



# **PORTLAND FIRE & RESCUE**

## **Annual Performance Report**

### **Fiscal Year 2016-17**



## Our Vision

Our Community is safe and protected from fire, medical, and other emergencies.



## Our Mission

Portland Fire & Rescue proactively, safely, and aggressively protects life, property, and the environment.

## Our Principles

Our Principles illustrate the values we live by—the truth about how we do our work, how we relate to our co-workers, and how we present ourselves to the public.

- We are an integral, engaged, and approachable part of our neighborhoods.
- We are experts in prevention and emergency response.
- We are dedicated to diversity, equity, and inclusion in our workplace and the communities we serve.
- We are fiscally accountable and environmentally responsible.
- We are committed and accountable to each other because everyone's safety depends on it.

# What's New About Your Fire Department

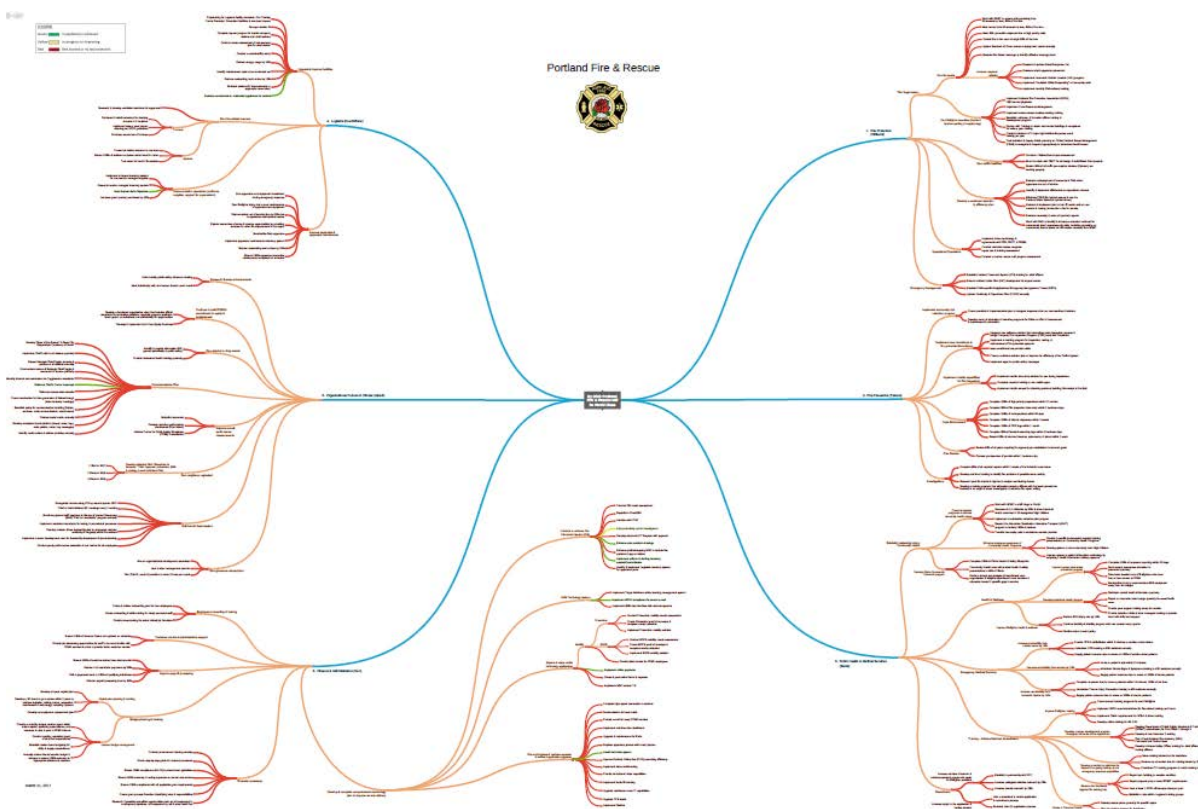
## New Strategic Plan 2017-2020

Under the direction of Fire Chief, Mike Myers, Portland Fire & Rescue (PF&R) developed a new Strategic Plan. Chief Myers personally visited each fire station during each shift, 90 visits in all, to discuss the Strategic Plan and solicit input from all assigned members. During the visits, members were provided an opportunity to register their ideas and areas of concern. Additionally, Chief Myers met with numerous other workgroups throughout PF&R to solicit input.

Each division worked on their section of the Strategic Plan. Goals were developed for every aspect of PF&R including fire protection, prevention, public health, information technology, firefighter health and safety, finance, labor relations, equity and outside partnerships. The new plan is organized by specific tasks and goals that are individually assigned to a staff member to increase the accountability of reaching each goal or completing each task by 2020. Additionally, PF&R developed a scorecard system which is reported on quarterly regarding new targets and achievements.

PF&R's Strategic Plan for 2017-2020 is in the form of a Coggle. Coggle is a mind mapping software that produces a visual representation of information. Large wall maps of the Coggle (42" x 60") were created and are posted in all PF&R facilities, as well as on the PF&R website:

<https://www.portlandoregon.gov/fire/coggle>





As part of the Strategic Plan process, PF&R developed a new education campaign “Zero is Our Hero” and mascot “Nil.” This campaign brings into sharp focus several of PF&R’s new Strategic Plan goals:

- **Zero Fire Deaths**

Aggressively working toward eliminating fire deaths in the City of Portland through fire prevention, education, and rapid response.

- **Zero Neighbors Neglected**

Evaluating the health and social issues in each neighborhood and proactively providing the appropriate resources for a healthier community.

- **Zero Firefighter Casualties**

Eliminating work-related deaths and incident injuries (resulting in hospital stay) through proactive training, programs, and equipment maintenance and replacement.

- **Zero Traffic Fatalities**

Joining forces with public and private partners to eliminate all traffic-related deaths and make Vision Zero a reality.

MAKING PORTLAND SAFE			
<b>PARTNER</b> We will address challenging public health and social issues facing each neighborhood alongside community collaborators because we are better together.	<b>ADVOCATE</b> We will champion diversity and equity by ending disparities in the workplace and strengthening community outreach, public engagement, and access for underrepresented groups.	<b>PROTECT</b> We will take measures to make Portland the safest city of our size in the U.S. by increasing response reliability, decreasing mortality, and implementing fire prevention innovations.	<b>ADVANCE</b> We will work to be the most sustainable fire department in the U.S. by investing in renewable energy, recycling, and reducing our carbon footprint.



# PF&R Quick Facts FY 2016-17

## City Information

Resident Population	639,863
Total Service Area square miles	160.4
Land Service Area square miles	142.4
Water Service Area square miles	18.0

## Budget/Personnel

Total Budget	\$119,777,276
Operating Budget	\$118,079,027
Capital Budget	\$ 1,698,249
Total Personnel Budgeted	722 FTE
Sworn Personnel Budgeted	672 FTE
Civilian Personnel Budgeted	50 FTE

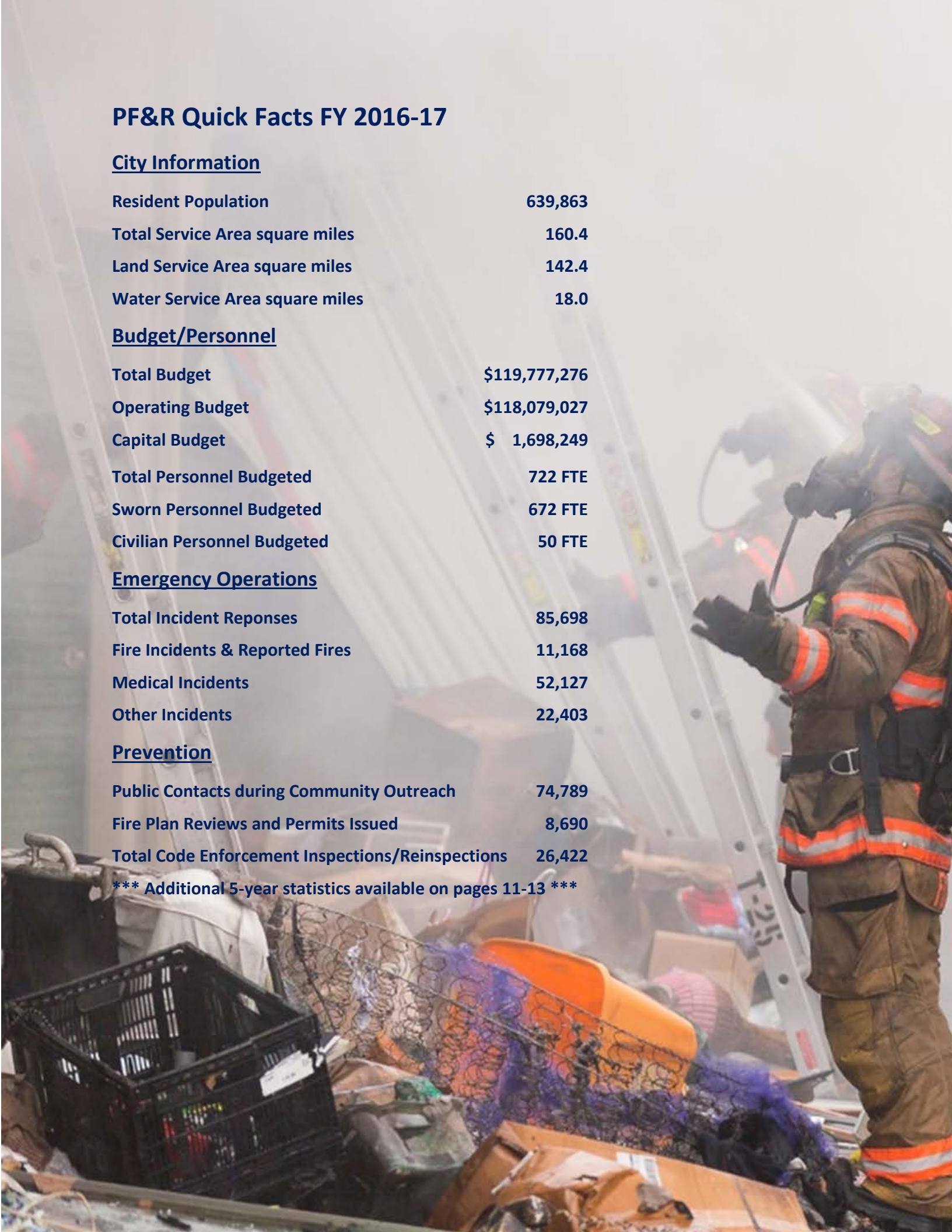
## Emergency Operations

Total Incident Responses	85,698
Fire Incidents & Reported Fires	11,168
Medical Incidents	52,127
Other Incidents	22,403

## Prevention

Public Contacts during Community Outreach	74,789
Fire Plan Reviews and Permits Issued	8,690
Total Code Enforcement Inspections/Reinspections	26,422

\*\*\* Additional 5-year statistics available on pages 11-13 \*\*\*



## NW 23<sup>rd</sup> and NW Glisan Gas Explosion

On October 19, 2016, Portland experienced one of its worst public safety disasters, which took place at NW 23rd and NW Glisan. A construction contractor using a backhoe accidentally breached a one-inch underground natural gas pipeline that caused a gas leak. A pair of blasts in quick succession ripped apart two buildings near NW 23rd Avenue and NW Glisan Street, less than an hour after the gas leak was reported. The explosion rocked the Pearl District, known for its bustling scene of trendy shops and restaurants, producing a plume of billowing smoke visible across the city.

Portland firefighters responded rapidly after the report of the gas leak. Portland Fire & Rescue was on the frontline going toward danger to ensure the safety of Portland community members. Lt. Peter St. John made the decision to pull fire alarms, evacuate buildings in the area, and have firefighters put on air masks. Putting his training, instincts, and tactics into action quickly, undoubtedly saved many lives.

Everyone knows that the job of firefighter is very dangerous. Unfortunately, two of PF&R's firefighters were injured in the line of duty because of the gas explosion. Because of their diligence on the job, their injuries were not life-threatening and both recovered.





## Ceremony of Honor



Twice a year, PF&R holds an awards ceremony to celebrate the heroic efforts of our firefighters, our partners in public safety, and residents who have reacted to an emergency in their daily lives. The PF&R awards committee takes a considerable amount of time to carefully review each of the entries presented to them over several months and select who and what awards will be given at one of our two ceremonies, one held in the spring and one in the fall.

This year we tried something different. PF&R created something special out of this semi-annual process. This was the first year of the new annual “Ceremony of Honor.” The “Ceremony of Honor” will happen every spring and the “Awards Ceremony” will be held every fall.

The “Ceremony of Honor” continues with the tradition of recognizing our local heroes, but it will also be an opportunity to celebrate where PF&R is as a department. The following was part of this year’s special event:

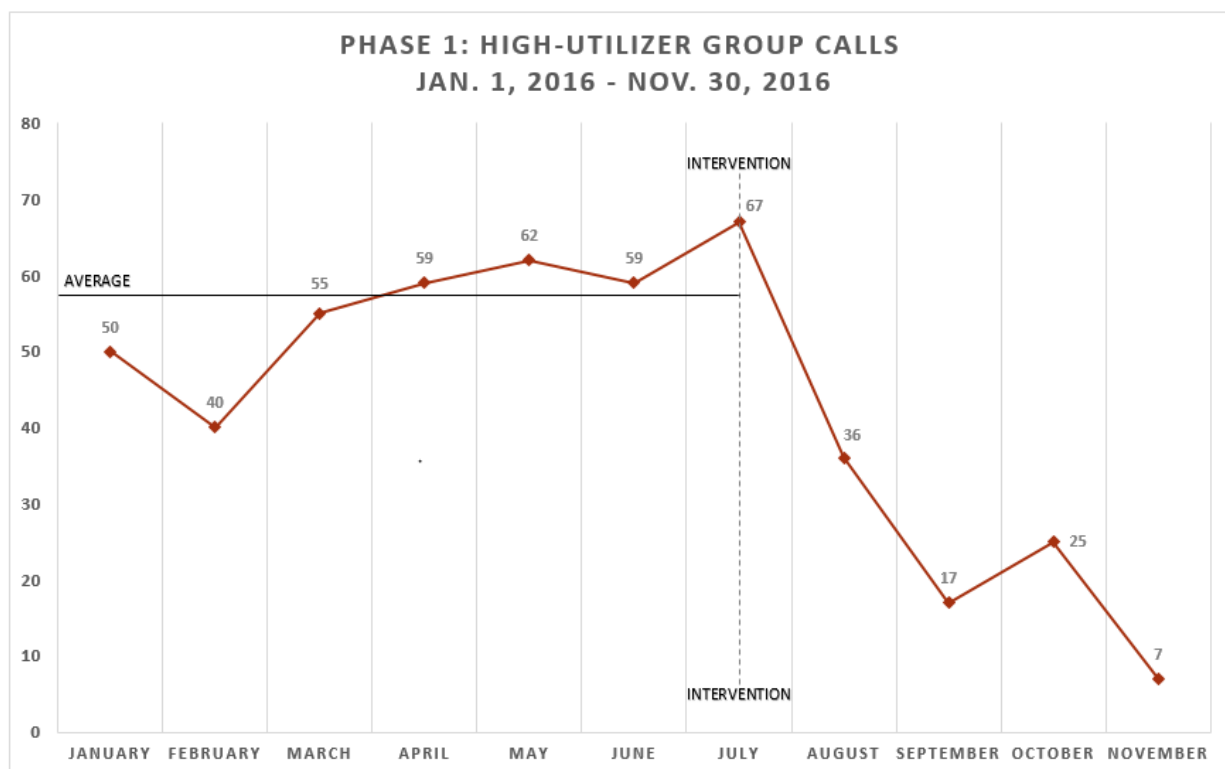
- Music provided by FF Michael Sheridan
- Pipe & Drum performance by FF Gregg Rose and local Pipe & Drum members
- Presentation of Colors by PF&R Honor Guard
- Comments by Mayor Ted Wheeler and Commissioner Dan Saltzman
- State of the Bureau Address by Chief Mike Myers
- Awards, promotions, Years of Service presentation
- “Journey of the Badge” presentation for current firefighter trainees



## Community Health Assessment Team

The Community Health Assessment Team (CHAT) program was implemented in July 2016, and was designed to work with frequent 9-1-1 callers to identify health and social service resources that will reduce their dependence on the emergency medical system. The CHAT program began tracking 30 individuals in a High-Utilizer Group (HUG) – those individuals calling 9-1-1 repeatedly more than three times per month.

The CHAT program saw an 87% reduction in the control group of frequent callers. Persons are removed from the HUG list after they have not called 9-1-1 for three months. Since the initial tracking of the first HUG ended, only one person has reemerged as a frequent caller. Success in this program is attributed to identifying the root cause of the frequent calling and finding more appropriate ways to address the underlying issues. This program is meeting the objective of reducing 9-1-1 calls and, more importantly, improving the medical outcomes of people in the community.



JANUARY-JULY AVERAGE # OF CALLS (PER MONTH): 56 calls

NOVEMBER AVERAGE # OF CALLS: 7

TOTAL MONTHLY CALL REDUCTION: **87%**



## Automatic Vehicle Location

For decades, PF&R has relied on a dispatching model that utilizes the physical locations of each fire station to determine which fire units are recommended to specific incident locations. This method of dispatching focuses on the static boundaries of zones (fire blocks,) in each Fire Management Area (FMA). Consequently, the dispatch recommendation does not always yield the closest fire responder.



To better allocate fire resources to incidents, PF&R has partnered with the Bureau of Emergency Communications (BOEC) to implement Automatic Vehicle Location (AVL). Nearly all PF&R emergency response apparatus and vehicles are equipped with Global Positioning System (GPS) hardware which transmits real-time unit location information by satellite to BOEC. Applying a time and distance algorithm, mapping software computes route recommendations and then the closest fire unit(s) are selected and dispatched based on the time and distance computations.

## Public Safety System Revitalization Project



In 2005, the City of Portland began a process to assess several aging critical public safety systems, including replacement of the public safety radio system and the computer aided dispatch (CAD) system. The Public Safety System Revitalization Project (PSSRP) was formed and charged with managing the procurement and implementation of several public safety systems upgrades. The CAD System was completed in 2010. Work on the Radio System began in August 2011 and became fully operational in FY 2016-17.

The new radio system brings Portland into compliance with current Federal Communications Commission (FCC) mandates and replaces an outdated analog system that has been in service since 1993. PF&R has worked with PSSRP, outside consultants, and vendors to carry out the project. The project was funded with the 2010 Public Safety General Obligation (GO) Bond.

# TargetSolutions

Click Here to Open

Medical Services & Training Master Calendar

Portland Fire & Rescue

Videos

CHIEF'S CORNER  
JAN 2018

MEDICAL MATTERS  
JAN 2018

FIREFIGHTER DIGEST  
DEC 2017

Procedures for Using Busy Codes in MDT

Quick Links

FIRE/RESCUE TRAINING

Activity	Firefighter	Crew
Emergency Contact Update <b>←Updated</b>		
PPE Fire Hood - Safety Bulletin		
Apparatus Safety & Maintenance		
SCBA Mask Maintenance due to Freezing		

Portland Fire & Rescue entered into an agreement with the company TargetSolutions to provide an online training application. This web-based platform is separate from the current intranet and FIS system. TargetSolutions was put in place to provide efficient delivery of training to firefighters and reduce out-of-service time due to training activities.

TargetSolutions includes EMS, compliance (OSHA, NFPA) and fire-based training and records management. Each member (sworn and nonsworn) has their own account and training tailored for position, rank, specialty, and state and national requirements. TargetSolutions delivers content and tracks assignment completion. Members also receive notifications to view streaming media content and drills.

## Second Set of Turnouts for Firefighters

Portland Fire & Rescue, as part of its 2017-2020 Strategic Plan, is committed to a cancer reduction program that included purchasing 300 sets of turnouts, so that every frontline firefighter has a second set of Personal Protection Equipment (PPE). Turnouts are the exterior layer of protective gear that provides barriers to heat and toxic substances. While working at a fire and other hazardous incidents, chemical carcinogens adhere to firefighter turnouts and should not be worn again until they have been washed. Having a second set allows the original set to be washed, instead of wearing turnouts that have carcinogens on it that can be absorbed into the body.

Providing a second set of turnouts for every emergency response firefighter is a key component of PF&R’s cancer reduction plan. It reduces the excessive wearing of contaminated turnouts and thus decreases firefighters’ exposure to carcinogens and decreases their risk of cancer. PF&R provided every firefighter with a second set of turnouts in 2017.



## Appendix A

### PF&R Financial Information

Fiscal Year End Results	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Expenditures by Division</b>					
Chief's Office	\$ 1,840,515	\$ 1,686,082	\$ 2,135,402	\$ 2,377,156	\$ 1,272,309
Emergency Operations	69,422,064	72,048,836	76,671,720	81,029,918	80,762,447
Management Serv./Logistics	19,733,307	13,572,124	25,226,569	16,748,897	19,039,433
Prevention	6,957,738	6,536,620	6,980,317	7,734,481	8,368,640
Training, Safety, & EMS	4,014,178	3,725,179	4,595,019	6,305,505	5,860,076
<b>Total</b>	<b>\$101,967,802</b>	<b>\$ 97,568,841</b>	<b>\$115,609,027</b>	<b>\$114,195,957</b>	<b>\$115,302,905</b>
<b>Expenditures by Category</b>					
Personal Services	\$ 83,897,696	\$85,461,904	\$ 92,027,419	\$ 98,738,545	\$ 97,874,939
External Material & Services	5,673,294	5,577,540	7,278,465	7,748,545	6,706,597
Internal Material & Services	5,681,716	5,091,803	6,025,765	6,353,553	6,490,666
Capital Outlay-General Fund	2,740,289	309,607	144,651	91,528	3,112,587
Capital Outlay-GO Bond	3,974,807	1,127,987	10,132,727	1,263,786	1,118,116
<b>Total</b>	<b>\$101,967,802</b>	<b>\$97,568,841</b>	<b>\$115,609,027</b>	<b>\$114,195,957</b>	<b>\$115,302,905</b>
<b>Resources by Category</b>					
General Fund Discretionary	\$ 88,791,776	\$87,138,510	\$ 94,235,423	\$ 99,504,758	\$103,139,927
Interagency Agreements	2,692,425	2,948,347	3,630,479	4,517,096	5,308,500
Licenses & Permits	2,077,621	2,301,923	2,728,933	3,464,629	3,455,712
Charges for Services	1,370,318	1,563,473	1,602,440	1,652,320	1,235,054
Inter-Governmental	578,756	543,786	485,996	895,419	588,795
Grants	2,049,255	1,161,781	2,296,936	2,201,186	121,327
GO Bond	3,974,807	1,127,987	10,132,727	1,263,786	1,118,116
Misc. & GF Overhead	432,844	783,034	496,093	696,763	335,474
<b>Total</b>	<b>\$101,967,802</b>	<b>\$97,568,841</b>	<b>\$115,609,027</b>	<b>\$114,195,957</b>	<b>\$115,302,905</b>
All financial information includes the 2010 Public Safety General Obligation (GO) Bond					
<b>Budgeted FTEs*</b>					
Sworn	680	650	668	668	672
Non-Sworn	53	48	48	49	50
<b>Total</b>	<b>733</b>	<b>698</b>	<b>716</b>	<b>717</b>	<b>722</b>
*Full-Time Equivalent (FTE) Employees are those working full-time or the equivalent of working full-time					



## Appendix B

### PF&R Performance Measures – Last 5 Fiscal Years

Measures	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Key Performance Measures</b>					
Total number of incidents	70,319	71,991	77,554	81,093	85,698
Percent flame spread confined to room of origin	78.4%	77.8%	76.0%	71.3%	70.2%
Response reliability	91.4%	91.6%	91.8%	91.5%	87.4%
90th percentile response time	7:04	7:13	7:12	7:18	7:39
Public contacts during community outreach	96,030	121,702	108,696	46,840	74,789
Successful cardiac arrest resuscitation rate	n/a	46%	49%	49%	n/a
Time lost to on-duty injury (FTE)	9.1	13.5	10.3	9.8	8.8
Population	592,120	601,510	613,355	627,395	639,863
<b>Administration and Support</b>					
Percent residents rating of service as good or very good	86%	86%	87%	87%	85%
Hours of in-service training per sworn employee	73,761	72,605	72,895	61,323	63,867
<b>Emergency Operations</b>					
Average on-duty emergency staffing	169	165	165	165	165
Percent of responses to code 3 incidents within 5:20	64.4%	62.3%	61.8%	60.5%	57.4%
Percent of lower acuity healthcare and public assist calls responded to by RRV	16.1%	72.3%	73.9%	71.3%	69.1%
Number of actual fire incidents	2,294	2,133	2,721	2,826	2,682
Total number of actual fire incidents and reported fires	8,933	9,657	10,486	10,714	11,168
Number of medical incidents	45,293	45,666	48,484	49,252	52,127
Number of other incidents	16,093	16,668	18,584	21,127	22,403
Total number of structure fires	724	701	630	707	647
Number of civilian deaths due to fires	3	4	6	9	4
Unit responses	85,285	88,882	95,628	99,868	106,956
<b>Prevention</b>					
Number of inspectable occupancies	39,619	39,883	40,135	40,264	40,375
Fires in inspectable occupancies	407	422	364	402	345
Fires in non-inspectable occupancies	317	279	266	305	302
Structure fires per 1,000 inspectable occupancies	9.73	9.45	11.03	9.98	8.54
Percent occupancies inspected within 27 months	57%	62%	67%	77%	67%
Total code violations found	17,832	16,525	14,625	13,171	9,902
Number of violations abated within 90 days	13,077	11,881	11,246	9,522	6,213

Measures	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Prevention, continued</b>					
Percent violations abated within 90 days	73%	72%	77%	72%	63%
Number of fee code enforcement inspections	15,319	14,795	14,950	13,423	11,110
Number of fee code enforcement re-inspections	525	785	817	826	636
Average violations per inspection	1.16	1.12	0.98	0.98	0.89
Number of special request no-fee code enforcement inspections	2,530	2,705	2,571	2,264	2,236
Number of other no-fee code enforcement inspections	1,595	2,369	2,747	3,262	7,931
Number of no-fee code enforcement re-inspections	5,318	5,147	5,410	5,205	4,509
Number of plan reviews and permits	6,960	7,476	8,073	9,176	8,690
Number of fire incidents investigated	883	855	872	1,133	1,232
Number of arson fires	221	209	178	260	348
Percentage of fires determined to be arson	9.6%	9.8%	6.5%	9.2%	13.0%
Number of arrests	47	55	42	81	74
Percent case clearance rate by arrest	21.3%	26.3%	23.6%	31.2%	21.3%
<b>Workforce Diversity / Sworn Employees</b>					
American Indian / Alaskan Native	3.4%	3.2%	2.9%	2.9%	2.9%
Asian	5.8%	6.2%	6.3%	6.3%	6.3%
Black / African American	3.7%	3.6%	3.7%	4.0%	4.0%
Hispanic or Latino	4.6%	4.7%	4.9%	4.6%	4.8%
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%
White / European American	81.5%	81.1%	81.1%	80.1%	79.9%
Two or More Races	1.0%	1.2%	1.1%	2.1%	2.1%
Female (any race)	7.1%	7.6%	7.6%	7.2%	7.2%
Male (any race)	92.9%	92.4%	92.4%	92.8%	92.8%
<b>Workforce Diversity / Non-Sworn Employees</b>					
American Indian / Alaskan Native	0%	0%	0%	0%	0%
Asian	7.7%	10.7%	7.1%	6.7%	6.9%
Black / African American	1.9%	1.8%	5.4%	5.0%	6.9%
Hispanic or Latino	5.8%	3.6%	5.4%	5.0%	5.2%
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%
White / European American	82.7%	82.1%	80.3%	81.6%	79.3%
Two or More Races	1.9%	1.8%	1.8%	1.7%	1.7%
Female (any race)	42.3%	53.6%	48.2%	50.0%	47.0%
Male (any race)	57.7%	46.4%	51.8%	50.0%	53.0%

If you have questions or comments on the content of this report, contact:  
Angela Bostock, Senior Management Analyst @ [Angela.Bostock@portlandoregon.gov](mailto:Angela.Bostock@portlandoregon.gov)

# COME JOIN US

WE WORK AND LIVE IN EVERY NEIGHBORHOOD  
THROUGHOUT THE CITY

WE ARE DEDICATED MEN AND WOMEN  
OF EVERY RACE AND ETHNICITY

NO MATTER OUR BACKGROUND, WE CAN ALL  
CLIMB 10 STORIES WITH A TANK OF AIR  
STRAPPED TO OUR BACKS

WE ARE ALL SMART AND STRONG, AND EVEN  
SMARTER AND STRONGER – TOGETHER

EVERY DAY, 24/7, WE SAVE LIVES, PROPERTY AND  
THE ENVIRONMENT

WE SAVE PEOPLE FROM HEART ATTACKS,  
CHEMICAL SPILLS, CAR PIN-INS,  
AND YES, WE FIGHT FIRES

WE ARE A TEAM

WE ARE

## PORTLAND FIRE & RESCUE



### Become a Firefighter

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