

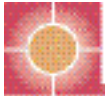
A collage of four images related to the Phoenix Fire Department. Top left: A fire station with a fire truck parked in front and an American flag. Top right: Firefighters on a fire truck at night with emergency lights. Middle: Firefighters in full gear spraying water from a hose. Bottom: Paramedics loading a patient on a stretcher into the back of an ambulance.

# Phoenix Fire Department



## Strategic Plan

# 2011-2013



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*A Message from Fire Chief Bob Khan and  
United Phoenix Firefighters Association President Pete Gorraiz*

It gives us great pride to introduce the Phoenix Fire Department Strategic Plan for 2011 to 2013. This plan is a product of the work of the members of both labor and management and serves as a guide to the efforts of our organization for the next three years.

This plan is a living document that will receive regular review by Fire Department members and others and will evolve and be modified as necessary during the planning period.

In 2007 we used the labor management process to develop a strategic plan for the Phoenix Fire Department. This was the first time this type of document had been developed in over a decade. The 2007 plan was ambitious and envisioned continued growth in our community, the economy, and in our organization.

Almost as soon as the plan was completed, Phoenix entered the most financially challenging time in our modern history. Despite the difficulties presented by the downturn in the local and national economy, most of the goals presented in the 2007 plan were achieved.

The conversion of every Phoenix engine company to provide paramedic service and the assignment of a paramedic on every Phoenix ambulance provided our customers with a significant improvement in our standard level of service. We accomplished this goal ahead of schedule.

The 2011 plan comes at a time when the local and national economies are in a slow but hopeful recovery. The goals set within this plan recognize this reality yet continue to move the Phoenix Fire Department forward.

Phoenix Fire Department members at every level are known internationally for our ability to be adaptive, innovative, and to overcome difficulty. The 2007 plan served as a roadmap for our organization through the most difficult economic times that any of us have ever known. The 2011 plan will guide us through the next three years as we continue to provide essential service to our customers.

The publication of this plan is not the end of the story. Through the labor management process, work on the goals of the plan will continue and be fueled by the involvement of Fire Department members over the next three years.

Our thanks go out to the members of our organization that helped to develop this plan and to those who will make the goals included in the plan a reality.

Fire Chief

President, Local 493



# INTRODUCTION

Phoenix Fire Department members are known for their ability to band together during difficult times. Since the last Strategic Plan was created and implemented in 2007, we have experienced significant changes. A national recession resulted in significant budget cuts to our department. We have been forced to operate with fewer resources while continuing to provide excellent service to our customers.

The challenges brought by the recession resulted in our administration and union working together to identify leaner, more creative ways to operate. The 2011 Strategic Plan is the result of these significant discussions, planning, and implementation. This collective planning effort looks toward the future with optimism and hope.

Our administration, Phoenix Firefighter's Local 493 and our members are working closely together to ensure that the new goals we have set are accomplished through a unified approach. We are utilizing our labor management process to address these challenges. The initiatives are an attempt to meet the current and future needs of our internal and external customers.

We utilized the department's Relationships by Objective (RBO) process to develop the 2011 initiatives. Labor management groups worked diligently to determine the most critical concerns

facing the department. We examined opportunities to manage them successfully and identified eight strategic initiatives to be addressed through 2013. Work has already begun on most of the initiatives.

Each of the eight Strategic Initiatives was assigned a management and a labor co-chair who are responsible for the overall management of the process. Each meeting is open to all members of the Phoenix Fire Department, sworn and civilian.

We are facing a number of significant challenges. We have identified a comprehensive strategy to address our future. The following eight initiatives address critical subjects such as growth, funding, emergency response, customer service, training, safety, and public affairs to name a few.

Most of the initiatives that were identified in the 2007 plan have been accomplished through dedication and hard work. Now we have come together again to identify the current goals of the department based on the climate in which we are operating.

Our members are optimistic about the future of the Phoenix Fire Department and our capacity to serve the citizens of Phoenix. That is evident in the following document.



# STRATEGIC PLANNING PROCESS and MEETINGS

The following steps were used in the development of the Strategic Plan:

- Identification of Strategic Initiatives
- Development of Strategic Objectives
- Development of the Strategic Plan

This plan is intended to guide the future direction of Phoenix Fire Department management and fire department operations.



The 2007 Phoenix Fire Department Strategic Plan was instrumental in navigating us through the recent economic downturn. Now we must focus on where we stand and how we want to negotiate the coming years. We anticipate growth with leaner reserves. We know for certain that the labor management process will be critical in guiding us through further challenges. The 2010 RBO meeting was held in Phoenix on November 30th and December 1st of 2010. A major focus of the meeting was a review of the Phoenix Fire Department Strategic Plan and the development of a revised plan for 2011-2013. A

facilitated process was used to develop ideas for strategic initiatives as well as to develop the wording and objectives for each initiative. Each group discussed the issue assigned to them and developed strategic objectives.

As with most major initiatives within the Phoenix Fire Department, we utilized the RBO process for this work. The RBO process has an established track record, over 30 years, of serving as a vehicle to include labor and management in important decisions and plans. This highly functioning working relationship is built upon trust and mutual respect.

The Phoenix Firefighters Association Local 493 and Phoenix Fire Department management began using the Relations by Objectives (RBO) process to create action plans designed to meet the needs of our internal customers (PFD members) and our external customers (those who receive our service). This process brings labor and management together to work on mutual objectives and to discuss areas of disagreement or conflict.

Our previous strategic initiative plan of 2007 was instrumental in navigating us through the recent economic downturn. Now we must focus on where we stand now and how we want to negotiate the coming years. We anticipate growth with leaner reserves. We know for certain that the labor management process will be critical in guiding us through further challenges.



# DEMOGRAPHICS

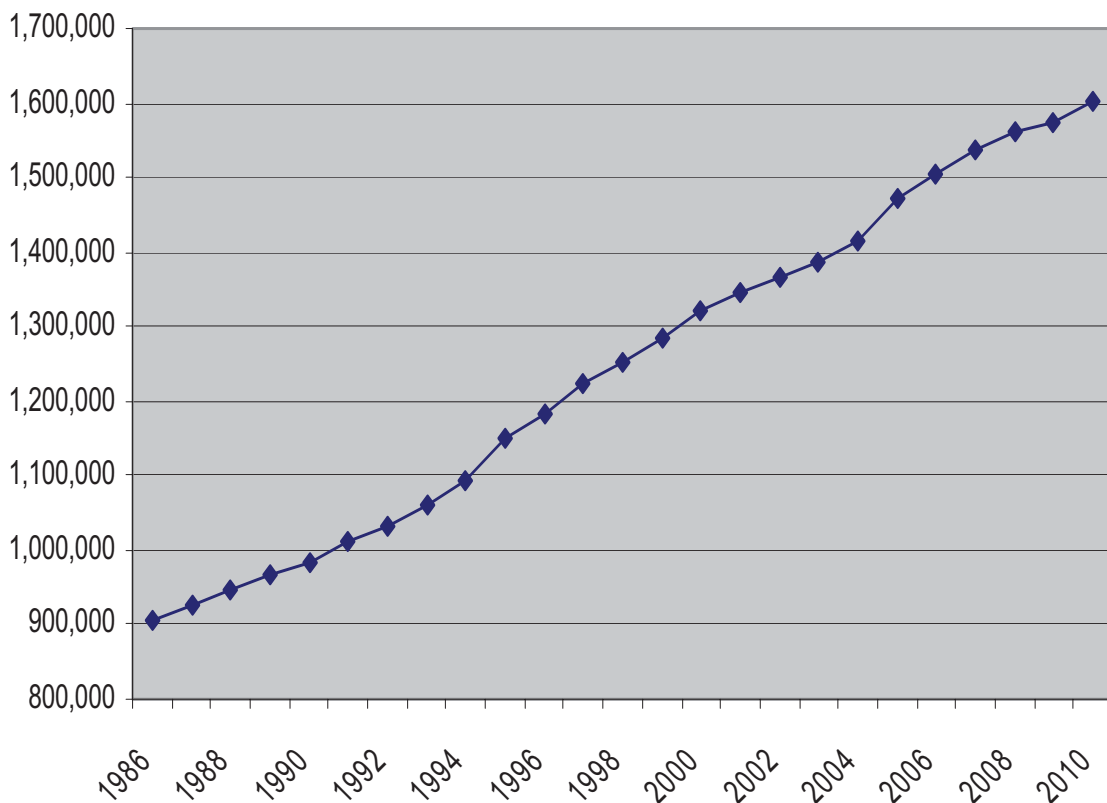
The following information about the City of Phoenix and the Phoenix Fire Department is provided to help put the Strategic Plan initiatives into context and to provide the framework to help define the size and the scope of services provided by the Phoenix Fire Department.

The Phoenix Fire Department provides fire and emergency medical services to the citizens and visitors in the sixth most populous city in the United States. The following data provides some perspective on the size and operation of the Phoenix Fire Department.

## City of Phoenix

<i>Area</i>	<i>Total Budget (fy10-11)</i>
<b>519.6 square miles</b>	<b>\$3,526,044,000</b>
<i>Population</i>	<i>General Fund Budget (fy10-11)</i>
<b>1,602,704</b>	<b>\$1,013,833,000</b>

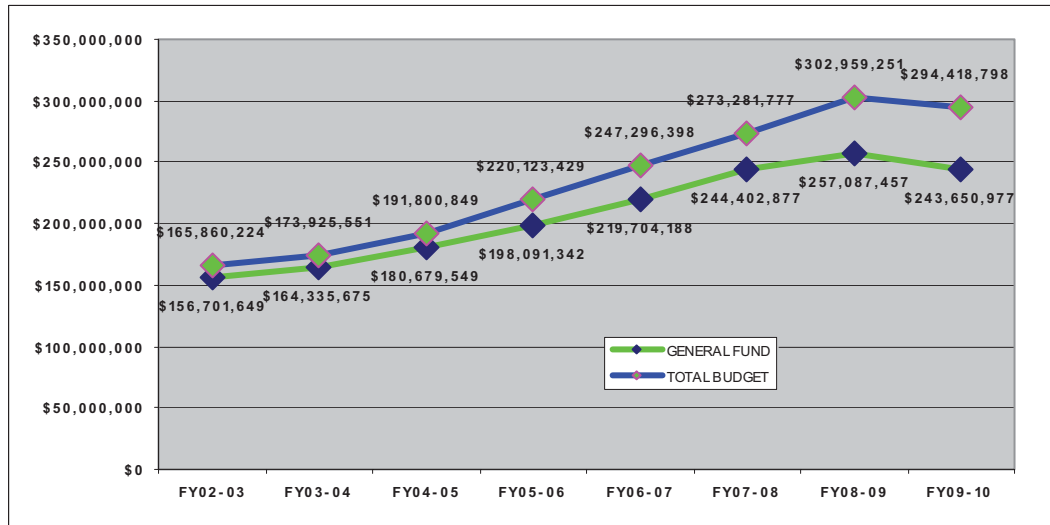
## City of Phoenix Population Growth



## *Phoenix Fire Department Budget – Fiscal Year 2010-2011*

<i>General Fund Budget</i>	<b>\$226,265,475</b>
<i>All other</i>	<b>\$48,656,762</b>
<i>Total</i>	<b>\$274,922,237</b>

### *Phoenix Fire Department - 8 Year Budget History*



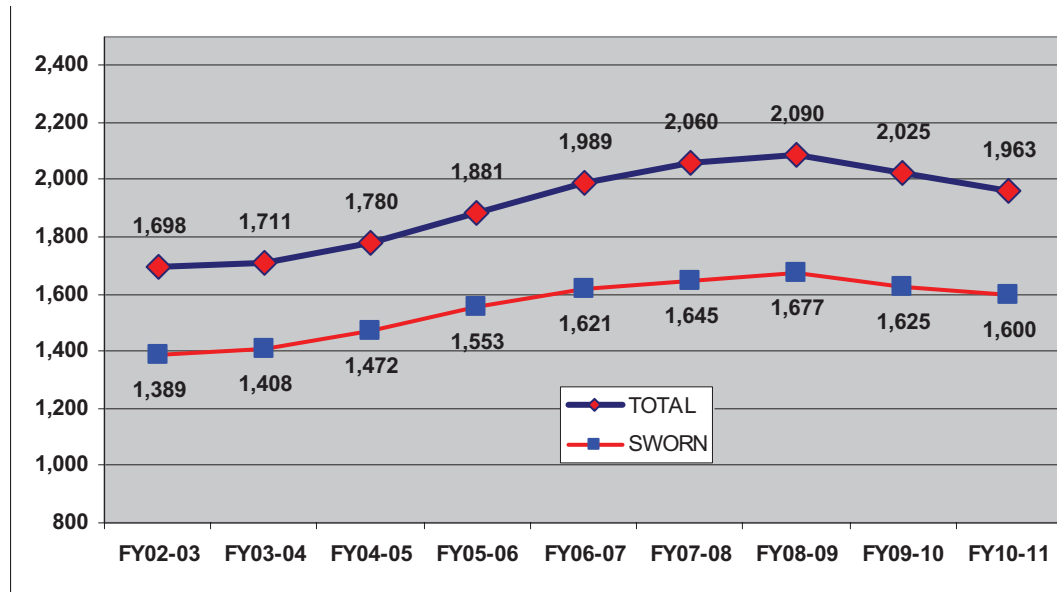
### *Phoenix Fire Department Budget by Division*

<i>Division</i>	<i>General Fund</i>	<i>All Other</i>	<i>Total</i>
Administration	\$13,035,861	\$13,786,657	\$26,822,518
South Operations	\$200,661,128	\$16,762,355	\$217,423,483
North Operations	\$3,874,735	\$613,556	\$4,488,291
Special Operations	\$711,627	\$1,881,466	\$2,593,093
Human Resources	\$2,995,242	\$8,571,107	\$11,566,349
Fire Prevention	\$4,986,882	\$1,470,489	\$6,457,371

## Phoenix Fire Department Personnel

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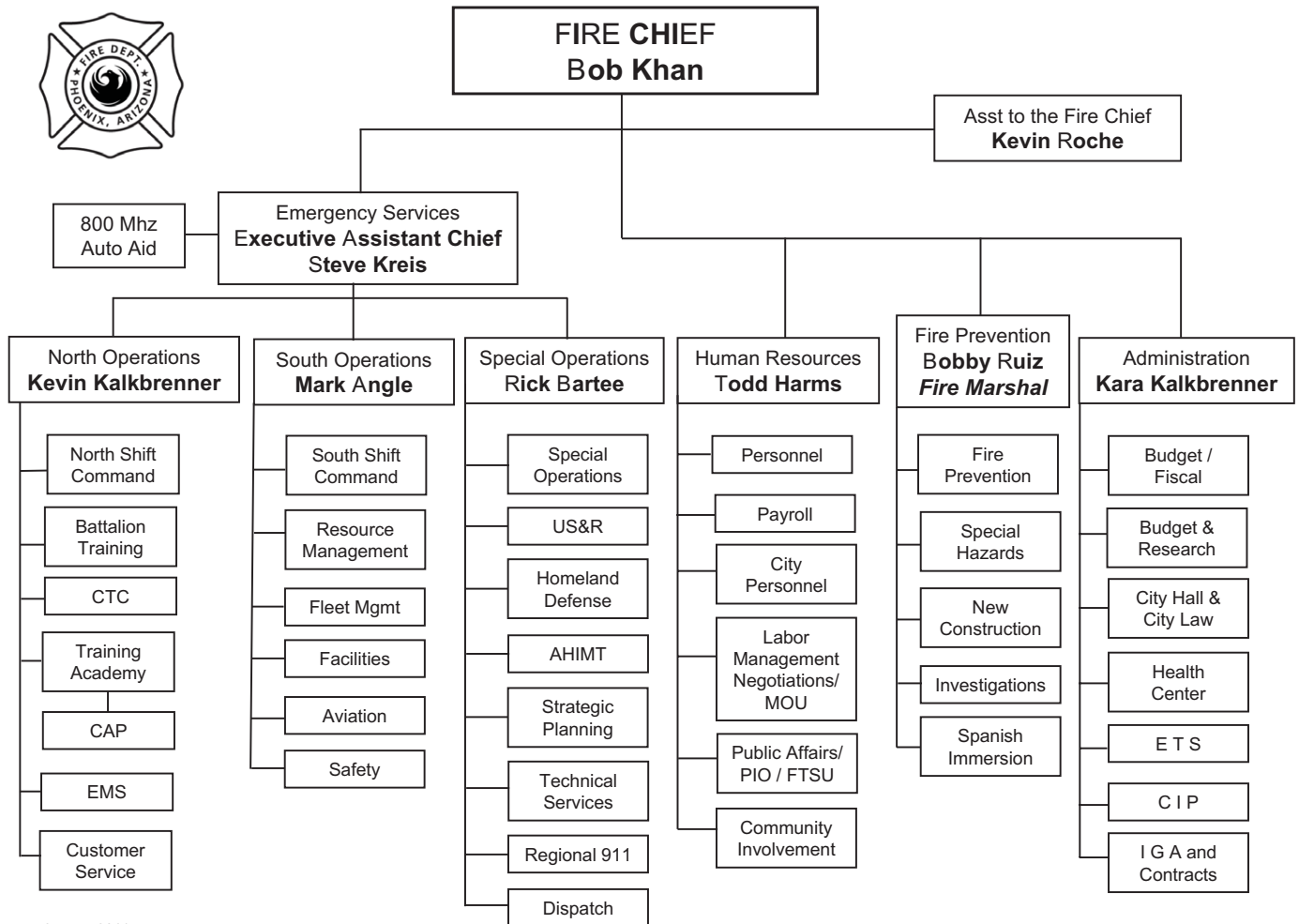
## Phoenix Fire Department Employees



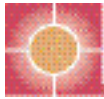
## Phoenix Fire Department Stations & Apparatus

<b>Fire Stations</b>		<b>58</b>
<ul style="list-style-type: none"> <li>● Shift Commanders 2</li> <li>● Battalion Chiefs 8</li> <li>● ALS Engine Companies 65</li> <li>● Ladder Companies 14</li> <li>● Squads (heavy rescue) 3</li> </ul>	<ul style="list-style-type: none"> <li>● Rescues (ambulances) 32</li> <li>■ Full Time ALS (1+1) 21</li> <li>■ Part Time ALS (1+1) 11</li> <li>● Airport Rescue/ Fire Fighting Vehicles 5</li> </ul>	

# Phoenix Fire Department Organization



January 2011



# MISSION STATEMENT & STRATEGIC PLAN



## *Phoenix Fire Department Mission Statement*

*The Phoenix Fire Department is committed to providing the highest level of public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention, and public education.*

*Our members will:*

- *Prevent harm*
- *Survive*
- *Be nice*

The following section contains the 2011 Strategic Plan for the Phoenix Fire Department. The components of the strategic plan are:

### ***Mission Statement***

The Phoenix Fire Department mission statement provides a concise summary of the reason that the Phoenix Fire Department exists.

### ***Organizational Values Statements***

These statements describe the values that guide the members of the Phoenix Fire Department as they complete the department's mission.

### ***Strategic Initiatives***

The eight initiatives were developed through the RBO process. The initiatives are the heart of the development of the Strategic Plan. Each initiative was assigned to a labor/management team for consideration. The teams were charged with developing strategic objectives to address each initiative.

### ***Strategic Objectives***

The objectives state the actions that will be taken to address the issues identified in the strategic initiatives. Each objective is assigned to a member of the fire department's management team and a timeline for completion of the objective is identified.



# ORGANIZATIONAL VALUES

*Our department's  
values drive our  
decisions and actions*

## ***Service Excellence***

We do all we can to insure the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hard-working, safe members. We are active participants in the communities where we live and work.

## ***Embrace Diversity***

Recognizing the value of diversity helps us to work together as a team to serve our community. We are dedicated to reflecting and respecting diversity throughout our organization.

## ***Integrity and Honesty***

We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable to this value. We believe in a personal commitment to the organization and community. Self-discipline is the foundation for managing behavior.

## ***Teamwork***

We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department's labor/management process. We work as a team to cooperate locally, regionally, and nationally to improve service to the public and maintain a safe and effective work environment. We believe that members have a responsibility to mentor others.

## ***Innovation***

We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training.

## ***Honor and Respect***

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow.

## ***Communication***

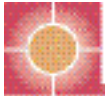
We believe communication is essential to the cohesiveness and performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.



# 8 STRATEGIC INITIATIVES

The following 8 Strategic Initiatives are the foundation for the Phoenix Fire Department 2011-2013 Strategic Plan.

- 1** Analyze and modify the dispatch and deployment model to meet current and future service delivery requirements.
- 2** Enhance the level of external customer service.
- 3** Refocus internal customer service activities.
- 4** Develop a comprehensive training plan for all members of the Phoenix Fire Department.
- 5** Enhance community awareness programs.
- 6** Develop and explore the implementation of a comprehensive web-based learning and records management system.
- 7** Analyze and modify the EMS system to meet current and future service delivery and certification requirements.
- 8** Enhance programs to address immediate and long-term mental health, physical health and wellness issues of our members.



# STRATEGIC INITIATIVE 1

*Analyze and modify the dispatch and deployment model to meet current and future service delivery requirements.*

## Description of Initiative:

The Phoenix Fire Department is one of the busiest fire departments in the nation. The range of services provided by the department has continued to expand over time, the city has grown dramatically in land area and population, and the needs and demands of our customers have evolved over the years. The economic downturn temporarily reduced the call for Fire Department emergency services. We are on track in 2011 to be the busiest year in the history of the department.

The purpose of this initiative is to take a comprehensive look at the variety of ways that the Phoenix Fire Department delivers emergency and non-emergency service to our customers.

One challenge we face is the constant effort to

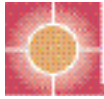
minimize response times to emergencies.

This is directly related to the increase in population and other factors. The time from dispatch to the arrival of the first fire department vehicle on the scene of an emergency incident is a critical measure of our deployment system. Steps taken in the previous plan to reduce emergency response times have been successful but constant attention to this issue is needed.

We are constantly addressing the needs within the emergency response system, to make sure that existing resources are most effectively used, and to provide additional resources to meet current and projected service delivery requirements. A proactive approach is necessary to address current challenges and to prepare for the delivery of fire department services.

## OBJECTIVES

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>1.A</b> Identify long-term funding to develop a strategy that assures the long-term sustainability of the Crisis Response (CR) Program.	Operations	4th Quarter 2013
<b>1.B</b> Develop and implement a strategy that assures the long-term sustainability of the Fire Department based Emergency Transportation System.	Operations	4th Quarter 2012
<b>1.C</b> Examine the feasibility of ALS ladder company conversions.	Operations	4th Quarter 2013
<b>1.D</b> Develop a long-term written plan for the deployment of resources and apparatus.	Operations	4th Quarter 2011



# STRATEGIC INITIATIVE 2

*Enhance the level of external customer service.*

## Description of Initiative:

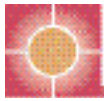
We constantly seek to improve the level of service that we provide to our customers through innovation and efficiency.

Our goal is to provide our firefighters with information about the needs of their customers and to provide them with tools to more effectively provide emergency and non-emergency services.

Our customers are the most important part of our system. Everything that we do is in service to our customers. By providing our firefighters with information about customer needs and setting organizational expectations for response, we assure that the services that we are providing are those that are desired by our customers.

## OBJECTIVES

	<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>2.A</b>	Increase the customer service awareness of Phoenix Fire Department members.	Operations	1st Quarter 2012
<b>2.B</b>	Enhance the effectiveness of the Phoenix Fire Department service delivery system.	Operations	1st Quarter 2012
<b>2.C</b>	Define service expectations for all nature codes/calls.	Operations	1st Quarter 2012



# STRATEGIC INITIATIVE 3

## *Refocus internal customer service activities.*

### **Description of Initiative:**

Being a member of the Phoenix Fire Department means a commitment to supporting other members. We are a family. Our fire department is unique compared to most large organizations. We stand together because of our people and our philosophy.

We are proactive and goal oriented, especially when it comes to our members. When one of our brothers or sisters needs support, it is our duty to identify and address their needs.

Strategic initiative three focuses on the well being of our members. Our leadership is committed to maintaining a safe, positive work environment. We hope to accomplish this through addressing

challenges that our members are facing both personally and professionally.

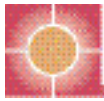
The RBO process has been aggressively involved in creating a plan that aims to directly improve the quality of service to our members. This includes defining the customer service expectations for each segment of the fire department.

We intend to examine the current method of internal service delivery to sworn and civilian employees. The objective is to build a more efficient and appropriate response to the needs of our members. This includes projecting future challenges and analyzing the resources available to apply to these needs.

Our goal is to provide the most timely, appropriate care to internal customers of the Phoenix Fire Department.

## **OBJECTIVES**

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>3.A</b> Identify internal customer service issues.	Human Resources	4th Quarter 2012
<b>3.B</b> Develop an awareness, education, and accountability system.	Human Resources	1st Quarter 2013
<b>3.C</b> Implement internal customer service training.	Human Resources	2nd Quarter 2013
<b>3.D</b> Review, revise, and identify ongoing and new issues.	Human Resources	3rd Quarter 2013



# STRATEGIC INITIATIVE 4

*Develop a comprehensive training plan for all members of the Phoenix Fire Department.*

## Description of Initiative:

The Phoenix Fire Department’s goal is to constantly provide the best possible service to the citizens of Phoenix. We exist to protect and serve the members of our community and each other. We perfect our skills through training. This is an ongoing effort which requires constant management.

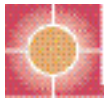
This initiative seeks to identify the most current task, tactical, and strategic level of skills necessary for safe and effective operations. We plan to review existing curriculum and develop a new course of study. Our goal is to design a delivery cycle that will keep our skills contemporary through appropriate, regular training. We also seek to proactively anticipate needed curriculum.

We intend to examine our training procedures closely for possible revision. The next step will be to consider eliminating or adding fresh curriculum to this standard. The expectations for training excellence will be clearly identified. Current training programs will be reviewed with an eye toward opportunities and improvement.

Leadership is critical in helping our members achieve high standards of performance. We seek to help bolster the leadership and management skills of our members. The career paths available in the fire service are vast. Promotional opportunities present new paths for our people and this initiative seeks to identify the manner in which we can prepare them best for new positions in the department.

## OBJECTIVES

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>4.A</b> Design and implement fireground operations skills programs.	Operations	4th Quarter 2013
<b>4.B</b> Design and implement a personnel management skills curriculum.	Operations	4th Quarter 2013
<b>4.C</b> Design and implement a personal development curriculum.	Operations	4th Quarter 2013
<b>4.D</b> Evaluate the ongoing driver training program and adjust/redesign the curriculum to improve driver safety.	Operations	4th Quarter 2013
<b>4.E</b> Evaluate the ongoing special operations training program and adjust/redesign the curriculum as necessary to meet future needs.	Special Operations Homeland Defense	4th Quarter 2013



# STRATEGIC INITIATIVE 5

## *Enhance community awareness programs.*

### **Description of Initiative:**

The Phoenix Fire Department has built a legacy by effectively serving the citizens of Phoenix. We accomplish this through excellent public affairs efforts. We are continually exploring opportunities to protect and serve the citizens of the valley. The demographics of Phoenix are diverse and each community has its own particular needs and communication methods.

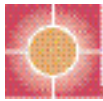
Initiative five seeks to identify a number of critical issues. We will attempt to determine what we mean to the community and how the citizens perceive our organization. Our image and public relations must be spotless. It is more crucial than ever that we develop an awareness of what we mean to the public and where we can serve through public education and awareness.

While community safety and health education are more important than ever, we are challenged to complete this task with fewer resources. This makes the efforts of this initiative even more critical. The plan is to develop a strategy and guidelines to best utilize our comprehensive community safety program with the resources we have in place, develop new resources, and determine future plans.

It is our duty as emergency responders to be proactive. We enjoy an outstanding relationship with the media because we are transparent. The Phoenix Fire Department seeks to optimize our communication and education efforts at all times. This initiative addresses the needs to continually educate the citizens of Phoenix and our city leaders about safety and the delivery of fire department services.

## **OBJECTIVES**

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>5.A</b> Identify issues affecting the community awareness of Phoenix Fire Department members.	Human Resources	4th Quarter 2011
<b>5.B</b> Develop a strategy and guidelines to inform Phoenix Fire Department members of public awareness programs.	Human Resources	2nd Quarter 2012
<b>5.C</b> Implement guidelines and processes to disseminate/market community events/activities.	Human Resources	3rd Quarter 2012
<b>5.D</b> Disseminate information to the public related to the advantages of regional response and other service delivery issues.	Human Resources	1st Quarter 2012
<b>5.E</b> Review and revise programs and guidelines as necessary.	Human Resources	4th Quarter 2013



# STRATEGIC INITIATIVE 6

*Develop and explore the implementation of a comprehensive web-based learning and records management system.*

## Description of Initiative:

The Phoenix Fire Department is heavily dependent upon information. Whether we are gathering information for educational purposes or disseminating training information to our members. We seek to find the most effective manner to impart it throughout the system. Our goal is to explore technology that will assist us in this effort.

It is our goal to implement a central records management system that will track our member's training. Initiative six is a comprehensive plan to address the administration and organization of data

within our system. The benefits of having this data are vast.

Web based technology is a faster and more efficient system for tracking information within the Phoenix Fire Department. Whether we are measuring the success of our service delivery or tracking the needs of our customers through statistics, we must be able to efficiently compile data and information appropriate to our needs.

We are constantly attending training, participating in continuing education, and introducing new equipment. Our standards are very high. We plan to support these standards through effective technology.

## OBJECTIVES

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>6.A</b> Collect the Fire Department's information needs and data requirements.	Special Ops Technical Services	4th Quarter 2011
<b>6.B</b> Obtain approval from the City of Phoenix Information Technology Department Governance Board.	Special Ops Technical Services	2nd Quarter 2012
<b>6.C</b> Identify possible solutions that will meet the Fire Department's informational needs.	Special Ops Technical Services	3rd Quarter 2012
<b>6.D</b> Perform a comparative analysis of the solutions to identify the best choices. Each solution must include costs associated with implementation and support.	Special Ops Technical Services	4th Quarter 2012
<b>6.E</b> Develop an implementation plan.	Special Ops Technical Services	1st Quarter 2013



# STRATEGIC INITIATIVE 7

*Analyze and modify the EMS system to meet current and future service delivery and certification requirements.*

## Description of Initiative:

When our citizens are sick or injured we are the first line of defense. The Phoenix Fire Department emergency medical system is one of the best in the nation. We continually seek opportunities to improve upon our training, equipment, and service delivery. This initiative seeks to do that by closely examining our current EMS delivery system.

Our member's training and certification is a regimented process that demands adherence to strict guidelines. We will meet and exceed those guidelines through examination and study of our current system while looking for ways to improve.

In addition we will study other emergency medical systems to help us improve upon our service delivery. This includes introducing viable options for change and growth. We hope to adopt the most effective certification methods for recorded and database management.

The Phoenix Fire Department delivers consistent quality emergency medical care. This requires a high level of commitment and dedication to focusing on what is in the best interest of the organization, our members and the people we serve.

## OBJECTIVES

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>7.A</b> Conduct a SWOT analysis of the Phoenix Fire Department Emergency Medical System.	Operations	4th Quarter 2013
<b>7.B</b> Research emergency medical systems nationwide.	Operations	4th Quarter 2013
<b>7.C</b> Engage the EMS community on future certification requirements.	Operations	4th Quarter 2013
<b>7.D</b> Prepare for changes to the existing certification requirements.	Operations	4th Quarter 2013
<b>7.E</b> Implement changes to the existing system.	Operations	4th Quarter 2013



# STRATEGIC INITIATIVE 8

*Enhance programs to address immediate and long-term mental health, physical health, and wellness issues of our members.*

**Description of Initiative:**

Our members are the foundation of our organization. It is the Phoenix Fire Department Way to support and empower our members. We have benefited recently from a department wide effort to improve upon our internal and external support mechanisms for members in crisis.

We are committed to providing any necessary assistance to both sworn and civilian staff. The intention of this

initiative is to bring that promise to the forefront and determine the most effective means of honoring that commitment.

The RBO process was instrumental in developing a focused strategy to address the mental health needs of our workforce. We have a system in place to identify problems, connect our members in need with the best possible resources and help them get back to a healthy state. Our goal is to be compassionate and committed while maintaining discretion.

A large portion of this effort will focus on training and resource allocation. We will identify the most critical member needs and explore the most appropriate manner to answer them. We will explore realistic solutions designed to return our people to a positive and productive way of life. We are committed to the wellness of our brothers and sisters.

## OBJECTIVES

<i>Objective</i>	<i>Responsible Person</i>	<i>Complete By:</i>
<b>8.A</b> Assess current systems for preventing, maintaining, evaluation, and assisting member’s wellness during times of crisis throughout their lives.	Human Resources	1st Quarter 2011
<b>8.B</b> Develop an educational plan for providing members with information regarding wellness issues.	Human Resources	2nd Quarter 2011
<b>8.C</b> Develop a marketing plan to provide members with information about current resources.	Human Resources	3rd Quarter 2011
<b>8.D</b> Provide members (sworn, civilian, and retired) with education and training regarding wellness issues.	Human Resources	4th Quarter 2011
<b>8.E</b> Review, revise, and identify ongoing and new issues.	Human Resources	4th Quarter 2013



# STRATEGIC PLAN IMPLEMENTATION

The focus of this plan and its initiatives is internal and introspective while keeping mindful of the services that we provide to our external customers. This is an opportunity to examine our current infrastructure and plan for innovative and efficient service delivery to our external and internal customers in the future.

The pause in our local and national economy has provided our department with an opportunity to take a comprehensive look at our resources and services. Phoenix Fire Department Labor Management teams had to make some very difficult choices but our focus on service delivery and the guidance provided by the 2007 Strategic Plan helped us through these tough decisions. The economy seems to be in recovery and we are hopeful that this trend continues.

The Correlating Team, made up of executives from labor management will assign each Strategic Objective to an existing RBO Committee or Subcommittee.

Each of the objectives or actions has been assigned to a chief officer who is responsible for making sure that the objective or action is completed on time and within the requirements specified.

All Strategic Objectives and Actions will be reviewed by the RBO Correlating Committee to determine if the plan is on schedule or if adjustments need to be made from the original objective or action.

It is expected that the Strategic Planning process in the Phoenix Fire Department will be an ongoing activity that addresses the ever changing requirements to deliver quality service to those who reside, work, or visit the City of Phoenix, and to our interoperable partners.

The goal of RBO is to establish a positive relationship between, labor and management, which is built upon trust and mutual respect. The United Phoenix Firefighters Association Local 493 and Phoenix Fire Department management began using the Relations by Objectives (RBO) process in 1984. This process brings labor and management together to work on mutual objectives and to discuss areas of disagreement or conflict.

This working relationship is then used to create action plans designed to meet the needs of our internal customers (PFD members) and our external customers (those who receive our service). RBO does not replace the negotiating process between the City and the Union but it enhances communication and the relationships that make things happen.

RBO and the labor management process play an ongoing role in the management of the Phoenix Fire Department and that same process will be used to implement this plan.