PORTLAND FIRE & RESCUE
Strategic Plan/Coggle
2017-2020


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Strategic Plan/Coggle process

Under the direction of Fire Chief, Mike Myers, Portland Fire and Rescue (PF&R) developed a new Strategic Plan. Chief Myers personally visited each fire station during each shift, 90 visits in all, to discuss the Strategic Plan and solicit input from all assigned members. During the visits, members were provided an opportunity to register their ideas and areas of concern. Additionally, Chief Myers met with numerous other workgroups throughout PF&R to solicit input.

Each division worked on their section of the Strategic Plan. Goals were developed for every aspect of PF&R including fire protection, prevention, public health, information technology, firefighter health and safety, finance, labor relations, equity and outside partnerships. The new plan is organized by specific tasks and goals that are individually assigned to a staff member to increase the accountability of reaching each goal or completing each task by 2020. Additionally, PF&R will develop a scorecard system for reporting on the new targets and achievements.

PF&R's Strategic Plan for 2017-2020 is in the form of a Coggle. Coggle is a mind mapping software that produces a visual representation of information. Large wall maps of the Coggle (42" x 60") were created and are posted in all PF&R facilities as well as on the PF&R website: https://www.portlandoregon.gov/fire/article/646255
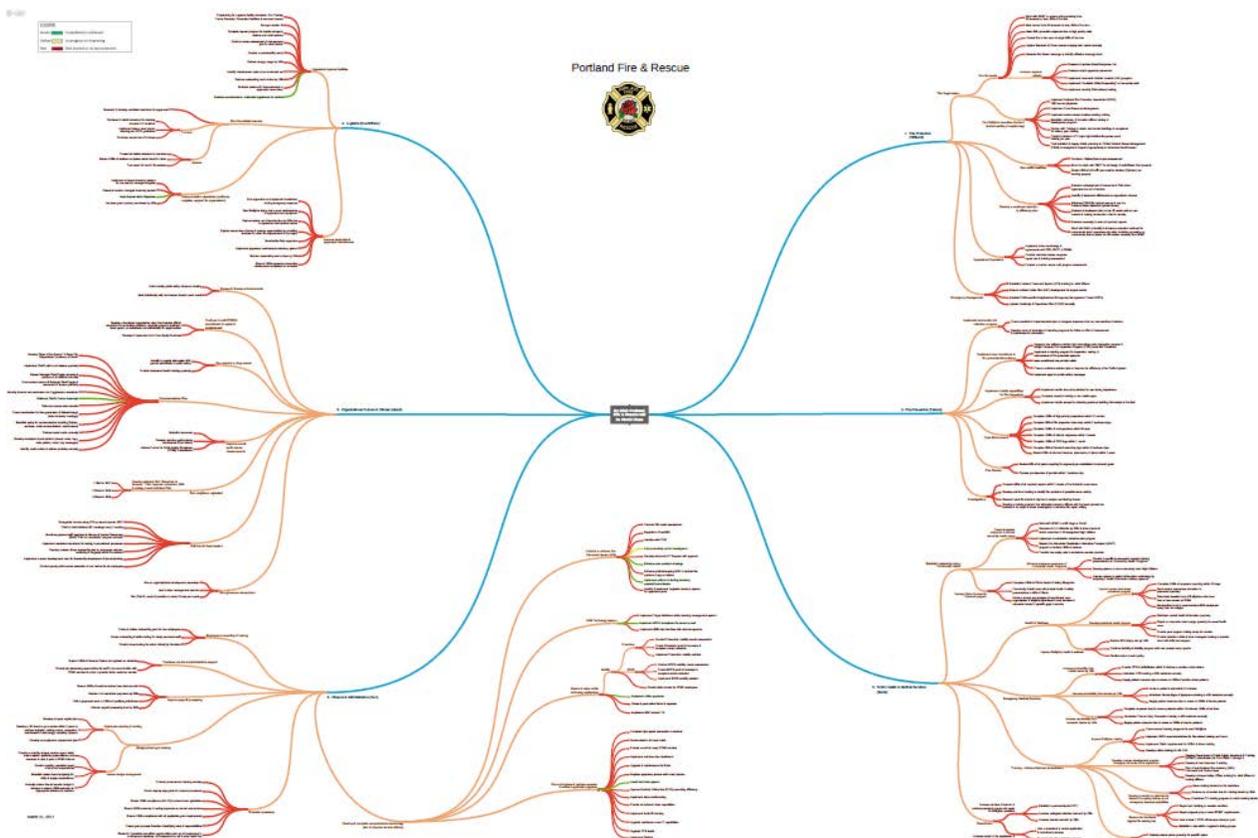
Emergency Operations

Emergency Operations (EOPS) begins with a network of fire and rescue stations and apparatus optimally positioned across the geographic service area. The concentration of stations and apparatus are arranged so an initial effective response force can arrive on-scene within time frames outlined in performance expectations. Optimal network concentration is essential to minimize response time and community risk.

Emergency Operations' (EOPS) Strategic Plan goals and tasks are:

Fire suppression

Zero fire deaths – PF&R is aggressively working toward eliminating fire deaths in the City of Portland through fire prevention, education, and rapid response.

1.1 Work with BOEC to ensure call processing time of 60 seconds or less, 90% of the time – NFPA Standard 1221 establishes performance objectives in time intervals relating to alarms and processing by the communication center. PF&R will work with BOEC to help meet these measures by adopting new technologies to track, process, and report on call processing times.

1.2 Meet turnout time 80 seconds or less, 90% of the time – Fire departments nationwide seek to decrease their turnout times to emergencies. Turnout time is the time frame from which a dispatcher alerts a response unit of an emergency to when the unit leaves the fire station. As such, it is an integral component of emergency response time.

1.3 Meet 90th percentile response time to high priority fire calls – Fire departments nationwide seek to decrease their response time to emergencies. Response time is the time from dispatch to arrival on-scene, including turn-out and travel time. The NFPA standard is 5 minutes and 20 seconds (5:20) or less, 90% of the time. Few fire departments achieve this goal, yet it is the goal that we continue to strive to reach.

1.4 Contain fire to the room of origin 90% of the time – The percentage of fires where damage is confined to room of origin is a measure of effectiveness in combating property fires. Prompt detection and rapid response, plus the use of effective firefighting techniques, make a significant difference in the percentage of fires contained. It is impossible to contain 100% of these fires because of uncontrollable factors including weather and traffic conditions as well as the time elapsed before notification of an emergency.

1.5 Update Standard of Cover (SOC) resource deployment model annually – A community's SOC is a document based on an agency's risk assessment model where a level of service performance for both fire and non-fire risks become policy. The SOC is adopted by the community through the creation of baseline (current) performance statements illustrating the performance, what an agency is delivering with the existing resources and processes. Benchmark (target) statements are considered as performance goals and reflect accepted industry standards.

1.6 Evaluate fire liaison coverage to identify effective coverage level – Currently, PF&R provides two liaisons that work at BOEC for 12 hour shifts to help triage 9-1-1 fire calls. There is also a reserve pool of trained and qualified liaison members who can fill in when necessary. When there is a second alarm or greater, a second fire liaison is called back to help coordinate the event. There have been isolated incidents where the second fire liaison has a 20 to 30-minute delay in responding from home. This objective will analyze the current scheduling to see if there is a more effective schedule and configuration.

Increase response reliability – Response reliability is the probability of whether or not a first-due (closest) unit in the Fire Management Area (FMA) is available to respond when a citizen makes a call for service. For example, the percentage of time that response units are available for dispatch.

1.7 Evaluate and update Global Response List – In certain situations, fire departments are called upon to provide response during natural disasters, weather emergencies, as well as terrorism or mass-casualty incidents. In any of these incidents, communications may be severed or lost, leaving each fire station to run their own individual fire department. In the absence of active communications, the Global Response List provides each fire station with the appropriate steps to take during these extreme incidents.

1.8 Evaluate rehab apparatus placement – PF&R has two rehab apparatus currently located at stations 5 and 19. PF&R will produce an analysis to determine where the optimal location for two rehab apparatus should be based on call history and utilization.

1.9 Implement Automatic Vehicle Location (AVL) program – AVL is a means for automatically determining and transmitting the geographic location of a vehicle. Using an AVL system allows evaluation of the locations of all apparatus in service to pick the apparatus that will most likely arrive at the destination fastest. Apparatus are automatically selected for emergency calls based on where the apparatus in located rather than to which Fire Management Area (FMA) the apparatus is assigned. FMAs are station borders identified for the purpose of emergency response and non-response functions, such as community emergency services and other administrative purposes.

1.10 Implement "Available While Responding" on low-acuity calls – PF&R apparatus responding on low-acuity calls would still be considered in-service for higher-priority calls thus improving efficiency and response time.

1.11 Implement monthly FMA-tailored training – PF&R conducts universal training for all firefighters and technical training for specialty units. PF&R will now add selective training for firefighters that will be tailored to the specific needs of their residents and businesses in each individual FMA.

Zero firefighter casualties (deaths and injuries resulting in hospital stay) – PF&R is aiming to eliminate work-related deaths and incident injuries through proactive training, programs, and equipment maintenance and replacement.

1.12 Implement National Fire Protection Association (NFPA) 1582 annual physicals – This NFPA standard outlines an occupational medical program that will reduce risks and provide for the health, safety, and effectiveness of firefighters operating to protect civilian life and property.

1.13 Implement Crew Resource Management (CRM) – CRM is the effective use of all available resources for management decisions to mitigate a situation in the absence of a battalion chief.

1.14 Implement severe-stress decision-making training – Classroom training and real-life situations are rarely the same. PF&R will develop and implement severe-stress decision-making training which is more realistic and applicable to actual situations in the field.

1.15 Establish, enhance, and formalize an officer training and development program – PF&R will create a coordinated leadership and management training program to meet the needs of current and future leaders.

1.16 Partner with Training to obtain commercial buildings and complexes for twice a year training – It is imperative that the fire department provide its firefighters with continued hands-on training, particularly live-fire training on various available structures throughout the city as part of the fire training curriculum.

1.17 Conduct a minimum of one major high-risk/low-frequency event training per year – High-risk/low-frequency events include: natural disasters, human-caused events, and potential infectious disease outbreaks. While these events may not happen often, PF&R must be prepared to mount an efficient, coordinated response to a large-scale event. PF&R will continue to plan, coordinate, and communicate with City bureaus and partner agencies to enhance our response to these types of events.

1.18 Train battalion and deputy chiefs quarterly on Critical Incident Stress Management (CISM) to recognize and respond appropriately to behavioral health issues – Firefighters and EMS personnel respond to adverse emergency incidents that can impact their wellbeing. PF&R will train chief officers to identify and seek help for those who have severe difficulties dealing with issues such as stress, mental illness, family problems, substance abuse, and grief.

Zero traffic fatalities – PF&R is joining forces with public and private partners to eliminate all traffic-related deaths and make **Vision Zero** a reality.

1.19 Conduct a **Vision Zero** impact assessment – PF&R will conduct a **Vision Zero** impact assessment on our operations and either make changes or recommend changes to **Vision Zero** to achieve both bureaus' missions.

1.20 Be at the table with PBOT for all design and build **Vision Zero** projects – PF&R has a member assigned to the **Vision Zero** task force to incorporate PF&R feedback early in the design and build process.

1.21 Ensure 90% of all traffic pre-emption devices (Opticom) are working properly – Opticom emergency vehicle preemption devices turn intersection traffic lights to green, ensuring responders get to emergencies quickly and safely. Our objective is to make sure these devices are always in proper working order.

Develop a workload reduction and efficiency plan – PF&R will be good stewards of the public's money by continuing to identify budget and workplace efficiencies.

1.22 Evaluate redeployment of resources in FMA when they are out of service – When a front-line company is placed out of service due to training, apparatus maintenance, or a multi-alarm fire, PF&R may redeploy (or "move up") remaining companies to respond to potential gaps in coverage. PF&R will evaluate options for more efficient redeployments providing better response coverage.

1.23 Identify and implement efficiencies on operations channel – OPS 1 is the regional radio channel used by both PF&R and AMR agencies. With multiple agencies using the channel, heavy radio traffic can become an issue. PF&R is researching ways to reduce the number of redundant radio transmissions on the OPS1 channel.

1.24 Eliminate PF&R fire hydrant survey and use the Portland Water Bureau's hydrant survey – Currently, both PF&R and the Portland Water Bureau maintain data on the location of fire hydrants. The Portland Water Bureau's fire hydrant data is very accurate and PF&R is duplicating their efforts. Eliminating the annual fire hydrant survey will free up firefighters for other duties.

1.25 Evaluate and implement plan to turn lift assist calls at care centers and nursing homes into a fee for service – PF&R responded to 409 lift assist calls at care centers and nursing homes in FY 2015-16. These facilities should have their own medical staff to provide lift assist for their residents and patients. Responding to these calls indirectly generates public subsidizing to these private for-profit businesses and non-profit enterprises. PF&R will conduct an evaluation and determine if a charge for service fee should be implemented.

1.26 Evaluate necessity and value of quarterly reports – Like many organizations, PF&R has created many reports over many years. Over time some reports are not as valuable as originally conceived or lose their meaning as policies and procedures change. PF&R will evaluate its current reports and discontinue those that are no longer valuable.

1.27 Work with FMO to identify and introduce reduction methods for commercial alarm responses city wide, including canceling on commercial alarms based on information received from BOEC – PF&R responds Code 3 to all commercial alarm activations within PF&R's service area. Alarm malfunctions result in many false calls, creating unnecessary additional workload for companies. EOPS and the FMO will work together to determine strategies for changing how PF&R responds to commercial alarms to reduce the resources sent to false calls and non-emergencies.

Specialized Operations – Coordinates the personnel and equipment for the Marine Program, the Land/based Shipboard Firefighting Unit, the HazMat team, and the Technical Rescue Team.

1.28 Implement drone technology and agreements with PPB, PBOT, and PBEM – Drones offer a great opportunity to assess information from structure fires, wildland firefighting operations, and significant incidents and large-scale events such as floods, earthquakes, tornados, and hurricanes. This information-gathering capability can help keep firefighters and other responders from unnecessary danger.

1.29 Conduct technical rescue response squad use and training assessment – PF&R will conduct a comprehensive review of the Technical Rescue Program. Specific points of review will be budgetary support, apparatus deployment, and the current training program model. Opportunities to coordinate with regional partners to find efficiencies will also be explored.

1.30 Conduct a water rescue craft program assessment – PF&R currently operates individual water rescue craft out of Station 1 to quickly respond to river emergencies near downtown. With the addition of fire and rescue boats at Station 21, PF&R will evaluate the ongoing necessity and role of the rescue craft program.

Emergency Management – Provides expertise in emergency management planning and exercise development.

1.31 Establish Incident Command System (ICS) training for chief officers – ICS is a standardized on-scene incident management concept designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. ICS was developed to manage rapidly moving wildfires. An ICS enables integrated communication and planning by establishing a manageable span of control.

1.32 Ensure Incident Action Plan (IAP) development for impact events – An IAP formally documents incident goals, operational period objectives, and the response strategy defined by incident command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Because incident parameters evolve, action plans must be revised on a regular basis to maintain consistent, up-to-date guidance across the system.

1.33 Establish FMA-specific Neighborhood Emergency Management Teams (NETs) – NET teams are citizens trained by the Portland Bureau of Emergency Management (PBEM) and PF&R to provide emergency disaster assistance within their own neighborhoods. PF&R is taking the NETs to next level by implementing NETs that will be FMA-specific to meet the needs of the residents and businesses in each individual FMA.

1.34 Update Continuity of Operations Plan (COOP) annually – The COOP is a plan that lays out how PF&R will continue its essential functions if there is a disruption to the city's core services. A disruption could be as minor as a single bureau losing power for several days or could be as major as a catastrophic earthquake impacting the entire region for weeks or months. PF&R has an excellent COOP and it is being used as a template for other City bureaus. PF&R will continue to update the document annually.

Prevention

The goal of the Prevention Division is to save lives, property, and the environment by preventing fires before they start, and to identify the cause and origin of fires. Under the direction of the Fire Marshal, the Prevention Division works to reduce the frequency and severity of fires and other life-safety incidents through a multi-disciplinary approach that includes education, engineering, and enforcement.

Prevention's Strategic Plan goals and tasks are:

Implement community risk reduction program

2.1 Create a transition and implementation plan to integrate inspectors into our communities and stations – Currently, code enforcement inspectors work out of a central office. With PF&R's new FMA-specific model, code enforcement inspectors will be integrated into specific stations and become experts on the specific needs of the FMAs they serve.

2.2 Develop a menu of education and incentive programs for FMAs to offer to homeowners and businesses for prevention – Each FMA is different and has different needs. Rather than a "one size fits all" approach to prevention, PF&R Prevention will create a menu of different types of prevention education and incentive programs that each fire station can use based on the area's community profile and response statistics.

Implement new innovations in fire prevention

2.3 Integrate new software solution that streamlines code inspection process and brings Company Fire Inspection Program (CFIP) back into Prevention – PF&R is looking at redefining how we do inspections, how we prioritize inspections, changing how we do re-inspections, and implementing a creative self-inspection program. These changes will not only allow inspectors to be more effective and efficient, it will also allow the CFIP to reintegrate back into Prevention freeing up firefighters for emergency response, training, and better integration into their FMAs.

2.4 Implement a tracking program for inspection, testing, and maintenance of fire protection systems – PF&R is looking at redefining how we do inspections, how we prioritize inspections, and changing how we do re-inspections. PF&R would like to implement new software that would prioritize inspections and bundle inspections in nearby areas to replace the current manual scheduling and paper system. We are also looking at implementing a creative self-inspection program.

2.5 Issue conditional use permits online – Work with BTS to issue permits for propane, temporary assembly, fireworks, pyrotechnics, and other categories online reducing work load for PF&R while improving the customer's experience.

2.6 Create a software solution plan to improve the efficiency of the Prefire System – Implement new software solution to improve Prefire. PF&R needs to be able to see real time pictures of buildings and would like graphics interface with Visio, or other software.

2.7 Implement apps for public safety messages – Previous public safety campaigns have been very expensive and produced limited results. New opportunities need to be explored at reaching the maximum amount of people using different types of media and making it more cost effective. Use social media to creatively and efficiently do targeted outreach.

Implement mobile capabilities for Fire Inspectors

2.8 Implement mobile data entry solution for use during inspections – The clear majority of inspections are very routine. With a mobile data entry solution, these inspections could be completed on site with immediate feedback to the customer. The remaining inspections typically require additional research that would need to be done back at the office.

2.9 Complete required training to use mobile apps – Implementing a mobile data entry solution for use during inspections is only the first step. Significant training will be required to effectively use the mobile app software and make the program successful.

2.10 Implement mobile access for obtaining pertinent building information in the field – By implementing mobile access for pertinent building information in the field, PF&R would be able to increase the percentage of inspections that are routine and can be completed on site with immediate feedback to the customer.

Code Enforcement – Educates and identifies fire and life safety hazards in commercial buildings, multi-family housing, and institutional occupancies.

2.11 Complete 100% of high-priority inspections within 27 months – High-priority inspections include: buildings with no sprinklers, on-site hazardous materials, high-rise residential, and large assembly facilities. Completing high-priority inspections is imperative to achieving Zero Fire Deaths in Portland.

2.12 Complete 90% of fire inspection data entry within two business days – It is important to finalize inspections and provide timely customer feedback. As mobile options become available and data entry can be completed in the field this will continue to improve.

2.13 Complete 100% of re-inspections within 90 days – Create an online self-reporting system for minor violations freeing up time for inspectors to address more serious violation re-inspections.

2.14 Complete 100% of referral responses within two weeks – Referrals are complaints or concerns coming from fire station personnel or the public. These referrals are taken very seriously due to the perceived nature of a threat or hazard.

2.15 Complete 100% of CFIP logs within one month – CFIP logs need to be completed on a timely basis and the record closed. Once the CFIP is reintegrated back into Prevention, this task will be eliminated.

2.16 Complete 90% of Senior/Accounting logs within three business days – A senior inspector reviews all logs for accuracy. This item is a quality assurance measure.

2.17 Research/resend 90% of returned invoices and letters within one week – The most common reason for returned invoices and letters is an incorrect address. Research correct address, update data base, and resend returned documents as required. This item is a quality assurance measure.

Plan Review – Reviews construction and development projects to ensure compliance with the Portland Fire Code and any relevant State and National codes.

2.18 Review 90% of all plans requiring fire approval per established turnaround goals – Work with BDS on an interagency agreement to reduce turnaround time of plan reviews.

2.19 Process pre-issuance of permits within one business day – Once PF&R inspector approves permit request, accounting will process and issue the permit within one business day.

Investigations – Responsible for determining the origin and cause of fires.

2.20 Complete 90% of all required reports within two weeks of the incident's occurrence – It is imperative that reports be completed accurately and on a timely basis should this information become subpoenaed for legal purposes.

2.21 Develop real time tracking to identify fire problems and possible arson activity – FirstWatch (see Organizational Culture item 5.20) could be helpful with its real-time data to identify fire and arson trends. Making this information available to the public could increase awareness of issues and improve responses.

2.22 Research past fire deaths and injuries and analyze contributing factors – In order to achieve Zero Fire Deaths, PF&R needs to identify how and why past fire deaths occurred, uncover common themes, and adapt policies to address the issues found.

2.23 Develop a training program that will assist company officers with the basic procedures involved in an origin and cause investigation, and accurate fire report writing – This training will be developed to better define the terms used and the items to look for during this process. To improve data analysis, it will be mandatory to gather specific information.

Public Health and Medical Services

Public Health and Medical Services provides oversight and management of the training, certifications, policies, and procedures necessary to function as EMS first responders. The division has implemented several special projects focusing on community health and EMS innovations. This division ensures all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. This division also delivers in-service training on new techniques and equipment, ongoing training to meet mandatory training, and recertification requirements for state and federal agencies, and new firefighter recruit training.

Public Health and Medical Services' Strategic Plan goals and tasks are:

Establish leadership role in Community Health

Create innovative programs to address low-acuity health needs – In FY 2015-16, 77% of PF&R's calls were medical responses. PF&R recognizes that reducing the use of the 9-1-1 system for medical treatment is important in improving the health of Portland residents and ensuring that PF&R can maintain service levels in a financially sustainable way. Accordingly, the bureau has initiated several programs in recent years seeking to connect patients to the right level of care in the right setting.

3.1 Work with BOEC to shift triage to ProQA – Moving to the ProQA model would improve triage of EMS calls. Improved triage of 9-1-1 calls would reduce unnecessary deployment of emergency resources and reduce costs and minimize unnecessary wear and tear on apparatus and personnel.

3.2 Decrease 9-1-1 utilization by 50% and show improved health outcomes in 30 designated High Utilizers – PF&R plans to decrease the high utilization of 9-1-1 calls by high usage callers by working to establish client funding source by applying for two grants, developing specific data points to track total program cost and cost savings for PF&R and outside organizations, and developing specific work flow protocol for staff in the High Utilizer specialist role.

3.3 Implement re-admission reduction pilot program – This objective aims to keep patients from being re-admitted shortly after initial treatment. This process will be done by implementing a 90-day pilot program to include 20 patients, for a total of 80 home visits, create customer satisfaction survey form to be completed by patient and contractual hospital regarding service delivery, and provide comprehensive program evaluation report following conclusion of pilot program.

3.4 Expand the Alternative Destination Alternative Transport (ADAT) program to include 100% of stations –This objective will pursue multiple contractual agreements between PF&R and hospital service providers, provide annual feedback mechanism to evaluate and track program benefits to outside agencies and PF&R, and develop program specifics to provide a platform for ADAT to function when service delivery is appropriate.

3.5 Transfer low-acuity calls to ambulance service provider – Sending an engine or a truck to a low-acuity EMS call may be an unnecessary use of limited vital resources. Using a "right resource to the right

place" mindset, work with Multnomah County to transfer low-acuity calls to ambulance service provider.

Enhance employee awareness of community health programs

3.6 Provide two specific bureau-wide required training presentations on Community Health Programs – Introduce Community Health Section training to include slide presentation and tape live session of Medical Matters entirely devoted to Community Health programs and initiatives within PF&R.

3.7 Develop a system to more accurately track High Utilizers – PF&R will develop improved analysis tools, including an iPad tracking app for Community Health Program and add a tab for High Utilizer referral information (like cab policy app on iPad) to be submitted directly to CHAT Coordinator.

3.8 Improve access to patient information technology by acquiring three health information systems – Implement up to date data and information systems such as: Epic Charting system, Care Everywhere, ImageTrend, and Medicaid Management Information System (MMIS) to share pertinent information for improved care quality.

Develop FMAs community outreach program –Through data collection and research, PF&R is looking to develop localized community health plans for each area of the city that will allow fire companies to make strategic investments in improving the health of the neighborhoods adjacent to their fire stations.

3.9 Complete 100% of FMAs Health and Safety Blueprints – Surveys are required to gather important health profiles in each FMA. This will be done through a coordinated effort with the OHSU School of Nursing RN/BSN program (NetZero initiative #1). The survey information will reveal the top health determinates, help complete other critical data compilations, and assist with mapping finalization.

3.10 Community Health team will provide health and safety presentations in 40% of FMAs – Education to include chronic illness education (audio visual/presentation) related to COPD, CHF, Asthma, diabetes and smoking cessation, offer mobile diabetic screenings, and "Stepping On" fall prevention program for seniors 65 and older. It will also provide culturally competent care for individuals within PF&R FMAs by developing two multilingual teaching resources that reflect the ethnic and cultural fabric of the FMA.

3.11 Perform annual gap analysis of Coordinated Care Organization (CCO) and hospital objectives and trend services and education toward three specific gaps in service – Coordinated Care Organizations (CCO) and hospitals in Oregon are tracking their performance to meet specific quality and cost containment goals. Working with these groups, PF&R can identify areas where they are not meeting their targets and develop programs and solutions that are beneficial to the community and patients while assisting CCOs and hospitals in meeting their goals.

Health and Wellness

Improve cancer awareness prevention program

3.12 Complete 100% of exposure reporting within 30 days – Timely exposure reporting is critical to avoiding delays or denials of claims.

3.13 Send cancer awareness education to personnel quarterly – PF&R is focusing on cancer awareness and prevention to better inform personnel of the risks associated with being a firefighter. PF&R will increase the number of informational videos, memos, and statistical data provided to firefighters so they can take steps to minimize the risk of exposure to toxins and carcinogens that are inherent to the occupation.

3.14 Determine baseline rate of firefighters who have had or have cancer at PF&R – PF&R will contact the Union President to find current data and contact HR to find out baseline numbers through insurance data. Using this baseline rate, PF&R will be able to track decreases or increases in the rates of cancer.

3.15 Standardize truck to accommodate EMS equipment away from the tailpipe – Diesel apparatus produce significant exhaust that can be cancerous with lengthy exposure. PF&R will consider relocating EMS equipment away from the tailpipe to help reduce firefighter exposure. In the interim, all companies are advised to follow the Idle Reduction Policy Maintenance Memo 15-04.

Develop behavioral health program – Firefighters are faced with emotional needs that are unique to their occupations, and many are struggling from career related stress. When symptoms occur, they need a support system in place that is readily accessible from someone who is qualified and truly understands his or her circumstances. PF&R has started tracking traumatic events to help identify firefighters that might need assistance, as well as developing policies and procedures to prevent, identify, and assist staff with behavioral health issues including alcohol and substance abuse.

3.16 Distribute mental health information quarterly – PF&R will distribute mental health information quarterly with topics to include: Stress, suicide, EAP, resources, Peer Supporters, substance abuse prevention, line of duty deaths (LODD). PF&R will also adopt a Train-the-Trainer model to deliver more effective training.

3.17 Report on traumatic event usage quarterly for mental health issues – Members can be reluctant to come forward with issues they may be suffering from because of a traumatic event. Exposure to traumatic events can also be cumulative over long periods of time. PF&R will proactively seek out members who have been exposed to traumatic events and help by creating auto generated reports on a quarterly basis, reviewing reports, and addressing issues with members.

3.18 Provide peer support training every six months – Peer support occurs when people provide knowledge, experience, emotional, social or practical help to each other. Peer support can include mentoring, listening, or counseling. PF&R will plan for peer support training up to two years in advance as well as be proactive with new emerging issues.

3.19 Provide battalion chiefs and other managers training to provide them with skills and support – Firefighters and EMS personnel respond to emergency incidents that require extreme physical output and often result in adverse physiological and psychological effects. To maintain the high level of job performance that fire service work demands, our battalion chiefs and other managers must be able to help personnel cope effectively with the emotional, physical, and mental stresses of work and personal life. With a positive approach to such issues of stress, mental illness, family problems, substance abuse, and grief, PF&R can better assist and understand those among us in need of help.

Improve firefighter health and wellness

3.20 Reduce 2016 firefighter injury rate by 10% – PF&R is committed to reducing on-the-job injury rates. PF&R will obtain baseline rates for injuries for 2016 from Safety Chief/FPD&R/Risk, create a plan to effectively reduce injuries, and track injuries and compare rates each month/year.

3.21 Continue Stability and Mobility program with new content every quarter – Present current Stability and Mobility Program outcomes to FPD&R and request funding for another Health/Wellness Program in 2017-2018. Statistics indicate that while exercise may cause some short-term injuries, exercise can help reduce long-term injuries.

3.22 Finalize return to work policy – PF&R's return to work policy outlines re-entry procedures for members who are returning from an extended leave. The objective of the program is to provide returning members with the opportunity to refresh skills, review changes in policies and procedures that have occurred during their absence, and verify their fitness level for emergency duty.

Emergency Medical Services

Increase survivability from cardiac arrest by 10%

3.23 Provide CPR and defibrillation within five minutes to cardiac arrest victims – In order to improve this objective by 10%: 1) crews will be expected to respond within 90 seconds, 2) S-T Segment Elevation Myocardial Infarction (STEMI) arrests will be identified with 100% accuracy, and 3) PF&R crews will be trained to utilize CRM approach to cardiac arrest responses.

3.24 Administer CPR training to 800 residents annually – PF&R will offer public CPR/AED classes with a focus on citizens in high-risk communities. Consider charging a nominal fee for CPR training to improve attendance.

3.25 Supply patient outcome data to crews on 100% of cardiac arrest patients – PF&R will provide cardiac arrest patient outcome and performance data to crews with a goal of reducing mortality from cardiac arrest and improving patient care. We will develop a comprehensive quality improvement process by expanding data sources, refining a reliable reporting system, and providing feedback to providers in a timely manner.

Increase survivability from strokes by 10%

3.26 Arrive at patient's side within 10 minutes – In order to improve this objective by 10%: 1) crews will be expected to leave quarters within 90 seconds, 90% of the time, 2) thrombolytic therapy patients and large vessel stroke victims will need to arrive at the appropriate care or surgical facility within 90 minutes, and 3) improvements will be made to cerebral vascular accident (CVA)-specific training.

3.27 Administer Stroke Signs and Symptoms training to 400 residents annually – PF&R will reduce the effects of stroke by increasing public awareness of the risk factors and lifestyle choices as well as signs and symptoms of CVAs. Consider charging a nominal fee for Stroke Signs and Symptoms training to improve attendance.

3.28 Supply patient outcome data to crews on 100% of stroke patients – PF&R will provide stroke patient outcome and performance data to PF&R crews with a goal of decreasing mortality from strokes and improve patient care. PF&R will develop a comprehensive quality improvement process by expanding data sources, refining a reliable reporting system, and giving feedback to providers in a timely manner.

Increase survivability from traumatic injuries by 10%

3.29 Complete on-scene time for trauma patients within 10 minutes, 100% of the time – In order to improve this objective by 10%: 1) crews will be expected to arrive at the trauma scene within six minutes, 90% of the time, 2) ensure trauma scene times will be less than 10 minutes, 90% of the time, and 3) accurately discriminate between the need for scene treatment versus rapid transport with 100% accuracy.

3.30 Administer Trauma Injury Prevention training to 400 residents annually – PF&R will work to reduce trauma incidents by providing Trauma Injury Prevention training to residents and through a focused campaign utilizing social media and other more traditional means

3.31 Supply patient outcome data to crews on 100% of trauma patients – PF&R will provide trauma patient outcome and performance data to crews with a goal of reducing mortality from trauma and improving patient care. We will develop a comprehensive quality improvement process by expanding data sources, refining a reliable reporting system, and giving feedback to providers in a timely manner.

Training - Achieve National Accreditation

Improve firefighter training

3.32 Create annual training programs for each firefighter – Fire training must not only continue throughout a firefighter's career, but it must also include up-to-date innovations and/or techniques as they are introduced into the fire service. Implementation of Target Solutions will help drive this project.

3.33 Implement NFPA recommendations for fire-related training and hours – Working toward and meeting NFPA standards will help drive this project. Need tracking and accountability for certifications. Implementation of Target Solutions will help manage this project.

3.34 Implement OSHA requirements for SCBA and driver training – Meeting Occupational Safety and Health Association standards is essential for PF&R.

3.35 Develop online training – Develop online training for HR 2.02, how to write probationary reports, and other trainings to be made available in Target Solutions.

Develop a career development program throughout all levels of the department

3.36 Develop Department of Public Safety Standards and Training (DPSST) accreditation for Fire Officer 1 through 4 – It is PF&R's goal to align its training to DPSST certification requirements.

3.37 Develop and host Instructor 2 training – There are three levels to DPSST (Department of Public Safety Standards and Training) certification for instructors. Instructor 2 level is for middle level teachers who build curriculum and teach Instructor 1's on how to present (Chiefs, training staff, etc.).

3.38 Plan and host National Fire Academy (NFA) Command and Control class – In this course, fire officers are introduced to ICS, and they study proper fire command techniques for control and extinguishment of fires ranging from small, residential structures to multioccupancy, commercial complexes. Topics covered include problem-solving and fire command, interagency and mutual aid, the ICS, incident management, size-up and strategy, tactics and action plans, truck company operations, engine company operations, building construction and fire behavior, pre-incident preparation, incident organization, and strategic command. Special emphasis is placed on firefighter safety.

3.39 Develop in-house Safety Officer training for chief officers and training officers – Situational awareness classes are imperative for the members' safety to fire ground and EMS events. Develop pre-set classes for each promotion level.

Develop a method to minimize the impact of on-going training on our emergency response capabilities

3.40 Move training blocks into the battalions – Moving training blocks into the battalions will aid in reducing out of service time for companies. Closely tied to 3.41.

3.41 Reduce out of service time for training blocks by 25% – Create multiple new ways for companies to receive training while remaining in service. Closely tied to 3.40.

3.42 Coordinate TV training program to match training blocks – Coordinate the TV training program and training blocks to ensure all members receive the same training in-person or remotely. TV training can also be provided via Target Solutions or You Tube.

Become the Northwest regional fire training hub

3.43 Repair burn building to useable condition – Heavy use of the burn building has resulted in damaged doors, windows, and equipment. Repairing the burn building will allow PF&R members to again receive valuable training in more real life scenarios.

3.44 Repair propane prop to meet DPSST requirements – The propane prop has been unusable for the past 15 years. Repairing the propane prop will allow PF&R members to again receive valuable training in more real life scenarios while meeting operational safety requirements.

3.45 Host at least one NFPA off-campus class per year – PCC will be a sponsor of an NFPA off-campus class.

3.46 Establish a role within four regional training groups – Become a leader in the region for fire training and influencing best practices in the fire service.

Create a Train-the-Trainer program

3.47 Develop lesson plans quarterly for specific topics – PF&R is creating a Train-the-Trainer program to supplement our training capabilities. PF&R will plan ahead for classes for one to two years.

3.48 Film the training session for distribution – Filming training sessions will allow for those who are not able to attend in person the opportunity to watch the trainings remotely.

Recruitment

Increase number of women and underrepresented groups who apply for firefighter positions

3.49 Establish a partnership with PCC – Work with PCC to establish PF&R scholarships for high school students to enter the fire service program. Establish a multi-agency fire curriculum and a role on the Regional Diversity Committee.

3.50 Increase collegiate athletics outreach by 20% – Continue connections with athletic directors and have a presence at team practices and games.

3.51 Increase overall outreach by 25% – One of the goals for the Recruiting Team is to seek out organizations/job fairs/community events that have a cultural emphasis. PF&R plans to continue to attend all the reoccurring job fairs, but also to seek out events where we can educate and stir interest in the fire service from underrepresented groups and females. This process will include increasing the number of outreach events, identifying applicants most likely to be successful firefighters, ensure equal opportunity, and increase demographic diversity.

Increase equity in the application and testing process

3.52 Hire a consultant to review application and recruitment process – Analyze recruitment testing and hiring practices, including re-evaluation of job classifications and minimum job requirements. Last update was 1996.

3.53 Evaluate Gov.QA application process – The Gov.QA application process is not user friendly and the required supplemental questions conflict with the payment link on NEOGOV site. PF&R will work with the Bureau of Technology Services (BTS) to improve the process.

Logistics

Logistics provides critical support ensuring that PF&R is continually ready for 24/7 emergency response. Support from Logistics includes: maintenance, repair, and procurement of fire facilities, apparatus, and equipment.

Logistics' Strategic Plan goals and tasks are:

Upgrade and improve facilities

4.1 Preplanning for Logistics facility relocation, Fire Training Center remodel, Prevention facilities and new boat houses – The Logistics and Prevention facilities located at 1135 SE Powell Blvd need to be relocated due to redevelopment the new MAX Orange Line in the area. The Training Center is outdated and no longer meets the needs of the bureau. The optimal solution for PF&R's operational needs would be a combined facility for Logistics, Prevention, and Training. The FY 2016-17 Adopted Budget requires PF&R and OMF to conduct a full needs assessment, cost-benefit analysis, and analysis of future site locations for any relocation or consolidation plans for Logistics, Prevention, and Training. Additionally, PF&R needs several new boat houses for water based fire stations.

4.2 Re-open station 23 – As part of budget reductions and apparatus redeployment (including the opening of Station 21), Station 23 was closed. This means that FMA 23 is currently underserved without an open fire station, requiring companies from other FMAs to respond into FMA 23 for emergencies. Reopening Station 23 would improve response times and service levels in FMA 23 and reduce workload on fire stations in the surrounding FMAs.

4.3 Complete tap-out program for double company stations and chief stations – The tap-out program is a system that only notifies specific personnel at the stations when an incoming alarm is received. This will help prevent sleep deprivation for those companies not involved in the call.

4.4 Conduct needs assessment and improvement plan for each fire station – Conduct a needs assessment and improvement plan for each fire station and prioritize improvement projects.

4.5 Conduct a sustainability study – PF&R would like to be the most stainable fire department in the county. While PF&R has made great strides in sustainability, there is always room for improvement and we will be looking for those next improvements from the results of the sustainability study.

4.6 Reduce energy usage by 10% – In accordance with our stainability goals, consider various programs to reduce energy usage through an incentive program with fire stations such as installing additional motion sensors that turn-off lights when no one is in a room, and automatic electrical cut-off for heaters in apparatus bays when the doors open.

4.7 Identify maintenance tasks to be contracted out – PF&R is responsible for much of the routine maintenance of the fire facilities. PF&R will evaluate which routine maintenance tasks would be better served by contracting out to professional vendors.

4.8 Reduce outstanding facilities work orders by 10% – Logistics currently works diligently to complete work orders as soon as possible. With the aging of our facilities, the maintenance crews are challenged with both the outstanding and new work orders received daily while being understaffed.

4.9 Evaluate stations for improvements to apparatus move in/out – Some fire stations may have difficulty getting the apparatus in/out of the drive way due to factors such as trees or signs blocking the view or traffic blocking the street. PF&R will conduct an evaluation to determine which stations are impacted and work with other City bureaus to resolve move in/out issues through methods such as installing a traffic light, blinking light, or "Do not Block Intersection" signs, and/or other remedies such as tree pruning or sign relocation.

4.10 Evaluate commercial versus residential appliances for station – As each station requires new appliances, an evaluation will be made about the best appliance to replace the old appliance. Most of our fire stations were not designed to accommodate commercial-sized appliances or do not have the electrical requirements needed. Additionally, commercial appliances often can be up to 10 times the cost of residential appliances without a corresponding increase in life span. PF&R will continue to monitor these needs.

Zero fire-related cancers – Firefighter safety is a top priority of Chief Myers. Multiple studies have demonstrated that firefighters have higher cancer risks for many types of cancers compared to the general population due largely to chemical carcinogens in burning materials. PF&R is currently developing a cancer reduction plan to reduce this risk and the first phase of this plan is to fund a second set of turnout gear for firefighters.

Apparatus

4.11 Research and develop ventilation solutions for apparatus – Because diesel apparatus produce significant exhaust that can be cancerous with lengthy exposure, PF&R needs to conduct exhaust testing in each fire station. There are several possible solutions including installing a new station exhaust system or retrofitting the old exhaust system and bringing to current standards.

Turnouts

4.12 Purchase and install extractors for cleaning turnouts in two locations – Having extractors in two locations will help significantly when turnouts need to be cleaned more often than twice per year due to excessive contaminates.

4.13 Implement twice a year turnout cleaning per NFPA guidelines – Per NFPA 1851, turnouts should have an advanced cleaning and inspection once a year. This was implemented in the Fall of 2016. In the spring, PF&R provides advanced cleaning and inspection and in the fall, PF&R provides cleaning only. This is above and beyond NFPA recommendations.

4.14 Purchase second set of turnouts – Providing PF&R's members with a second set of turnouts is critical to the success of our cancer reduction plan. Starting 2014, PF&R provided approximately 250 members with a second set of turnouts. There are approximately 300 members remaining to be outfitted with a second set of turnouts. PF&R plans to outfit all remaining members with a second set of turnouts by June 2017.

Stations

4.15 Convert all station cleaners to non-toxic – Converting all stations to non-toxic cleaners will reduce toxin exposure for firefighters.

4.16 Ensure 100% of stations are below action level for radon – All fire stations are tested for radon every other year. Stations over the EPA action level threshold have mitigation equipment installed. Radon is a gas that can seep through the soil and enter buildings through cracks and gaps which can cause serious health problems when inhaled.

4.17 Test water for lead in fire stations – All fire stations to be tested within one year. Most plumbing has already been updated during GO Bond remodels and earthquake upgrades. All facilities with public drinking fountain(s) have already been tested and remediated. Lead can cause serious health problems if too much enters the body from drinking water or other sources.

Improve station operations (uniforms, supplies, support for suppression)

4.18 Implement in-house inventory system for non-vendor managed supplies – PF&R needs an inventory management system to better control costs for uniforms, supplies, and apparatus parts.

4.19 Research vendor managed inventory system – PF&R will survey vendors to see who can provide managed inventory systems for their products to see if it is feasible to relieve PF&R from this responsibility.

4.20 Meet Salmon-Safe objectives – Salmon-Safe works to keep our urban and agricultural watersheds clean enough for native salmon to spawn and thrive. PF&R has met the initial requirements to be Salmon-Safe certified. Next steps include an onsite water management plan and landscape review.

4.21 Increase green product purchases by 10% – PF&R currently purchases many green products and will continue to strive for the highest level of green product purchasing possible in line with our stainability goals.

Improve apparatus and apparatus maintenance

4.22 Zero apparatus and equipment breakdown during emergency response – Logistics works diligently to ensure that each apparatus is working at top efficiency.

4.23 Zero firefighter injury due to lack of maintenance of apparatus and equipment – Logistics works diligently to ensure that each apparatus is working at top efficiency and strives to have no firefighter injured while using apparatus and equipment.

4.24 Reduce station out of service time by 20% due to apparatus maintenance issues – Logistics is working with Emergency Operations to come up with creative ways to reduce out of service time.

4.25 Explore economies of scale and revenue opportunities by providing services for other fire departments in the region – Other regional fire departments have asked PF&R if it would be possible to have PF&R Logistics do their apparatus maintenance on a contract basis. PF&R does not currently have the space or the staff to take on this additional work load; however, with the planned relocation of the Logistics facility, it could be an opportunity to include this concept into the new design of the facility.

4.26 Standardize fleet apparatus – Since 2005, PF&R has selected Pierce Manufacturing for our apparatus acquisitions with the goal of standardizing our entire fleet. With the current replacement schedule, PF&R is projected to have a completely standardized fleet within five to eight years.

4.27 Implement apparatus maintenance inventory system – Logistics is looking for creative ways to implement an apparatus maintenance inventory system.

4.28 Reduce outstanding apparatus maintenance work orders by 10% – Logistics currently works diligently to complete work orders as soon as possible. With the high work load of our heavy apparatus, the maintenance crews are challenged with both the outstanding and new work orders received daily while being understaffed.

4.29 Ensure 100% apparatus preventive maintenance completed on schedule – Generally, all apparatus preventive maintenance is completed on schedule except when appointments are cancelled due to emergency situations. In these circumstances, Logistics works to get back on schedule as quickly as possible.

Organizational Culture and Climate

Chief Myers is responsible for the organizational culture and climate at PF&R. As such, the Chief's Office provides overall vision, direction, and management of PF&R. The Chief ensures PF&R complies with federal, state, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. The Chief also oversees grant opportunities, human resources, employee assistance, communications, and equity.

Organizational Culture and Climate's Strategic Plan goals and tasks are:

Bureau-to-Bureau enhancements

5.1 Hold monthly public safety directors meeting – Improve public safety coordination by holding monthly public safety director's meetings.

5.2 Meet individually with one bureau director each month – Improve relations with other City bureaus by meeting with one bureau director each month.

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

5.3 Develop a functional organization chart that includes official standards for committee positions, specialty program positions, honor guard, so individuals can self-identify for opportunities – PF&R is in the process of a reorganization at the operational level. Once this reorganization is complete, PF&R will work on a committee and special duty organization chart within the new organization chart.

5.4 Develop and implement the 5-Year Equity Roadmap – Our commitment to equity is the foundation of our service to the community and the way we operate. Equity is ensuring everyone has access to services and opportunities necessary to achieve their full potential. Our goal is to address the roots of inequities such as racism, homophobia, sexism, and classism. PF&R will work to ensure that equity is integral to all parts of our organization and will be used to set the standard and measure of our progress.

Zero alcohol or drug events

5.5 Identify and provide alternative EAP geared specifically to public safety – Public safety employees face unique circumstances and risks that differ from other occupations. Providing an EAP geared specifically to public safety employees will improve the chances of utilizing the services, improve the services these employees receive, and improve outcomes.

5.6 Provide behavioral health training quarterly – Improve awareness of behavioral health issues by holding quarterly behavioral health trainings. This is being done in conjunction with Training.

Communications plan

5.7 Develop "State of the Bureau" and Rose City Responders Ceremony of Honor – Twice a year, PF&R holds an awards ceremony to celebrate the heroic efforts of our firefighters, our partners in public safety, and residents who have come upon an emergency in their daily lives. The Ceremony of Honor,

which will occur each spring, will be a formal event with dignitaries including a State of the Bureau address. The spring awards ceremony will be less formal, but will recognize both department and community special achievements and awards.

5.8 Implement Chief's visit to all stations quarterly – Chief Myers will visit all stations on a quarterly basis to stay abreast of the issues firefighters face daily.

5.9 Repeat Strategic Plan/Coggle process and updates at all stations annually – Chief Myers will repeat the Strategic Plan/Coggle process each fall and provide updates at that time.

5.10 Communicate status of Strategic Plan/Coggle and scorecard to bureau quarterly – PF&R will communicate status updates for all projects on the Strategic Plan/Coggle and scorecard via the intranet to all employees.

5.11 Monthly internal communication via Cogglevation newsletter – PF&R will communicate significant accomplishments achieved from the Strategic Plan/Coggle to employees via a new monthly newsletter called Cogglevation.

5.12 Reformat Chief's Corner broadcast – The Chief's Corner broadcast will transition from an in-studio production with fire station personnel calling in, to the Chief going to a different station for each broadcast and fire station personnel participating in the production.

5.13 Reformat bureau-wide website – PF&R is working on improving its website. Improvements include better layout to find items easily, updating information more often, and creating consistency between each division's web pages.

5.14 Create mechanism for idea generation and follow-through (idea incubator meetings) – Chief Myers would like to create a mechanism for idea generation and follow-through for employees that have great ideas.

5.15 Establish policy for communication handling (folders, archives, email communication, attachments) – PF&R could benefit from having consistent processes between divisions for communications handling and archiving.

5.16 Preload social media annually – PF&R is working on improving its social media content. We plan to schedule media content in advance for standard yearly items. We will also monitor and post daily as specific events occur.

5.17 Develop consistent brand platform (visual, voice, logo, color palette, name, key messages) – PF&R has many different logos and looks that can sometimes be confusing to the public. Developing a consistent brand will give PF&R higher professional recognition.

5.18 Identify media outlets and editor's priorities annually – Just having a good story is not enough. PF&R needs to target areas that media outlets and editors want to publish.

Improve overall performance measurements

5.19 Establish scorecard – Management to establish scorecard to report progress on the Strategic Plan/Coggle to include status, action plan, outcomes, comments and owner for each project. Division

Chiefs will take turns presenting updates to their scorecards at the Chief's bi-weekly management staff meeting.

5.20 Develop real-time performance dashboards (FirstWatch) – Fire departments are increasingly turning to technology and real-time data to measure performance and operational benchmarks. PF&R is considering FirstWatch as its application to help us monitor and make sense of our data to improve performance and enhance situational awareness.

5.21 Achieve Center for Public Safety Excellence (CPSE) Accreditation – The CPSE process of accreditation assures that fire and emergency services are current, measured, verified, and validated as meeting current standards and best practices. This allows for lifesaving, financial, and personnel decisions to be made on facts and actual situations.

Zero neighbors neglected - Develop individual FMA "Blueprints for Success." Tailor response, prevention, public health and medical services, and training to each individual FMA.

5.22 1 FMA in 2017 – Plans are in place to complete the "Blueprint for Success" for FMAs 22 and 25. Information will include a resident profile, area profile, response profile, public health profile, and a resource profile. The goal is to reveal the specific health and other issues in each FMA and provide the resources to remedy the situations before they become victims. This will help keep the community safer/healthier and reduce the burden on our 9-1-1 system and response resources.

5.23 2 FMAs in 2018 – Once the "Blueprints for Success" have been developed, they will be rolled out to additional FMAs.

5.24 3 FMAs in 2019 – Once the "Blueprints for Success" have been developed, they will be rolled out to additional FMAs.

Build world class leaders

5.25 Reorganize bureau along ICS by second quarter 2017 – PF&R's main responsibility is to respond to emergencies. Accordingly, it makes sense for PF&R to be organized along the Incident Command System structure, which is the best practice for emergency incident management. The ICS system will divide the functional responsibility for emergency response and bureau activities into four sections: Operations, Planning, Logistics, and Finance.

5.26 Chief to hold individual BC meetings every 2 months – The Chief will have individual BC meetings as part of developing leadership skills and mentoring.

5.27 Enroll two general staff members in Bureau of Human Resources (BHR) "Path to Leadership" program annually – The Bureau of Human Resources program "Path to Leadership" provides broad training for new and upcoming administrative staff to prepare for leadership roles.

5.28 Implement consistent standards for testing and promotional processes – PF&R will hire a consultant to develop consistent standards for testing and promotional processes for both new hires and internal promotions.

5.29 Develop mission driven leadership plan to encourage member continuity and longevity within the stations – Mission driven leadership uses a system of mission command which decentralizes decision making, guided by a framework of leader's intent and combined with the authority and expectation to act. Each person is highly accountable for their actions and focuses on training people on how to think, not what to think.

5.30 Implement a career development track for leadership development and job shadowing – With the new reorganization at PF&R, career development for PF&R's new leadership will be critical to success.

5.31 Conduct yearly performance evaluation and set metrics for all employees – PF&R will provide performance management through a structured feedback program to employees throughout their career.

Zero grievance atmosphere

5.32 Hire an organizational development consultant – PF&R will hire a consultant to develop a plan for organizational development.

5.33 Host a labor management summit – PF&R will host a labor management summit to improve relations and communications.

5.34 Fire Chief and Local 43 President to meet three times per month – The Fire Chief and Local 43 President will meet on a regular basis to improve relations and communications.

Finance and Administration

Finance and Administration ensures compliance with all City financial, budgetary, payroll, procurement, data analysis, and technology policies and procedures. Finance and Administration is also responsible for customer service for the bureau.

Finance and Administration's Strategic Plan goals and tasks are:

Employee on-boarding and training

6.1 Create and deliver onboarding plan for new employees – Provide a consistent experience for new non-sworn staff coming on board to PF&R regarding policies, procedures, and training.

6.2 Create onboarding and skills training for newly promoted staff – Provide appropriate and specific training for newly promoted staff to be successful in their new role. This can be for sworn or non-sworn staff to include computer program skills, policy/procedures knowledge, and/or supervisory training.

6.3 Provide cross-training for select critical job functions – Cross-training for specific positions will allow PF&R to continue business as usual on important items when staff is out on leave.

Customer service and administrative support

6.4 Ensure 100% of General Orders are updated on schedule – PF&R is considering an automated system to help manage its General Orders. Lexipol is a leading provider of risk management policies and resources for organizations, delivering services through a unique, web-based development system for public safety organizations. Lexipol FIRE provides customizable, state-specific Fire Policy Content and integrated policy training. Lexipol offers digital fire policy manual management, regular policy updates, and certifiable daily training against policy.

6.5 Provide job shadowing opportunities for staff to be more familiar with PF&R services to provide better customer service – The customer service team would like to elevate their understanding of PF&R to provide better customer service. Most knowledge is gained "on-the-job" over a long period where job shadowing would accelerate this learning process.

Improve payroll processing

6.6 Ensure 100% of overtime claims have internal order – The payroll department will ensure that overtime claims have an internal order prior to processing the claim in the payroll system.

6.7 Reduce number of over/under payments by 50% – Over/under payments create a significant increase in workload. Reducing over/under payments will reduce the amount of time needed to process payroll.

6.8 FMLA paperwork sent to 100% of qualifying individuals – Ensure that all employees are notified as soon as possible to their Family Medical Leave Act eligibility and protected benefits.

6.9 Shorten payroll processing time by 20% – Determine base rate of payroll processing time and develop plan to reduce processing time.

Budget planning, tracking, and improvement

6.10 Develop a 5-year capital plan – PF&R will develop a 5-year capital plan for facilities, apparatus, and equipment with a useful life of at least 10 years to help with documenting and financing a replacement plan.

6.11 Develop a GO bond to go to voters within 3 years to address logistics, training center, prevention, boathouses, and technology, including Opticom – PF&R and the Office of Management and Finance (OMF) will conduct a full needs assessment, cost-benefit analysis, and analysis of future site locations for the relocation or consolidation plans for the Logistics, Training, and Prevention programs. OMF and PF&R selected a consultant in January 2017 to begin this assessment. Using the results of this assessment, PF&R will craft the GO bond to go to voters.

6.12 Develop an equipment replacement plan – PF&R will analyze ongoing equipment replacement needs with a useful life of less than 10 years.

6.13 Provide a monthly budget monitor report which tracks capital, operating expenditures, and revenues to date and post to PF&R intranet – Strong financial management requires regular monitoring to be successful. Finance created a budget monitoring report by division which is updated and posted to the intranet monthly. Finance will meet with each division head to ensure the report meets their needs and will adjust accordingly.

6.14 Provide monthly reconciled report of all pCard expenditures – Ensure pCard expenditures are posted to the correct accounts and reconciled each month.

6.15 Establish station based budgeting for utility and supply expenditures – As part of PF&R's sustainability goals and budget reduction goals, analyze historical utility and supply use for each fire station, determine base rate for each station, and allocate budget accordingly.

6.16 Annually review internal service budget and charges to ensure 100% accuracy to appropriate divisions and sections – Ensure internal service budget and charges are correctly recorded for all divisions and sections.

Financial processes

6.17 Conduct procurement training annually – The City of Portland's complex procurement process is governed by State law and must also comply with the City's policies and procedures. Annual training will be provided to those employees whose responsibilities include procurement for PF&R.

6.18 Create step-by-step guide for contract processes – A step-by-step guide for contract processes will help existing and new staff with procurement responsibilities stay on track and in compliance.

6.19 Ensure 100% compliance with City's procurement guidelines – Establish tracking mechanism for compliance. Step-by-step guide should help with meeting 100% compliance.

6.20 Ensure 100% accuracy in coding expenses to correct cost centers – To provide an accurate accounting for the cost of providing services it is essential that expenses be coded correctly. Accounting staff will be verifying expense coding to ensure accuracy.

6.21 Ensure 100% compliance with all applicable grant requirements – Document the internal process for grant management to ensure compliance. Grant activity will be consolidated to one PF&R employee; the City's grants office also reviews all bureau grant activity for compliance.

6.22 Create grant process flowchart identifying roles and responsibilities – The grant process is very complex and requires many steps in a specific order to comply with City and Grantor policies and requirements. A grant process flowchart will help staff involved with grants stay in compliance.

6.23 Research three possible cost-offset opportunities such as oil transported in underground pipelines, oil transported by rail, and soda health fee – PF&R needs to be creative in finding additional revenue in an era of limited resources. Many factors could have a severe impact to our operating budget, therefore, the department should consider "impact fees" for these types of scenarios.

Information Technology – Develop & complete comprehensive technology plan to improve service delivery.

Continue to enhance Fire Information System (FIS)

6.24 Conduct FIS needs assessment – PF&R is seeking a potential replacement of the Fire Information System (FIS) records management software for the Bureau. The desired system should provide a unified and integrated solution to manage the collection and management of patient care reports, fire reports, as well as inventory management for the organization that comply with all laws and regulations for the State of Oregon and nationally accepted business practices. The system should operate on a desktop and a mobile platform and operate at full usefulness in both settings.

6.25 Replatform Fires2000 – Migrate the current Fire application to the Microsoft supported .NET platform and improve multi-tasking, navigation, and reporting capabilities.

6.26 Interface with the City of Portland's online permitting system – Develop and implement an interface with the City of Portland's online permitting system to connect PF&R's FIRES2000 and the Bureau of Development Services' (BDS) system to streamline development permit process and improve reporting capabilities.

6.27 Add productivity tab for investigators – Add a new tab in FIS Journal to track investigator productivity and history for specific investigations activities.

6.28 Develop electronic OT Request with approval – Develop the process and the technology in the FIS Personnel system to provide for electronic overtime request and approval.

6.29 Enhance auto accident drawing – Enhance Auto Accident Drawing system with better user interface, more consistency, and ability to collect and display more information.

6.30 Enhance Prefire/mapping MDC to include live updates and app on tablets – Enhance FIS Prefire user interface, data collection for businesses, buildings, drawings, and data sharing capabilities with other jurisdictions to include live updates and app on tablets.

6.31 Implement uniform and clothing inventory system/QuarterMaster – Implement QuarterMaster software for clothing and uniforms inventory management.

6.32 Identify and implement Logistics inventory system for apparatus parts – Identify business needs for a Logistics Inventory System; research available options including QuarterMaster; determine which one would meet the business needs and implement.

EMS technology system

6.33 Implement Target Solutions online learning management system – Implement Target Solutions online learning management system to aid the Medical Services and Training Division in being able to deliver internet-based and blended learning classes and record and track completion. Target Solutions includes EMS, compliance (OSHA, NFPA), and fire based training and records management.

6.34 Implement HIPPA compliance for secure e-mail – Develop email data exchange for secure email for paramedic/officers while in the field.

6.35 Implement EMS data interface with external systems – Create data interface to import and export data to the state, county, and hospitals in multiple formats.

Explore and adopt mobile technology applications

6.36 Conduct Prevention mobility needs assessment – Inventory the current use and recommended applications of mobile technology for Prevention in the field and identify priority areas of need and recommend technology improvements.

6.37 Create Prevention proof of concepts and complete vendor selection – Work with third party vendor where appropriate to identify the appropriate solution for Preventions' mobility needs.

6.38 Implement Prevention mobility solution – Identify a solution that provides Fire Inspectors in Code Enforcement with mobile access to computer programs that enable data viewing and data entry while in the field.

6.39 Conduct EOPS mobility needs assessment – Inventory the current use and recommended applications of mobile technology for EOPS in the field and identify priority areas of need and recommend technology improvements.

6.40 Create EOPS proof of concepts and complete vendor selection – Work with third party vendor where appropriate to identify appropriate mobility solution for EOPS' mobility needs.

6.41 Implement EOPS mobility solution – Provide the ability for PF&R employees to view and enter data remotely into a mobile device.

6.42 Provide tablet device for PF&R employees – PF&R would like to increase efficiency and productivity by implementing mobile software solutions which will require employees to have a mobile tablet device.

6.43 Implement online payments – Establish requirements and implement on-line payment processing options for permits.

6.44 Create and post online forms and requests – Create and post online forms and requests to streamline and simplify the process.

6.45 Implement MDC version 7.5 – Plan and implement upgrade to MDC version 7.5.

Plan and implement hardware systems and software application upgrades

6.46 Complete high-speed connection to stations – Research high-speed connection options for stations to improve productivity; complete cost benefit analysis; develop an implementation plan; roll out high-speed connection to fire stations.

6.47 Decommission old coax cable – Develop plan to decommission old coax cable once high-speed connection to fire stations has been completed.

6.48 Provide e-mail for every PF&R member – Implement email for every PF&R member as most fire station personnel must rely on printed copies of emails posted in a general location at each fire station.

6.49 Implement real-time data dashboard – Traditional reporting tools are good for static reporting, but are not interactive and cannot provide real-time insights for PF&R. At-a-glance dashboard reports will help PF&R consolidate key performance indicators to monitor critical issues and assist in identifying areas that need immediate attention. Dashboard reports are essential for tracking activities and progress.

6.50 Upgrade and maintenance for iPads – PF&R deployed iPads for EOPS use three years ago, and just like any other computer equipment, iPads require periodic upgrades and maintenance to ensure optimum functionality.

6.51 Replace apparatus phones with smart phones – The use of mobile technology provides a great number of benefits to the organization and over the last two years PF&R has been diligently working to incorporate mobile devices into daily operations. The goal of this project has been to put more tools into the hands of response crews which will allow them to better serve the public.

6.52 Install Avid video system – By installing the Avid video system, PF&R will be able to create, manage, and distribute video content on a single common platform with the ability to migrate to the cloud.

6.53 Improve Portland Online.Gov (POG) searching efficiency – Work with BTS to improve search capabilities and results returned for PF&R and the City of Portland.

6.54 Implement video conferencing – High-quality video conference calls will enable PF&R to communicate as effectively as actually being there in person, helping us to build relationships needed for success while reducing staff travel time between facilities as well as out of service times.

6.55 Provide on-demand video capabilities – Currently, PF&R can only broadcast its TV programs at pre-defined times. Thus, companies may miss the broadcast even with multiple airings. By providing on-demand video capabilities, companies can watch the video broadcasts at their convenience.

6.56 Implement SCBA bottle fill tracking – PF&R needs a SCBA bottle fill tracking and inventory system for the safety and state-of-readiness of every firefighter.

6.57 Upgrade conference room IT capabilities – PF&R staff spend significant time readying conference rooms for meetings. Upgrading conference room technology to include dedicated computer, overhead projector, audio system, and large screen monitor(s) will reduce the amount of prep time needed for use of these rooms.

6.58 Upgrade TV Services (TVS) studio – PF&R's TVS studio equipment is outdated and needs significant upgrades to run efficiently and effectively.

6.59 Implement FirstNet – PF&R relies on mobile applications to provide computer aided dispatching, mapping tools, patient care reporting, and hazardous material information. During emergencies or large events, congestion on commercial networks can make vital data sources unreachable or unreliable. Implementation of the FirstNet first responder network will provide mission critical, high-speed data services and non-mission critical voice to augment the capabilities of PF&R's land-based radio system.

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