

# PORTLAND FIRE & RESCUE

## Annual Performance Report

### Fiscal Year 2023-2024





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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 630,000 residents. In Fiscal Year (FY) 2023-24, PF&R responded to over 92,000 calls for emergency services and was comprised of approximately 800 full-time equivalent (FTE) employees with an operating budget of \$181 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.

Medical Services & Training, and Management Services, including Business Services and Logistics, largely provide internal support to the bureau's 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 Assess & Treat (CHAT) units, Portland Street Response (PSR), and nurse triage.

Incidents (Situation Found)	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Total number of incidents	85,048	88,089	87,532	91,581	92,046
Fire incidents	3,045	4,581	4,053	4,164	3,479
Medical incidents	56,779	54,463	52,930	54,923	54,484
Other incidents	25,224	29,045	30,549	32,494	34,083

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 is staffed with four personnel, and all personnel are trained at an EMT-Basic level at a minimum. Constant staffing is 171 daily and is staffed consistent with the National Fire Protection Association (NFPA) 1710.

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

Fires	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Number of civilian deaths due to fires	3	10	10	3	12
Responses to high-priority incidents with 5:20 (turnout and travel)	54%	49%	48%	44%	43%
Structural fires where flame spread confined to room (no tents)	69%	60%	62%	63%	66%
90 <sup>th</sup> percentile response time to high-priority incidents	7.36	7.57	7.55	8.19	8.27
High-priority responses with a turnout of less than 80 seconds	51%	47%	43%	40%	39%

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 reviewing emergency medical protocols and providing medical oversight and guidance.

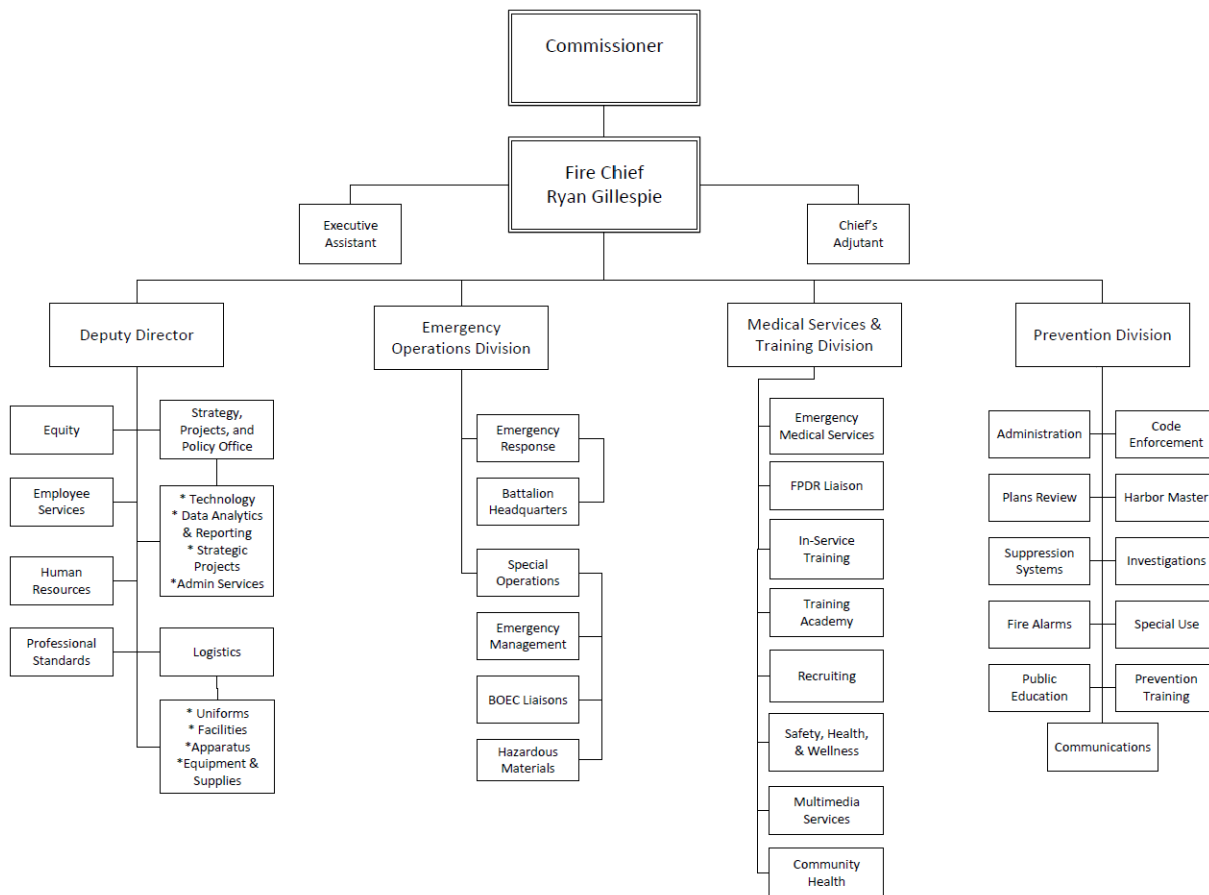
Every firefighter is an Emergency Medical Technician (EMT) trained to provide basic life support, including Cardio-Pulmonary Resuscitation (CPR) and first aid. In addition, PF&R has certified paramedics who carry advanced life-saving equipment and medication. PF&R staffs each front-line engine, several 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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Percent EMS Field ROSC (Return of Spontaneous Circulation) Overall (includes Aystole, PEA, VF)	26.8%	27.4%	34.4%	34.0%	34.0%

## Organization Chart

PF&R is divided into the Chief’s Office and four functional areas, which include the Deputy Director’s Office, the Emergency Operations Division, the Medical Services & Training Division, and the Prevention Division.

### PORTLAND FIRE & RESCUE



## 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 cover some of the division's expenditures.

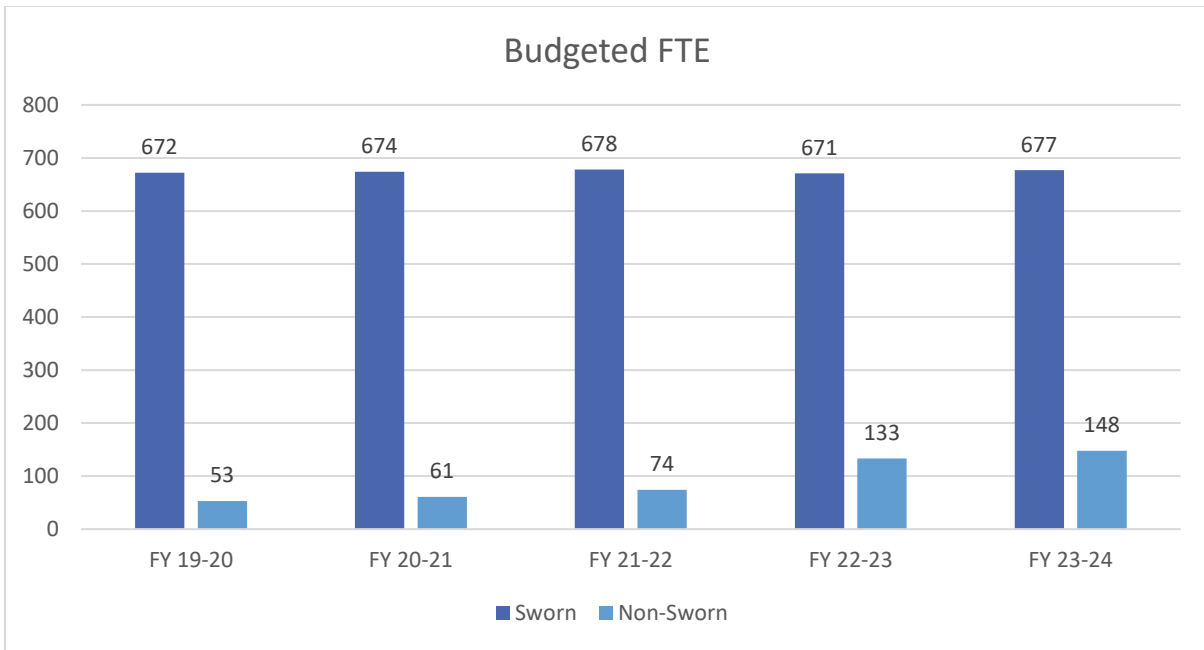
Fiscal Year	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
General Fund Discretionary	107,180,580	117,573,441	117,857,380	144,412,942	152,738,772
Fire Capital Fund	8,648,806	0	505,042	2,650,000	0
Interagency Agreements	9,181,291	10,629,937	12,097,328	14,552,906	17,632,188
Licenses & Permits	3,539,789	2,057,686	2,612,107	3,238,241	3,082,221
Charges for Services	1,909,848	1,731,419	1,999,632	2,188,656	2,015,395
Inter-Governmental	527,527	3,354,394	2,118,365	1,337,575	1,215,987
Grants	2,143,687	337,566	9,960,735	7,766,065	3,498,100
Misc. & GF Overhead	755,493	388,080	326,524	397,552	423,957
<b>Total</b>	<b>\$133,887,021</b>	<b>\$136,072,523</b>	<b>\$147,477,113</b>	<b>\$176,543,937</b>	<b>\$180,606,620</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.

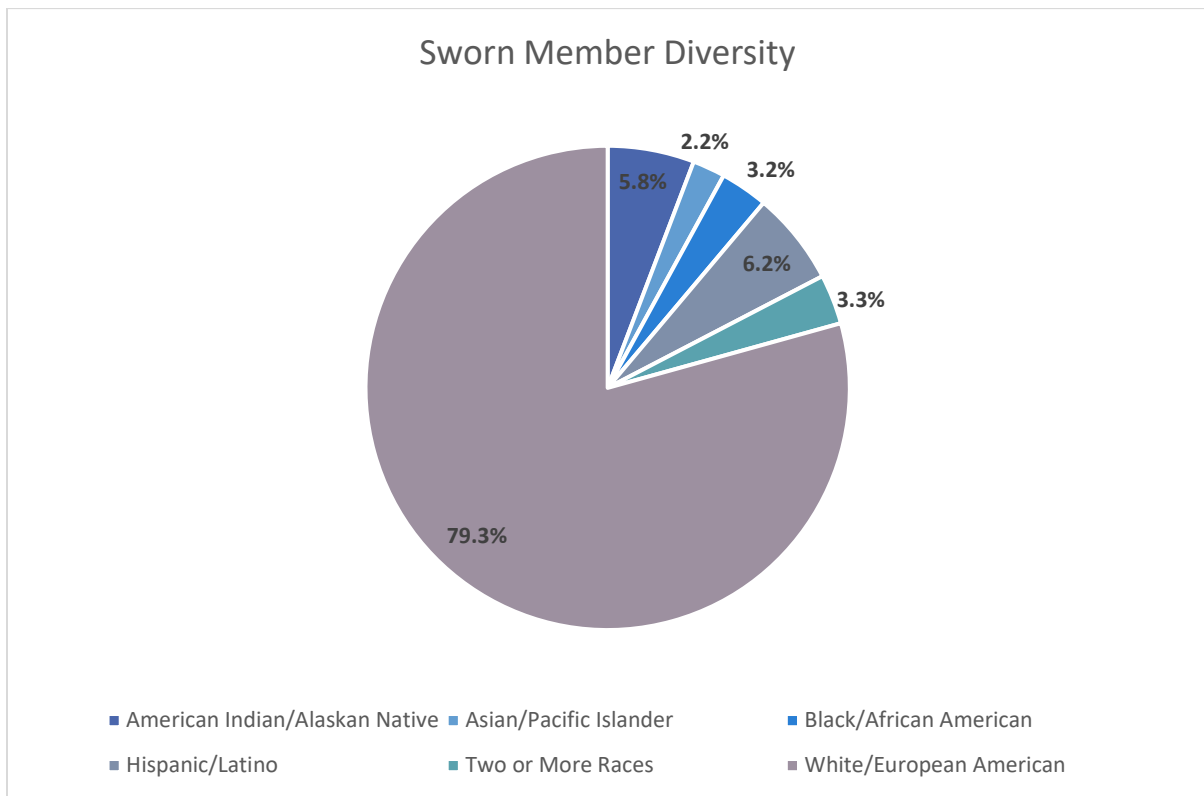
Fiscal Year	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Personal Services	111,680,133	121,513,063	126,950,588	146,584,309	159,631,201
External Material & Services	7,466,988	6,325,760	7,280,511	11,224,493	9,425,061
Internal Material & Services	7,356,982	7,166,546	8,335,961	10,931,107	11,085,425
Capital Outlay-General Fund	4,509,868	0	4,431,600	5,124,028	464,933
Capital Outlay-Grants	2,066,050	1,067,154	0	0	0
Transfer to Fire Capital Fund	807,000	0	478,453	2,650,000	0
<b>Total</b>	<b>\$133,887,021</b>	<b>\$136,072,523</b>	<b>\$147,477,113</b>	<b>\$176,513,937</b>	<b>\$180,606,620</b>

## Personnel

PF&R's sworn personnel have remained consistent over the last several years. The number of non-sworn employees increased beginning FY 20-21 as the Portland Street Response program started to be developed and continued to expand over FY 21-24. The Community Health Access and Treat program began to be developed in FY 21-22 and continued to expand in FY 22-24.



PF&R tracks and monitors member 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  
Firefighter Anthony Braxton



Safe Driver of the Year  
Firefighter Sam Mulder



Medical Provider of the Year  
Firefighter Jason Stein



Civilian of the Year  
Business Systems Analyst III Leon Hart





## 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.

The Chief ensures PF&R complies with Federal, State, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation.

Under the direction of Fire Chief Ryan Gillespie, PF&R has implemented an updated Strategic Plan for 2023-2025, organized around six priorities. The bureau is implementing the priorities through multiple targeted initiatives of Prioritizing Core Services, Community Health, Prevention & Education, Workplace Culture, Employee Health & Wellness, and Sustainable Practices.

## All-Hazards Response – 24/7

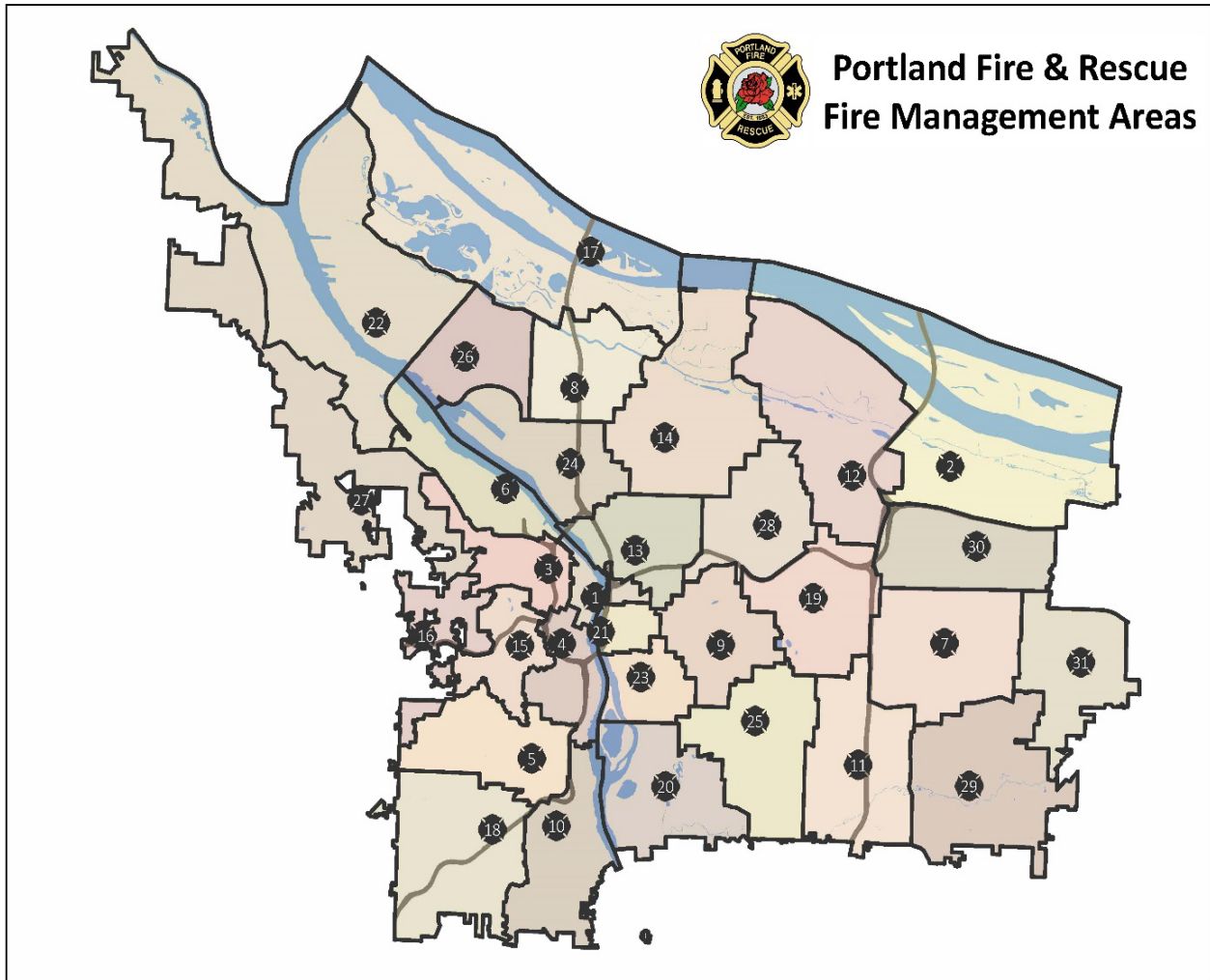
### Emergency Operations Network and Service Area



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's, with one station managing emergency response in each FMA. The following map displays PF&R's fire and rescue stations and FMAs.



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, 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.

Staffed Apparatus
29 Engines
8 Trucks
2 Quints
1 Heavy Rescue

### 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 92,000 emergency incidents in FY 2023-24.

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, 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. 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.

## 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 provides substantial cost efficiencies, thus saving Portland taxpayers' 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 measurement is response time. Timely emergency response is at the very core of every fire department's mission.

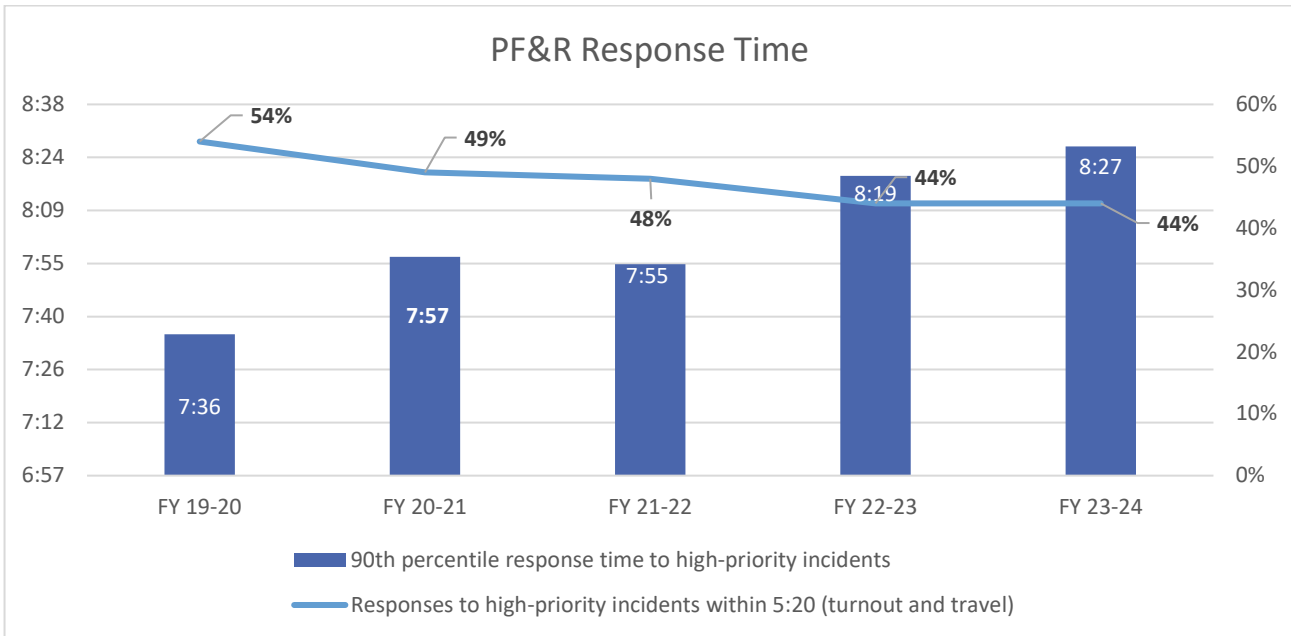
### Response Time

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 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.

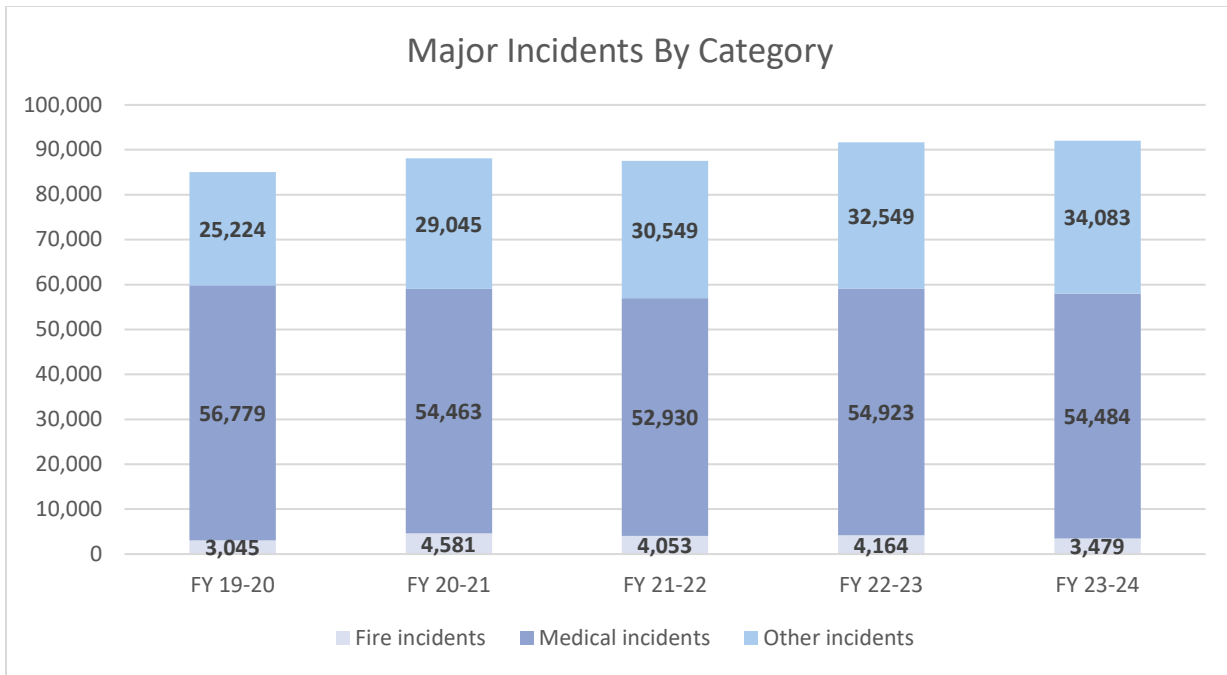


### Incidents

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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Percent EMS Field ROSC (Return of Spontaneous Circulation) Overall (includes Aystole, PEA, VF)	26.8%	27.4%	34.4%	34.0%	34.0%

### Update on PF&R’s Insurance Services Office (ISO) Rating

Approximately every 10 years, the Insurance Service Office (ISO) conducts an analysis of the structural fire suppression delivery system we provide to the community. PF&R is excited to announce we have retained the 02/2Y rating, which became effective November 1, 2023. ISO has evaluated and classified over 39,000 fire protection areas across the United States and the rating places PF&R in the top 5.3% of fire protection areas in the country.

During the evaluation, tests were conducted for Emergency Communications (emergency reporting, telecommunications, and dispatch circuits); Fire Department (engine companies, reserve pumpers, pump capacity, ladder/service companies, reserve ladder/service trucks, deployment analysis, company personnel, training, operational considerations, and community risk reduction); and Water Supply (supply system, hydrant size, type and installation, and inspection and flow testing of hydrants).

ISO's Public Protection Classification (PPC) program plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers - including the largest ones - use PPC information as part of their decision-making when deciding what business to write, coverages to offer, or prices to charge for personal or commercial property insurance. Communities whose PPC improves may get lower insurance prices.

This rating reflects the continued commitment by management, emergency personnel, and support staff to ensure the best possible protection and emergency response to our community.



## Community Health

Over the last three years, PF&R has been developing the Community Health Division (CHD) to address community health initiatives within PF&R. In FY 23-24, the programs within CHD were moved to the Medical Services & Training Division. 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 two distinctive programs:

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

### 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 that provides healthcare services to low-income Oregonians to create CHAT units.

CHAT goals include:

- Change the system of healthcare 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 healthcare. 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	FY 23-24
Percentage of low-acuity medical calls with a response time of less than 15 minutes	45%	81%
Number of low-acuity medical calls responded to by CHAT Teams	3,278	3,947
Percentage of non-urgent medical calls CHAT responds to that are treated in place, without unnecessary transports to hospitals (Emergency Department Diversion)	44%	37%

### Portland Street Response (PSR)

Implemented during FY 19-20, PSR aims to provide trauma-informed response to low-acuity mental health and behavioral health crises, 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 departments.
- 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	FY 23-24
PSR Annual call volume	n/a	2,949	4,760	11,821
PSR Average time response	12.51	13.42	17.02	15.66
PSR 90th percentile response time	21.50	25.22	28.14	27.61
PSR % of calls related to drug or alcohol use	26%	48%	50%	42%
PSR % of calls related to mental health	30%	50%	56%	45%
PSR % of calls involving a houseless individual	69%	65%	82%	59%

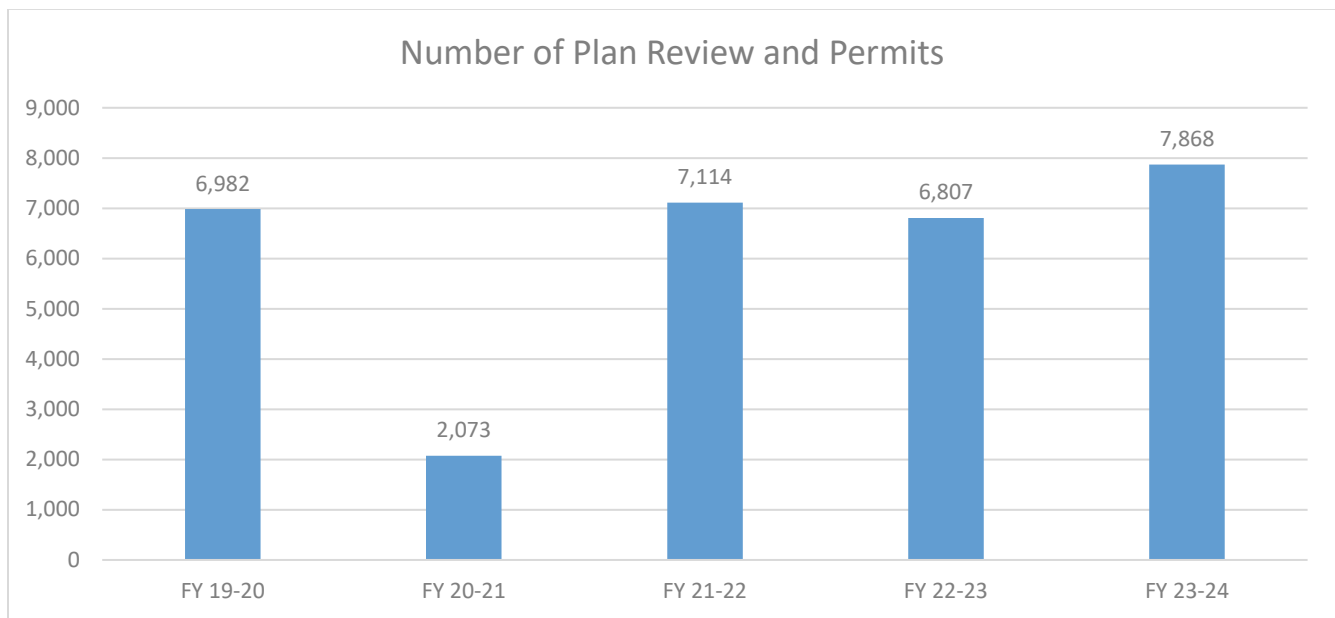
Effective July 1, 2024, the Portland Street Response program will move from PF&R and be under the direction of the Office of the Public Safety Deputy City Administrator.

## 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

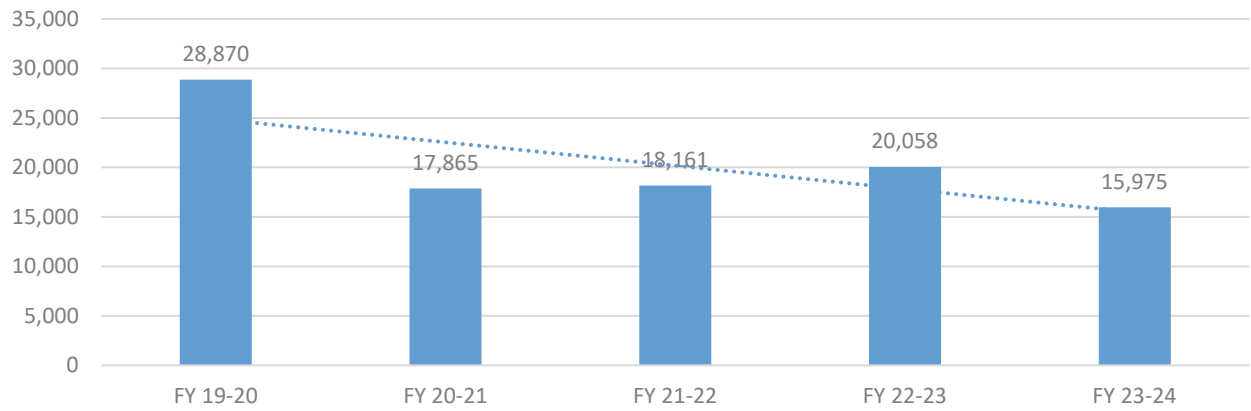
This group evaluates compliance with fire and life safety codes where construction and development plans are concerned. Inspector specialists also issue permits and provide inspections for short-term, event-driven, and other high-risk activities.



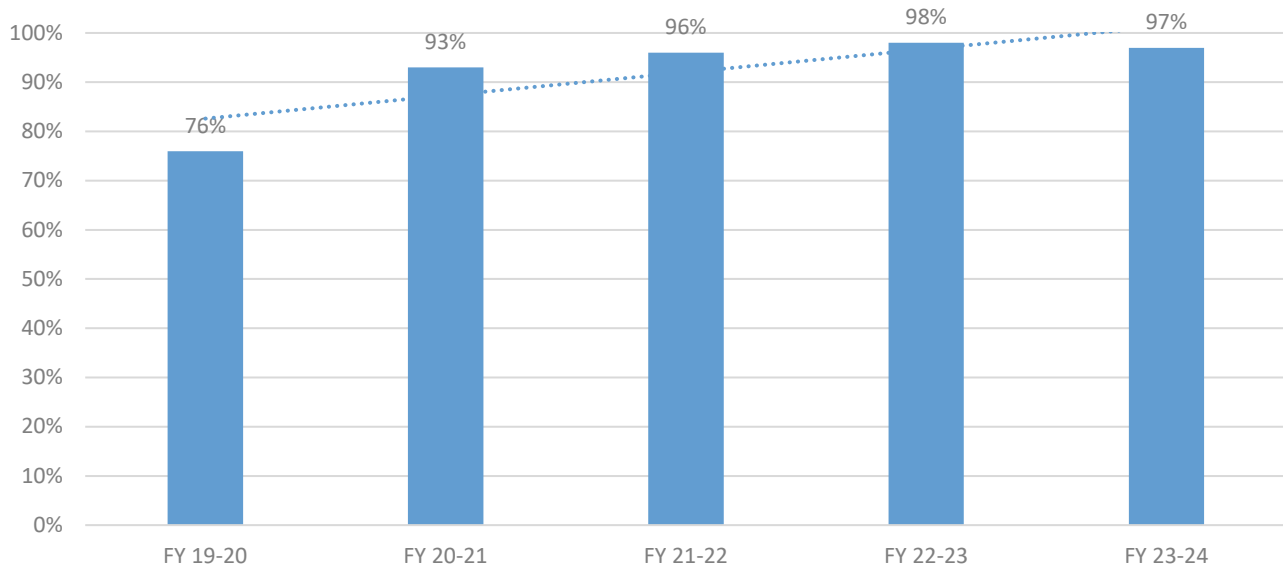
### Code Enforcement Inspections

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.

### Number of Code Enforcement Inspections



### High-Priority Occupancies Inspected Within 27 Months



## Harbor Master

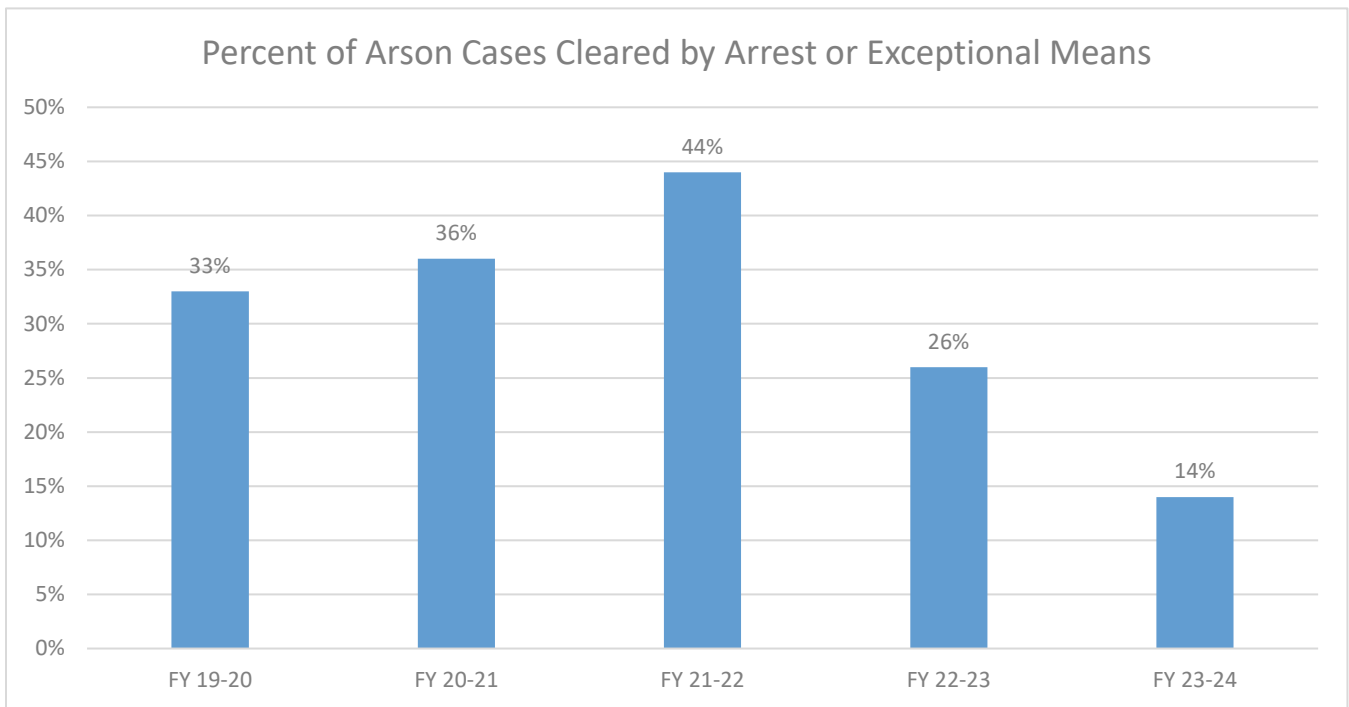
The Harbor Master is charged by City Code Title 19 with providing inspection and oversight to the maritime industry, floating structures, and waterways. This position regulates fireworks displays over the city's waterways, conducts code enforcement inspections at moorages, and ensures the safe docking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



## 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 that 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 ongoing 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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Hours of in-service training per sworn employee	63	78	217	125	202

### 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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Percent of new sworn hires who are women	14%	9%	0%	23%	8%
Percent of new sworn hires who are men of color	24%	14%	15%	10%	4%
Percent of new sworn hires who are women of color	5%	9%	0%	3%	4%
Percent of new sworn hires who are two or more races, to include person of color (non-gender specific)	38%	0%	19%	17%	15%
Number of outreach events attended to connect and recruit communities of color	24	0	11	16	38

## 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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Percentage of new recruits who complete academy and probation	90%	96%	92%	90%	79%

## 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.

# Office of the Deputy Director

## Business Operations

The Office of the Deputy Director oversees budget development and monitors budget execution, coordinates Professional Standards, Equity, and Personnel programs, liaisons with the Public Safety Service Area who provides accounting, contracting, purchasing, grants management, personnel action, and payroll processing services to the bureau, and oversees the following additional activities.

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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Newly awarded grants	\$1.0 M	\$2.3 M	\$7.8 M	\$3.2 M	\$0.4 M
Percent of contracts awarded to vendors with COBID	n/a	6%	0%	25%	0%

### Logistics

The Logistics Section is responsible for ensuring all fire stations, facilities, and apparatus are maintained, and 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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Percent of frontline apparatus at or near end of useful life	7%	17%	6%	10%	10%
Percent of City fleet vehicles allocated to Fire which are electric or hybrid	39%	40%	41%	39%	45%
Percentage of total spending on station supplies which is spent on green products	20%	33%	33%	35%	40%
Number of ADA barriers removed	31	15	18	0	20

*In FY 2022-2023, 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 using the new method.*

