

# EUGENE SPRINGFIELD



# FIRE

## STRATEGIC PLAN

July 2014 – June 2018

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## EXECUTIVE SUMMARY

This document sets forth the strategic plan for Eugene Springfield Fire for the four-year performance period of July 2014 through June 2018. Using the organization consensus vision of the future as a foundation, this strategic plan will allow Eugene Springfield Fire to focus their efforts on areas that they have determined to be essential in reaching their future vision. This plan will replace the previous plan originally dated to end in 2015.

As this plan was being developed, both sets of current City Council Goals were carefully considered to ensure that this strategic plan would be consistent with and supportive of the overarching direction from the two cities elected policymakers. A list of both cities goals, as well as a chart showing connection between each of our strategic goals and both Eugene and Springfield's Council Goals are included in this document under Appendix B.

Our primary goals are to create and maintain our organization to be receptive to change and always seek to improve the protection we deliver to our customers, within authorized resources. As such, the vision, mission, values and motto of Eugene Springfield Fire emphasize service to the community, and the goals provide direction for the department in providing that service.

Additionally, the companion document to this strategic plan is the combined work plan for Eugene Springfield Fire for the four-year performance period of July 2014 through June 2019. The goals and objectives identified in this strategic plan provide the framework for the work plan and the work plan contains critical tasks and measures by which we evaluate our progress towards achieving those goals and objectives.

This strategic plan also contains other Appendices, which include anticipated infrastructure, program area and equipment needs, as well as a list of potential grants and equipment sources to supplement current budgeted needs, in order for the department to work towards strategic goals and objectives.

This strategic plan for Eugene Springfield Fire has been presented to the Eugene Springfield Fire Leadership Team and has been submitted to both Eugene and Springfield City Councils.



# MISSION · VISION · VALUES · MOTTO · LIST OF GOALS

## OUR MISSION

To serve our communities by protecting life, preserving property and the environment through prevention, education, rescue, fire suppression and emergency medical services.

## OUR VISION

To deliver efficient and effective services by maintaining a progressive, caring, professional organization that remains flexible. We work to be innovative, responsive, fiscally accountable, and financially secure.

## OUR VALUES

We value respect, integrity, accountability, teamwork, service, and adaptability. We measure our success by the satisfaction of the communities we serve, our personnel and our strategic partners.

## OUR MOTTO

*Courage, Honor, Service*

## OUR GOALS

- A. Develop and Maintain a Competent and Capable Workforce with Focused Successorship Training that Represents the Communities We Serve
- B. Continue the Proactive Refinement of the Ambulance Transport System (ATS)
- C. Maintain Existing Departmental and Community Standards and Measures
- D. Develop and Maintain Collaborative Strategic Partnerships while Expanding Community Outreach
- E. Strengthen Internal Relationships by Enhancing Communication within the Department
- F. Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services by Promoting Economic Prosperity
- G. Align Organizational Cultures with our Values
- H. Align Informational Technology to Meet Our Goals and Values



A shared service of the cities of Eugene and Springfield, Oregon

## STRATEGIC GOALS

As the following strategic goals were developed, current Eugene and Springfield City Council Goals were carefully considered to ensure that this plan would be consistent with and supportive of the overarching direction from our elected policymakers. As well, critical tasks and measures have been added to the companion Work Plan to track progress towards goals.

It is important to note that these strategic goals are not listed in priority order, as each and every one is of great importance to all personnel of Eugene Springfield Fire.

| <b>Goal A: Develop and Maintain a Competent and Capable Workforce with Focused Successorship Development Representing the Communities We Serve</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Foster an Environment that Value Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>                                   |

Eugene Springfield Fire is committed to promoting a respectful work environment. The department is dedicated to developing and maintaining a competent and capable workforce that is representative of and responsive to the communities we serve. We recognize and strive to overcome obstacles to such representation that are related to the nature of our business. We recognize further that this is a long-term goal that will be achieved over time.

With an aging workforce, it is critical that the department maintains a focused successorship training program throughout the department. A focused successorship program builds upon the strengths of existing personnel skills and abilities, as well as transfers the knowledge base from long-term and experienced employees who are close to retirement, both of which help develop and prepare less experienced employees to move into management and leadership roles.

It is a priority of the department to provide ongoing, effective and comprehensive training to department personnel. Increasing costs, personnel and crew scheduling, and the need to cover basic staffing levels, while providing innovative and specialized training, present challenges in providing effective training programs. However, we see training as an essential internal service to ensure that department personnel are prepared to respond appropriately to any type of call. Therefore, the department is always looking for more efficient and effective methods to provide training.

In addition to providing training for operations personnel, the department encourages and supports ongoing training and professional development opportunities for all employees, sworn and non-sworn, to develop and enhance their skills and abilities and to promote and maintain interest and job satisfaction.

| <b>Goal B: Continue the Proactive Refinement of the Ambulance Transport System</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

In order to continue to provide the highest quality service to the community and maintain a long-term financially sustainable system, the department has determined that the Ambulance Transport System



(ATS) will need further adjustment to continue its quality of performance. It is essential to conduct ongoing analysis of the system and refinement as necessary to keep pace with the continuing changes in our environment such as federal reimbursements, capitation, rising costs, reduced social services and an aging population.

It is important to note that the ATS is only a portion of a larger system, and therefore, refining the ATS will take a series of steps. The delicate financial balance also needs to be considered in addressing adjustments to the ATS, as the department cannot eliminate the source of revenue without a counter-reduction of expenditures to the fund.

| <b>Goal C: Maintain Existing Departmental and Community Standards and Measures</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

Accountability to our citizens is a priority for Eugene Springfield Fire. We want to ensure that members of our service community know what services we provide and that they associate our name with quality.

Eugene Springfield Fire recognizes the need to use its resources wisely and effectively. In order to do so, we are continually seeking ways to enhance and optimize our response capabilities and network of coverage by providing the most suitable use of apparatus, informational resource tools for emergency response crews, and the most effective dispatch system possible. Additionally, the department maintains a list of anticipated infrastructure, program area and equipment needs, as well as a list of potential grants and supplemental funding sources, all of which are shown in Appendices F and G to this document.

We believe the department should measure and document its performance, maintain industry standards and strive for continuous improvement. To accomplish this, the department is participating in the Insurance Services Office (ISO) fire suppression rating program. The department also maintains compliance with the Department of Public Safety Standards and Training (DPSST), the Oregon State Fire Marshal’s Office (OSFM), the Americans with Disabilities Act (ADA) and maintains compliance with the Federal Aviation Administration (FAA) for airport fire services.

Additionally, the department conducts ongoing analysis of their community risk and level of service. For example, data is reported in our Standards of Response Coverage report, which includes response time goals for various emergency services provided by the department, and is updated on an annual basis. We also maintain Exempt Status through the OSFM, and track Ambulance Service Area (ASA) statistics in compliance with Lane County Code Chapter 18. We believe that producing annual reports and other documentation of our performance helps to keep the department on a path toward excellence.



| <b>Goal D: Develop and Maintain Collaborative Strategic Partnerships while Expanding Community Outreach</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |

Eugene Springfield Fire is always looking for ways to work more efficiently and cost-effectively by developing and maintaining strong working relationships based on trust and mutual benefit with private businesses, other agencies and jurisdictions in order to share resources, avoid duplication of services, and minimize costs. We strongly believe it is important to continually strive to develop and strengthen such relationships.

The benefits of collaborative strategic partnerships are more than financial. By working with other agencies, we improve through shared learning and understanding, and the community enjoys a better coordinated and more uniform response from its emergency service providers in the region. For example, we recognize the importance of being able to communicate and operate with other emergency response agencies during incidents. To this end, the department continues to work to enhance its automatic aid agreements.

In addition, Eugene Springfield Fire is dedicated to becoming more visible in the community by expanding current public relations, education, and information efforts. Our goal is to engage the communities we serve by creating and participating in all opportunities for direct interaction and feedback to ensure we are meeting their needs and expectations. Our goal is to be inclusive of all people we serve.

One of the most effective ways to protect life, property, and the environment is to prevent emergencies from occurring, whether they are related to fire, rescue, medical or any other hazard. Therefore, the department provides public education, fire investigation and prevention services, and the department supplements those efforts with operations. In order to become even more effective, we will continue to seek innovative ways to utilize existing resources and personnel.

| <b>Goal E: Strengthen Internal Relationships by Enhancing Communication within the Department</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> </ul>  |

Eugene Springfield Fire seeks to maintain cooperative and productive working relationships among all employees, and we believe that effective communication is the key to success in this endeavor. The department is challenged in this area by our business requirements to place





operations personnel at various sites throughout the community, and to operate with three different 24-hour work shifts.

Internally, we strive to utilize technologically advantageous methods of communication, including mobile technology, personal computers, Intranet-based and Internet-based systems and cable access television. In addition to refining internal communication systems, we will continue to utilize written communication, as well as face-to-face communication that is essential in building and maintaining strong working relationships within our organization. The department is also challenged in this area by the physical locations of some sections. Since there are work groups spread throughout the Eugene/Springfield metro area, it has become a greater priority to continue to strengthen current methods of communication while striving to find more efficient ways to remain in contact with distant work groups.

| <b>Goal F: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services by Promoting Economic Prosperity</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

A high priority for Eugene Springfield Fire is to maintain and deliver financially responsible and stable fire, life safety and emergency medical services to the communities we serve. In order to accomplish this goal, it is essential that our ongoing financial resources are based on a system of revenues that are adequate to maintain and deliver these services.

| <b>Goal G: Align Organizational Cultures with our Values</b> |   |
|--|---|
| Springfield Council Goals:                                   | <ul style="list-style-type: none"> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

Eugene Springfield Fire is committed to integrating a culture consistent with our values of respect, integrity and adaptability. For our department, equity and human rights is about valuing and respecting the different cultural attitudes, beliefs and practices that exist in our workplace and in our community. We make it our responsibility to treat everyone with respect, consideration and courtesy at all times. We are committed to fully embracing the depth of diversity that exists by working to more effectively engage underrepresented populations. We believe it is equally important to further develop the cultural awareness and competency of our current workforce, which will be achieved through formal training and by informal observation and information sharing. As well, critical tasks and measures have been added to the companion Work Plan to track progress toward goals to address the underutilization areas of our workforce, as identified in the City of Eugene’s Affirmative Action Plan.



| <b>Goal H: Align Informational Technology to Meet our Goals and Values</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |

In today’s ever evolving world of digital media, it is becoming increasingly important to stay abreast of the latest technology available. Eugene Springfield Fire believes in staying innovative in order to provide the latest technology for our employees and the citizens of our communities.



## APPENDIX A Goals and Objectives

Following is a summary of the Eugene Springfield Fire strategic goals and the objectives necessary to accomplish these goals. Critical tasks and measures required to meet the objectives are outlined in the companion Work Plan.

| <b>Goal A: Develop and Maintain a Competent and Capable Workforce with Focused Successorship Development Representing the Communities We Serve</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Foster an Environment that Value Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>                                   |

- Objective A-1: Continue to promote cultural competency and awareness of the current workforce.
- Objective A-2: Continue to engage underrepresented populations in the fire and emergency medical services industry.
- Objective A-3: Continue to enhance recruitment that is representative of the communities we serve.
- Objective A-4: Continue to enhance accessibility for non-English speaking members of the community.
- Objective A-5: Maintain attendance at high school and college career days in conjunction with school career fairs while pursuing funding to support a career preparation program.
- Objective A-6: Support growth and development of all personnel.
- Objective A-7: Automate and maintain auditable sworn personnel training records and annually evaluate status of qualifications and Successorship readiness.
- Objective A-8: Pursue funding opportunities to support training and career development programs.
- Objective A-9: Continue to operate, refine and expand the Training Simulation program.
- Objective A-10: Maintain required certification levels for all employees.
- Objective A-11: Continue to conduct annual performance evaluations with all personnel. Fire Marshal’s Office personnel with have performance evaluations passed on Fire Marshal’s Office Standard Evaluation Guidelines.

| <b>Goal B: Continue the Proactive Refinement of the Ambulance Transport System</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

- Objective B-1: Continue to look for ways to better align skilled resources with appropriate call type.
- Objective B-2: Continue to assess and implement as appropriate, alternate service delivery models for low priority calls that tie up emergency resources.
- Objective B-3: Continue to work with elected officials for long term funding options to ensure viability of the system for the future while continuing to improve service levels.
- Objective B-4: Continue to identify and implement efficiencies within the ambulance enterprise system.



| <b>Goal C: Maintain Existing Departmental and Community Standards and Measures</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

- Objective C-1: Produce biannual and annual reports to show measures of performance-based service objectives and post reports to department website.
- Objective C-2: Continue to evaluate response coverage and adjust to maintain optimal response reliability, while considering future growth and expansion.
- Objective C-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.
- Objective C-4: Maintain an Insurance Services Office (ISO) Class 3 rating while progressing towards attaining a Class 2 rating.
- Objective C-5: Monitor and maintain compliance with applicable federal and state safety, fire service, Fire Marshal’s Office, airport rescue firefighting and hazardous materials response regulations, in addition to confined space rescue requirements and regulations.
- Objective C-6: Maintain required federal and state emergency medical service requirements.
- Objective C-7: Continue to maintain DPSST Certificate of Accreditation.
- Objective C-8: Continue to provide input and participate in land use planning, development and construction processes of the jurisdiction.
- Objective C-9: Maintain a safe built environment utilizing fire code requirements.
- Objective C-10: Meet criteria to maintain State Fire Marshal Exemption Status for both Eugene and Springfield and start work to merge Exemption Statuses.
- Objective C-11: Foster a culture of excellence in the Fire Marshal’s Office by working towards meeting International Accreditation Services (IAS) criteria as part of the baseline for industry best practices.

| <b>Goal D: Develop and Maintain Collaborative Strategic Partnerships while Expanding Community Outreach</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |

- Objective D-1: Continue to maintain strong strategic relationships with our regional partners.
- Objective D-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.
- Objective D-3: Pursue funding opportunities to complete the training prop area.
- Objective D-4: Continue to address interoperability issues with other emergency response agencies.
- Objective D-5: Maintain contractual relationships with strategic partner.
- Objective D-6: Develop and maintain a comprehensive public education and public information program with all department divisions in order to expand community outreach and address identified community risks.



| <b>Goal E: Strengthen Internal Relationships by Enhancing Communication within the Department</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> </ul>  |

- Objective E-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., CESHARE, Firehouse, Elog, Formal Communications, etc.).
- Objective E-2: Strengthen relationships between operations, fire prevention, support services and administrative services personnel.
- Objective E-3: Conduct regular meetings with all work groups, including between management and staff.
- Objective E-4: Provide all personnel with links to meeting notes.
- Objective E-5: Maintain strong collaborative working relationships with AFSCME, IAFF and SEIU.

| <b>Goal F: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services by Promoting Economic Prosperity</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

- Objective F-1: Continue to research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards and community needs.
- Objective F-2: Pursue funding opportunities to support known and anticipated infrastructure, program area and equipment needs of the department.
- Objective F-3: Continue to strengthen relationships with contract districts while ensuring that revenue meets or exceeds contractual costs.
- Objective F-4: Continue to evaluate the viability and optimization of the Firemed membership program.
- Objective F-5: Evaluate single business system models.
- Objective F-6: Explore probability of single governance model for department.

| <b>Goal G: Promote an Integrated Organizational Culture Consistent with Organizational Values</b> |   |
|---|---|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

- Objective G-1: Promote a new and integrated organizational culture that promotes service and safety, while embodying the ideas of the communities we serve.



- Objective G-2: Establish a common identity in the new merged department while recognizing and celebrating excellent work.
- Objective G-3: Develop division strategic plans that fully integrate the department strategic plan.
- Objective G-4: Continue to demonstrate every employee’s role in firefighter safety.
- Objective G-5: Enhance the department’s role in evaluating and addressing community risk reduction.

| <b>Goal H: Align Informational Technology to Meet our Service Delivery</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |

- Objective H-1: Work towards a common and integrated business system platform for all departmental functions.
- Objective H-2: Optimize the use of technology to reduce response times (e.g.: IP alerting, etc.).
- Objective H-3: Continue to seek advances in technology to enhance Electronic Patient Care Reporting (EPCR) and other electronic billing programs.
- Objective H-4: Continue to align the ambulance billing processes to increase and enhance efficiencies and cost savings.
- Objective H-5: Utilize the Records Management System (RMS) to evaluate and report on key measurements for service delivery.
- Objective H-6: Continue to utilize technologies that promote virtual scenario based training.
- Objective H-7: Seek opportunities for advanced software and system developments through public and private strategic partnerships.
- Objective H-8: Update and maintain the department’s website, including the FMO sub-site to improve customer service and information access.



## Appendix B



### EUGENE CITY COUNCIL GOALS

*A Great City for the Arts and Outdoors*

- **SAFE COMMUNITY** – A community where all people are safe, valued and welcome.
- **SUSTAINABLE DEVELOPMENT** – A community that meets its present environmental, economic and social needs without compromising the ability of future generations to meet their own needs.
- **ACCESSIBLE AND THRIVING CULTURE AND RECREATION** – A community where arts and outdoors are integral to our social and economic well-being and are available to all.
- **EFFECTIVE, ACCOUNTABLE MUNICIPAL GOVERNMENT** – A government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes and provide effective, efficient services.
- **FAIR, STABLE AND ADEQUATE FINANCIAL RESOURCES** – A government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.



### SPRINGFIELD CITY COUNCIL GOALS

*Proud History, Bright Future*

- Provide Financially Responsible and Innovative Government Services
- Encourage Economic Development and Revitalization through Community Partnerships
- Strengthen Public Safety by Leveraging Partnerships and Resources
- Foster an Environment that Values Diversity and Inclusion
- Maintain and Improve Infrastructure and Facilities
- Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality.



A shared service of the cities of Eugene and Springfield, Oregon

2014-2018

## Appendix C

### Eugene and Springfield City Council Goals Correlation with Department Level Goals

| <b>Goal A: Develop and Maintain a Competent and Capable Workforce with Focused Successorship Development Representing the Communities We Serve</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Foster an Environment that Value Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>                                   |

| <b>Goal B: Continue the Proactive Refinement of the Ambulance Transport System</b> |  |
|--|--|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

| <b>Goal C: Maintain Existing Departmental and Community Standards and Measures</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

| <b>Goal D: Develop and Maintain Collaborative Strategic Partnerships while Expanding Community Outreach</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |

| <b>Goal E: Strengthen Internal Relationships by Enhancing Communication within the Department</b> |  |
|---|--|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> </ul>  |





| <b>Goal F: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services by Promoting Economic Prosperity</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |

| <b>Goal G: Promote an Integrated Organizational Culture Consistent with Organizational Values</b> |   |
|---|---|
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |

| <b>Goal H: Align Informational Technology to Meet our Service Delivery</b> |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |



## Appendix D

The following summary charts show goal targets and department measures from the City of Springfield’s strategic plan. These goal targets and department measures have also been appropriately integrated into our work plan document as critical tasks and measures.

|  |               |                 |                               |
|--|---------------|-----------------|-------------------------------|
| <b>GOAL: To Offer Financially Responsible and Stable Government Services</b> | Target Missed | Target Attained |                               |
| <b>TARGET</b>  |               |                 | <b>RESPONSIBLE DEPARTMENT</b> |
| Net Enterprise Contribution to Ambulance Fund                                | X             | X               | Fire & Life Safety            |
| *Note: no new target for 2015-2019 fiscal years                              |               |                 |                               |
|  |               |                 |                               |
| <b>GOAL: To Enhance Public Safety</b>  |               |                 |                               |
| Emergency Ambulance Responses are within 8 minutes                           | X             | X               | Fire & Life Safety            |
| *Note: no new target for 2015-2019 fiscal years                              |               |                 |                               |
| <b>TARGET</b>  |               |                 | <b>RESPONSIBLE DEPARTMENT</b> |
| All Emergency Responses are Within 5 minutes & 30 seconds                    |               | ●               | Fire & Life Safety            |

| Effectiveness Areas                              | Measurement Methods  |
|--|--|
| Financially Sound and Stable Government Services | Net Enterprise Contribution to Ambulance Fund (Baseline: \$346)                          |
|  | Number of ambulance billing client jurisdictions (Baseline: 19)                          |
|  | Ambulance Bills - number of days in accounts receivable - Springfield only (Baseline 62) |
|  | Ambulance - net collection percentage - Springfield Only (Baseline: 72.4%)               |



## Appendix E

### Fire Marshal Office Section Strategic Goals

During the course of getting this plan together, the merged Fire Marshal’s Office was able to complete their section level Strategic Plan. Following are the goals of the Fire Marshal’s Office Strategic Plan. The objectives that coincide with these goals have been integrated into the department wide Strategic Plan and Work Plan.

| <b>Continuous Improvement in Our Professional Development, Customer Service and the Application of Fire Prevention.</b>  |   |
|--|---|
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul>   |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |
| <b>Consider Shift Operations Division Needs to Facilitate Efficient Emergency Medical Services and Provide Support Through Fire Code Requirements and Plan Review.</b> |   |
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul>  |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |
| <b>Maintain State Fire Marshal Exemption, and Work to Merge Exemption Statuses.</b>  |   |
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |
| <b>Meet International Accreditation Services (IAS) Standards to Apply for and Maintain FMO Accredited Status.</b>  |   |
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |
| <b>Maximize Community Risk Reduction Score for Insurance Services Office (ISO) Rating.</b>   |   |
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul> |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |
| <b>Develop and Maintain Collaborative Strategic Partnerships.</b>  |   |
| Springfield Council Goals:   | <ul style="list-style-type: none"> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> </ul>                      |
| Eugene Council Goals:  | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |



|   |   |
|---|---|
| <b>Create a Coordinated Public Education and Public Information Program for the Merged Department.</b>  |   |
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> </ul>  |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |
| <b>Strengthen Internal Relationships through Collaborative Direct Communication including Acknowledgement, Follow-Up, Outcomes, Impacts and Identification of Next Steps.</b> |   |
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul>  |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Sustainable Development</li> </ul>   |
| <b>Provide Financially-Responsible Fire Marshal's Office Services.</b>  |   |
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Encourage Economic Development and Revitalization through Community Partnerships</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> </ul> |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>  |
| <b>Foster a Progressive Organizational Culture of Excellence through Synergy, Inclusion and Embracing Change for the Betterment of Our Future.</b>                            |   |
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality</li> <li>• Foster an Environment that Values Diversity and Inclusion</li> </ul>   |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Effective, Accountable Municipal Government</li> </ul>   |
| <b>Leverage Information Technology to Increase Service Efficiencies in All Areas of the Fire Marshal's Office.</b>  |   |
| Springfield Council Goals:  | <ul style="list-style-type: none"> <li>• Provide Financially Responsible and Innovative Government Services</li> <li>• Strengthen Public Safety by Leveraging Partnerships and Resources</li> <li>• Maintain and Improve Infrastructure and Facilities</li> </ul>                               |
| Eugene Council Goals:   | <ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Effective, Accountable Municipal Government</li> <li>• Fair, Stable and Adequate Financial Resources</li> </ul>   |



## APPENDIX F

### Internet Links

Following is a list of both internal and external Internet links that are referenced throughout this document.

- [Americans with Disabilities Act \(ADA\)](#)
- [Center for Public Safety Excellence \(CPSE\)](#)
- [Commission on Fire Accreditation International \(CFAI\)](#)
- [Department of Public Safety Standards and Training \(DPSST\)](#)
- [Electronic Logbook \(E-LOG\)](#)
- [Eugene City Council Goals](#)
- [Eugene Fire & EMS Department Website](#)
- [Federal Aviation Administration \(FAA\)](#)
- [Federal Emergency Management Administration \(FEMA\)](#)
- [Insurance Services Office \(ISO\)](#)
- [International City/County Management Association \(ICMA\)](#)
- [Lane County Emergency Management](#)
- [National Fire Protection Association \(NFPA\)](#)
- [Oregon Administrative Rules \(OAR\)](#)
- [Oregon Revised Statutes \(ORS\)](#)
- [Oregon State Department of Human Services, Public Health Division](#)
- [Oregon State Fire Marshal's Office \(OSFM\)](#)
- [Project Safe Place](#)
- [Springfield City Council Goals](#)
- [Springfield Fire & Life Safety Department Website](#)
- [Standards of Response Coverage](#)
- [U.S. Department of Health & Human Services \(DHS\)](#)



## APPENDIX G

### Anticipated Department Needs

Following is a list of anticipated infrastructure needs for Eugene Springfield Fire:

- Add to training prop area.
- Develop a regional training center, simulation lab, and prop area to include the following:
  - Emergency Medical Services Treatment Lab
  - Emergency Operations Center (EOC) Simulation Training
- Develop a plan for a permanent structure for the regional training center, simulation lap and prop area.
- Develop Special Teams Training and prop areas (e.g., Technical Rescue: Confined Space, Trench Rescue, Rope; Hazardous Material: Above-Ground Tank Farm, Trailers; Aircraft Rescue and Fire Fighting (ARFF): Live Fire Training Prop).
- Implement the use of automatic vehicle locator (AVL) system.
- Replace and relocate Fire Station 4.
- Replace and relocate Fire Station 14.
- Secure a site on the west side of Eugene to relocate Fire Station 8.
- Address fifth Springfield fire station funding: move the fifth Springfield fire station from the serial levy to more stable funding support.

Following is a list of anticipated program area needs for Eugene Springfield Fire:

- Develop and improve Fire Training Section Program areas.
- Expand Logistics Section supply order and distribution capabilities to support becoming a regional facility.
- Develop and improve public education and public information delivery capabilities in order to address identified community risks.

Following is a list of anticipated equipment needs for Eugene Springfield Fire:

- Upgrade recording and televising equipment in Classrooms 1 and 2 at the Emergency Services Training Center (ESC). Classrooms at the ESC are used by many internal and external organizations for various training purposes, as well as other strategic partners throughout the region. This will allow us to modernize the remote cameras in the ESC and provide the capability for PowerPoint presentations to be broadcast live. Additionally, upgrading the recording and televising equipment will improve the ability to replay training sessions for operations personnel that are unable to attend live programs.
- Expand present power pole plans to incorporate the east side of the drill field and to develop confined space training props that include EWEB and Public Works Departments needs and expertise in installing below-grade utility vault.
- Acquire automatic vehicle locator (AVL) related equipment.
- Acquire tablets and mobile data computers (MDCs) to run a fire inspection program database and dispatch information.
- Specify and acquire fire investigation/duty vehicles for all deputies that match the challenge of the fire investigation task and terrain challenges of the response area.



## APPENDIX H

### Grants and Supplemental Funding Sources

Following is a list of potential grants and equipment sources to supplement current budgeted needs.

- DHS / FEMA Assistance to Firefighters Grants (AFG): Firefighter Operations and Safety, Fire Apparatus. This funding grant is generally open annually for approximately 30 days.
- DHS / FEMA Fire Prevention & Safety Grants (FP&S): Fire Prevention and Safety Activities. This funding grant is generally open annually for approximately 30 days.
- DHS / FEMA Staffing for Adequate Fire and Emergency Response Grants (SAFER): Firefighter recruiting and staffing assistance. This funding grant is generally open annually for approximately 30 days.
- DHS / FEMA Emergency Management Performance Grants (EMPG): Disaster mitigation, preparedness, response and recovery.
- DHS / FEMA Hazardous Materials Emergency Preparedness Grants (HMEP): Hazardous Materials training and exercises. This funding grant is generally open annually for 30 days, and is administered through the Oregon State Fire Marshal's Office (OSFM).
- DHD / FEMA Commercial Equipment Direct Assistance Program (CEDAP): Equipment. This equipment grant is open 1-2 times per year for approximately 30 days and provides designated equipment only, no funding.
- DHS / State Homeland Security Program Grants: Training, exercises, equipment, etc. This funding grant is generally open annually in the spring for approximately 60 days, and is administered through the state domestic preparedness program.
- National Fire Plan / Wildland-Urban Interface Community Assistance Grant Program: Community Wildfire Protection Plans, Fuels mitigation, planning. This grant is usually open annually for 30-60 days early each year.
- Western States Wildland Urban Interface Grants: Through the Oregon Department of Forestry (ODF) to reduce risks, fuels, hazards, etc.
- OSFM: Grants available to enhance fire prevention and juvenile fire setter intervention.
- DHS / HRSA Health Resources and Services Administration Grants: Funding for emergency medical services training and equipment.
- Fireman's Fund Insurance Company Grants: Funding for public education programs.
- FAA Grants: Funding for new Aircraft Rescue and Fire Fighting (ARFF) stations and/or upgrades to the existing ARFF station located at the Eugene Airport. FAA grants include money from both an Entitlement Fund and Discretionary Fund. Levels of available Discretionary Funds are subject to Congressional legislation and are subject to the FAA's priority system. Eligible projects include those improvements related to enhancing airport safety, capacity, security, and environmental concerns, and any professional services that are necessary for eligible projects, such as planning, surveying and design.
- Other Federal and State Grants: Eugene Springfield Fire will apply for other Federal and State Grants as grant applications become available to supplement current budgeted needs.
- Private Organizations Funding: Eugene Springfield Fire will pursue funding opportunities through private organizations as grant applications become available to supplement current budgeted needs.





New updated medic units put into service in 2014.



A shared service of the cities of Eugene and Springfield, Oregon



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