

# PORTLAND FIRE & RESCUE

*STRATEGIC PLAN 2010-2015*











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## Message from Fire Chief John Klum



I am proud to present Portland Fire & Rescue's (PF&R) 2010-2015 Strategic Plan. Since its first plan in 1994, PF&R has built on its foundation of strong strategic planning, which has allowed us to make great strides in the organization's development.

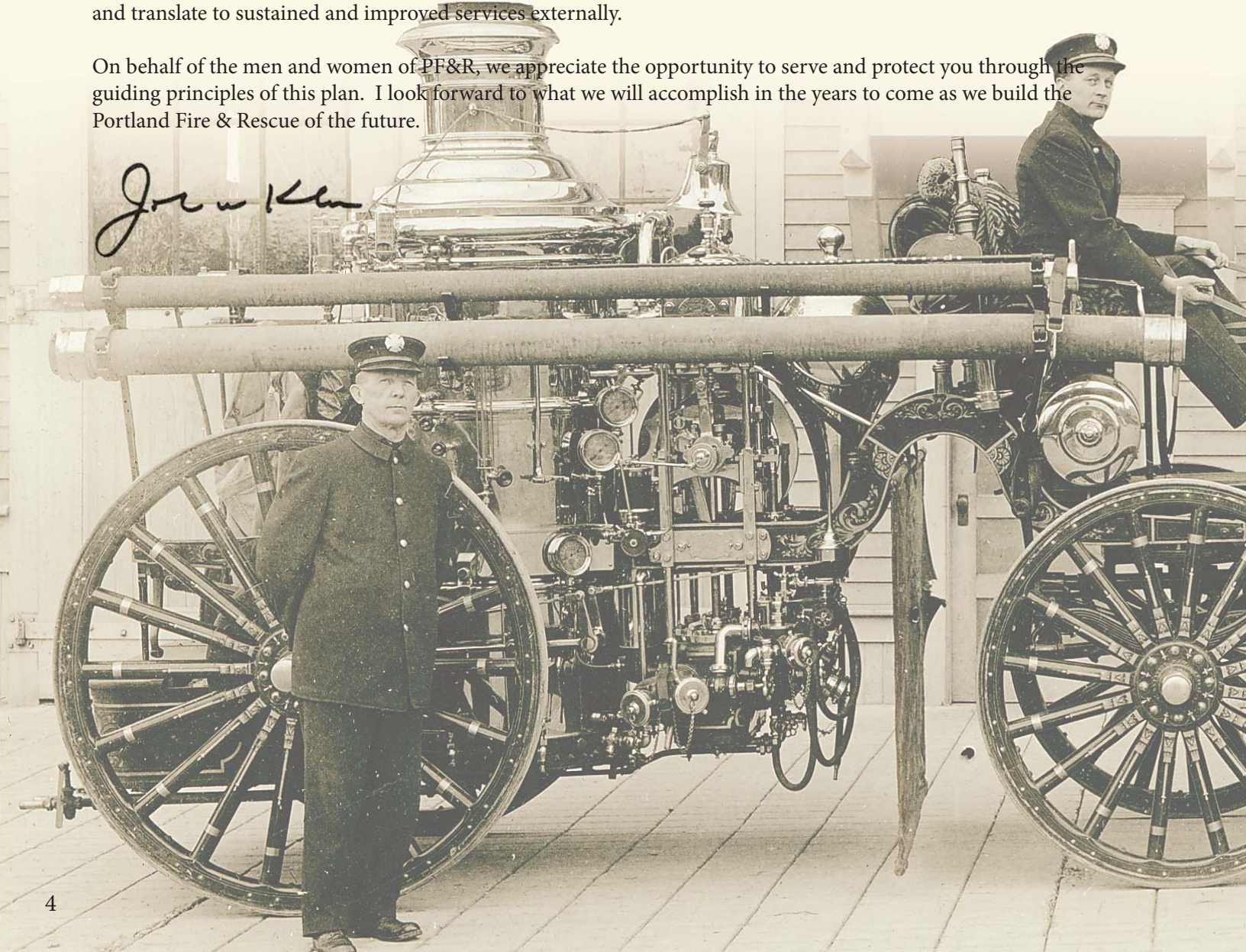
The 2010-2015 Strategic Plan is organized around four strategic themes developed through a collaborative process involving internal and external stakeholders, customers, and PF&R employees. PF&R's four strategic themes are Operational Readiness and Effectiveness, Fire Safety Excellence, Developing Our Workforce, and Maximizing Financial Resources. This strategic plan outlines the goals, objectives, performance measures, and strategies that will be completed over the next five years.

At PF&R, this is not a plan that sits on a shelf. The plan's progress and effectiveness is carefully monitored and measured at all levels of the organization as it is implemented on a daily, weekly, monthly, and yearly basis. The Strategic Plan is PF&R's road map to success.

We are operating in challenging times. But with challenges come opportunities. In the coming five years, PF&R will meet head-on the challenges created by economic instability, demographic shifts, increased demand for emergency medical services, and continued need for strong succession planning. We will embrace these challenges as opportunities to develop innovative and efficient processes and programs that strengthen our organization internally and translate to sustained and improved services externally.

On behalf of the men and women of PF&R, we appreciate the opportunity to serve and protect you through the guiding principles of this plan. I look forward to what we will accomplish in the years to come as we build the Portland Fire & Rescue of the future.

*John Klum*





## Message from Commissioner Randy Leonard



Consider it an honor and a privilege to serve as Portland's Fire Commissioner. Having served the citizens of Portland for 25 years as a Portland firefighter, and working alongside many of the men and women who serve you now, I can tell you that the single greatest asset of Portland Fire & Rescue is its people who work together to protect lives and property in the City of Portland.

One of the fundamental concepts driving the development of the strategic plan was that every member of PF&R and the public was invited to influence the strategic planning process.

Through a collaborative process involving sworn and non-sworn employees, management, labor, and a broad range of customers and stakeholders, PF&R now has a living document that will guide the organization for the next five years.

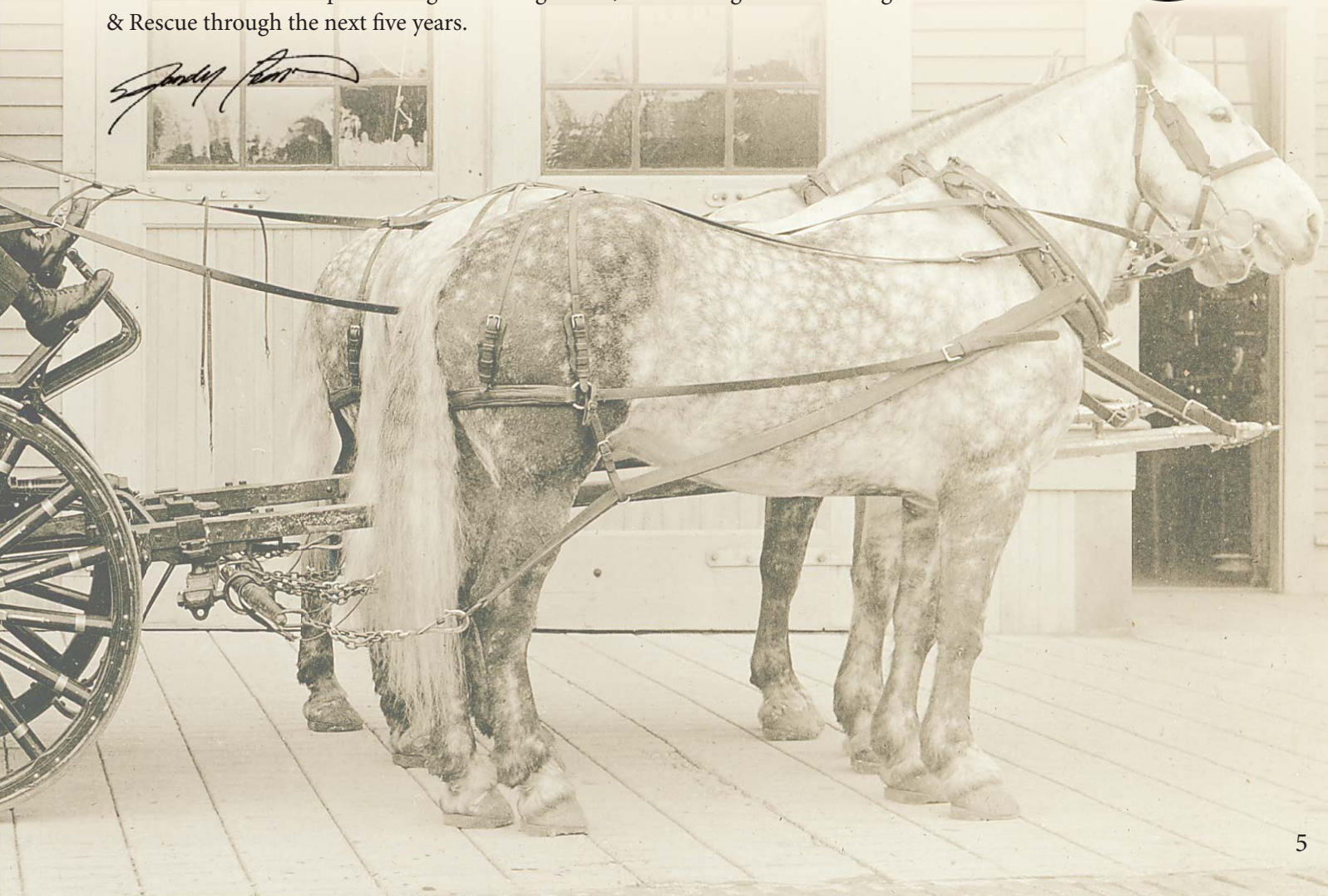
PF&R has creatively managed its operations and service delivery despite significant cuts to its budget in nine of the last 14 budget cycles and continues to be asked to do more with less. As Portland's Fire Commissioner, I will continue to fight to provide funding for its firefighters and to ensure that the public receives the fire and emergency services they need and deserve.

PF&R's 127 year history is rich and its legacy strong of protecting life and property in the City of Portland. The organization's continued commitment to the communities it is sworn to protect is made clear through the priorities established in this plan.

We look forward to implementing the Strategic Plan, which will guide and strengthen Portland Fire & Rescue through the next five years.



A handwritten signature in black ink, appearing to read "Randy Leonard".











## *Our Mission*

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

## *Our Vision*

The community we serve is safe from fires and other emergencies because of our leadership, preparedness, and responsiveness.

## *Our Principles*

We save lives and property.

We set high standards for ourselves.

We are highly trained.

We are fiscally responsible.

We are responsive to our customers.

We are good neighbors.





## *PF&R Profile*

**P**F&R promotes a safe work environment for all people who live and work in Portland and the surrounding areas. We provide an extensive range of public safety services including fire prevention, public education, response to fire, medical, other emergency incidents, and disaster mitigation. For fiscal year (FY) 2010-2011, PF&R is comprised of 746 employees with an adopted budget of \$93.2 million.

PF&R operates 30 engine companies, nine truck companies, two fireboats, two rescues, and three squad units, including two specialized units for Chemical and Biological, Radiological/Nuclear and Explosive (CBRNE) response and a specialized unit for Hazardous Materials (HazMat), providing emergency services 24 hours a day, 365 days a year. Emergency response is provided from 30 stations, which are strategically located throughout the City of Portland to maximize resources and provide the quickest possible response times.

Organizationally, PF&R is divided up into the following five functional areas: Emergency Operations, Prevention, Training and Safety, Office of the Chief, and Management Services. The responsibilities and functions of these areas are described in the following pages.



A large industrial fire at night, with a fire hose spraying water. The fire is intense, with bright orange and yellow flames rising from a structure. A fire hose is visible on the right side, spraying water towards the fire. The scene is illuminated by the fire and the hose's light. A chain-link fence is in the foreground.

## *Office of the Chief*

**T**he Office of the Chief provides overall direction and management of PF&R. The Chief ensures that PF&R complies with Federal, State, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. Additional functions include Human Resources and Employee Assistance.

***Human Resources*** - This section includes employee selection and retention, the labor/management committee, labor relations, diversity development, affirmative action, legislative analysis, performance management, dispute resolution, leave administration, classification and compensation, records retention, and workforce planning.

***Employee Assistance Program*** - This section includes support for human resources and specializes in confidential counseling to help firefighters deal with the immediate and long-term emotional impact of the emergencies they encounter in the line of duty.





## *Emergency Operations*

**E**mergency operations are PF&R's primary mission and the most critical service we provide to the community. It is the primary means by which the Bureau saves lives and property for the people who live, work, and visit here.

***Emergency Response*** - Engines, aerial trucks, command staff, and a variety of specialized apparatus are quartered throughout the City to provide emergency response to the community.

***Emergency Medical Services (EMS)*** - This section provides oversight and management of the training, certifications, policies, and procedures necessary to function as EMS first responders.

***Emergency Management*** - This section provides first-hand emergency response experience by offering expertise in management planning and exercise development. The Portland Office of Emergency Management (POEM) performs a key liaison role with government agencies to help train and develop Emergency Coordination Center (ECC) responders.

***Special Operations*** - Highly trained firefighters and specialized equipment mitigate problems in the Marine Program, Land-based Shipboard Firefighting Unit, the HazMat Team, Dive Team, and Technical Rescue Team.



## *Prevention*

The goal of the Prevention Division is to prevent fires before they start and to 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 enforcement, engineering, and educational programs.

**Fire and Arson Investigation** - Cross-trained in law enforcement, members of this section save lives and property by determining the cause of fires, identifying arson situations, and helping to put dangerous criminals behind bars.

**Plans Review** - Reviewers evaluate construction and development plans for compliance with fire and life safety codes. They provide plan reviews, issue permits, and provide inspections for short-term, event-driven activities, underground tanks, and other high-risk activities.

**Code Enforcement** - This section identifies and mitigates fire hazards in commercial buildings, institutional occupancies such as schools and hospitals, multi-family housing of three or more units, and marine-related operations.

**Public Education** - These programs target Portland's most vulnerable and least accessible populations, specifically: children, the disabled, and the elderly. Youth programs provide fire and life safety education through the Fire and Life Safety Learning Center and the Juvenile Fire Setter Prevention Program.

**Harbor Master** - The Harbor Master provides inspection and oversight to the maritime industry, floating structures, and waterways. He or she supports the cruise ship industry and safe docking of visiting ships, regulates firework displays over the City's waterways, conducts code enforcement inspections at moorages, and regulates the safe launch of all new barges and ships.







## *Training & Safety*

**T**raining and Safety ensures that all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively.

**Recruiting** - The Recruiter identifies and recruits qualified candidates through community outreach activities such as attending local and regional job fairs, cultural events, and community service events.

**Firefighter Trainee Program** - The Firefighter Trainee Program enhances workforce diversity. This program has been successful in recruiting underrepresented people into careers in the fire service. Trainees are provided with on-the-job training and firefighting experience.

**Training Academy** - The Training Academy provides new recruits with the knowledge and skills needed to perform their jobs safely. Successful recruits transition to an active fire station and receive supervised on-the-job experience.

**In-Service Training** - This section delivers ongoing fire-ground drilling, testing, and skills maintenance for firefighters on the line.

**Television Services** - This section develops in-house training videos, which allows in-service training to occur within the fire stations, while the crews remain in service.





## *Management Services*

**M**anagement Services provides the administrative staff and resources necessary to support PF&R services. This division has two branches: Business Operations and Logistics.

**Business Operations** - Business Operations is responsible for ensuring compliance with all of the City's financial, budgetary, payroll, procurement policies, procedures, and guidelines. Program staff are also responsible for time management, payroll, position control, human capital management system processing, customer service, public communications/outreach, media relations, grant writing, and strategic planning.

**Logistics** - The Logistics section is responsible for ensuring that all fire stations, facilities, and apparatus are maintained and that all stations have the supplies necessary to conduct operations. This section is also responsible for overseeing the General Obligation Bond that funds the seismic upgrade and building of new stations. The work to be completed under the General Obligation Bond is expected to end in FY 2011-2012.





# SERVING THE COMMUNITY

The City of Portland is divided into five geographical sections encompassing 151.6 square miles: North, Northwest, Southwest, Southeast, and Northeast.

Multiple stations deliver emergency response and life safety services to these areas, sharing responsibility for these geographical boundaries.

All response data listed for the stations is from the fiscal year 2010 and reflects unit responses.

## NORTH

**Stations:** 8, 17, 22, 24 & 26

**Neighborhoods:** Arbor Lodge, Bridgeton, Cathedral Park, East Columbia, Hayden Island, Kenton, Overlook, Piedmont, Portsmouth, St. Johns, Sunderland, University Park. In addition, firefighters from these stations patrol Forest Park, the largest forest contained within city limits in the United States.

**First Responder Calls:**

Station 8: 2,678  
Station 17: 1,064  
Station 22: 2,244  
Station 24: 2,172  
Station 26: 1,674

## NORTHWEST

**Stations:** 1, 3, 6 & 27

**Neighborhoods:** Arlington Heights, Goose Hollow, Hillside, Linnton, Northwest District, NW Heights, Pearl District, Sylvan-Highlands. In addition, firefighters from these stations patrol Forest Park, the largest forest contained within city limits in the United States.

**First Responder Calls:**

Station 1: 5,024  
Station 3: 5,905  
Station 6: 580  
Station 27: 296

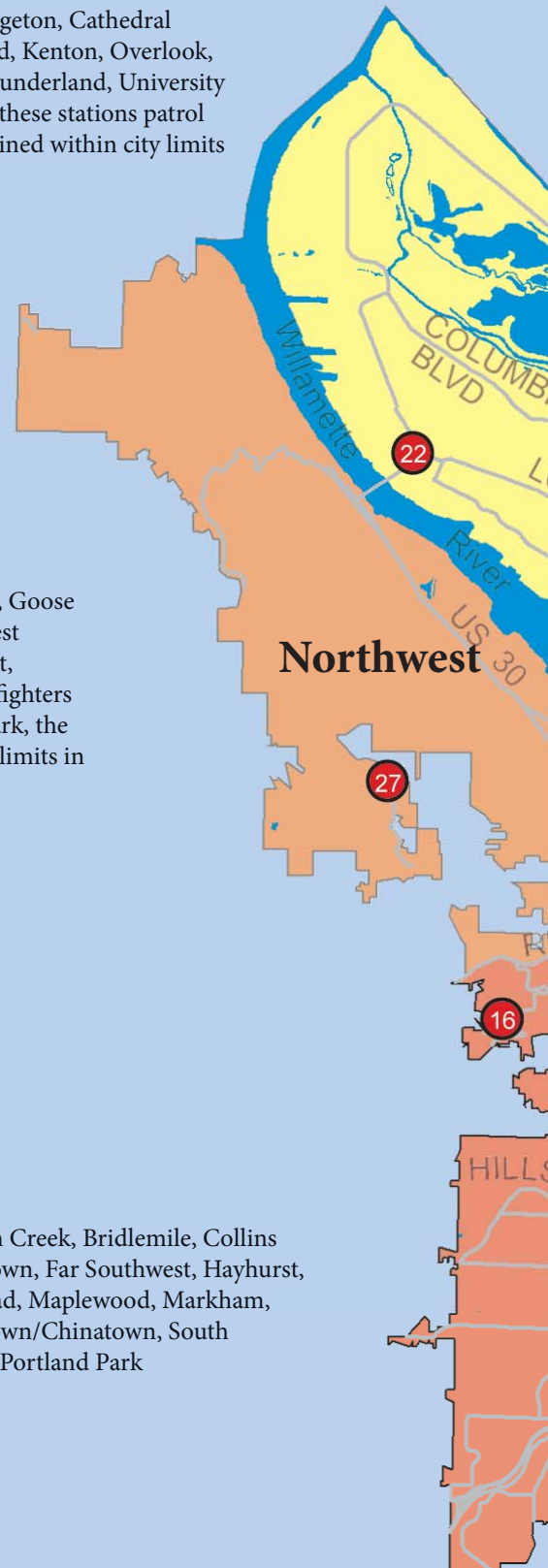
## SOUTHWEST

**Stations:** 4, 5, 10, 15, 16, & 18

**Neighborhoods:** Arnold Creek, Ash Creek, Bridlemile, Collins View, Corbett- Terwilliger, Downtown, Far Southwest, Hayhurst, Healy Heights, Hillsdale, Homestead, Maplewood, Markham, Marshall Park, Multnomah, Old Town/Chinatown, South Burlingame, Southwest Hills, West Portland Park

**First Responder Calls:**

Station 4: 4,634  
Station 5: 1,112  
Station 10: 833  
Station 15: 719  
Station 16: 830  
Station 18: 1,582





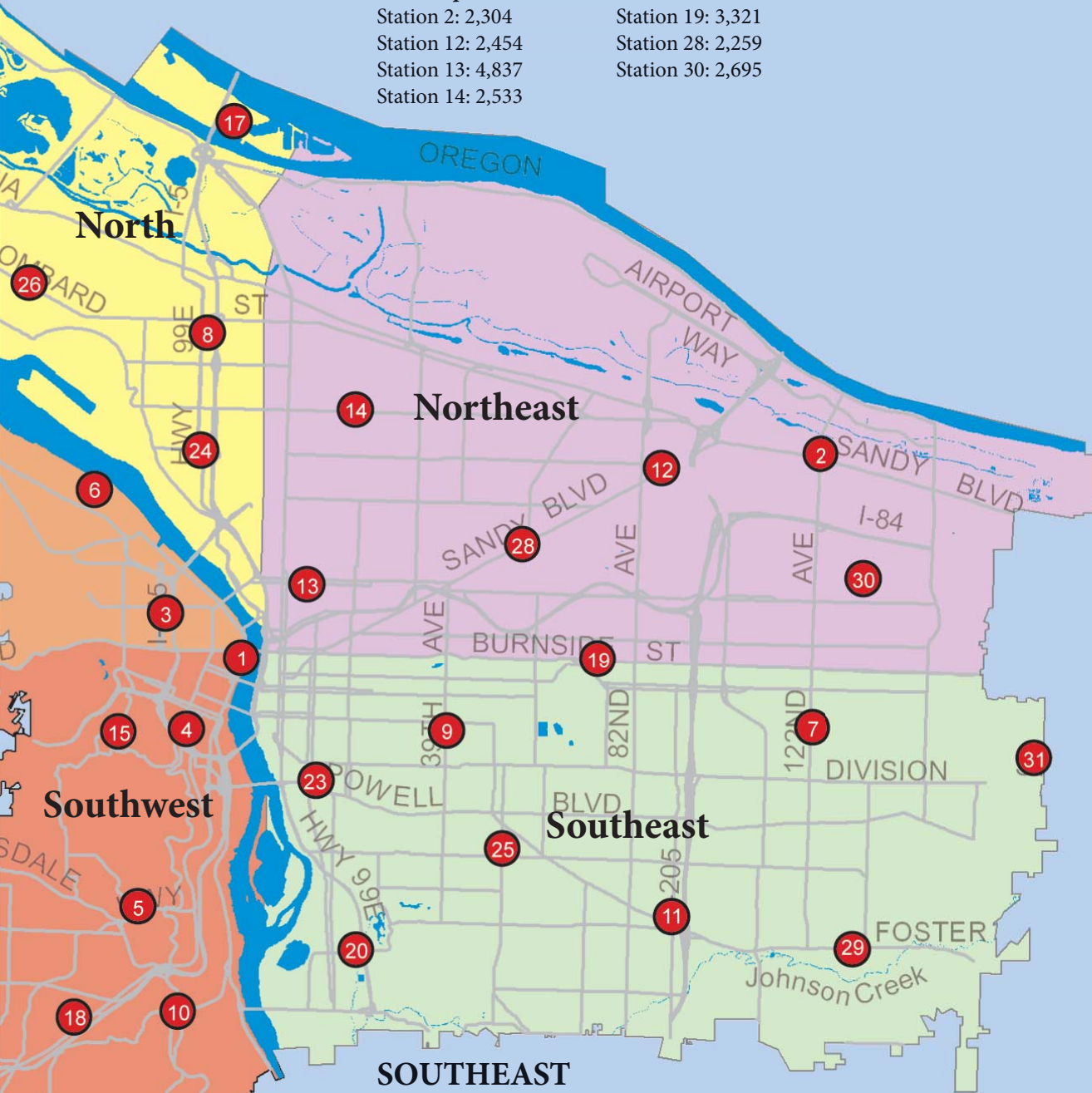
## NORTHEAST

**Stations:** 2, 12, 13, 14, 19, 28 & 30

**Neighborhoods:** Alameda, Argay, Beaumont-Wilshire, Boise, Central Northeast Neighbors, Concordia, Cully, Eliot, Grant Park, Hollywood, Humbolt, Irvington, King, Lloyd District, Madison South, Maywood Park, Parkrose, Parkrose Heights, Rose City Park, Roseway, Russell, Sabin, Sumner, Sunderland, Vernon, Wilkes, Woodlawn

**First Responder Calls:**

Station 2: 2,304	Station 19: 3,321
Station 12: 2,454	Station 28: 2,259
Station 13: 4,837	Station 30: 2,695
Station 14: 2,533	



## SOUTHEAST

**Stations:** 7, 9, 11, 20, 23, 25, 29 & 31

**Neighborhoods:** Ardenwald, Brooklyn, Brentwood-Darlington, Centennial, Creston-Kenilworth, Eastmoreland, Foster-Powell, Glenfair, Hazelwood, Hosford-Abernethy, Kerns, Mill Park, Montavilla, Mt. Scott-Arleta, Pleasant Valley, Powellhurst-Gilbert, Reed, Sellwood-Moreland, South Tabor, Sullivan's Gulch, Woodstock

**First Responder Calls:**

Station 7: 5,697	Station 23: 1,014
Station 9: 2,258	Station 25: 3,776
Station 11: 4,376	Station 29: 1,933
Station 20: 1,380	Station 31: 3,388



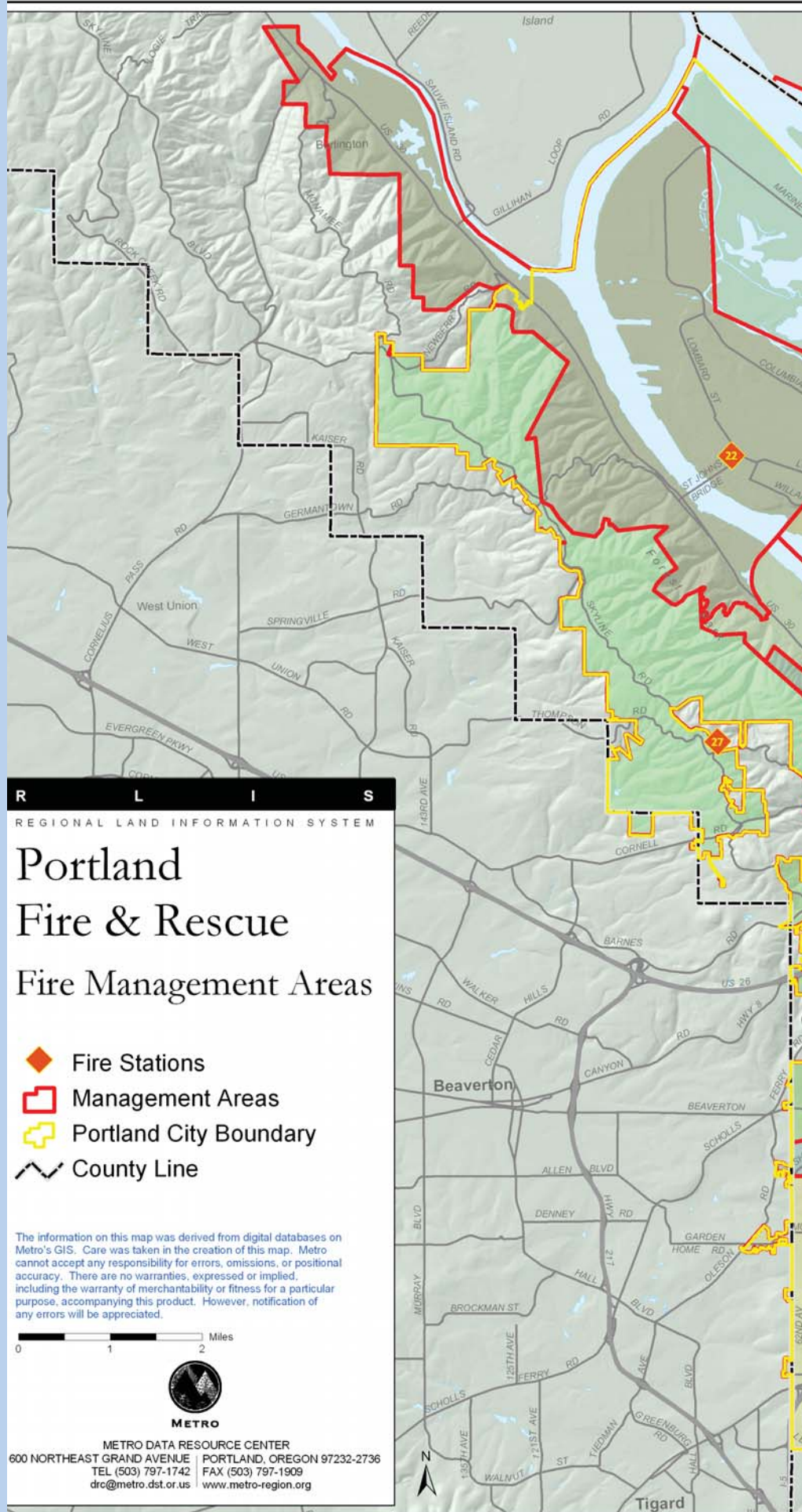
# STATION SERVICE AREAS

PF&R is Oregon's largest fire and emergency service provider. PF&R delivers emergency response services through 30 fire stations, which are strategically located throughout the City of Portland.

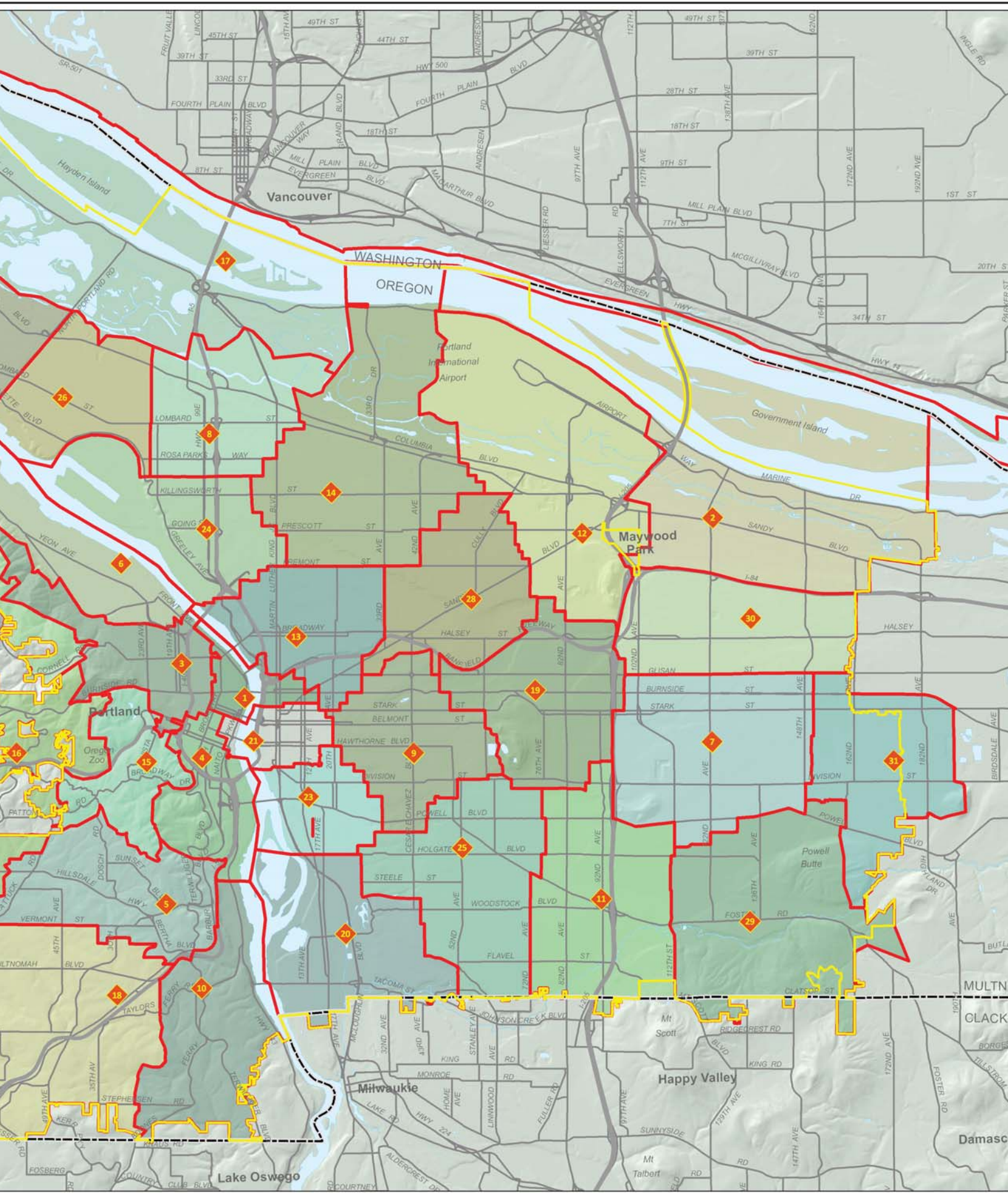
Each station is responsible for specific parts of the city, called Fire Management Areas (FMA), which are outlined by the red boundaries on the map. Providing citizens with 24-hour operational readiness is critical. Stations overlap and support one another to ensure seamless response.

Within its legal boundaries (including contract service areas), PF&R provides fire, emergency medical, and special response services to an area of approximately 151.6 square miles populated by an estimated 582,000 people. The daytime population increases almost 25 percent during normal business hours in the downtown and central east side areas.

PF&R provides services to protect a wide range of properties including high-rises, commercial/industrial, and residential properties. PF&R protects real property with an assessed valuation of \$48.2 billion, and a real market value of \$106.8 billion in 2009.









## TRENDS

Major trends affect PF&R's environment and mission, impacting the public's perception of its effectiveness and defining the services it provides to the community. PF&R has identified the major trends that it expects will impact its operations and services over the next five years. These major trends can be grouped into two broad categories:

- National trends that affect fire and emergency services across the country
- Local trends that affect PF&R's immediate operating environment

The Strategic Plan development process examined trends in both categories to ensure that the plan comprehensively addresses issues on both fronts. This is reflected in the issues, goals, objectives, performance measures, and strategies outlined in subsequent portions of the plan.







## *National Trends*

### *Economic Trends*

The current National economic recession has resulted in high unemployment, increased foreclosure rates, and impacted businesses' ability to remain solvent. Reduced revenues available to public agencies will present challenges for fire departments across the nation. Fire departments will need to consider resource allocation, apparatus and equipment replacement, and station upgrades and development. Keeping fire stations open and not cutting firefighter positions is a concern to fire departments nationwide. Departments will need to closely examine how they will continue to prevent, prepare for, and respond to risks and emergencies within their communities.

### *Demographic Trends*

Minority populations are increasing. The greatest increase nationwide has been in the Hispanic/Latino population. By 2050, the Hispanic/Latino population will be the largest minority in the nation; in some communities and cities, it will be the majority. Language and cultural barriers will impact the ability of fire and emergency service providers nationwide to effectively communicate with and deliver service to non-English speaking populations.

### *Succession Planning*

The professional development opportunities at the local, State, and Federal levels are not adequate to counteract the loss of experience and knowledge as experienced people retire. This loss of experienced leadership will have an impact on service levels.

### *Terrorism*

The increased threat of terrorism continues to be a National issue. American fire and emergency services will be the first line of defense in the event of a terrorist attack and must be prepared to respond to ensure public safety.





### ***Emergency Medical Services***

Fire-based emergency medical services (EMS) are going to be significant given the high number of uninsured citizens in the United States, rising health care costs, and an aging population that will require services more frequently. Another issue is the unknown impact of the Patient Protection and Affordable Care Act.

### ***Local Trends***

#### ***Emergency Medical Services***

PF&R stakeholders understand National and local economic challenges mean that PF&R will not be safe from budget reductions. PF&R must decide how it will maintain the integrity of its core operations and aging resources with equal or reduced funding. PF&R has already absorbed significant staffing reductions and has extended the age for apparatus replacement in previous years' budget cuts. These trends, and others like it, are expected to continue for the foreseeable future. Portland's Office of Management and Finance predicts a continued recession through 2014.

#### ***Portland Plan***

The City of Portland is currently finalizing the Portland Plan. The Portland Plan represents Portland's strategic outlook for the next twenty-five years. It includes short-term and long-term urban planning and growth goals that will shape Portland's future. It is important for PF&R to be actively involved in monitoring and participating in the implementation of the Portland Plan since it will directly impact PF&R's response times and service delivery over the next five years with initiatives such as traffic calming and adding bike lanes.





### ***Population Demographics***

Portland is an aging city. Trends indicate that by 2015 the “65 years and over” population will grow by 27 percent, while the “19 and under” population will grow by only 1.2 percent. The type of emergency response needed for an aging population will need to be addressed. Portland also has an increasingly diverse population. It is estimated that by 2015, approximately 60,000 Portlanders will not speak English well enough to communicate the nature of an emergency. As with the National trend, language and cultural barriers will impact the ability of fire and emergency service providers to effectively communicate with and deliver service to non-English speaking populations.



### ***Non-Emergency Calls for Service***

A disproportionate number of 9-1-1 calls are not for true emergencies. These calls are impacting the integrity and availability of resources for actual emergencies. PF&R will need to look at the way calls are triaged, collaborate with partner agencies, and enhance education and outreach to address this emerging trend.



### ***Professional Development***

PF&R is experiencing and will continue to experience high retirement rates over the next five years with over 90 staff, or 12 percent of its workforce, eligible for retirement in 2010. PF&R will need to develop and implement a comprehensive and structured personnel development program to fill vacancies and replace lost experience.





## Conclusions

Over the life of the strategic plan, changes in our environment will take place – changes that will impact PF&R's operations and service delivery. Based upon research and development of this plan, the most prominent changes are expected to focus around:

- Increased demand for emergency medical services related to an aging population, higher number of uninsured citizens, and escalating health care costs. The impact of the Patient Protection and Affordable Care Act on Portland is yet to be determined.
- Due to National and local economic challenges, PF&R will need to align service level expectations with funding priorities over the next five years to continue operations.
- A professional development program is needed to cultivate an effective, skilled workforce that will replace experienced leaders and line staff as they retire.
- To reduce a disproportionate number of 9-1-1 non-emergency calls, effective dispatch and triage management and public education are needed.
- As the Portland Plan is finalized, PF&R needs to have a strong voice in its implementation.

The 2010-2015 Strategic Plan has been developed with these trends and conclusions taken into account. Both PF&R and its stakeholders know that difficult but necessary choices will need to be made in the coming years about service levels and priorities. This plan guides how that process will take place in a collaborative and inclusive manner.







## *FINANCIAL OUTLOOK*

The foundation of the City of Portland's financial planning and budgeting process is the General Fund Five-Year Forecast prepared by the Office of Management and Finance. The forecast projects the estimated requirements and revenues for a five-year period of time and identifies short- and long-term service and financial issues requiring City Council attention.

The general fund financial forecast outlines the level of discretionary resources available to fund the City's General Fund operations. The discretionary resources include property taxes, utility license fees, business licenses fees, transient lodging taxes, State-shared revenues (from cigarette taxes and liquor sales), interest income, and miscellaneous revenues.

All General Fund discretionary resources are categorized as either one-time or ongoing. An example of a one-time resource is an increase in beginning fund balance.

While available in the specific year, it is not a resource that can be relied on in future years. An example of an ongoing resource is an increase in property tax revenues that would be sustained over time.

The City General Fund budget uses a combination of one-time and ongoing resources to fund programs and services. City financial policies state that one-time resources may not be used to fund ongoing expenses.

The first year of the City's five-year financial plan is the adopted budget, which ensures the long-range impacts of decisions are incorporated in the out years of the forecast.





The City of Portland's FY 2010-11 to 2014-15 five-year financial forecast continues to show an economic and financial environment that is very weak. The actual decline of specific revenue streams could easily be much worse than forecast. Although, the current forecast projects a surplus of \$5 million at the end of the five years, this amount is less than 1 percent of the total estimated resources and requirements. A key forecast assumption is both the National and regional economies are in a recession that at the local level is categorized as "U-shaped," meaning the economy takes a long period of time to recover. In the City's Five-Year Forecast, FY 2010-11 represents the bottom of this recession, and recovery is expected to start during FY 2010-11, although the depth and length of this recession represents a major uncertainty.

Property taxes, the primary source of general fund revenue, remain fairly stable throughout the five-year period and year over year property tax revenue growth should continue at around the 3 percent mark. Other cyclical General Fund resources such as business license revenue, transient lodging fees, and utility license/franchise fees show declines, with a "normal" trend revenue growth expected to return in the out years of this forecast.

PF&R is funded almost entirely by General Fund resources, and is the City's second largest bureau supported by these resources. To address reductions in General Fund resources, PF&R has implemented changes to the service levels throughout the organization, and will continue to make adjustments as required by City Council. Although the City's FY 2010-11 to FY 2014-15 five-year forecast shows a balanced budget, indicating future reductions will not be necessary. There are several risks that could adversely impact the forecast such as unanticipated General Fund requirements, prolonged housing market instability, an extended economic recession, and global uncertainties.

PF&R's 2010-2015 Strategic Plan will be instrumental in shaping the future of PF&R as the City addresses the financial uncertainty and challenges of the next five years.

Actual FY 2006-07	Actual FY 2007-08	Actual FY 2008-09	Actual FY 2009-10	Actual FY 2010-11	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2013-14	Actual FY 2014-15
1,857,964	2,045,705	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000
1,159,869	1,367,425	1,371,114	1,371,114	1,371,114	1,371,114	1,371,114	1,371,114	1,371,114
54,513	1,017,857	703,886	703,886	703,886	703,886	703,886	703,886	703,886
25,101	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119
423,357	497,365	497,365	497,365	497,365	497,365	497,365	497,365	497,365
47,731	63,982	63,982	63,982	63,982	63,982	63,982	63,982	63,982
3,575,595	4,994,481	4,994,481	4,994,481	4,994,481	4,994,481	4,994,481	4,994,481	4,994,481
74,878,916	80,788,830	80,788,830	80,788,830	80,788,830	80,788,830	80,788,830	80,788,830	80,788,830
120,448	194,940	194,940	194,940	194,940	194,940	194,940	194,940	194,940
1,086,113	1,111,049	1,111,049	1,111,049	1,111,049	1,111,049	1,111,049	1,111,049	1,111,049
599,251	1,125,006	1,125,006	1,125,006	1,125,006	1,125,006	1,125,006	1,125,006	1,125,006
77,557,428	83,229,825	83,229,825	83,229,825	83,229,825	83,229,825	83,229,825	83,229,825	83,229,825
81,197,888	88,224,306	88,224,306	88,224,306	88,224,306	88,224,306	88,224,306	88,224,306	88,224,306







In the first year of the 2010-15 Strategic Plan, PF&R's Adopted Budget includes a General Fund reduction of \$2.3 million. Of this amount, approximately \$815,000 or 1 percent is on-going and the remaining \$1.5 million or approximately 1.5 percent is one-time. These reductions equate to a closure of a rescue unit and a \$1.1 million one-time reduction of apparatus replacement funding. In addition, the majority of the funding to staff and operate one of its stations is one-time rather than on-going.

PF&R will need to submit a funding request during the FY 2011-12 budget process to secure the necessary resources to keep all its stations operational. If funding cannot be secured, closing a station will have a very direct impact to the public and reach to PF&R's core mission of protecting the lives and property of the citizens of Portland.

## ***PF&R LEGAL AUTHORITY***



**T**he City of Portland Amended Charter Title 3, Chapter 3.22 legally establishes PF&R. This section states that "Portland Fire & Rescue of the City shall be organized by the Council and the members appointed as provided by the Charter, subject to the Civil Service rules of the Charter, and thereafter, subject to the restrictions contained in the Charter".

The Charter Authority for the City of Portland comes from the Oregon State Constitution, in Article XI, Section 2, which provides for the establishment of Cities and the execution of Police Powers.

A City Mayor and four City Commissioners make up the City Council, each of whom is elected city-wide by the citizens of Portland. PF&R enforces all local fire regulations within Title 31 of the City code, and specific State statutes relating to public safety and fire protection.



# STRATEGIC PLANNING APPROACH

PF&R believes that for an organization to be successful, it must have a road map for success. This strategic plan is PF&R's road map for success.

The strategic plan will help provide direction and focus for PF&R employees. This plan points to specific results that are to be achieved and establishes a course of action for achieving those results. In developing our strategic plan we used the Balance Score Card approach. This approach allowed us to look at our organization from the following four perspectives.

- **Learning and Growth Perspective:** To achieve our mission, vision, and principles, how do we develop our employees, change when we need to, and improve our ability to respond to challenges?
- **Internal Business Processes Perspective:** To satisfy our stakeholders and customers, and to equip our employees to excel in their roles, what business practices and processes do we need to have in place?
- **Customer Perspective:** What do our customers expect from us and how can we serve them better?
- **Finance Perspective:** What do we need to do to remain financially sound for the long run and assure that we have the people, equipment, and facilities needed to succeed?





The 2010-2015 Strategic Plan is organized around four strategic themes. The **themes** are key areas in which PF&R must excel to achieve its mission and vision and to deliver services to its customers. The themes are followed by **issues**, which are significant concerns or constraints that may affect PF&R's ability to carry out the five-year strategic plan. Issues set the stage for development of the strategic plan's goals, objectives, performance measures, and strategies.

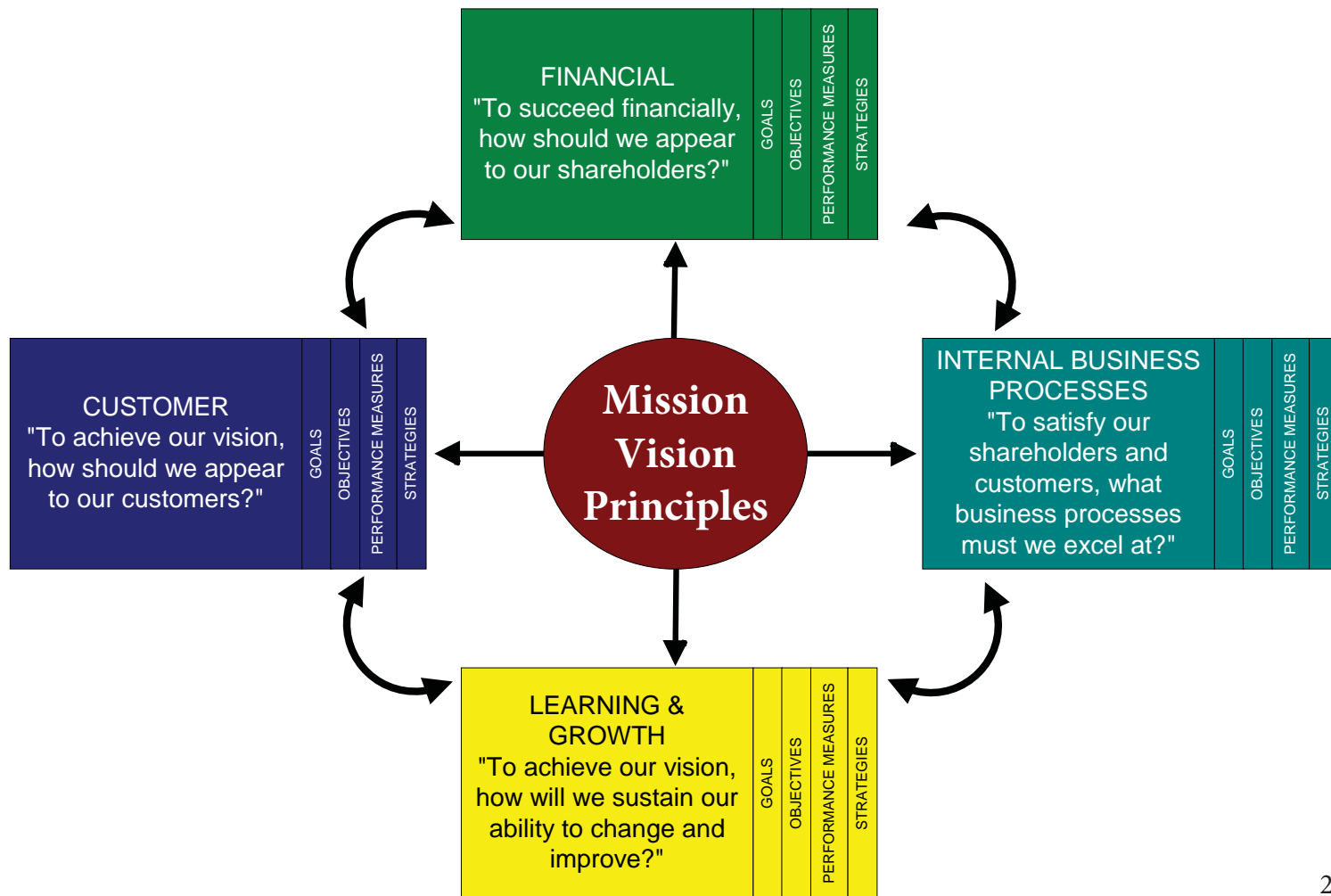
In our strategic plan, **goals** state expectations for what we will aim to achieve through the life of the plan. Once PF&R achieves these goals, we realize the benefits of a theme.

The plan's **objectives** set specific and measurable results we expect to achieve within a specified time period. In a way, objectives are mileposts on the road to a final destination and clearly answer "why" the goal should be achieved.

Indicators that measure the degree of accomplishment of a goal are the plan's **performance measures**. Performance measures are both outcome-specific and quantifiable. The final piece of the plan is **strategies**. Strategies identify how PF&R will realize its goals and are a critical component of setting priorities and completing the strategic plan.

In order to assure that all of the strategies from the five-year strategic plan are implemented, each fiscal year a new Annual Business Plan is developed, which is comprised of a portion of the strategies from the strategic plan. Completing each Annual Business Plan leads to completion of the strategic plan over a five-year period.

The rest of this document outlines the themes, goals, objectives, performance measures, and strategies that make up the strategic plan. We are pleased to share them with you as they will guide our organization's success over the next five years.





## ***STRATEGIC THEME: Operational Readiness and Effectiveness***

**P**F&R's operational environment and community are changing. Opportunities for leadership participation are emerging at the National, regional, and local levels in fire service and EMS. Within that context, triage and dispatch operations must function with appropriate operational effectiveness. Improved internal and external communication, education, participation, and interaction are necessary within PF&R, its partners, and respective communities in order to achieve enhanced organizational coordination and interoperability.

### ***Strategic Issue 1***

The ability to rapidly respond to emergencies depends on effective triage and dispatch. PF&R must ensure that resources are triaged and dispatched appropriately to reduce response times, decrease danger to the public and crews, minimize wear and tear on apparatus, and to avoid subsidizing private enterprise.

### ***Goal #1***

***Ensure that 9-1-1 calls are triaged correctly and that resources are dispatched appropriately to meet enhanced public safety and ongoing operational needs.***

### ***Performance Measure***

Reduce mistriaged PF&R 9-1-1 calls – those that dispatch resources inappropriately to calls for emergency services – by 5 percent in each year.





## ***Objectives***

- Reduce unnecessary deployment of emergency resources to minimize the danger posed to citizens and fire personnel.
- Maintain a continued awareness of dispatched resources throughout the life of the incident to ensure the efficient and proper use of resources.
- Increase the accuracy of triage to reduce costs and minimize unnecessary wear and tear on apparatus and personnel.
- Establish a standard for non-emergency medical response to avoid subsidizing private enterprise (nursing homes, ambulance, hospitals, etc.).
- Meet National dispatch and response time standards to better protect health and public safety.



## ***Strategies***

- 1.1 Develop an internal process for tracking and reporting mistriaged fire and emergency medical system calls through the Incident System.
- 1.2 Work with Bureau of Emergency Communications to receive more accurate and updated dispatch information.
- 1.3 Establish a Dispatch Triage Review Committee in conjunction with Bureau of Emergency Communications and other partner agencies to periodically review mistriaged calls.
- 1.4 Review and update dispatch fire and emergency medical system codes; correlate triage code with patient end-result at hospital to further gather data for evaluating system.
- 1.5 Update and/or establish business relationships and roles and responsibilities with Bureau of Emergency Communications and its User Board members.
- 1.6 Continue to examine the capabilities of the current dispatch model and implement identified areas of improvement.
- 1.7 Seek funding to establish PF&R presence at Bureau of Emergency Communications 24/7 in the capacities of Fire Liaison and critical dispatch to TRO (tactical resource operator), tapout (dispatch channel), and OPS 1 (working channel).
- 1.8 Identify partners and work with them to share outcomes of interventions from initiation of incident through hospital discharge.



## ***Strategic Issue 2***

PF&R works in a region where interoperability and strong working relationships with local and regional partners are important. Our regional partners are diverse and respond to emergencies differently, presenting operational challenges when multiple agencies work jointly on a response. PF&R must evaluate and pursue opportunities to develop new and enhance existing regional, State, and Federal mutual aid agreements. This will both strengthen collaboration between agencies and allow for the use of shared resources in a financially challenged climate. PF&R must determine how to further develop and enhance these relationships to overcome operational challenges.

### ***Goal #2***

***Create and enhance viable opportunities for collaboration with other agencies to improve its service to the public.***

### ***Performance Measure***

All existing interagency agreements have been reviewed and evaluated, and contact made with a minimum of three new potential partner agencies per year at the local, regional, or National levels.

### ***Objectives***

- Improve coordination on joint training and response activities to gain efficiencies and interoperability.
- Review, update, and seek out local mutual aid agreements that improve operational efficiencies that benefit PF&R and the community.
- Develop regional mutual aid agreements to ensure early and efficient dispatch of assistance in the event of Low Frequency/High Consequence events.
- Share and create operational procedures among partner agencies to improve communication and efficiency at emergency incidents.
- Explore opportunities to combine regional buying power for equipment and services that will make the best use of financial resources over the next five years.





## ***Strategies***

- 2.1 Create a baseline tracking system to document the managers overseeing current agreements.
- 2.2 Identify the need for multi-agency interactions and training with existing partners and schedule needed multi-agency interactions and training.
- 2.3 Establish a city-to-city compact in a regional setting to aid each other in the event of catastrophic incidents.
- 2.4 Develop a database that tracks contact efforts with new potential partner agencies.
- 2.5 Develop partnerships with the regional health system for purpose of developing agreements and database, which tracks uses of health services.
- 2.6 Develop and support a regional Operations Review Committee to share agency guidelines and procedures.
- 2.7 Assign staff to review and evaluate all existing interagency agreements and ensure modifications are made as necessary.





### ***Strategic Issue 3***

PF&R should establish and clearly communicate roles and responsibilities related to coordinated planning efforts for Low Frequency/High Consequence events. Low Frequency/High Consequence events include natural disasters, human-caused events, and potential infectious disease outbreaks. While these events may not happen often, PF&R must be prepared to mount an efficient, coordinated response to a large-scale event.

### ***Goal #3***

*Continue to plan, coordinate, and communicate with City bureaus and partner agencies to enhance the City's response to Low Frequency/High Consequence events.*

### ***Performance Measure***

The plans for Low Frequency/High Consequence events are reviewed, updated and disseminated once every two years, and as needed to all internal members and appropriate external partners.

### ***Objectives***

- Improve the internal communication of action plans to facilitate implementation and response to Low Frequency/High Consequence events.
- Coordinate with all partner agencies on Low Frequency/High Consequence plans to ensure a comprehensive regional response.
- Conduct post incident analysis to develop “lessons learned” from past events to improve coordination in future events.
- Develop major incident training opportunities to ensure the safe and effective management of Low Frequency/High Consequence incidents.







### **Strategies**

- 3.1 Conduct multi-agency major incident drill to exercise Low Frequency/High Consequence plans, as appropriate.
- 3.2 Develop an annual assessment of “lessons learned” from external and internal events and use information from Low Frequency/High Consequence events for the education and improvement of PF&R, including sending representatives to external event review process.
- 3.3 Identify key partners to be involved in the planning process.
- 3.4 Review existing operational plans such as the Continuity of Operations Plan (COOP) and compile internal action plans for Low Frequency/High Consequence events in a central location for ease of use.
- 3.5 Conduct gap analysis for PF&R Low Frequency/High Consequence plans.
- 3.6 Expand the use of internal Post Incident Review policy to major non-fire incidents.



## ***Strategic Issue 4***

The National fire service operational environment is changing in ways that will have a direct impact on PF&R's ability to provide both local and regional emergency response. PF&R must be able to anticipate, influence, and adapt to those trends.

### ***Goal #4***

***Seek out and partner with regional and National fire service groups to help influence trends that will impact fire service at its local level.***

### ***Performance Measure***

Demonstrate an increase of 10 percent in number of local fire service trends that have been influenced by PF&R involvement.

### ***Objectives***

- Develop a plan for participation in National, State, and regional organizations to represent the interests of PF&R and the City of Portland.
- Seek out and develop opportunities to promote PF&R's experience and knowledge to influence policy at the National, State, and local levels.

### ***Strategies***

- 4.1 Create a current database of members in State, regional, and National-level projects.
- 4.2 Generate a gap analysis report for areas to expand or redistribute participation efforts and act upon it.
- 4.3 Identify key personnel to represent PF&R in these efforts and assign area of responsibility.
- 4.4 Establish the baseline of PF&R involvement in external projects that help anticipate and evolve National fire service trends.
- 4.5 Develop an assessment tool to measure percentage change from baseline.





## ***Strategic Issue 5***

A healthy workforce allows PF&R to best serve the community. Being proactive in providing services that encourage and allow all employees to be healthy is beneficial in both the short and long term. PF&R must seek out the right services and develop programs to ensure total wellness for the organization.

### ***Goal #5***

***Establish consistent and proactive health and wellness practices that benefit all employees.***

### ***Performance Measure***

Each year increase participation in the Health & Wellness program by 5 percent, and decrease injury and sick leave usage by 5 percent.

### ***Objectives***

- Develop consistent, annual fitness programs to encourage employee fitness in preparation for their job performance.
- Provide annual wellness testing for interested employees that can identify significant health issues early.
- Establish supportive programs that can assist employees through difficult health and wellness issues to encourage a positive outcome.







## ***Strategies***

- 5.1 Offer bi-annual cardiovascular prevention opportunities to all interested employees.
- 5.2 Work with the City-wide Labor/Management Benefits Committee and Fire Police Disability & Retirement (FPD&R) to identify funding for cardiovascular prevention for all interested employees.
- 5.3 Explore other fire agency efforts for encouraging workforce health and wellness improvements.
- 5.4 Support personnel on sick or injury leave with the intent of encouraging faster, successful recoveries through FPD&R Liaison.
- 5.5 Create central location (i.e., a folder on all Bureau computer desktops) that consolidates health and wellness information, training programs, dietary information, etc.
- 5.6 Define components of the health and wellness program.
- 5.7 Define and analyze current and future participation of health and wellness.
- 5.8 Create an internal marketing plan to promote health and wellness program.
- 5.9 Develop positive incentives to encourage workforce participation in health and wellness.
- 5.10 Develop metrics to determine participation and cost savings.





## ***Strategic Issue 6***

PF&R must work with its sworn and non-sworn staff to help them develop a better understanding and appreciation of each others' roles, responsibilities, and contributions to the Bureau. This will enable staff to work as a cohesive team, which is necessary to implement PF&R's mission, vision, and principles.

### ***Goal #6***

***Create a supportive and cohesive sworn and non-sworn workforce.***

### ***Performance Measure***

All sworn and non-sworn employees have monthly opportunities to interact.

### ***Objectives***

- Increase individuals' knowledge of the roles within the entire workforce.
- Improve and enhance communications among all employees within PF&R.

### ***Strategies***

- 6.1 Create a Liaison Committee to develop and implement a Staff Awareness Program.
- 6.2 Develop a system to obtain suggestions on how to create opportunities for sworn and non-sworn employees to interact and to obtain feedback from employees. This could be done in a number of ways (e.g., suggestion box, surveys, etc.).
- 6.3 Create a matrix of job responsibilities/ person responsible for employee-only access. Drill down to/by FAQ/search function on the intranet.
- 6.4 Develop an Employee Introduction Program at time of hire.
- 6.5 Create a buddy program that would partner station/office personnel and would include such things as adopt a station/work group/ area within the Bureau.



### ***Strategic Issue 7***

The implementation of the Portland Plan will bring many positive changes in shaping Portland's future. PF&R must take steps to address the impact that the Portland Plan will have on its ability to provide emergency services to citizens.

#### ***Goal #7***

***Assess and actively participate in the implementation of the Portland Plan.***

#### ***Performance Measure***

Additional staff assigned to actively participate and represent PF&R in the implementation of the Portland Plan and ensure PF&R views are included in the Portland Plan as they relate to its mission and vision.

#### ***Objectives***

- Participate in shaping the direction of the Portland Plan in support of PF&R's mission and vision.
- Keep all PF&R employees informed regarding the impact of the Portland Plan on the Bureau's operations.







### ***Strategies***

- 7.1 Obtain current status of Bureau's participation in the Portland Plan with staff currently assigned to represent the Bureau on the Portland Plan.
- 7.2 Establish the Bureau's needs as it relates to the Portland Plan.
- 7.3 Assign additional representation based on established needs.
- 7.4 Meet with representatives to review the Portland Plan and its potential impacts on PF&R.
- 7.5 Provide regular reports to the Core Leadership Team.
- 7.6 Advise the Portland Plan committee on the Bureau's concerns regarding the impact of the Portland Plan on PF&R's mission and vision.
- 7.7 Stay actively involved during the implementation of the Portland Plan to ensure that PF&R's needs are addressed.



## ***STRATEGIC THEME: Fire Safety Excellence***

**B**uilding strong relationships with stakeholders, partners, and communities requires excellent customer service. Customers expect effective, consistent, and cost-effective services. PF&R must use current technology, training, and partnerships to excel at providing excellent customer service regarding community education, engineering, enforcement, community relations, emergency services, business operations, and resource management.

### ***Strategic Issue 8***

In an age of rapidly changing technology, ever-evolving communication tools, and increasing use of social media, PF&R must enhance its business service model and be able to respond to customers' needs and demands for information about prevention, emergency response, and other services.

### ***Goal #8***

***Enhance PF&R's business model to be more responsive to customers' needs for all types of services and information.***

### ***Performance Measure***

Exceed by 80 percent the level of customer satisfaction with access to information and availability of online services as measured by customer satisfaction assessment tools.

### ***Objectives***

- Solicit feedback from business customers about their needs and implement solutions.
- Improve online access to PF&R information and services.
- Provide customers with an efficient, reliable billing system for business services.
- Develop and implement a quality assurance program to ensure its business model meets its customers' expectations.







## Strategies

- 8.1 Create and administer a voluntary, online customer survey to evaluate the user-friendliness of online services.
- 8.2 Survey individual categories of PF&R customers about desired online services/features to benefit them.
- 8.3 Redesign and organize PF&R website based on customer feedback.
- 8.4 Randomly sample customers by phone/mail/internet who have used PF&R services to determine satisfaction with their experience and suggestions for improvement.
- 8.5 Develop a business solution to accept online payment for PF&R services with the City's central accounting system.
- 8.6 Develop a solution for processing PF&R permits online for customers with assistance from the Bureau of Technology Services.
- 8.7 Redesign customer billing statements to be more user-friendly and transparent.
- 8.8 Evaluate how accessible PF&R facilities are for business service customers.
- 8.9 Maintain the human connection with customers while increasing availability of online services.
- 8.10 Secure funding/staff to operate the Safety Learning Center as a platform for community education.



## ***Strategic Issue 9***

PF&R must evaluate its structural model for providing fire inspection services and in-turn develop an enhanced model that meets its goals for frequency of code enforcement inspections and customers' demands for consistent code application.

### ***Goal #9***

***Enhance the code enforcement inspection model to improve consistency, reliability, and performance goals.***

### ***Performance Measure***

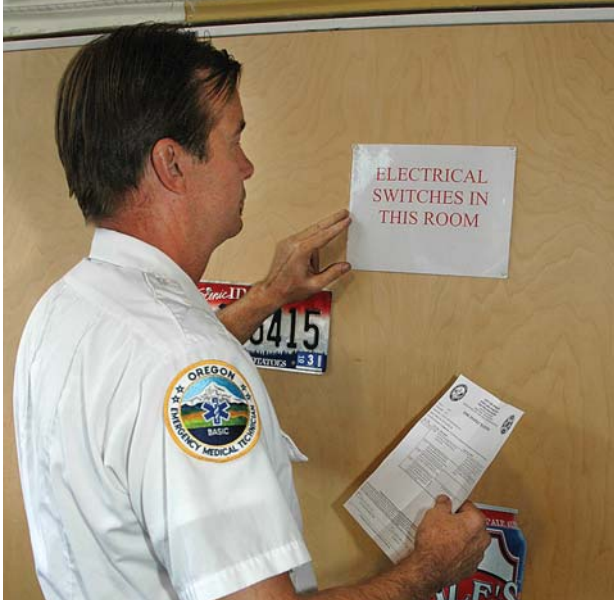
PF&R internal performance goals are met and customers are provided with a consistent, reliable, and professional code enforcement inspection experience that meets or exceeds the prior year's customer satisfaction results.

### ***Objectives***

- Prioritize occupancies based on the level of risk to meet safety and performance goals.
- Improve customer satisfaction with inspection experiences by increasing the quality and consistency of life safety inspections.
- Provide information to clarify expectations for customers.







## **Strategies**

- 9.1 Identify all internal performance goals.
- 9.2 Create a task force, including members from Emergency Operations/Prevention, to evaluate code enforcement program model for efficiency and functionality.
- 9.3 Create a Continuous Quality Improvement (CQI) program.
- 9.4 Enhance the code enforcement training program to focus on achieving more consistency in how codes are applied/enforced.
- 9.5 Develop an incentive/retention program for Prevention personnel to encourage members to consider long-term careers in Prevention and achieve greater experience, expertise, and consistency in personnel.
- 9.6 Prioritize occupancies based on the level of risk to accurately schedule and meet inspection goals, resulting in increased life safety.
- 9.7 Modify fire inspection reports and post-inspection letters to clarify PF&R's re-inspection process and fees.
- 9.8 Develop baseline data to measure customer satisfaction.
- 9.9 Survey customers annually and establish a monitoring system to evaluate results.



## ***Strategic Issue 10***

PF&R must determine how it will mitigate the impact of past, present, and future budget reductions and continue providing core services to internal and external customers.

### ***Goal #10***

***Evaluate and prioritize customers' needs to deliver core services within the allocated budget.***

### ***Performance Measure***

Assessment tools are developed to establish core service priorities and baseline data is collected to measure customer satisfaction.

### ***Objectives***

- Evaluate priority needs of customers and stakeholders.
- Deliver services according to prioritized needs with available resources.
- Ensure that customers understand how needs were prioritized and what will be addressed.





## **Strategies**

- 10.1 Identify assessment tools and prioritize core services within each division.
- 10.2 Survey customers to establish baseline data.
- 10.3 Allocate resources based on customers' priority needs to support core services.
- 10.4 Develop and implement a continuous self-auditing process for efficiencies.
- 10.5 Review Service, Efforts, and Accomplishments (SEA) City Auditor's Report for additional input.
- 10.6 Seek creative financing and alternative funding for special projects, equipment, tools, and training as needed.





## **STRATEGIC THEME:** *Developing Our Workforce*

**M**aintaining a highly qualified, innovative workforce is essential to PF&R's ability to carry out its mission, vision, and principles. Through structured feedback and focused training opportunities, employees are prepared, aware, and responsive to customers.

### ***Strategic Issue 11***

The demand for emergency medical services continues to increase within the City of Portland and Multnomah County. This increase is in part due to a number of public 9-1-1 calls that are not true emergencies. These calls put a strain on PF&R resources and its ability to respond in a timely fashion to other emergencies. As a major emergency medical service responder, PF&R must work with its emergency medical services response partners to provide effective, coordinated medical response to meet the increased demand for emergency medical services while at the same time addressing the public's inappropriate use of the 9-1-1 system in order to ensure response readiness for other emergencies.

### ***Goal #11***

*PF&R will work with community and regional partners to increase efficiencies within the Emergency Medical Services System and to improve appropriate use of the 9-1-1 system to ensure response readiness for actual emergencies.*

### ***Performance Measure***

Decrease by 5 percent the number of inappropriate 9-1-1 calls – those calls that do not require a response by PF&R – per capita that fall into the “not appropriate for 9-1-1” category per year.







## Objectives

- Increase public education and awareness of appropriate use of the 9-1-1 system.
- Improve response reliability for other calls for service.
- Work with partner agencies to identify alternative service providers.
- Review and establish priorities and enhance triage flow charts to reflect appropriate resource management practices.
- Reduce the effects of increased Emergency Medical Service system demands on PF&R and system partners.

## Strategies

- 11.1 Define the scope of inappropriate call types, which are those that do not require a response by PF&R.
- 11.2 Collect and analyze baseline data of inappropriate call types.
- 11.3 Prioritize types of calls to target for reduction.
- 11.4 Engage regional partners in developing a comprehensive plan and strategies to address the issue of inappropriate use of the 9-1-1 system.
- 11.5 Acquire resources that PF&R could use to develop awareness/education campaigns targeting populations most likely to make inappropriate calls to 9-1-1.
- 11.6 Work with community partners to implement awareness/education campaigns and identify alternative options for the public.
- 11.7 Establish a monitoring system and evaluate results and adjust strategies according to data.
- 11.8 Assess the feasibility of fining the public for repeat 9-1-1 calls that are not appropriate.



## ***Strategic Issue 12***

Maintaining a highly qualified and competent workforce is essential to PF&R's ability to carry out its mission. PF&R must invest in developing its future sworn and non-sworn leaders by establishing an effective and coordinated leadership and management training program.

### ***Goal #12***

***Develop a coordinated leadership and management training program to meet the needs of current and future leaders.***

### ***Performance Measure***

A defined leadership preparation and development program is established.

### ***Objectives***

- Prepare individuals to assume leadership positions in its organization to adapt to the internal demographic shift.
- Establish career development paths to develop consistency and uniformity throughout the organization, thereby creating a solid foundation for future leadership.







## ***Strategies***

- |   |  |
|---|--|
| <p>12.1 Assign a task force to develop the leadership program.</p> <p>12.2 Identify and establish specific prerequisites and competencies required for promotion to all positions.</p> <p>12.3 Establish a process verifying member has met the prerequisites and developed each competency.</p> <p>12.4 Establish a Labor/Management initiative to define process for implementation.</p> <p>12.5 Implement the program and develop a General Order to formally outline the program.</p> <p>12.6 Review the program's success and effectiveness and update as necessary to ensure that updated regulations, policies, and technology are incorporated.</p> | <p>12.7 Assign a task force to develop a formal, structured mentorship program.</p> <p>12.8 Establish criteria and the outline for the mentorship program as well as criteria for becoming a mentor.</p> <p>12.9 Develop and deliver training for mentors that includes expectations.</p> <p>12.10 Identify additional funding for outside the Bureau management training opportunities.</p> <p>12.11 Identify additional funding for annual officers' training.</p> |
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### ***Strategic Issue 13***

Providing feedback to employees is essential for the learning and career growth development of all employees. Currently, PF&R's sworn and labor-represented employees do not receive structured feedback after they have completed their probationary periods. PF&R needs to develop a process that will provide its sworn and labor-represented employees with meaningful, structured feedback.

### ***Goal #13***

*Provide performance development structured feedback to employees throughout their career.*

### ***Performance Measure***

PF&R employees receive annual feedback, measured by a 360-degree performance process.

### ***Objectives***

- Measure and facilitate employee growth to enhance individual and organizational performance.
- Fulfill the employees' desire for structured feedback to help them improve.







## **Strategies**

- 13.1 Form a labor management committee to develop and define the 360-degree performance program. The committee will include representation from labor and PF&R administration.
- 13.2 Develop position-specific performance dimensions for evaluations.
- 13.3 Develop tools and standards for assessing the effectiveness of the program.
- 13.4 Write a General Order to formalize the program once all work of the committee is completed and all internal approval processes are completed.
- 13.5 Train all personnel participating in the process regarding the intent of the program.





### ***Strategic Issue 14***

The City of Portland's population is becoming increasingly diverse. PF&R employees must be able to carry out the Bureau's mission while dealing with changing demographics, diversity, health care gaps, and legal liability management. PF&R will need to focus on strengthening community relationships while, at the same time, developing training opportunities aimed at equipping its employees to deal with these changes.

### ***Goal #14***

*PF&R employees are prepared to respond to increasing cultural changes and social demands on the services we provide.*

### ***Performance Measure***

Annual employee and public input survey reflects increased knowledge in cultural competency and enhanced customer service in all of the City of Portland communities.

### ***Objectives***

- Further develop employee awareness of socioeconomic factors and cultural competency to provide better service to all Portland community members.
- Develop partnerships with community leaders and groups to assist in service delivery and enhance communication.
- Educate the workforce regarding changes in the Federal and Oregon health care delivery systems. Gain understanding of its diverse customers.





## ***Strategies***

- 14.1 Identify, develop, and deliver training needed regarding health care gaps and legal liability.
- 14.2 Develop and maintain a partnership with the Portland Downtown Neighborhood Association to establish contacts and ongoing relationships with community leaders.
- 14.3 Develop and maintain a partnership with the Portland Office of Neighborhood Involvement and Office of Human Relations to establish contacts and ongoing relations.
- 14.4 Identify cultural and socioeconomic issues specific to each Fire Management Area (FMA) and to each supervisor's area of authority. Develop targeted training specific to each FMA and area of authority.
- 14.5 Develop an employee and public input survey to measure success in cultural competency and customer service.
- 14.6 Conduct an annual employee and public input survey and make adjustments based on results.





### ***Strategic Issue 15***

The demographic shift of PF&R's firefighters to a less experienced workforce requires review and improvement of training to continue providing a high level of service to its customers.

#### ***Goal #15***

*Provide ongoing and improve existing professional development for firefighters.*

#### ***Performance Measure***

Increase training productivity on firefighter skills by 20 percent coupled with employee feedback.

#### ***Objectives***

- Develop firefighters' experience and competency through increased training focused on advanced firefighter and emergency response safety and skills.
- Encourage more firefighters to seek development opportunities.
- Capture, evaluate, and share information that is learned.
- Continue to evaluate and improve PF&R's firefighter training program.







## Strategies

- 15.1 Work with the PF&R/PFFA Labor Management Committee to evaluate language in educational reimbursement plan.
- 15.2 Seek funding either through the budget process or through grant funding to include money for non-credited classes. If funding is obtained, increase outside educational budget for operational personnel by \$2,000 per year.
- 15.3 Increase compliance with and continually improve General Order 5 (Company Drills) through review by the Publication Committee.
- 15.4 Improve Internet usability and availability to access training information including both inter-bureau and outside training resources.
- 15.5 Update PF&R's current TV program and evaluate the feasibility of updating it with an on-demand TV-based training program. If an on-demand TV-based program is feasible and funding is obtained, implement the program.
- 15.6 Improve dissemination of current post-incident process of appropriate major and minor incidents to all fire stations.
- 15.7 Evaluate the feasibility of facilitating the mentorship process by assigning probationary firefighters to a dedicated station. If feasible, implement process.
- 15.8 Provide room in the Training Academy and Station 2 for more skills training and move non-emergency class room training to the final phase of probation.
- 15.9 Re-establish the post-probation review process at firefighters' two-year anniversary.
- 15.10 Seek funding either through the budget process or grant funding to purchase training props to share among stations and enhance firefighting skills.
- 15.11 Create fire video library and discussion points (via internet or on-demand television).
- 15.12 Create and implement a fire behavior curriculum.
- 15.13 Conduct a survey of firefighters every two years to determine the effectiveness of enhanced training and adjust training based on the feedback.
- 15.14 Evaluate the feasibility of an assignment rotation system that promotes career and skill development.
- 15.15 Conduct a workforce assessment to determine the baseline levels of firefighting expertise that need to be expanded; identify individuals eligible to transfer knowledge through either formal training or mentorship.
- 15.16 Use injury data and near-miss scenarios to develop and implement focused safety trainings.



## ***STRATEGIC THEME: Maximizing Financial Resources***

In the current economic climate, PF&R's funding sources are not expected to keep pace with the anticipated increase of service expectations. The resulting funding challenge will adversely affect PF&R's mission-critical operations including apparatus, equipment, and facilities. The need for collaborative, innovative, and proactive financial planning, and enhanced communication is heightened in this environment.

### ***Strategic Issue 16***

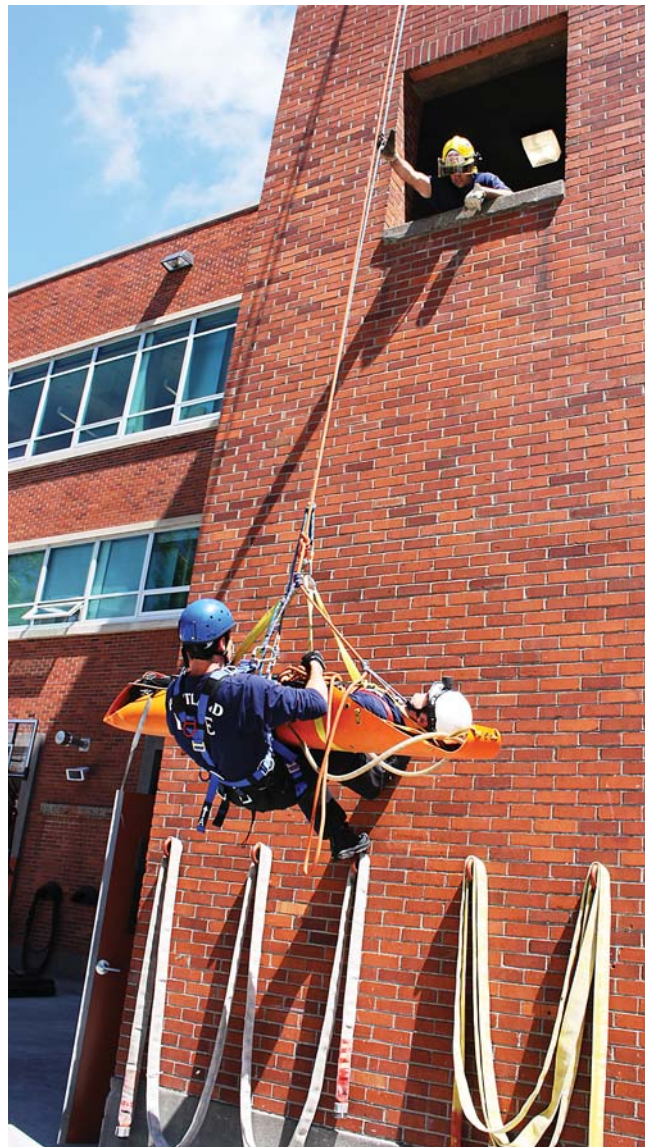
PF&R must align and use its resources effectively to ensure that apparatus and equipment replacement needs are met and facilities are maintained in a manner that meets the needs of the Bureau. Properly working apparatus and equipment are critical to firefighter safety and PF&R's ability to respond to emergencies. Additionally, several buildings not included in the General Obligation Bond are in need of preventative maintenance and upgrades to continue serving the needs of PF&R and the public. General Fund and alternative funding sources are predicted to continue diminishing for the foreseeable future. Therefore, PF&R will need to determine how funding gaps will be addressed and mitigate adverse effects to its operations.

### ***Goal #16***

***Secure stable and adequate funding for timely replacement and maintenance of apparatus, equipment, and PF&R facilities.***

### ***Performance Measure***

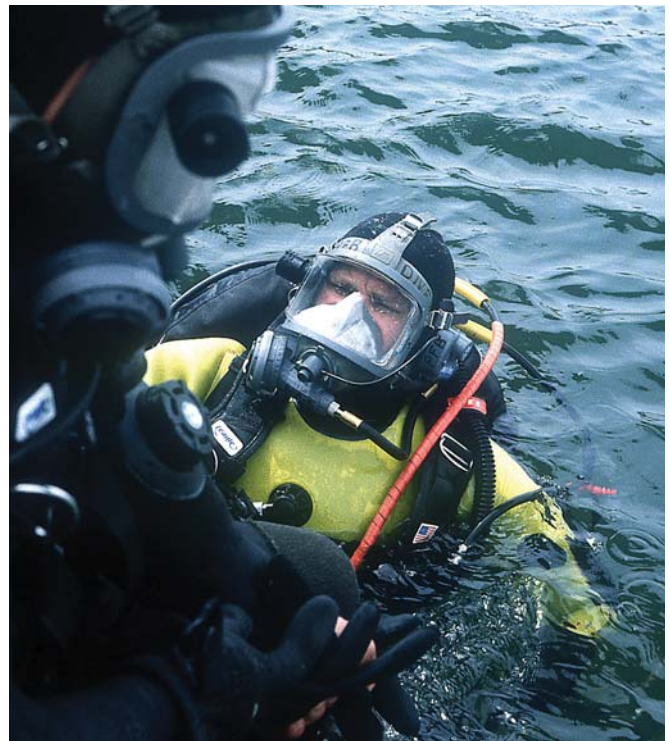
A comprehensive facility plan is developed and funding aligns with the plan for facility upgrades and maintenance needs. Also, apparatus and equipment replacement and maintenance are aligned with updated replacement schedules thereby eliminating apparatus backlog.





## Objectives

- Provide appropriate types and number of safe, durable, high quality and cutting-edge apparatus and equipment to meet current and future service demands and ensure firefighter safety.
- Develop a comprehensive facility plan to assess and provide safe, functional PF&R facilities now and in the future.
- Provide safe, functional PF&R facilities to meet current and future operational needs.
- Educate elected officials and the public on the need for and the associated costs of firefighting apparatus, equipment, and PF&R facilities to enable informed decisions.



## Strategies

- 16.1 Plan and prepare a strategy to inform and increase City Council's awareness of firefighting equipment, apparatus, and PF&R facilities requirements.
- 16.2 Identify all critical equipment, develop an inventory, and establish a replacement and cost schedule for critical equipment (e.g., Self-Contained Breathing Apparatus, Thermal Imaging Cameras, etc.).
- 16.3 Review and revise the current apparatus replacement and cost schedule to include air units, specialty response apparatus, fire boats, etc.
- 16.4 Establish a method to capture maintenance cost and service reliability impact data due to aging and mileage of apparatus and align current apparatus replacement criteria with this data.
- 16.5 Explore and establish alternative funding mechanisms to eliminate replacement backlog and replace apparatus according to schedule, per Strategy 1.4.
- 16.6 Secure adequate staffing to support the timely maintenance of all PF&R apparatus and equipment and eliminate maintenance backlogs and implement the updated apparatus replacement schedule.
- 16.7 Develop a comprehensive facility plan, including both periodic maintenance and long-range improvements, determine annual cost to fund the facility plan, and implement the plan.
- 16.8 Secure alternative funding for periodic maintenance and long-range improvements of facilities.
- 16.9 Secure adequate staffing to implement the facility plan and eliminate any maintenance backlog in a timely manner.



## ***Strategic Issue 17***

As one of the region's major emergency response and prevention organizations, PF&R must work with its regional partners to align resources efficiently and effectively to carry out services. To that end, PF&R must work with its regional partners to leverage limited financial resources to fund major regional initiatives.

### ***Goal #17***

***Work corroboratively with regional partners to identify major regional initiatives and leverage resources.***

### ***Performance Measure***

PF&R has effectively worked with its regional partners to leverage resources for at least one major regional initiative.

### ***Objectives***

- Identify funding for major regional initiatives suitable for regional participation.
- Develop and enhance mutual response and incident management capabilities to further PF&R's ability to respond to and manage major incidents.
- Create and participate in regional cost sharing opportunities to maximize fiscal savings/ efficiencies and staff time.

### ***Strategies***

- 17.1 Identify opportunities for major regional activities.
- 17.2 Establish quarterly meeting with regional logistics partners and meet with them to explore collective purchasing to maximize savings.
- 17.3 Continue to jointly operate stations with our partners and explore new opportunities to leverage financial resources.
- 17.4 Increase participation with regional, State, and Federal entities to maximize service delivery.
- 17.5 Review current mutual aid agreements and explore new opportunities.
- 17.6 Use existing governmental procurement contracts to maximize financial resources and increase staff efficiency.







## ***Strategic Issue 18***

It is important for employees to understand how financial priorities are established, adjusted, and work in conjunction with performance outcomes to build and maintain trust throughout an organization. Developing an internal financial communications strategy is key in disseminating vital financial information and decisions to each level within PF&R.

### ***Goal #18***

***All PF&R employees have access to timely information regarding the Bureau's financial activities and financial decisions, thereby increasing their knowledge and understanding of PF&R's financial and budgetary decision processes.***

### ***Performance Measure***

Annual employee survey reflects increased knowledge and understanding of budgetary and financial process and decisions.

### ***Objectives***

- Develop and implement a finance and budget internal communications strategy to increase employee knowledge and understanding.
- Increase opportunities for employees to participate in the finance and budget process to increase ownership in budgetary decisions.

### ***Strategies***

- 18.1 Conduct employee survey on financial/budgetary communication needs to establish baseline data in year one.
- 18.2 Conduct annual employee surveys to continually improve communication efforts.
- 18.3 Conduct annual financial training and modify training based on employee survey results.
- 18.4 Develop TV services forum on Logistics operations.
- 18.5 Improve budget processes using feedback from Budget Advisory Committee.
- 18.6 Develop a Financial/Accounting link on internal website for employees to reference.



Two work groups helped develop the Strategic Plan. The PF&R Strategic Planning Steering Committee provided overall leadership to the project, and the Strategic Planning Task Force concentrated on developing content, such as issues, goals, and strategies. Both groups are pictured below. Thanks to all of those individuals for their efforts.

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