



**PORTLAND FIRE & RESCUE
ANNUAL BUSINESS PLAN
FY 2006-07**

JULY 1, 2006

CHIEF'S MESSAGE



The *FY 2006-07 Annual Business Plan* is a critical document that Portland Fire and Rescue (PF&R) has created in order to ensure implementation of the *FY 2005-10 Strategic Plan*. This *Annual Business Plan* includes approximately one-fifth of the strategies from the *Strategic Plan*, as well as a number of non-strategic actions that PF&R will accomplish between July 1, 2006 and June 30, 2007.

To meet the needs of Portland's citizens and other stakeholders, and to ensure the continuation of high quality public services, PF&R must focus its efforts on the actions included in the *Annual Business Plan*. This will ensure that the infrastructure of PF&R can support and enhance the core emergency services of the organization.

PF&R will update the *Annual Business Plan* throughout the course of the fiscal year and will inform stakeholders of progress to date through quarterly updates. These updates will demonstrate achievements to date and progress made toward fulfilling PF&R's mission, the *FY 2005-10 Strategic Plan*, major initiatives, and the divisional annual business items.

The *Annual Business Plan* is a reflection of PF&R and it will guide this organization into the future. The leadership of PF&R has confidence in the ability of its members to implement this plan and improve the already high level of service provided to citizens.

A handwritten signature in black ink, appearing to read "David Sprando". The signature is written in a cursive, flowing style.

David Sprando
Fire Chief

ANNUAL BUSINESS PLAN OVERVIEW

Portland Fire & Rescue's (PF&R) Annual Business Plan stems from the five-year Strategic Plan, which spans from FY 2005 to FY 2010. The Annual Business Plan targets completion of approximately one-fifth of the Strategic Plan, through the implementation of strategies. Strategies are specific tasks that were identified during the strategic planning process.

The Annual Business Plan also incorporates non-strategic activities, such as Major Initiatives (MI) and Business Items (BI). Major Initiatives are large-scale projects, which require more than one fiscal year for implementation. The Divisional Annual Business Items are priority tasks that weren't identified in the five-year strategic planning process, yet remain important activities to PF&R. Some of the BIs stem from reports prepared by external entities, such as the TriData Report and the CFAI Assessment Reports. Recommendations from those reports have been included in this Annual Business Plan where feasible. The BIs require only one fiscal year for implementation.

All of the elements of the Annual Business Plan exist to improve many aspects of PF&R, specifically those reflected in the four Strategic Themes included in the FY 2005-10 Strategic Plan. The four strategic themes lay the framework for the Annual Business Plan. The themes include: Operational Effectiveness, Customer Service, Workforce Development, and Financial Resource Management. The Annual Business Plan is arranged by strategic theme, and then hierarchically with goals, performance measures, objectives and strategies. Completion of the strategies will ensure completion of each higher level of the plan.

PF&R uses the Annual Business Plan to guide and improve the organization and help keep Portland safe and livable. Implementation of this plan will be monitored through Quarterly Reports and informal monthly status reports from Division Managers. It is with the dedication of all PF&R employees that this plan is successful and improvement is seen at PF&R.

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STRATEGIC THEME: OPERATIONAL EFFECTIVENESS

Goal #1:

Keep the City Safe from Low Frequency/High Consequence (LF/HC) Events

Performance Measure:

PF&R is prepared to respond to LF/HC events, and successfully minimize human suffering, property loss and environmental impacts.

Objectives:

- Increase interoperability across disciplines within the region.
- Increase number of occupancies equipped with fire and life safety systems.
- Increase Prevention Division's ability to enforce fire codes.
- Reduce the incidence of over-crowding in public venues.
- Implement a new high-rise fire fighting protocol.
- Enhance response to natural disasters, Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) events and simulations, to a level where these types of incidents are managed effectively and consistently, following established protocols.
- Work to ensure an emergency medical system capable of withstanding a severe outbreak of infectious diseases.

Strategy #1.3 – Train chief officers in CBRNE/WMD event incident command.

Activities:

1. Identify DHS training requirements for command level personnel.
2. Provide DHS training to command level personnel.

Division Lead: Training & Safety

Strategy #1.4 – Identify and train an incident command system (ICS) overhead team to support and coordinate large scale emergencies such as natural disasters, greater alarm fires and CBRNE/WMD events.

Activities:

1. Define an ICS overhead team using State Fire Marshal's Office model.
2. Identify and assign personnel to overhead team positions.
3. Provide training to ICS overhead team.

Division Lead: Training & Safety

Strategy #1.5 – Seek increased installation of sprinklers in 1 and 2 family dwellings; seek retroactive requirements related to fire damage repair.

Activities:

1. Identify target properties (land use, PDC funds, construction type and occupancy type).
2. Partner with OFMA and OFCA to create state legislation to require installation of sprinklers in new/remodeled/fire-damaged 1 and 2 family dwellings.
3. Market voluntary installation of sprinklers.

Strategy #1.5 continued:

4. Partner with PDC and HAP for sprinklers in all publicly financed housing.
5. The City of Portland should consider requiring fire sprinklers in all new structures and in all structures that undergo major renovations. (TriData Recommendation #73)

Division Lead: Prevention

Strategy #1.6– Adopt Title 31 and review for changes at least every three years.

Activities:

1. File new version of Title 31 with Council.
2. Review Title 31 within three years of adoption.

Division Lead: Prevention

Strategy #1.7– Define vision and implementation plan for new administration building Learning Center/Museum.

Activities:

1. Develop a funding plan.
2. Develop a communication and marketing plan.
3. Develop an implementation plan.
4. Develop a staffing and programming plan.
5. Develop an architectural and space design plan.
6. Develop a business plan.
7. Determine cost sharing between Jeff Morris Foundation and the City of Portland.
8. Formalize PF&R business operating agreement with Jeff Morris Foundation and other partners to include contracting, artifacts, fundraising, etc.
9. Provide high-level advocacy and support of fundraising and marketing activities.

Division Lead: Prevention

Strategy #1.8– Develop process to suspend Certificates of Fitness.

Activities:

1. Implement Title 31 changes.
2. Communicate process to industry.
3. Pursue statewide certification process with State Fire Marshal's Office.

Division Lead: Prevention

Strategy #1.9 – Complete the administration and implementation of the 2003, 2004 and 2005 UASI and MMRS grants.

Activities:

1. Complete paperwork process for UASI 2003 and 2004 grants.
2. Begin paperwork process for the UASI 2005 and MMRS grants.
3. Purchase items identified in the line item budget and deliver to appropriate agencies.
4. Identify lead fire representative for each of the UASI counties for core workgroup.

Division Lead: EOPS - Special Operations

Strategy #1.10 – Work with Multnomah County Department of Health and the Center for Disease Control to improve local understanding of the potential for an outbreak of infectious disease, and to coordinate a stronger regional response if one occurs.

Activities:

1. Identify contacts at Multnomah County Department of Health.
2. Identify current and potential future disease threats to the local community.
3. Meet with POEM to discuss Fire/EMS response to an infectious disease outbreak.
4. Attend a Multnomah County/POEM committee meeting for biological infectious disease surveillance response.
5. Communicate to the County the need for PF&R inclusion in the response plan.
6. Communicate with the Commissioner Offices on key outcomes.
7. Partner with the County to disseminate information to the public.

Division Lead: EOPS - EMS

Strategy #1.11 – Collaborate with regional and city partners to enhance preparedness for natural disasters.

Activities:

1. Work with POEM to coordinate the fire and rescue group regional response plan.
2. Use the fire working group to coordinate regionally through urban area strategic initiative point of contact group.
3. Complete the concept of operation plan for regional disaster response.
4. PF&R with BTS should develop a disaster recovery plan that provides for recovering PF&R Bureau specific applications as needed and for providing various IT support during emergency events. (TriData Recommendation #107)

Division Lead: Chief's Office

Goal #2:
Maximize Dispatch Effectiveness

Performance Measure:
Through enhanced dispatch, PF&R consistently responds to calls by providing appropriate services, using proper procedures and resources.

- Objectives:**
- Reduce false and good intent calls by 10%.
 - Increase efficiency of fire/EMS dispatchers.
 - Increase PF&R presence and involvement in dispatch services.

Strategy #2.1 – Utilize new and current technology to maximize dispatch effectiveness.

Activities:

1. Evaluate internal/external technology options on a semi-annual basis.
2. Make recommendations based on evaluation.
3. Purchase necessary hardware/software.
4. Support BOEC in its initiative to replace the CAD.
5. Facilitate employee training for new technology as needed.

Division Lead: EOPS - Special Operations

Strategy #2.2 – Improve call-taking triage of fire/EMS at dispatch to reduce number of good intent calls.

Activities:

1. As an active member of the User Board to help set strategic goals that pertain to dispatcher hiring and training.
2. As an active member of the Multnomah County Fire Dispatch Committee, introduce proposed changes and/or updates that improve the quality of call-taking/dispatch.
3. Continue to work with BOEC CQI Committee to propose call types to be reviewed, and provide benchmarks and expectations for the call-taking/dispatch process.
4. Continue to use the fire liaison to provide immediate follow-up and education to call-takers/dispatchers during active incidents.
5. Continue to use fire liaison to instruct at BOEC's trainee academy.
6. Propose increased call-taking/dispatching processing times by allowing more time for call takers/dispatchers to question the caller and type-code the call accurately.
7. Remain an active member of BOEC Fire SOP Committee to assure Fire SOPs reflect PF&R policies and procedures, and are used as the basis for fire call triaging.
8. As an active member of the Multnomah County EMS Dispatch Committee, introduce proposed changes and/or updates that improve the quality of EMS call-taking/dispatch.

Strategy #2.2 continued:

9. As an active member of the BOEC Focus Group provide PF&R strategies and goals to BOEC administration.
10. Provide clear and concise direction to BOEC by maintaining a single point of contact for all issues related to call-taking/dispatch.
11. The agency should investigate ways that will allow it to have more input and control of fire department services within BOEC. Allowing the Battalion Chief to have more control in BOEC operations would help to make the agency more efficient, could improve call processing time, enhance deployment of resources and give better service to the community. (CFAI Recommendation - Specific 9B.6.)
12. Review the call processing and dispatch process to determine whether any changes can be made to improve the call processing and dispatch times. (TriData Recommendation #16)

Division Lead: EOPS

Strategy #2.3 – Educate the Bureau of Emergency Communications (BOEC) on PF&R’s needs.

Activities:

1. Bring forward issues and concerns to improve service delivery as active members in the following groups: BOEC User Board, Multnomah County Fire Dispatch Committee, Multnomah County EMS Dispatch Committee, BOEC Fire SOP Committee and the BOEC Focus Group.
2. Utilize the fire liaison to instruct at BOEC’s trainee academy.
3. Utilize the fire liaison to communicate PF&R’s policies and procedures in real time.
4. Provide clear and concise direction to BOEC by maintaining a single point of contact for all issues related to call-taking/dispatch.
5. The agency should consider entering into an agreement with BOEC for providing communications services which would outline the roles, responsibilities and expectations of the communications system. This should include establishing nationally recognized fire and EMS performance standards and measurements for the processing of 9-1-1 calls and the dispatch of emergency responses units. (CFAI Recommendation - Criterion 10A)
6. BOEC and PF&R personnel should develop a closer working relationship. (TriData Recommendation #122)
7. Integrate permit access with TRACS / FIRES2000.

Division Lead: EOPS

Strategy #2.4 – Expand the use of fire liaisons at BOEC.

Activities:

1. Gather data that would support a 24/7 presence at BOEC.
2. Evaluate the data and determine if a 24/7 presence is needed.
3. Recommendations are made to Council to fund a 24/7 presence at BOEC.
4. Implement recommendations once approved by Council.

Strategy #2.4 continued:

5. The agency should investigate ways that will allow it to have more input and control of fire department services within BOEC. Allowing the Battalion Chief to have more control in BOEC operations would help to make the agency more efficient, could improve call processing time, enhance deployment of resources and give better service to the community. (CFAI Recommendation - Specific 9B.6.)
6. PF&R should have 24-hour representation at the fire dispatch center. (TriData Recommendation #119)

Division Lead: EOPS

Strategy #2.5— Work with the City, BOEC, Fire & Police Disability & Retirement (F&PD&R), Risk Management-Workers Compensation, PFFA and AFSCME to evaluate the use of limited-duty F&PD&R staff to more effectively deliver fire/EMS dispatch services.

Activities:

1. Notify stakeholders about PF&R's goal to maximize dispatch services.
2. Identify the issues affecting the delivery of Fire/EMS dispatch services.
3. Solicit input from stakeholders regarding their related issues.
4. Establish an agenda to provide a direction for a stakeholder meeting.
5. Convene a meeting with stakeholders to discuss issues and identify options.
6. Evaluate and implement solutions where feasible.

Division Lead: Chief's Office - Human Resources

Strategy #2.6— Develop a policy, procedure and program to decrease 911 system abuse.

Activities:

1. Identify types of 911 system abuse.
2. Determine frequency of calls to identify system abuse calls.
3. Develop a solution to address problems.
4. Work with existing fire and EMS dispatch committees to develop recommendations.
5. PF&R leadership develops policy, procedure and program to implement solutions.
6. The agency should investigate ways that will allow it to have more input and control of fire department services within BOEC. Allowing the Battalion Chief to have more control in BOEC operations would help to make the agency more efficient, could improve call processing time, enhance deployment of resources and give better service to the community. (CFAI Recommendation - Specific 9B.6.)

Division Lead: EOPS

Goal #3:
 Improve Technology Use and System Implementation

Performance Measures:
 PF&R demonstrates enhanced efficiencies through the appropriate and innovative use of technology.

Appropriate organizational structures and systems are in place so PF&R can recognize and implement technological solutions.

PF&R enhances appropriate and innovative use of technology.

Objectives:

- Provide user-friendly technology, supporting systems, and documents.
- Deliver timely and relevant training, and support documentation.
- Use technology appropriately to serve PF&R goals.
- Establish organizational-wide data storage and management techniques.
- Promote and explore new technologies for training and education delivery.
- Develop a station-based budget system.
- Improve the interoperability of technology systems.

Strategy #3.1 – Identify and implement alternative methods to enter and utilize code enforcement and permit data in the field.

Division Lead: Prevention

Activities:

1. Identify business and user needs for remote input/output access to data.
2. Review technical options for remote input/output access to data.
3. Determine most favorable options and related cost.
4. Determine budget strategy.
5. Implement selected method.

Division Lead: Prevention

Strategy #3.2 – Establish an improved apparatus and facility work order information system.

Activities:

1. Identify dedicated resources to develop an apparatus and facility work order information system.
2. Identify and document the requirements of the application in terms of information output and design.
3. Allocate one additional full time employee to manage this software system and provide training to other employees.
4. Implement the application.
5. Upgrade the AMS software to track inventory parts. If the software does not have these upgrades, consider purchasing an off-the-shelf program to track inventory and parts data. (TriData Recommendation #116) An inventory system is in place that tracks items with a purchase value over \$5,000. It is current but it does not track the multitude of smaller items that typically may get “lost” in an organization. The agency should institute an inventory system for the smaller value items. (CFAI Recommendation - Specific 6E.5)
6. Identify new facility and apparatus work order system with implementation.

Division Lead: MSD - Logistics

Goal #3 Continued:

- Recommend information technology programs to the Computer Advisory Committee (CAC) that are in line with budget development.
- Standardize the use of technology in the stations.

Strategy #3.3 – Integrate permit processing with TRACS/F2K.

Activities:

1. Implement construction permits into TRACS (phase 1).
2. Top level priority for phase 2 and 3 of TRACS/F2K integration assigned by the CAC.
3. Develop software to input non-construction permits into F2K (phase 2).
4. Determine how to integrate TRACS data into F2K (phase 3).

Division Lead: Prevention

Strategy #3.4 – Enhance the incident system to capture data for exception reports to document critical performance measures (such as traffic delays and traffic calming devices).

Activities:

1. Identify what type of exception reports need to be captured in the incident system.
2. Update the existing incident system to include critical data points.
3. Train the users to input data and facilitate the exception reports.

Division Lead: MSD - Information Technology

Strategy #3.5 – Establish a process to link the productivity reports in the journal system with the incident system, to produce reports on the true availability of resources (resource utilization).

Activities:

1. Create an IT project request.
2. Work with the assigned programmer to ensure all elements of the project request are addressed.
3. Evaluate the data to ensure validity and accuracy.

Division Lead: EOPS

Strategy #3.6— Transfer key elements of F2K (such as suppression systems/risk elements) to the premise page of the MDCs.

Activities:

1. Identify which key elements need to be located on the premise page of the MDC's.
2. Establish a project intake document for BTS to provide a cost estimate.
3. PF&R's dedicated BTS staff will collaborate with CGIS to incorporate changes on the MDC's.

Division Lead: MSD - Planning & Administrative Service Section

Strategy #3.8— Revise journal system user guide and provide training to provide more consistent documentation of productivity.

Activities:

1. Determine what data is needed from the journal system.
2. Update the journal system user guide to reflect the needs assessment and to ensure proper methods of entering productivity.
3. Provide training to ensure consistent data entry amongst users.
4. Evaluate the data to ensure consistency of data entry.

Division Lead: EOPS

Strategy #3.9— Review and revise website management plan for effectiveness.

Activities:

1. Define internal & external customers and determine which parties use specific information.
2. Solicit feedback from internal & external customers regarding the effectiveness and efficiency of the website.
3. Evaluate other bureau websites to determine content and layout.
4. Evaluate the membership of the website subcommittee.
5. Revise the website management plan.
6. Schedule a meeting with the website subcommittee to discuss feedback from the internal & external customers.
7. Revise the internal content and layout of the website.
8. Revise the external content and layout of the website.
9. Solicit feedback from internal/external customers to determine effectiveness after the website has been reconstructed.

Division Lead: Chief's Office

Strategy #3.10 – Expand the use of GIS for planning and analysis across every level of the organization and integrate GIS based information into the Mapping System and records management. Expand the use of ArcBridge Geographic Information Systems for planning and analysis across every level of the agency including integration of GIS based information into the CAD system and records management. (CFAI Recommendation - Strategic #4)

Activities:

1. Complete the installation of FireSolv modules and generate maps and scenarios for planning and analysis.
2. Determine what GIS needs exist by division.
3. Identify which GIS elements would be useful in the mapping system.
4. Communicate with the BBR and determine the parameters of BOEC's initiative to incorporate GIS into the CAD.
5. Determine if PID needs to be created for GIS information to be added to the mapping system.
6. If PID is necessary, submit PID to BTS for cost estimate.
7. Determine if funding is available to move forward with the GIS integration.
8. GIS integration is completed by BTS staff.
9. Team with EOPS to provide training to line personnel.
10. Expand the use of ArcBridge Geographic Information Systems for planning and analysis across every level of the agency including integration of GIS based information into the CAD system and records management. (CFAI Recommendation - Strategic #4)

Division Lead: MSD - Planning & Administrative Service Section

Strategy #3.14 – Assess current information technology and new developments, and provide appropriate employee training to meet business needs.

Activities:

1. Identify the technology training needs for fire station personnel, administrative personnel, and PF&R management. A multiple year training plan should be developed. (TriData Recommendation #101)
2. Assess current business software needs.
3. Compare and evaluate effectiveness of current software with new technology.
4. Develop tailored training program to meet the needs of various staff levels.

Division Lead: Training & Safety

Strategy #3.15 – Standardize telecommunications equipment policy and develop a replacement plan on an organization-wide basis.

Activities:

1. Define telecommunications equipment.
2. Review the City's telecommunications equipment policy/guideline, if applicable.
3. Create a telecommunications equipment policy to be adopted by the core leadership team.
4. Establish a replacement plan for all telecommunication equipment to be approved by the core leadership team.
5. Identify funding options for the replacement plan.

Division Lead: MSD - Planning & Administrative Service Section

Strategy #3.16—Standardize station computers (hard drives and desk tops).

Activities:

1. Determine a standardized list of desktop applications and hard drive management.
2. Apply a standard format to all station desktops.
3. Create and apply a standard folder structure.
4. Provide training to fire station personnel.

Division Lead: MSD - Information Technology

Goal #4:
Implement Resource Demand Management and Response Strategies

Performance Measure:
PF&R responds to appropriate calls for service with the correct number and types of resources to manage incidents.

Objectives:

- Evaluate calls for fire, rescue and emergency services for appropriate responses.
- Reduce inappropriate or unnecessary requests for responses.
- Evaluate incidents requiring multiple companies to determine the most effective use of resources.
- Update station response areas and administrative assignment boundaries, and document in General Order #18.
- Inform fire companies of new or changed target hazards in their FMZ (such as new buildings, et cetera).
- Use the Standard of Emergency Response Coverage (SERC) document to address resource allocation and deployment standards and educate stakeholders.
- Manage facilities to support resource demand.

Strategy #4.1 – Evaluate full response assignments and outcomes to determine appropriate resource allocation.

Activities:

1. Conduct evaluation of full response assignments in coordination with updates to SERC.

Division Lead: EOPS

Strategy #4.2 – Implement a system to create, update and review station fire management zones (FMZs) as they pertain to administrative assignments.

Activities:

1. The current process used to review, update and inform affected personnel of changes to fire management zones will be formalized in a bureau policy document.
2. The document will include responsible parties/ positions for each step in the process, up to and including ensuring the fire GIS layers are updated with Metro and CGIS.
3. The bureau policy document will be posted to the website.

Division Lead: EOPS

Strategy #4.3 – Develop a notification process for new commercial construction and tenant improvements that fall within target hazard guidelines. (From FMO to EOPS.)

Activities:

1. Identify EOPS business needs and requirements for notification.
2. Identify options for notification.
3. Select and implement strategy.

Division Lead: Prevention

Strategy #4.4 – Review the Standard of Emergency Response Coverage (SERC) annually to evaluate trends and ensure SERC reflects actual service delivery.

Activities:

1. Convene meeting of CFAI leadership team to compare trend data with SERC standards.

Strategy #4.4 continued:

2. Revise SERC document as necessary and re-adopt every five years.

Division Lead: EOPS

Strategy #4.5— Evaluate the available number of individual response resources to effectively meet SERC response time and safety objectives for first arriving unit and full complement responses.

Activities:

1. Review SERC data and gather current data as it pertains to first arriving unit and full complement responses.
2. Analyze types of incidents that units respond to and determine if it is appropriate to continue to respond.
3. Seek funding for additional resources as needed to meet response time and safety objectives.
4. Reevaluate the initial assignment of engines for structure fires to low hazard occupancies. (TriData Recommendation #23)

Division Lead: EOPS

Strategy #4.7— Use the Title 31 citation process to reduce the number of chronic false calls.

Activities:

1. Develop policy and procedure for issuing citations for chronic false calls.
2. Implement policy and procedures.

Division Lead: Prevention

Strategy #4.8— Educate public on proper use of the 9-1-1 system.

Activities:

1. Create a public information plan to address the public’s use of the 9-1-1 system.
2. Ensure consistency of message with BOEC and PEO efforts.
3. Submit plan for review and approval.
4. Implement plan.
5. Evaluate the use of the 9-1-1 system to determine if the communication plan is successful.

Division Lead: EOPS

Strategy #4.9— Adopt a long-range facility plan.

Activities:

1. Identify facility capital improvement needs over a twenty year cycle.
2. Incorporate service delivery demands into station location and configuration.
3. Incorporate preventative maintenance program into facility plan.

Division Lead: MSD - Logistics

Goal #5:
 Improve Quality, Value, Efficiency and Timeliness of External Support Services

Performance Measure:
 PF&R provides evaluation of, and feedback to the City and vendors about the cost/benefit relationship of external services delivered.

Objectives:

- Support Mayor’s directive to find the lowest cost for interagency and external goods and services.
- Ensure that interagency service providers understand the importance of the timeliness of service requirements.
- Ensure that interagency service providers understand PF&R’s level of customer satisfaction.
- Collaborate with other city bureaus to evaluate interagency service providers.

Strategy #5.1 – Establish a formal feedback mechanism, which informs internal service providers of service deficiencies, improvements and successes.

Activities:

1. Conduct annual procurement training in accordance with Chief's memo.
2. In conjunction with Purchasing, establish annual procurement and flexible services contracts.
3. Perform quarterly audit of all purchases bureau-wide.
4. Establish a CQI Committee.
5. Participate on the citywide committee in the review of the city's contracting procedures (Bureau Innovation Project (BIP) Initiative #13).

Division Lead: MSD - Finance

Strategy #5.2 – Establish a process to identify and use least cost goods and service providers, when possible.

Activities:

1. Create a formal procedure and reporting form to document deficiencies, improvements and successes. (Chief's Office - approves procedure and report form)

Division Lead: MSD - Finance

Goal #6:
Enhance Effectiveness of Internal Communication

Performance Measure:
PF&R employees have access to information necessary to efficiently perform their job.

Objective:

- Develop an internal communication plan that avoids duplication and contradiction of effort.

Strategy #6.1 – Enhance the effectiveness and relevance of internal communication tools including email, intranet, printed form, interoffice mail, rollerboard, closed-circuit television, Nextel, pagers and other tools.

Activities:

1. Convene a work group to identify and evaluate internal communication tools.
2. Solicit feedback from employees about each communication tool.
3. Identify effectiveness and relevance of current communication tools.
4. Make recommendations and implement solutions.

Division Lead: Chief's Office - Public Communications

Strategy #6.2 – Develop an effective method to determine if required or mandatory information is received and understood.

Activities:

1. Convene a work group to define what is a required or mandatory piece of information.
2. Use workgroup to determine if required or mandatory information is received and understood.
3. Identify issues, which inhibit required or mandatory information from being received.
4. Solicit and evaluate feedback from employees.
5. Workgroup recommends improvements and implementation plan.

Division Lead: Chief's Office - Public Communications

Strategy #6.3 – Use TV services, media and other resources to improve communication with personnel.

Activities:

1. Increase use of live programs.
2. Work with BTS to increase network bandwidth.
3. Increase use and functionality of the internet/intranet.
4. Explore the use of teleconferencing for intra-bureau communication.

Division Lead: Training & Safety

Goal #7:
Educate Employees about Internal Planning Process

Performance Measures:
PF&R experiences an increased level of employee awareness of and participation in planning process.

PF&R improves planning and coordination through system integration between all divisions.

- Objectives:**
- Inform and educate employees about planning processes and opportunities for involvement.
 - Establish an integrated planning system for all divisions.
 - Increase employee involvement in planning efforts and in implementing actions.
 - Use the planning system to improve management decision-making.

Strategy #7.1 – Provide education and increase awareness to PF&R employees about the planning processes.

- Activities:
1. Distribute Strategic Plan to all sections and stations.
 2. Incorporate planning process information into officer’s briefings.
 3. Utilize TV Services to present executive summary of the annual business plan.
 4. PASS representative to attend monthly divisional staff meetings to share information.
 5. Facilitate the assignment of responsibility for activities to a broader group of bureau employees.

Division Lead: MSD - Planning & Administrative Service Section

Strategy #7.2 – Develop mechanism for organization-wide event coordination (website event calendar).

- Activities:
1. Create sample website event calendar for core to review.
 2. Develop a policy to determine what level of event is posted, who has posting rights and who has approval rights for events.
 3. Request input from the core leadership team.
 4. Educate staff about the feature and encourage staff use.

Division Lead: MSD - Planning & Administrative Service Section

Strategy #7.3 – Develop and implement a planning system to prioritize both scheduled and unanticipated events.

- Activities:
1. Establish a standing agenda item for Executive Staff meeting to forecast and prioritize scheduled and unscheduled events.
 2. Evaluate if the planning system is effective.

Division Lead: Chief's Office

STRATEGIC THEME: CUSTOMER SERVICE

Goal #8:

External and Internal Customers Experience Consistent, Timely, Quality Customer Service from all Levels of the Organization.

Performance Measure:

PF&R provides consistently high levels of customer service, which meets or exceeds customer expectations.

Objectives:

- PF&R will have a clear understanding of its external and internal customers.
- PF&R will have a clear understanding of the level of customer satisfaction and improvement opportunities.
- Station personnel will consistently participate in community relations activities.
- Customers experience consistent inspection services, regardless of who performs the inspection.
- Customers, including the community, other bureaus and government agencies, consistently perceive their relationship with PF&R as beneficial.

Strategy #8.1 – Identify external and internal customers.

Activities:

1. Review existing lists of internal/external customers from strategic planning and other analysis.
2. Create a list of contacts to identify additional customers.
3. Present list to Executive Staff for input.
4. Update list based on input and present to Commissioner's Office for additional input.
5. Use customer list to address strategies related to customer service.

Division Lead: Chief's Office - Public Communications

Strategy #8.2 – Develop baseline data to measure CFIP customers' level of satisfaction.

Activities:

1. Collect customer feedback from invoices, phone calls, letters of compliments/complaints, website surveys, etc. to determine baseline data.
2. Compile and analyze the data.

Division Lead: Prevention

Strategy #8.3 – Evaluate the CFIP and the feasibility of returning the responsibility to the Prevention Division.

Activities:

1. Provide a staff report evaluating the following issues: customer service, quality/consistency, effectiveness/efficiency, technology and cost.
2. Identify and evaluate labor management issues.

Division Lead: Prevention

Goal #8: (continued)

- Firefighters receive patient outcome information.
- PF&R will identify existing external communication resources, issues, obstacles and strategies.
- PF&R will enhance public understanding of the number and variety of services PF&R provides.
- PF&R will establish a Learning Center in the new Fire Station 1.
- New buildings will include customer service design elements and consideration.

Strategy #8.4 – Identify potential partnership opportunities at the regional, community, and city bureau level to enhance collaboration.

Activities:

1. Review list of existing partnerships from budget narrative and other documents.
2. Create a list of contacts to identify additional partnerships.
3. Present potential partnership list to Executive Staff for input.
4. Update partnership list based on input and present to Commissioner's Office for additional input.
5. Executive Staff evaluates the partnership list and determines upon which opportunities to act.
6. New partnerships are established.

Division Lead: Chief's Office - Public Communications

Strategy #8.6 – Enhance customer service and public education efforts through the design of the new administration building.

Activities:

1. Identify customer needs in regards to public education, permits, reception, etc.
2. Identify staffing and adjacency needs.
3. Integrate needs into the building design.
4. It is recommended the agency continue the use of the community risk analysis to further enhance the community education programs and expand the use of data available in the information management system to guide it in the decision making process.
(CFAI Recommendation - Criterion 5C)

Division Lead: Prevention

Strategy #8.8 – Implement a training program to provide consistent inspection service practices.

Activities:

1. Evaluate the consistency of existing inspection practices.
2. Implement changes to the training program as needed.

Division Lead: Prevention

STRATEGIC THEME: WORKFORCE DEVELOPMENT

Goal #9:

Maintain a Highly Trained and Educated Workforce

Performance Measure:

An increased number of PF&R employees are prepared for career advancement and demonstrate continuous improvement.

Objectives:

- Review and implement company-based training (led by officers and supervisors) on LF/HC events.
- Implement a monthly station-based and section-based training program, led by officers and supervisors.
- Increase awareness and expertise of officers regarding arson.
- Develop a management/leadership program.
- Expand the effective use of Television (TV) Services for training and other purposes.
- Clarify and apply consistent criteria for promotions.
- Maintain support for effective means of recruiting a workforce representative of Portland residents.

Strategy #9.1 – Evaluate and determine ways to increase and improve training on low frequency/high consequence (high risk) events.

Activities:

1. Define low frequency/high consequence (high risk) events.
2. Develop and deliver relevant training for low frequency/high consequence events.

Division Lead: Training & Safety

Strategy #9.3 – Enhance the use of TV services to include new technologies for improved program delivery to PF&R personnel.

Activities:

1. Explore new technology for improved program delivery and determine most feasible options.
2. Develop the technical infrastructure to support program delivery.
3. Develop video-on-demand training at each desktop.
4. Implement desktop delivery for employee development and training.

Division Lead: Training & Safety

Strategy #9.4 – Maximize the experience and expertise of members by establishing a mentoring program.

Activities:

1. Create a work group with representation from management and labor to develop sworn and non-sworn elements of a mentoring program.
2. Work group evaluates existing mentoring programs from other jurisdictions.
3. Work group establishes criteria for participation in the mentoring program, for both mentors and personnel to be mentored.

Strategy #9.4 continued:

4. Core reviews and adopts mentoring program.
5. Core identifies mentors and personnel to be mentored.
6. Establish and implement an orientation program for mentors.
7. Implement program.
8. Evaluate mentoring program annually to determine improvements or changes that are needed.

Division Lead: Chief's Office - Human Resources

Strategy #9.5— Develop a career path for promotional positions and provide career development training for employees where possible.

Activities:

1. PF&R should initiate an officer development program that specifies professional development training, formal college coursework and tactical components that is a prerequisite for future promotions. (TriData Recommendation #34)
2. Identify promotional opportunities.
2. Identify prerequisites for promotion to each position.
3. Develop a career path flow chart for sworn positions including bureau specific training and certifications for officer candidates.
4. Coordinate with BHR on existing promotional paths for non-sworn employees.
5. Evaluate and determine the feasibility of adopting the IAFC's officer development handbook for sworn employees.
6. Develop training opportunities to support the career path flow chart.
7. Establish a mentoring program for all employees.
8. The agency should continue to pursue the management/leadership development program. The agency appears to end formal training at the lieutenant level although it does encourage education and training for upper management. A formal program, in conjunction with a local college could benefit this segment of the workforce. The agency has no formal career development program in place. The document states that the agency is addressing the possibility of a specific career development program as part of the Performance Management process. This program should be completed as soon as practical and communicated to all members. (CFAI Recommendation - Specific 7D.5/ CFAI Recommendation Specific 8A.5)

Division Lead: Chief's Office - Human Resources

Strategy #9.6 – Train all uniformed members and other EOC responders in the federally mandated National Incident Management System (NIMS).

Activities:

1. Determine federally mandated NIMS requirements.
2. Deliver in-house training or provide other opportunities for NIMS training.

Division Lead: Training & Safety

Strategy #9.7 – Evaluate and aggressively promote recruitment programs to attract a talented and diverse pool of employment applicants.

Activities:

1. Evaluate effectiveness of current recruitment programs, publications and other media.
2. Research alternatives for recruitment efforts including partnerships with high schools, colleges and universities.
3. Based upon findings, make adjustments to the recruitment program.

Division Lead: Training & Safety

Goal #10:

Enhance the Safety and Health of the Workforce.

Performance Measure:

PF&R reduces the incidence of injury and illness for all employees.

Objectives:

- Assess the effectiveness of PF&R's health and wellness program by monitoring available data.
- Improve specifications for apparatus and equipment to increase safety.
- Complete the assessment of ergonomic workstations within PF&R.
- Improve employee wellness through awareness of the impacts of workload.

Strategy #10.2— Develop a process to manage human resources to more evenly distribute workload at the Battalion level and below.

Activities:

1. Identify companies that are exceeding or approaching 3,000 calls per year.
2. Prepare resource utilization ratios for companies based on SERC template.
3. Establish a work group to identify recommendations to distribute workload more evenly.
4. Review and implement recommendations to redistribute workload.
5. Evaluate effectiveness of redistribution through data analysis.
6. Consider increasing the emergency response districts by one in order to reduce the span of control currently in place. (TriData Recommendation #9) Reestablish a fourth district within the City and reinstate one additional Battalion Chief to each of the assigned shifts (three additional positions). (TriData Recommendation #22)

Division Lead: EOPS

Strategy #10.3— Identify apparatus and equipment that improve personnel safety.

Activities:

1. Review national trends to stay current on personnel, equipment and apparatus safety.
2. Provide a review of safety-related data.
3. Based on safety-related data, national trends and standards, incorporate safety recommendations into apparatus and equipment specifications.

Division Lead: Training & Safety

Strategy #10.4— Seek and secure grants to help fund wellness and safety programs.

Activities:

1. Meet with Katie Pruder to discuss possible grant sources.
2. Research grants available to fund wellness/safety programs utilizing personnel from Metro Fire Officer class.

Division Lead: EOPS - EMS

Strategy #10.5— Identify potential improvements to the health and wellness program by measuring available data.

Activities:

1. Research PHLAME data to identify potential improvements.
2. Research injury data to identify potential improvements.

Division Lead: EOPS - EMS

Strategy #10.6— Evaluate ergonomic workstations within PF&R.

Activities:

1. Provide information on the availability of ergonomic evaluations.
2. On request, review workstations for ergonomic functionality and coordinate the modifications with Risk Management.

Division Lead: Training & Safety

Goal #11:

Demonstrate Leadership in the Area of Cultural Competency by Achieving a Work Environment where all Employees are Treated with Respect and Dignity.

Performance Measure:

Employees feel that they are treated with respect and dignity within the work environment.

Objectives:

- Continue implementation of Cultural Assessment recommendations.
- Continue comprehensive training programs through all levels of the organization.

Strategy #11.1 – Complete next steps of implementation of the Cultural Assessment.

Activities:

1. Reconvene task force to evaluate progress and determine next steps.
2. Implement the training and other recommendations as determined by the task force.
3. Re-assess the work environment to determine effectiveness of the implementation.
4. Publish results of full implementation.

Division Lead: Chief's Office - Human Resources

Strategy #11.2 – Provide training for all employees on cultural competencies.

Activities:

1. Identify bureau specific cultural competencies.
2. Reconcile with citywide cultural competency training.
3. Provide additional training as needed.

Division Lead: Training & Safety

Strategy #11.3 – Using the Cultural Assessment Survey as a baseline, conduct periodic surveys to determine the level of improvement in the work environment.

Activities:

1. After the full implementation, conduct a survey every two years to determine the level of ongoing improvement in the work environment.
2. Evaluate the surveys and identify significant issues/ trends.
3. Report survey findings to the Bureau Diversity Development Committee.
4. After reviewing the report, the Bureau Diversity Development Committee recommends next steps to Core.
5. Publish the report and distribute to all employees.

Division Lead: Chief's Office - Human Resources

Goal #12:

Enhance Effectiveness of Staffing and Human Resource Processes.

Performance Measure:

Human resource processes enhance the effectiveness, efficiency and morale of PF&R.

Objectives:

- PF&R's human resource processes are consistent with the mission of PF&R.
- PF&R effectively and consistently coordinates human resource activities and timelines based on operational needs.
- Adequate administrative support exists to deliver quality and continuous customer service.
- PF&R will review position classification specifications.

Strategy #12.1 – Evaluate criteria for consistency in the promotional process.

Activities:

1. PF&R should initiate an officer development program that specifies professional development training, formal college coursework and tactical components that is a pre-requisite for future promotions. (TriData Recommendation #34)
2. Review and update the core competencies for each position in the classification specifications.
2. Review and update the exam for each position based on revised core competencies.
3. Request feedback from relevant unions when represented positions are involved.
4. Review and update the announcement for each position based on revised core competencies.
5. Review and evaluate the instruments for selecting from the eligibility list.
6. Communicate to employees the updates in the promotional process.

Division Lead: Chief's Office - Human Resources

Strategy #12.2 – Establish an Employee of the Year award for non-sworn employees, and recognize non-sworn employees for promotions at awards ceremonies.

Activities:

1. Awards committee to review and revise G.O. #53.
2. Awards committee to develop criteria for non-sworn employee of the year award.
3. Recognize non-sworn employee promotions at award ceremonies.

Division Lead: Chief's Office - Public Communications

Strategy #12.3 – Refine and improve retirement projections.

Activities:

1. Collect historical retirement and current personnel data.
2. Survey the workforce semi-annually to determine potential retirements.
3. Establish financial analysis methodology.

Strategy #12.3 continued:

4. Conduct financial analysis.
5. Prepare cost projection reports.
6. Present information to PF&R Management.
7. Annually update data and revise reports.

Division Lead: MSD - Finance

Strategy #12.4 – Establish organizational-wide performance evaluations and reporting.

Activities:

1. Review the results of BIP #5 and coordinate with the Cultural Assessment Implementation Committee to implement performance evaluations and reporting.
2. Implement organizational-wide performance evaluations which meet city and bureau requirements.
3. Institute an annual performance appraisal process for line employees. (TriData Recommendation #25)

Division Lead: Chief's Office - Human Resources

Strategy #12.5 – Develop a standardized orientation for supervisors to provide education about responsibilities and expectations, and ensure that the orientation provides information on all divisions.

Activities:

1. Review existing employee orientation program as background information.
2. Seek copies of orientation programs from comparable jurisdictions for consideration.
3. Solicit input for material for orientation from Executive Staff.
4. Develop an orientation program with information on all divisions.
5. Implement orientation program for all new supervisors.
6. The agency should continue to pursue the management/leadership development program. The agency appears to end formal training at the lieutenant level although it does encourage education and training for upper management. A formal program, in conjunction with a local college could benefit this segment of the workforce. The agency has no formal career development program in place. The document states that the agency is addressing the possibility of a specific career development program as part of the Performance Management process. This program should be completed as soon as practical and communicated to all members. (CFAI Recommendation - Specific 7D.5/ CFAI Recommendation Specific 8A.5)

Division Lead: EOPS

Strategy #12.8 – Improve coordination with the recruitment and promotional processes.

Activities:

1. Define specific roles and responsibilities for the testing process.
2. Identify areas for improvement between PF&R and BHR for testing.
3. Develop timeline with BHR for actions and responsible parties for each exam.
4. Document deviations from testing timelines.
5. Follow-up and discuss with BHR the need for modifications to the testing process.
6. The HRC should become an integral part of newly promoted officer’s training program. (TriData Recommendation #4)

Division Lead: Training & Safety

Strategy #12.9 – Evaluate the placement of the physical agility test in the hiring process.

Activities:

1. Gather information from other fire jurisdictions to determine where the physical agility test is placed in the hiring process, why they made that choice and how well it is working.
2. Review advantages and disadvantages of the current placement of the physical agility test in the hiring process.
3. Make recommendations and implement changes as necessary.

Division Lead: Chief's Office - HR

Strategy #12.10 – Evaluate the cost effectiveness of the traveling pool.

Activities:

1. Work with EOPS to collect historical staffing level and daily leave data.
2. Establish financial analysis methodology.
3. Conduct financial analysis
4. Prepare cost effectiveness reports.
5. Present information to PFFA and PF&R management.
6. Annually update data and revise reports.

Division Lead: MSD - Finance

Strategy #12.12 – Schedule job classification/specification reviews and make needed changes to keep pace with changing times and the need for enhanced service delivery.

Activities:

1. Review and update the core competencies for each position in the classification specifications on a biannual basis or at the time of recruitment.
2. Knowledge Skills and Abilities (KSA)] are only described for positions, not employees or members. The agency should recognize the benefit in establishing such a list and develop a process to implement a list of employee/member KSA’s. (CFAI Recommendation - Specific 7D.3)

Division Lead: Chief's Office - Human Resources

STRATEGIC THEME: FINANCIAL RESOURCE MANAGEMENT

Goal #13:

Effectively Manage
Overall PF&R Costs

Performance Measure:

PF&R implements cost-saving measures and maintains current service levels.

Objectives:

- Develop a plan to reduce interagency charges and work with Council to develop a savings retention policy.
- Develop a plan to implement cost saving measures while maintaining current service levels.

Strategy #13.1 – Assess and identify interagency costs that could be reduced and present them to the Commissioner-in-Charge for City Council action.

Activities:

1. Create a formal procedure and reporting form to document deficiencies, improvements and successes.
2. Gather data and prepare reports.
3. Present report to commissioner-in-charge.

Division Lead: MSD - Finance

Strategy #13.2 – Develop and implement cost saving measures bureau-wide.

Activities:

1. Collect and provide information on actual materials and services costs at each PF&R location.
2. Identify potential cost savings measures for implementation.
3. Communicate cost saving measures.
4. Coordinates training on cost saving measures.
5. Develop elements and plan for inventory control.
6. Establish inventory control bureau-wide.
7. Develop and implement procedure that adheres to city policy regarding management's review of phone bills.
8. Host annual "Amnesty Day".
9. Implement bureau-wide incentive program for cost savings.

Division Lead: MSD - Finance

Strategy #13.3 – Implement incentive/reward program for those that reduce costs.

Activities:

1. Identify parameters/guidelines for incentive reward program.
2. Obtain proper approvals to implement incentive reward program.
3. Implement program.

Division Lead: MSD - Finance

Strategy #13.4 – Report annually on PF&R's cost reduction progress.

Activities:

1. Establish a cost baseline at current service level.
2. Develop a system to monitor cost reduction.
3. Report information bureau-wide.

Division Lead: MSD - Finance

Goal #14:
Secure Stable Funding for all PF&R Operations

Performance Measure:
PF&R’s total resources, per capita, remain stable or improve.

Objectives:

- Promote City Council’s understanding of PF&R’s resource needs to provide an acceptable level of emergency response service.
- Maximize opportunities for cost recovering of services.
- Develop partners in seeking additional funding.

Strategy #14.1 – Provide dedicated staff responsible to implement comprehensive grant administration program.

Activities:

1. Submit staffing proposal to CORE, Labor Management and FPD&R for creation of light/limited duty positions.
2. Explore job-share possibilities both internally and externally (POEM personnel).
3. Draft budget enhancement proposal for 06-07 budget cycle to fund these positions.

Division Lead: EOPS - Special Operations

Strategy #14.2 – Identify PF&R operational needs that could be funded by non-general fund sources and identify potential partners in order to develop a fundraising plan.

Activities:

1. Identify and prioritize a list of unfunded/under-funded operations.
2. Identify potential partners, grant opportunities, donations, merchandising and in-kind services to contribute funding to unfunded/under-funded operations.
3. Develop a policy and procedure for the acceptance and distribution of outside funds, goods and services.
4. Develop a fundraising plan.

Division Lead: Prevention

Strategy #14.4 – Develop a rolling five-year financial forecast to address capital expenditures, personnel needs, retirements, special projects, resource allocation and apparatus replacement.

Activities:

1. Gather data.
2. Determine methodology.
3. Conduct analysis.
4. Prepare report.
5. Present report to management.
6. Update forecast annually.

Division Lead: MSD - Finance

Strategy #14.5 – Provide dedicated staff to coordinate and administer fundraising and establish accounting procedures.

Activities:

1. Identify individual position responsible for monitoring financial records.
2. Work with City Attorney’s office to develop criteria for fundraising activities.
3. Obtain approval through proper authorities (Council, etc.) for fundraising activities.
4. Identifying potential non-profit agencies.
5. Develop partnership agreements with non-profit agencies to define roles and responsibilities.

Division Lead: Prevention

Strategy #14.6 – Identify opportunities to enhance fees for service.

Activities:

1. Conduct a comparable study to identify new and enhanced fees.
2. Conduct financial analysis to identify budgetary impacts.
3. Identify and solicit feedback from constituents affected by fees and services.
4. Submit recommendations to Core.

Division Lead: Prevention

BUSINESS ITEMS

Chief's Office

- Integrate results of TriData Study into operations and administration.
- Integrate Managing for Results concepts into operations.
- Establish a work group involving PF&R and Gresham Fire personnel to re-visit the staffing schedule for Station 45. (TriData Recommendation #30)
- PF&R should request a dedicated BTS IS manager. (TriData Recommendation #99)
- PF&R should work with BTS to identify all user support needs and those that are not being met. (TriData Recommendation #100)
- PF&R should work with BTS to determine if a third hardware support analyst should be dedicated to PF&R or if there are more cost effective alternatives to provide additional hardware support. (TriData Recommendation #102)
- PF&R should work with BTS to define the network support needed for the 24/7 emergency response operations of PF&R. (TriData Recommendation #104)
- The agency should continue to refine the current contract management program to provide adequate time to develop new agreements and modify or extend existing agreements so documents do not expire prior to new or amended agreements being in place. (CFAI Recommendation - Specific 10B.3)

Emergency Operations

- Reevaluate the initial assignment of two-Battalion Chiefs to box alarms involving residential structure fires, excluding high-rise structures. (TriData Recommendation #26)
- Add four, two-paramedic rescue units to better manage call activity and improve response times in the areas with the highest EMS call volume. (TriData Recommendation #28/ TriData Recommendation #46)
- Expand FireMedic newsletter and consider a quarterly CATV broadcast on EMS quality management issues. (TriData Recommendation #47)
- Strive to achieve zero-defects in "with patient" reporting and recording times. (TriData Recommendation #48)
- PF&R should lead and advocate for the improvement of EMS data collection and analysis systems, especially involving the integration of EMS and hospital data. (TriData Recommendation #51)
- Pursue on-line, interactive methods of providing recertification in ACLS, PALS, and other standardized courses. (TriData Recommendation #5)
- Continue to develop the immunization program by having paramedics assist with administering vaccinations and drawing blood samples. (TriData Recommendation #56)

BUSINESS ITEMS

Emergency Operations Continued:

- PF&R, in conjunction with BTS Communications and Networking, IT Operations and Strategic Technology divisions, should develop networking, communication, hardware and application standards for crucial emergency first responders. (TriData Recommendation #106)
- The medical director should assure that between two to five percent of all EMS requests are reviewed for medical priority dispatch quality management purposes. (TriData Recommendation #120)
- The EMS Program Manager should collect information on medical priority dispatch compliance and make that part of the EMS quality management profile. (TriData Recommendation #121)
- The 800 MHz radio system provides good coverage throughout the City. The equipment should be monitored and a short and long range replacement program should be considered for all communications components. (CFAI Recommendation - Criterion 9B)
- Continue the implementation process of the new hardware which will improve the data connection speeds and band width for data lines at all fire stations to decrease process and input times. (CFAI Recommendation - Strategic #5)
- The agency provides coverage and services to the Portland Airport (buildings only) for structure fires and EMS. The agency should consider providing data and information for this criterion. This data will quantify what they are doing presently and what they want to do in the future to make this program more productive for the City and interagency operations. (CFAI Recommendation - Specific 5J)
- It is recommended that the Water Bureau continue it's efforts to incorporate the uni-directional main flushing program and to incorporate flow tests that will meet recognized flow test standards such as the AWWA. It is also recommended that the water department continue its efforts to improve seismic stability on the system by installation of seismic valves in appropriate locations to prevent draw down of storage capacity caused by water main breaks. (CFAI Recommendation - Specific 9A.8)

Prevention

- Develop a promotional testing process for Prevention.
- Access current fee structure for feasibility of increasing fee base.
- Develop a station based smoke detector outreach program.
- Develop a process for management 3C's.
- Survey FMO members for a prioritization of training needs and establish a plan for delivery.

BUSINESS ITEMS

Prevention Continued:

- Research feasibility of a dedicated High-Rise Core Inspector.
- Present five-year status report on fee-for-service code enforcement to Council.
- Develop a Design Guide Manual.
- Develop an internal recruitment strategy and plan.
- Create at least one or more preferably two new Deputy Chief Fire Marshal positions to provide for 24/7 coverage by an acting Fire Marshal. (TriData Recommendation #67)
- Standard operating procedures should be developed for plan reviews, fire inspections, and fire arson investigations. (TriData Recommendation #74)
- Establish an efficiency standard for the number of inspections per day per Code Enforcement inspector, to average 5 to 7. (TriData Recommendation #75)
- Develop separate position descriptions for each of the disciplines. (TriData Recommendation #78)
- The Fire Investigation Unit should develop a fire company cause and origin determination program that includes standard operating procedures, possibly checklists, results reporting and company training material. (TriData Recommendation #83)
- Construction (alarms, sprinklers, standpipes, etc) and special use permit fees should be tied to the amount of work required to perform the necessary plans review and on-site construction fire inspections. (TriData Recommendation #85)
- Re-inspection fees should be charged for construction re-inspections. (TriData Recommendation #86)
- Fees should cover the fully loaded costs of plan review and construction fire inspections. (TriData Recommendation #87)
- Evaluate the benefits of combining Prevention training with another city's prevention training. (TriData Recommendation #89)
- Share performance data with the Core Leadership Team monthly and Portland Police Bureau. (TriData Recommendation #90)
- Further analysis should be done on this data after every fire by assessing when the last inspection was performed on a structure where a fire occurs. (TriData Recommendation #91)
- Develop a prevention education program aimed at 'making the right call'. (TriData Recommendation #92)
- Re-institute the pilot-testing program for field inspection data collection. (TriData Recommendation #93)
- Develop an automated method for comparing Code Enforcement inspectable property data to BOL property data. (TriData Recommendation #95)

BUSINESS ITEMS

Prevention Continued

- Workload data should be reported by type of inspection. (TriData Recommendation #96)
- It is recommended the agency develop a system to compare local and national arrest and conviction results and which also compares activities of each investigator. (CFAI Recommendation - Specific 5D.7)

Training & Safety

- PF&R should develop a training oversight group to look at the overall structure and responsibility for training requirements within the system. (TriData Recommendation #35)
- Establish a promotional requirement for Battalion Chiefs to demonstrate substantial knowledge in each of the three core services (operations, training, and prevention). (TriData Recommendation #81)
- The agency should examine the distribution of SCBA air tanks. It was observed that several crews have indicated extra cylinders are stowed in the stations or on the apparatus contrary to the agency's policy of providing extra cylinders through the battalions and through air units. To maintain a safer environment for all personnel, the agency should consider placing a spare set of cylinders on board the all responding apparatus. Note: This will go on the Safety Committee agenda. (CFAI Recommendation - Specific 6E.2)

Management Services Division

- Conduct feasibility study for instituting station based budgets.
- Pursue additional funding from CIP to extend apparatus maintenance space.
- Update Logistics Section general orders.
- Utilize current and emergency technology to improve firefighter safety through the purchase of apparatus.
- Standardize location and placement of equipment on apparatus.
- Equip new apparatus procured with grant funds.
- Receive, inventory and distribute regional law and fire equipment procured through Homeland Security Grants.
- Identify funds and obtain bids to construct boat hoase.
- The city should continue to monitor age demographics. (Tridata Recommendation #11)
- Monitor yearly per capita demand by category and analyze data every five years. (Tridata Recommendation #12)
- Reconsider the use of AVL in front-line units. (TriData Recommendation #14)
- Consideration should also be given to maintaining a small number of spare computer devices that could be configured or pre-configured and installed within a specified period of time. (TriData Recommendation #103)

BUSINESS ITEMS

Management Services Division continued:

- PF&R should work with BTS Communication and Networking to identify and install an immediate solution. (TriData Recommendation #105 – regarding station connectivity.)
- The fire department should sell or retire its oldest engine and truck as soon as possible. (TriData Recommendation #108)
- PF&R should upgrade the Apparatus Maintenance part-time EVT position to full-time (TriData Recommendation #110)
- PF&R should restore the shop foreman’s position. (TriData Recommendation #111)
- PF&R should provide Apparatus Maintenance with either full-time or at least part-time administrative support. (TriData Recommendation #112)
- PF&R should consider establishing a mechanic certification program consistent with the Emergency Vehicle Technician Certification Commissions Apparatus Technicians ratings, of Level I, II, and Master Fire Apparatus Technician. (TriData Recommendation #113)
- Review maintenance records and data to determine why costs have increased so much. (TriData Recommendation #114)
- Based on PF&R’s increased response activity, Apparatus Maintenance should reevaluate the amount of time between preventive maintenance services of apparatus assigned to the City’s busier stations. (TriData Recommendation #115)
- Continue the update of the Self-Assessment document and supporting exhibit to indicate a more descriptive account of the programs and services provided. The material should include goals, measurable outcomes and numerous exhibits to support the agency activities. (CFAI Recommendation - Strategic #1)
- Continue the process to assure all files such as the General orders, Operational Guidelines, and Rules and Regulations are accurate and up-to-date. Refine and expand the process, which conducts periodic review of the agency information management systems to insure all documents are updated in a timely manner, to keep pace with the dynamic changes within the organization. (CFAI Recommendation - Strategic #3)
- Continue the relationship with Metro Regional Services to provide mapping and other GIS data to further support the activities of the agency. (CFAI Recommendation - Strategic #6)
- The Agency should continue to examine the length of time apparatus and equipment are kept in active and reserve status. The agency should review current technologies and consider a shorter life span for emergency vehicles. (CFAI Recommendation - Specific 6B.3)
- It is recommended the agency review current processes and investigate new alternatives to maintain all files and records. The agency should consider assigning this responsibility outside of the administration division due to their workload. (CFAI Recommendation - Specific 9D.4)

MAJOR INITIATIVES

Chief's Office

- Implement Cultural Assessment Study recommendation.
- Pursue a fee for service agreement with the Port of Portland for emergency response and inspection services at the Portland International Airport and the Port of Portland. (TriData Recommendation #32)

Emergency Operations

- Ensure terrorism preparedness.

Prevention

- Adopt urban wildfire hazard zones in the City of Portland.
- Plan and implement a Safety Learning Center & Fire Museum.
- Sprinkler initiative: Seek requirements related to fire damage repair.

Training & Safety

- Expand leadership/management development training.
- Complete feasibility study on implementing Candidate Physical Ability Testing (CPAT).

Management Services Division

- Seismically upgrade fire facilities through General Obligation (GO) Bond Funding.
- Relocate Station 18 southwest to a location near the intersection of SW Capitol Highway and Interstate 5. (TriData Recommendation #20)