



PHOENIX FIRE DEPARTMENT

2024-2027

# STRATEGIC PLAN

"LEADING THE FIRE SERVICE"





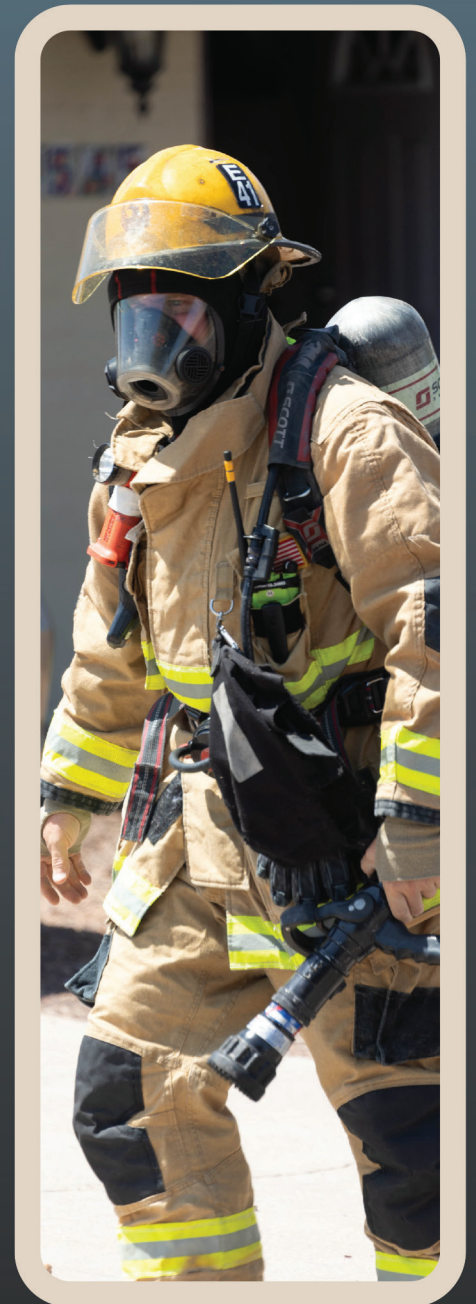


**PREVENT HARM**  
**SURVIVE**  
**BE NICE**



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The Phoenix Fire Department has been providing emergency response to the citizens of Phoenix and the surrounding community for over 100 years. We have grown from a single horse-drawn pumper staffed by volunteers to a professional organization that boasts one of the nation's most robust automatic aid systems. We are second in response capability only to the New York Fire Department. That is why our focus remains on continued success and strategic planning.

With unprecedented growth and a diverse population, it is our focus to be responsive to our internal and external customer needs. This Strategic Plan helps us accomplish that and provides this Department a roadmap for success far into the future.

I am proud that this plan was driven through member engagement and participation. United, we will face and overcome our current challenges as we plan for our future.

Sincerely,

Mike Duran  
Fire Chief

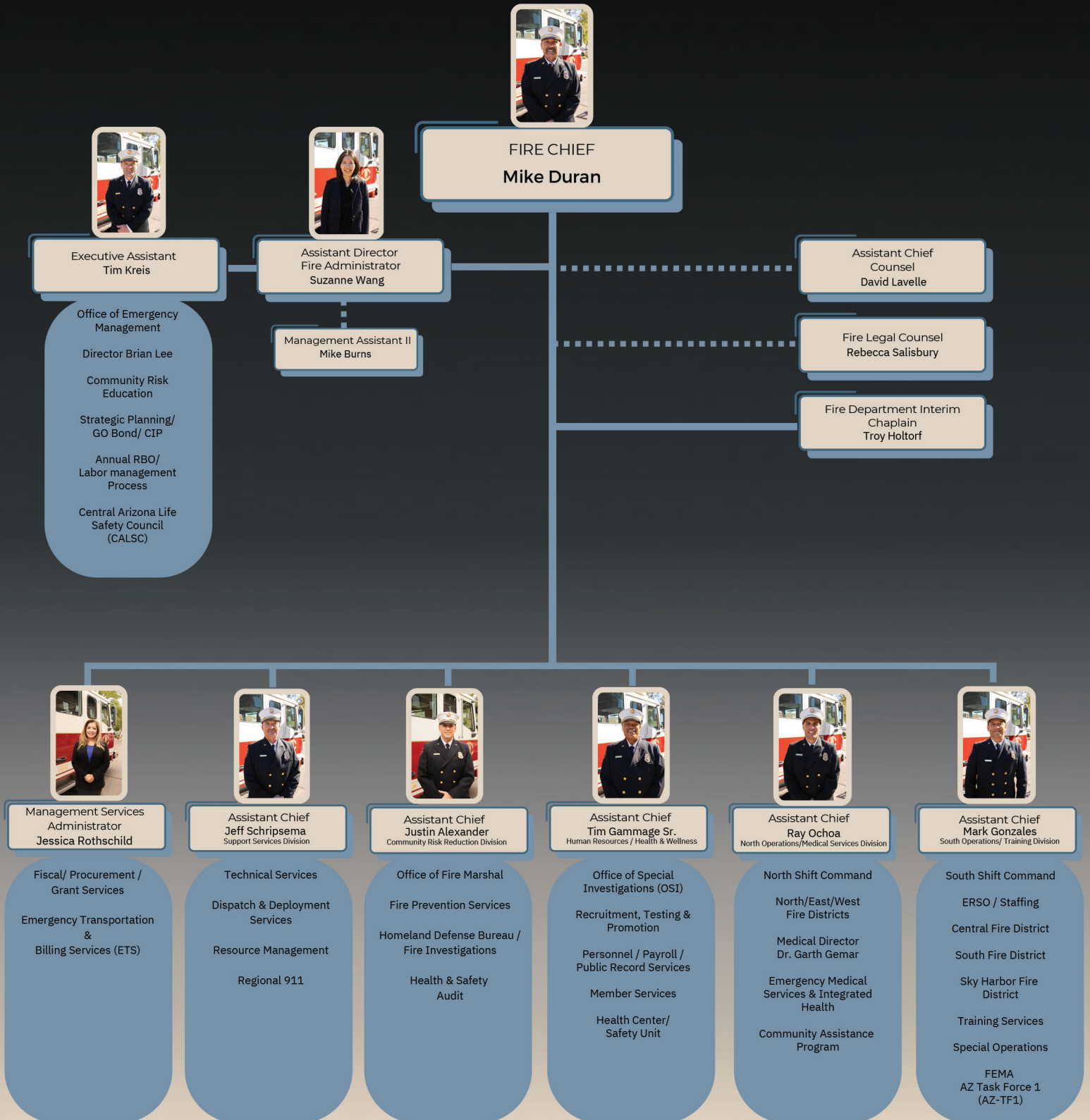
**A MESSAGE FROM  
THE FIRE CHIEF**



# PHOENIX FIRE DEPARTMENT



## EXECUTIVE ORG CHART DIVISIONS AND SECTIONS





# A MESSAGE FROM THE UNION PRESIDENT



As a Labor/Management driven organization, we support collaboration. It makes us stronger and more effective. The strategic plan was a product born of collaboration. As a group, we identified our organization's priorities, opportunities, and challenges. As a united membership we will solve today's challenges and create the vision for tomorrow.

Our members and the community have our commitment as an emergency response organization to be well-informed and connected so that we are at the forefront of timely needs. The 2024-2027 Strategic Plan addresses these challenges and provides a roadmap to build a resilient fire department for years to come.

Thank you for your participation and support in the creation of the Strategic Plan. With 85 years of service to the community, we can still confidently state that the United Phoenix Firefighters and the Phoenix Fire Department are still, "Our Family Helping Your Family."

Sincerely,

A handwritten signature in black ink that reads 'Bryan Willingham'.

Bryan Willingham  
Local 493 President



# UNITED PHOENIX FIRE FIGHTERS

## EXECUTIVE ORG CHART LOCAL 493

Local President  
Bryan Willingham

Sgt. at Arms  
Branden Leon

Treasurer  
Ed Beuerlein

Phoenix Chapter President  
(VP)  
Ben Lindquist

Executive Director  
Tim West

Secretary  
Scott Crowley

Training

Operations

Communications

EMS

Human Resources

Director of Training  
Elliott Simmons

Operations Director  
Tim Gammage Jr.

Communications  
Director  
Cody Brooks

EMS Director  
Gabe Orosco

Director  
Josh Hart

Training Rep  
Mike Duffy

Operations Rep  
Matt Shaughnessy

EMS Rep  
Marshall Zeable

HR Rep  
Chris Murphy

HR Rep  
Matt Shields

Payroll Rep  
Scott Porter

Trustee

Mike  
Brannan

Tom  
Caretto

TJ  
Gennaro

Keith  
Rogers

Anthony  
Mock

Patrick  
Cardenas

Troy  
Crawford

Jason  
Smith

Daniel  
Gonzalez

Richie  
Robnett

Scott  
Durkee

Cody  
Brooks

Marshall  
Zeable

Joe  
Moreno

Matt  
Shields

Gabe  
Orosco

Kenny  
Overton

Josh  
Hart

Elliott  
Simmons

Matt  
Shaughnessy

Brenda  
Johnson

Mike  
Duffy

Al  
Quintana

Chris  
Murphy

Tim  
West

Jan  
Rogers

Tim  
Gammage Jr.

"Big Eight"  
Labor Co-Chair

Training & Special Ops  
Elliott Simmons

Human Resources  
Josh Hart

Physical Resources  
Mike Brannan

EMS & Community  
Health  
Gabe Orosco

Deployment  
Ben Lindquist

Health & Safety  
Ben Lindquist

Technology &  
Innovation  
Cody Brooks

Community Risk  
Reduction  
Scott Crowley

Serve 493

VP of Government Affairs  
(PFFA)  
Tom Caretto

Central Political Director  
Mike Brannan

VP Political Affairs  
Tim Knobbe

Firestrong Staff  
Kerry Ramela  
Brian French

Retiree Intern  
David Fisher

Member Services Interns  
Charles Cicconi  
Marcus Steele

VP Member Services  
Ray Maione

Director of Member  
Benefits  
Jan Rogers

VP Member Benefits  
Brian Moore  
Mike Saylor

# INTRODUCTION

Strategic thinking and planning has long been utilized by the Phoenix Fire Department. For decades, visionary leaders have consistently sought opportunities to improve our service delivery. This idealistic and ambitious culture has helped the Phoenix Fire Department become a leader within the Fire Service.

Our first Strategic Plan was developed in 1997. It was so successful in creating a path for our organization that we have utilized them ever since.

This plan, the Phoenix Fire Department Strategic Plan 2024-2027, represents the 7th such platform that the department has created since 1997.

As a guiding document, the Strategic Plan is an invaluable guide to ensure that all members, leadership (management and labor), and our stakeholders understand clearly where our organization is going and why.

Specifically, the benefits of a Strategic Plan including the following:

- Ensures all members of the PFD share an understanding of our organizational goals.
- Ensures the direction of the organization is aligned with the vision, mission and goals of the PFD, city leadership and community partners.
- Maximizes our resources and avoids wasting time and money on projects or activities that are not important or agreed upon.
- Allows us to understand trends in the fire service that may impact the department in the coming years.
- Identifies tangible objectives needed to accomplish our agreed-upon goals.
- Provides accountability and metrics to measure our progress towards our goals.



# PLAN DEVELOPMENT PROCESS

## STRATEGIC PLAN

The Phoenix Fire Department's 2024-2027 Strategic Plan is our vision of where we, as an organization, believe we should and must go. The plan was developed utilizing a consulting partner in tandem with our own Relationships By Objectives (RBO) process Co-Chaired by Captain Eric Kalkbrenner (Labor), Deputy Chief Joe Meier (Management), and Assistant Director Suzanne Wang. Whether sworn or non-sworn, operations or support, management or labor, all were welcomed and encouraged to objectively and honestly provide their insight. Over 500 Fire Department members, strategic partners, community and business leaders, along with city management and political leaders participated in nearly 25 anonymous guided information sessions. These sessions included surveys, labor and management information sessions, and validation surveys of all of the information received. The data that was gleaned from these sessions is the foundation of this plan.

As we move forward, it is imperative that our decision making and efforts are consistent with the goals and objectives found within this plan. Our collaboration and effort to create this plan will be in vain if we do not continually work together to accomplish these goals. You have the commitment from the Executive Leadership of Management and Labor to work cohesively to accomplish this vision.



# VISION STATEMENT

A vision statement is a positive view into the future. It provides an inspirational view of what we intend to accomplish as an organization. A vision statement is a clear description of what we are working toward.

"As an innovative and data driven leader in the International Fire Service, the Phoenix Fire Department will continue to evolve with the modern world. We remain committed to delivering customer service excellence to our communities through pride and professionalism. We will honor our diversity and inclusion while striving to improve the well-being of our Fire Department family, respecting our past while planning for the future."

# MISSION STATEMENT

A mission statement outlines an organization's current functions, goals, and strategy for reaching those objectives. It focuses primarily on where the organization is and the tactical steps necessary to achieve critical objectives. The mission statement outlines what we do, who we serve and how we serve them.

"The Phoenix Fire Department is committed to providing the highest level of customer service and resources to our community and members. We save lives and protect property through fire suppression, emergency medical and transportation services, all-hazards incident management, and community risk reduction efforts."





# MOTTO

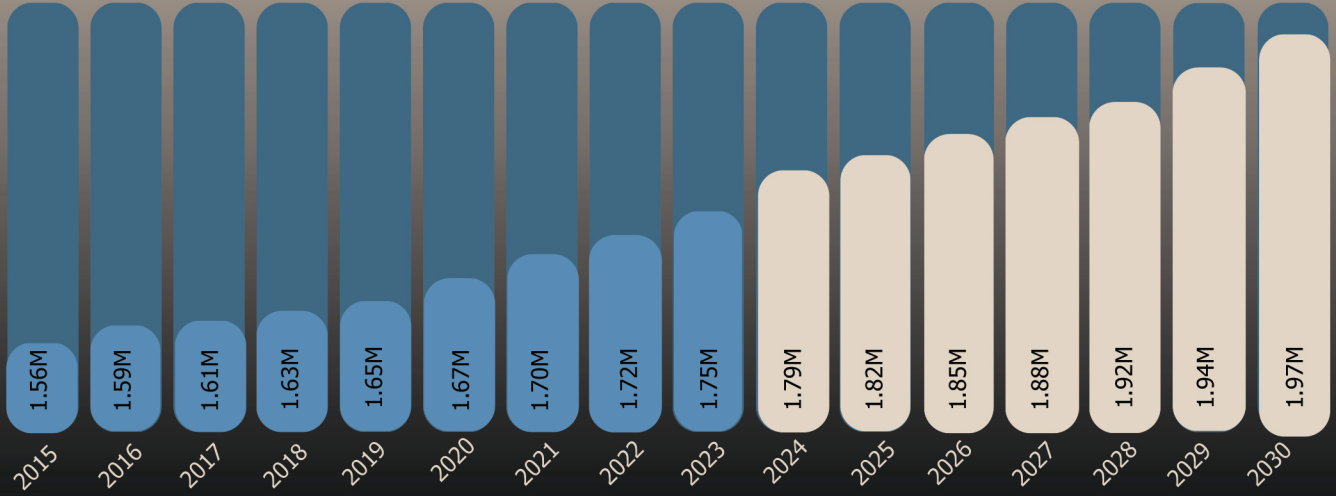
A motto is a word, phrase, or sentence that expresses an attitude, ideal or guiding principle associated with the organization to which it belongs. A motto should capture the essence of an organization.

***“PREVENT HARM, SURVIVE, BE NICE”***

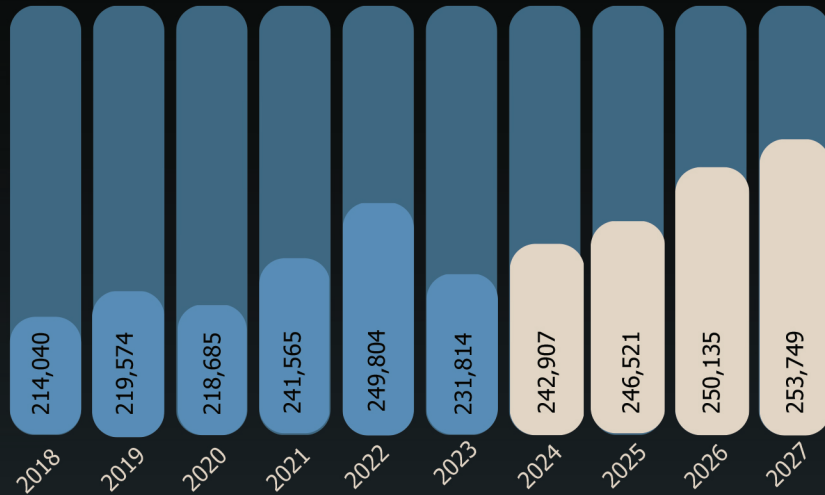


# PFD FIRE AND EMS FACTS

POPULATION IN PHOENIX SERVICE AREA 547 SQUARE MILES\*



CALLS FOR SERVICE IN PHOENIX SERVICE AREA



2022-2023 OPERATING BUDGET

\$429,045,005

Actual

Projected

\*Phoenix Service Area projections include the cities of Phoenix, Paradise Valley, and Laveen across 547 square miles based on MAG 2023 Population Projections by Regional Analysis Zones & Arizona Office of Economic Opportunity Population Projections (Medium Series).



**1835** SWORN MEMBERS  
**417** CIVILIANS



**58**  
STATIONS



**8**  
BATTALIONS



**68**  
ENGINES



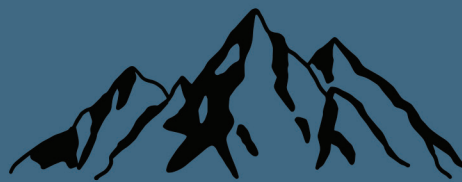
**40**  
RESCUES





14

SEARCH & RESCUE CANINES



200

MOUNTAIN RESCUES

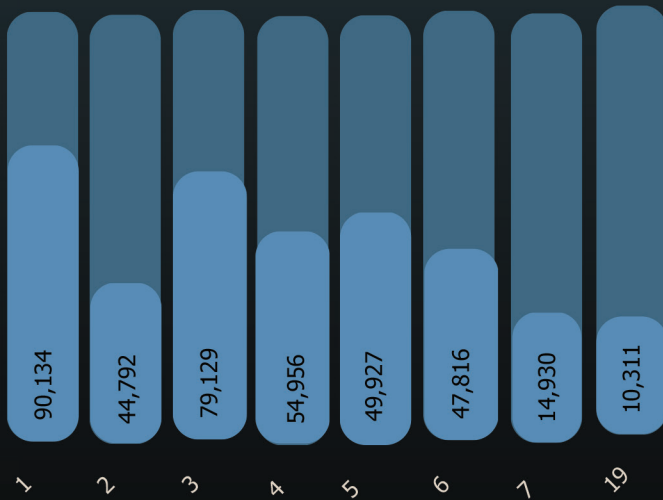


96,361

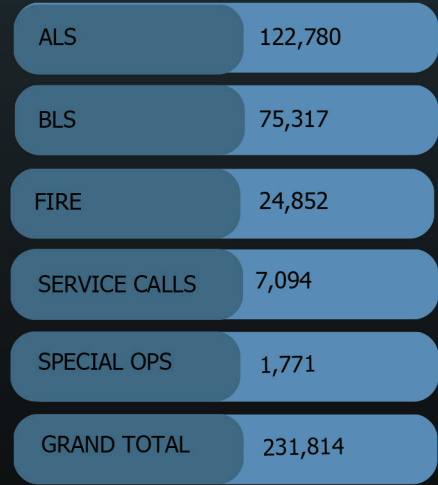
PATIENT TRANSPORTS

2023

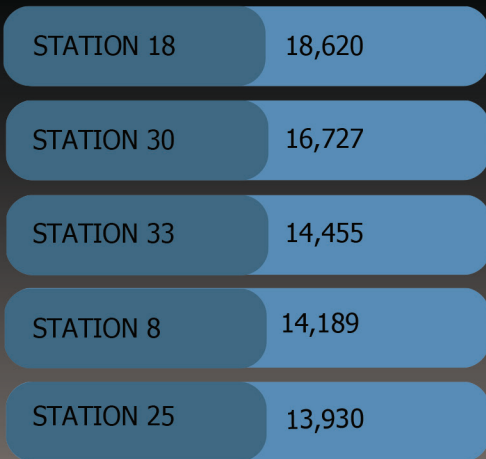
### BATTALION UNIT CALL VOLUME



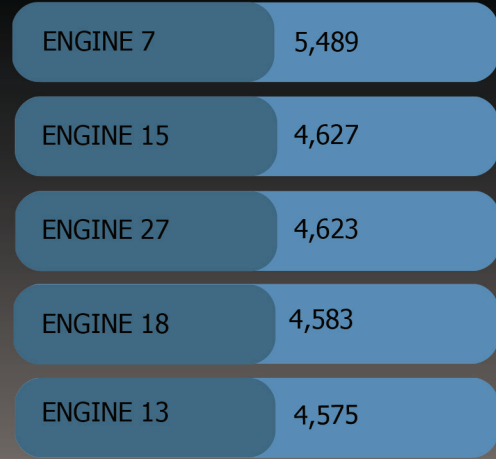
### CALLS FOR SERVICE BY CATEGORY



### TOP 5 BUSIEST STATIONS



### TOP 5 BUSIEST FIRE ENGINES



14

LADDERS/LT'S



2

DAILY SHIFT COMMANDERS



3

HEAVY RESCUE



14

BRUSH TRUCKS



9

UNMANNED AERIAL SYSTEMS



# PFD STRATEGIC GOALS

2024-2027

1. PROMOTE THE HEALTH, WELLNESS AND SAFETY OF OUR MEMBERS.
2. FOSTER TOTAL WORKFORCE DEVELOPMENT AND SUCCESSION TO MEET THE CURRENT AND FUTURE FIRE DEPARTMENT NEEDS.
3. FORECAST, BUILD, AND MAINTAIN FIRE INFRASTRUCTURE RESOURCES TO ALIGN WITH THE CURRENT NEEDS AND ANTICIPATED GROWTH.
4. EXPLORE, IMPLEMENT, AND INTEGRATE INNOVATIVE WAYS TO REDUCE NON-EMERGENCY CALL VOLUMES.
5. EMBODY THE PFD WAY ETHOS TO PROVIDE A SAFE AND PRODUCTIVE WORK ENVIRONMENT FOR ALL MEMBERS.
6. STRIVE TO BE A LEADER IN THE FIRE SERVICE THROUGH INNOVATION AND TECHNOLOGY.
7. BUILD COMMUNICATIONS AND RELATIONSHIPS WITH INTERNAL MEMBERS AND EXTERNAL STAKEHOLDERS.









# GOAL 1

## PROMOTE THE HEALTH, WELLNESS, AND SAFETY OF OUR MEMBERS

1. Develop a comprehensive cancer screening process to ensure all members achieve annual cancer screenings.
2. Develop an overarching model to ensure all future fire stations and apparatus infrastructure incorporate the cold-warm-hot zone concept to increase member wellness.
3. Develop a comprehensive program to ensure all members receive annual mental and physical health screenings.
4. Regularly assess the effectiveness of our health, wellness, and safety programs and adjust strategies accordingly to meet the evolving needs of our members.
5. Enhance a comprehensive member services program that effectively supports and results in positive outcomes for civilian and sworn staff members on their wellness journey throughout their career with the department.





# GOAL 2

## FOSTER TOTAL WORKFORCE DEVELOPMENT AND SUCCESSION TO MEET THE CURRENT AND FUTURE FIRE DEPARTMENT NEEDS

1. Develop and implement a professional development plan for all members.
2. Develop and implement comprehensive position-specific training for all members.
3. Foster innovative training opportunities that utilize technology and science to address current and future fire service training needs.
4. Create and implement a proactive and diverse recruitment program that attracts resilient candidates to the new challenges and stresses in the fire service.
5. Develop a comprehensive succession program to ensure consistent leadership and section continuity.
6. Develop promotional processes focusing on the required skills, traits, abilities, and professionalism to meet the organizational and fire service needs.



# GOAL 3

## FORECAST, BUILD, AND MAINTAIN FIRE INFRASTRUCTURE RESOURCES TO ALIGN WITH THE CURRENT NEEDS AND ANTICIPATED GROWTH

1. Maintain a 20-year fire facilities and staffing forecast based on known and anticipated growth to meet community customer service levels.
2. Partner with the external stakeholder community and City of Phoenix leadership to ensure future fire department needs are known.
3. Create a culture of pride in ownership of fire department facilities, apparatus, and equipment.
4. Research innovative concepts and solutions, including public and private partnerships and developer collaboration, to address the increasing population growth, service demand, and limited resource challenges.
5. Integrate sustainability principles into resource planning and management practices to ensure long-term viability and resilience.





# GOAL 4

## EXPLORE, IMPLEMENT, AND INTEGRATE INNOVATIVE WAYS TO REDUCE NON-EMERGENCY CALL VOLUMES

1. Create and foster multi-departmental relationships within the City of Phoenix to effectively utilize resources to achieve common goals.
2. Create and foster public-private partnerships to expand community outreach.
3. Identify technological solutions within all sections of the fire department to address opportunities to reduce non-emergent call volumes.
4. Invest in Community Risk Reduction efforts through data-driven public education campaigns.
5. Collaborate with fire departments across the country for proven existing solutions currently being utilized to reduce non-emergent call volumes.
6. Regularly review, refine, and update our service delivery model to ensure we are meeting the needs of our constituents and adjusting to the ever-changing dynamics of the fire service.



# GOAL 5

## EMBODY THE PFD WAY ETHOS TO PROVIDE A SAFE AND PRODUCTIVE WORK ENVIRONMENT FOR ALL MEMBERS

1. Recruit and retain a diverse workforce and inclusive environment representative of our community.
2. Develop and implement a Customer Service Training program for all members.
3. Prepare leaders through formal training as the roles evolve to be successful in the City and the greater fire service industry.
4. Identify opportunities to strengthen and improve the current PFD culture as we move the organization forward.
5. Seek opportunities to collaborate with other fire departments and private groups to improve the efficiency and effectiveness of customer service.
6. Invest in initiatives that engage staff to make a positive difference in our community.
7. Develop and publish outcomes-based metrics that align with advancing fire service programs to meet the community and our members' customer service expectations.
8. Increase investment in all resources and equipment to build a safe working environment for all members.





# GOAL 6

## STRIVE TO BE A LEADER IN THE FIRE SERVICE THROUGH INNOVATION AND TECHNOLOGY

1. Increase data analytics, science, and technology advancements to drive sound decision-making.
2. Continuously seek technological solutions to address the challenges of the fire service.
3. Forecast future challenges and seek solutions within the fire service.
4. Establish public-private partnerships to bring innovative solutions to solve challenges in the fire service.
5. Participate in local, regional, and national platforms to share our best practices and solutions on emerging fire service challenges.



# GOAL 7

## BUILD COMMUNICATIONS AND RELATIONSHIPS WITH INTERNAL MEMBERS AND EXTERNAL STAKEHOLDERS

1. Increase the City of Phoenix's interdepartmental relationships and collaboration.
2. Utilize community focus groups to identify evolving community needs and service delivery expectations.
3. Utilize new and existing technology to improve overall department communications.
4. Leverage communication platforms to promote the PFD mission through relevant, meaningful, and balanced coverage.

Participate in listening sessions with our strategic partners.

5. Enhance employee engagement through initiatives that ensure members are heard, valued, and aligned with the Fire Department's mission and values.
6. Continue to build upon and advance the Labor-Management Relationship by Objectives process to improve customer service through an objective and effective partnership.









