

Portland Fire & Rescue

2010-2015 Strategic Plan Development



Steering Committee Meeting #1 Minutes

November 10, 2009

10:30 AM-1:00 PM

Members

Steering Committee Members

P	Doug Jones	P	Jim Fairchild	P	Glen Eisner	P	Kyle Wochnick
P	Scott Fisher	P	Elaine O'Keefe	P	Vince Wilson	P	Robert Kiningham
P	Sid Palmer	P	Nicolette Johnston	P	Jennifer Cooperman	P	John Klum
P	John Nohr	P	Mark Schmidt	P	Dr. Jon Jui	P	Erin Janssens
P	Aaron Johnson	P	Cindy Gaulke	P	Jack Graham	A	Ron Clemenson

Consultants

P	Geoff Guilfooy	P	Nanita McIlhattan				
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Steering Committee Support

P	Alisa Cour	P	Lyn Town				
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P = Present, C = Conferenced, A = Absent

Meeting Notes

WELCOME

1. Opening Remarks from Chief Klum

Chief Klum thanked everyone for attending and for their assistance in developing the most important document PF&R will use over the next five years. The 2010 – 2015 strategic plan will be used as a roadmap, establishing directions and goals. This will be critical in upcoming budget cycles in light of the economic issues facing the city. He acknowledged the tremendous time commitment participants will make in developing this important foundation document.

2. Meeting Agenda and Purpose

Jack Graham reviewed the agenda and described the purpose of each of the four agenda sections.

INFORMATION SHARING

3. AKT Introduction

Geoff Guilfooy complimented PF&R on their strategic planning process and the strong linkage with the ongoing PF&R work. He emphasized the collaborative and comprehensive approach to be used throughout the planning process. He provided a high level overview of the planned information gathering and analysis approaches. He referred members to the

binder provided to each of them and encouraged them to use it for information that will be provided throughout the project.

4. Steering Committee Introductions

All present introduced themselves, described their prior experience with strategic planning with PF&R and other organizations and stated their hopes and expectations for the day's meeting and the overall strategic planning process. Hopes and expectations included:

- Providing good representation for the needs of each of the divisions and affiliates represented on the Steering Committee
- Providing good leadership with a high level of ownership through the Steering Committee
- Taking advantage of the process to look ahead five years, especially in light of anticipated personnel turnover; establishing a plan that reflects where PF&R is going and how to get there
- Getting all anticipated meetings scheduled as soon as possible to maximize participation
- Keeping the planning process focused on areas PF&R can control, rather than emphasize issues that PF&R is not able to influence
- Taking the PF&R plans and perspective back to affiliate organizations to inform the affiliates' planning
- Learning from the process and each other
- Establishing a plan that is an achievable stretch for PF&R
- Communicating with the community through local press media; making good use of press releases
- Engaging the public in what they can do to help PF&R
- Anticipating a completely open and interactive process representing PF&R as a whole, with concerns and issues brought forward.
- Determining and assessing the challenges PF&R has
- Looking at the changing environment PF&R operates in and how to match environment with resources
- Developing a plan that all PF&R employees understand, value and work to achieve because they see and believe the benefit daily

5. Why do Strategic Planning?

Geoff provided an overview of the purpose of strategic planning.

6. Steering Committee Role

Geoff outlined the role of the Steering Committee.

7. 2005 – 2010 Strategic Plan Update

Geoff recapped the successful implementation of the 2005 – 2010 Strategic Plan. Jack reviewed the ways that the Strategic Plan has helped with PF&R's budget development as one of the factors justifying budget requests for enhancement packages and maintenance of current service levels. Cindy described the Strategic Plan connection with PF&R's successful accreditation with the Commission on Fire Accreditation International in 2006. The 2010-2015 Strategic Plan will support PF&R's reaccreditation application in 2011.

8. 2010 – 2015 Strategic Planning Process

Nanita provided an overview of the 2010 – 2015 process and timeline, outlining the areas identified for improvement over the 2005-2010 Strategic Plan and highlighting the Balanced Scorecard approach that is being retained.

TRAINING

9. Overview of Strategic Plan Contents

Geoff discussed the elements of a strategic plan in general. He described in more depth the purpose and importance of the mission, vision, principles, major trends, issues and financial outlook, providing examples of each. Nanita reviewed strategic themes, goals, performance measures, objectives and strategies. She emphasized the role of each in defining and prioritizing the PF&R work plan throughout the bureau for the five years covered by the plan.

10. The Three-Tiered Approach & Monitoring

Geoff reviewed the PF&R methods used to follow up on the Strategic Plan implementation: the Annual Business Plan, the Annual Division Work Plans and the Quarterly Reports. He emphasized the performance measurement aspect of the monitoring, noting that this will be a significant training area later in the project.

STARTING OUR WORK TOGETHER

11. Communications Plan Review

Nanita reviewed the communication plan handout in the binder. Discussion on the communication plan included:

- A need to anticipate differing communication methods needed for the multiple external audiences PF&R has
 - Recommendation for using the Office of Neighborhood Involvement as a communication channel
- Use of the social media tools being launched within PF&R
- Need to identify who the public is for each division. “General public” is too broad.
 - Example: Need to establish good communications with the constituents whose primary interaction is transacting business with PF&R. This is a distinct constituency.
- The ongoing communication of strategic plan implementation will be a focus area for improvement.

12. Present Mission, Vision and Principles

Geoff led discussion focused on the questions: “ Do the current Mission, Vision and Principles reflect what you know today? Is there anything about them that would take PF&R off course?”

Discussion on the current Mission:

- Emergency services is ambiguous. Response is more specific. Should be general but this may be too general. Are there services that are not response? Came up with examples. Sample problem with prevention. It’s a division name, not a noun. Prevention as stated is grammatically incorrect. Are using the section titles as if activity. But do provide activity. Find a better way to state the intent. Could say provide excellent emergency and prevention services. It is a division, operation, a science. From a public perspective, hadn’t noticed the grammar. Add services after prevention. Conclusion: *Emergency, training and prevention services*.
- Is it off course or misdirected? Does it cover what we do, at least as far as we know today? May discover other aspects as the analysis is developed.
- No other comments

Discussion on Vision:

- If public not doing their part, PF&R can only go so far. Want to add educate public so they can help meet bureau goals.
- Injury is a medical term. Illness is missing. Should “Illness” be included?

Discussion on current Principles:

- General comments across all Principles
 - The principles should be short statements that people can state easily. The longer statements are good clarification but the core statements are the elevator speech.
 - Tension on having two statements within each principle. Could be merged to one long statement for each but then not easy to recite short statement.
- We save lives and property
 - Is this a place for an affirmative prevention statement? Fire and life safety relates to building and fire code. Here it looks like two different things; it’s part of how the work is done. Fire & life safety with an ampersand so shows as a unit. Need to talk about adding education to this description. Is it fire and life safety in the codes or in general?
- We set high standards for ourselves
 - Concerned with the word high – everyone says that. Just skip it. It’s a generic term but it’s important to the service.
- We are highly trained
 - Highly is generic. Same issue. The standards are used to set higher benchmarks internally. We are held to a higher standard than the general public. Is a strong word within the bureau. Perceived to be important community communication point. Seen as taken seriously. Difference between set to a high standard versus held to a high standard.
- We are responsive to our customers
 - No comment, descriptive
- We are good neighbors
 - Like it. Could shift description to reflect need to become more open and transparent. More alignment throughout the bureau. We create caring and trusting relationships..... We participate in..... We encourage..... We promote..... The core is “solve problems.” This is the core of PF&R. Don’t leave until it is solved. This is big. Should it be more emphasized as a principle? It covers it all.

Summary of discussion on current Mission, Vision and Principles:

- For now, there is nothing that prevents the strategic plan from moving ahead.
- Will need to have discussion going forward, as has been anticipated in the project plan.

13. Stakeholders List Review

Nanita directed the committee to the proposed stakeholder list in their binders. Discussion on additions or deletions to the list resulted in the following recommendations:

- New City Auditor – will help the auditor understand more about PF&R
- All of the City Commissioners should be included – they all vote on PF&R
- Consider including County Commissioners and other offices
- The new Housing Bureau

- PDC Commissioners and Director – help break down silos
- Disadvantaged populations should be involved, perhaps through an organization such as the Urban League
- Dignity Village
- State Fire Marshal office
- Immigrant and Refugee Community Organization
- BOMA Portland
- Small Business Advisors
- NW Inter-Agency coordination group
- Neighboring fire departments
- Ambulance services
- PF&R Budget Advisory Committee (BAC)
- Office of Human Relations

The discussion concluded by noting that a number of information gathering and engagement methods are included in the plan, such as interviews, focus groups and surveys. Planning needs to be done up front across all the methods to determine the most appropriate method to use for each constituency.

Discussion on the stakeholder interview question categories resulted in adding a category for:

- Partnerships and collaborations

14. Next Steps

Nanita reviewed the project plan areas that will be moving forward following the Steering Committee meeting today. Results of analysis to date and an outline of remaining analysis will be provided at the next Steering Committee meeting in February 2010. Initial planning for the Task Force will also be reviewed.

15. Questions and Wrap Up

Geoff thanked the group for their attentiveness and participation. Key take aways from the meeting are information shared, education provided and the planning process launched.