



# Portland Fire & Rescue

## External & Internal Surveys Summary Report

### Overview

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Surveys were conducted for Portland Fire & Rescue's (PF&R) external (customer) and internal (employee) constituencies in March, 2010. External customers were organized around four constituencies: run call, permits, code enforcement, and social media. These four external groups allowed PF&R to incorporate the views and opinions of both its customers and the general public. One internal survey provided an opportunity for all PF&R personnel to participate.

This report consolidates and interprets survey data gathered from the five surveys and helps form a composite picture of the perceptions of both PF&R's external and internal constituencies. The majority of external survey questions (12) were standardized to all four external survey groups. In addition, each external survey contained 2-3 questions unique to the survey's specific constituency. The internal survey contained many of the same or similar questions as the external surveys. Both the external surveys and internal survey provided two opportunities for respondents to provide comment – "Please provide general comments regarding any of the questions in this survey" and "Please indicate the 'Top 3' things that PF&R can do/implement in the next five years to better serve the City of Portland." Question consistency among the five surveys allows for comparison of results and identification of opinion/perception differences among the constituency groups.

A Supplement to this report has been produced. In the Supplement, data for all 5 survey questions can be found. Each page represents the results for one question. If a question appeared on multiple surveys, all data is displayed in one combined page. Each Supplement page presents the survey question, statistics (response data), findings, and graphically displays the results in pie chart and graph formats. For brevity, survey comments have been tallied and the most frequent comments are summarized in both the report and the Supplement.

The External & Internal Surveys Summary report is divided into three sections: external survey results (both individual and combined), internal survey results, and combined external and internal results. The summary section of the report consists of survey identified issues that will be further analyzed and used to evaluate the strengths and weaknesses of PF&R in relation to the opportunities and challenges it faces over the period 2010-2015. PF&R will use the results from the surveys along with other information collected throughout the strategic planning development process to create effective strategies that will enable PF&R to carry-out its mission, vision and principles.

### Project Approach

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#### 1. External Surveys

External survey invitations were sent to four PF&R customer groups – run calls, permits, code enforcement, and social media. Three customer groups (run calls, permits, and code enforcement)

were mailed an invitation letter (1,838 in total) directing them to a web link, whereby they could access an electronic survey via Survey Monkey. Participants who preferred a paper survey were asked to contact AKT, who mailed a paper survey upon request. The social media survey invitation was made by posting an invitation to the general public on PF&R's website and blog. Messages were also posted on Facebook and Twitter, inviting followers to take the survey. A feature on the Social Media survey was also included in a PF&R newsletter, inviting all citizens to participate in taking the survey. The website, blog, Facebook, Twitter, and newsletter messages all directed the public to a web link whereby they could access the Social Media survey via Survey Monkey. All four external surveys opened on March 4, 2010 and closed on March 19, 2010.

The four PF&R customer groups were defined as follows. In parenthesis is the number of invitation letters that were mailed.

- ◆ Run Calls: This group consisted of randomly-selected addresses from PF&R's computer database and was based on runs/call volume over a two month period. Letters were mailed to the "current resident" at these addresses. (972)
- ◆ Permit Customers: This group included building/trades contractors who had applied for construction permits and individuals/organizations who had applied for public assembly permits in the last six months. (366: 140 contractors, 266 public assembly)
- ◆ Code Enforcement Customers: This group consisted of a computer-generated, randomly selected group of code enforcement customers with completed inspections in the last six months. (500)
- ◆ Social Media: All members of the general public were invited to access and participate in the survey via PF&R's website, blog posting, Twitter and Facebook, and newsletter messages. Use of social media is new to PF&R, who only began using social media in September, 2009. A social media survey was intentionally developed both to gauge the size of this emerging constituency group and receive feedback on the effectiveness of PF&R's social media messaging.

All four external surveys asked participants to identify their business, organization or residence by geographic quadrant, similar to the City Auditor's Service, Efforts and Accomplishments (SEA) Report.

Question categories for the external surveys include:

- Clarity of mission and relationship of services provided
- Community understanding and perception of PF&R
- Role of PF&R in emergency management services
- Response times
- Hiring and Diversity
- Communication
- Partnerships
- Knowledge of PF&R and overall experience with PF&R

## **2. Internal Survey**

All 750 PF&R employees were invited to complete an internal survey, conducted using the web-based online Survey Monkey tool. Employees were invited to participate via PF&R's internal communications (two Chief's Memos, posted on PF&R Intranet). The employee survey was

discussed on the March 25th Firefighters Digest as a reminder before the survey closed. The internal survey opened on March 5, 2010 and closed on March 26, 2010.

Employees were given the option (not required) of providing the age, length of service, division, sworn/non-sworn designation, and current job classification.

Question categories for the internal survey included:

- Clarity of mission and relationship of services provided
- Community understanding and perception of PF&R
- Succession planning and diversity
- Resources, equipment, and systems
- Response times
- Multi-lingual experience
- Partnerships and other general questions

### 3. Survey Response Results

As mentioned earlier, 1,838 invitation letters were mailed to run call, permit, and code enforcement customers. Of these, 160 invitation letters were returned by the Post Office as “unable to deliver as addressed”. A total of 184 responses were received for the four external surveys. The response rate for each of the five surveys is detailed in the chart below.

Survey Name	# of Invitations	Responses Received	Response Rate
Run Call	972	62	6.4%
Permits	366	47	12.8%
Code Enforcement	500	32	6.4%
3 Survey Total	1,838	141	7.8%
3 Survey Total Less Returned Invitation Letters	1,678	141	8.4%
Social Media	Open to all members of general public	43	--
Total External Surveys (4)	1,678	184	11%
Internal Survey	750	178	24%

Implementing a confidence level of 95% with a margin of error of 5% indicates that the result will be within 5% of the true answer, 95% of the time. In other words, if 100 people take the survey, 95 people would return results that are within 5% of the truth.<sup>[1]</sup>

750 PF&R employees could have responded to the internal survey and 178 surveys were returned. Based on this return, for the results of the surveys to be statistically significant as described above, 254 internal responses were needed. For the external survey, 313 external responses were needed to be statistically significant as described above.

<sup>1</sup>Six Sigma, *How to Determine Sample Size*, <http://www.isixsigma.com/library/content/c000709a.asp> , 2010.

## Summary of External Surveys

As stated above, the external surveys were marketed to four different PF&R customer groups and related to: Code Enforcement, Permits, Run Call, and Social Media. 12 survey questions appeared on all four external surveys. In addition, 3-5 unique questions pertaining to the specific survey constituencies were asked as well.

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This section of the report provides narrative on the general issues that emerged from the external survey data, as well as statistical comparisons and data analysis.

### Survey Results: Code Enforcement Survey

Survey responses indicate that Code Enforcement respondents identified their business, organization, or residence as follows: 15% NW, 37% N/NE, 15% SW, and 33% SE Portland.

Code Enforcement respondents were asked 16 questions that were asked of all external groups surveyed, including four questions related to Code Enforcement satisfaction and performance. These four questions are noted below under the Service Delivery portion of this section. The following are the survey results, findings, and frequent comments identified from analysis of the responses.

#### Mission and Emergency Response

Code Enforcement survey respondents answered a series of five questions related to PF&R's mission and emergency response. Statistically, Code Enforcement responses indicate the following:

- 83% of Code Enforcement respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 90% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 85% strongly agree or agree that PF&R is meeting its mission
- 87% strongly agree or agree that PF&R is the first to respond in most emergency situations
- 93% strongly agree or agree that PF&R responds quickly when called to an emergency

#### Diversity

Respondents were asked two questions related to diversity at PF&R. Responses indicate that 50% of Code Enforcement respondents either strongly agree or agree that the staffing of PF&R appropriately reflects the diversity of the City of Portland. It is important to note that 47% of respondents answered either neutral or no opinion. Additionally, 70% of respondents answered that they either strongly agree or agree it is important that PF&R staffing appropriately reflects the diversity of the City of Portland. Of those respondents, 23% answered either neutral or no opinion.

#### Relationships

One question asked Code Enforcement customers to rate PF&R's relationships with its six stakeholder groups. Statistically, Code Enforcement respondents answered as follows:

- 80% either strongly agree or agree that PF&R has positive relationships with business communities

- 43% either strongly agree or agree that PF&R has positive relationships with development/construction industry. 57% responded no opinion or neutral.
- 53% either strongly agree or agree that PF&R has positive relationships with neighborhood associations
- 60% either strongly agree or agree that PF&R has positive relationships with community organizations
- 70% either strongly agree or agree that PF&R has positive relationships with schools
- 77% either strongly agree or agree that their experience with PF&R's Prevention Division (regarding the Code Enforcement Program) is positive

### **Information**

One question asked of Code Enforcement customers to indicate if six possible sources provide valuable information and knowledge about PF&R. Respondents indicated that:

- 77% either strongly agree or agree that they gain valuable information and knowledge about PF&R through personal experience and interaction
- 47% of respondents strongly agree or agree that they gain valuable information and knowledge about PF&R through newspaper and television media. 50% responded no opinion or neutral.
- 43% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to fire stations. 53% responded no opinion or neutral.
- 25% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to the fire museum. 70% responded no opinion or neutral.
- 20% strongly agree or agree that they gain valuable information and knowledge about PF&R through the PortlandOnline website. 73% responded no opinion or neutral.
- 10% strongly agree or agree that they gain valuable information and knowledge about PF&R through social networking sites such as Twitter and Facebook. 80% responded no opinion or neutral.

Data indicates that PF&R should make its website more accessible, valuable, and useful to Code Enforcement customers who are looking to obtain information. In addition, only 10% of respondents agree that PF&R's social media tools provide them with valuable information. Efforts should be made to make these tools more relevant to Code Enforcement customers.

### **Customer Service**

Code Enforcement customers were asked four questions related to PF&R's current code enforcement program, service delivery, effectiveness and overall experience. Respondents indicated that:

- 67% strongly agree or agree that PF&R's Code Enforcement Program is effective in addressing fire and life safety issues affecting the City of Portland
- 53% strongly agree or agree that PF&R is able to easily and clearly communicate with them regarding the purpose of the Code Enforcement Program
- 46% strongly agree or agree that PF&R is timely in responding to their questions regarding Code Enforcement. 50% responded no opinion or neutral.
- 77% strongly agree or agree that their experience with PF&R's Prevention Division (regarding the Code Enforcement Program) is positive

The percentages noted above suggest that PF&R should improve its community and business outreach efforts to provide more education about the Code Enforcement's purpose. Finally, 47% of respondents either strongly agree or agree that PF&R is timely in responding to their questions

regarding Code Enforcement, which indicates that PF&R can improve customer service related to answering customers' questions in a timely manner.

### **Frequent Comments**

The following are comments that appeared multiple times on Code Enforcement survey responses:

- 6 of 20 comments indicate that in the area of code enforcement, PF&R should increase its community outreach efforts and develop and implement programs that educate business owners about fire safety
- 8 out of 20 indicate that customer interactions with PF&R are positive and that staff are helpful, courteous, and professional

### **Survey Results: Permit Survey**

Survey responses indicate that Permit respondents identified their business, organization, or residence as being in N/NE, SE, SW, or NW Portland proportionately with approximately 25% of respondents being in each quadrant.

Permit respondents were asked 17 questions asked of all external groups surveyed including four related to permit satisfaction and performance. These questions are noted below under the Customer Service portion of this section. The following are the survey results, findings, and frequent comments that were identified from analysis of the responses.

### **Mission and Emergency Response**

Permit survey respondents answered a series of five questions related to PF&R's mission and emergency response. Statistically, Permit responses indicate the following:

- 86% of Permit respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 80% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 75% strongly agree or agree that PF&R is meeting its mission
- 60% strongly agree or agree that PF&R is the first to respond in most emergency situations
- 75% strongly agree or agree that PF&R responds quickly when called to an emergency

### **Diversity**

Respondents were asked two questions related to diversity at PF&R. Responses indicate that 38% of Permit respondents either strongly agree or agree that the staffing of PF&R appropriately reflects the diversity of the City of Portland. 58% of respondents answered no opinion or neutral. Additionally, 35% of respondents answered that they either strongly agree or agree that it is important that PF&R staffing appropriately reflects the diversity of the City of Portland. 46% of respondents answered no opinion or neutral.

### **Relationships**

One question asked Permit customers to rate PF&R's relationships with 6 stakeholder groups. Statistically, Permit respondents answered as follows:

- 68% either strongly agree or agree that PF&R has positive relationships with business communities
- 45% either strongly agree or agree that PF&R has positive relationships with development/construction industry. 53% responded no opinion or neutral.

- 31% either strongly agree or agree that PF&R has positive relationships with neighborhood associations. 67% responded no opinion or neutral.
- 28% either strongly agree or agree that PF&R has positive relationships with community organizations. 69% responded no opinion or neutral.
- 39% either strongly agree or agree that PF&R has positive relationships with schools. 58% responded no opinion or neutral.
- 65% either strongly agree or agree that PF&R has positive relationships with the Police Bureau

The relatively low ratings (below 50%) for positive relationships with community organizations, neighborhood organizations, schools, and the development/construction industry indicate that PF&R should focus on building relationships with these stakeholders through targeted and focused outreach efforts and initiatives in the near future.

### **Information**

One question asked Permit customers to indicate if six possible sources provide valuable information and knowledge about PF&R. Respondents indicated that:

- 77% either strongly agree or agree that they gain valuable information and knowledge about PF&R through personal experience and interaction
- 18% of respondents strongly agree or agree that they gain valuable information and knowledge about PF&R through newspaper and television media. 66% responded no opinion or neutral.
- 24% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to fire stations. 66% responded no opinion or neutral.
- 0% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to the fire museum. 89% responded no opinion or neutral.
- 47% strongly agree or agree that they gain valuable information and knowledge about PF&R through the PortlandOnline website. 45% responded no opinion or neutral.
- 0% strongly agree or agree that they gain valuable information and knowledge about PF&R through social networking sites such as Twitter and Facebook. 82% responded no opinion or neutral.

Data indicates that PF&R should make its website, public information, and social media tools more accessible, valuable, and useful to Permit customers who are looking to obtain information. For example no respondents agree that PF&R's social media tools provide them with valuable information and less than 50% agree that the website provides them with needed information.

### **Customer Service**

Permit customers were asked five questions regarding the level of customer service they receive from PF&R related to obtaining permits. While leaving some room for improvement, overall customer service scores were strong and indicate that:

- 66% strongly agree or agree that PF&R effectively provides current general information and important contacts via the telephone
- 60% strongly agree or agree that PF&R effectively provides current general information, permit forms, and important contacts via PF&R's website or when visiting the Permit Office
- 71% strongly agree or agree that PF&R is able to clearly communicate with them about permits
- 69% strongly agree or agree that PF&R is timely in responding to permit questions and processing permits



- 93% strongly agree or agree that their experience with PF&R's Prevention Division is positive

### **Frequent Comments**

The following are comments that appeared multiple times on Permit survey responses:

- 6 out of 24 comments indicated that customer interactions with PF&R are positive and that staff are helpful, courteous, professional, and respond in a timely manner
- 3 of 24 comments stated that PF&R's code interpretation is not applied consistently or equally throughout the City
- 2 of 24 comments stated that PF&R should increase its community outreach efforts related to prevention and fire/life/safety

### **Survey Results: Run Call Survey**

Survey responses indicate that Run Call respondents identified their business, organization, or residence as follows: 18% NW, 37% N/NE, 13% SW, and 32% SE Portland.

Run Call respondents were asked a series of 15 questions asked of all external survey groups including three Run Call-specific questions. These three questions are noted below under the Customer Service portion of this section. The following are the survey results, findings, and frequent comments identified from analysis of the responses.

### **Mission and Emergency Response**

Run Call survey respondents answered a series of five questions related to PF&R's mission and emergency response. Statistically, Run Call responses indicate the following:

- 93% of Run Call respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 88% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 79% strongly agree or agree that PF&R is meeting its mission
- 96% strongly agree or agree that PF&R is the first to respond in most emergency situations
- 96% strongly agree or agree that PF&R responds quickly when called to an emergency

### **Diversity**

Respondents were asked two questions related to diversity at PF&R. Responses indicate that 45% of Run Call respondents either strongly agree or agree that the staffing of PF&R appropriately reflects the diversity of the City of Portland. 49% of respondents answered no opinion or neutral. Additionally, 68% of respondents answered that they either strongly agree or agree that it is important that PF&R staffing appropriately reflects the diversity of the City of Portland. 21% of respondents answered no opinion or neutral.

### **Relationships**

One question asked Run Call customers to rate PF&R's relationships with 5 stakeholder groups. Statistically, Run Call respondents answered as follows:

- 60% either strongly agree or agree that PF&R has positive relationships with business communities
- 46% either strongly agree or agree that PF&R has positive relationships with development/construction industry. 50% responded neutral or no opinion.



- 54% either strongly agree or agree that PF&R has positive relationships with neighborhood associations
- 57% either strongly agree or agree that PF&R has positive relationships with community organizations
- 61% either strongly agree or agree that PF&R has positive relationships with schools

The ratings (60% or below in most cases) for positive relationships with community organizations, neighborhood organizations, schools, and the development/construction industry indicate that PF&R should focus on building relationships with these stakeholders through targeted and focused outreach efforts and initiatives in the near future.

### **Information**

One question asked Run Call customers to indicate if six possible sources provide valuable information and knowledge about PF&R. Respondents indicated that:

- 86% either strongly agree or agree that they gain valuable information and knowledge about PF&R through personal experience and interaction
- 51% of respondents strongly agree or agree that they gain valuable information and knowledge about PF&R through newspaper and television media
- 24% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to fire stations. 67% responded no opinion or neutral.
- 15% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to the fire museum. 75% responded no opinion or neutral.
- 22% strongly agree or agree that they gain valuable information and knowledge about PF&R through the PortlandOnline website. 67% responded no opinion or neutral.
- 9% strongly agree or agree that they gain valuable information and knowledge about PF&R through social networking sites such as Twitter and Facebook. 72% responded no opinion or neutral.

Data indicates that PF&R should make its website, public education, and social media tools more accessible, valuable, and useful to Run Call customers who are looking to obtain information. 24% or less of respondents indicated that they get information about PF&R from the website, fire house/museum visits, or social media tools.

### **Customer Service**

Run Call customers were asked three questions regarding the quality of service they receive from PF&R related to emergency incidents. Overall, customer service scores were strong and respondents answered that:

- 82% strongly agree or agree that PF&R is able to easily and clearly communicate with me and/or others involved in my emergency
- 82% strongly agree or agree that their neighborhood fire station is properly located to meet the needs of their community
- 93% strongly agree or agree that they are satisfied with their overall experience with PF&R

### **Frequent Comments**

The following are comments that appeared multiple times on Run Call survey responses:

- 13 of 51 comments indicate that PF&R is doing an excellent job of responding to emergencies
- 7 of 51 comments indicate that PF&R should do more to improve community outreach and education related to the services it provides

- 5 of 51 comments expressed concern about PF&R's ability to continue providing core services with limited financial resources

## **Survey Results: Social Media Survey**

Survey responses indicate that Social Media respondents identified their business, organization, or residence as follows: 14% NW, 26% N/NE, 17% SW, and 43% SE Portland.

As previously stated in this report, use of social media is new to PF&R, who only began using social media in September, 2009. A social media survey was intentionally developed both to gauge the size of this emerging constituency group and receive feedback on the effectiveness of PF&R's social media messaging.

Social Media respondents were asked a series of core questions that were asked of all external groups surveyed, as well as two Social Media-specific questions. These questions are noted below under the Online Media portion of this section. The following are the survey results, findings and frequent comments identified from analysis of the responses.

### **Mission and Emergency Response**

Social Media survey respondents answered a series of five questions related to PF&R's mission and emergency response. Statistically, Social Media responses indicate the following:

- 100% of Social Media respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 88% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 90% strongly agree or agree that PF&R is meeting its mission
- 97% strongly agree or agree that PF&R is the first to respond in most emergency situations
- 94% strongly agree or agree that PF&R responds quickly when called to an emergency

### **Diversity**

Respondents were asked two questions related to diversity at PF&R. Responses indicate that 72% of Social Media respondents either strongly agree or agree that the staffing of PF&R appropriately reflects the diversity of the City of Portland. 14% of respondents answered no opinion or neutral. Additionally, 58% of respondents answered that they either strongly agree or agree that it is important that PF&R staffing appropriately reflects the diversity of the City of Portland. 16% answered no opinion or neutral.

### **Relationships**

One question asked Social Media customers to rate PF&R's relationships with 5 stakeholder groups. Statistically, Social Media respondents answered as follows:

- 74% either strongly agree or agree that PF&R has positive relationships with business communities.
- 71% either strongly agree or agree that PF&R has positive relationships with development/construction industry
- 84% either strongly agree or agree that PF&R has positive relationships with neighborhood associations
- 84% either strongly agree or agree that PF&R has positive relationships with community organizations
- 83% either strongly agree or agree that PF&R has positive relationships with schools

The ratings by Social Media survey participants for positive relationships with stakeholders were significantly higher than the other three external customer groups (Code Enforcement, Permit, and Run Call). Still the results indicate that there is some room for improvement and PF&R should focus on building relationships with these stakeholders through targeted and focused outreach efforts and initiatives in the near future.

### **Information**

One question asked Social Media customers to indicate if six possible sources provide valuable information and knowledge about PF&R. Respondents indicated that:

- 96% either strongly agree or agree that they gain valuable information and knowledge about PF&R through personal experience and interaction
- 69% of respondents strongly agree or agree that they gain valuable information and knowledge about PF&R through newspaper and television media
- 81% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to fire stations
- 61% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to the fire museum
- 69% strongly agree or agree that they gain valuable information and knowledge about PF&R through the PortlandOnline website
- 65% strongly agree or agree that they gain valuable information and knowledge about PF&R through social networking sites such as Twitter and Facebook

Data indicates that while a higher number of Social Media respondents were more satisfied with PF&R information sources than the other three external surveys respondents, there is room to improve the PF&R website, public education, and social media tools to make them more accessible, valuable, and useful to Social Media customers who are looking to obtain information.

### **Customer Service**

Social Media survey participants were asked two questions regarding the level of service they receive from PF&R related to emergency incidents. Overall, customer satisfaction scores were strong and respondents answered that:

- 87% strongly agree or agree that PF&R is able to easily and clearly communicate with me and/or others involved in my emergency
- 100% strongly agree or agree that they are satisfied with their overall experience with PF&R

### **Online Media**

Social Media survey participants were asked two questions asking them to evaluate nine of PF&R's social media tools. Survey answers indicate:

- 57% of respondents strongly agree or agree that PF&R's online media is easy to use and they are able to find what they need
- 70% strongly agree or agree that PortlandOnline is easy to use
- 61% strongly agree or agree that the Fire Blog is easy to use
- 62% strongly agree or agree that Facebook is easy to use
- 32% strongly agree or agree that Twitter is easy to use. 61% responded no opinion or neutral.
- 87% strongly agree or agree that PortlandOnline is informative and useful
- 64% strongly agree or agree that the Fire Blog is informative and useful
- 64% strongly agree or agree that Facebook is informative and useful

- 36% strongly agree or agree that Twitter is informative and useful. 57% responded no opinion or neutral.

### **Frequent Comments**

The following are comments that appeared multiple times on Social Media survey responses:

- 6 of 27 comments indicate that PF&R should participate in more outreach events and provide more public education
- 6 of 27 comments indicate that PF&R should increase staffing, apparatus, and add stations
- 2 of 27 comments suggested that PF&R should improve response times
- 2 of 27 comments suggest that PF&R should focus on improving diversity

## **Combined External Survey Results: Code Enforcement, Permit, Run Call, and Social Media Surveys**

Combined external survey responses indicate that respondents identified their business, organization, or residence as follows: 17% NW, 32% N/NE, 15% SW, 31% SE Portland, and 5% other.

### **Mission and Emergency Response**

All four external survey respondents answered a series of five questions related to PF&R's mission and emergency response. Statistically, the combined responses indicate the following:

- 91% of all respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 86% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 81% strongly agree or agree that PF&R is meeting its mission
- 85% strongly agree or agree that PF&R is the first to respond in most emergency situations
- 90% strongly agree or agree that PF&R responds quickly when called to an emergency

### **Diversity**

Respondents were asked two questions related to diversity at PF&R. Responses indicate that 49% of all external survey respondents either strongly agree or agree that the staffing of PF&R appropriately reflects the diversity of the City of Portland. Additionally, 58% of respondents answered that they either strongly agree or agree that it is important that PF&R staffing appropriately reflects the diversity of the City of Portland.

### **Relationships**

One question asked respondents to rate PF&R's relationships with five stakeholder groups. With external survey responses from all four customer groups combined, respondents answered as follows:

- 68% either strongly agree or agree that PF&R has positive relationships with business communities
- 50% either strongly agree or agree that PF&R has positive relationships with the development/construction industry
- 54% either strongly agree or agree that PF&R has positive relationships with neighborhood associations

- 56% either strongly agree or agree that PF&R has positive relationships with community organizations
- 62% either strongly agree or agree that PF&R has positive relationships with schools

The ratings (60% or below) for positive relationships with community organizations, neighborhood organizations, and the development/construction industry indicate that PF&R should focus on building relationships with these stakeholders through targeted and focused outreach efforts and initiatives in the near future.

### **Information**

One question asked external customers to indicate if six possible sources provide valuable information and knowledge about PF&R. Respondents indicated that:

- 88% either strongly agree or agree that they gain valuable information and knowledge about PF&R through personal experience and interaction
- 45% of respondents strongly agree or agree that they gain valuable information and knowledge about PF&R through newspaper and television media. 45% responded no opinion or neutral.
- 38% strongly agree or agree that they gain valuable information about PF&R through visits to fire stations. 55% responded no opinion or neutral.
- 21% strongly agree or agree that they gain valuable information and knowledge about PF&R through visits to the fire museum. 70% responded no opinion or neutral.
- 37% strongly agree or agree that they gain valuable information and knowledge about PF&R through the PortlandOnline website. 54% responded no opinion or neutral.
- 17% strongly agree or agree that they gain valuable information and knowledge about PF&R through social networking sites such as Twitter and Facebook. 68% responded no opinion or neutral.

Data indicates that PF&R should make its website, public education, public information, and social media tools more accessible, valuable, and useful to PF&R customers who are looking to obtain information. 45% or less of all external survey respondents answered that they get information about PF&R from the website, fire station/museum visits, public information, or social media tools.

### **Frequent Comments**

When asked what PF&R's top priorities should be in the next five years, the following responses appeared the most frequently.

1. Concern about PF&R's ability to continue providing core services with reduced funding.
2. PF&R should focus on increasing outreach to the community, business, and to at-risk-underserved populations to improve relationships with external customers
3. PF&R should increase/maintain stations, apparatus, and staffing levels
4. Continue diversity development efforts in recruitment
5. PF&R should work to ensure the code enforcement program is educational, not punitive; applied consistently

## **Summary of Internal Survey**

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The internal survey asked PF&R staff to answer similar survey questions posed to the external survey groups (Code Enforcement, Permits, Run Call, and Social Media). In addition, questions pertaining to PF&R's internal operations were asked to gain information on current employee perceptions and opinions.

This section of the report provides narrative on the general issues that emerged from the internal survey data, as well as statistical comparisons and data analysis.

### **Survey Results: PF&R Internal Survey**

#### **Mission**

Internal survey respondents answered three questions related to PF&R's mission. Statistically, internal responses indicate the following:

- 90% of respondents answered that they strongly agree or agree that PF&R's mission is clearly defined
- 84% strongly agree or agree that PF&R provides the right types of services in relationship to its mission
- 83% strongly agree or agree that PF&R is meeting its mission

#### **Relationships**

One question asked employees to rate PF&R's relationships with nine stakeholder groups. The first five stakeholder groups are the same stakeholder groups used in the external surveys. Statistically, internal respondents answered as follows:

- 49% either strongly agree or agree that PF&R has positive relationships with business communities
- 42% either strongly agree or agree that PF&R has positive relationships with the development/construction industry
- 76% either strongly agree or agree that PF&R has positive relationships with neighborhood associations
- 77% either strongly agree or agree that PF&R has positive relationships with community organizations
- 76% either strongly agree or agree that PF&R has positive relationships with schools
- 77% either strongly agree or agree that PF&R has positive relationships with the Police Bureau
- 63% either strongly agree or agree that PF&R has positive relationships with other City bureaus
- 87% either strongly agree or agree that PF&R has positive relationships with fire departments
- 78% either strongly agree or agree that PF&R has positive relationships with EMS and Emergency Service providers

#### **Community Perception**

Staff was asked two questions related to how external customers view PF&R. Respondents indicated that:

- 90% either strongly agree or agree that Portland residents view PF&R as a high priority
- 55% either strongly agree or agree that Portland residents understand PF&R's role in the community, while 20% disagree and 25% answered neutral

### **Appropriate Staffing**

The internal survey asked staff their opinion about whether PF&R is appropriately staffed to meet future demands over the next five years in the following areas. Respondents answered as follows:

- Business – 45% strongly agree or agree that PF&R is appropriately staffed for the future
- EMS – 42% strongly agree or agree
- Fire – 60% strongly agree or agree
- Leadership – 54% strongly agree or agree
- Logistics – 37% strongly agree or agree
- Prevention – 32% strongly agree or agree
- Rescue – 55% strongly agree or agree
- Training – 55% strongly agree or agree

In addition to the responses above, five comments were received in the “other” category which asked respondents to specify their answer. Comments made recommend that PF&R develop curriculum and systems for promotions and that there are too few staff support positions.

### **Diversity Recruitment, Training, Human Resources & Leadership Development**

Internal survey participants were asked four questions related to diversity, training opportunities, human resource services, and leadership development programs at PF&R. Responses indicated:

- 73% of respondents strongly agree or agree that PF&R recruits and retains diverse personnel
- 67% strongly agree or agree that PF&R provides adequate and appropriate training for personnel
- 42% of respondents strongly agree or agree human resource services are provided at an adequate level. 25% disagreed or strongly disagreed and 32% were neutral or had no opinion.
- 49% of respondents either disagreed or strongly disagreed that leadership development programs are meeting the current and future needs of the organization. An additional 19% of respondents were neutral.

The fact that less than 50% of employee believe human resource services are provided at an appropriate level and almost 50% expressed dissatisfaction with current leadership development programs indicate that PF&R should focus on improving these two programs.

### **Building/Apparatus Maintenance**

Four questions on the internal survey related to PF&R’s apparatus and facilities maintenance sections. Participants answered as follows:

- 80% strongly agree or agree that PF&R’s apparatus are repaired in an appropriate amount of time
- 79% strongly agree or agree that the Apparatus Maintenance section has an effective system for submitting and addressing apparatus maintenance needs
- 46% strongly agree or agree that facilities are repaired in an appropriate amount of time. 31% strongly disagree or disagree. 22% answered no opinion or neutral.
- 68% strongly agree or agree that Building Maintenance has an effective system for submitting and addressing facility maintenance needs

### **Technology**

Two questions on the internal survey related to PF&R’s Fire Information Systems and technologies that support emergency operations. Participants answered as follows:



- 62% strongly agree or agree that PF&R's current Fire Information Systems (Journal, Personnel, incident, Training, FIRES 2000, Prefire) are sufficient to meet the organization's requirements for reporting and documentation
- 53% strongly agree or agree that PF&R has adequate technology to support emergency operations (CAD, 800MHz radio system, etc.). 15% strongly disagree or disagree. 32% responded no opinion or neutral.

### **Emergency Response**

Five questions on the internal survey related to PF&R's response time and ability to meet service demands. Participants answered as follows:

- 57% strongly agree or agree that PF&R's city-wide response is flexible enough to meet changes in demand for service
- 70% strongly agree or agree that fire stations are well located geographically to meet call demands
- 43% strongly agree or agree that PF&R is responding to calls and incidents appropriate to its mission
- 83% strongly agree or agree that they are able to communicate clearly with the diverse customers and community members they serve in the course of their work
- 66% strongly agree or agree that PF&R's all-call response time goal of 5 minutes, 20 seconds 90% of the time is appropriate

The fact that only 43% of respondents strongly agree or agree that PF&R is responding to calls and incidents appropriate to its mission is further reflected in the general comments received through the survey.

### **Survey Participation**

At the end of the internal survey, PF&R employees were asked five questions about themselves. Answering the five questions was optional (not required in order to complete/submit survey).

Internal survey participation was distributed among the five PF&R divisions as follows:

Chief's Office – 1.9%  
 Emergency Operations – 54.4%  
 Management Services Division – 7.5%  
 Prevention Division – 13.8%  
 Training & Safety – 5.6%  
 Prefer not to answer – 19.4%

Of the 178 employees who participated in the internal survey, 11.8% were non-sworn employees, 78.9% were sworn employees, and 9.3% stated that they preferred not to answer.

Employees were asked in the survey to specify their current classification. Response ratios/percentages of respondents' classifications are as follows:

Firefighter – 12.5%  
 Firefighter/Paramedic – 4.4%  
 Lieutenant – 23.8%  
 Captain – 6.3%  
 Inspector/Investigator – 11.3%

Fire/Division/Deputy Chief – 10%  
Other Sworn – 1.9%  
Non-Sworn Supervisor – 1.3%  
Non-Sworn – 10.6%  
Prefer not to answer – 20%

## **Frequent Comments**

When asked what PF&R's top priorities should be in the next five years, the following issues appeared most frequently in employee feedback. The number in parenthesis following the comment is the number of similar responses.

1. Triage calls better; reduce response to non-emergency calls (28)
2. More leadership training (16)
3. Increase community outreach (13)
4. Ensure staff has tools and training needed to do their jobs effectively (13)
5. Educate public/reduce misuse of 911 (8)
6. Increase diversity recruitment (5)
7. Ensure adequate physical conditioning for firefighters (5)
8. Eliminate the CFIP inspection program (4)
9. Improve the PF&R website (4)
10. Procure property on South Waterfront for a fire station; cost should be paid by developers (3)
11. Strengthen the Prevention Division (3)
12. Secure a more stable funding level and establish an emergency reserve fund for future unforeseen expenses (3)
13. Retain rescues (3)

## **Comparison of Internal and External Summary Results**

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The following eight questions were posed to participants in both the internal and external surveys. Responses are compared below in a side by side comparison format.

Responses from both the combined external group and internal group were comparatively similar and expressed overall agreement that PF&R's mission is clearly defined, that PF&R provides the right types of services in relationship to its mission, and that PF&R is meeting its mission. Statistical responses are as follows:

PF&R's mission is clearly defined.

- 90% of internal respondents strongly agree or agree
- 91% of external respondents strongly agree or agree

PF&R provides the right types of services in relationship to its mission.

- 84% of internal respondents strongly agree or agree
- 86% of external respondents strongly agree or agree

PF&R is meeting its mission.

- 83% of internal respondents strongly agree or agree
- 81% of external respondents strongly agree or agree

When asked about relationships with various customer groups, responses from the combined external group and internal group viewed these relationships differently. Comparatively, PF&R views its relationships with business, industry, and community groups more favorably than external respondents. Statistical responses are as follows:

PF&R has positive relationships with businesses.

- 49% of internal respondents strongly agree or agree
- 68% of external respondents strongly agree or agree

PF&R has positive relationships with development/construction industry.

- 42% of internal respondents strongly agree or agree
- 50% of external respondents strongly agree or agree

PF&R has positive relationships with neighborhood associations.

- 76% of internal respondents strongly agree or agree
- 54% of external respondents strongly agree or agree

PF&R has positive relationships with community organizations.

- 77% of internal respondents strongly agree or agree
- 56% of external respondents strongly agree or agree

PF&R has positive relationships with schools.

- 76% of internal respondents strongly agree or agree
- 62% of external respondents strongly agree or agree

## **Summary/Next Steps**

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The following issues were identified as a result of the internal and external surveys. These issues will be further analyzed and used to evaluate the strengths and weaknesses of PF&R in relation to the opportunities and challenges it faces over the period 2010-2015.

### **Mission & Emergency Response**

In general, both the internal and external survey results indicate that PF&R's mission is clearly defined and that PF&R is providing the right types of services in relationship to its mission. The vast majority of responses also indicate that PF&R is the first to respond in most emergencies and responds quickly. More than half of PF&R respondents expressed concern that the organization is responding to a disproportionate number of calls and incidents that are not appropriate to its mission.

### **Diversity**

In general, both internal and external survey results indicate that PF&R should continue its diversity development efforts, and that it is important that PF&R's make-up reflect the diversity of the population it serves.

### **Service Delivery**

PF&R should improve its community and business outreach efforts, especially to permit, code enforcement, and business customers. Although a majority of survey respondents indicated that they gain valuable information and have positive experiences through personal interaction with PF&R staff, there is room for improving communication with customers through non-traditional methods (such as the website, social networking, and distributing information).

### **Relationships**

PF&R should focus on building relationships with the business community, community organizations, neighborhood organizations, schools, and the development/construction industry through targeted and focused outreach efforts and initiatives in the near future.

### **Information**

PF&R should make its website more accessible, valuable, and useful to all customers. Efforts should be made to engage customers in determining how the website can best serve their needs and incorporate their feedback. Also, a majority of respondents indicated that they did not use PF&R's social media tools, so additional outreach to promote these relatively new-to-PF&R informational tools should be done.

### **Appropriate Staffing**

Internal survey responses indicate concerns with the organization's ability to meet future demands for services. Development of a formal succession plan will be important in addressing staff concerns.

### **Human Resources**

Half of PF&R respondents believe Human Resource services are provided at an appropriate level and half expressed dissatisfaction with current leadership development programs. PF&R should focus on improving these programs.

### **Building Maintenance**

Internal respondents had concerns that facilities are repaired in an appropriate amount of time. PF&R's ability to address building maintenance concerns will be contingent on PF&R's general fund budget allocation and Portland's economic recovery.

PF&R will use these survey results along with other information collected throughout the strategic planning development process to create effective strategies that will enable PF&R to carry-out its mission, vision and principles.

The next steps in the PF&R strategic planning process will be the completion of a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. The issues highlighted in the external and internal survey summary report will be analyzed in preparation for Strategic Theme development and the Task Force work sessions.