizational & Community Assessment – Environmental Scan

The need to perform rigorous risk assessments and community-informed strategic planning is more essential than ever. The number of services provided by the department has increased significantly due to a better assessment of community risk and the application of more proactive solutions. Today's emergencies have become more complex and dangerous, positioning the Prescott Fire Department as a truly all-hazards emergency response organization.



Environmental scanning is a fundamental process of gathering and analyzing information about the external and internal environments of an organization. In strategic planning, it is crucial to have a comprehensive assessment of both environments simultaneously to ensure internal weaknesses are not overlooked while planning for future growth and direction. By identifying emerging trends, the organization can strengthen and sustain a proactive approach rather than reverting to a reactive one.

Stakeholder Input and Engagement

Development of a New Vision, Mission, and Organizational Identity

In 2022, the initial phase of the process commenced with stakeholder engagement and a comprehensive assessment of the department's current challenges and opportunities. The department was still in the process of recovering from the 2013 GMIHC tragedy and lacked

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universal alignment regarding a cohesive organizational identity. PFD leadership and internal teams developed new vision, mission, and values to reflect the intrinsic motivation to serve the community. They also incorporated an organizational identity that embodies this forward-thinking focus on the future.

2022 Critical Challenges

The 2022 environmental scan identified two primary hurdles for the department:

- **Outdated Resource Model:** While staff remained dedicated to their duty to serve, their goodwill was strained by a resource model that had not kept pace with community growth. Tangible progress in facilities, systems, and personnel was required.
- **Rapid Community Growth:** PFD was in a “catch-up” phase regarding planning, resources, and compensation. To succeed, the department had to execute its strategies faster than the current rate of community change.

2022 Key Findings

Stakeholders and surveys identified several core pillars for the new organizational identity:

- **Simple Mission:** Internal stakeholders wanted a concise mission focused on emergency services and community context delivered with skill and compassion.
- **Bold Vision:** The goal was to be “the best in the west” by emphasizing regional leadership and proactivity.
- **Innovation:** The department had to prioritize continuous improvement and avoid being “stuck in the past”.
- **Progressive Culture:** While PFD valued its history and heritage, it was moving toward being a forward-thinking, transparent, and accountable organization.
- **Action-Oriented:** The strategic plan had to move beyond theory and create specific action plans for bold change.

2023 Community Survey

A 2023 community survey conducted by the city highlighted strong public backing for the department:

- **Safety Perceptions:** Between 94% and 96% of respondents feel safe in their neighborhoods and downtown areas.
- **Service Approval:** Fire services received positive marks from approximately 90% of residents.
- **Willingness to Fund:** There was significant community support for investment; 76% of respondents supported an increase in local sales tax to fund public safety facilities, and 73% supported shortening response times even at an additional cost.

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2025 City of Prescott Employee Engagement Survey

Prior to the latest strategic planning cycle, the city conducted a comprehensive employee engagement survey with 64% participation (361 employees). The Fire Department had a high engagement level with 69 participants.

General City-Wide Results The results were very positive, indicating high job satisfaction and a work environment fostering teamwork and professionalism.

- **Core Strengths:** Employees feel strongly respected, welcomed, and connected. There is high confidence in direct supervisors and senior administration.
- **Support Services:** 12 out of 18 internal service categories, including Fleet, Finance, and Human Resources, scored well above the national average.
- **Challenges:** Compensation was identified as a primary area needing strength. There is also a desire for a stronger connection between everyday work and the expectations of elected officials.

Fire Department Specific Findings

- **Quality of Work:** Fire personnel reported high satisfaction with the quality of work and services.
- **Resource Adequacy:** Members specifically noted they have the technology tools and equipment needed to perform their jobs effectively and safely.
- **Supervision:** Employees feel their supervisors help them learn and grow, provide constructive coaching, and provide recognition for good work.

2026 Community and Stakeholder Survey Results

The 2026 feedback cycle represents the most current data regarding the department's environment. Access to a community survey was provided several weeks in advance of agency stakeholder meetings, resulting in 48 participants.

External Environmental Scan - Community Expectations and Concerns The community's primary focus is on Response, Coverage, and Infrastructure (165 Total Points).

- **Top Priorities:** Better response times, fire/emergency help, and building new stations (specifically in the North/Airport area).
- **Top Concerns:** Rapid city growth and traffic outpacing the department's physical footprint (128 Total Points).
- **Additional Feedback:** Residents expressed hope for prompt adoption of the 2024 WUI Code and suggested smaller, cost-effective vehicles for non-fire medical calls.
- **Positive Feedback:** Public outreach is regarded as "outstanding," and staff friendliness is highly valued. The passage of Prop 478 and successful suppression of the Whiskey Row fire were cited as major successes.

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Internal Environmental Scan – Agency Expectations and Concerns

Feedback from departmental personnel indicates that workforce-related themes, culture, training, staffing, and pay, account for over 70% of all mentions.

- **Workload, Staffing & Burnout (Score: 121):** This is the most significant concern theme. Personnel are exhausted by mandatory overtime and a "marathon sprint" pace.
- **Compensation & Benefits (Score: 95):** The second highest-scoring internal theme. Top priorities include pay comparative with the local cost of living and establishing career promotional step plans.
- **Scheduling & Operations (Score: 68):** A major recurring goal is reducing the 56-hour work week to improve overall wellness.
- **Training (Score: 25):** Members desire a dedicated training division and more consistent training systems to enhance professional skill sets.

Internal Environmental Scan – Objective Factors (S.C.O.R.E. Analysis)

The 2026 environmental scan analyzed the organization through the lens of Strengths, Challenges, Options, Responsiveness, and Effectiveness (S.C.O.R.E.).

- **Strengths:** Overwhelmingly people- and culture-driven, accounting for 65% of all strength-related mentions (35 mentions). This indicates high internal trust and resilience.
- **Challenges:** Structural constraints are distributed across systems, with Culture/Morale/Burnout (11 mentions) and Training Capacity (10 mentions) identified as the most frequent challenges.
- **Options:** Training investment was identified as the single most actionable improvement (23 mentions), followed by communication enhancements (11 mentions).
- **Responsiveness:** Concerns are primarily communication-driven, with stakeholders emphasizing delayed feedback and limited transparency (14 mentions).
- **Effectiveness:** Closely associated with training quality (15 mentions), competitive compensation (12 mentions), and response performance (12 mentions).

Strategic Issue Statements

The Prescott Fire Department’s strategic plan has led to significant progress over the past three years, resulting in a shift in its operating environment. The plan’s methodology has yielded results: the department added 25 critical positions, reduced reliance on force hires by 46%, decreased the impact of low-acuity calls by 12%, and eliminated 86% of vehicle movements related to coverage repositioning. The 2024 passage of Proposition 478 (the Public Safety Tax Initiative) provides the necessary resources to address long-standing infrastructure and personnel gaps.

To continue progress, the department held a Strategic Planning Retreat in February 2026, updating the original strategic issues and results. This update was driven by the stakeholder environmental scan which validated our trajectory. The next three years (2026–2029) focus on aggressively executing infrastructure and growth initiatives. This includes constructing three new fire stations, modernizing existing facilities, and developing a scalable response model to reduce response time gaps. The department must also focus on organizational capacity to meet community expectations and provide a safe environment for employees. Our goal is to move beyond maintenance to sustainable service excellence, ensuring growth aligns with the City of Prescott’s rapid evolution.

The following strategic issue statements are the culmination of environmental scanning, contrasting the city council’s strategic plan, and assessing the original strategic issues identified in 2023. These issues range from occupational safety and sustainable funding to wildland-urban interface (WUI) risk reduction. They are not reflections of past inaction but rather a fact-based assessment of the conditions we must navigate today.

Issue 1: Response, Growth, and Infrastructure

While funding for critical staffing and infrastructure has been secured, the multi-year nature of capital projects creates a significant delay between investment and operational relief. Despite the implementation of new initiatives, rapid community growth continues to outpace the organization’s ability to deliver services that if not addressed will result in:

- Decreased confidence by stakeholders resulting from a continued imbalance between service demands and organizational capacity.
- Continued employee health impacts due to station conditions during the implementation of capital projects.
- Poor patient outcomes or economic impacts resulting from response times that remain above targeted benchmarks.
- Ongoing negative impact on employee wellness due to current working conditions and high-pressure service demands.

Issue 2: Resource and Workforce Sustainability

The agency has undergone significant expansion over the last three years but currently faces a foundational deficit where rising demand and personnel shortages have led to widespread employee fatigue. Despite recent adjustments, operational staff still face force hiring to ensure basic coverage levels. While funding has started to address station infrastructure, critical gaps remain in the training and community safety divisions that if not addressed will result in:

- Loss of personnel
- Degradation of long-term service quality
- Maintaining reliability and mitigate the fiscal costs of losing experienced team members.

Issue 3: Community Wildfire Risk

The community faces an escalating wildfire threat driven by unmanaged fuel loads and documented vulnerabilities in urban areas, which has triggered significant instability in the local insurance market. While preliminary measures have been initiated, the department lacks a data-informed, comprehensive strategy to bridge the gap between current resource levels and required mitigation interventions. If enforceable vegetation control codes and enhanced operational capacity to support fuel reduction are not addressed, this will result in:

- Remaining at high risk for large-loss fire events.
- Lacking the necessary framework to become truly fire adapted.
- Insurance Cancellations and Increased costs
- Heightened risk of not being able to respond to and mitigate a catastrophic wildland fire event

Issue 4: Training and Professional Development

The department is at a pivotal transition point where rapid organizational growth and a generational shift in leadership are colliding, creating an urgent need to close the experience gap and prevent the loss of institutional knowledge. If not addressed, the core challenges related to expanding operational capacity and empowering a new generation of frontline leaders will result in:

- A permanent loss of institutional knowledge, resulting in costly operational errors and reinventing the wheel.
- Diluting the department's unique identity, potentially transforming a mission-driven "family" culture into a disconnected, purely transactional environment.
- Increasing the risk of burnout, high turnover, and a measurable decline in the quality-of-service delivery to the public.

Issue 5: Organizational Communication and Transparency

Due to organizational demands the department is struggling to maintain a unified communication system, resulting in information gaps between leadership, operational staff, and the community. The core challenge is to transition to a proactive engagement model that facilitates timely feedback and collaborative execution while protecting the transparency required to uphold public trust. If not addressed, this will result in:

- A lack of unified communication, stifling the flow of critical information and cross-functional cooperation.
- Not communicating resource allocation clearly to the community could damage the department's reputation and perceived accountability.
- Slow feedback loops and vague execution plans will result in delayed decision-making and prevent frontline staff from contributing vital "boots on the ground" insights to administrative policy.

Issue 6: Service Delivery Evolution and Evidence Based Processes

While data management has improved, the department continues to be hampered by inefficient processes and capacity constraints in its data analysis capacity. In addition, the department is facing escalating costs for fire apparatus and evolving community expectations for a modern EMS model. The department needs to continue its transition toward a modernized, evidence-based decision-making model that optimizes both fleet utilization and response-time performance. If not addressed, this will result in:

- Potential for misaligned assets and inefficient processes
- Inability to accurately track data leading to declining response times and compromised patient outcomes.
- Non-compliance with standards which can impact service quality.
- Impacts on policymakers making high-stakes decisions without clear, evidence-backed justifications.

Performance-Based Strategic Results

To ensure that strategic issues are addressed objectively and methodically, six strategic results have been established to measure and report organizational effort and progress continuously. A key feature of these strategic results is that they directly report the changes that our community will experience. This ensures that, as a public-facing entity, even initiatives focused on employee well-being have a direct and tangible impact on the customers receiving our services. As a result, the department's budget structure has been reorganized over the past three years to directly align with the performance-based strategic plan.

The key concept that connects the funding the department receives, the strategic plan, and ultimately our performance related to both is the utilization of the logic model for strategic planning. This systematic framework maps the relationship between the resources we invest and the change we aim to achieve. By defining this causal chain, we shift from reporting just how busy we are to being able to effectively tell our story and achieve intentional effectiveness.

Core Components of the Logic Model for Strategic Planning

The logic model operates on an "If-Then" sequence, ensuring every dollar and hour spent contributes directly to our mission. It starts with the strategic issues as the foundation of what the plan is attempting to address and then logically determines the relevant measures that contribute to solving that problem. The components of the logic model are presented here to illustrate the sequencing of how this accomplished.

Component	Description	Example
Inputs/Demands	The resources invested or services demanded.	Funding, staff time, technology, and partnerships.
Activities/Services	The actions we take using those resources.	Training workshops, software development, or outreach.
Outputs/Efficiencies	The direct products or services delivered.	Number of sessions held, units produced, or people served.

Component	Description	Example
Outcomes	The specific changes in behavior, knowledge, or status.	Increased skill levels, improved efficiency, or higher revenue.
Impact	The long-term, systemic change in the organization or community.	Industry leadership or sustained social improvement.

Using a logic model provides three critical advantages for the department:

- **Alignment:** It ensures that our day-to-day activities are never decoupled from our high-level impact.
- **Accountability:** By defining clear outputs and outcomes, we establish the metrics by which we will measure our progress over the next fiscal cycle.
- **Clarity:** It provides a common language for stakeholders to understand not just what we are doing, but why it matters.

While outputs tell us what we did, outcomes tell us if it worked. This plan prioritizes the latter to ensure we are driving meaningful results rather than just tracking volume.

Performance-Based Budget Structure

To address these six 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.

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



The Role of Program Appraisals to Measure Effectiveness

In the context of a logic model, a program appraisal serves as the critical feedback loop that validates “if-then” assumptions. While the logic model outlines the theory of how resources should create change, the appraisal provides the evidence of whether those resources produced the intended results. The department employs a four-pillar approach to integrate its core functions into the logic model:



1. Performance Measurement as the Data Foundation: The department utilizes a “Family of Measures” to monitor performance.

2. Strategic Plan Alignment: The appraisal directly measures progress toward the Strategic Roadmap by tracking the percentage of initiatives completed and specific strategic results, such as stakeholder confidence levels. This ensures that the Office of the Chief is not only managing daily tasks but is actively advancing long-term goals.

3. Gap-Based Budgeting: A unique aspect of the PFD method is that budget requests must originate from identified performance gaps. For example:

- The Gap: A lack of dedicated staff for PIO and outreach limits stakeholder trust.
- The Budget Solution: A request for \$5,000 for Outreach Surveys to gather data and enhance community engagement.
- The Fiscal Alignment: Moving specific line items (such as chaplain training or parade fees) into Program 1.2 to better reflect the true cost of leadership services.

4. Accreditation as the Quality Standard: Certain appraisals assist in fulfilling specific Commission on Fire Accreditation International (CFAI) requirements. Although not all programs are mandated to submit an appraisal under CFAI guidelines, all programs within the department are required to do so due to continuous improvement practices and budget alignment. By mapping the program to the intent of the accreditation model, the department ensures that its management practices adhere to national standards for excellence.


City of Prescott Fire Department
CY 2025 Program Appraisal
Final Report Due By: February 6th, 2026


PROGRAM NAME: 1.2 – LEADERSHIP AND MANAGEMENT (OFFICE OF THE CHIEF)
 Calendar Year being appraised: 2025 Date Appraisal Finalized:
 Prepared by: Fire Chief Halger Durre

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

Program Purpose Statement
 The purpose of the Leadership and Management Program is to provide leadership, direction, and communication services to stakeholders so they can live, work, and recreate with confidence in the City's emergency services.

Accreditation Category/Criterion Impact:

- Category 1 – Governance and Administration
- Category 7 – Human Resources (Criterion 7B Delegated to 1.6 – Workforce Development)
- Category 10 – External System Relationships

Bolded categories and criteria require a formal and documented appraisal for accreditation. This document, along with its coordinated program appraisal, fulfills this requirement.

Due: August 30th, 2025 FY 26 Program Budget Overview

Leadership and Management Program Assignments and Budget Overview					
Budget Year	Division Chief: Fire Chief Halger Durre		Program Manager: Fire Chief Halger Durre		
	FY 2024 Revised	FY 2025 Actual	FY 2025 Revised	FY 25% Difference	FY 2026 Revised
Personnel	\$0	\$0	\$0	0	\$0
Supplies	\$8,635	\$8,005	\$8,005	12,042	\$8,969
Internal Charges	\$0	\$0	\$0	100.00	\$7,000
Services	\$1,924	\$5,280	\$5,280	70.037	\$8,978
Cost Recovery	\$0	\$0	\$0	0	\$0
Debt Service	\$0	\$0	\$0	0	\$0
Total	\$	\$10,559	\$ 13,285	87.783	\$ 24,947

Review Due: October 31st, 2025 Inventory of Services

Review the services provided by your program. Are they still applicable? Are there additional services you feel should be provided by your program?

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Performance-Based Strategic 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. Measures listed in **blue** text are undergoing significant updates as a result of the 2026 strategic plan while measures in **green** text were updated either during the 2024 or 2025 program appraisal process.

1.0 - 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 - % variance of actual expenditures and the approved administration program budget (tracked quarterly). • Strategic Outcome 1.2 - % stakeholders who report they have confidence in PFD • Strategic Result 1.3 - % of staff reporting feeling “operationally ready” to use a new technology following department lead coordination and training. • Strategic Outcome 1.4 - % PFD program budget variance (% over/under) between approved budget and actual expenditures. • Strategic Outcome 1.5 - % of strategic workplan items that are on track or completed • Strategic Outcome 1.6 – Workforce Demand Pressure Index (vacancies and demand vs. workforce readiness) over the next 3 years

2.0 - Emergency Operations Division	
Purpose Statement	The purpose of the Emergency 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"> • Strategic Outcome 2.1 - % emergent responses by the 1st qualified PFD unit that meets the 8 minutes 90th percentile total response time benchmark. • Strategic Outcome 2.2 - % of qualified incidents meeting the ERF staffing assembly as outlined in the CRA/SOC • Strategic Outcome 2.3 - % cardiac arrest patients discharged from the hospital with no neurological deficits • Strategic Outcome 2.4 - % of time missed in Fire Suppression due to injury / illness

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3.0 - 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 - % 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

4.0 - 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 Goals and Objectives

The following results serve as the organizational roadmap through the next five years. This plan is a living document, updated annually to maintain alignment with City Council priorities. For ease of navigation, marginal symbols highlight links to the City Council Strategic Plan, while objectives supported by the Public Safety Tax Initiative (PSTI) are marked with a corresponding text stamp.

Strategic Result 1: Reducing Risk

Achieving Effective Response and Risk Reduction Solutions

Community Impact Statement: The community will experience a reduction in the negative consequences of life-threatening emergencies by implementing proactive response initiatives, and enhanced wildfire risk mitigation and suppression capability. Residents will benefit from these initiatives, as evidenced by:

Goal 1A - Emergency Response Improvement - By the end of FY 2028, the department will achieve measurable progress in emergency response times, improvement in clinical outcomes, and call volume trends through:

Supports City Council Priority #1

Supports Council Goal 1.1.2

Objective 1A.1 - Response Time Reduction: Continuing in FY 2027, the department will reduce first-unit total response times for emergent incidents in support of the council-mandated goal of an 8-minute 90th percentile benchmark.

PSTI

Supports Council Goal 1.1.2

Objective 1A.2 - Cardiac Arrest Survival: Continuing in FY 2027, the department will improve outcomes for cardiac arrest patients, targeting a 3% annual increase of patients discharged without neural deficits.

Supports Council Goal 1.1.2

Objective 1A.3 - Low-Acuity Mitigation: By FY 2029, the department will identify and formally present initiatives to low-acuity incidents to enhance the availability of front-line emergency response resources.

PSTI

Goal 1B - Wildfire Mitigation - Over the next three fiscal years, the department will implement a comprehensive wildfire prevention framework, establish risk reduction initiatives and benchmarks, prioritize data-driven risk assessment, and enhancing mitigation capacity.

Supports City Council Priority #1

Supports Council Result 1.3

Objective 1B.1 - Code Adoption: By the end of calendar year 2026, the department will seek council adoption of the 2024 International Wildland Urban Interface Code (IWUIC) informed by community feedback resulting in a sustainable ordinance that improves wildfire resiliency.

Supports Council Result 1.3

Objective 1B.2 - Wildfire Risk Mapping: By the end of FY 2027, the department will implement a field-verified wildland fire risk model to guide IWUIC code enforcement and prioritize mitigation efforts across all critical fire pathways.

Supports Council Result 1.3

Objective 1B.3 - Community Wildfire Protection Plan: By the end of FY 2028, the department will develop a Community Wildfire Protection Plan (CWPP) in collaboration with local stakeholders that recommends resource enhancements,

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identifies incentives and funding sources, and establishes risk reduction benchmarks.

Goal 1C - Wildfire Response - By the end of FY 2029, the department will strengthen community safety by aligning wildland fire response capabilities with the council-adopted Community Risk Assessment/Standards of Cover (CRA/SOC) and Community Wildfire Protection Plan (CWPP), ensuring that specialized personnel and tactical resources are optimized to protect local lives and property.

Supports City Council Priority #1

Supports Council Result 1.3

Objective 1C.1 – Scalable Wildland Operations Framework: By the end of calendar year 2028, the department will submit a framework to city leadership that ensures wildland suppression capability mitigates risk and meets service level expectations.

Supports Council Result 1.3

Objective 1C.2 – Wildfire Personnel Development: By the end of FY 2029, the department will develop a training plan that includes advanced qualifications and off-district experiential training in support wildfire response service levels.

Strategic Result 2: Infrastructure

Positioning Critical Infrastructure to Deliver Strategic Results

Community Impact Statement: The Prescott community will experience a customer-focused, responsive Fire Department capable of delivering sustainable, high-performing services consistent with the city’s adopted Standards of Cover. Residents will benefit from strategically located fire stations and modern infrastructure that ensure response capabilities and keep pace with community growth as evidenced by:

Goal 2A – Additional Station Infrastructure - By December 2028, the community will experience infrastructure as identified in the city’s strategic plan and supporting the initiatives funded in the Public Safety Tax Initiative (PSTI).

Supports City Council Priority #1

Supports Council Goal 1.1.1

Objective 2A.1 – Fire Station 76: By December 2028, the department will near completion of an additional station optimally located to reduce response times.

PSTI

Supports Council Goal 1.1.1

Objective 2A.2 – Fire Station 73 Relocation: By December 2028, the department will near completion of a station to relocate Engine 73 to reduce response times and optimally position resources.

PSTI

Objective 2A.3 – Fire Station 72: By December 2028, the department will near completion of a remodel/replacement for Station 72 in its current location to address health and safety challenges.

PSTI

Goal 2B – Existing Facilities - Continuing in FY 2027, the department will complete or implement a plan that address the findings of existing health, safety, and maintenance assessments of its facilities.

Objective 2B.1 – Fire Station Update Plan: By the end of calendar year 2027, the department will establish a multi-year plan in consultation with architectural

PSTI

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experts, to address remaining deficiencies identified in the 2025 Health and Safety Action Plan and the city's 2025 Facility Condition Assessment.

Objective 2B.2 – Fire Station Update Implementation: By the end of FY 2028, the department will record completion of the needs identified in the multi-year update plan or incorporate outstanding items into capital budget recommendations.

PSTII

Strategic Result 3: Organizational Capacity

Aligning Capability with Community Demand

Community Impact Statement: The Prescott community will experience a fire department that reliably meets increasing demands while ensuring the well-being of its employees. Citizens will benefit from staff that consistently deliver all facets of fire department services as evidenced by:

Goal 3A – Organizational Capacity and Workload - By the end of FY 2030, the Prescott Fire Department will align community demand with organizational capacity and implement efficiency and structural improvements to maintain or improve service levels.

Supports City Council Priority #5

Supports Council Result 5.1

Objective 3A.1 - Administrative Efficiency Evaluation: By the end of FY 2027, the department will conduct a formal evaluation of all organizational administrative processes and identify efficiency improvements.

Supports Council Result 5.1

Objective 3A.2 - Organizational Capacity Analysis: By the end of calendar year 2027, the department will analyze organizational workloads and capacity, focused particularly on the essential services and community risk management divisions, to identify factors affecting the ability to meet service levels.

Objective 3A.3 - Shift Schedule Transition Audit: By the end of calendar year 2027, the department will complete a performance and wellness audit of the 48/96 shift transition to determine impacts on operational readiness.

Supports Council Result 2.5

Objective 3A.4 - ARFF Program Sustainability: By the end of FY 2027, the fire department and airport will analyze ARFF service delivery and program continuity resulting from Engine 73s relocation and update protocols and agreements to ensure FAA compliance.

Objective 3A.5 - Fire Administration Scheduling Optimization: By the end of calendar year 2027, the department will identify optimized work-schedule options for 40-hour staff that align with organizational needs.

Supports Council Result 5.1

Objective 3A.6 - Overtime Mitigation: By the end of FY 2027, the department will strive to achieve zero shifts of mandatory overtime through enhanced staffing models and relief pool management.

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Supports
Council Result
5.1

Objective 3A.7 - Organizational Capacity Initiatives: By the end of calendar year 2028, the department will implement initiatives to sustainably achieve service levels or develop corresponding funding strategies.

Strategic Result 4: Workforce Development

Supporting Our People

Community Impact Statement: The Prescott community will experience a competent, healthy, and professional workforce ready to deliver consistent and effective services. By investing in a training program that follows industry best practices and emphasizing professional mastery, the department will ensure that its personnel are prepared to effectively mitigate community risk and maintain a sustainable pipeline of qualified public safety leaders as evidenced by:

Goal 4A – Training and Workforce Development - By FY 2029, the department will implement outcome-focused enhancements to its training and workforce development programs, establishing benchmark-aligned systems that maximize departmental capacity, leadership depth, and organizational readiness in support of a growing workforce.

Supports City
Council
Priority #5

Supports
Council
Result 5.1

Objective 4A.1 - Performance Benchmarking: By the end of FY 2027, the department will evaluate its training program through industry best practices to identify specific training gaps and set performance benchmarks.

Supports
Council
Result 5.1

Objective 4A.2 - Outcome Validation: By the end of FY 2027, the department will implement a formal validation process to verify that all training outcomes meet established industry benchmarks for departmental readiness and safety.

Objective 4A.3 - Standardized Curriculum Delivery: During FY 2028, the department will transition to a standardized, performance-based curricula to ensure consistent training quality across all divisions.

Goal 4B – Health and Safety - By the end of FY 2028, the department will build on the foundation of progress in health and safety to enhance the effectiveness of the health and safety audit.

Supports City
Council
Priority #5

Supports
Council
Result 5.1

Objective 4B.1 – Wellness and Fitness Effectiveness: By the end of FY 2028, the department will analyze data from annual physicals and newly implemented injury rehabilitation services to identify the top three occupational health trends and implement a targeted program to improve them.

Objective 4B.2 – Mental Wellness: By the end of FY 2027, the department will formalize "Mental Health Check-ins" alongside the annual physical process, ensuring that the existing wellness program is proactively addressing burnout and cumulative stress before it impacts operational readiness.

Objective 4B.3 – Health and Safety Audit: By the end of FY 2029, the department will conduct a safety audit based on NFPA 1500 to identify policy and procedural health and safety opportunities for improvements.

PSTI

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Strategic Result 5: Organizational Communication

Forged by Values, Energized by Vision

Community Impact Statement: Continuing in FY 2027, Prescott residents and members of the Prescott Fire Department will experience a reliable flow of information through a formal and documented communication strategy coordinated with the city's outreach directives that highlights department culture, prioritizes community awareness, and emphasizes public safety education. This proactive outreach, based on a clearly articulated strategy, ensures transparent communication to establish confidence in the value of fire department services, as evidenced by:

Goal 5A – Strategic External Communications - By the end of FY 2028, the department will establish a multi-channel public outreach program to showcase department capabilities and safety initiatives.

Supports City
Council
Priority #5

Supports
Council
Result 5.2

Objective 5A.1 – Public Safety Tax Initiative Progress & Investment:

Continuing in 2026, the department will launch a communication initiative, developed in collaboration with city stakeholders, that provides regular updates on all capital projects and workforce investments funded by the public safety tax initiative to ensure community transparency and fiscal accountability.

PSTI

Objective 5A.2 – Community Safety Education: By the end of FY 2027, the department will deliver regular public education and community outreach offerings across multiple platforms, including in-person presentations and broadcast media, to improve community-wide risk reduction and brand recognition.

Supports
Council
Result 5.2

Objective 5A.3 – Multi-Channel Digital Presence: Continuing in 2026, the department will maintain an active and professional digital footprint that utilizes multimedia content to keep the public informed of department activities, safety alerts, and personnel highlights.

Goal 5B – Strategic Internal Communications - Continuing in FY 2026, the Prescott Fire Department will establish a robust internal communication framework to ensure staff are informed, leadership is visible, and department culture is aligned with "customer-focused" service values.

Objective 5B.1 – Leadership Engagement & Visibility: By December 2026, the department will implement a formal Leadership Communication Plan that utilizes the leadership team from captains to the fire chief including digital and in-person communication, resulting in a 15% increase in internal communication satisfaction scores by FY 2028.

Objective 5B.2 – Information Integrity & Protocols: By the end of FY 2027, the department will standardize internal communication protocols to ensure the accurate, confidential, and timely distribution of department information and administrative updates.

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Objective 5B.3 – Organizational Culture & Value Alignment: Continuing in FY 2027, the department will implement initiatives that align leadership behaviors and internal messaging with the department’s core service values and commitment to excellence.

Strategic Result 6: Performance Management

Leveraging the Value of Data

Community Impact Statement - The Prescott community will experience a transparent and accountable Fire Department that uses data-driven performance management to inform operational, policy, and budget decisions. By developing process improvement practices and expanding analysis resources that measure accurate and relevant information, the department guarantees that public safety results are exceptional as evidenced by:

Goal 6A – Performance Management and Process Improvement - By the end of FY 2027, the department will report 100% of strategic outcomes to the city, integrate industry-best quality management practices, and establish process improvement initiatives informed by validated performance data.

Supports City
Council
Priority #5

Supports
Council Goal
5.1.1

Objective 6A.1 – Strategic Outcome Reporting: By the end of calendar year 2026, the department will report 100% of all strategic outcomes as part of the city’s performance management efforts.

Supports
Council Goal
5.1.1

Objective 6A.2 – Performance Measure Utilization: By the end FY 2027, the department will ensure that all department budget programs appraise efficiency and effectiveness using validated results-oriented performance measures.

Supports
Council
Result 5.1

Objective 6A.3 – Quality Management: By the end of calendar year 2027, the PFD will identify industry best practices in quality management and develop a plan to integrate these principles to enhance organizational effectiveness.

Supports
Council
Result 5.1

Objective 6A.4 – Process Improvement: By the end of FY 2028, the department will establish a formal Continuous Process Improvement (CPI) program that integrates Lean Six Sigma methodologies into the performance management program.

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Planning Methodology

The department utilizes a three-phase approach to develop the strategic plan. These consist of a review of existing organizational planning and study documents, such as the CRA/SOC, conducting comprehensive organizational assessments using feedback from multiple stakeholders, and establishing a results-oriented business plan that consolidates all three phases.

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 these 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, online surveys, and virtually moderated sessions.

Review of Organizational Planning and Study 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 Vision, Mission, and Values work.

2026 Strategic Plan Update

Building on the foundational work established in previous years, the department initiated a new phase of intensive planning in early 2026. This effort began in mid-January and concluded in late February with two half-day in-person planning sessions conducted with a wide cross-section of PFD staff. These sessions were designed to ensure that the strategic direction remained aligned with the operational realities and insights of personnel from all levels of the organization. The work found that the Prescott Fire Department remains an organization that desires fundamental change, is ready for that change, and is actively moving forward.

2026 Public Outreach Strategy

To obtain broad and representative feedback for the 2026 community survey, a multi-channel outreach strategy was implemented to maximize accessibility and awareness.

- **Physical & Direct Outreach:** Flyers were distributed to ten strategic community locations, including local colleges, social clubs, and the library. These included "take-and-go" copies, a QR code for direct access, and clear information regarding confidentiality and duration. Flyers were also provided at public events such as the Farmers Market, the International Wildland Urban Interface Code Adoption Event, and city council meetings.
- **Media & Digital Presence:** Recognizing local demographics, information was published in the newspaper and promoted via radio spots. The department also leveraged modern platforms, including a Podcast/YouTube session featuring the Chief and the Mayor in January. A pop-up notification was added to the department website to direct traffic to the survey.
- **Community Partnerships:** Outreach was conducted via email to 14 community partners organizations to leverage established networks. The survey was further promoted through city partnership channels on social media.

While multiple avenues for participation were provided, including in-person options, all responses were returned in a digital format. This indicates that community participation occurred exclusively through online engagement despite the availability of alternative physical methods.

Appendix A – Glossary of Terms

2024 WUI Code (Wildland–Urban Interface Code): A set of fire safety regulations adopted or updated in 2024 that establish standards for development in areas where structures and wildland vegetation meet. The code is designed to reduce wildfire risk through requirements related to building materials, defensible space, access, water supply, and vegetation management.

48/96 Shift Transition: A specific shift schedule (48 hours on, 96 hours off) being audited for its impact on operational readiness and employee wellness.

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.

Activities/Services: The specific actions taken using resources, such as training workshops or software development.

ARFF (Aircraft Rescue and Firefighting): Specialized fire services provided at the airport to ensure FAA compliance.

CFAI (Commission on Fire Accreditation International): A national organization that provides accreditation to fire and emergency service agencies based on rigorous performance and management standards.

CRA (Community Risk Assessment): A systematic evaluation of hazards, vulnerabilities, and community assets to identify and prioritize risks to life, property, and the environment. A CRA informs planning, resource allocation, prevention strategies, and emergency response to ensure that public safety efforts effectively address the most significant threats.

CPI (Continuous Process Improvement): An ongoing, systematic approach to analyzing and enhancing organizational processes to increase efficiency, effectiveness, and quality. In the fire department context, CPI involves regularly reviewing operations, identifying areas for improvement, and implementing changes to better serve the community and achieve strategic results.

CPSE (Center for Public Safety Excellence): A non-profit organization that sponsors CFAI.

CRA (Community Risk Assessment): A comprehensive analysis of the risks faced by the community.

CWPP (Community Wildfire Protection Plan): A collaborative, community-based plan that identifies wildfire risks, prioritizes areas for mitigation, and outlines strategies to reduce wildfire hazards to people, property, and infrastructure. CWPPs guide prevention, preparedness, and response efforts and are often used to inform funding and resource allocation for wildfire protection projects.

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

Environmental Scanning: is a fundamental process of gathering and analyzing information about the external and internal environments of an organization.

Evergreen Document: A planning philosophy designed to be a living document that is updated annually to meet the rapidly evolving needs of the community.

External Environment: This involves identifying “macro” factors that are beyond the organization’s control.

FAA (Federal Aviation Administration): The U.S. government agency responsible for regulating and overseeing all aspects of civil aviation, including aircraft operations, air traffic control, airport safety, and pilot certification. The FAA establishes standards that impact aviation safety, emergency response, and aerial operations conducted by public safety agencies.

Family of Measures: A comprehensive set of performance metrics that includes multiple data points (e.g., output, outcome, efficiency, and quality measures) to provide a complete view of performance.

Force Hiring: The practice of mandatory overtime used to maintain basic coverage levels during personnel shortages.

Gap-Based Budgeting: A method where budget requests must originate from identified performance gaps.

GMIHC (Granite Mountain Interagency Hotshot Crew): An elite Prescott-based wildland firefighting crew specializing in wildfire suppression. Following the loss of 19 members during the Yarnell Hill Fire in 2013, the event has had a lasting impact on operational doctrine, risk assessment, and training within the department and the broader wildland fire service.

If-Then Assumptions: The underlying cause-and-effect logic within a plan that assumes if certain actions are taken, then specific outcomes will occur.

Impact: The long-term, systemic change achieved in the organization or the community.

Inputs/Demands: The resources invested (funding, staff time, technology) or the services demanded by the community.

Internal Environment: This involves a thorough examination of the organization’s internal “health,” encompassing its culture, financial resources, talent pool, and operational efficiency.

IWUIC (International Wildland–Urban Interface Code): A model code developed to provide minimum standards for building, site design, and defensible space in areas where structures and wildland vegetation meet. The IWUIC is designed to reduce wildfire risk to people, property, and communities by establishing regulations for construction materials, fire-resistant landscaping, access, and water supply in wildfire-prone areas.

Lean Six Sigma: A methodology that combines Lean principles, which focus on eliminating waste and improving workflow efficiency, with Six Sigma principles, which emphasize reducing variation and defects through data-driven decision-making. In public safety and fire department operations, Lean Six Sigma is used to streamline processes, enhance service delivery, and improve outcomes for the community.

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Logic Model: A systematic "If-Then" framework that maps the relationship between invested resources and the systemic change the department aims to achieve.

Low-Acuity Incidents: Non-life-threatening calls that the department seeks to mitigate to increase the availability of front-line emergency resources.

NFPA (National Fire Protection Association): 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.

Outcomes: The specific changes in behavior, knowledge, or status that indicate if an initiative worked.

Outputs/Efficiencies: The direct products or services delivered, such as the number of people served or units produced.

Program Appraisal: A critical feedback loop that provides evidence of whether resources produced the intended results.

Proposition 478 / PSTI: The Public Safety Tax Initiative passed in 2024 to provide dedicated funding for fire and police infrastructure and personnel.

PIO (Public Information Officer): A designated role responsible for managing communication between the department, the media, and the public.

Resource Model: The framework used by the department to allocate and deploy personnel, equipment, facilities, and funding to meet service demands. An outdated resource model refers to a system that no longer aligns with current community growth, call volume, or operational needs, resulting in strain on personnel and reduced service effectiveness.

Results-Based Strategic Plan: A planning approach focused on achieving measurable outcomes and tracking progress over time, rather than just listing activities.

S.C.O.R.E. Analysis: An environmental scan lens evaluating Strengths, Challenges, Options, Responsiveness, and Effectiveness.

SMART Goals: A framework used to translate a broad vision into Specific, Measurable, Actionable, Relevant, and Time-bound items.

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).

Strategic Issues: are high-priority challenges identified through stakeholder input and organizational analysis that have significant implications for the department's ability to deliver effective, sustainable service. They represent areas where action is required to mitigate risk, address gaps, and ensure alignment with community needs and future demands.

Strategic Result Areas: Broad categories that organize and define priority outcome areas aligned with community needs and organizational goals.

Strategic Results: High-level outcomes the department aims to achieve over a defined period to address strategic issues and improve service delivery.

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Whiskey Row Fire (2012): A major downtown Prescott fire that destroyed multiple businesses on Whiskey Row, underscoring continued fire risk in historic, high-density structures.

WUI (Wildland Urban Interface): Areas where human development meets undeveloped wildland, increasing vulnerability to wildfires.