



PORTLAND FIRE & RESCUE



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September 7, 2022

TO: Jessica Kinard, Director, City Budget Office
Jane Marie Ford, Principal Financial & Policy Analyst, City Budget Office

FROM: Sara Boone, Fire Chief, Portland Fire & Rescue

SUBJECT: Portland Fire & Rescue FY 2022-23 Fall Budget Adjustment

Attached is the FY 2022-23 Fall Budget Monitoring Report (BMP) submittal for Portland Fire & Rescue (PF&R). This submittal includes the following:

- Budget Amendment Request Report
- FY 2021-22 Budget/Actuals Fund Reconciliations
- FY 2021-22 Capital Reporting
- FY 2021-22 Performance Measures
- FY 2021-22 and FY 2022-23 Decision Package Updates
- FY 2021-22 Budget Note Updates

This BMP submission reflects PF&R's intent to close critical capacity gaps that have developed and widened over decades. The bureau contracted with a professional consulting firm, Citygate and Associates, to conduct a staffing and service delivery study of the organization. The study was completed in Spring 2022 and is publicly available (link: [Portland Fire and Rescue Service Delivery and Staffing Study | Portland.gov](#)). The study highlights that the bureau has decreased critical capacity in specialized professional areas largely due to budget cuts, while at the same time the workload demands, public expectations, and service population have significantly expanded. This has created a fractured organization with overworked staff which impedes our ability to provide the best service possible to our service populations. To begin to address some of the deficiencies in the study, we are requesting funding for the most critical needs in the FY 2022-23 Fall BMP and will follow up with requesting ongoing funding in FY 2023-24 Requested Budget which will be informed by a formal report recommendation implementation plan.

In addition to the requests to address the gaps and deficiencies identified in the Citygate Staffing and Service Delivery report, we are requesting funding to support the bureau's critical equity work. Specifically, we are requesting funding to deliver Equity 101 training to all of our members who work 24/7 in a complex shift configuration across all 31 stations and other bureau facilities. We are also requesting funding to contract with a specialized professional

service provider to perform a baseline equity assessment of our bureau to inform the development of the bureau's Racial Equity Plan and Roadmap.

Additionally, we are requesting resources to assist the development of our Professional Standard program, specifically in the area of investigation capacity. This request reflects our dedication to meeting the recommendations in the City Audit Report regarding complaint investigations, processing, and systems of accountability.

As always, PF&R takes pride in serving the city and being fiscally responsible. Your support for the above budget requests will help ensure PF&R achieves this goal.

If you have any questions, please contact PF&R's Allen Vogt or Kezia Wanner.

FR - Portland Fire & Rescue

DP Type

Technical Adjustments & True-ups

Request Name: 14470 -Match BDS IA for Parking

Package Description

This decision package increases the parking IA between BDS and Fire for 3 additional parking passes for Fire Inspectors.

Service Impacts

N/A

Equity Impacts

N/A

2022-23 FALL Requested Adj		
Expense	External Materials and Services	(\$8,901)
	Internal Materials and Services	\$8,901
Expense	Sum:	\$0

Expense	External Materials and Services	(\$8,901)
	Internal Materials and Services	\$8,901
Expense	Sum:	\$0

FR - Portland Fire & Rescue

DP Type

Technical Adjustments & True-ups

Request Name: 14471 -Match BHR IA for additional assistance

Package Description

This decision package continues an IA between BHR and Fire for an increased level of human resources support at the Fire Bureau, originating from the FY 2021-22 Spring BMP.

Service Impacts

The Human Resources Analyst II position is necessary as the service requested by Fire is beyond the base level of HR Business Partner support that BHR is able to provide within existing current service level resources. The continuation of an HR Analyst will provide the current HR Business Partner with additional support that will in turn ensure that HR services are delivered in a timely and thorough manner.

Equity Impacts

This position performs a broad compliment of employee relations support duties, including coordination of selection processes, workplace investigations, and various HR related training. These functions are important for operationalizing equity.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	(\$88,972)
	Internal Materials and Services	\$88,972
Expense	Sum:	\$0

FR - Portland Fire & Rescue

DP Type

Technical Adjustments & True-ups

Request Name: 14521 -CHAT/PSR Water Bureau Rent IA Match

Package Description

This decision package establishes an IA between Water and Fire for CHAT/PSR teams to have strategic space at Water's Powell Blvd property.

Service Impacts

Strategically placed space for CHAT and PSR will support their response times.

Equity Impacts

Strategically placed space for CHAT and PSR to work from will help work toward equitable call response times to areas throughout the city.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	(\$36,768)
	Internal Materials and Services	\$36,768
Expense	Sum:	\$0

FR - Portland Fire & Rescue**DP Type Urgent/Unforeseen GF
Contingency Request****Request Name: 14522 -Addressing Critical Gaps and Deficiencies****Package Description**

The Fire Bureau engaged Citygate and Associates, an expert consulting firm specialized in conducting management and organizational reviews for units of local government, to conduct a service delivery and staffing review of PF&R. The effort spanned two years, was finalized in June 2022, and the findings and recommendations were presented to City Council in August 2022. The report articulated recommendations to address significant service and organizational capacity gaps, the most critical of which the bureau is requesting one-time funding in the FY 2022-23 Fall BMP with the intent to submit subsequent requests for ongoing funding in the FY 2023-24 Requested Budget.

The requests are described individually below.

Establish an Assistant Chief of Operations position – the report identifies that the Fire Chief is directly involved in the daily management of the bureau and therefore experiences capacity challenges to focus on high-level strategic issues and on the demands of running a complex fire agency of our size, serving a major metropolitan region. Some of the areas noted in which we lack capacity are long-range planning and strategy. Citygate states that in their “experience with other large fire agencies, an executive management team with one to three subordinates directly below the Fire Chief handling the day-to-day management of the organization is a highly effective model providing the capacity needed for the Fire Chief to be able to focus on higher level community-wide and organizational issues, goals, and objectives.”

The establishment of the Assistant Chief of Operations would be part of a larger bureau modernization effort that would develop a two-branch organizational structure with appropriate span of control and assignment of levels of work. The two branches will include an Assistant Chief of Operations and an Assistant Chief of Services, both which will directly report to the Fire Chief and be responsible for the day-to-day management of the bureau. The Assistant Chiefs will serve as the liaisons between daily and strategic work levels and will allow for the Chief to focus attention on long-term bureau strategy; citywide issues and efforts; and regional, state, and federal issues affecting the work of PF&R.

Logistics Carpenter and Uniforms and Personal Protective Equipment (PPE) Coordinator - Citygate’s review of the Logistics Section found the staffing capacity to be insufficient to meet key program responsibilities and expectations. Specifically, the report identified gaps in capacity to keep up with facility maintenance demand, fleet maintenance, uniform services, and self-contained breathing apparatus (SCBA) maintenance and testing. To address these identified gaps, we are requesting one-time funding in the FY 2022-23 Fall BMP for a 1.0 FTE Carpenter position and a 1.0 FTE Administrative Specialist position (PPE and Uniforms Coordinator) to ensure that we maintain sufficient services to our members and ensure their safety on the job. We anticipate requesting ongoing funding for these positions in the FY 2023-24 Requested Budget.

Communications Coordinator – the Citygate study identified the bureau has a critical gap in internal communications and information sharing capacity. The bureau’s communications staff has been largely eliminated in recent years as positions were lost during budget reduction cycles. At the current time, the bureau has limited staff to perform external communications, relying upon sworn members to serve as PIOs and administrative staff to handle a large volume of public records requests. There is no staff dedicated to the internal communications needs of the bureau, which results in lack of timely and targeted/strategic information sharing from the executive levels of the bureau and offers few pathways for employees to share information across different workgroups and between levels of the organization. This affects the ability of the bureau to successfully participate in and manage bureau-wide initiatives such as equity, budget, technology and BHR efforts and programs. Moreover, it cannot be overstated that this communication and participation deficit has a negative effect on employee morale and undermines a sense of shared purpose and direction. We are requesting funding for a limited-term Communications Coordinator in the FY 2022-23 Fall BMP with the intent to request ongoing funding for the position in the FY 2023-24 Requested Budget.

Technology Project Manager - Citygate’s review found the current capacity of PF&R’s technology staff to be insufficient to meet key program responsibilities and expectations. The bureau has a single Business Systems Analyst III responsible for management of all technology hardware and software for PF&R, as well as serving as a BTS liaison dedicated to city-wide technology changes and initiatives. PF&R has numerous technology solutions in various stages of consideration, piloting, and implementation however, PF&R does not have dedicated project managers. The project management of the new technologies is often delegated to operational personnel, who assume these responsibilities in addition to their regular duties. This approach is not sustainable and there are risks to having informal project management of critical systems. The bureau had explored contract technology project manager services but that was an unsuccessful path. Therefore, the bureau is requesting funding to hire a limited-term technology project manager and will subsequently submit a request in the FY 2023-24 Requested Budget for ongoing funding for this position.

Operations Data Deployment Analyst - Citygate’s review of the Emergency Operations Division finds it to be understaffed to meet current and near-term key program responsibilities and expectations. The Emergency Operations Division manages the bureau’s specialty programs, suppression program, and most of the bureau’s front-line staff but is critically deficient in professional non-sworn staff to support these programs and functions. One of the areas of deficiency noted by Citygate is data analytics to provide bureau leadership with reliable and consistent real-time data on which to make deployment and resource allocation decisions. Technology systems provide raw data but to transform data into decision making tools requires skilled and specialized analytic resources. At the August 30, 2022, Citygate and Associates’ presentation to City Council, members of Council requested that the bureau provide updated data tables and maps contained in the Citygate report to bring the data up to present. We would benefit from making the data current; however, the bureau does not have the analytical bandwidth or resources to complete this request and will not be able to do so without a dedicated, specialized Analyst. To that end, we are requesting one-time funding in the FY 2022-23 Fall BMP for a Data Analyst focused on developing, extracting, interpreting, compiling, and reporting on operational data. We plan to submit a request in the FY 2023-24 Requested Budget for an ongoing position and

associated funding.

Policy Coordinator - Citygate's review of the bureau's policy coordination resources finds the current staffing capacity to be insufficient to meet current and anticipated near-term key program responsibilities and expectations. Specifically, PF&R lacks dedicated records management (including retention and public records requests) and bureau-wide policy coordination resources. We are requesting a limited term Policy Coordinator with FY 2022-23 Fall BMP resources, and the position will be responsible for establishing the bureau's policy management process, developing a review and amendment framework, identifying automation of workflow, and coordinating with the bureau's Professional Standards Manager on shared policies and mutually beneficial systems of accountability.

Service Impacts

In establishing, and in some cases, reestablishing these critical positions, PF&R will be able to provide emergency response to the community and meet the expectations of response time and quality of response.

Equity Impacts

Specialized positions with subject matter expertise will ensure that the bureau policies, procedures, priorities, and expectations are imparted and adhered to throughout the organization, maintaining the bureau's systems of accountability, and operationalizing equity.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$35,000
	Personnel	\$416,008
Expense	Sum:	\$451,008

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$451,008
Revenue	Sum:	\$451,008

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30000110 - Carpenter	1.00	34,871	0	2,668	17,647	55,186
30003003 - Administrative Specialist II	1.00	38,194	0	2,922	18,488	59,604
30003007 - Analyst II	1.00	46,753	0	3,577	20,651	70,981
30003028 - Coordinator II	1.00	42,146	0	3,224	19,487	64,857
30003029 - Coordinator III	2.00	93,506	0	7,154	41,302	141,962
30003035 - Deputy Director II	1.00	70,756	0	5,413	26,717	102,886
Total	7.00	326,226	0		144,292	495,476

FR - Portland Fire & Rescue

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14529 -Houseless Community Fire Abatement

Package Description

The Fire Bureau received funding for two Fire Inspectors dedicated to implementing a new Bureau of Development Services code guide for outdoor temporary shelters in the FY 2021-22 Fall BMP.

The Inspectors responsibilities included:

- Plan review and pre-inspection walk-throughs of proposed shelter sites to determine if locations meet the requirements of the Bureau of Development Services Temporary Shelter Code Guide. The inspections determine if the location is appropriate, and what work needs to be completed before activating operations for the location. In FY 2021-22 Inspectors spent 93 total hours on site visits, and 25 total hours on online meetings.
- Issuance of Conditional Use Permits for temporary use for up to a maximum of six months. This also allows for the reactivation of warming and/or cooling shelters. In FY 2021-22 there were 34 conditional use permits created and 48 locations were inspected (each location may require multiple site visits).
- Assessments of sanctioned houseless campsites throughout City to ensure they meet safety requirements, along with defensible space recommendations, when necessary, to reduce the risk of vegetation fires.
- Outreach with houseless population at unsanctioned campsites located within the wildfire hazard zones throughout the natural areas of the city. In FY 2021-22 PF&R made contact with approximately 200 individuals within the wildfire hazard zones during the wildfire season.
- Developing fire safety education campaigns for the houseless population (including RV/car campers) on the dangers of fire and carbon monoxide. Establishing and maintaining partnerships with City Bureaus and community organizations to amplify educational outreach with the houseless population. In FY 2021-22 the bureau printed outreach materials and provided them to the Fire Marshal's Office, Street Roots, social service organizations, PBOT, Parks Bureau and HUCIRP for broad distribution. Additionally, the Prevention Division received 400 referrals from Emergency Operations Division (EOPS) and from the referrals, 194 were to outreach groups and 118 were to HUCIRP and Street Services Coordination Team. The Inspectors performed houseless related outreach approximately 250 times.

Service Impacts

Fire Inspectors have specialized experience and training that allowed them to meet the needs of the houseless community members regarding fire hazard issues in a way other community groups are not best situated to do nor have been successful in doing. The goal of these positions is to mitigate fire and life safety hazards at camps and shelters.

Equity Impacts

PF&R knows from experience and from research that individuals identified as high utilizers are disproportionately people from marginalized and disenfranchised groups. This program will have a direct positive impact on those individuals and populations by ensuring that the appropriate resources are directed to the right individuals and incidents at the right time.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$10,000
	Personnel	\$175,332
Expense	Sum:	\$185,332

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$135,876
Revenue	Sum:	\$135,876

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30000808 - Fire Inspector	2.00	133,094	0	1,930	62,808	197,832
Total	2.00	133,094	0		62,808	197,832

FR - Portland Fire & Rescue

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14530 -Inspection Innovation Program

Package Description

Due to complexities within the fire code and testing standards, the Fire Marshal's Office (FMO) requires contractors to have a City of Portland Endorsement to conduct annual, semi-annual, quarterly, and monthly inspection; testing; and maintenance on fire protection systems. Contractors are required to submit copies of these inspection, testing and maintenance reports to the FMO where inspectors review the reports for completeness. Contractors who do not follow the appropriate testing standard are subject to enforcement penalties and or revocation of their endorsement to perform this work inside the city limits of Portland.

Test reports submitted by contractors are required to indicate if a complete test was conducted or provide the reasons why only portions of a system was tested. Incomplete reports or deficiencies marked on confidence reports will result in a special inspection and an additional fee. May of 2019 Portland Fire & Rescue engaged in a contractual arrangement for fire code enforcement software and services with Wagsys software solution, LLC. This system provides an interface for approved contractors to submit inspection, testing, and maintenance (ITM) reports through an access portal. There are generally three types of reports associated with the ITM module. They include equipment design and permit processing requests; installation and repair reports; and equipment testing and recurring maintenance reports. PF&R is requesting limited term funding for two (2.0 FTE) fire inspector specialists that will be assigned to this work and we anticipate the cost of these positions will be covered by the ITM report fee. The program is anticipated to be fully operational July 1 2023, and at that time the new IMT software will be implemented, and the inspector specialist positions would be covered by new program revenues.

The Inspectors' responsibilities will include:

- Review and testing of the software's ITM module
- Bar coding an estimated 20,000 pieces of regulated equipment associated with a fire system located within an inspectable occupancy.
- Written and verbal communication with contractors educating them on the requirements and process for the new system.
- Reviewing test reports submitted by contractors
- Following up on incomplete reports and/or deficiencies
- Conducting special inspections
- Issuing code violations and/or citations
- Managing the customer/contact portal
- Creating reports and policies

Service Impacts

Fire inspector specialists have experience and training that allow them to review ITM reports. They are required to possess these certifications; ICC Fire Inspector I & II, ICC Fire Plans Examiner, Oregon Inspector Certification (OIC), Oregon Fire and Life Safety Plans Examiner. The goal of these positions is to streamline the inspection, testing, and maintenance process and improve inspection efficiencies through mobility and other industry best practices incorporated in the inspection software.

Equity Impacts

This program will ensure that all business owners and property managers receive a complete fire system inspection by contractors endorsed by PF&R and follow-up to mitigate fire and life safety hazards.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$10,000
	Personnel	\$140,859
Expense	Sum:	\$150,859

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$150,859
Revenue	Sum:	\$150,859

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30000812 - Fire Inspector/Specialist	1.00	52,905	0	767	24,437	78,109
30000816 - Fire Inspector, Sr - Specialist	1.00	60,745	0	881	26,752	88,378

F4 - BMP Amendment Request Report (Fall Requested)

Run Date: 9/7/22

BMP Amendment Request Report

Run Time: 2:25:06 PM

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
Total	2.00	113,650	0		51,189	166,487

FR - Portland Fire & Rescue

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14535 -Professional Standards Investigator

Package Description

PF&R's Professional Standards Division is requesting one-time funding for a temporary investigator position for the period of January through June of 2023. Currently, PF&R has approximately thirty pending investigations. PF&R has made strides in timely completing investigations by hiring a Professional Standards Manager in FY 2022-23 to assist in investigations, along with bureau managers and the bureau's assigned BHR Business Partner. However, the volume of investigations necessitates additional help to conduct interviews and write reports in order to clear the accreted backlog of these investigations.

This request is consistent with the Auditor's Office Report from June 2022, which recommended that the bureau conduct "investigations into employee misconduct are consistent, impartial, and timely" and for investigators to be "trained and have the time needed to conduct investigations." The anticipated outcome of hiring a temporary investigator would be to complete as many investigations as possible and free up time for the Professional Standards Manager to focus efforts on other recommendations from the Auditor's Office to improve employee accountability and create the Professional Standards program framework for PF&R. Hiring a temporary investigator would improve services, both internally and externally, by providing a dedicated resource to timely completing employee investigations, which increases trust and accountability.

Service Impacts

Hiring a temporary investigator creates additional bandwidth to the Professional Standards Manager to craft necessary policies around investigations and complaint procedures, including equity in process and outcomes.

Equity Impacts

Hiring a temporary investigator improves equitable accountability outcomes by ensuring consistency, quality, and timeliness of all investigations.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$5,000
	Personnel	\$66,179
Expense	Sum:	\$71,179

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$71,179
Revenue	Sum:	\$71,179

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30000815 - Fire Investigator	1.00	52,905	0	767	24,437	78,109
Total	1.00	52,905	0		24,437	78,109

FR - Portland Fire & Rescue

DP Type

Technical Adjustments & True-ups

Request Name: 14537 -PSR ARPA Funding Tech Adj

Package Description

This decision package makes net zero technical adjustments to the Portland Street Response ARPA grant.

Service Impacts

N/A

Equity Impacts

N/A

2022-23 FALL Requested Adj		
Expense	Contingency	\$0
	External Materials and Services	\$697,188
	Personnel	(\$697,188)
Expense	Sum:	\$0

Expense	Contingency	\$0
	External Materials and Services	\$697,188
	Personnel	(\$697,188)
Expense	Sum:	\$0

FR - Portland Fire & Rescue

DP Type

Encumbrance Carryover (Fund 100 ONLY)

Request Name: 14558 -Encumbrance Carryover

Package Description

This decision package requests 1x General Funds for encumbrance carryover of purchases not completed in FY 2021-22.

Service Impacts

Carrying over funds will allow Fire continuity of services anticipated to be provided but not fully expensed in the prior year.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$485,967
Expense	Sum:	\$485,967

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$485,967
Revenue	Sum:	\$485,967

Prior Year Fund Reconciliation Report

Portland Fire & Rescue

100 - General Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	118,153,424	117,456,235	99.41%
External Materials and Services	9,230,500	6,860,441	74.32%
Internal Materials and Services	8,127,036	8,245,895	101.46%
Capital Outlay	3,666,407	3,537,347	96.48%
Fund Transfers - Expense	478,453	478,453	100%
TOTAL EXPENDITURES	139,655,820	136,578,371	97.80%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Licenses & Permits	2,333,000	2,612,107	111.96%
Charges for Services	2,877,300	1,999,632	69.5%
Intergovernmental	1,724,629	2,118,365	122.83%
Miscellaneous	150,000	267,156	178.1%
General Fund Discretionary	119,992,852	0	0%
Interagency Revenue	12,479,265	12,097,328	96.94%
General Fund Overhead	98,774	0	0%
TOTAL REVENUES	139,655,820	19,094,589	13.67%

Expenditure Discussion

Fund 100 EM&S Expenditures were underspent by greater than 10% due to the bureau's desire to avoid overspending the overall fund budget. There had been uncertainty about the outstanding PS and EM&S expenditures that would be incurred in the last quarter of FY 2021-22 and the bureau suppressed EM&S spending accordingly.

Revenue Discussion

Fund 100 Charges for services - the bureau anticipated an economic rebound that would have resulted in greater program revenues than was actually experienced

Other Notes

Prior Year Fund Reconciliation Report

Portland Fire & Rescue

217 - Grants Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	11,234,513	9,494,480	84.51%
External Materials and Services	1,177,318	420,071	35.68%
Internal Materials and Services	156,000	90,066	57.73%
Capital Outlay	1,167,544	894,253	76.59%
TOTAL EXPENDITURES	13,735,375	10,898,869	79.35%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	13,735,375	9,960,734	72.52%
TOTAL REVENUES	13,735,375	9,960,734	72.52%

Expenditure Discussion

Fund 217 - Budgeting grant expenditures and revenues in any fiscal year is always based on educated assumptions but difficult to get precise. Grants are often multi-year funding agreements, and unspent grant funds in one year will be re-budgeted in the following years.

Revenue Discussion

Other Notes

Prior Year Fund Reconciliation Report

Portland Fire & Rescue

405 - Fire Capital Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Capital Outlay	0	0	
Contingency	9,381,451	0	0%
TOTAL EXPENDITURES	9,381,451	0	0.00%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	160,500	59,358	36.98%
Fund Transfers - Revenue	505,042	505,042	100%
Beginning Fund Balance	8,715,909	0	0%
TOTAL REVENUES	9,381,451	564,400	6.02%

Expenditure Discussion

Revenue Discussion

Other Notes

FY 2021-22 Budget Note Update

Portland Fire & Rescue

Date of Budget Note: July 1, 2021, in the FY 2021-22 Adopted Budget

Budget Note Title: Alternative Delivery Models for Medical Calls

Budget Note Language: Currently, seventy percent of Portland Fire & Rescue's calls for service are for medical calls, while thirty percent are for fires and other rescues. This suggests a misalignment between our community's needs and the City's current model, which must be addressed. To this end, I direct the Community Safety Transition Director to work with Portland Fire & Rescue, the Bureau of Emergency Communications, and the City Budget Office to issue a report to Council by December 31, 2021 that identifies alternative delivery models that would provide more appropriate response to medical calls for service. A critical consideration will be how alternative approaches enable the bureau to maintain or improve services for fire and other hazard-type calls. The report may consider revenue-generating activities, should reflect BOEC's adoption of ProQA (priority medical dispatch), and will inform the City's position on funding for contracted ambulance services.

As the Community Safety Transition Director evaluates response models and call load management practices, the City Budget Office is directed to reduce the Current Appropriation Level (CAL) target for Portland Fire & Rescue by the cost of the Rapid Response Vehicles (RRV) program in the fall of FY 2022-23 in preparation for the FY 2023-24 budget development process.

Summary Status: Partially completed, though the framework for this budget note is misleading. PF&R has identified an alternative delivery model providing more appropriate responses to low-acuity medical calls for service. The new Community Health Division was started in November 2022 and consists of Community Connect, Portland Street Response, and the Community Health Assess and Treat program, which has been funded from a healthcare provider network. The original framework of this budget note is misleading because the implementation of the CHD programs does not decrease the need for the bureau's full system of emergency response resources.

The General Fund resources (Current Appropriation Level target) utilized for the RRVs must remain allocated to emergency response to maintain critical all-hazards response capabilities as the City of Portland is responsible to manage the significant risks and to maintain resources to meet the Fire Bureau's mandated and core mission of emergency response. The bureau contracted with Citygate and Associates, expert consultants in the field of organizational studies for governmental organizations, to perform a staffing and service delivery assessment. The report was finalized in late Spring 2022, presented to City Council in August 2022, and is available to the public. Among the report findings and recommendations is that, if we are to maintain the levels of service we currently provide, no pieces of the system (including the RRVs and associated staff) can be dismantled. To do so will further erode the bureau's capacity to provide basic levels of service to the public. The RRV program is, at this juncture, still an integral piece of the response framework for PF&R.

FY 2021-22 Budget Note Update

Portland Fire & Rescue

Date of Budget Note: July 1, 2021, in the FY 2021-22 Adopted Budget

Budget Note Title: Program Evaluation of Portland Street Response Citywide 24/7 Expansion & Evaluation

Budget Note Language: In February of 2021 the Portland Street Response pilot launched, and in May of 2021 Portland Street Response formalized an agreement with Portland State University's Homelessness and Research Action Collaborative for Program Evaluation Services. This agreement includes the provision of two reports to Council – one after 6 months, and one after 12 months of program implementation and data collection. This budget note directs Portland Street Response to schedule a work session for the City Council after the six- and twelve-month marks of the program in collaboration with the Community Safety Transition Director. Each work session should include reporting about the pilot's performance against key metrics including impact on workload for Fire and Police bureau staff and number and type of calls responded to; and recommendations on how to improve the program, based on evaluation findings. To ensure the evaluation is conducted under an appropriate study of call demand, response performance, and program outcomes while continuing to focus on one neighborhood (Lents) through March 2022, Portland Street Response (PSR) is directed to work with the Bureau of Emergency Communications and the Portland Police Bureau (PPB) to expand the call criteria addressed by the pilot, including the possibility of responding to housed individuals. Additionally, the Police Bureau shall seek all opportunities to shift calls for service involving mental health to Portland Street Response, while continuing to acknowledge and document the risks and benefits of the new policies. Finally, the Community Safety Transition Director shall work with Portland Fire & Rescue to perform a cost benefit analysis of the program and propose any new revenue options that become available by March 2022.

Summary Status: Complete

Budget Note Update: September 9th, 2022

PSU provided the City with both a 6-month and an annual program evaluation report as requested in the budget note. The reports provided useful and actionable information to both the program and decision makers. One example of the program taking action based on PSU's recommendations is the PR campaign that will launch in the Fall of 2022. This is a result of PSU's recommendation from the 6-month report that PSR increase community outreach and education.

PSU's Homelessness Research and Action Collaborative has a comprehensive site dedicated to the evaluation services it provided to the City, which can be found at the link below.

<https://www.pdx.edu/homelessness/PSR-Evaluation>

PSR has gone on to fund an additional year of program evaluation with PSU, which is currently underway.

FY2021-22 Adopted Budget Decision Packages

Bureau	Budget Process	Package Type	DP No.	Package Name	Package Desc	Allocation	Amount Spent	Percent Completed	CONTRACTS and Personnel Information	Changes or Challenges	Performance Data	Notes	
FR	Adopted Budget	Addition	11397	Restore PF&R Stations	This decision package will restore the funding and 21 positions necessary to maintain full service at two PF&R stations. As part of the 5% reduction package, PF&R Requested Budget includes one partial station closure. This package will ensure that all 39 of PF&R's four-person companies continue to be fully operational across the city.	\$2,439,896	NA	100%	NA	NA	NA	The bureau submitted out and counterpart restoration decision packages in response to the 5% mandated budget reduction. Ultimately the bureau did not experience station closures and RRV elimination and therefore was able to maintain stable front line capacity and service delivery.	
FR	Adopted Budget	Addition	11398	Restore RRV 11	This decision package will restore 6.5 firefighter positions necessary to keep PF&R's Rapid Response Vehicle (RRV) operating from Station 11 in FY 2021-22. Station 11 primarily serves Fire Management Area 11 (FMA 11) in the Lents neighborhood of Southeast Portland. RRVs are staffed with two firefighters, and generally focus on lower-acuity healthcare or public assist calls. The rationale for the RRV program is that by responding to lower-acuity calls RRVs free up critical four-person companies (engines and trucks) to respond to fire, rescue, and medical calls where time and resources are critical. RRVs respond to Type 9 medical calls and Public Assist calls across the city. The Bureau of Emergency Communications (BOEC) triages these calls as non-emergency with a longer response time goal of 20 minutes, so that RRVs can travel without lights and sirens. RRVs solely responded to about 65% of Type 9 medical calls and public assist calls citywide in CY 2020. RRVs also respond to a limited set of Type 3 medical calls when they are the closest available units. These medical calls require a quick response, but are typically situations that can be handled by a two-person unit rather than four-person unit. In addition to reducing the workload of engines and trucks and freeing them up for other emergency calls, RRVs also are available to provide additional resources to critical calls when necessary. For example, an RRV may be the closest responder to a heart attack and respond quickly to start care while the four-person unit is in transit. RRV personnel can also add extra assistance to engine and truck companies at fires or other large incidents. RRV 11 responded to 2,335 incidents in 2020, ranking 22nd in run volume out of PF&R's 43 frontline apparatus. RRV 11 was the only PF&R responder on 1,155 of those calls, freeing up the surrounding engines and trucks. The majority of the calls on which RRV 11 was the sole responder occurred in FMA 11, lessening the workload of Engine 11 by 729 calls. RRV 11 also offset the workload in FMA 25 (157 incidents), FMA 7 (64 incidents), FMA 29 (97 incidents), and FMA 20 (54 incidents).	\$750,939	NA	100%	NA	NA	NA	NA	The bureau submitted out and counterpart restoration decision packages in response to the 5% mandated budget reduction. Ultimately the bureau did not experience station closures and RRV elimination and therefore was able to maintain stable front line capacity and service delivery.
FR	Adopted Budget	Addition	11399	Restore RRV 19	This decision package will restore 6.5 firefighter positions necessary to keep PF&R's Rapid Response Vehicle (RRV) operating from Station 19 in FY 2021-22. Station 19 primarily serves Fire Management Area 19 (FMA 19) in the Montavilla and Mt. Tabor neighborhoods of Portland. RRVs are staffed with two firefighters, and generally focus on lower-acuity healthcare or public assist calls. The rationale for the RRV program is that by responding to lower-acuity calls RRVs free up critical four-person companies (engines and trucks) to respond to fire, rescue, and medical calls where time and resources are critical. RRVs respond to Type 9 medical calls and Public Assist calls across the city. The Bureau of Emergency Communications (BOEC) triages these calls as non-emergency with a longer response time goal of 20 minutes, so that RRVs can travel without lights and sirens. RRVs solely responded to about 65% of Type 9 medical calls and public assist calls citywide in CY 2020. RRVs also respond to a limited set of Type 3 medical calls when they are the closest available units. These medical calls require a quick response, but are typically situations that can be handled by a two-person unit rather than four-person unit. In addition to reducing the workload of engines and trucks and freeing them up for other emergency calls, RRVs also are available to provide additional resources to critical calls when necessary. For example, an RRV may be the closest responder to a heart attack and respond quickly to start care while the four-person unit is in transit. RRV personnel can also add extra assistance to engine and truck companies at fires or other large incidents. RRV 19 responded to 3,120 incidents in 2020, ranking 9th in run volume out of PF&R's 43 frontline apparatus. RRV 19 was the only PF&R responder on 1,801 of those calls, freeing up the surrounding engines and trucks. Many of the calls on which RRV 19 was the sole responder occurred in FMA 19, lessening the workload of Engine 19 by 458 calls. RRV 19 also offset the workload in FMA 7 (251 incidents), FMA 30 (196 incidents), FMA 12 (142 incidents), and FMA 13 (141 incidents). In this way, RRV 19 had a large geographical impact across East and Inner-East Portland. This decision package will restore 6.5 firefighter positions necessary to keep PF&R's Rapid Response Vehicle (RRV) operating from Station 23 in FY 2021-22. Station 23 primarily serves Fire Management Area 23 (FMA 23) in the Brooklyn neighborhood of Southeast Portland. RRV 23 is unique compared to PF&R's other RRVs because it is the only responder out of Station 23. All other PF&R stations have minimum four-person staffing. At some stations that is supplemented with a truck, squad, or RRV. If funding for RRV 23 is not restored, then Station 23 would be closed again. PF&R closed Station 23 in 2010 and, as a result, response times in FMA 23 did not meet PF&R's goals and put the residents at additional risk. As part of a strategic redeployment of assets, PF&R reassigned an RRV to Station 23 in November 2017 and reopened the station. While an RRV is not as effective or versatile as an engine company, RRV 23 provides many benefits to the community and PF&R operations as the single frontline responder from Station 23. First, RRV 23 responds to every incident that occurs in FMA 23, ensuring that PF&R has a unit on scene more quickly than before the reopening of Station 23. This is important because, even on calls that generally require a four-person response, RRV 23 can begin advance life support care while an engine from a more distant station is in transit. RRV 23 responded to 1,622 incidents in 2020, ranking 32nd in run volume out of PF&R's 43 frontline apparatus. RRV 23 was the only PF&R responder on 1,059 of those calls, freeing up the surrounding engines and trucks. The majority of the calls on which RRV 23 was the sole responder occurred in FMA 31, lessening the workload of Engine 31 by 1,258 calls. RRV 31 also offset the workload in FMA 2 (138 incidents).	\$750,939	NA	100%	NA	NA	NA	NA	The bureau submitted out and counterpart restoration decision packages in response to the 5% reduction mandated by budget direction. Ultimately the bureau did not experience reductions therefore maintained stable capacity and service delivery.
FR	Adopted Budget	Addition	11400	Restore RRV 23	This decision package will restore 6.5 firefighter positions necessary to keep PF&R's Rapid Response Vehicle (RRV) operating from Station 23 in FY 2021-22. Station 23 primarily serves Fire Management Area 23 (FMA 23) in the Brooklyn neighborhood of Southeast Portland. RRV 23 is unique compared to PF&R's other RRVs because it is the only responder out of Station 23. All other PF&R stations have minimum four-person staffing. At some stations that is supplemented with a truck, squad, or RRV. If funding for RRV 23 is not restored, then Station 23 would be closed again. PF&R closed Station 23 in 2010 and, as a result, response times in FMA 23 did not meet PF&R's goals and put the residents at additional risk. As part of a strategic redeployment of assets, PF&R reassigned an RRV to Station 23 in November 2017 and reopened the station. While an RRV is not as effective or versatile as an engine company, RRV 23 provides many benefits to the community and PF&R operations as the single frontline responder from Station 23. First, RRV 23 responds to every incident that occurs in FMA 23, ensuring that PF&R has a unit on scene more quickly than before the reopening of Station 23. This is important because, even on calls that generally require a four-person response, RRV 23 can begin advance life support care while an engine from a more distant station is in transit. RRV 23 responded to 1,622 incidents in 2020, ranking 32nd in run volume out of PF&R's 43 frontline apparatus. RRV 23 was the only PF&R responder on 1,059 of those calls, freeing up the surrounding engines and trucks. The majority of the calls on which RRV 23 was the sole responder occurred in FMA 31, lessening the workload of Engine 31 by 1,258 calls. RRV 31 also offset the workload in FMA 2 (138 incidents).	\$789,092	NA	100%	NA	NA	NA	NA	The bureau submitted out and counterpart restoration decision packages in response to the 5% reduction mandated by budget direction. Ultimately the bureau did not experience reductions therefore maintained stable capacity and service delivery.
FR	Adopted Budget	Addition	11401	Restore RRV 31	This decision package will restore four firefighter positions necessary to keep PF&R's Rapid Response Vehicle (RRV) operating from Station 31 in FY 2021-22. PF&R and Gresham Fire jointly operate Station 31, serving Portland's Central neighborhood and Gresham's Rockwood neighborhood. This RRV moved to Station 31 in January 2018 to help respond to the extraordinary call volume in the area. Unlike RRVs 11 and 19, RRV 31 does not roam as much around other parts of East Portland and focuses primarily on the call volume within FMA 31. RRVs are staffed with two firefighters, and generally focus on lower-acuity healthcare or public assist calls. The rationale for the RRV program is that by responding to lower-acuity calls RRVs free up critical four-person companies (engines and trucks) to respond to fire, rescue, and medical calls where time and resources are critical. RRVs respond to Type 9 medical calls and Public Assist calls across the city. RRVs also respond to a limited set of Type 3 medical calls when they are the closest available units. These medical calls require a quick response, but are typically situations that can be handled by a two-person unit rather than four-person unit. In addition to reducing the workload of engines and trucks and freeing them up for other emergency calls, RRVs also are available to provide additional resources to critical calls when necessary. For example, an RRV may be the closest responder to a heart attack and respond quickly to start care while the four-person unit is in transit. RRV personnel can also add extra assistance to engine and truck companies at fires or other large incidents. This RRV moved to Station 31 in January 2018 to help respond to the extraordinary call volume in the area. Unlike RRVs 11 and 19, RRV 31 does not roam as much around other parts of East Portland and focuses primarily on the call volume within FMA 31. RRV 31 responded to 2,483 incidents in 2020, ranking 19th in run volume out of PF&R's 43 frontline apparatus. RRV 31 was the only PF&R responder on 1,859 of those calls, freeing up the surrounding engines and trucks. The majority of the calls on which RRV 31 was the sole responder occurred in FMA 31, lessening the workload of Engine 31 by 1,258 calls. RRV 31 also offset the workload in FMA 2 (138 incidents).	\$481,348	NA	100%	NA	NA	NA	NA	The bureau submitted out and counterpart restoration decision packages in response to the 5% reduction mandated by budget direction. Ultimately the bureau did not experience reductions therefore maintained stable capacity and service delivery.
FR	Adopted Budget	Addition	11402	Portland Street Response	This request represents the one-time and ongoing costs needed to support the expansion of the Portland Street Response (PSR) program. As a starting point, the Requested Budget includes \$4.6 million in funding to support ten PSR teams with the expectation that PSR's funding needs and staffing configuration may change as data is gathered throughout the pilot. PSR is currently in the pilot stage of development, operating solely in the Lents neighborhood for a full year. For the first six months of the pilot year, PSR will operate with a team of four responders: one Firefighter Paramedic, one Mental Health Crisis Clinician, and two Community Health Workers. Six months into the pilot, PSR will add a second team that will include Peer Support Specialists. PSR fills a gap in the 9-1-1 response model by dispatching a more appropriate responder to non-life-threatening, crisis-related calls that are low acuity and non-emergency in nature. PSR provides first response crisis intervention for non-criminal, non-life-threatening 9-1-1 calls that pertain to mental health, substance use/intoxication, and welfare checks. In addition to first response, PSR offers continued support to help individuals connect with peer support services beyond the 9-1-1 call. PSR plans to track 15 new performance measures. These metrics will provide PSR with understanding on response time and call volume; impact on the community members served; and impact on partner services of fire, police, and medical. City Council approved 7.0 FTE for PSR in the Fall BMP with ongoing resources of approximately \$970,000. This request adds 22.0 more FTE to support the expansion of the program to ten PSR teams that can provide services across Portland. The decision package also adds funds for equipment, training, vehicles, and supplies—many on a one-time basis—to support the program's expansion. The ongoing cost of this decision package is about \$3.6 million, which will bring the total resources that have been directly appropriated to PSR from the policy set-aside to about \$4.6 million. The actual cost for FY 2021-22 is expected to be somewhat lower than \$4.6 million because some of the proposed positions will not be filled until later in the year. As noted above, this budget request is based on current staffing needs and may need to be revisited as data and	\$977,528	977528	100%	All positions are filled, including those authorized in the FY 2021-22 Fall BMP.	Added 13 FTE in the Fall BMP. All are currently filled.	https://www.portland.gov/psr/psrresponders-data-dashboard	Added 13 FTE in the Fall BMP. All are currently filled.	
FR	Adopted Budget	Addition	11800	FY 2020-21 Spring BMP Carryover: Portland Street Response Van Purchase	Process program carryover from FY 2020-21 Spring BMP for purchase of a PSR van not anticipated to be completed until FY 2021-22.	\$72,565	\$67,382	100%	NA	NA	NA	The PSR van was delivered and is operational	
FR	Adopted Budget	Reduction	11396	5% Constraint Reduction	This decision package meets the 5% reduction target in the Mayor's Guidance with just over \$6 million in ongoing General Fund. The reduction is achieved through the following actions: - Elimination of six support positions for a total reduction of \$700,000. There are four positions from the Management Services Division, one position from Prevention, and one part-time position from Training & Medical Services. Four of the positions proposed for elimination are currently vacant. - Decommissioning the Campbell Fire Boat for \$120,000 in annual savings. - Closing PF&R's four Rapid Response Vehicles (RRVs) for a total reduction of \$2.7 million. This reduction results in the elimination of 23.5 FTE. RRVs are currently stationed at Stations 11, 19, 23, and 31. - One PF&R station closure and one PF&R partial station closure for the remaining \$2.5 million in savings, an additional reduction of 21.0 FTE.	(\$6,072,841)	NA	100%	NA	NA	NA	NA	Although the bureau did not experience the reductions to stations and the RRVs, the six specialized positions identified in this decision package and the decommissioning of the Campbell Fire Boat were realized. The impacts of losing the six critical specialized FTE have had long lasting impacts are still felt acutely more than a year later. These support positions created functional gaps in PF&R across the agency which the Citygate study has identified as critical to fill. The support positions provide services so that operational front line staff are able to perform their jobs as emergency responders. Without the support positions, some of the support functions are not getting done or have shifted to other sworn and nonsworn staff who are not suited or skilled to perform the work.
FR	Adopted Budget	Reduction	11847	DCTU Step Freeze Reduction	Estimated savings from freezing steps for DCTU members in current labor negotiations. Step freeze hold current step hourly wages flat, and delays movement between steps for one year on anniversary date. Approximately half of ongoing savings are in FY 21-22 and half in the following year.	(\$7,678)	NA	100%	NA	NA	NA	NA	

FY 2021-22 Supplemental Budget Decision Packages

Package Name	Package Desc	Allocation	Amount Spent	Percent Completed	Contracts and Personnel Information	Changes or Challenges	Performance Data	Notes
Encumbrance Carryover	<p>The encumbrance carryover request includes approximately \$1.3 million in one-time costs for projects and purchases initiated in FY 2020-21 that will be completed or received in FY 2021-22.</p> <p>These projects include the following:</p> <ul style="list-style-type: none"> \$324,800 Emergency Medical Services Supplies \$247,000 Apparatus Replacement & Repair \$186,600 Code Enforcement Software Implementation \$153,000 Facilities Replacement Projects \$153,900 COVID-19 Expenses \$114,500 Firefighting Tools Projects \$49,500 Wildland Fire Uniforms \$48,500 Portland Street Response Projects \$35,500 Captain Promotional Exam Process \$13,900 Generator Repairs 	\$1,336,591		100%	NA	NA	NA	The Bureau expended the resources carried over in FY21-22 for the purposes originally intended.
Budget Transfer to Community Safety Division	This decision package is to transfer PF&R's Finance Manager (Manager I) position and related budget to the Community Safety Division in the Office of Management and Finance.	(\$157,000)	NA	100%	NA	NA	NA	The loss of the critical PF&R Manager I position continues to have significant detriment to the bureau. The position was moved from PF&R to CSD with the understanding that the position would still provide services to PF&R, however that position has remained vacant since it was transferred over, and PF&R has had to fill in the gaps as best possible with remaining staff. This has made for capacity strain in many areas.
Increase Portland Street Response Service Availability	<p>In the Fall of 2021, with current appropriation from the Adopted Budget, Portland Street Response will add a second van with staff covering nights and weekends, expanding to serve the area covered by Portland Police Bureau's East Precinct in southeast Portland. Collectively, the two vans will provide service seven days per week as follows: one van will provide service Monday – Thursday from 8am to 6pm. Another van will provide service Thursday – Sunday 5:30pm – 3:30 AM.</p> <p>This decision package requests 13 Limited Term FTE, 2 vans, 5 sedans and other supporting materials and services to expand Portland Street Response (within the current framework of the pilot) to West Portland (all of Portland west of the Willamette River), starting in March of 2022, with hiring occurring in January of 2022. At this same time, we will also start responding to the entire east side of Portland (all of Portland east of the Willamette River).</p> <p>Specifically, we request the following full-time limited term positions:</p> <ul style="list-style-type: none"> 4 Crisis Medics 2 Mental Health Crisis Clinician I's 2 Mental Health Crisis Clinician II's 3 Community Health Workers 2 Peer Support Specialists <p>The Crisis Medic classification is currently in the process of creation – this decision package uses the Mental Health Crisis Clinician I job classification as a placeholder for budgeting purposes only.</p> <p>This decision package will allow for day, night, and weekend staffing in west Portland. In March of 2022 the Bureau of Emergency Communications (9-1-1) will be ready with a dedicated Portland Street Response Dispatcher that will allow for citywide service provision.</p> <p>This request is for 1x funding from Portland Street Response's General Fund Policy Set-aside, which will be</p>	\$1,081,080	903,566	100%	All positions are currently filled. <ul style="list-style-type: none"> 4 Crisis Medics 2 Mental Health Crisis Clinician I's 2 Mental Health Crisis Clinician II's 3 Community Health Workers 2 Peer Support Specialists 	More positions were authorized in the FY 2022-23 Adopted Budget. We continue to hire at a rapid pace and onboard quickly to have full 24/7 citywide coverage by the Fall of 2022.	https://www.portland.gov/streetsresponse/dashboard	More positions were authorized in the FY 2022-23 Adopted Budget. We continue to hire at a rapid pace and onboard quickly to have full 24/7 citywide coverage by the Fall of 2022. All positions are currently filled. <ul style="list-style-type: none"> 4 Crisis Medics 2 Mental Health Crisis Clinician I's 2 Mental Health Crisis Clinician II's 3 Community Health Workers 2 Peer Support Specialists
Fire Station Security	<p>PF&R has experienced an uptick in crime activities at its fire stations, including break-ins, theft, trespassing and loitering. Multiple instances of vehicle break-ins have occurred to firefighters' personal vehicles while they were on duty. PF&R requests \$260,000 in one-time funding to install fencing, cameras, and other security measures at four of its most exposed to security risk fire stations in FY 2021-22.</p> <p>PF&R has completed installation of fencing at three fire stations and has two more stations in progress. PF&R has also been working with Bureau of Technology Services to install security cameras and lighting at fire stations. Additional station security projects cannot be absorbed by PF&R's budget. This is an urgent and unforeseen issue which was not apparent during budget development. PF&R requests funding assistance to install fencing at Station 2, Station 9, Station 28, and Station 29.</p> <p>The cost estimates for improving security at these four stations are as follows:</p> <ul style="list-style-type: none"> Station 2 - \$70,000 Station 9 - \$50,000 Station 28 - \$70,000 Station 29 - \$70,000 	\$260,000		100%	NA	NA	NA	PF&R has installed the enhanced security measures at its most vulnerable stations, and has made internal tradeoffs to install measures at additional stations because of the increasing break-ins and thefts at PF&R facilities. We expect this to continue to be a problem that we will need City assistance in solving
Limited-term Inspectors	<p>To fulfill the City's fire safety protocol efforts with the houseless community, PF&R has dedicated two Fire Inspectors to implement a new Bureau of Development Services code guide for outdoor temporary shelters. PF&R is requesting \$300,509 in one-time funds to pay for these two positions for this fiscal year.</p> <p>The two Fire Inspectors manage Fire Code regulations as they relate to the use of buildings and outdoor spaces as temporary shelters. Their responsibilities include:</p> <ul style="list-style-type: none"> Plan review and pre-inspection walk-throughs of proposed shelter sites to determine if locations meet the requirements of the Bureau of Development Services Temporary Shelter Code Guide. The inspections determine if the location is appropriate, and what work needs to be completed before activating operations for the location. Issuance of Conditional Use Permits for temporary use for up to a maximum of six months. This also allows for the reactivation of warming and/or cooling shelters. Assessments of sanctioned houseless campsites throughout City to ensure they meet safety requirements, along with defensible space recommendations, when necessary, to reduce the risk of vegetation fires. Outreach with houseless population at unsanctioned campsites located within the wildfire hazard zones throughout the natural areas of the City. Developing fire safety education campaigns for the houseless population (including RV/campers) on the dangers of fire and carbon monoxide. Establishing and maintaining partnerships with Bureau and community organizations to amplify educational outreach with the houseless population. 	\$300,509		100%	NA	NA	NA	The Inspectors spent 93 total hours on site visits, and 25 total hours on online meetings. There were 34 conditional use permits created in FY 2021-22 and 48 locations were inspected (each location may require multiple site visits). PF&R made contact with approximately 200 individuals within the wildfire hazard zones during the wildfire season. The bureau provided outreach materials and printed them to Fire Marshal's Office, Street Roots, social service organizations, PBOT, Parks Bureau and HUCIRP for broad distribution. Additionally, the Prevention Division received 400 referrals from Emergency Operations Division (EOPS) and from the referrals, 194 were to outreach groups and 118 were to HUCIRP and Street Services Coordination Team. The Inspectors performed houseless related outreach approximately 250 times.
Portland Street Response PR Package	<p>The purpose of this package is to be responsive to findings in the PSR 6-month evaluation that found that BIPOC communities in particular had less knowledge of the program than other communities in the City.</p> <p>The impact of this package will be to ensure that as PSR rolls out citywide, we are able to bring awareness of this resource to all other parts of the City who have not participated in the pilot, with an emphasis on BIPOC and houseless communities.</p> <p>Timeline – would like to launch the campaign in conjunction with, or shortly after going citywide in March 2022.</p>	\$350,000	\$90,750	50%	30007960	Carried over 200k to the Adopted Budget via Spring BMP. Rest fell to GF Balance. Of the 200k 150k is contracted with HUB Collective, the rest will be used for media buys.	Anticipate initial launch of the campaign September 2022.	Carried over 200k to the Adopted Budget via Spring BMP. Rest fell to GF Balance. Of the 200k 150k is contracted with HUB Collective, the rest will be used for media buys. Anticipate initial launch of the campaign September 2022.
PSR Evaluation IGA Extension	<p>The purpose of this package is to provide funding to extend the evaluation IGA with PSU's Homelessness Research and Action Collaborative for an additional year to continue evaluation of Portland Street Response as we start responding citywide.</p> <p>Impact on the community – continued transparency about program operations and outcomes</p> <p>Timeline for use – will secure an IGA extension in this fiscal year to extend evaluation through February 2023.</p>	\$400,000	\$330,344	45%	30008105	N/A	PSU will be providing a 6 month report from this contract period in the early Fall.	PSU will be providing a 6 month report from this contract period in the early Fall.

ARPA/GF Swap-Out	CBO is entering a series of technical adjustments related to the Rescue Plan revenue backfill allocation to ensure that the City can responsibly meet federal reporting and audit requirements.	\$0	NA	100%	NA	NA	NA	NA	The funding swap of \$8.5M in ARPA and GF resources occurred in Spring FY 2021-22 and was complicated, but ultimately let by the City's Grants Office, it was done successfully.
Compensation Set-Aside Request	The Fire Bureau, at current run rate, is projected to overspend our General Fund allocation on the magnitude of \$5.7 million largely due to overtime costs. 83% of the Fire Bureau's GF budget supports Personnel costs, and the remainder is broken down as follows: 7% for EM&S, 6% for IM&S and 3% for Capital Outlay. The bureau manages our budget judiciously, and controls spending closely; however, the ability to defer spending on discretionary purchases such as EM&S and Capital Outlay has been negated by the spending curtailment of recent years. Deferring purchases to accommodate an increasingly constrained budget in prior years have had the negative impact of creating deficits of supplies and equipment, backlogs of purchases due to supplies, and deferred maintenance. This decision package is one of four that is addressing the projected budget shortfall. In addition to this Compensation Set-aside request, the bureau is submitting decision packages for increased revenues, EM&S and Capital Outlay, and a Capital Fund Discretionary funding request.	\$1,778,336	99.50%	100%	NA	NA	NA	NA	PF&R projected that OT expenditures were going to exceed budget due to a variety of factors. The actual GF Personal Services expenditures came in 0.50% below budget, after the Spring BMP Comp Set-Aside funding was allocated.
COVID Leave Overtime Costs	This request is for General Fund one-time discretionary resources to cover the projected Personal Services overspending. We have made other operational adjustments, including deferring EM&S and Capital purchases again this fiscal year, continuing the trend of halting critical operational expenses. Additionally, we are requesting our full Compensation Set-Aside, and recognizing projected increased revenues. With those measures taken, we anticipate \$1.7 million deficit at year end. The bureau is projected to overspend PS by approximately \$5.7 million, primarily attributable to OT. The bureau has experienced both an increase in OT hours taken in the past two fiscal years and OT costs increased as the cost of our personnel has increased with escalating factors including impacts from recent CBAs. Many categories of OT are running higher due to PF&R members working under the most challenging situations continuously throughout the pandemic. Sick Leave, Vacation Leave, Dependent Care, Parental Leave are all trending higher in the first seven months of FY 2021-22, as well as PFFA members receiving and using the new COVID Emergency Leave awarded to them. In total, our PFFA members were awarded more than 68,000 hours of additional leave since July 1, 2021, which if all hours are taken, will cost the equivalent of more than \$3.7 million in OT. In addition to the COVID emergency leave, the City has awarded employees other additional leave in recent years including expanded parental leave and bereavement leave. These have all contributed to the increased OT costs that the bureau is experiencing and unable to absorb within in our General Fund allocation. The bureau proposes that ARPA funds are evaluated to cover the COVID leave-related expenditures, as ARPA is an appropriate funding source.	\$1,700,000	99.50%	100%	NA	NA	NA	NA	PF&R projected that OT expenditures were going to exceed budget due to a variety of factors, including awarded COVID emergency leave to PFFA members. The actual GF Personal Services expenditures came in 0.50% below budget, after the Spring BMP Comp Set-Aside funding was allocated.
SSCC Overtime Backfill		\$110,000		\$110,000	100%	NA	NA	NA	NA
Recognize New Grant Revenue	This decision package recognizes new revenue across multiple grants.	\$2,155,191	NA	100%	NA	NA	NA	NA	recognized and budgeted
Revenue Increase	This decision package will recognize the increased revenues over budget that we are anticipating to receive in FY 2021-22. These include additional revenues generated primarily from the Prevention Division activities of licenses, permitting and inspections. These additional revenues will partially offset the projected overspending in Personnel Services.	\$2,130,629	NA	100%	NA	NA	NA	NA	The revenue increases that were projected in FY 2021-22 only partially materialized as the economic upturn had delayed impacts on the business community. Fortunately the bureau took extra precautions and suppressed spending in M&S which offset unrealized revenues.
Fire Capital Fund Adjustments	This package trues up beginning fund balance in the Fire Capital Fund and recognizes residual interest revenue from the General Fund reserve sub-fund where Fire apparatus replacement was previously budgeted.	\$320,028	NA	100%	NA	NA	NA	NA	Interest was budgeted in the appropriate fund
Non-Rep Merit & DCTU COLA	This represents the resources set-aside for PF&R for non-rep merit, DCTU COLA, and other bargained expense.	\$216,275	100%	100%	NA	NA	NA	NA	Bureau allocated GF resources to cover the merit and COLA expenditures
Revenue Backfill from CSD	Transfer of funding from Community Safety Division (CSD) to backfill PF&R's personnel services costs for 2 FTE sworn PF&R members who have been detailed to CSD in FY2021-22. CSD has entered a corresponding request deappropriating \$100,000.	\$100,000	100%	100%	NA	NA	NA	NA	PF&R utilized the funding to cover the personnel and support costs for two FTE or loan to CSD

FY 2022-23 Adopted Budget Decision Packages

Budget Process	Package Type	DP No.	Package Name	Package Desc	Allocation	Amount Spent	Package Status	Changes or Challenges
Adopted Budget	Addition	12989	Portland Street Response - Base Program Contingency Request	<i>This decision package requests \$2,637,682 of ongoing General Funds from policy set-aside, and the conversion of 22.0 FTE from Limited-term to Full-time Permanent, to establish Portland Street Response as a permanent addition to Portland's First Responder System. These funds were previously approved by Council and put into policy set-aside. Until now these funds have been largely requested on a 1x basis. This is not a request for new funding, but rather to appropriate previously approved funds on an ongoing basis.</i>	\$2,637,682	\$843,586 as of 8.24.2022	Underway	N/A
Adopted Budget	Addition	13047	Professional Standards - PF&R	<i>The request is for two years of funding to support a Professional Standards Program within Portland Fire & Rescue.</i> <i>The bureau is requesting funding to restore a Professional Standards Program. The program will be staffed by a Manager and an Administrative support staff member. The program will provide the necessary and timely oversight of bureau personnel investigations. The lack of dedicated staff has created serious operational issues.</i>	\$674,146	\$50,000	The bureau has hired a program manager who is in the process of establishing the program framework. The manager position has been filled by a City Attorney who is working under an IA	NA
Adopted Budget	Addition	13049	EAP Coordinator	<i>This package requests \$271,771 for two years' worth of one-time funding for 1.0 Coordinator II FTE.</i> <i>The EAP function is critical to address the trauma and vicarious trauma that is experienced by the bureau members routinely in the course of their work. During the past two years, responding to the COVID crisis, Portland Firefighters have been on the front lines of the pandemic, assisting with the medical crisis created by the pandemic. The</i>	\$135,885	\$0	The Bureau is recruiting for the EAP coordinator position.	NA
Adopted Budget	Addition	13131	PSR Expansion 24/7 (1 of 3)	<i>This decision package is one of three packages, that should be considered holistically, not individually. These decision packages were submitted separately by revenue source due to budgeting software reporting requirements but should not be considered in isolation of the other packages.</i> <i>In combination all three packages will provide the resources Portland Street Response needs to expand to 24 hours per day, 7 days per week, in</i>	\$2,227,679	\$0	Underway	There have been some internal realignments of positions by funding source, but all reallocations are net zero and will be reflected in the Spring BMP as needed. This was to ensure we had the
Adopted Budget	Addition	13143	PSR Expansion 24/7 (2 of 3)	<i>This decision package is one of three packages, that should be considered holistically, not individually. These decision packages were submitted separately by revenue source due to budgeting software reporting requirements but should not be considered in isolation of the other packages.</i> <i>In combination all three packages will provide the resources Portland Street Response needs to expand to 24 hours per day, 7 days per week, in</i>	\$740,000	\$0	Underway	There have been some internal realignments of positions by funding source, but all reallocations are net zero and will be reflected in the Spring BMP as needed. This was to ensure we had the
Adopted Budget	Addition	13199	DCTU Bargaining Costs	<i>DCTU bargaining expenses from February 2022 agreement</i>	\$4,365	4,365	Bureau allocated the resources to cover DCTU bargained expenses	NA
Adopted Budget	Addition	13641	Wildland Fire Coordinator		\$154,000	\$11,732	The bureau is working across City bureaus to develop the position description and recruitment plan for this critical City-wide asset. We anticipate going out with a recruitment in late Fall 2022	NA
Adopted Budget	Addition	13650	PSR Public Relations Campaign Carryover		\$200,000	\$10,000; \$90,000 spent in FY 2021-22. See contract 30007960	Underway	Anticipate initial launch of the campaign in September 2022.
Adopted Budget	ARPA Request	13144	ARPA LFRF: PSR Expansion 24/7 (3 of 3)	<i>This decision package is one of three packages, that should be considered holistically, not individually. These decision packages were submitted separately by revenue source due to budgeting software reporting requirements but should not be considered in isolation of the other packages.</i> <i>In combination all three packages will provide the resources Portland Street Response needs to expand to 24 hours per day, 7 days per week, in</i>	\$5,884,642	\$0	Fire is onboarding with the ARPA team, and has identified the costs that will be billed to the grant. Will continue to work with the ARPA team to have costs charged appropriately and correctly	There have been some internal realignments of position by funding source, but all reallocations are net zero and will be reflected in the Spring BMP as needed.

Capital Program Status Report

Portland Fire & Rescue

CIP Program Name	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
Apparatus	\$2,410,000	\$2,410,000	\$2,736,000	\$326,000	113.53%	\$2,526,000	\$2,526,000	\$0	\$0	0%
Equipment	\$574,000	\$574,000	\$846,350	\$272,350	147.45%	\$591,000	\$591,000	\$11,520	\$0	0%
Facilities	\$490,000	\$1,557,544	\$1,455,701	(\$101,843)	93.46%	\$823,000	\$823,000	\$106,668	\$0	0%
Safety	\$26,000	\$26,000	\$0	(\$26,000)		\$27,000	\$27,000	\$0	\$0	0%
Technology	\$0	\$0	\$20,664	\$20,664		\$0	\$0	\$0	\$0	#DIV/0
Sum:	\$3,500,000	\$4,567,544	\$5,058,715	\$491,171	10.75%	\$3,967,000	\$3,967,000	\$118,188	\$0	0%

Prior Year Variance Description

PF&R Budgets for capital replacement costs and new purchases in Fund 405. The fund largely is used to make large purchases and does not draw down equally each year. The intention is to seed the fund annually to enable PF&R to meet the future capital obligations.

Current Year Variance Description

In the current year, to date, the bureau has little activity in the fund as many of the capital purchase timelines were moved back due to supply chain issues.

