



# PORTLAND FIRE & RESCUE



Jo Ann Hardesty, Commissioner  
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KC Jones, Director  
Audit Services Division  
Office of the City Auditor  
1221 SW Fourth Avenue  
Portland, OR 97204

Dear Director Jones:

Portland Fire & Rescue supports the Audit Services recommendations for creating Citywide collections standards. As the report makes clear, PF&R collection methods operate in isolation from other bureaus and could be improved by developing an overarching template of best practices. It is our firm belief that integrating PF&Rs collections into a consolidated framework can enhance customer service, particularly with respect to translation services.

For the most optimal outcome, I would strongly encourage the Chief Administrative Officer or Chief Financial Officer to broaden their scope of focus to include the Bureau of Development Service, since our customers and permit processes are so tightly integrated.

I would like to thank you and your staff for identifying areas of improvement in our collections processes. I look forward to future discussions as we explore new ways to coordinate and reduce confusion for our customers.

Sincerely,

Sara Boone  
Fire Chief