

PORTLAND FIRE & RESCUE

**1st Quarter Report on
the Annual Business Plan
FY 2010-11**



July - September 2010

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1ST QUARTER A PLANNING / TRANSITION PERIOD

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The first quarter of FY 2010-2011 (July – September, 2010) was a unique transition period. PF&R's five-year Strategic Plan for the period FY 2005-2010 concluded on June 30, 2010.

PF&R began an extensive development process for creating a new, five-year Strategic Plan for the period FY 2010-2015 in September, 2009 that continued through June, 2010. The strategic plan development process was guided by a Steering Committee that reviewed the process and provided input at key stages of plan development. Key research tasks in the development process included completion of: stakeholder interviews, environmental scan, internal & external surveys, internal & external focus groups, and a strengths, weaknesses, opportunities, and challenges analysis (SWOC).

A task force representing a balanced, diagonal slice of the organization met for a week in May, 2010, and used all of the research results to develop the plan's strategic issues, goals, objectives, performance measures, and strategies.

The work product from the task force was then turned over to the Public Information section who spent the 1st quarter of FY 2010-2011 editing and creating a publishable 2010-2015 Strategic Plan document. When completed, the published 2010-2015 Strategic Plan will contain 18 Strategic Issues, Goals and Performance Measures, and 140 Strategies, with over 150 photographs taken by TV Services and Public Information.

CLOSE-OUT OF THE 2005-2010 STRATEGIC PLAN

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As mentioned above, the 2005-2010 Strategic Plan concluded on June 30, 2010. During the 1st Quarter, the Planning & Customer Service section of Management Services Division (MSD) also had to finalize the 4th Quarter report on the FY 2009-2010 Annual Business Plan, the last quarterly report for the 2005-2010 Strategic Plan, which officially closed the 2005-2010 Strategic Plan.

MSD/Planning & Customer Service staff also began preparing drafts of a report on the implementation success of the 2005-2010 Strategic Plan. PF&R's CORE Leadership Team reviewed the final draft at their work session on December 1, 2010.

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

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The new 2010-2015 Strategic Plan contains 140 strategies. At a work session held July 1, 2010, CORE selected 48 strategies to complete in FY 2010-2011, and designated the division lead. Division Heads are responsible for the implementation of their assigned strategies.

Division Heads also had the opportunity to create new Business Items (BI) and/or Major Initiatives (MI) for FY 2010-2011. Business Items and Major Initiatives are defined as:

Business Items: Division specific tasks that a division feels are significant to track performance throughout a fiscal year.

Major Initiatives: Significant, large-scale projects requiring multiple years for implementation and impacting several divisional areas.

With the FY 2010-2011 strategies identified and assigned, and new BIs and MIs in place, all the necessary components for the FY 2010-2011 Division Works Plans were in place. MSD/Planning & Customer Service staff then worked to create a new, improved template for the Division Work Plans. The goal of the new template was to:

- Make it easier for the Individual(s) Responsible to connect the strategy back to the Goal and Performance Measure.
- Institute new reporting/tracking questions to tie completed strategies back to the relevant goal to determine if the goal has been achieved as defined by the performance measure.

The new draft template for the Division Work Plans was presented to CORE for their review and comment in September, 2010. Based on CORE's comments, the template was adjusted, and the five Work Plans for FY 2010-2011 were finalized and have been posted on PF&R's 2010-2015 Strategic Planning Information website.

The 48 selected strategies, along with their respective goal and performance measure, for FY 2010-2011 are listed on the following pages.

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

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Goal #1: Ensure that 9-1-1 calls are triaged correctly and that resources are dispatched appropriately to meet enhanced public safety and ongoing operational needs.

Performance Measure: Reduce mis-treated PF&R 9-1-1 calls – those that dispatch resources inappropriately to calls for emergency services – by 5 percent in each year.

- **Strategy 1.1:** Develop an internal process for tracking and reporting mis-triaged fire and emergency medical system calls through the Incident System. Division Lead: EOPS
- **Strategy 1.3:** Establish a Dispatch Triage Review Committee in conjunction with Bureau of Emergency Communications and other partner agencies to periodically review mis-triaged calls. Division Lead: EOPS
- **Strategy 1.5:** Update and/or establish business relationships and roles and responsibilities with Bureau of Emergency Communications and its User Board members. Division Lead: EOPS
- **Strategy 1.7:** Seek funding to establish PF&R presence at Bureau of Emergency Communications 24/7 in the capacities of Fire Liaison and critical dispatch to TRO (tactical resource operator), tap out (dispatch channel), and OPS 1 (working channel). Division Lead: Chief's Office

Goal #2: Create and enhance viable opportunities for collaboration with other agencies to improve its service to the public.

Performance Measure: All existing interagency agreements have been reviewed and evaluated, and contact made with a minimum of three new potential partner agencies per year at the local, regional, or National levels.

- **Strategy 2.7:** Assign staff to review and evaluate all existing interagency agreements and ensure modifications are made as necessary. Division Lead: Chief's Office

Goal #4: Seek out and partner with regional and National fire service groups to help influence trends that will impact fire service at its local level.

Performance Measure: Demonstrate an increase of 10 percent in number of local fire service trends that have been influenced by PF&R involvement.

- **Strategy 4.1:** Create a current database of members in State, regional, and National-level projects. Division Lead: Training & Safety

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

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Goal #5: Establish consistent and proactive health and wellness practices that benefit all employees.

Performance Measure: Each year increase participation in the Health & Wellness program by 5 percent, and decrease injury and sick leave usage by 5 percent.

- **Strategy 5.3:** Explore other fire agency efforts for encouraging workforce health and wellness improvements. Division Lead: Emergency Operations
- **Strategy 5.4:** Support personnel on sick or injury leave with the intent of encouraging faster, successful recoveries through FPD&R Liaison. Division Lead: Emergency Operations
- **Strategy 5.5:** Create central location (i.e., a folder on all Bureau computer desktops) that consolidates health and wellness information, training programs, dietary information, etc. Division Lead: Emergency Operations
- **Strategy 5.6:** Define components of the health and wellness program. Division Lead: Emergency Operations

Goal #7: Assess and actively participate in the implementation of the Portland Plan.

Performance Measure: Additional staff assigned to actively participate and represent PF&R in the implementation of the Portland Plan and ensure PF&R views are included in the Portland Plan as they relate to its mission and vision.

- **Strategy 7.1:** Obtain current status of Bureau's participation in the Portland Plan with staff currently assigned to represent the Bureau on the Portland Plan. Division Lead: Prevention
- **Strategy 7.2:** Establish the Bureau's needs as it relates to the Portland Plan. Division Lead: Prevention
- **Strategy 7.3:** Assign additional representation based on established needs. Division Lead: Prevention
- **Strategy 7.4:** Meet with representatives to review the Portland Plan and its potential impacts on PF&R. Division Lead: Prevention
- **Strategy 7.5:** Provide regular reports to the Core Leadership Team. Division Lead: Prevention

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

FY 2010-11 1st Quarter Report on the Business Plan

Goal #8: Enhance PF&R's business model to be more responsive to customers' needs for all types of services and information.

Performance Measure: Exceed by 80 percent the level of customer satisfaction with access to information and availability of online services as measured by customer satisfaction assessment tools.

- **Strategy 8.1:** Create and administer a voluntary, online customer survey to evaluate the user-friendliness of online services. Division Lead: Prevention
- **Strategy 8.2:** Survey individual categories of PF&R customers about desired online services/features to benefit them. Division Lead: Prevention
- **Strategy 8.8:** Evaluate how accessible PF&R facilities are for business service customers. Division Lead: Prevention
- **Strategy 8.9:** Maintain the human connection with customers while increasing availability of online services. Division Lead: Prevention
- **Strategy 8.10:** Secure funding/staff to operate the Safety Learning Center as a platform for community education. Division Lead: Prevention

Goal #9: Enhance the code enforcement inspection model to improve consistency, reliability, and performance goals.

Performance Measure: PF&R internal performance goals are met and customers are provided with a consistent, reliable, and professional code enforcement inspection experience that meets or exceeds the prior year's customer satisfaction results.

- **Strategy 9.1:** Identify all internal performance goals. Division Lead: Prevention
- **Strategy 9.2:** Create a task force, including members from Emergency Operations/Prevention, to evaluate code enforcement program model for efficiency and functionality. Division Lead: Prevention
- **Strategy 9.6:** Prioritize occupancies based on the level of risk to accurately schedule and meet inspection goals, resulting in increased life safety. Division Lead: Prevention
- **Strategy 9.7:** Modify fire inspection reports and post-inspection letters to clarify PF&R's re-inspection process and fees. Division Lead: Prevention

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

FY 2010-11 1st Quarter Report on the Business Plan

Goal #11: PF&R will work with community and regional partners to increase efficiencies within the Emergency Medical Services System and to improve appropriate use of the 9-1-1 system to ensure response readiness for actual emergencies.

Performance Measure: Decrease by 5 percent the number of inappropriate 9-1-1 calls – those calls that do not require a response by PF&R – per capita that fall into the “not appropriate for 9-1-1” category per year.

- **Strategy 11.1:** Define the scope of inappropriate call types, which are those that do not require a response by PF&R. Division Lead: Emergency Operations
- **Strategy 11.2:** Collect and analyze baseline data of inappropriate call types. Division Lead: Emergency Operations
- **Strategy 11.4:** Engage regional partners in developing a comprehensive plan and strategies to address the issue of inappropriate use of the 9-1-1 system. Division Lead: Emergency Operations

Goal #12: Develop a coordinated leadership and management training program to meet the needs of current and future leaders.

Performance Measure: A defined leadership preparation and development program is established.

- **Strategy 12.1:** Assign a task force to develop the leadership program. Division Lead: Training & Safety
- **Strategy 12.2:** Identify and establish specific prerequisites and competencies required for promotion to all positions. Division Lead: Training & Safety
- **Strategy 12.8:** Establish criteria and the outline for the mentorship program as well as criteria for becoming a mentor. Division Lead: Training & Safety
- **Strategy 12.9:** Develop and deliver training for mentors that includes expectations. Division Lead: Training & Safety

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

FY 2010-11 1st Quarter Report on the Business Plan

Goal #13: Provide performance development structured feedback to employees throughout their career.

Performance Measure: PF&R employees receive annual feedback, measured by a 360-degree performance process.

- **Strategy 13.1:** Form a labor management committee to develop and define the 360-degree performance program. The committee will include representation from labor and PF&R administration. Division Lead: Chief's Office
- **Strategy 13.2:** Develop position-specific performance dimensions for evaluations. Division Lead: Chief's Office

Goal #14: PF&R employees are prepared to respond to increasing cultural changes and social demands on the services we provide.

Performance Measure: Annual employee and public input survey reflects increased knowledge in cultural competency and enhanced customer service in all of the City of Portland communities.

- **Strategy 14.3:** Develop and maintain a partnership with the Portland Office of Neighborhood Involvement and Office of Human Relations to establish contacts and ongoing relations. Division Lead: Prevention

Goal #15: Provide ongoing and improve existing professional development for firefighters.

Performance Measure: Increase training productivity on firefighter skills by 20 percent coupled with employee feedback.

- **Strategy 15.3:** Increase compliance with and continually improve General Order 5 (Company Drills) through review by the Publication Committee. Division Lead: Training & Safety
- **Strategy 15.13:** Conduct a survey of firefighters every two years to determine the effectiveness of enhanced training and adjust training based on the feedback. Division Lead: Training & Safety
- **Strategy 15.15:** Conduct a workforce assessment to determine the baseline levels of firefighting expertise that need to be expanded; identify individuals eligible to transfer knowledge through either formal training or mentorship. Division Lead: Training & Safety

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

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Goal #16: Secure stable and adequate funding for timely replacement and maintenance of apparatus, equipment, and PF&R facilities.

Performance Measure: A comprehensive facility plan is developed and funding aligns with the plan for facility upgrades and maintenance needs. Also, apparatus and equipment replacement and maintenance are aligned with updated replacement schedules thereby eliminating apparatus backlog.

- **Strategy 16.2:** Identify all critical equipment, develop an inventory, and establish a replacement and cost schedule for critical equipment (e.g., Self-Contained Breathing Apparatus, Thermal Imaging Cameras, etc.). Division Lead: Management Services Division
- **Strategy 16.3:** Review and revise the current apparatus replacement and cost schedule to include air units, specialty response apparatus, fire boats, etc. Division Lead: Management Services Division
- **Strategy 16.5:** Explore and establish alternative funding mechanisms to eliminate replacement backlog and replace apparatus according to schedule, per Strategy 1.4. Division Lead: Management Services Division
- **Strategy 16.7:** Develop a comprehensive facility plan, including both periodic maintenance and long-range improvements, determine annual cost to fund the facility plan, and implement the plan. Division Lead: Management Services Division

Goal #17: Work corroboratively with regional partners to identify major regional initiatives and leverage resources.

Performance Measure: PF&R has effectively worked with its regional partners to leverage resources for at least one major regional initiative.

- **Strategy 17.4:** Increase participation with regional, State, and Federal entities to maximize service delivery. Division Lead: Chief's Office
- **Strategy 17.5:** Review current mutual aid agreements and explore new opportunities. Division Lead: Chief's Office

DEVELOPMENT & CREATION OF THE FY 2010-2011 DIVISION WORK PLANS

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***Goal #18:** All PF&R employees have access to timely information regarding the Bureau's financial activities and financial decisions, thereby increasing their knowledge and understanding of PF&R's financial and budgetary decision processes.*

***Performance Measure:** Annual employee survey reflects increased knowledge and understanding of budgetary and financial process and decisions.*

- **Strategy 18.1:** Conduct employee survey on financial/budgetary communication needs to establish baseline data in year one. Division Lead: Management Services Division
- **Strategy 18.2:** Conduct annual employee surveys to continually improve communication efforts. Division Lead: Chief's Office
- **Strategy 18.3:** Conduct annual financial training and modify training based on employee survey results. Division Lead: Management Services Division
- **Strategy 18.5:** Improve budget processes using feedback from Budget Advisory Committee. Division Lead: Management Services Division
- **Strategy 18.6:** Develop a Financial/Accounting link on internal website for employees to reference. Division Lead: Management Services Division

DEVELOPMENT & CREATION OF THE FY 2010-2011 ANNUAL BUSINESS PLAN

FY 2010-11 1st Quarter Report on the Business Plan

Once the five FY 2010-2011 Work Plans were finalized, all information was combined to create a draft FY 2010-2011 Annual Business Plan. Through a joint effort of the Planning & Customer Service and Public Information sections of MSD, work began on a new design template for the Annual Business Plan that would have a similar look and feel as the 2010-2015 Strategic Plan. A new Annual Business Plan will be published once approved by CORE.

MONITORING

FY 2010-11 1st Quarter Report on the Business Plan

PF&R uses a reporting process to monitor progress of the Work Plans. These Quarterly Reports allow PF&R to assess progress toward completing our Annual Business Plan. Each quarter's progress on the Annual Business Plan is outlined in a Quarterly Report. Divisions and the Chief's Office, provide status information about strategies, Business Items and Major Initiatives. This status information from the five Work Plans is compiled to form one Quarterly Report. All Quarterly Reports for the 2010-2015 Strategic Plan will be posted on PF&R's 2010-2015 Strategic Planning Information webpage.

For 2010-2015, the following improvements in monitoring progress have been initiated:

- Improved format of the Division Work Plans so completion progression is easily identified from reporting period to reporting period. The format of the Annual Business Plan is also being redesigned.
- The process of monitoring the progress of completing the Work Plans and reporting progress in the Quarterly Reports will now focus on results. Individuals reporting on status will now be asked to answer the following three results-based questions:
 1. Describe what activities you completed or worked on this reporting period.
 2. Describe how completion of activities listed in question #1 has or will result in completion of the strategy and move PF&R closer to achieving the associated goal as defined by the performance measure.
 3. Describe your future plans and timeline for completing this strategy.

The goal of the new reporting questions is to ultimately tie completed strategies back to the relevant goal to determine if the goal has been achieved as defined by the performance measure.

COMMUNICATIONS STRATEGY

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The following improvements in communications are under development:

- A specific strategic planning communications plan is being developed using several communication modes in order to ensure all PF&R personnel are aware of:
 1. Organizational accomplishments implementing the 2010-2015 Strategic Plan
 2. How 2010-2015 Strategic Plan accomplishments affect overall organizational operations and efficiencies
 3. How 2010-2015 Strategic Plan accomplishments affect front-line fire service personnel

NEXT STEPS

FY 2010-11 1st Quarter Report on the Business Plan

The Planning & Customer Services and Public Information sections of MSD anticipate the following activities will be completed in the 2nd Quarter (October – December, 2010) of FY 2010-2011:

- The new 2010-2015 Strategic Plan document will be published.
- The City Council will hear a resolution asking it to adopt the 2010-2015 Strategic Plan at a Council hearing on November 17, 2010.
- After receiving input from CORE at its December 1 work session, the following documents will be finalized and posted on the 2010-2015 Strategic Planning Information webpage:
 1. FY 2010-2011 Annual Business Plan
 2. 2005-2010 Strategic Plan Report on Implementation Success

The 2nd Quarter reporting period officially ends December 31, 2010. MSD/Planning & Customer Services staff will require Individual(s) Responsible to submit results for the 2nd Quarter no later than January 31, 2011.



PORTLAND FIRE & RESCUE

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