

Portland Fire & Rescue Strategic Plan 2015-2020



Vision

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

Mission

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

Principles

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

Position

- We respond to emergencies and provide equal access to the protection of lives, property, and the environment.
- We prevent emergencies through our education and prevention programs.
- We deliver our services efficiently and effectively with highly-trained professionals.

Reputation

- Professional
- Courageous
- Compassionate
- Progressive
- Problem Solvers

Imperatives

Ensure operational excellence for superior and equitable service delivery.

Objectives

- Increase response reliability as measured by percentage of time unit from closest station is available for response.
- Predictive Model fully developed and deployed for decision-making by December 2016.
- Minimum of one major high-risk/low-frequency event training per year.
- Long-term priority plan presented to City Council by April 2017.
- Improve 90th percentile response time over planning horizon.
- Increase quality of response to life-threatening illness, as measured by successful cardiac arrest resuscitation rate.

Establish a leadership role in the health of the community.

- Evaluate minimum of three health/wellness service delivery programs tested over planning horizon.
- Increase in number of youths involved in PF&R youth outreach programs year over year.
- Highlight at least two major articles/segments per year in major Portland media covering PF&R's health and wellness role.
- Decrease in critical medical incidents per 1,000 residents.

Innovate and plan for long-term effectiveness.

- Complete comprehensive technology plan by December 2016.
- Complete long-term comprehensive service model by July 2017.

Develop a safer and more informed community.

- Decrease in preventable deaths/injuries per 1,000 persons protected.
- Year-over-year decrease in number of structural fires per 1,000 persons protected.
- Create at least one new program tailored for a high-risk community each year.
- Year-over-year increase in number of citizens contacted during community outreach/partnership activities.

Continue to build PF&R's commitment to equity and inclusiveness.

- Establish a Community Leader Group by September 2016.
- Annual increase of new hires from historically underrepresented groups.
- Increase in the number of personnel who speak second languages.
- Re-assess Equity Roadmap midway through to determine progress.

Initiatives

- Develop a predictive model for risks, access, and service needs.
- Improve training and education on high-risk/low-frequency events.
- Develop a community-supported, long-term plan for budget priorities.
- Implement a program and a clear path for leadership development.

- Convene partner agencies to define and implement shared roles and responsibilities for improving community health.
- Evaluate alternate ways to deliver care—including ADAT—leveraging our unique position in the neighborhoods.
- Further develop a youth outreach program to improve long-term health in the community.
- Explore potential funding sources related to the provision of health education and care in our community.
- Develop a communications strategy for PF&R's leadership role in the health of the community.

- Develop a comprehensive technology plan to improve service delivery.
- Establish a change management competency program.
- Develop a long-term comprehensive service delivery model in 5- and 10-year increments, with an eye to equity and neighborhood relevancy.
- Explore additional funding sources.

- Improve our ability to communicate to our diverse communities.
- Take a leadership role in the city's resiliency planning and education.
- Increase awareness of safety challenges within high-risk communities.
- Develop an education and incentive program to encourage homeowners and businesses to engage in preventative measures.

- Support our Bureau Equity Committee as we complete and implement the 5-Year Equity Roadmap.
- Develop a plan to ensure compliance with city, county, state, and federal regulations (Title 6 and ADA).
- Review and refine recruiting practices so PF&R reflects the community it serves.
- Improve engagement and dialogue with our communities to gain insights to their cultures and needs.