

Portland Fire & Rescue

2010-2015 Strategic Plan Development



Steering Committee Meeting #3 Minutes

April 21, 2010
8:30 AM-5:00 PM

Members

Steering Committee Members

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

Consultants

P	Geoff Guilfooy	P	Nanita Sammons				
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Steering Committee Support

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

Meeting Notes

1. Opening Remarks

Jack Graham welcomed the group and explained that this meeting is setting the stage for the work that the Task Force is going to do the first week in May.

2. Meeting Agenda and Purpose

Jack discussed the objectives for today: Develop strategic issues, explain how issues will be used, summarize accomplishments, and outline the next steps. Geoff Guilfooy and Nanita Sammons, AKT, will report progress since the last committee meeting.

3. Progress Since Steering Committee Meeting #2

Geoff discussed the progress since the last meeting:

- Completed Environmental Scan Report
- Completed Internal and External Focus Groups
- Completed extensive Internal and External Surveys
- Completed SWOC Analysis

4. Timeline Review

Geoff gave an overview of the timeline (circled all things completed).

5. Review of Balanced Scorecard Approach

Geoff discussed history of the Balanced Scorecard approach and gave an overview. The findings

from all the completed research activities will be measured against four perspectives: Learning and Growth, Internal Business Processes, Customer, Financial.

6. Report on Findings:

Nanita discussed the purpose, process, and findings of all strategic planning research activities. Key findings for each activity are summarized below:

A. Stakeholder Interview Summary Report

Nanita reviewed the five key findings:

- Maintaining integrity of core operations and aging resources with equal or reduced funding
- Reducing response times to all 9-1-1 calls
- Formalizing succession planning with a focus on increasing workforce diversity
- Pursuing technology and operational equipment upgrades and replacements
- Cultivating stronger partnerships with both other regional fire agencies and City of Portland bureaus

Note: This is a report of people's perceptions while doing surveys – did not do corroborating research: "this is what is on people's minds"

B. Environmental Scan

Nanita presented an overview of the environmental scan:

- The conflict between service level expectations and funding will intensify
- The current environment for fire departments is similar nationally
- The Portland Plan is the City of Portland's Strategic plan (PF&R needs tighter connection with this)
- The need for PF&R personnel development is acknowledged

C. Focus Group Summary

Six internal and 2 external focus groups (plus several phone interviews) were conducted. Their findings are summarized as follows:

- Improve dispatch and triage management
- The structural models for providing prevention services are not achieving desired outcomes
- A comprehensive and structured personnel development structure is needed
- Consistently implement priorities
- Invest and cultivate relationships with other City Bureaus and community organizations on a local, regional and national scale

Focus Group Findings-Discussion

It was acknowledged that the focus groups did not include enough minority community participation. More contacts are needed and more time is needed to explore various groups and establish relationships.

We can't control what other bureaus do (BOEC/Multnomah County). Bureaus are not leveraging each other. Disconnect or separate bureau responsibilities with POEM and PF&R. We need to develop a plan to address this. Could establish better partnership with Multnomah County (i.e., H1N1).

Training and consistency need to be added to the FMO and CFIP. Public education, health and wellness, disaster and emergency preparedness is increasingly important. Implement customer requested improvements: billing system/invoice improvements; one-stop shopping model; improved communications.

Regarding CFIP inspections: We need to know what we're hearing externally and what we're hearing internally. Interested in what external stakeholders are saying. External stakeholders are our customers. CFIP is tied to contract and reduction of personnel and prevention. You can't provide enough training. We can throw millions of dollars or resources at it and still have systemic problems. Companies do not feel they have enough training or experience with doing inspections. Structure is a barrier to success.

D. Internal & External Survey Summary

External surveys were conducted covering four groups: run calls, permits, code enforcement, and social media. Each external survey had two to three questions unique to the specific group. Of the 1,830 external survey invitations sent, 184 responses were received.

One internal staff survey was provided to 750 staff members, and 178 responses were received. Many internal questions were common to the external survey for comparison; additional questions were internal-specific.

All 5 surveys included a comments section.

Key findings included:

- Mission and Emergency Response
 - Mission is clearly defined
 - PF&R is providing right types of service in relation to mission
 - PF&R is typically first to respond and responds quickly
 - Internally, there is high concern about calls and incidents not appropriate to mission
- Diversity
 - Continue diversity development efforts
 - PF&R staff should reflect the diversity of the population served
- Service Delivery
 - Improve community and business outreach, especially to prevention customers
- Relationships
 - Focus on building relationships and targeted outreach
- Information
 - Make website and social media more accessible, valuable and useful
- Appropriate staffing
 - Internal concern on ability to meet future demand for services
 - Develop formal succession plan
- Human Resources
 - Improve general human resource services
 - Improve leadership development
- Building Maintenance
 - Repair facilities on a timely basis

E. Synthesis: SWOC Analysis

The SWOC analysis compares current program and services to assessments, inputs, benchmarks, and performance standards gathered in the research reports and incorporates the Balanced Scorecard approach. The findings form the basis for emerging themes and issues, and take into consideration the projected slow economic recovery and growth. The emerging themes and issues are the essential topics PF&R must address to successfully carry out its mission, vision and principles.

The SWOC Analysis tells us:

- Conflicts between service level expectations and funding will intensify
- The type of response needed from PF&R is diversifying and resources are scarce
- Dispatch and triage management: training, coordination, and involvement issues must be addressed
- The structural models for providing prevention services are not achieving desired outcomes
- A comprehensive and structured personnel development structure is needed
- Invest and cultivate relationships with other City Bureaus and community organizations on a local, regional and national scale to facilitate needed change
- Implement priorities consistently with reasonable opportunity for achieving them

7. Work Session: Development of Strategic Issues

The Steering Committee discussed the research findings, developed the emerging conceptual issues, and confirmed the Balanced Scorecard perspective each conceptual issue fell under. The Steering Committee also identified any new conceptual issues they wanted to add. At the conclusion of the Work Session, the Steering Committee had identified the following emerging conceptual issues and the appropriate Balanced Scorecard perspective:

ISSUES

Finance

1. Limited resources (general fund and grants) are impairing PF&R's ability to meet its apparatus and equipment replacement needs, jeopardizing PF&R's ability to respond.
2. Grant funding resources are diminishing as PF&R's equipment costs are increasing.
3. PF&R needs to develop and fund a comprehensive facilities plan to address preventative maintenance and upgrades to the facilities not included in the GO Bond.
4. PF&R needs to work with its partners to leverage limited financial resources for major regional initiatives.
5. PF&R needs to develop an internal communication strategy on how priorities are established and adjusted, resources are allocated and outcomes are measured.

Customer

1. The demand for public information from citizens is increasing faster than PF&R can provide.

2. Prior PF&R reductions have impacted PF&R's ability to provide certain services to internal and external customers.
3. The public's inappropriate use of 911 creates a strain on PF&R's resources.
4. Structural models for providing fire inspection services are not meeting desired outcomes.
5. PF&R's Prevention Services business model does not meet customer needs and expectations.
 - Example: one-stop shopping, billing/invoicing, communications, appeals, forms

Internal Business Processes

1. PF&R resources are not being triaged and dispatched appropriately:
 - Affects response reliability and increases response time
 - Increases danger to public and crews
 - Increases wear and tear on apparatus and crews
 - Subsidizes private enterprise
2. PF&R works within a region where interoperability is important but where participating agencies respond differently, resulting in operational challenges.
3. Rules and responsibilities for low frequency / high risk events coordinated planning are unclear.
4. PF&R needs to strengthen its collaborative relationships with Portland's immigrant and minority communities.
5. PF&R sworn and non-sworn staff do not have a thorough understanding and appreciation of each other's roles and responsibilities.
6. PF&R needs to be able to address the impact that the Portland Plan will have on its service delivery systems.
7. PF&R recognizes the national fire service operational environment is changing and needs to anticipate, influence, and adapt to those trends.
 - NFPA
 - EPA, Environmental Standards
 - Etc.
8. Fires continue to be a threat to our community and PF&R must maintain a high quality fire response.
9. PF&R recognizes the need to provide effective, coordinated medical response in Multnomah County.

Learning and Growth

1. PF&R's personnel development program does not include comprehensive leadership and management training for career development of its sworn and non-sworn members.
2. Members do not receive the regular, structured feedback necessary for career development after they have completed their probationary periods.
3. PF&R internal staff need to be trained to respond to changing demographics, diversity, health care gaps, and legal liability management.
4. PF&R needs to develop new regional, state and federal mutual aid agreements.

Staff will take these conceptual strategic issues and develop a proposed modified issue statement for each. The proposed modified issue statements will be sent electronically to the Steering Committee for review. Steering Committee comments and suggestions will be used to prepare final material for the Task Force Work Sessions.

8. Summary of Day's Accomplishments

- Developed strategic issues organized around the four Balanced Scorecard perspectives.
- Explained how issues will be used at Task Force Work Sessions.

9. Next Steps

Jack outlined how things fit together and gave a timeline review of where we are in the strategic planning process.

10. Closing Remarks

Chief Klum thanked everyone for their hard work and accomplishments today.