

RELATIONSHIP BY OBJECTIVE

2025

Facilitated by:

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2025 ANNUAL RBO SUMMARY

RBO is a rich and successful aspect of our fire department's history and culture. This year marks the 36th Anniversary of our annual Relationships by Objective (RBO) annual Labor Management process. It is an important retreat that allows the Phoenix Fire Department and our partners in United Phoenix Fire Firefighters Association (U.P.F.F.A.) Local 493 to identify organizational priorities that affect our firefighters and civilian support staff. Labor and management members work collectively on naming and achieving goals critical to helping our department thrive.

This year's annual retreat was held at the Phoenix Zoo Stone House Pavilion. Approximately 76 members attended with the first order of business, to review the 2024 action items. Those included the development of a strategic plan, staffing automation and integration

In the afternoon, labor and management leaders discussed new action plans for 2024. Some action items were carried over, such as the Strategic Plan Implementation, Staffing Automation and Nature Code Response Assessment. Others are new, such as Staffing Automation and Integration, Payroll Efficiencies and Solutions, Developing Internal and External Workshops, and Strategies for Internal Communication. Co-chairs representing labor and management were named for each new action plan. Each sub-committee will name quarterly goals and report regularly to labor management leadership. The process began in the late eighties after tumultuous challenges began to erode the relationship between fire labor and management. The RBO process, which is now deeply institutionalized, begins with a labor/management retreat during which both sides bring organizational priorities to the table. Goals are identified and representatives from labor and management are assigned to find solutions. It allows the fire department to seamlessly come together on issues that affect our members.

Sometimes a group decision is not possible or not in one or both parties' best interest. The Fire Chief has the final decision-making authority for management decisions, and the Union President has the final decision-making authority for labor decisions. The participants agree upon this and is key to the effectiveness of the labor-management process.

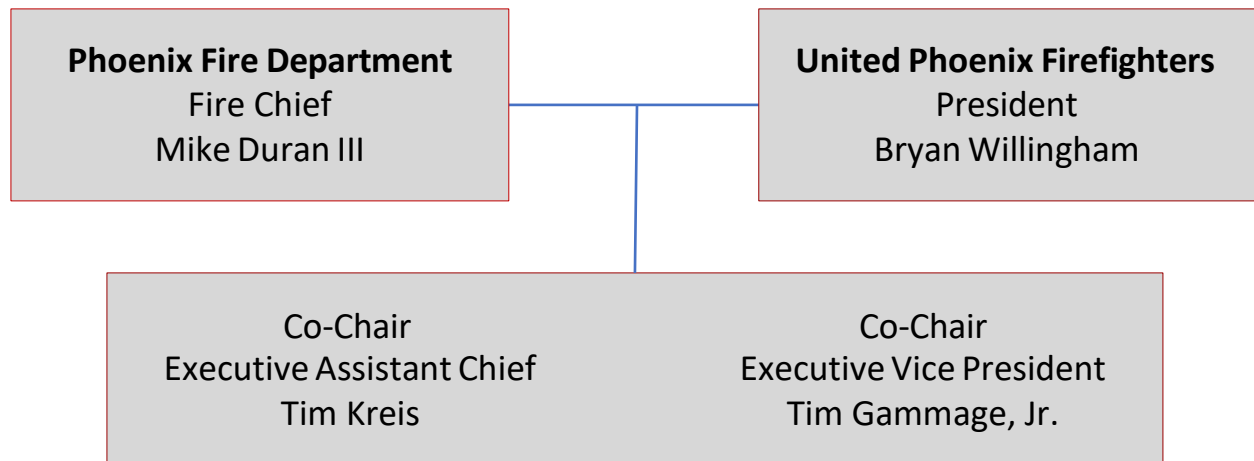
We encourage you to attend RBO meetings so that your voice is heard. Watch the Buckslip and Deployment Wide emails for the various RBO meeting schedules. Get involved to make a positive contribution.



RBO PROCESS CHART

2025
Relationships By Objectives (RBO) Process

COORELATING



RBO Standing Committees

Deployment/Training and Special Operations, Human Resources/ Health and Safety, Physical Resources/
Technology and Innovation, EMS and Community Health, Community Risk Reduction



2025 RBO ACTION ITEMS

Item #1: Staffing Automation and Integration

Co-chairs Keith Slattery & Tim Gammage Jr.

Item #2: Update Firepoint 2.0 Website

Co-chairs Ben Santillan & Cody Brooks

Item #3: Improve Exposure Reporting Process

Co-chairs Jason Miller & Cody Brooks

Item #4: Identify Best Practices for Contaminant Testing and Management

Co-chairs Jo Ellen Caldwell & Scott Crowley

Item #5: Develop a Plan to Increase Training Capacity for Recruits

Co-chairs Scott Wardell & Elliott Simmons

Item #6: Special Operations Staffing and Sustainability

Co-Chairs Tim Jones & Mike Duffy

Item #7: Build A Robust and Sustainable Fleet Replacement and Expansion Plan

Co-Chairs Danny Gile & Keith Rogers

Item #8: Assess And Identify Enhancements to the Uniform Program

Co-Chairs Danny Gile & Al Quintana

Item #9: Assess Organizational Connection to Rovers: Focus on Communication, Motivation, and Retention

Co-Chairs Mike Ong & Matt Shaughnessy

Item #10: Identify Alternative Schedules for Adaptive Response Capabilities and Coverage

Co-Chairs Mike Molitor & Marshall Zeable

Item #11: Evaluate EMT training upon hiring as an option to enhance recruitment

Co-Chairs Maki Lloyd & Gonz



Action Item #1: Staffing Automation and Integration
Co-Chairs Keith Slattery & Tim Gammage Jr.

Goal: Successfully implement a sustainable, automated staffing system that enhances operational efficiency, ensures clear communication, and supports all members through training, adoption, and continuous improvement.

1st Quarter Objective: Build a Strong Foundation for Staffing Automation and Communication

- Identify areas in staffing that can and should be automated while maintaining excellent internal customer service
- Prioritize and perform risk assessment
- Develop a communication plan for membership
- Update contact information for 100% of the membership

2nd Quarter Goal: Develop Frameworks and Processes to Support Implementation

- Identify MP that corresponds to staffing automation and begin revisions
- Develop training documents as well as management and sustainability processes
- Schedule training

3rd Quarter Goal: Execute Training and Begin System Rollout

- Notification and verification text/test
- Begin training membership. Update FirePoint with training documents
- Establish launch date

4th Quarter Goal: Evaluate, Refine, and Achieve Full Adoption

- After Action Review/Identification of outstanding issues and changes
- Complete membership/administrator training



Action Item #2: Update Firepoint 2.0 Website
Co-Chairs Ben Santillan and Cody Brooks

Goal: Prioritize the development and launch of Fire Point 2.0, while continuing to strengthen ongoing training efforts with executive support.

1st Quarter Objectives

- Select Section Representatives
- Set Communication Objectives

2nd Quarter Objectives

- Establish Communication Channels
- Pilot Engagement Meetings

3rd Quarter Objectives

- Launch Communication Campaign
- Collect Section Feedback

4th Quarter Objective

- Measure Outcomes
- Plan Next Steps



Action Item #3: Improve the Exposure Reporting Process
Co-Chairs Jason Miller and Cody Brooks

Goal: Define and resolve current challenges with the toxic exposure reporting process.

1st Quarter Objectives

- Define scope
- Define Challenges to the existing program
- Current platform assessment

2nd Quarter Objectives

- Research and compare additional options
- Build prototype

3rd Quarter Objective

- Final product build

4th Quarter Objective

- Follow-up assessment



2025 RBO ACTION ITEMS – QUARTERLY OBJECTIVES/GOALS

Action Item #4: Identify Best Practices for Contaminant Testing and Management **Co-Chairs JoEllen Caldwell and Scott Crowley**

Goal: Present the acquired information at the 2025 annual RBO.

1st Quarter Objectives

- Information gathering, research and analysis

2nd Quarter Objectives

- Information gathering, research and analysis

3rd Quarter Objectives

- Establish a possible testing Plan and SOP's

4th Quarter Objectives

- Review SOP's and Testing Plan



Action Item #5: Develop A Plan to Increase Training Capacity for Recruits
Co-Chairs Scott Wardell and Elliott Simmons

Goal: Operate efficiently and determine calls that may not need to be responded to, but provide service that the community expects.

1st Quarter Objectives

- Establish a second testing cycle for August 2025 using hybrid testing (online and in person options)
- Look at HWC schedule
- Look at different schedules

2nd Quarter Objectives

- Identify areas to improve onboarding processes for new hires
- Identify budget needs for lab draw/ supplies. Vaccines
- Create schedule

3rd Quarter Objectives

- Request increases in budget if needed
- Work with ERSO for additional staff (RTO, Mentor)

4th Quarter Objectives

- Finalize appointment schedule. Purchase supplies, finalize staff schedule
- Finalize schedule, purchase training supplies, finalize and hire staff



Action Item #6: Special Operations Staffing and Sustainability

Co-Chairs Tim Jones and Mike Duffy

Goal: Enhance the recruitment, retention, and the staffing of members assigned to the Special Operations section of the department

1st Quarter Objective

- Increase staffing levels at the Firefighter and Engineer Rover positions on all shifts.

2nd Quarter Objectives

- Evaluate options for providing additional opportunities for members to receive valuable training and to assist them in maintaining their Continuing Education (C.E) hours

3rd Quarter Objectives

- Provide a more user-friendly software program to assist members in tracking their CE hours and for records management and retention.

4th Quarter Objectives

- Continue to provide valuable training that keeps technicians engaged and vested in the program.



Action Item #7: Build a Robust and Sustainable Fleet Replacement and Expansion Plan
Co-Chairs Danny Gile and Keith Rogers

Goal: Emphasize the idea that PFD is building a plan and that these plans are meant to be communicated effectively, challenged frequently, or altered strategically based on current or future conditions. (NFPA 1900- Jan '24)

1st Quarter Objectives

- Gather all data used to interpret replacement cycles for responding apparatus (Complete a size-up)

2nd Quarter Objectives

- Use data/ metrics and governing agency recommendations to rank and prioritize all responding fleet for replacement.

3rd Quarter Objectives

- Design easy to read visuals that can be published / communicated to stakeholders.

4th Quarter Objectives

- Review and Revise any Related M.P.'s and Publish Visuals to Firewire and any other necessary platforms.



Action Item #8: Assess and Identify Enhancements to the Uniform Program
Co-Chairs Danny Gile and Al Quintana

Goal: Outfit members as industrial athletes while refusing to compromise professional appearance standards.

1st Quarter Objectives

- Identify Specific Areas Within our Control to Improve Upon

2nd Quarter Objectives

- Identify ways to expand vendor selection and identify procurement needs/hurdles to improvement plan.

3rd Quarter Objectives

- Identify areas for improvement with purchasing and delivery processes.

4th Quarter Objectives

- Incorporate improvements into uniform MP to ensure sustainability and compliance and Develops Comms plan to members.



Action Item #9: Assess Organizational Connection to Rovers: Focus on Communication, Motivation, and Retention

Co-Chairs Michael Ong and Matt Shaughnessy

Goal: Investigate and assess the PFD's current methodology of communicating and connecting with our roving members.

1st Quarter Objectives

- Query, examine and collect suggestions.

2nd Quarter Objectives

- Explore the feasibility of the suggestions offered, to include technology.

3rd Quarter Objectives

- Implement a pilot program on the suggested new methodology identified as feasible.

4th Quarter Objectives

- Measure outcomes of the pilot program and provide feedback.



Action Item #10: Identify Alternative Schedules for Adaptive Response Capabilities and Coverage

Co-Chairs Michael Molitor and Marshall Zeable

Goal: Provide a comprehensive evaluation of the 40-hour work schedule that can be utilized to operate adaptive/ alternative response units that do not violate FLSA laws.

1st Quarter Objectives

- Identify and review 40-hour schedules /units utilized by other

2nd Quarter Objectives

- Explore the feasibility of the suggestions offered, to include technology.

3rd Quarter Objectives

- Implement a pilot program on the suggested new methodology identified as feasible.

4th Quarter Objectives

- Measure outcomes of the pilot program and provide feedback.



Action Item #11: Evaluate EMT Training Upon Hiring as an Option to Enhance Recruitment
Co-Chairs Maki Lloyd and DJ Gonzales

Goal: Evaluate EMT training upon hiring as an option to enhance recruitment

1st Quarter Objectives

- Identify objectives for RBO and Goals of the RBO.

2nd Quarter Objectives

- Creating, identifying supporting systems and setting up a base model program.

3rd Quarter Objectives

- Developing program models and schedules.

4th Quarter Objectives

- Developed plan to start program in 2026.



STANDING RBO COMMITTEES

Deployment, Training and Special Operations Committee

Co-Chairs: Mark Gonzales, Ray Ochoa, Tim Gammage Jr. and Elliott Simmons

Human Resources, Health and Safety Committee

Co-Chairs: Reda Riddle-Bigler and Josh Hart

Physical Resources, Technology and Innovation Committee

Co-Chairs: Jeff Schripsema and Elliott Simmons

EMS and Community Health Committee

Co-Chairs: Ray Ochoa and Gabe Orosco

Community Risk Reduction Committee

Co-Chairs: Tim Kreis and Scott Crowley



RBO SUB-COMMITTEES

Deployment, Training and Special Operations Committee

Ladder Subcommittee

Co-Chairs: Tommy Williams and Josh Hart

Operations Staffing Subcommittee

Co-Chairs: Ben Santillan and Matt Shaughnessy

Mid and High-Rise Subcommittee

Co-Chairs: Johnathon Jacobs and Josh Segebarth

Apparatus Placement Subcommittee

Co-Chairs: Chris Healey and Matt Shaughnessy

ARFF Subcommittee

Co-Chairs: Joel Navarro and Chris Murphy

Centralized Training Subcommittee

Co-Chairs: Scott Wardell and Elliott Simmons

Drivers Training Subcommittee

Co-Chairs: Joe Limon and Keith Rogers

Engine Company Functions Subcommittee

Co-Chairs: Chris Gonzales and Elliott Simmons

Recruit Training Subcommittee

Co-Chairs: Joe Limon and Troy Crawford

Special Operations Subcommittee

Co-Chairs: Tim Jones and Mike Duffy

Brush/ WUI Subcommittee

Co-Chairs: Frank Bayless and Matt Shaughnessy



RBO SUB-COMMITTEES

Human Resources, Health and Safety Committee

Volume One Subcommittee

Co-Chairs: Keith Slattery and Marcus Goodrich

Member Services Subcommittee

Co-Chairs: Ben Lindquist and Ray Maione

Recruitment and Retention Subcommittee

Co-Chairs: Ryan Balzarini and Brenda Johnson

Peer Fitness Subcommittee

Co-Chairs: Jo Ellen Caldwell and Richie Robnett

Cancer Support Subcommittee

Co-Chairs: Jason Miller and Jason Smith

Safety Subcommittee

Co-Chairs: Jason Miller and Tim Gammage, Jr.

Professional Development, Professional Standards, and Customer Service Subcommittee

Co-Chairs: Keith Slattery and Gabe Orosco



RBO SUB-COMMITTEES

Physical Resources, Technology and Innovation Committee

Apparatus Subcommittee

Co-Chairs: Steve Simon and Keith Rogers

Uniform, PPE and SCBA Subcommittee

Co-Chairs: Danny Gile and Keith Rogers

Facilities Subcommittee

Co-Chairs: Danny Gile and Elliott Simmons

Research & Development Subcommittee

Co-Chairs: Danny Gile and Al Quintana

Technical Services and Emerging Technology Subcommittee

Co-Chairs: Alex Salgado and Cody Brooks



RBO SUB-COMMITTEES

EMS and Community Health Standing Committee

Alternative Care and Transportation Subcommittee

Co-Chairs: Maki Lloyd and Gabe Orosco

EMS Equipment Subcommittee

Co-Chairs: Dave Moffitt and Matt Shields

Volume 12 EMS Subcommittee

Co-Chairs: Maki Lloyd and Gabe Orosco

ePCR Subcommittee

Co-Chairs: Dave Moffitt and Gabe Orosco



RBO SUB-COMMITTEES

Community Risk Reduction Committee

Fire Investigations Subcommittee

Co-Chairs: Brian Geranen and Tim Gammage, Jr.

Homeland Subcommittee

Co-Chairs: Jason Rideout and Scott Crowley

Unmanned Aerial Systems (UAS) Subcommittee

Co-Chairs: Daniel Cheatham and Kenny Overton

Community Risk Reduction Subcommittee

Co-Chairs: Dan Cheatham and Scott Crowley

Grants Subcommittee

Co-Chairs: Jason Rideout and Patrick Cardenas

