

# PORTLAND FIRE & RESCUE

## Annual Performance Report

### Fiscal Year 2022-2023





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## Overview

### Our Vision

**All communities are safe from fire, medical, and other emergencies.**

### Our Mission

**We keep all communities protected through a combination of prevention, community health programs, and all hazard response to fire, medical, natural disaster, and other emergencies.**

### Our Values

**Excellence – We are prepared to provide the appropriate response to every emergency.**

**Accountability – We earn trust by being accountable for what we say and do.**

**Resilience – We are ready for the future with sustainable practices and infrastructure.**

**Prevention – We proactively create a safe and healthy environment.**

**Equity – We challenge ourselves to create an equitable environment for all.**

**Collaboration – We collaborate with partners to best serve our community.**

Within the State of Oregon, Portland Fire & Rescue (PF&R) is the largest fire and emergency services provider serving the city of Portland and the regional metropolitan area. In addition to responding to fire, medical and other emergency incidents, PF&R provides critical public safety services, including fire prevention and public education. PF&R serves over 635,000 residents. In Fiscal Year (FY) 2022-23, PF&R responded to over 91,000 calls for emergency services and was comprised of approximately 800 full-time equivalent (FTE) employees with an operating budget of \$177 million.

PF&R is an all-hazards emergency response agency, providing the public with critical safety services 24 hours a day, 7 days a week (24/7). PF&R operates 29 engine companies, ten ladder truck/quint companies, four fireboats, one heavy rescue, and four squad units, including two specialized units for Chemical, Biological, Radiological, Nuclear and Explosive response, and a specialized unit for Hazardous Materials.

PF&R's emergency operations deployment model is a network of 31 fire and rescue stations strategically located throughout the city of Portland to maximize resources and provide the quickest possible response times to cover 160 square miles.

The Community Health Division was created to address low-acuity medical calls and low-acuity mental, behavioral health crisis, and substance abuse calls.

Medical Services & Training and Management Services, including Business Services and Logistics, largely provide internal support to the public-facing services.

## Response Highlights

PF&R must ensure its emergency response companies are available to respond to the most critical fire, medical, and other hazardous emergencies in the city. The growing level of call volume is not sustainable, and PF&R must identify strategies to limit the number of frontline resources responding to non-emergency situations. Moving in this direction will require collaboration with City, County, and community partners, and investments in innovations like the Community Health Assessment Team (CHAT), Portland Street Response (PSR), and nurse triage.

Incidents (Situation Found)	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total number of incidents	87,883	85,048	88,089	87,532	91,581
Fire incidents	3,533	3,045	4,581	4,053	4,164
Medical incidents	59,148	56,779	54,463	52,930	54,923
Other incidents	25,202	25,224	29,045	30,549	32,494

Emergency fire response is provided from 31 stations that are strategically located throughout the city of Portland to maximize resources and provide the quickest possible response times. Operationally, the Division Chief oversees three deputy chiefs who supervise four battalion areas. Each battalion chief, in turn, oversees 6-8 stations per battalion area. Each engine and truck company are staffed with four personnel and all personnel are trained at an EMT-Basic level at minimum. Constant staffing is 169 daily and is staffed consistent with NFPA 1710.

PF&R operates 29 engine companies, ten ladder truck/quint companies, four fire boats, four squad units, and additional support vehicles like wildland brush units.

Fires	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of civilian deaths due to fires	11	3	10	10	3
Structural fires where flame spread confined to room (no tents)	72%	69%	60%	62%	63%
90 <sup>th</sup> percentile response time to high-priority incidents	7.22	7.36	7.57	7.55	8.19
High-priority responses with a turnout of less than 80 seconds	57%	51%	47%	43%	40%

The Emergency Medical Services (EMS) system is a joint effort on the part of the City of Portland, Multnomah County, and private ambulance company American Medical Response. Multnomah County provides medical supervision for all fire and ambulance paramedics including setting consistent standards and objectives for emergency care. This includes duties such as reviewing emergency medical protocols and providing medical oversight and guidance.

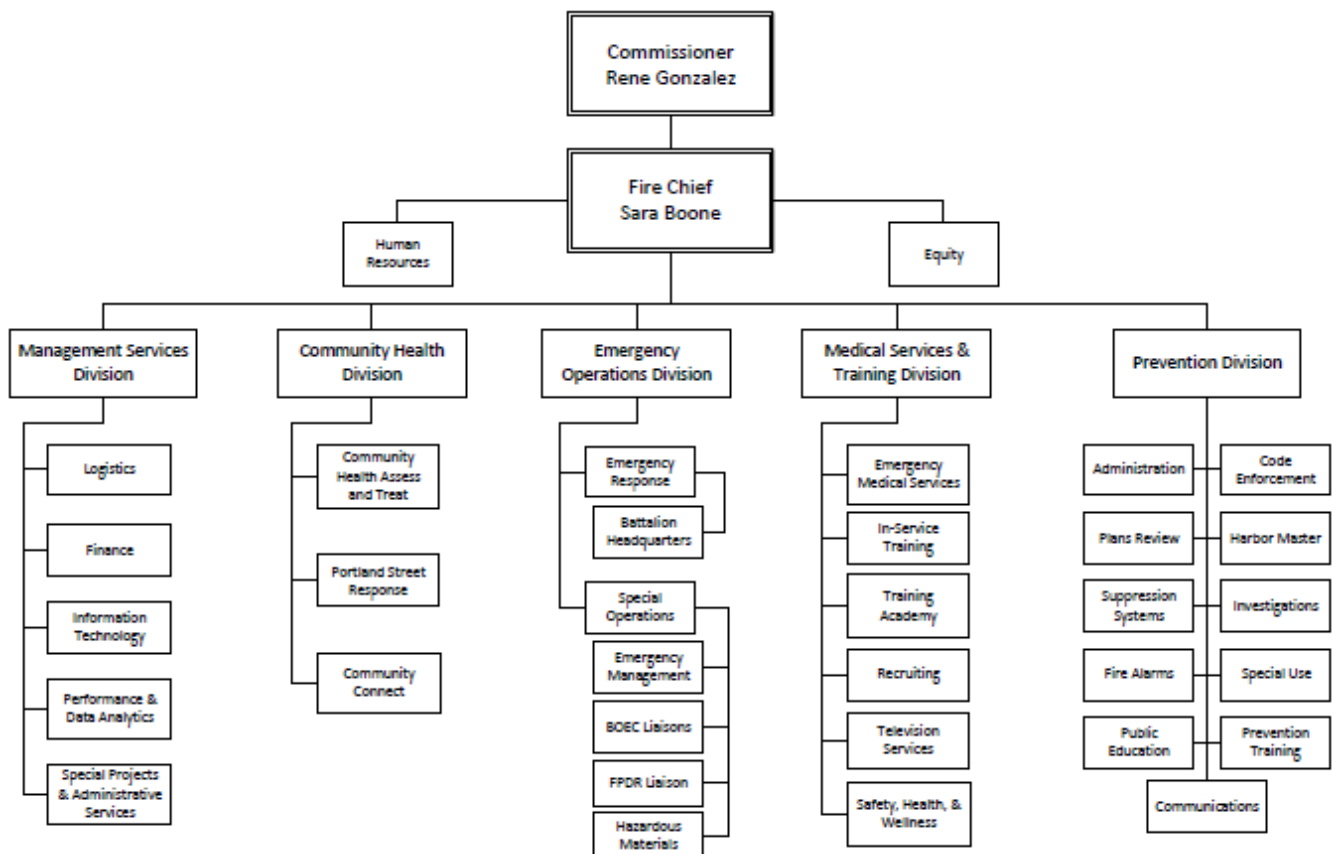
Every firefighter is an Emergency Medical Technician (EMT) trained to provide basic life support, including Cardio-Pulmonary Resuscitation (CPR) and first aid. In addition, PF&R has certified paramedics who carry advanced life-saving equipment and medication. PF&R staffs each front-line

engine, several ladder trucks, and the heavy rescue with a minimum of one paramedic and three EMT-Basics who provide the entire city with Advanced Life Support (ALS) first response service.

Emergency Medical Services	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percent EMS Field ROSC (Return of Spontaneous Circulation) Overall (includes Aystole, PEA, VF)	30.9%	26.8%	27.4%	34.4%	34.0%

## Organization Chart

PF&R is divided into the Chief’s Office and five functional areas (divisions), which include Emergency Operations (EOPS), Community Health (CHD), Prevention, Medical Services & Training (MS&T), and Management Services (MS).



## Budget

Approximately 90 percent of PF&R’s operating budget (excluding capital outlay) is from the City’s General Fund. The General Fund is the City’s discretionary fund, which the City Council can allocate to any program or service. The General Fund is comprised largely of revenue from property taxes, utility license fees, business license fees, transient lodging taxes, and state taxes on liquor, cigarettes, and cannabis. PF&R also receives some grant funding for specific programs such as Community Health Assess & Treat (CHAT). Additionally, the Prevention Division generates revenue from inspection fees, plan review permits, and licenses, which covers some of the division’s expenditures.

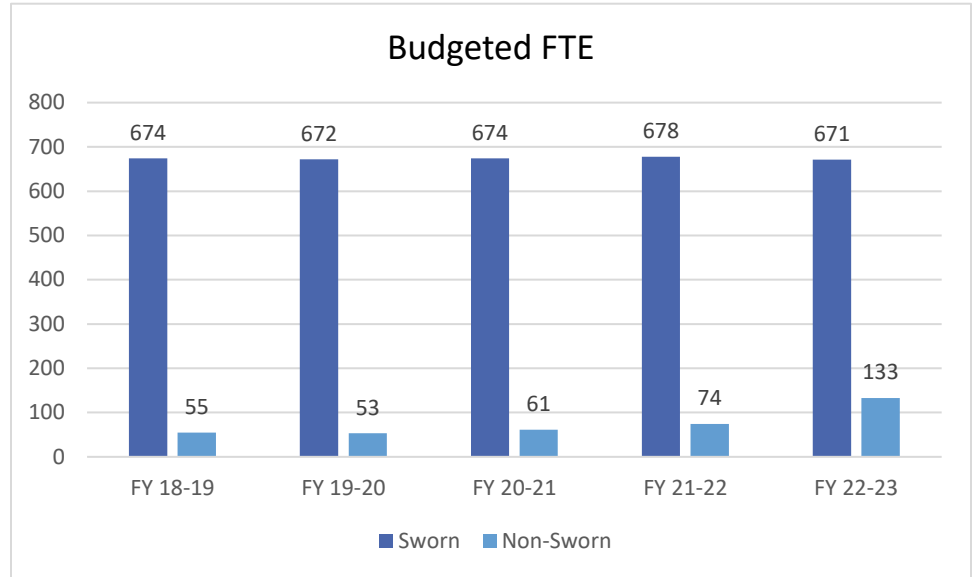
Fiscal Year	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
General Fund Discretionary	110,205,064	107,180,580	117,573,441	117,857,380	144,412,942
Fire Capital Fund	0	8,648,806	0	505,042	2,650,000
Interagency Agreements	7,199,062	9,181,291	10,629,937	12,097,328	14,552,906
Licenses & Permits	3,467,468	3,539,789	2,057,686	2,612,107	3,238,241
Charges for Services	1,855,294	1,909,848	1,731,419	1,999,632	2,188,656
Inter-Governmental	1,788,256	527,527	3,354,394	2,118,365	1,337,575
Grants	15,500	2,143,687	337,566	9,960,735	7,766,065
GO Bond	1,053,738	0	0	0	0
Misc. & GF Overhead	873,454	755,493	388,080	326,524	397,552
<b>Total</b>	<b>\$126,457,836</b>	<b>\$133,887,021</b>	<b>\$136,072,523</b>	<b>\$147,477,113</b>	<b>\$176,513,937</b>

The largest share of PF&R’s operating budget is expenditures for personnel costs, with expenditures concentrated within the Emergency Operations Division as it has the largest number of the bureau’s employees.

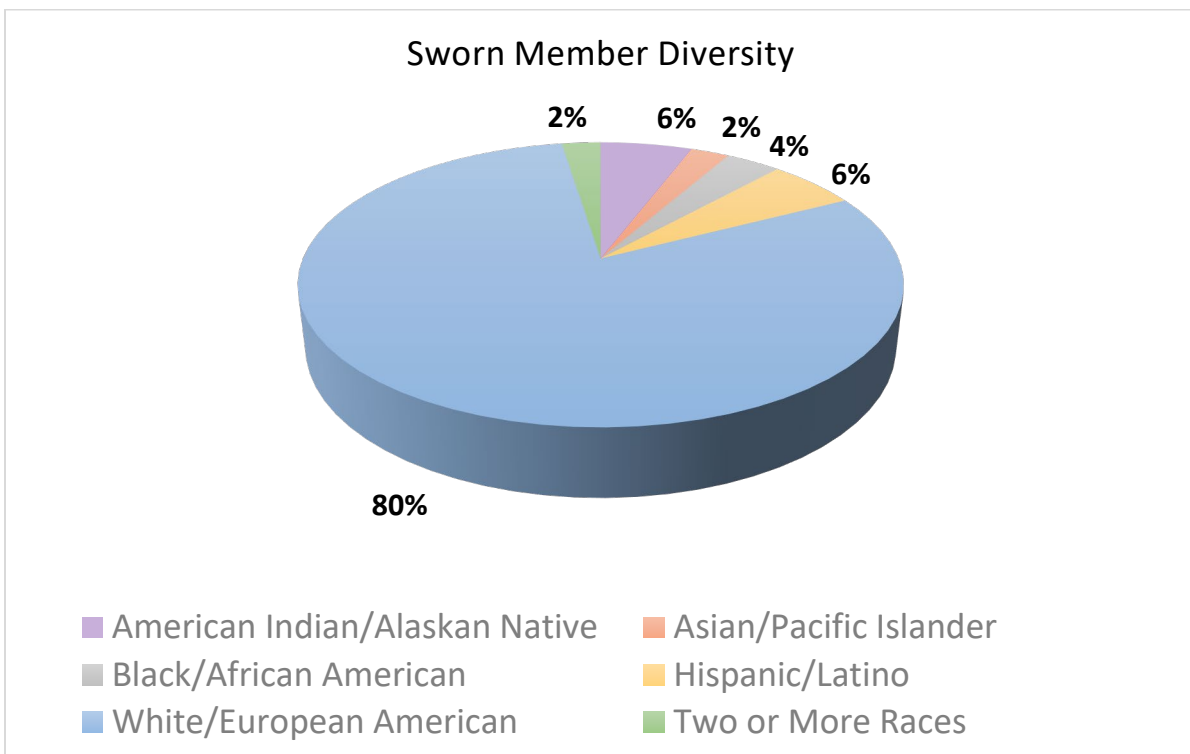
Fiscal Year	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Personal Services	107,310,012	111,680,133	121,513,063	126,950,588	146,584,309
External Material & Services	7,041,131	7,466,988	6,325,760	7,280,511	11,224,493
Internal Material & Services	7,549,367	7,356,982	7,166,546	8,335,961	10,931,107
Capital Outlay-General Fund	3,460,224	4,509,868	0	4,431,600	5,124,028
Capital Outlay-GO Bond	1,053,738	0	0	0	0
Capital Outlay-Grants	43,364	2,066,050	1,067,154	0	0
Transfer to Fire Capital Fund	0	807,000	0	478,453	2,650,000
<b>Total</b>	<b>\$126,457,836</b>	<b>\$133,887,021</b>	<b>\$136,072,523</b>	<b>\$147,477,113</b>	<b>\$176,513,937</b>

## Personnel

PF&R's sworn personnel have remained consistent over the last several years. Non-sworn employees increased beginning FY 20-21 as the Portland Street Response program started to be developed and continued to expand over FY 21-22 and FY 22-23. The Community Health Access and Treat program began to be developed in FY 21-22 and continued to expand in FY 22-23.



PF&R tracks and monitors employee demographics from the time of outreach and recruitment through the time of retirement. This has aided the bureau in identifying which populations are underserved in terms of employment opportunities within the fire service and how the bureau can remove barriers and increase access for underserved populations.



## Annual Awards

The following employees were honored for Firefighter of the Year, Safe Driver of the Year, Medical Provider of the Year, and Civilian of the Year.

Firefighter of the Year  
Lieutenant Sean Fogarty



Driver of the Year  
Gordon Houston



Medical Provider of the Year  
EMS Specialist Ryan Mathes



Non-Sworn Civilian of the Year  
Administrative Specialist Julie Baggs





## Chief's Office

The Chief's Office provides the overall leadership and direction of the bureau by establishing goals, determining priorities, and guiding the bureau's performance. This fiscal year, one of the main objectives of the Chief's Office was to expand Portland Fire & Rescue's mission and priorities from one singular focus on emergency response to include an emphasis on preventative community health.

Under the Chief's leadership, the bureau underwent a comprehensive staffing and service delivery study, performed by Citygate Associates, LLC, who are expert consultants in the field of municipal organizational management. The study was finalized and delivered to Council in August of 2022 and included 49 top-line recommendations. The recommendations identified structural gaps and deficiencies in the bureau, which PF&R is determined to resolve. The areas of deficiencies include 35 functional gaps in specialized areas of the bureau, including data, technology, policy, records management, communications, hiring and training capacity, battalion headquarters, inspections, and logistics staffing. The causal factors for these service gaps are years of continued budget reductions combined with a concurrent increase in scope, volume, and complexity of work under the responsibility of the Fire Bureau. In the years when budget cuts were required, the bureau took the reductions to their specialized services and administrative support, preserving front-line capacity and services to the public. The bureau has reached a tipping point in which these reductions have led us to potential structural failures.

The service delivery and staffing study also recommended the bureau establish a modern organizational structure known as a branch structure. This structure would accommodate the complexity of many lines of business for which PF&R is responsible. The restructure enables the executive team to work at a strategic level, charting the future path of the bureau, partnering with other agencies, and transitioning the bureau in alignment with the City's larger transition of the change in government as well as changing requirements and expectations for City bureaus. The two-branch structure establishes two second-in-command positions reporting to the Chief – one overseeing a Services branch and the other overseeing an Operations Branch. The restructure will allow for focused strategic work to be completed at the Chief's and executive team levels, which will ensure we have structural strength and resilience as an organization that can connect employees at all levels to the bureau's mission and core priorities.

The Chief's Office hired a new Equity Manager in January 2022. The Equity Manager runs the bureau's equity program and focuses on issues of race, gender, disability, and other underserved communities. The Equity Manager has since established the Bureau's Racial Equity Plan to provide bureau-wide equity training. The bureau officially integrated equity training into orientation for recruit firefighters as well as newly promoted officers. The bureau also updated the Training Academy curriculum to ensure training is tailored to an individual recruit's needs and individuals from all backgrounds can succeed as a firefighter. The Equity Manager is specifically analyzing bureau hiring and employee promotional opportunities to identify disparities and structural barriers.

## All Hazards Response – 24/7

### Emergency Operations Network and Service Area

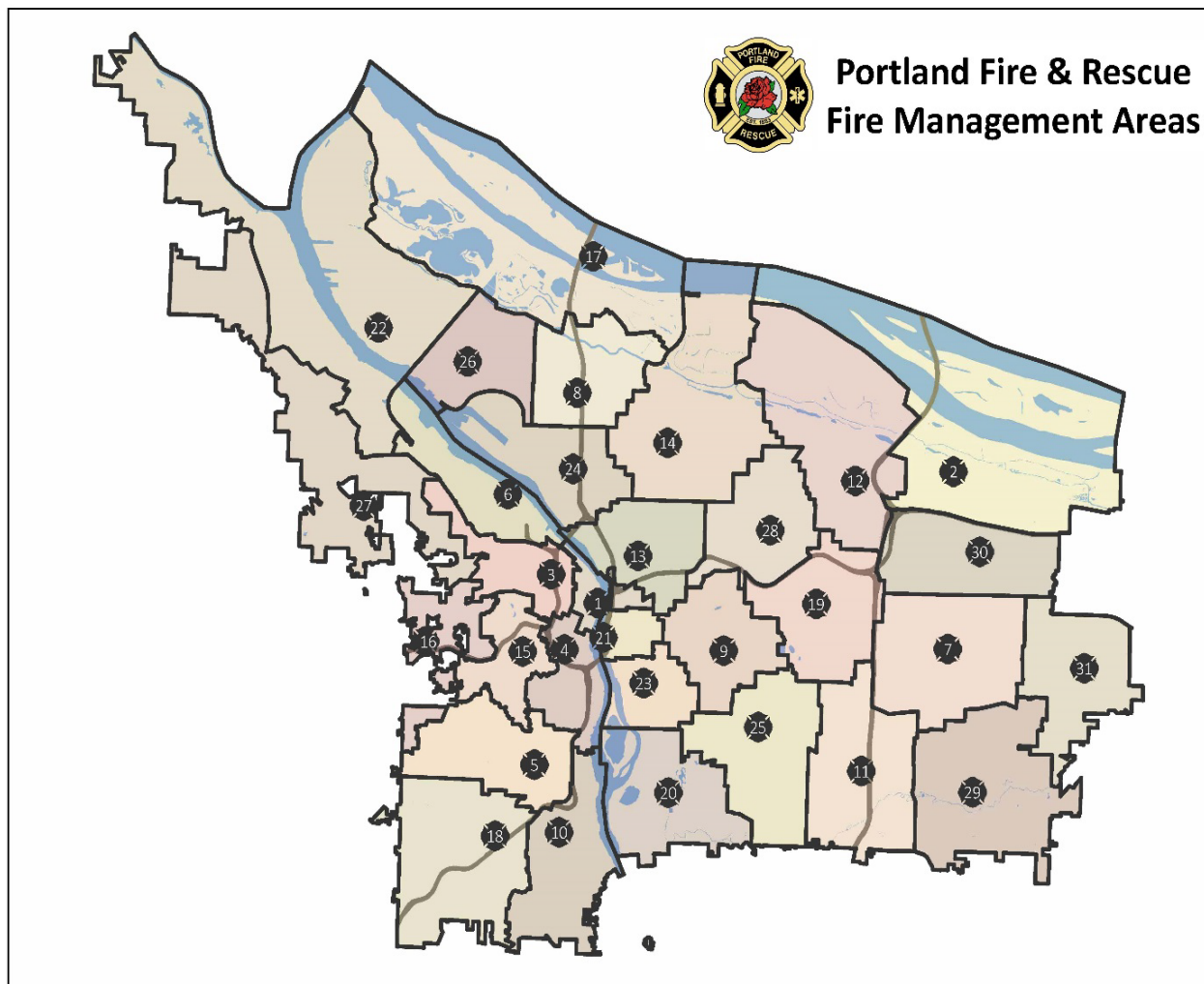


Emergency operations begin with a network of fire and rescue stations and apparatus strategically positioned across the geographic service area. The placement of stations and apparatus are arranged so an initial effective response force can arrive on-scene within time frames outlined in performance expectations. Optimal network concentration is essential to minimize response time and, therefore, community risk.

All fire and rescue stations are classified as essential facilities by ORS 455.447. Fire Management Areas (FMA) are station borders identified for the purpose of emergency response and non-response functions, such as community emergency services and other administrative purposes.

PF&R has 31 fire stations which are allocated across the city of Portland into 31 FMA, with one station managing emergency response in each FMA. The following map displays PF&R's fire and rescue stations and FMA.

Each fire station is staffed with at least one company of four firefighters 24/7. PF&R's frontline apparatus includes: 29 fire engines, ten ladder trucks/quints, and one heavy rescue operating out of 31 fire stations throughout the city.



Apparatus are the variety of vehicles used for emergency response. Apparatus types include engines, ladder trucks, quints, rescues, fireboats, and specialty units. Engines carry hose, tools, and pump water. Engines can also have portable ladders (setup and carried around by firefighters). Trucks are equipped with very large, hydraulically operated aerial ladders that extend from the truck but cannot be removed.

The most common fire apparatus type is a fire engine. Each fire engine carries 500 gallons of water, a 1,500 gallon per minute pump, and provides several hundred feet of fire hose. An engine company is responsible for establishing a water supply, typically by hooking up to a fire hydrant. An engine company will deploy fire hose to effectively place water into a burning structure.

PF&R has eight ladder trucks with each truck covering a much larger geographic area than just their immediate fire management area. A truck company specializes in forcible entry, search and rescue, and vertical ventilation. Vertical ventilation is for the removal of heat and toxic gases

Staffed Apparatus
29 Engines
8 Trucks
2 Quints
1 Heavy Rescue

providing for a more tenable atmosphere for engine crews to attack fire within a structure. Fire trucks have a 100-foot fixed aerial ladder and a full complement of ground ladders, which are used to assist in firefighting and for rescue operations.

## On-Duty Emergency Staffing

On-duty staffing refers to the total complement of chiefs, officers, and firefighters required to staff each fire and rescue station and apparatus daily. PF&R responded to more than 91,000 emergency incidents in FY 2022-23.

PF&R engines and trucks are staffed with four-person crews. The benefits of a four-person engine and truck include faster water delivery and increased ability to complete search and rescue tasks. PF&R also practices the “two in/two out” rule, which refers to the standard safety tactic of having one team of two firefighters enter a hazardous zone, while at least two other firefighters standby outside in case the first two need rescue — thus requiring a minimum of four firefighters on scene prior to starting mitigation. Additionally, nearly all PF&R engine, truck, and squad companies are staffed with at least one paramedic capable of administering advanced life support.

Firefighters work a 24-hour shift, and then have the next 48 hours off (24/48 schedule). To ensure the most effective service at the time of an emergency, firefighters must remain in their designated FMA with their apparatus for the entire 24-hour shift. Crews do not have to be at the fire and rescue station to be dispatched to an event. Since all companies maintain constant radio contact, crews are always ready to respond to any emergency, regardless of current location. Meals are not provided for firefighters; therefore, each shift must purchase their own food and prepare their own meals. For this



reason, firefighters can frequently be seen out in the community at their local grocery store.

On March 3, 2022, PF&R began a trial period of the 1-3-2-3 schedule. The trial period was originally scheduled to end on January 5, 2023; however, the schedule change trial period was extended to January 18, 2024.

## Specialty Response

Specialty units provide additional response support for complex and dangerous emergency events. These units are not staffed by separate crews because members are cross trained. Having on-duty crews to staff specialty apparatus' provide substantial cost efficiencies thus, saving Portland taxpayer's money.

PF&R's specialty response includes:

- CBRNE Response  
(Chemical, Biological, Radiological, Nuclear and Explosive)
- Confined Space Rescue
- HazMat Response
- High Angle Rope Rescue
- Marine Response
- Structural and Trench Collapse
- Technical Rescue
- Urban Wild Land Interface
- Water Rescue

Cross Staffed Specialty Apparatus
<ul style="list-style-type: none"><li>• Air Unit</li><li>• Brush Unit</li><li>• CBRNE Squad</li><li>• Fireboats</li><li>• Foam Unit</li><li>• HazMat Unit</li><li>• Heavy Rescue-2</li><li>• Mobile Command Center</li><li>• Rehab Unit</li><li>• Rescue Boat</li><li>• Rescue Craft</li><li>• Trench Unit</li><li>• Utility Unit</li><li>• Water Tender</li></ul>

## Performance Measures

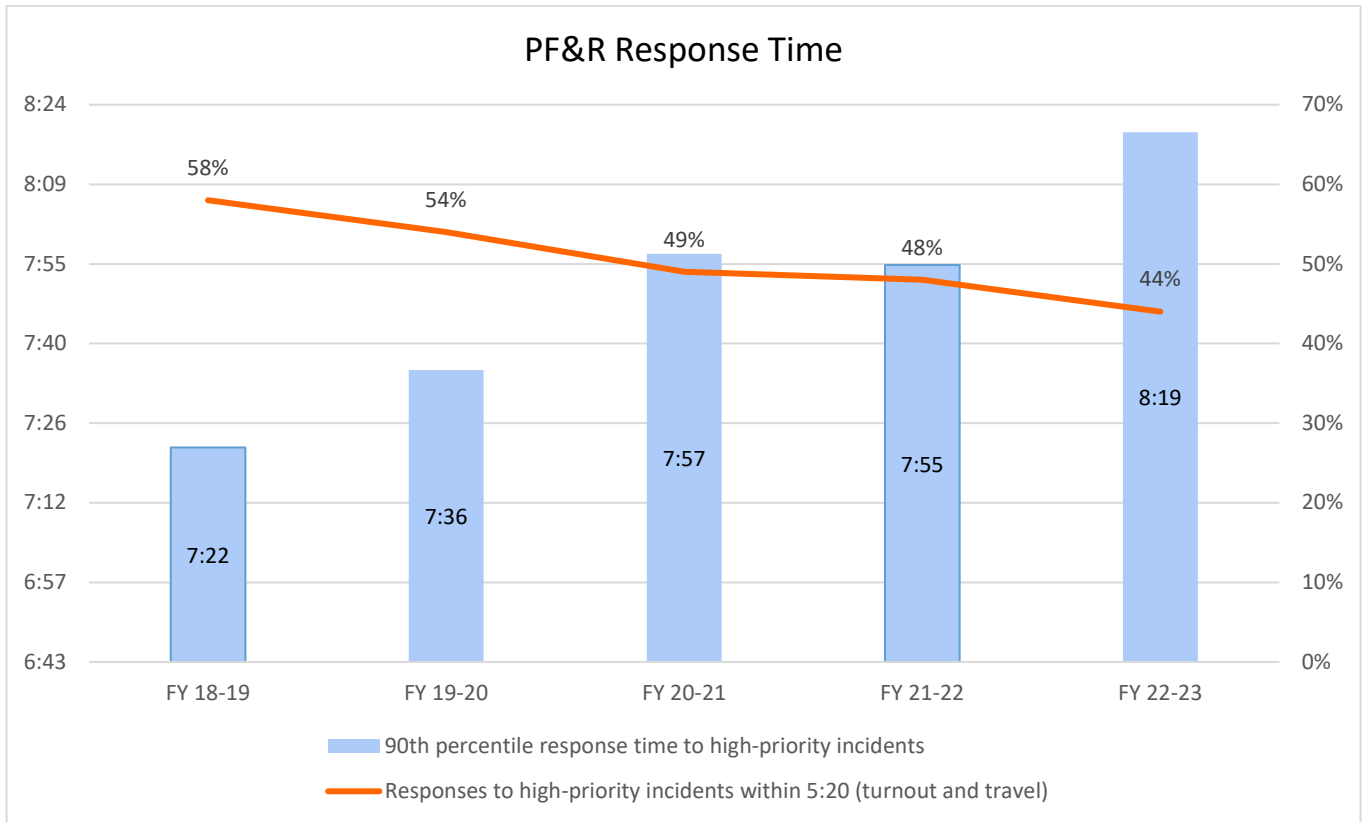
A critical important measurement is response time. Timely emergency response is at the very core of every fire department's mission.

### Response Time

Response time is the time from dispatch to arrival on-scene, including both turn-out and travel time. PF&R, and most fire departments nationwide, has adopted the National Fire Protection Association (NFPA) Standard 1710 recommended response time goal of 5 minutes and 20 seconds (5:20) or less, 90% of the time.

Response time is a critical factor in both fire and medical response. Depending on materials and furnishings, fires double in size every minute. Flashover—spontaneous ignition of super-heated gases—can occur within two to four minutes, igniting all materials in the area and causing exponential fire spread.

Response time is an equally critical factor in medical emergencies where lives are in jeopardy. Permanent brain damage begins within four to six minutes without oxygen. When cardiac arrest occurs, the odds of saving a life decrease ten percent every minute effective CPR is delayed. Successful outcomes are reduced with longer response times.

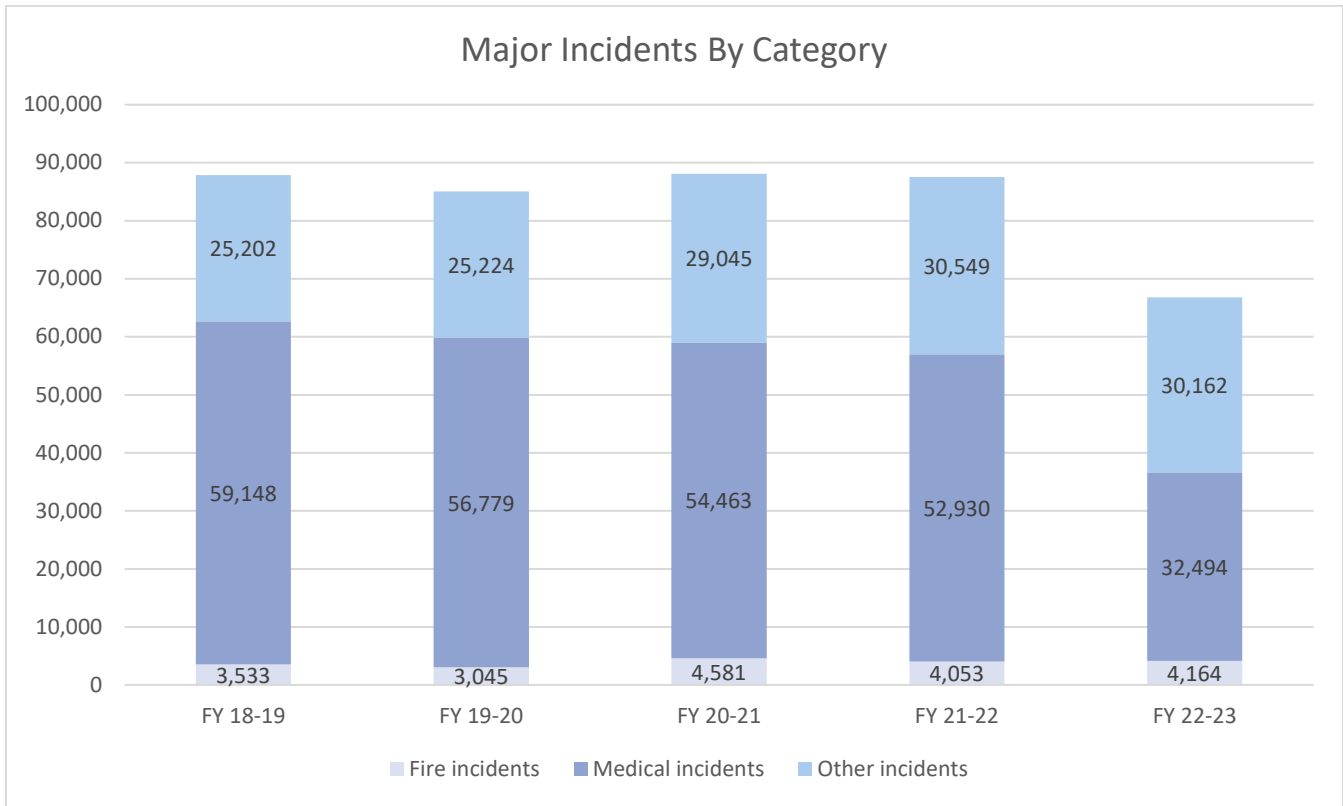


### Incidents

Within the fire service, it is standard practice to categorize emergency events (incidents) into three broad categories:

- Fires (Confirmed)
- Medical Aid and Rescue
- Other Incidents





## Emergency Medical Services

Emergency Medical Services (EMS) is responsible for PF&R’s performance on medical incidents and the training required to meet on-going state certification requirements. The Continuous Quality Improvement Committee reviews responses to ensure medical services are provided effectively and equitably.

EMS provides oversight and management of the training, certifications, policies, and procedures necessary to function as EMS first responders. The section is also responsible for providing a comprehensive infection control system, which maximizes protection against communicable/infectious diseases for all employees and the public.

Emergency Medical Services	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percent EMS Field ROSC (Return of Spontaneous Circulation) Overall (includes Aystole, PEA, VF)	30.9%	26.8%	27.4%	34.4%	34.0%

## Service Delivery and Staffing Study Implementation Plan

In 2020, PF&R utilized grant funding to contract with an independent consulting firm, Citygate Associates, LLC, to conduct an organizational service delivery and staffing study. The study was conducted over a one-and-a-half-year period with internal and external stakeholder involvement and

concluded in May 2022 with a report consisting of a Technical Report, Map Atlas, and Risk Assessment. The final report highlighted 62 findings and 49 recommendations.

The Citygate team presented their findings and recommendations to the Commissioner-in-Charge, the PFFA leadership, and to Portland City Council over the summer of 2022. The PF&R executive team has used the findings and recommendations as a call to action and constructed an implementation plan to prioritize and operationalize the report recommendations.

Some of the strategies will require further development and include challenges related to HazMat station location, stable future funding for the Community Health Division, facilities investments, obtaining adequate staff capacity and modernizing the bureau, addressing fire station spacing issues, and working with BOEC on shared interests for effective call triaging. The plan and subsequent updates are located at this website:

[Portland Fire and Rescue Service Delivery and Staffing Study | Portland.gov](https://www.portland.gov/transportation/2022/05/10/portland-fire-and-rescue-service-delivery-and-staffing-study)

### First Electric Engine at PF&R

In the fall of 2021, PF&R entered a Joint Development Agreement with Pierce Manufacturing, an Osh Kosh Corporation Company, to place a Volterra, a zero-emissions fire engine (also known as a pumper), into service in the downtown core of Portland at Fire Station 1. This is only the second Pierce Volterra fire engine placed into service thus far nationwide. The location, geographic variances, weather, and run volume of Station 1's Fire Management Area—along with the historical relationship between PF&R and the fire apparatus manufacturer—aligned well with Pierce's goal of improving the development of





this new technology and will be the first step toward PF&R placing an emergency response apparatus into service which assists in meeting the City of Portland’s Climate Action Plan.

The Pierce Volterra is a 42,000-pound GVW fire engine, which has the capacity to seat six firefighters, with an onboard 500-gallon water tank and a single stage, 1500 GPM pump. For all intents and purposes in both appearance and operational capability, this fire engine is identical to the rest of the diesel-powered fleet in service by PF&R. The difference is the patented parallel-electric drivetrain, featuring an electro-mechanical infinitely variable transmission. This allows for zero-emissions operation in most operational situations when powered by the integrated onboard batteries. In less than 90 minutes, these batteries can be charged to full capacity. This battery-powered system is coupled with an internal combustion engine, which provides continuous and uninterrupted power to the pumping system or drive system as needed. The internal combustion engine is leveraged only for back-up power during extended emergency operations. Another benefit to the addition of the Volterra to our fleet of emergency response vehicles is reduced firefighter exposure to known carcinogenic toxins encountered in diesel exhaust fumes. With too many firefighters succumbing to cancer, because of exposures to carcinogens over the course of decades-long careers in the fire service; the introduction of the Pierce Volterra is an important step taken by the City of Portland and PF&R to reduce the incidences of cancer in all current and future members of PF&R.

### Station 23 Fully Operational

PF&R announced the reopening of Engine 23 on June 22, 2023. Station 23 was closed in 2011 due to budget cuts. On November 16, 2017, Station 23 was reopened with a two-person rescue. PF&R received a Safer Grant in 2023 which provided funding for an additional six FTE, allowing PF&R to reopen Engine 23 and provide Fire and Advanced Life Support (ALS) coverage to station 23’s FMA. The Citygate Associates, LLC, study also identified the reopening as a priority to improve response reliability in southeast Portland.



This extraordinary accomplishment was possible due to the mutual interest and joint effort between Bureau Leadership and PFFA Local 43, the bureau's exceptional grant writer, Trisha Schultz, and the Management Services Division led by Kezia Wanner.

PF&R also received advocacy and letters of support from the community and neighborhood association within the FMA. We would also like to acknowledge the bureau's Budget Advisory Committee, the support across two Fire Commissioner's Administrative Offices as well as our federal delegation, Representative Earl Blumenauer, Senator Ron Wyden, and Senator Jeff Merkley. This is also a historic accomplishment for the men and women of PF&R, who amplified their voices and concerns within the community and within the bureau over the last 12 years.

PF&R offers special recognition to the Captain and Station 23 personnel, EOPS, MS&T, and the FMO for their collaborative effort in staffing, BHQ, IT Services, and Logistics to ensure full operational readiness. PF&R has tremendous gratitude and appreciation for our Commissioner In Charge, City Council, and the Mayor for their support in enhancing emergency response coverage, improving emergency response reliability, and restoring critical fire, rescue, and Emergency Medical Services within Station 23's Fire Management Area.

## Community Health

Over the last two years, PF&R has been developing the Community Health Division (CHD) to address community health initiatives within PF&R. PF&R is developing strategies to evolve from a reactive medical response model to proactively addressing the social and behavioral determinants of health which led to community members relying on 911 for regular medical services. Through community connections and education, PF&R can reduce calls to 911, improve patient outcomes, and decrease healthcare system costs. The establishment of the Community Health Division in 2021 illustrates the bureau's commitment to this priority. Identified projects include building out a preventative, community-based health model through partnerships and expansion of the CHAT program and increasing the number of community relationships to develop community-specific health and safety solutions.

The initiatives fall into three distinctive programs:

- Community Health Assess & Treat (CHAT)
- Portland Street Response (PSR)
- Community Connect

## Community Health Assess & Treat (CHAT)

Implemented during FY 21-22, to address the dramatic rise in low-acuity medical calls across the region, PF&R partnered with a nonprofit which provides health care services to low-income Oregonians to create CHAT units.

CHAT goals include:

- Change the system of health care delivery in pre-hospital care settings by responding to low-acuity medical calls, assessing and treating in the field, and following up when feasible and requested within twenty-four (24) hours.
- Direct community members to resources and education on more appropriate medical and healthcare options other than 911 response.



The intent of the program is to address social and behavioral determinants of health barriers, which keep this population from accessing appropriate health care. With a healthcare partnership and financial investment, CHAT will bridge gaps in care with response to specific 911 calls, which include on site assessment, evaluation, and, when appropriate, treatment for non-emergent medical needs.

Community Health Assess and Treat	FY 22-23
Percentage of low-acuity medical calls with a response time of less than 15 minutes	45%
Number of low-acuity medical calls responded to by CHAT Teams	3,278
Percentage of non-urgent medical calls CHAT responds to that are treated in place, without unnecessary transports to hospitals (Emergency Department Diversion)	44%

## Portland Street Response (PSR)

Implemented during FY 19-20, PSR aims to provide trauma-informed response to low-acuity mental, behavioral health crisis, and substance abuse related 911 calls within our community.

PSR goals are to reduce the number of:

- Calls traditionally responded to by Police where no crime is being committed.

- Non-life-threatening mental health, behavioral health, and substance use 911 calls that are transported to the hospitals' emergency department.
- Non-emergency houselessness, mental health, behavioral health, and substance use calls traditionally responded to by Police or Fire.



Portland Street Response	FY 20-21	FY 21-22	FY 22-23
PSR Annual call volume	n/a	2,949	4,760
PSR Average time response	12.51	13.42	17.02
PSR 90th percentile response time	21.50	25.22	28.14
PSR % of calls related to drug or alcohol use	26%	48%	50%
PSR % of calls related to mental health	30%	50%	56%
PSR % of calls involving a houseless individual	69%	65%	82%

## Community Connect

The Community Connect section is designed to function as an extension service between PF&R Community Health programs and community members. The programs housed within this section are:

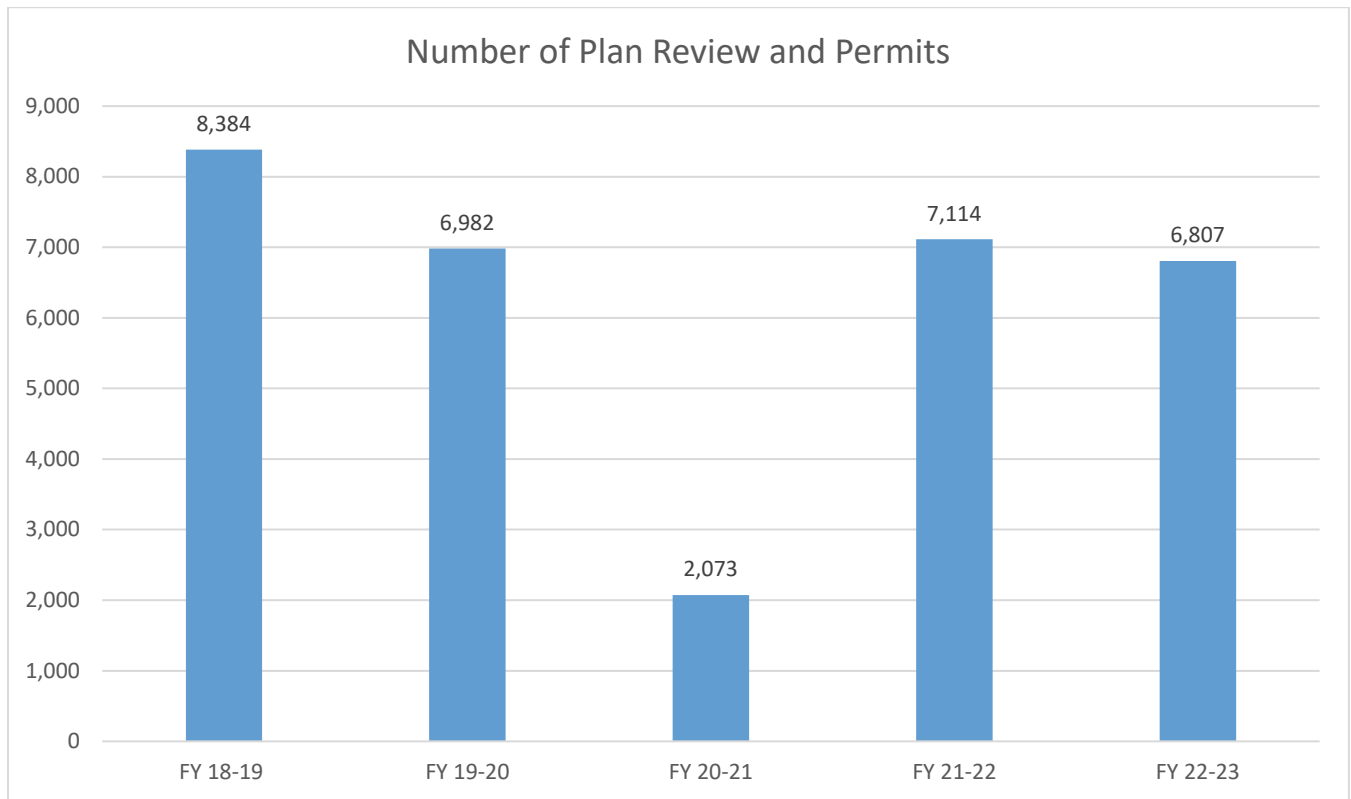
- Meds on Wheels
- Mobile Vaccination Teams
- Community Resource Center
- High-Utilizer Program
- Community Education

# Prevention

The goal of the Prevention Division is to save lives, property, and the environment by preventing fires before they start as well as identify the cause and origin of fires. Under the direction of the Fire Marshal, the Prevention Division works to reduce the frequency and severity of fires and other life-safety incidents through a multi-disciplinary approach that includes education, engineering, and enforcement. As an "exempt" jurisdiction, PF&R's Prevention Division is responsible for most work typically performed by the Oregon State Fire Marshal.

## Plan Review and Permits

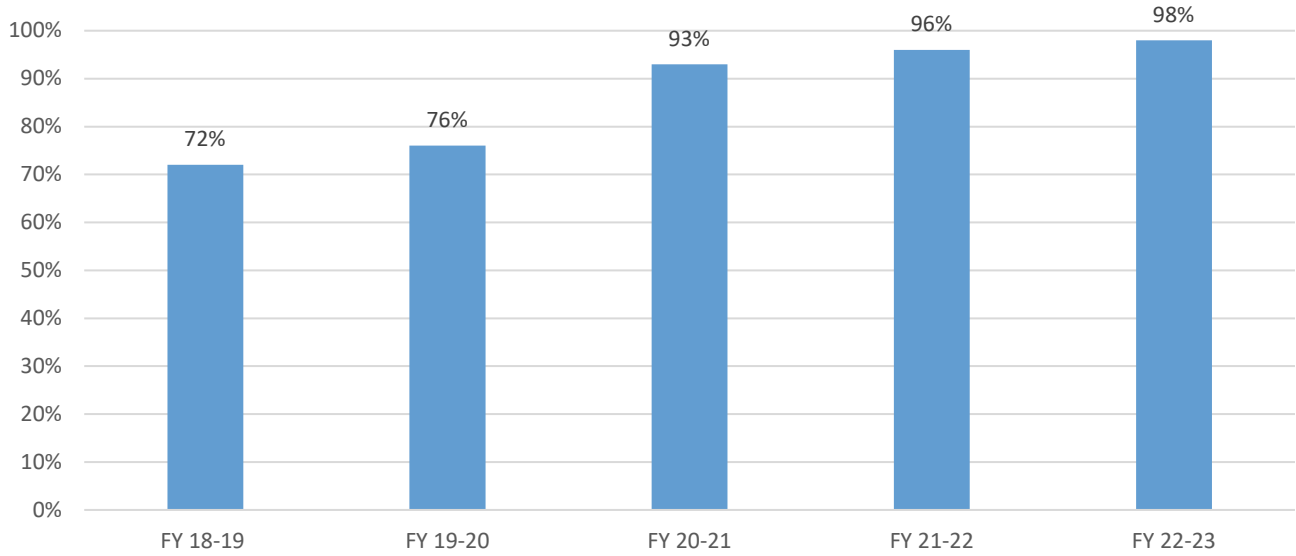
This group evaluates for compliance with fire and life safety codes where construction and development plans are concerned. Inspector specialists also issue permits and provide inspections for short-term, event-driven, and other high-risk activities.



## Inspections

Portland City Code Title 31 authorizes and requires PF&R to inspect all properties except one and two family dwellings. A major responsibility of PF&R's operations is fire prevention. One method employed to reduce the number of fires is to enforce fire regulations. The goal of the program is to reduce the number of deaths, injuries, and the amount of property loss from fire, thus enhancing the public health, safety, and welfare.

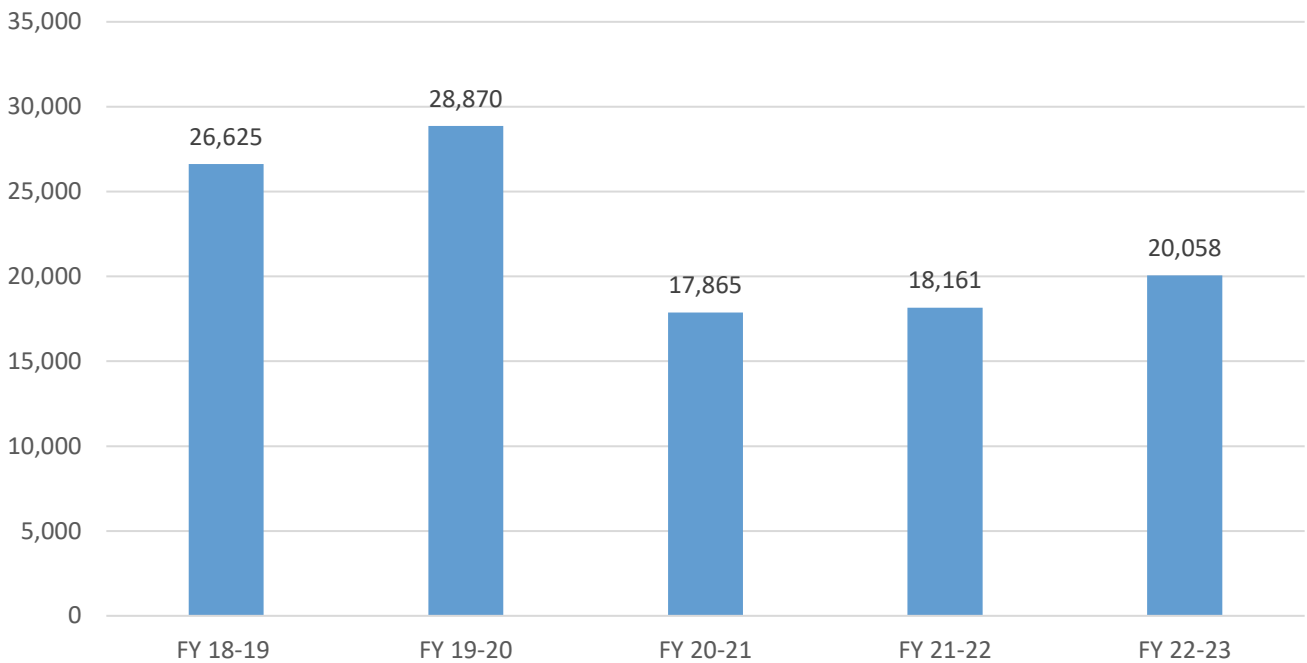
### High-priority occupancies inspected within 27 months



### Code Enforcement

City Code Title 31 authorizes and requires PF&R to inspect all properties except for one- and two-family occupancies and home-based businesses. The goal of the inspection program is to prevent fires from occurring, therefore, reducing the number of fire deaths, injuries, and property loss. Thus, enhancing public health, safety, and welfare for community members.

### Number of Code Enforcement Inspections



## Harbor Master

The Harbor Master is charged by City Code Title 19 with providing inspection and oversight to the maritime industry, floating structures, and waterways. This position regulates fireworks displays over the city’s waterways, conducts code enforcement inspections at moorages, ensures the safe docking of visiting ships, and the safe launch of all new barges and ships.

## Fire Arson and Investigation

Cross-trained in law enforcement, members of this unit save lives and property by determining the cause of fires, identifying arson situations, and putting dangerous criminals behind bars. The Fire Arson and Investigation section is responsible for:

- Determining origins and causes of fires, explosions, and other emergency situations.
- Partnering and working cooperatively with other law enforcement agencies, including the Portland Police Bureau and the U.S. Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF).



Fire Arson and Investigations	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percent of arson cases cleared by arrest or exceptional means	n/a	33%	36%	44%	26%

## Public Education and Communications

The Public Education and Communications Team oversees public education programs, community outreach, and media relations for PF&R. The group provides strategic support to the Fire Marshal's Office and Core leadership, manages the PF&R website, and coordinates educational events and campaigns. Through news releases, social media, and traditional media outlets, the outreach team communicates emergency response information and relevant safety messages to the public.

## Station and Community Partnership Activities

Each fire and rescue station plays an active role as a neighbor in its community. Station personnel interact with neighborhood associations and other community organizations within their Fire Management Area (FMA). All PF&R's fire and rescue stations conduct station tours for school groups, families, and other community members upon request.

During business hours, the public may also come to stations to get their blood pressure checked; find out about things like smoke and carbon monoxide alarms, earthquake, and other disaster preparedness; and learn about the fire and rescue resources which protect their neighborhood. PF&R stations also serve as no-consequence drop off points for needles/sharps found in the community, and as a safe haven for newborns.



Outside the station, firefighters install smoke alarms upon request at homes in their FMA. They also visit schools to give fire safety talks to students.





## Medical Services & Training

Medical Services & Training supports a safe working environment for all PF&R employees by ensuring they have the knowledge, skills, and abilities to perform their jobs safely and effectively. These activities range from in-service training on new techniques and equipment to on-going training to meet recertification requirements for state and federal agencies.

### Emergency Medical Services (EMS)

EMS provides oversight and management of the training, certifications, policies, and procedures necessary to function as EMS first responders.

### In-Service Training

In-service training performs research, analyzes trends, and develops and delivers ongoing training, testing, and skills maintenance for PF&R personnel. Firefighters are exposed to a vast array of incident types and need continuous training to prepare them with the necessary skills, abilities, and experience to respond safely and effectively.

In-Service Training	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Hours of in-service training per sworn employee	120	63	78	217	125

### Recruitment

PF&R's Recruiter facilitates the firefighter recruitment and hiring process. In addition, the Recruiter coordinates and attends outreach activities such as local and regional job fairs, cultural events, and community service events to provide information to individuals and answer questions about a career in firefighting. The Recruiter's efforts are critical to attracting a diverse pool of candidates to PF&R who may not have otherwise considered a career in firefighting.

Recruitment	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percent of new sworn hires who are women	8%	14%	9%	0%	23%
Percent of new sworn hires who are men of color	33%	24%	14%	15%	10%
Percent of new sworn hires who are women of color	0%	5%	9%	0%	3%
Percent of new sworn hires who are two or more races, to include person of color (non-gender specific)	33%	38%	0%	19%	17%

Recruitment	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Number of outreach events attended to connect and recruit communities of color	30	24	0	11	16

### Training Academy

The Training Academy provides new firefighters with the academic knowledge and physical skills needed to perform their jobs safely. Firefighters who successfully complete the academy transition to an active fire station where they are closely supervised and receive on-the-job experience.

Training Academy	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percentage of new recruits who complete academy and probation	96%	90%	96%	92%	90%

### Television Services

This group maintains a live television studio and develops in-house training videos, which allows and supports in-service training and communication to occur within the fire stations while the crews remain in service. In addition, TV Services’ programming line-up serves as an important communication tool from PF&R’s leadership to all bureau personnel.

### Safety Officer

PF&R has continuously worked to create a culture of safety for all employees. The Safety Officer is charged with monitoring safety throughout PF&R and develops and implements policies which increase the safety of emergency response personnel. This position responds to all multiple-alarm fires and unusual incidents, acting as the Incident Safety Officer. The Safety Officer performs post-incident reviews of all major incidents and makes recommendations for improving firefighter safety based on past events.

### Firefighter Safety and Health Programs

#### Cancer Reduction Efforts Continue

Firefighter safety, health, and wellness are a top priority for PF&R. Multiple studies have demonstrated firefighters have higher cancer risks for many types of cancers compared to the general population due largely to chemical carcinogens in burning materials and other exposures.

In FY 2020-21, PF&R applied for and received a grant to install Source Capture Exhaust Systems in PF&R's 31 stations. Source Capture Exhaust Systems remove diesel exhaust from stations to reduce carcinogenic exposures to firefighters. The installation of these systems in fire stations are anticipated to be completed during FY 2021-22 and FY 2022-23.

In FY 2021-22, PF&R provided tobacco cessation training to all members. The training included the documented increased risk of cancer for firefighters, PF&R's cancer reduction and mitigation efforts, and the City of Portland's health and cessations benefits.

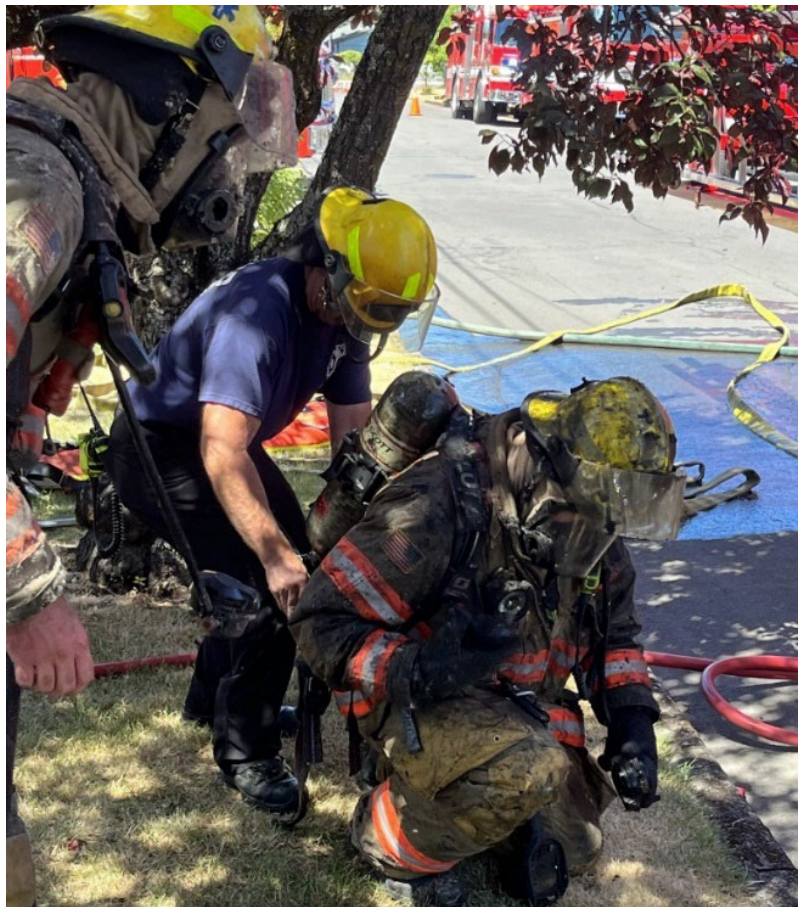
In FY 2022-23, PF&R worked with OHSU doctors (Dr. Kuehl and Dr. Norton) to provide education to our members regarding a healthy diet and its relation to cancer risks. We specifically focused on encouraging members to reduce the intake of processed meat at stations and informed personnel of the increased risk of cancer with from diets taking in high amounts of processed meats.

We developed a screening tool and survey for Dr. Norton to present to employees on Colon Cancer screening protocols and options. We researched and presented cancer screening options via OHSU MDs with Wellness shows, email, and phone calls to encourage participation in colorectal cancer screening. We worked with the City of Portland Benefits office so both Kaiser and MODA insured employees could participate for free. Those who chose to participate were mailed kits to their home and provided with return postage. Working together alongside OHSU we were informed of several instances where cancer was detected and treated.

### **Firefighter Health and Wellness Efforts Continue**

PF&R has adopted and implemented the IAFF/IAFC Wellness Fitness Initiative, which is the gold standard of Health and Wellness Programs to continuously improve the wellness of PF&R's firefighters.

In FY 2020-21, accomplishments included:



- Tracked and supported members to get their NFPA 1582 annual physical examination and beginning October 1, 2020, firefighters were authorized to get their NFPA 1582 annual physical while on-duty.
- Enrolled firefighters in OHSU collaborative sleep study to access cardiovascular and sleep health, family dynamics, safety, and schedule acceptance.
- Provided EAP, peer support, and specific mental health resources.

In FY 2021-22, accomplishments included:

- Participated in a larger OHSU collaborate sleep study to access cardiovascular and sleep health, family dynamics, safety, and schedule acceptance.
- Purchased and upgraded physical fitness equipment to allow members to remain physically fit.
- Provided behavioral health benefits information to ensure timely access to mental health services.

In FY 2022-23, accomplishments included:

- Received the overall data from the OHSU sleep study, which indicated positive benefits of the new 1/3/2/3 schedule and how it improved the mental health of our members.
- Increased available days to schedule NFPA physicals and improved the scheduling process for crews and travelers.
- Conducted annual Fitness Assessment, which allowed members to compare to their 2022 results.
- Continue to update and improve station fitness equipment to encourage members to stay motivated and physically fit.



# Management Services

Management Services supports Business Operations and Logistics to provide administrative support for all of PF&R's programs and services.

## Business Operations

The Finance staff ensures compliance with the City's financial, procurement, and other administrative policies, procedures, and guidelines. The Finance staff coordinates budget development and monitors budget execution. They also provide accounting, contracting, purchasing, and grant management services. In addition, this section handles Council document filing, personnel actions, FMLA coordination, and payroll processing.

The Performance and Data Analytics staff provides data analysis and statistical research for the bureau. This section is also responsible for many special projects, including the Standard of Coverage, developing software requirements and solicitations, and project management.

The Special Projects and Administrative Services staff provides strategic planning coordination and reporting and prepares the annual performance report. This section is responsible for ensuring that the bureau's General Orders and Operational Guidelines are updated. Additionally, this section manages PF&R's telecommunications and mobile devices program, fire code appeals process, user guide updates, and provides general administrative support and customer services.

The Information Technology staff works with the Bureau of Technology Services (BTS) to provide IT support and coordination, including the day-to-day technology needs of 31 fire stations and five other PF&R facilities as well as large software projects. Additionally, PF&R has 2.5 FTE BTS applications services staff dedicated to the bureau.

Business Operations	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Newly awarded grants	\$2.0 M	\$1.0 M	\$2.3 M	\$7.8 M	\$3.2 M
Percent of contracts awarded to vendors with COBID	5%	n/a	6%	0%	25%

## Logistics

The Logistics Section is responsible for ensuring all fire stations, facilities, and apparatus are maintained and all stations have the supplies necessary to conduct operations. This section is also responsible for overseeing the General Obligation (G.O.) Bonds, which funds existing stations seismic upgrade, new stations construction, and aging apparatus replacement.

Logistics	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Percent of frontline apparatus at or near end of useful life	10%	7%	17%	6%	10%
Percent of City fleet vehicles allocated to Fire which are electric or hybrid	42%	39%	40%	41%	39%
Percentage of total spending on station supplies which is spent on green products	50%	20%	33%	33%	35%
Number of ADA barriers removed	42	31	15	18	0

PF&R revised how some performance data are calculated; therefore, some performance data may have changed from previously published reports. All fiscal year data in this report was recalculated with the new method.

