



# Portland Fire & Rescue

## 2010-2015 Strategic Plan Development Roles, Responsibilities, Actions, Expectations

### Participants

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- **AKT Project Team** – Geoff Guilfooy, Nanita McIlhattan, Elizabeth Gustafson
- **PF&R Project Management** – Jack Graham, Cindy Gaulke
- **Steering Committee** – Identified by PF&R Project Management. Will include CORE Leadership Team, Citizen Budget Advisory Committee Members, Commissioner’s Office, Mayor’s Office (invited) and other sworn and non-sworn personnel.
- **Stakeholders** – Identified by PF&R Project Management and AKT project research. Examples include the Mayor, Commissioner-in-charge, Water Director, POEM Director, BOEC Director, Transportation Director, Chief Administrative Officer, BTS Director, Planning & Sustainability Director, Fire Chief, Division Heads, etc.
- **Focus Groups** – Identified by PF&R Project Management and AKT project research. Examples include neighborhood groups, business community, general employees, local government agencies, fire fighter groups, specialty services, etc.
- **Task Force** – Identified by PF&R Project Management. Will include a cross section of PF&R employees from all PF&R functional areas.

### Participant Roles and Responsibilities

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- **AKT Project Team** – Conduct and coordinate planning process with PF&R; facilitate, guide, train and direct; ensure goal attainment; coach, support and coordinate assignments; summarize information developed during the work sessions; and draft formal and informal documents.
- **PF&R Project Management** – Primary point of contact for AKT; coordination with AKT for completion of tasks and/or assignments; provides input on final document; assists with implementation of the Project Communications Plan.
- **Steering Committee** – Develops strategic plan themes and outlines issues, provides overall project leadership that includes overseeing process, reviewing documents, and making decisions. The Steering Committee should model the guiding principles for the planning process; actively participate in the entire process; be prepared for each session; be available for interviews and focus groups, if necessary; own the process outcomes; communicate how plans may change the way PF&R conducts business; and address related behavior modification (if necessary). Will be involved throughout the planning process, meeting 5 times.
- **Stakeholders** – Provide input, insights and direction. Will be involved in interviews, environmental scan, and surveys.

- **Focus Groups** – Provide input and insights, expert opinions. Will be involved in group meetings, environmental scan, and surveys. Focus groups will consist of 10-15 people each.
- **Task Force** – Receives training on plan development and performance measures. Reviews and provides input on outlined issues. Develops strategic plan content, including goals, objectives, strategies and performance measures. Involvement occurs as the Task Force Work Sessions.

## **Project Coordination and Communication**

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- **Task Clarity** – Prior to beginning each task, the AKT Project Team will detail their approach and provide the approach in writing to PF&R Project Management.
- **Ongoing Coordination** – The AKT Project Team will provide status briefings to PF&R Project Management weekly or as necessary.
- **Scheduling** – The AKT Project Team will coordinate scheduling with PF&R Project Management for best overall project efficiency with minimal work disruption.
- **Communication Method** – Methods used will be appropriately based on project stage and participants.

## **Project Planning Critical Issues**

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- Each task must support the Task Force work sessions and must be designed with that end in mind.
- Trends that developed from the prior plan to the current plan and continue to emerge throughout the entire project process must be clearly identified.
- The Steering Committee Kick Off Meeting is key for setting expectations.
- Identifying the citizens for stakeholder interviews and focus groups could be a challenge.
- Transition of personnel among positions must be anticipated.
- Critical plan inputs:
  - Financial outlook and available resources.
  - Commission on Fire Accreditation International.
  - Tri-Data Study
  - 2008 Cultural Reassessment
  - 2005-2010 Strategic Plan
  - FIS Research Report/Rewrite Proposal