RELATIONSHIP BY OBJECTIVE

2026

<u>Facilitated by:</u>

Tim Kreis, Phoenix Fire Department's Executive Assistant Chief

Tim Gammage II, U.P.F.F.A. Local 493 Executive Vice President

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2026 ANNUAL RBO SUMMARY

RBO is a rich and successful aspect of our fire department's history and culture. This year marks the **37th** 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 Christ’s Church of the Valley Midtown. Approximately 75 members attended with the first order of business, to review the 2025 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 2026. Some action items were carried over, such as Staffing automation and integration, Update Firepoint 2.0 website, Special Operations staffing and sustainability, identify alternative schedules for adaptive response capabilities and coverage and Evaluate EMT training upon hiring as an option to enhance recruitment. New action plans, such as Comprehensive 1-3-2-3 Organizational Impact Review. 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 members to attend RBO meetings so that your voice is heard. Watch the Buckslip and Department emails for the various RBO meeting schedules. Get involved to make a positive contribution.

RBO PROCESS CHART

2026
Relationships By Objectives (RBO) Process

COORELATING

Phoenix Fire Department
Fire Chief
Mike J Duran III

United Phoenix Firefighters
President
Bryan Willingham

Co-Chair
Executive Assistant Chief
Tim Kreis

Co-Chair
Executive Vice President
Tim Gammage II

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

2026 RBO ACTION ITEMS

Item #1: Staffing automation and integration
Co-chairs Benjamin Santillan & Matt Shaughnessy

Item #2: Update Firepoint 2.0 website
Co-chairs Alejandro Salgado & Kenny Overton

Item #3: Special Operations staffing and sustainability
Co-chairs Timothy Jones & Michael Duffy

Item #4: Identify alternative schedules for adaptive response capabilities and coverage
Co-chairs Michael Molitor & Marshall Zeable

Item #5: Evaluate EMT training upon hiring as an option to enhance recruitment
Co-chairs Maki Lloyd & Daniel Gonzalez

Item #6: Comprehensive 1-3-2-3 Organizational Impact Review
Co-Chairs Tim Kreis & Tim Gammage, II

Note: Co- Chairs may be subject to change throughout the year.

Action Item #1: Staffing automation and integration
Co-Chairs Benjamin Santillan & Matthew Shaughnessy

Goal: Advance ERSO through automation, innovation, and standardized business processes that improves staffing efficiency, reduce manual workload, enhance data-driven decision-making, and prepares the section for future technology integration.

1st Quarter Objective:

- Identify current ERSO staffing processes that may benefit from automation.
- Meet with Business Apps / IT to review existing automation capabilities.
- Document automation opportunities.

2nd Quarter Objective:

- Select one low-risk process for a pilot automation effort.
- Develop a simple workflow or proof of concept.
- Identify lessons learned and any process improvements.

3rd Quarter Objective:

- Provide foundational automation awareness training to ERSO staff.
- Share automation concepts with key operational stakeholders.
- Update documentation based on pilot feedback.

4th Quarter Objective:

- Complete evaluation of the pilot process.
- Develop recommendations for future automation initiatives.
- Present annual accomplishments and next-step recommendations to the RBO.

Action Item #2: Update Firepoint 2.0 website
Co-Chairs Alejandro Salgado and Kenny Overton

Goal: Use Firepoint 2.0 to strengthen internal communications and spread awareness of section activities throughout the Phoenix Fire Department.

1st Quarter Objective:

- Ensure all sections have transitioned over to new FirePoint 2.0 website.

2nd Quarter Objective:

- Make sure Firepoint 2.0 Web page is accessible to mobile phones.
- Make sure sites commonly used are at the top of the Firepoint 2.0 main page.

3rd Quarter Objective:

- Identify training needs of each section.
- Encourage more user engagement through videos.
- Identify important items in each section and assist with postings.
- Deliver instructions on how to add FirePoint Homepage to mobile phone.

4th Quarter Objective:

- Evaluate effectiveness of the new FirePoint 2.0 website.
- Evaluate user engagement.
- Evaluate ease of navigation of the site.
- Identify areas needed to expand the site.

Action Item #3: Special Operations staffing & sustainability
Co-Chairs Timothy Jones and Michael Duffy

Goal: Assist the CE program in meeting the training needs of every technician. Providing resources for succession planning and the sustainability of our instructor pool.

1st Quarter Objective:

- Updating Letter of Commitment.
- Work on an option of a virtual CE.

2nd Quarter Objective:

- Working with ERSO and Executive Staff on a plan to have training partials entered earlier to avoid conflicts and support member attendance to CE training.
- Create a virtual CE. Evaluate how this would be implemented into the CE training calendar.

3rd Quarter Objective:

- Finalize changes to the Letter of Commitment.
- Expand the Heavy Rescue CE program to include Rovers, this will add additional training partials, to be entered into Telestaff.
- Addressing non-tech trucks with more than two technicians of the same discipline, assigned to that unit and their attendance to CE's.

4th Quarter Objective:

- Researching education opportunities for our instructors and their development.

Action Item #4: Identify alternative schedules for adaptive response capabilities and coverage
Co-Chairs Michael Molitor and Marshall Zeable

Goal: Improve response times and share the call volume in targeted areas.

1st Quarter Objective:

- Utilize continued TPT funding.
- Finalize 40-hour schedule structure/ proposal.
- Scope what "expanding the pilot" to the next unit would require (staffing, funding, apparatus, approval).

2nd Quarter Objective:

- Pilot completion (target: July).
- Run pilot through completion.
- Collect performance/coverage data throughout.
- Compile findings into a report for Deployment.

3rd Quarter Objective:

- Evaluation & Expansion Planning.
- Review pilot data to determine if results support expansion.
- Identify which additional MR units would be added and where.
- Draft funding / staffing request for expansion MR units.

4th Quarter Objective:

- Implement expanded MR coverage schedule (if approved).
- Continue to evaluate 40-hour schedule for target units.
- Report year-end outcomes to leadership; set goals for next cycle.

Action Item #5: Evaluate EMT training upon hiring as an option to enhance recruitment
Co-Chairs Maki Lloyd and Daniel Gonzales

Goal: Determine the feasibility and cost associated with initial EMT training in the Fire Academy. Create pilot program and schedule for initial EMT training in the Academy.

1st Quarter Objective:

- Review information obtained from previous year.
- Evaluate training program of Chandler Fire Department implemented in January 2026.
- Communicate with other agencies who have implemented the program.

2nd Quarter Objective:

- Identify pros and cons of other programs.
- Adapt program specific to Phoenix Fire Department, identify and answer questions regarding retest and allowable chances.
- Confirm costs associated with program.
- Work with recruitment RBO to determine added value of program to recruitment.

3rd Quarter Objective:

- Work with Academy staff to create pilot schedules to institute initial EMT training into the Academy.
- Finalize pilots and associated costs.
- Evaluate and determine best pilot to move forward.

4th Quarter Objective:

- Finalize recommendations and present program to RBO.

Action Item #6: Comprehensive 1-3-2-3 Organizational Impact Review
Co-Chairs Tim Kreis and Tim Gammage II

Goal: Seek detailed analysis and planning to understand the organizational changes necessary to consider a transition from our 24/48 schedule to a 1-3-2-3 schedule. Both schedules are a 56-hour work week and 2912 hours worked each year. This is an important step for the organization to understand the operational, personal, and wellness considerations of considering a schedule change.

1st Quarter Objective:

- Organize initial labor management meeting and process to facilitate feedback from members, including those who opposed the schedule change from being considered in the labor management process.
- Use this feedback to refine the labor management 1-3-2-3 assessment plan and organizational structure.
- Initiate City Strategic Advisory Committee (i.e., City Finance, Human Resources, Budget & Research, Fire Chief, and Union President).

2nd Quarter Objective:

- Meet with the Section Stakeholder Group and labor management work groups to gather feedback on establishing a vision, direction, and strategies for achieving the vision.
- Communicate the vision, direction, and intent to the 1-3-2-3 labor management work groups.
- Empower labor management work groups to identify the systems, structures, policies, and processes that need to be assessed and develop associated plans. Encourage exploration of non-traditional ideas, activities, and organizational actions. Note: The reason we are considering this is to prioritize member health, wellness, and safety. Our values include no negative service impacts, no increased costs, and wellness improvements for our members. Address systems, structures, policies, and agreements that don't align with the plan's vision, guiding principles, and values.
- Develop a comprehensive survey and facilitate member participation. The survey should seek strong engagement and should address: schedule familiarity, impact on operational readiness, staffing, crew cohesion, safety, recovery, sleep, personal and family, childcare arrangements, etc.

3rd Quarter Objective:

- Review survey results and identify additional labor management committee and subcommittee work.
- Develop a timeline for completion of labor management subcommittee work.
- Develop comprehensive performance metrics. How will we measure and manage if the schedule change is having the desired effect? How will our organization be able to adapt further if the schedule change does not proceed as planned?

4th Quarter Objective:

- Consolidate organizational feedback provided by labor management committees and subcommittees.
- Provide feedback necessary from all committees and subcommittees to the Deployment Committee with the goal of completing the assessment by June of 2027.

STANDING RBO COMMITTEES

<u>Deployment, Training, and Special Operations Committee</u>

Co-Chairs: Mark Gonzales, Ray Ochoa and Matt Shaughnessy

<u>Human Resources, Health, and Safety Committee</u>

Co-Chairs: Reda Riddle-Bigler and Josh Hart

<u>Physical Resources, Technology, and Innovation Committee</u>

Co-Chairs: Jeff Schripsema and Elliott Simmons

<u>EMS and Community Health Committee</u>

Co-Chairs: Ray Ochoa and Daniel Gonzales

<u>Community Risk Reduction Committee</u>

Co-Chairs: Justin Alexander and Matt Shields

RBO SUB-COMMITTEES

Deployment, Training, and Special Operations Committee

<u>Ladder Subcommittee</u>
Co-Chairs: Tommy Williams and Josh Hart

<u>Operations Staffing Subcommittee</u>
Co-Chairs: Ben Santillan and Matt Shaughnessy

<u>Mid and High-Rise Subcommittee</u>
Co-Chairs: Jonathan Jacobs and Josh Segebarth

<u>Apparatus Placement Subcommittee</u>
Co-Chairs: Chris Healey and Al Quintana

<u>ARFF Subcommittee</u>
Co-Chairs: Joel Navarro and Scott Porter

<u>Centralized Training Subcommittee</u>
Co-Chairs: Scott Wardell and Troy Crawford

<u>Drivers Training Subcommittee</u>
Co-Chairs: Tommy Williams and Keith Rogers

<u>Engine Company Functions Subcommittee</u>
Co-Chairs: Chris Gonzales and Matt Shields

<u>Recruit Training Subcommittee</u>
Co-Chairs: Tommy Williams and Troy Crawford

<u>Special Operations Subcommittee</u>
Co-Chairs: Tim Jones and Mike Duffy

<u>Brush/ WUI Subcommittee</u>
Co-Chairs: Frank Bayless and Matt Shaughnessy

RBO SUB-COMMITTEES

Human Resources, Health, and Safety Committee

Volume One Subcommittee
Co-Chairs: Joe Limon and Marcus Goodrich

Member Services Subcommittee
Co-Chairs: Ben Lindquist and Ray Maione

Recruitment and Retention Subcommittee
Co-Chairs: Ryan Balzarini and Richie Robnett

Peer Fitness Subcommittee
Co-Chairs: Jo Ellen Caldwell and Troy Crawford

Cancer Support Subcommittee
Co-Chairs: Jason Miller and Jason Smith

Safety Subcommittee
Co-Chairs: Jason Miller and Scott Durkee

Professional Development Subcommittee
Co-Chairs: Joe Limon and Matt Shields

Professional Standards and Customer Service Subcommittee
Co-Chairs: Tim West and Richie Robnett

RBO SUB-COMMITTEES

Physical Resources, Technology, and Innovation Committee

Apparatus Subcommittee
Co-Chairs: Chris Pearce 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 Uriah Marshall

RBO SUB-COMMITTEES

EMS and Community Health Standing Committee

<u>Alternative Care and Transportation Subcommittee</u>
Co-Chairs: Maki Lloyd and Daniel Gonzales

<u>EMS Equipment Subcommittee</u>
Co-Chairs: Robert Pelletier and Matt Shields

<u>Volume 12 EMS Subcommittee</u>
Co-Chairs: Maki Lloyd and Daniel Gonzales

<u>EPCR Subcommittee</u>
Co-Chairs: Robert Pelletier and Daniel Gonzales

RBO SUB-COMMITTEES

Community Risk Reduction Committee

Fire Investigations Subcommittee
Co-Chairs: Scott Kalkbrenner and Tim Gammage II

Homeland Subcommittee
Co-Chairs: Jason Rideout and Mike Duffy

Unmanned Aerial Systems (UAS) Subcommittee
Co-Chairs: Daniel Cheatham and Kenny Overton

Community Risk Reduction Subcommittee
Co-Chairs: Dan Cheatham and Uriah Marshall

Grants Subcommittee
Co-Chairs: Jason Rideout and Patrick Cardenas