2019-2020

SUPERSTITION FIRE & MEDICAL DISTRICT

OPERATIONAL PLAN

Serving the communities of Apache Junction, Gold Canyon, and the surrounding area since 1955

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MESSAGE FROM THE CHIEF

Fire Chief Mike Farber

On behalf on the Superstition Fire & Medical District (SFMD), I am pleased to present the 2019/2020 Operational Plan. This plan culminates a year of hard work and preparation while also completing initiatives that were started in the 2018/2019 fiscal year.

Last year had several significant accomplishments. Following a successful pilot program, the second unit at Fire Station 263 was made permanent. SFMD was also awarded a federal SAFER grant for a three-year period which funded an additional 7 firefighters. The Insurance Services Office recognized SFMD with a Public Protection Class rating of 2 – this score is from 1 to 10, with 1 being the best and 10 being the worst. And finally, the purchase and subsequent deployment of a new Pierce Velocity Pumper engine with an external compartment for all SCBAs and personal protective equipment. This keeps the cab of the truck clear of toxic chemicals and cancer-causing agents that are absorbed on equipment during a fire.

The 2019/2020 Operational Plan focuses on obtaining accreditation status from the Center for Public Safety Excellence within the next year. SFMD was the first fire district in Arizona to become accredited and the 75th fire agency in the world to receive this distinction. Further, this year's Operational Plan will concentrate on future growth and includes the development of the 2020-2025 Strategic Plan. As the fire district looks to manage new growth, leveraging technology resources, such as FireView Geographic Information System (GIS) is essential. The analysis of incident data will assist in the planning of future growth challenges in a progressive, innovative, and professional fashion.

Additionally, SFMD emphasizes the health and wellness of our membership, with objectives directed in proper decontamination of equipment, and providing added personal protective equipment to our personnel. The district is also procuring another Pierce Velocity Pumper with external compartments for SCBAs and personal protective gear. The external compartments keep contaminated gear outside the cab and reduce employee exposure to toxic and carcinogenic agents found at emergency scenes. Finally, mandatory cancer screening will be conducted to ensure SFMD makes every effort to catch cancers in the early stages.

Other organizational initiatives include the completion of the Lexipol policy/procedure manual, and securing a long-term lease or purchase of the Regional Training Center facility (previously Thunder Mountain Middle School) from the Apache Junction Unified School District.

It is our commitment to the community, to provide an effective and efficient emergency service delivery systems derived from well-trained firefighters, paramedics, and EMTs utilizing innovative training and state-of-the-art equipment, while being fiscally responsible to our community. The women and men of the Superstition Fire & Medical District are dedicated professionals who are the best of the best!

In closing, a special thank you to our elected Board of Directors, Local 2260, and the SFMD staff for their hard work, diligence, and support over the past year. It is your dedication to the community that makes SFMD successful.

CREATING THE OPERATIONAL PLAN

The Operational Plan is the guiding document for the fiscal year and defines the annual goals and objectives for each division and their respective departments and special teams. All of the goals and objectives laid out in this document are aimed at providing exceptional service delivery to the community, a safe working environment for all SFMD members, and are consistent with the SFMD's Mission, Vision, and Values.

GOALS

Goals are ideas for the future or the desired result that each division or department envisions, plans, and commits to achieve during the new fiscal year. These items are long-term and represent part of a global vision that is focused on positively impacting the community we serve.

OBJECTIVES

Objectives are well-defined strategies or implementation steps needed to attain the Goals that have been outlined. These objectives are specific and measurable tasks that can be "checked off" as they are completed.

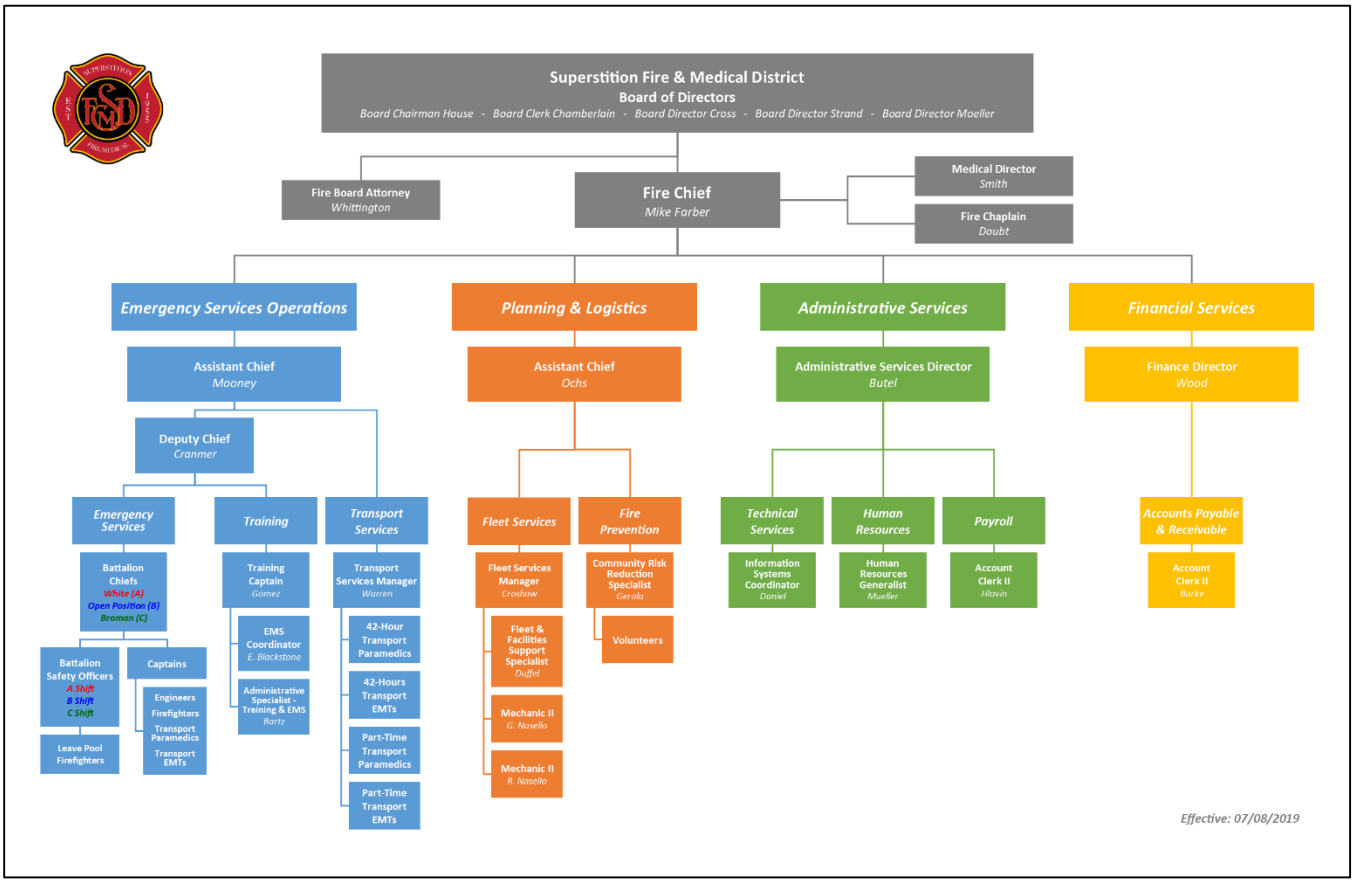
ORGANIZATIONAL STRUCTURE

The Superstition Fire & Medical District is divided into four divisions:

1. Emergency Services Operations
2. Planning & Logistics
3. Administrative Services
4. Financial Services

Each division is led by an Assistant Chief or Director who oversees any departments inside each division.

The Operational Plan coincides with organizational structure of SFMD, with each division and department's goals and objectives laid out to easily identify where programs and activities are aligned.



SFMD Organizational Chart - 2019/2020

FIRE CHIEF

GOALS AND OBJECTIVES

1. SFMD provides consistent, effective, and sustainable emergency services delivery to members of the community.
   - Capture and analyze data that includes response times and fire loss for critical incidents.
2. Develop the 2020-2025 Strategic Plan.
3. Facilitate an effective communication strategy to keep SFMD employees, stakeholders, and volunteers well informed of district activities.
   - Schedule and facilitate quarterly "All Employee" meetings.
   - Communicate quarterly through video conference, station visits, and/or Captain's Conferences.
4. Develop and maintain an effective Labor Management relationship.
5. Assess the feasibility for the procurement of the Regional Training Center (RTC) facility from AJUSD, and plan for a possible move for all administrative/day staff to be centrally located at the RTC.
6. Develop and implement a succession plan for the position of Fire Chief in 2021.
7. Coordinate annexation of State Land coinciding with future City of Apache Junction annexations extending south toward Highway 24 and Ironwood Dr.
8. Attain accredited status with the Commission on Fire Accreditation International (CFAI) through the Center for Public Safety Excellence (CPSE).
9. Complete a market analysis and subsequent market adjustment for sworn public safety personnel and transport services personnel.
10. Increase the district's capital reserve funding to $2.25 million.

EMERGENCY SERVICES OPERATIONS DIVISION

GOALS AND OBJECTIVES

1. The Superstition Fire & Medical District will provide effective fire and EMS for the citizens within the fire district and the surrounding areas.
2. Develop and conduct fire and EMS training to improve the operational effectiveness, while providing for safety.
   - Conduct monthly Operations Meetings with Battalion Chiefs.
   - Facilitate and conduct quarterly Captains Conferences.
3. The Superstition Fire & Medical District ensures that our fire and EMS units are achieving their operational turnout and response times, as it pertains to NFPA 1710 and AZDHS compliance.
   - Compile and monitor performance reports that include: training hours, turnout times, response times, fire loss, cardiac saves, and sick time usage.
4. Provide apparatus and equipment that meets the needs of the community and out automatic aid partners.
   - Deploy a new Pierce Velocity Pumper at Fire Station 261.
   - Procure and deploy ballistic vests on all fire units and facilitate corresponding training.
5. Continue to improve data collection and reports in an effort to provide the Senior Leadership Team with additional statistical information for data driven decision-making.
   - Working with Technical Services, develop and deploy a GIS dashboard to provide up-to-the-minute response data for the Senior Leadership Team (SLT) and emergency operation units.
   - Provide response time reports for company officers to measure their effectiveness as it pertains to operational response times (dispatch, turnout, arrival times, effective response force).
6. Facilitate appropriate realignment of responsibilities within the Emergency Services Division.

EMERGENCY SERVICES DEPARTMENT

EMERGENCY SERVICES OPERATIONS DIVISION

GOALS AND OBJECTIVES

1. Ensure data collection and documentation of daily shift operations are accurate and completed in a timely manner.
   - Monitor, review, and reconcile daily NFIRS reports and EMS patient reports for completion status.
   - Complete and update daily TeleStaff roster to ensure crew assignments are accurate for NFIRS report unit information and Payroll records.
2. Monitor and review annual Professional Growth and Development documents for all shift personnel.
3. Monitor and review all fire-based training hours.
   - Ensure completion of all ISO required training.
   - Ensure completion of Incident Command training for appropriate suppression personnel.
   - Facilitate and evaluate minimum company standards (MCS) for all suppression personnel.
   - Review all Task Books for Captain and Engineer.
4. Ensure all equipment and personal protective equipment are tested and inspected as needed.
   - Facilitate and document annual hose testing.
   - Facilitate annual SCBA mask fit testing for all suppression employees.
   - Facilitate annual N95 mask fit testing for all emergency service employees.
   - Complete semi-annual PPE inspections to include turnouts, wildland gear, and TRT gear.

SCBA TECHNICIANS – SPECIAL TEAM

EMERGENCY SERVICES OPERATIONS DIVISION – EMERGENCY SERVICES DEPARTMENT

GOALS AND OBJECTIVES

1. Maintain all self-contained breathing apparatus (SCBA) equipment to industry standards for the safety and protection of all suppression personnel.
   - Assist in the facilitation of annual SCBA and N95 mask fit testing.
   - Complete monthly calibration of gas monitors.
   - Ensure crews are completing weekly bump tests.
   - Complete hydrostatic testing for SCBA bottles.
   - Complete semiannual replacement of all SCBA pack batteries.
   - Assist Fleet Services with the installation of a new compressed air fill station on U262.
   - Manage and update inventory of all SCBA equipment throughout the year.

TECHNICAL RESCUE – SPECIAL TEAM

EMERGENCY SERVICES OPERATIONS DIVISION – EMERGENCY SERVICES DEPARTMENT

GOALS AND OBJECTIVES

1. Enhance Technical Rescue service delivery.
   - Members must attend 70% of regional and in-house training and demonstrate the standards of the different TRT disciplines.
   - Participate as instructors at the quarterly regional TRT training events.
   - Balance the level of team members and bring on new members as staffing levels change.
   - Purchase new equipment that is essential to staying at or ahead of industry standards.
   - Replace gear and equipment that has reached its end of life cycle.

WILDLAND – SPECIAL TEAM

EMERGENCY SERVICES OPERATIONS DIVISION – EMERGENCY SERVICES DEPARTMENT

GOALS & OBJECTIVES

1. Enhance Wildland firefighter safety through key awareness initiatives, training, and table-top exercises with all Engine Bosses.
   - Complete 130 refresher course for those members in need of recertification.
   - Provide shift training on wildland tactics and strategies in the early spring.
   - Complete Red Card certifications by the end of February 2020.
   - Work directly with State Fire in coordinating additional training for members who need to complete various task books.
2. Maintain current equipment levels and provide updated tools as necessary.
3. Update current state contract with the addition of PSPRS cost and apply UTV for EMS line call out request.
4. Provide UTV training to several members who currently serve on the Wildland Team.

HEALTH AND WELLNESS – COMMITTEE

EMERGENCY SERVICES OPERATIONS DIVISION – EMERGENCY SERVICES DEPARTMENT

GOALS & OBJECTIVES

1. Develop a robust firefighter wellness program which provides for the overall health for all members of the SFMD.
   - Complete enhanced annual physicals for all suppression personnel.
   - Complete cancer screenings for suppression personnel.
   - Develop an annual fitness assessment program.
   - Continue to assess and improve physical fitness facilities located at each fire station.
2. Develop and implement strategies and procedures to reduce member exposure to carcinogenic agents.
   - Implement a "Clean Cab" concept with the design and purchase of any new apparatus.
   - Complete annual cleaning and inspection of the complete PPE ensemble per NFPA 1851 standards.
   - Continue to maintain a second set of turnout gear for all suppression personnel.
   - Purchase and deploy improved Nomex hoods with particulate blocking membrane for suppression personnel.
   - Develop and implement a standardized post-fire cleaning process for gloves, helmet, and Nomex hoods.
   - Develop and implement a standardized post-fire gross-decontamination process to include the use of Citro-Squeeze.
   - Implement a policy allowing crews to shower and change into clean clothes before returning to "in-service" status after a fire.
   - Develop improved turnout storage solutions at Fire Stations 261 and 264 to keep turnouts away from diesel exhaust exposure.
3. Improve the use of rehabilitation (REHAB) at all fire scenes.
   - Ensure vital signs are assessed for every suppression member in the immediate danger to life and health (IDLH) atmosphere.
   - Standardize use of cooling measures to reduce the absorption rate of carcinogens.
4. Increase member education on health and wellness topics.
   - Provide training and education on signs and symptoms of types of cancers common to the industry for all members.
   - Provide training on the effects of poor diet, lack of sleep and exercise on health for all members.
5. Implement a tracking system for hazardous events exposure.
   - Research, develop, and implement a method of tracking hazardous events exposure in NFIRS and/or another viable option.
6. Apply for grant funding to retrofit stations with exhaust systems to reduce personnel exposure to exhaust emissions.

TRAINING DEPARTMENT - FIRE

EMERGENCY SERVICES OPERATIONS DIVISION

GOALS AND OBJECTIVES

1. Identify areas of need and develop training programs to assist our members in becoming more proficient in emergency service delivery.
   - Facilitate and complete the following fire training:
     - Quarterly fire training
     - Annual night drill
     - Incident command
     - Natural gas safety
     - Electrical, solar panel, and battery storage safety
     - Active shooter drill
     - Chief officer/company officer command level training
   - Evaluate and procure fire training props to enhance training efforts.
   - Facilitate and complete all other scheduled training, to include:
     - Annual driver training/EVOC for all suppression and transport services personnel
     - Personnel management/officer development
2. Create training materials to ensure members have access to professional development guides.
   - Evaluate and update the Probationary Firefighter task book.
   - Develop and implement task book training programs for Acting Engineers and Acting Captains.
3. Develop a culture of continuous improvement and learning.
   - Create a research and development team to test and implement the most up-to-date equipment and procedures.
4. Improve data collection and reports in an effort to provide the Senior Leadership Team with additional statistical information for data driven decision-making.
   - Evaluate data collection in ImageTrend records management system, including NFIRS reports and daily checklists.
   - Develop and implement reporting for fire-related exposures to toxic and carcinogenic agents.
   - Develop and deploy the Checklists module in the Elite platform for ImageTrend records management system.
   - Continue to evaluate and improve data collection in Target Solutions training records management system.

TRAINING DEPARTMENT - EMS

EMERGENCY SERVICES OPERATIONS DIVISION

GOALS AND OBJECTIVES

1. Identify areas of need and develop training programs to assist our members in becoming more proficient in emergency medical service delivery.
   - Facilitate and complete quarterly EMS training and continuing education classes.
   - Complete recertification processes for all Paramedics and EMTs.
   - Complete biannual ACLS/PALS training.
   - Procure and deploy video laryngoscopes on all front line fire and transport units, and complete corresponding training.
2. Develop a culture of continuous improvement and learning.
   - Create a research and development team to test and implement the most up-to-date equipment and EMS procedures.
   - Implement an electronic CQI process to more efficiently evaluate patient care in an effort to improve service delivery effectiveness and efficiency.
   - Complete CQI for 10% of all patient reports, in addition to reviewing all reports for critical and high-risk patients, per the requirements of the SFMD Medical Director.
   - Complete a selection process for internal candidates to attend Paramedic School.
   - Participate in state and regional EMS committees in an effort to stay updated on new techniques and procedures.
   - Complete a comprehensive evaluation of all EMS standard operating procedures for integration into the Lexipol policy/procedure software.
3. Enhance member safety by providing annual immunizations for all employees.
   - Provide flu shots for all members.
   - Provide TB skin tests for all paramedics and EMTs.

TRANSPORT SERVICES DEPARTMENT

EMERGENCY SERVICES OPERATIONS DIVISION

GOALS AND OBJECTIVES

1. Ensure compliance with Arizona Department of Health (AZDHS) standards and regulations.
   - Monitor and report monthly, annual, and certificate of necessity (CON) term response times to maintain compliance with AZDHS CON standards.
   - Complete annual ambulance inspections with AZDHS inspector.
   - Continue to manage ambulance reimbursement rates per AZDHS statutes and apply for increases as needed.
2. Research and implement strategies for alternative revenue sources to provide sustainable service to the community.
   - Complete and submit application to the Gila River Indian Community Public Safety grant for a fully outfitted ambulance.
3. Continue to monitor billing reimbursement for Transport Services
   - Facilitate relationships between SFMD, R1 (billing company), and PCS (collections agency).
   - Provide oversight for pre-billing CQI, and reconcile transport reports to the billing company.
   - Review reimbursement rates on each transport to ensure the appropriate rate has been collected.
   - Research and manage any and all billing related matters (collections, refunds, insufficient payments, disputes, hardships).
   - Complete documentation probe with R1 to evaluate quality of EMS report writing and data collection.
4. Ensure adequate staffing levels for Transport Services units.
   - Maintain sufficient hiring lists for Paramedic and EMT positions.
   - Complete hiring processes as positions are vacated.
   - Facilitate new hire training as needed.
5. Facilitate transition of EMS supplies ordering from Training to the Transport Services Department.

PLANNING AND LOGISTICS DIVISION

GOALS AND OBJECTIVES

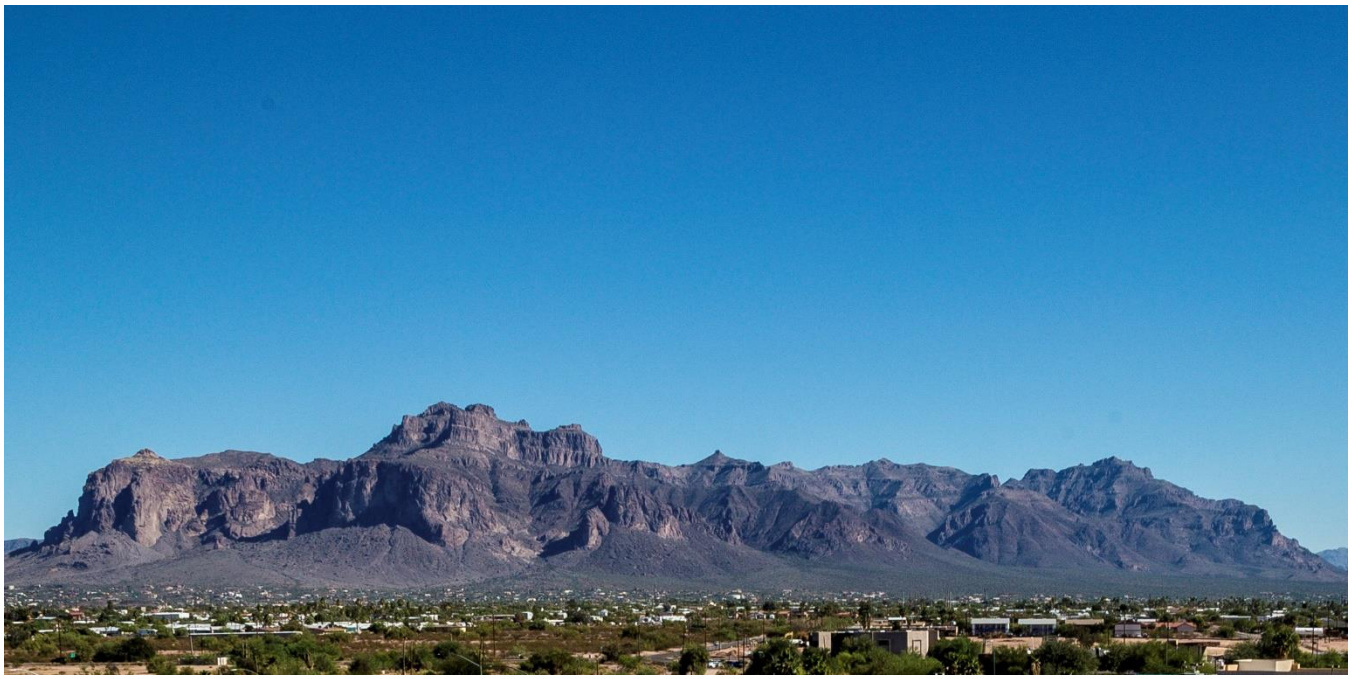
1. Continue to improve data collection and reports in an effort to provide the Senior Leadership Team with additional statistical information for data driven decision-making.
2. Adopt the 2018 edition of the International Fire Code.
   - Present the 2018 edition of the International Fire Code adoption for Board of Directors approval.
   - Identify and adopt various addendums to the 2018 edition of the International Fire Code.
3. Identify and train new fire investigators to replace vacant positions on each shift.
4. Explore options for issuing citations for various fire code violations, including unauthorized burning, parking obstructions, and the unauthorized sale/use of fireworks.
5. Continue to improve and refine the plan review process for new construction and tenant improvements.
   - Evaluate the plan review process and records management needs.
   - Redesign the permit fee payment process.
   - Enhance and strengthen communications with the City of Apache Junction and Pinal County Development Services Department to improve the approval process of plan review files.
6. Increase firefighter safety through pre-fire planning. Continue to update out-of-date preplans and keep pace with creation of new preplans as the district continues to grow.
   - Procure and implement the FARO ScanPlan solution for in-house pre-fire planning.
   - Utilize the Preplanners, LLC for large scope pre-fire planning projects, when necessary.
7. Continue to manage ongoing and annual contracts and intergovernmental agreements.
   - Plan for and attend public events in the community including 4th of July, Lost Dutchman Days, Lost Dutchman Marathon, Gold Canyon Arts Festival, and Heritage Days.
   - Manage and update the Renaissance Festival EMS standby contract.
   - Manage and update base station agreement with Mountain Vista Hospital.
   - Manage and update facility lease agreement for the Regional Training Center with AZ State Fire.

FIRE PREVENTION DEPARTMENT

PLANNING AND LOGISTICS DIVISION

GOALS AND OBJECTIVES

1. Support data collection efforts for improved organizational planning and decision-making.
   - Transition Fire Inspections records management from ImageTrend RescueBridge platform to the Elite platform.
   - Complete training for Suppression personnel to complete Fire Inspections using ImageTrend Elite Inspections.
   - Continue to refine the Self-Inspection Program for low hazard business occupancies.
   - Implement electronic permitting through the ImageTrend Inspections records management system.
   - Implement the Fire Investigations module in ImageTrend Elite platform.
   - Refine and improve online payment options for customers with annual and/or special permit fees.
2. Continue to participate in community outreach and education in an effort to reduce risk and increase community health and safety.
   - Provide public education at all local elementary schools to include grades K-6.
   - Provide adult education programs for fall prevention and home fire safety.
   - Continue to enhance the AED program.
   - Establish a proactive Wildland Fire Prevention Program to provide citizen outreach and education.
   - Research and apply for grant funding to promote a Fire-Wise Community.
   - Update and improve the Fire Prevention section of the SFMD website.



FLEET & FACILITIES DEPARTMENT

PLANNING AND LOGISTICS DIVISION

GOALS AND OBJECTIVES

1. Support data collection efforts for improved organizational planning and decision-making.
   - Research capabilities of RTA fleet records management system to increase data collection.
   - Establish operational costs for each fire station.
2. Maintain fleet apparatus in an effort to be mission ready at all times.
   - Repair 2000 American LaFrance Engine/Tender (C-43) and place in-service as a reserve apparatus.
   - Design specifications for and procure a new Pumper for deployment in Fall 2020.
   - Procure a replacement SCBA fill station to be installed on Utility 262.
3. Complete all scheduled facilities updates and renovations, and all Facilities repair requests as they are reported.
   - Implement a dual laundry facility at fire station 263.
   - Complete major concrete repairs at fire station 263 and 265.
   - Complete any repairs/replacements as they are reported to Facilities.
4. Work with Health and Wellness to implement redesigns and renovations that will reduce member exposure to toxic and carcinogenic agents.
   - Design and implement improved storage for SCBA's in external compartments of the trucks, rather than inside the cab.
   - Renovate turnout storage at Fire Stations 261 and 264 to keep turnouts away from diesel exhaust exposure.
5. Continue to maintain and upgrade district communications equipment per the capital replacement schedule.
   - Purchase and install Cradlepoint devices in all primary response Medic units.
   - Purchase and deploy additional mobile radios and portable radios.
   - Complete annual maintenance/upgrades for all mobile and portable radios.
6. Develop a plan to create a Resource Department.

ADMINISTRATIVE SERVICES DIVISION

GOALS AND OBJECTIVES

1. Evaluate internal processes in an effort to close the gap between Human Resources (HR), Finance, and Technical Services.
2. Facilitate discussions to leverage technology as a way to improve HR and Finance processes.
3. Develop relationships between departments that create a work environment that is congruent, and anticipates the needs of other departments.
4. Foster and improve administrative customer service to internal and external customers.
5. Align assignments in the proper departments as the district grows and evolves.
6. Evaluate the need for an additional administrative position.
7. Author SFMD Board of Directors desktop procedures, annual calendar, and election schedule.
8. Attain accreditation status with the Commission on Fire Accreditation International (CFAI).

TECHNICAL SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DIVISION

GOALS AND OBJECTIVES

1. Increase operational efficiencies in district workflows and processes by implementing technology and refining existing district software capabilities.
   - Complete implementation of Lexipol policy/procedure management software.
   - Implement Manage Engine software to improve remote management/mobile device management of district hardware and enhanced management of helpdesk tickets sent to Computer Services.
   - Assist in the refinement of Human Resource and Payroll processes to increase efficiencies and reduce manual errors.
   - Research and plan for addition of a Human Resource software package that will ensure accurate data collection, better reporting, increase efficiencies, and improve service delivery to all members.
   - Working with the Emergency Services Operations Division, design and implement a GIS Dashboard to display up-to-the-minute analysis of incidents and response times.
   - Maintain and update existing district software applications and technology, such as, Active Directory, TeleStaff, website updates, and others in an effort to provide increased communication, improved productivity, and superior customer service.
2. Ensure stable and reliable technology infrastructure through appropriate maintenance and replacement.
   - Evaluate district workstations for replacement and/or upgrade to Windows 10 in accordance with Microsoft's withdrawal of support for Windows 7.
   - Facilitate Exchange server migration, terminal server migration, and CYMA/DFS server replacement, per the replacement schedule.
   - Implement security protocols to include new password requirements for district users.
   - Create a 5-year plan for technology upgrades and replacements.
3. Under the direction of the Administrative Services Director, produce and compile annual documents and reports.
   - Complete and present the Operational Plan for fiscal year 2019/2020 at the September 2019 Board of Directors meeting.
   - Complete and present the Annual Report for fiscal year 2018/2019 at the October 2019 Board of Directors meeting.

HUMAN RESOURCES DEPARTMENT

ADMINISTRATIVE SERVICES DIVISION

GOALS AND OBJECTIVES

1. Provide effective and efficient Human Resource services to members of the SFMD.
   - Facilitate the hiring process for any open positions, as needed.
   - Assist and facilitate the testing processes for Training Captain, Battalion Safety Officer, Battalion Chief, and Engineer.
   - Provide electronic forms and processes in an effort to ensure responsiveness to SFMD member needs.
   - Facilitate Open Enrollment for fiscal year 2020/21 employee benefits.
   - Promote professional development and organizational objectives by facilitating the annual performance appraisal process.
   - Refine the New Hire Checklist to include pertinent information for each department involved in onboarding new members.
   - Maintain accurate electronic employee records in compliance with records retention laws.
   - Complete and maintain appropriate Workers' Compensation claims, paperwork, and files for all on-the-job injuries.
2. The SFMD is focused on the hiring and development of our members.
   - Maintain staffing levels for suppression per the SAFER grant requirements.
   - Continue to provide testing preparation for upcoming promotional testing processes.

PAYROLL DEPARTMENT

ADMINISTRATIVE SERVICES DIVISION

GOALS AND OBJECTIVES

1. Continue to evaluate and refine internal processes in an effort to provide excellent customer service to SFMD membership.
2. Assist and collaborate with Technical Services and Human Resources in the research and procurement of a robust HR software package that will blend seamlessly with Payroll.

FINANCIAL SERVICES DIVISION

GOALS AND OBJECTIVES

1. Develop a budget that is fiscally responsible, balanced, and visible to our stakeholders, community and members.
   - Create a budget planning calendar to provide clarity and direction to budget managers.
   - Facilitate the review and evaluation of budget decision packages for next fiscal year.
   - Submit budget to the Board of Directors for approval that accounts for projections, sustainability, and the long-term financial health of the fire district.
2. Facilitate the annual audit for the previous fiscal year in compliance with ARS § 48-253,
3. Facilitate the collection of payments for out-of-district responses.

LABOR GROUP

GOALS AND OBJECTIVES

1. The Labor/Management team will work to make SFMD more effective as an organization. Efforts will focus on the total commitment to the quality of our services – internally and externally.
   - Complete the annual update of the Memorandum of Understanding.
   - Labor Leadership and the Senior Leadership Team will participate in the annual Labor/Management Relationship by Objective (RBO) Summit.
   - Update and revise Staffing Guidelines as needed.
   - Organize and implement the organization bid process for October 2019.
   - Assist Administrative Services/Human Resources in research for the market analysis for all public safety and transport services positions to ensure that SFMD is comparable with similar agencies.
   - Participate and support in the planning of the annual employee benefit selections.
   - Assist with firefighter recruitment, Intern Academy, and candidate selection for the establishment of a hiring list.
   - Support the development and retention of quality employees by promoting professional development opportunities.