



PORTLAND FIRE & RESCUE

Annual Performance Report

Fiscal Year 2020-21



Fire Chief Sara Boone

Our Vision

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

Our Mission

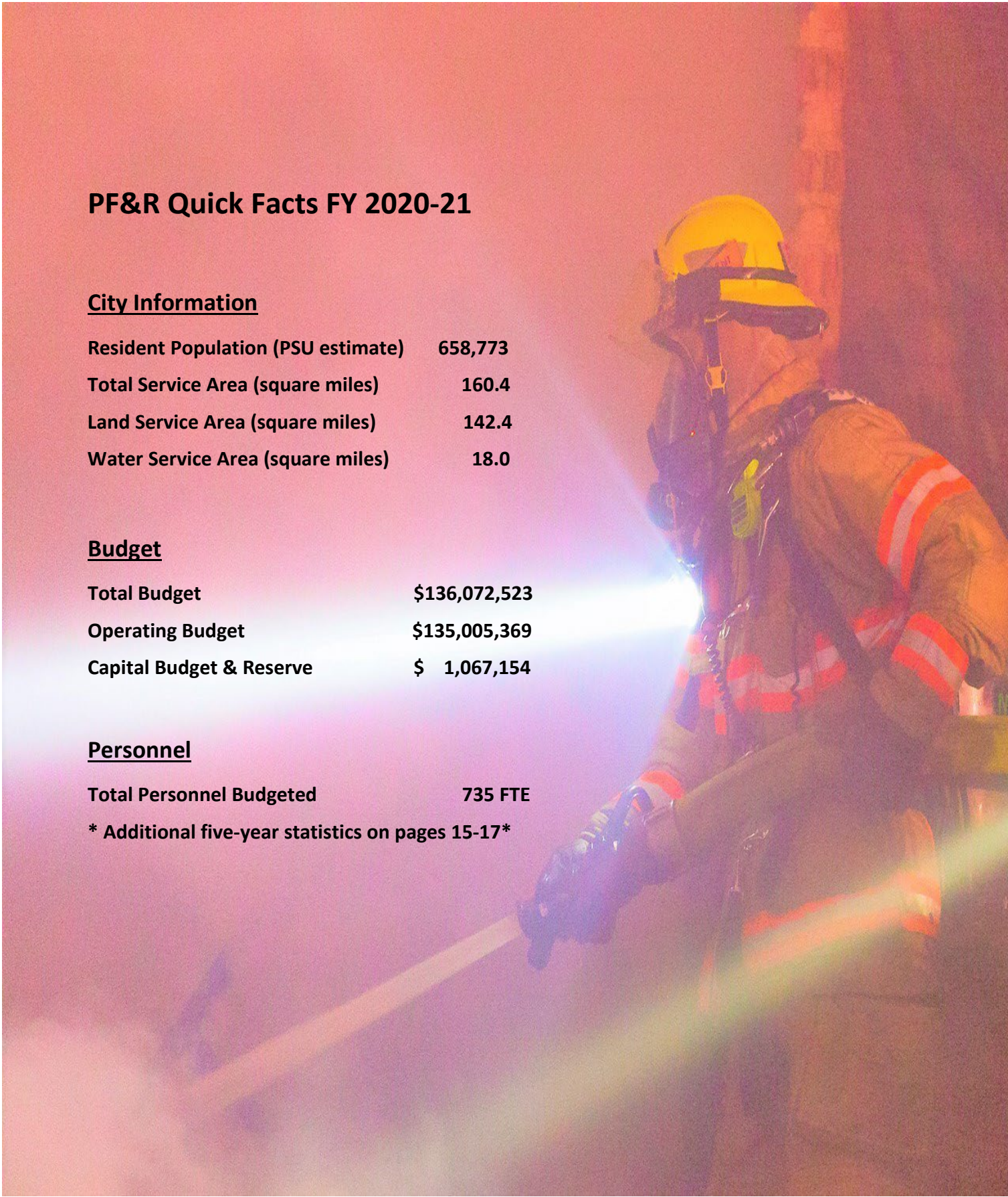
We keep all communities protected through a combination of prevention, community health programs, and all hazard response to fire, medical, natural disaster, and other emergencies.

Our Values

Every life has value.

- **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.





PF&R Quick Facts FY 2020-21

City Information

Resident Population (PSU estimate)	658,773
Total Service Area (square miles)	160.4
Land Service Area (square miles)	142.4
Water Service Area (square miles)	18.0

Budget

Total Budget	\$136,072,523
Operating Budget	\$135,005,369
Capital Budget & Reserve	\$ 1,067,154

Personnel

Total Personnel Budgeted	735 FTE
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* Additional five-year statistics on pages 15-17*

New Strategic Plan for 2020-2023

PF&R adopted a new three-year strategic plan in FY 2020-21. PF&R believes its core mission of providing timely, professional, and caring emergency services is critical to public safety and livability in Portland. Under the direction of Fire Chief Sara Boone, PF&R developed a new Strategic Plan for 2020-2023 organized around six priorities:

- Prioritizing Core Services
- Community Health
- Prevention & Education
- Workplace Culture
- Employee Health & Wellness
- Sustainable Practices

The full strategic plan can be found on the Budget & Reports tab under Strategic Plan on the internet at:

<https://www.portlandoregon.gov/fire/article/778584>



Community Health

Within the last six years (FY 2015-21), Community Health has become a fundamental component of PF&R's overall mission. Creating programs that utilize upstream prevention strategies has proven effective, not only in improving the overall health of community members but also reducing the number of non-emergency-related 911 calls. PF&R is also working behind the scenes to create a new Community Health Division to house the community health programs to be implemented in FY 2021-22.

PF&R's Community Health mission is to "fill gaps without overlapping services." In order to do this effectively, PF&R personnel work diligently to partner with:

- Multnomah County Health Department
- City and County community-based organizations
- Health system providers and payers across the region

As part of this vision, the Chief expanded the Community Health Assessment Team. The Community Health Division has three different sub-programs within its area of operation:

- Community Health Assessment Team
- High Utilizer Outreach
- Portland Street Response

Community Health Assessment Team

The Community Health Assessment Team program was developed during FY 2015-16 and was designed to work with frequent 911 callers to identify health and social service resources, which would reduce their dependence on the emergency medical system for their primary health care needs. In FY 2019-20, Chief Sara Boone made the decision to expand the team. She recognized that reducing the use of the 911 system for medical treatment was important for improving the medical outcomes of community members and ensuring PF&R could maintain service levels in a financially sustainable way. In today's Fire Service, one of the greatest challenges is addressing the high run demands that are derived from the myriad of unmet medical needs of citizens within the community. Chief Boone's vision going forward is to build a robust Community Health model which both improves the overall health of community and reduces excessive run volume.



During FY 2020-21, the Community Health Assessment Team has continued to address community needs during the COVID-19 pandemic. While other agencies across the city and region have suspended their home-based outreach due to COVID-19 restrictions (social workers, caregivers, in-home physical therapists), PF&R's Community Health Assessment Team continues to extend and adapt to the needs of the community during times of crisis. PF&R understands there are systemic gaps in the current public health system and these gaps disproportionately impact the most marginalized community members – people of color, refugees, houseless, seniors, and those with disabilities. PF&R is working to address these gaps by connecting communities with resources which will help them during the COVID-19 pandemic.

High Utilizer Outreach

The High Utilizer Outreach's mission is to prevent the over-utilization of the 911 system by connecting individuals with social services which better meet their needs.

Non-emergent 911 medical calls are the leading cause of unnecessary emergency department visits and skyrocketing healthcare costs. PF&R believes by providing patient education, and advocacy in cooperation with intensive case management, we will not only better utilize PF&R resources, but also improve the health and resiliency of community members.

The program's goals are to decrease 911 utilization by 50% and show improved health outcomes with 20 designated high utilizers within a six-month period. A focus group of two cohorts will be identified each year.

During FY 2020-21, high utilizers were referred to the High Utilizer Outreach program from 31 different fire stations across the city of Portland. A High Utilizer, for the intent of this program, is defined as anyone who calls 911 over three times in a month or 20 times in a 6-month period. Two cohorts of HUs were identified and intensive case management as well as multi-system care coordination were performed with each individual.

Portland Street Response



Portland Street Response is a new program currently being developed by City agencies and leaders and run operating in a pilot phase to address the rising behavioral health related calls within the houseless population across the city.

The mission of the program is to provide a branch of first responders who are trained in behavioral health, crisis intervention, and on-scene medical assistance; whereby enabling Portland Street Response to reduce Police, Fire, and EMS interactions with individuals who have not committed a crime, and who may be experiencing a mental health crisis or have a health concern which does not immediately threaten their life or the lives of individuals around them.

Portland Street Response continues to serve as the newest branch of the City of Portland's first responder system: Police, Fire, and Portland Street Response. The Bureau of Emergency Communications' (BOEC) role is to dispatch Police, Fire, or AMR if the call relates to reporting a

crime, reporting a fire, or saving a life. For other non-life-threatening (but crisis-related) scenarios currently responded to by Police and Fire (such as behavioral health issues and welfare checks), Portland Street Response will be dispatched as an unarmed, first responder team trained in behavioral health and on-scene medical assistance.

Two primary benefits of creating this new branch of first responders for non-life-threatening, but crisis-related calls are that it:

- Enables the City of Portland to free up Police and Fire resources to attend to life saving and crime-related calls for service.
- Provides quick and compassionate response by trauma informed members trained in crisis management, emergency medicine, and behavioral health.

The measurable outcomes are to:

- Reduce the number of calls traditionally responded to by Police where criminal activity is not present.
- Reduce the number of individuals transported to the emergency department for lower acuity, medical-related issues that could instead be addressed in a pre-hospital care setting.
- Reduce the number of behavioral health and lower acuity medical calls traditionally responded to by Police and Fire.

Portland Street Response Statistics (Partial fiscal year pilot program)

Measure	%	Description
Percentage of calls related to drug or alcohol use	26%	This number maybe underreported as the team may not always have enough information to document.
Percentage of calls related to mental health	30%	This number maybe underreported as the team may not always have enough information to document.
Percentage of comorbid calls involving both drug or alcohol use and mental health	19%	Calls deemed to involve both drug or alcohol use and mental health.
Percentage of calls involving a houseless individual	69%	PSR only goes to calls outside which leads to a high proportion of calls intersecting with individuals experiencing houselessness.

COVID-19 Response

Meds on Wheels Program



On April 14, 2020, in response to the COVID-19 pandemic, PF&R, in partnership with Multnomah County Aging, Disability and Veterans Services, went live with an innovative assistance program to help some of the most vulnerable community members during a time of great crisis.

PF&R's Meds on Wheels outreach program is designed to offer community members within the city of Portland a prescription pick-up and delivery service of vital, life sustaining medications. The program is specifically geared toward community members 65 and older and those individuals with disabilities who desperately need life sustaining medications from a pharmacy, but leaving their home poses a substantial risk to their health and the health of the community.

PF&R's Meds on Wheels program is available to Portlanders during the time period of Governor Brown's Stay Home, Save Lives executive order. Due to improving community conditions regarding the pandemic, the Meds on Wheels program was scaled back in July 2021.

PF&R deployed the CHAT/Community Health Assessment Team for this initiative. The team picks up and delivers medications using proper PPE and social distancing in doing so. The team also engages and encourages this population who may be lonely, fearful, and isolated. The team also delivers a community resource flyer which lists places the community member can call for help with basic needs during the citywide state of emergency.

The Program Criteria is:

- Vulnerable to the effects of Covid-19
- 65 years of age and have a life threatening pre-existing medical condition
- Disabled community member unable to leave the house

- Community members with no other means of obtaining prescriptions. If family members can pick-up and drop off prescription, it is preferred that individuals call on those available resources.
- Critical, chronic health-related prescription medication only
- Dedicated referral line number

PF&R delivered approximately 180 life-saving medications to clients during FY 2020-21.



Cancer Reduction Efforts Continue

Firefighter safety, health, and wellness is 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 2016-17, PF&R purchased a second set of turnouts for each firefighter. In FY 2017-18, PF&R began the process to replace Self-Contained Breathing Apparatus (SCBA).

In FY 2018-19, PF&R addressed and implemented the following projects to reduce risk and improve firefighter safety, health, and wellness.



- Implemented National Fire Protection Association (NFPA) 1582 annual physicals
- Implemented twice a year turnout cleaning per NFPA guidelines
- Reduced diesel exhaust levels in stations
- Converted all station cleaners to non-toxic
- Tested radon levels in fire stations and remediated
- Tested water for lead in fire stations and remediated

In FY 2019-20, PF&R completed the purchase and installation of special extractor washing machines for cleaning turnouts in all station locations. Having extractors in all station locations significantly helps reduce carcinogens on turnouts when turnouts need to be cleaned more often than twice per year due to excessive contaminants.

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.



Wildland and Wildland Urban Interface Fires



PF&R is taking a leadership role locally and across the state in preparing for and fighting wildland and wildland urban interface fires. PF&R firefighters were deployed to 11 wildfire events throughout Oregon and California in 2020, including fires in Clackamas County, which were an immediate threat to the region. PF&R is receiving firsthand experience in fighting wildfires through its deployments, so the bureau is better prepared when such an event breaks out in Portland. The increasing pace of climate change creates immediate large risks for the city's forested areas.

PF&R and Portland Parks & Recreation applied for and received grant funding in the amount of \$429,174 for a pilot project focused on fuel reduction in the city's Forest Park. The bureau partnered with the Portland Water Bureau in FY 2020-21 to equip the Bull Run Watershed with additional firefighting equipment. The bureau is also working with state agencies on increasing education regarding wildland living in Portland's neighborhoods near the wildland urban interface.

Additionally, PF&R created a new Wildland Urban Interface Home Assessment tool to aid homeowners in creating defensible space and implementing best practices to protect life and property in vulnerable areas before a fire starts.

Firefighter Health and Wellness

PF&R has adopted and implemented the gold standard of Health and Wellness Programs, the IAFF/IAFC Wellness Fitness Initiative, in order to improve the wellness of PF&R's firefighters. Some FY 2020-21 accomplishments and challenges include:

- Tracking and supporting members to get their NFPA 1582 annual physical examination and beginning October 1, 2020, firefighters can get their physical while on-duty
- Enrolling firefighters in OHSU collaborative sleep study to access cardiovascular and sleep health, family dynamics, safety, and schedule acceptance
- Providing EAP, peer support, and specific mental health resources

The biggest challenge still continues to be COVID-19 pandemic and PF&R has continued to work tirelessly on behalf of firefighters and non-sworn personnel to secure the best PPE, post-exposure testing and treatment, and behavioral health resources.

Grants to Assist with Prevention, Community Risk Reductions, and Emergency Response

In FY 2020-21, Portland Fire & Rescue has been awarded \$2,355,612 in federal funding in areas ranging from firefighter wellness to community risk reduction to emergency response training. In a time when the effects of the pandemic on local economies continue to be felt, the success of PF&R's grant-writing team in securing funds to support the bureau's mission to protect the region is even more critical.

"As an emergency response organization, we do not have the option to fail. At a time when General Fund dollars and budgets are constrained, we are always looking at other ways to finance critical programs. In order to respond to emergencies large and small, our effectiveness depends on our PPE, our equipment, our training, and our preparation. Our long-range planning fuels our successful grant program," says Fire Chief Sara Boone. "I want to especially thank Trisha Schultz and Michael Wong, our grant writing team, who collaborated with other PF&R personnel to identify and apply for grants that work toward supporting our highest mission of protecting life, property, and the environment."

The winning grants, funded on behalf of the Department of Homeland Security and the Federal Emergency Management Agency (FEMA) during FY 2020-21, are:

2019 Assistance to Firefighters Grant (AFG)

\$1,167,544 in funding 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.

\$290,530 for technical rescue training. Rescue trainings will include rope, confined space, trench, and machinery extrication for the technical rescue teams at Stations 1 and 12.



2019 Fire Prevention & Safety (FP&S) Grant

\$238,095 to conduct a community risk assessment and staffing study. PF&R has contracted with Citygate Associates, LLC to complete this study, anticipated to conclude in FY 2021-22.

2020 Assistance to Firefighters Grant - COVID-19 Supplemental (AFG-S)

\$659,443 for the purchase of PPE and related supplies (including reimbursements) to prevent, prepare for, and respond to COVID-19.

Technology Improvements

The listed technology investments are identified as essential projects in PF&R's Strategic Plan 2020-2023 to modernize the bureau's information systems with real-time data, mobile, and cloud-based software solutions.

CivicGov

PF&R entered into contract for a new software application for fire inspections. The new system will replace the current 20-year-old system and will enable on-site facility inspection access and data entry, risk-based prioritization, and efficient scheduling of inspections. PF&R estimates the project will go live in early 2023.

ImageTrend

ImageTrend is a software that provides a suite of functionality, including electronic patient care record system that will enhance our emergency medical services. Our emergency operations will be utilizing the Community Health and EMS modules for improvement of data collection, record keeping, and reporting. PF&R is piloting the system at one station and for Portland Street Response to evaluate its potential for upgrading the bureau's current patient information system for emergency medical service calls.

Intterra

PF&R is moving forward with the purchase of Intterra software. Intterra is a software developed to meet the challenges of fire and emergency operations, incident management, preplanning, and analytics and reporting. PF&R is considering implementing the following three Intterra modules: Reporting and Analytics; Pre-Planning; and Operations. Intterra is utilized by regional fire agencies such as Tualatin Valley Fire & Rescue and Clackamas Fire District #1, and the software is approved by the Fire Defense Boards for each county. It is necessary for PF&R to use Intterra to exchange pre-fire data with its regional fire partners. Pre-fire data aids in the safety, planning, and efficiency of firefighters as they arrive at a building.

ProQA

BOEC's new call taking software program ProQA went live on May 18, 2021 as the primary method of triaging and prioritizing 911 calls. Over time, it is anticipated that the system will result in more efficient dispatching of appropriate resource(s) regarding police, fire, medical and/or others to address a specific need. The planning and implementation of ProQA has been in development over the last two years by BOEC with input from all of the county's fire agencies serving Portland, Gresham, Sauvie Island, Corbett, and the Port of Portland, as well as Multnomah County EMS and AMR.

Appendix A

PF&R Financial Information

Fiscal Year End Results	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Expenditures by Division					
Chief's Office	\$ 1,272,309	\$ 1,980,480	\$ 1,579,429	\$ 1,009,931	\$ 2,481,637
Emergency Operations	80,762,447	85,604,292	89,237,621	92,926,486	101,026,919
Management Serv./Logistics	19,039,433	20,928,285	21,044,550	23,961,645	15,856,144
Prevention	8,368,640	9,012,514	9,828,726	10,251,735	10,202,247
Training & Medical Services	5,860,076	5,310,582	4,767,510	5,737,224	6,505,576
Total	115,302,905	122,836,153	126,457,836	133,887,021	136,072,523
Expenditures by Category					
Personal Services	97,874,939	103,172,643	107,310,012	111,680,133	121,513,063
External Material & Services	6,706,597	7,460,680	7,041,131	7,466,988	6,325,760
Internal Material & Services	6,490,666	7,342,215	7,549,367	7,356,982	7,166,546
Capital Outlay-General Fund	3,112,587	3,603,362	3,460,224	4,509,868	0
Capital Outlay-GO Bond	1,118,116	1,222,980	1,053,738	0	0
Capital Outlay-Grants	0	34,273	43,364	2,066,050	1,067,154
Transfer to Fire Capital Fund	0	0	0	807,000	0
Total	115,302,905	122,836,153	126,457,836	133,887,021	136,072,523
Resources by Category					
General Fund Discretionary	103,061,656	107,615,547	110,205,064	107,180,580	117,573,441
Fire Capital Fund	0	0	0	8,648,806	0
Interagency Agreements	5,308,500	6,387,675	7,199,062	9,181,291	10,629,937
Licenses & Permits	3,455,712	3,284,661	3,467,468	3,539,789	2,057,686
Charges for Services	1,235,054	1,391,607	1,855,294	1,909,848	1,731,419
Inter-Governmental	588,795	2,422,254	1,788,256	527,527	3,354,394
Grants	121,327	19,220	15,500	2,143,687	337,566
GO Bond	1,118,116	1,300,194	1,053,738	0	0
Misc. & GF Overhead	413,745	414,995	873,454	755,493	388,080
Total	\$115,302,905	\$122,836,153	\$126,457,836	\$133,887,021	\$136,072,523
All financial information includes the 2010 Public Safety General Obligation (GO) Bond					
Budgeted FTE (Full-Time Equivalent)					
Sworn	672	672	674	672	674
Non-Sworn	50	52	55	53	61
Total	722	724	729	725	735

Appendix B

PF&R Performance Measures – Last Five Fiscal Years

Performance Measures	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Portland Population	639,863	647,805	653,115	664,605	658,773
Chief's Division					
Number of civilian deaths due to fires	4	8	11	3	12
Time lost to on-duty injury (FTE)	8.8	7.7	11.0	11.4	16.0
Percent of new sworn hires who are women	0%	13%	8%	14%	14%
Percent of new sworn hires who are men of color	n/a	n/a	n/a	34%	14%
Percent of new sworn hires who are women of color	n/a	n/a	n/a	4%	9%
Percent of new sworn hires who are two or more races	n/a	n/a	n/a	0%	0%
Number of outreach events attended to connect and recruit communities of color	n/a	n/a	n/a	24	0
Emergency Operations					
Total number of incidents	85,698	87,166	85,629	83,025	85,867
Percent flame spread confined to room of origin	70%	73%	73%	68%	57%
Percent of responses to code 3 incidents within 5:20	57%	61%	58%	55%	50%
Percent of high-priority responses with a turnout time of less than 80 seconds	61%	61%	60%	52%	n/a
Response time to high-priority incidents at 90 th percentile	7:39	7:19	7:24	7:38	7:58
Percent of all fires that are non-structure fires	n/a	79%	81%	80%	80%
Percent of calls responded to that do not pertain to fire or medical emergencies	n/a	25%	27%	28%	20%
Percent of lower acuity healthcare and public assist calls responded to by RRV	69%	71%	64%	66%	75%
Successful cardiac resuscitations	n/a	n/a	n/a	29%	27%
Medical Services & Training					
Percent of new recruits who complete Academy Training and probation (*not completed within this fiscal year)	84%	80%	96%	n/a*	96%
Hours of in-service training per sworn employee	93	154	120	63	78
Prevention					
Percent of high-hazard inspections within 27 months	67%	65%	72%	89%	93%
Number of fee code enforcement inspections	21,277	23,386	26,625	28,870	17,865
Number of fee code enforcement re-inspections	5,145	6,331	7,150	8,047	5,187

Performance Measures	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Percent of code enforcement re-inspections completed within 90 days	n/a	n/a	n/a	66%	78%
Number of plan reviews and permits	8,690	9,001	8,384	6,982	2,073
Percent of plan reviews completed within turnaround goals	n/a	92%	96%	86%	69%
Average number of cases per investigator	n/a	n/a	n/a	324	493
Management Services Division (MSD)					
Amount of outside grants received	n/a	n/a	\$2.0 M	n/a	\$2.8 M
Percent of contracts awarded to vendors with COBID	n/a	3%	5%	10%	6%
Percent of frontline apparatus at or near end of useful life	33%	5%	10%	7%	17%
Percent of City fleet vehicles allocated to Fire that are electric or hybrid	n/a	n/a	42%	39%	40%
Percentage of total spending on station supplies that is spent on green products	n/a	n/a	50%	20%	33%
Number of ADA barriers removed	n/a	n/a	42	31	15
Workforce Diversity/Sworn Employees					
American Indian/Alaskan Native	2.9%	3.0%	2.9%	2.8%	2.9%
Asian/Pacific Islander	6.3%	6.3%	6.2%	6.3%	6.2%
Black/African American	4.0%	3.7%	3.8%	4.0%	3.9%
Hispanic/Latino	4.8%	5.1%	5.3%	5.7%	5.7%
White/European American	79.9%	79.8%	79.7%	79.0%	79.1%
Two or More Races	2.1%	2.1%	2.1%	2.2%	2.3%
Female (any race)	7.2%	7.3%	7.4%	7.8%	7.7%
Male (any race)	92.8%	92.7%	92.6%	92.2%	92.3%
Workforce Diversity/Non-Sworn Employees					
American Indian/Alaskan Native	0%	0%	0%	0%	0%
Asian/Pacific Islander	6.9%	9.8%	7.6%	9.4%	7.3%
Black/African American	6.9%	3.9%	3.0%	3.8%	5.5%
Hispanic/Latino	5.2%	7.8%	6.1%	7.5%	7.3%
White/European American	79.3%	74.6%	77.2%	77.4%	76.4%
Two or More Races	1.7%	3.9%	6.1%	1.9%	3.6%
Female (any race)	47.0%	45.1%	42.4%	43.4%	47.3%
Male (any race)	53.0%	54.9%	57.6%	56.6%	52.7%

If you have questions or comments on the content of this report, contact:
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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



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