



Portland Fire & Rescue

2010 – 2015 Strategic Plan Development Communications Outline

Purpose

The Strategic Plan Communications Outline provides a strategic framework to create opportunities for stakeholders to learn about the development of the Portland Fire & Rescue (PF&R) five-year strategic plan. It is designed to support our commitment to provide transparent, thoughtful communications, and collaboration. This plan is a living document and will be adjusted as strategic planning progresses, if needed.

Audiences

A wide range of organizations and people have a stake in PF&R's Strategic Plan. Each group of stakeholders constitutes an audience with either a primary or secondary relationship to the planning process.

- **PRIMARY:** Employees of Portland Fire & Rescue, Participants in the Strategic Planning Process (Steering Committee, Task Force, Stakeholders and Focus Groups)
- **SECONDARY:** Partners, other government agencies, elected officials and general public

Objectives

- **Access to information:** All audiences will have multiple avenues for receiving timely information.
- **Awareness, understanding and enthusiasm:** All audiences will understand the importance of the strategic planning process and each step that AKT and PF&R will take to complete the plan. Enthusiasm for the plan will continue to grow throughout the planning process.
- **Stakeholder support:** Stakeholders will have the highest confidence in our ability to effectively build and launch the next five year strategic plan. Stakeholders believe the new plan will result in better fire and rescue services for Portland residents.
- **Clear and transparent internal communications:** Leaders and employees affected by the planning process will be clearly communicated with about the plan and will be appropriately involved. Employees will know when and how the planning process will affect them. There will be no surprises.
- **Timely, focused external communications:** Secondary audiences will be aware of the progress of the five year plan; they will be involved in an appropriate and meaningful manner.

Key Messages

Key messages are important to help deliver an accountable response to our audiences. Key messages are specific messages that support a communication need of an organization, issue or work unit. They are planned, used strategically and help provide one clear voice across an organization.

Key messages will be developed individually for each stage and/or task of the strategic planning process. They will be communicated as appropriate to the participants in that particular stage. AKT Project Management will develop key messages collaboratively with PF&R Project Management.

Communications Tactics

Category: Communications for Primary Audiences

Description/Delivery Method	Audience	Responsible for Content	Responsible for Delivery
Chief's memo	PF&R Sworn Personnel	AKT Project Team	PF&R Project Management
Email	PF&R Non Sworn Personnel	AKT Project Team	PF&R Project Management
Bureau announcements	All participants in the planning process	AKT Project Team	PF&R Project Management
PF&R Website and Employees Intranet	PF&R Sworn and Non Sworn Personnel	AKT Project Team	PF&R Project Management
Chief's Corner (TV production)	PF&R Sworn Personnel	AKT Project Team & PF&R Project Management	PF&R Project Management
Social Media (Facebook, Twitter, Blogs)	All primary & secondary audiences	AKT Project Team & PF&R Project Management	PF&R Project Management
Planned project group meetings	Per project stage	AKT Project Team	AKT Project Team
Informal dialogue and status updates	PF&R Project Management	AKT Project Team	AKT Project Team

Category: Communications for Secondary Audiences

Description/Delivery Method	Audience	Responsible for Content	Responsible for Delivery
Presentations	City Council	AKT Project Team	PF&R Project Management; AKT Project Team as appropriate
Bureau announcements	Secondary Audiences excluding General Public	AKT Project Team	PF&R Project Management
Press Release	General Public	AKT Project Team and PF&R Project Management	PF&R Project Management
Social Media (Facebook, Twitter, Blogs)	All primary & secondary audiences	AKT Project Team & PF&R Project Management	PF&R Project Management