

2024 RBO

Facilitated by:

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2024 Annual RBO Summary

RBO is a rich and successful aspect of our fire department's history and culture.

This year marks the 35th 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 city of Phoenix Burton Barr Pulliam Auditorium. Approximately 75 members attended with the first order of business, to review the 2023 action items. Those included the development of a strategic plan, examining staffing automation, evaluating a wellness fitness initiative, reviewing the labor/management team procedure, an assessment of nature code responses, healthy work hours and a work schedule assessment, career development, and a pilot program on firefighter fitness and injury prevention.

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.

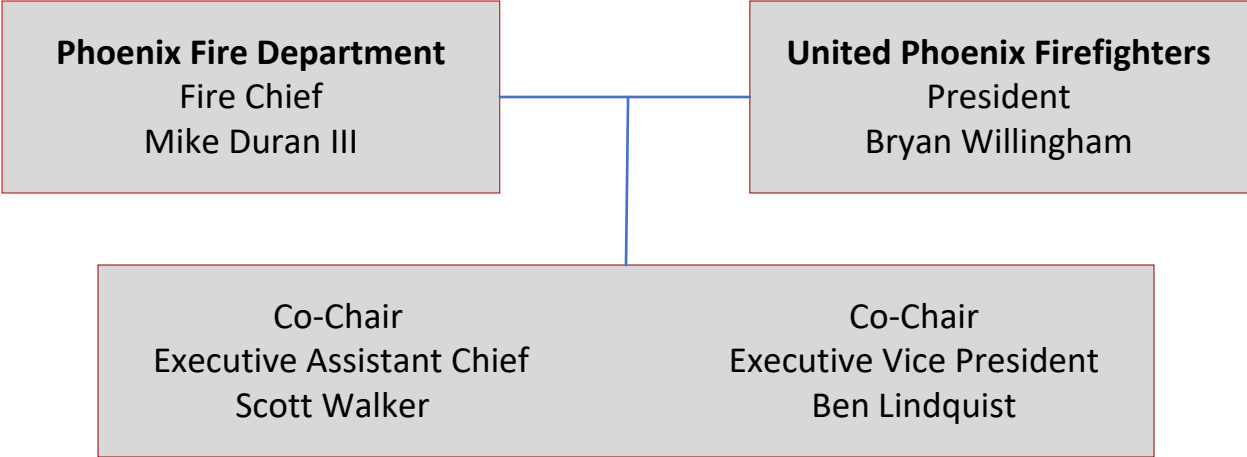
Sometimes a group decision is not possible or not in one or both parties' best interest. The Fire Chief has the final decision-making authority for management decisions, and the Union President has the final decision-making authority for labor decisions. The participants agree upon this and is key to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



**2024
Relationships By Objectives (RBO) Process**

Correlating



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

Action Items

- 2024-2027 PFD Strategic Plan Implementation
- Staffing Automation and Integration
- Payroll Efficiencies and Solutions
- Development of PFD Internal and External Workshops
- Review and Revisions of Nature Codes, Dispatch & Response
- Internal PFD Communication Strategies





2024 RBO Action Items

- Item #1: 2024-2027 PFD Strategic Plan Implementation**
Co-chairs Joe Meier & Eric Kalkbrenner

- Item #2: Staffing Automation and Integration**
Co-chairs Scott Walker & Ben Lindquist

- Item #3: Payroll Efficiencies and Solutions**
Co-chairs Russ Kirk & Josh Hart

- Item #4: Development of PFD Internal and External Workshops**
Co-chairs Reda Riddle-Bigler & Gabe Orosco

- Item #5: Review and Revisions of Nature Codes, Dispatch & Response**
Co-chairs Scott Walker & Ben Lindquist

- Item #6: Internal PFD Communication Strategies**
Co-Chairs Ben Santillan & PJ Dean



2024 RBO Action Items – Quarterly Objectives/Goals

Action Item #1, 2024-2027 PFD Strategic Plan Implementation Co-Chairs Joe Meier and Eric Kalkbrenner

1st Quarter Objectives

- Compile Objectives
- Print and Distribute Strategic Plan
- Sunset Strategic Plan RBO Sub Committee



Action Item #2, Staffing Automation and Integration Co-Chairs Scott Walker and Ben Lindquist

1st Quarter Objectives

- Secure consultant
- Start/complete current state assessment; show vendor how we do it now
- Determine resource needs

2nd Quarter Objectives

- Develop scope (how we plan to use it)
- How we'll use Telestaff in the future; how members will use it
- Make changes to programming as needed

3rd Quarter Objectives

- Train members on use of Telestaff
- Assess/determine the viability of Telestaff and eChris integration

4th Quarter Objective

- Develop procedures on how to use Telestaff as staffing tool for ERSO and members

 FIRE DEPARTMENT PAYDAY/SHIFT		JULY 2024				
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1-B	2-C	3-A	4-B Independence Day HOLIDAY	5-C	6-A
7-B	8-C	9-A	10-B	11-C	12-A	\$ 13-B
14-C	15-A	16-B	17-C	18-A	19-B	20-C
21-A	22-B	23-C	24-A	25-B	26-C	\$ 27-A
28-B	29-C	30-A	31-B		JUNE 2024 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	AUGUST 2024 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31



Action Item #3, Payroll Efficiencies and Solutions Co-Chairs Russ Kirk and Josh Hart

Goal: To identify the issues with payroll, staffing issues, and the processes that have become encumbered tools on how to address the process of payroll and to devise a collaborative plan on how to become more efficient, effective, and accurate.

1st Quarter Objectives

- Payroll training for members
- How to read your paycheck
- FLSA impact on paycheck

2nd Quarter Objectives

- Communication for payroll issues
- Business budget analyst and a consultant to connect with Labor & Management
- Research software for Payroll
- Develop communication process for members who transition from 40 to 56 hours
- Out Of Class (OOC) Pay process and improvement

3rd Quarter Objective

- Reevaluate the status of other projects



Action Item #4

Development of Internal and External Workshop

Co-Chairs Reda Riddle-Bigler and Gabe Orosco

Goal: To centralize and organize personal and professional development opportunities for members of the PFD through workshops and other learning environments.

1st Quarter Objectives – The Idea

- Determine the overall objectives of RBO
- Determine trainings for each major transition in a firefighter's career
- Identify mentors for each category
- Identify topics to deliver on for each category
- Build out Career Path flow chart with existing trainings
- Identify new curriculum (if applicable)
- Survey the membership on their wants and needs

2nd Quarter Objectives - Logistics

- Identify venues and platforms for delivery of training
- Identify a communication plan between sections
- Identify a process of hosting internal or external workshops

3rd Quarter Objectives – Professional Development and/or Career Patch Workshop

- Test submittal process
- Run workshop pilot (internal/external)
- Evaluate outcomes

4th Quarter Objectives – Tools for Professional Development

- Development of career development manual
- Training and usage of PHXYou as it relates to Career Paths
- Build out SharePoint for access to tools



Action Item #5
Review & Revisions of Nature Codes
Co-Chairs Scott Walker and Ben Lindquist

Goal: The intent of this RBO is to operate efficiently and determine calls that may not need to be responded to, but to provide service that the community expects.

1st Quarter Objectives

- Evaluate and prioritize dispatch protocols for “Rescue” calls
- Work with EMS on reporting on the Issue Tracker and ePCR for data
- Evaluate additional or alternative tools to use in the ePCR reporting

2nd Quarter Objectives

- Evaluate dispatch protocols for special operations calls
- Make recommendations to deployment
- Implement education programs on issue tracker and ePCR

3rd Quarter Objectives

- Evaluate dispatch protocols for Service Calls
- Make recommendations on Objectives 1 and 2

4th Quarter Objectives

- Conversations with CAP program & field members on dispatch protocols.
- Make recommendations on Objectives 1 and 2



Action Item #6
Internal PFD Communication Strategies
Co-Chairs Benjamin Santillan and PJ Dean

Goal: The updated version of FirePoint will have a user interface that will be easier to understand and utilize to enhance the overall effectiveness of FirePoint as an internal communications platform.

1st Quarter Objective

- Develop a curriculum of an in-person, interactive class that can be taught to the section stakeholders who will be responsible for FirePoint data entry

2nd Quarter Objectives

- Sections to identify a representative(s) who will be tasked with data entry into FirePoint
- Training developed in 1st Quarter will be deployed

3rd Quarter Objectives

- If updated FirePoint has gone live by Q-3, the objective will be to analyze its utilization and effectiveness of the training
- Identify deficiencies that will be addressed in Q-4
- Explore the ability to utilize existing video monitors from the COVID era for installation in fire stations as a live and updatable method to share information, such as training, announcements, critical updates.
- Bright Sign for the software is a concept that will be pursued that will run on the station monitors.

4th Quarter Objectives

- Explore the option of refining the utilization of existing resources to enhance PFD internal communications; examples would be to expand email inboxes & distribution groups to better target specific demographics of the department for a more effective ability to communicate.
- Consider utilizing text notifications to members personal phones as a means to convey critical and timely information that may be emergent in nature. There may be a time when the department will have a need to communicate in this fashion so this is a concept that may identify the best way to do so before it's needed.
- Address any carryover that may have resulted from previous quarters.
- When all aspects off this Action Item have been adequately addressed, a presentation for the 2025 annual RBO meeting be prepared.



Standing RBO Committees

Deployment Committee

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

Training and Special Operations Committee

Co-Chairs: Mark Gonzales and Scott Crowley

Human Resources Committee

Co-Chairs: Tim Gammage Sr. and Josh Hart

Physical Resources Committee

Co-Chairs: Scott Walker and Mike Brannan

EMS and Community Health Committee

Co-Chairs: Tim Gammage Sr. and Gabe Orosco

Community Risk Reduction Committee

Co-Chairs: Tim Kreis and PJ Dean

Technology and Innovation Committee

Co-Chairs: Jeff Schripsema and Cody Brooks

Health and Safety Committee

Co-Chairs: Scott Walker and Ben Lindquist



RBO Sub-Committees

Deployment Committees

- Operations Staffing Sub-Committee
Co-Chairs: Keith Slattery and Tim Gammage Jr.
- ALS Ladder Conversion Sub-Committee
Co-Chairs: Scott Wardell, Frank Bayless, Josh Hart, Gabe Orosco
- Mid and High-Rise Sub-Committee
Co-Chairs: Jeff Akins and Ed Beuerlein
- Apparatus Placement Sub-Committee
Co-Chairs: Chris Healey and Matt Shaughnessy
- ARFF Sub-Committee
Co-Chairs: Joel Navarro and Chris Murphy

Training & Special Operations Committees

- Centralized Training Sub-Committee
Co-Chairs: Scott Wardell and Scott Crowley
- Drivers Training Sub-Committee
Co-Chairs: Maki Lloyd and Keith Rogers
- Engine Sub-Committee
Co-Chairs: Maki Lloyd and Elliott Simmons
- Ladder Sub-Committee
Co-Chairs: Russ Kirk and Josh Hart
- Recruit Training Sub-Committee
Co-Chairs: Maki Lloyd and Elliott Simmons
- Special Operations Sub-Committee
Co-Chairs: Jason Rideout and Mike Duffy



Human Resources Committees

- Grants Sub-Committee
Co-Chairs: Justin Alexander and Jacob West
- Volume 1 Sub-Committee
Co-Chairs: Reda Riddle-Bigler and Matt Shields
- Member Services Sub-Committee
Co-Chairs: Joey Gonzales and Ray Maione
- Recruitment and Retention Sub-Committee
Co-Chairs: Ryan Balzarini and Brenda Johnson
- Professional Development Sub-Committee
Co-Chairs: Russ Kirk and Tim West
- Customer Service Excellence Sub-Committee
Co-Chairs: Tim Gammage Sr., Joe Moreno, Brant Keeney

Physical Resources Committees

- Apparatus Sub-Committee
Co-Chairs: Steve Simon and Keith Rogers
- Clothing and Uniform Sub-Committee
Co-Chairs: Danny Gile and Keith Rogers
- Facilities Sub-Committee
Co-Chairs: Danny Gile and Mike Brannan
- Protective Clothing Sub-Committee
Co-Chairs: Danny Gile and Ed Beuerlein
- Research and Development Sub-Committee
Co-Chairs: Danny Gile and Ed Beuerlein
- SCBA Sub-Committee
Co-Chairs: Danny Gile and Ed Beuerlein



EMS and Community Health Committees

- Alternative Care and Transportation Sub-Committee
Co-Chairs: Maki Lloyd and Gabe Orosco
- EMS Equipment Sub-Committee
Co-Chairs: Maki Lloyd and Marshall Zeable
- ePCR Sub-Committee
Co-Chairs: Maki Lloyd and Gabe Orosco
- Volume 12 EMS Sub-Committee
Co-Chairs: Josh Klemm and Gabe Orosco

Community Risk Reduction Committees

- Fire Investigations Sub-Committee
Co-Chairs: Daniel Cheatham and Tim Gammage, Jr.
- Homeland Sub-Committee
Co-Chairs: Justin Alexander and PJ Dean
- Brush / Wildland Urban Interface Sub-Committee
Co-Chairs: Joe Meier and Matt Shaughnessy
- Unmanned Aerial Systems (UAS) Sub-Committee
Co-Chairs: Daniel Cheatham and Elliott Simmons
- Arson Task Force Investigations Sub-Committee
Co-Chairs: Justin Alexander and Tim Gammage, Jr.

Technology and Innovation Committees

- Emerging Technologies Sub-Committee
Co-Chairs: Alex Salgado and Cody Brooks
- Technical Services Sub-Committee
Co-Chairs: Alex Salgado and Cody Brooks



Health and Safety Committees

- Peer Fitness Sub-Committee
Co-Chairs: Jo Ellen Caldwell and Richie Robnett
- Cancer Support Sub-Committee
Co-Chairs: Tim Jones and Scott Durkee
- Collision Review Sub-Committee
Co-Chairs: Tim Jones and Keith Rogers
- Near Miss Sub-Committee
Co-Chairs: Daniel Benites and Marshall Zeable

Working Group Committee

- Humans Experiencing Homelessness Sub-Committee
Co-Chairs: Reda Riddle-Bigler and Joaquin Torres

