

# Annual Report

Fiscal Year 2014

EUGENE  
SPRINGFIELD



**FIRE**



**COVER PHOTO: Tower 3 and Truck 1 at the  
Emergency Services Training Center in Eugene.**



# Eugene Springfield Fire

## OUR MISSION

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

## OUR VISION

To deliver efficient and effective services by working together to maintain a progressive, caring, professional organization that remains flexible within a changing environment. We strive to be recognized for our leadership within the region and the state by fostering cooperative working relationships. We work to be innovative, fiscally responsible, and financially stable and 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*

This page intentionally left blank.

# *Message from the Chief*



As we end the fourth year of our “functional consolidation”, the Eugene Fire & Emergency Medical Services Department and the Springfield Fire & Life Safety Department continue to move forward to combine the two departments.<sup>1</sup> To this end, we have adopted the new name of Eugene Springfield Fire, and we are presenting a new logo and image as well. Our objective towards completing the merger, which will be finalized in early fiscal year (FY) 2015, continues to be driven by our goal of improving overall service while reducing taxpayer costs on a metropolitan level.

With success gained through the functional consolidation, which combined many of our administrative functions and provided for a smaller combined, yet more efficient fire management team, this process has produced big dividends with a combined annualized savings now exceeding \$1.6 million proposed in FY 2015. The functional consolidation went beyond the 3-battalion integrated response system that the two jurisdictions established in 2007, and it is leading towards an outright merger of the two departments in the next fiscal year with normalized Firefighter labor contracts that call for workforce integration beginning in FY 2015 (July of 2014).

In a process parallel to the merger initiative, our two IAFF Local Firefighters’ Unions merged into a single local earlier in the year. What was formerly IAFF Local 851 (Eugene) and IAFF Local 1395 (Springfield), have now merged and formed Lane Professional Firefighters, IAFF Local 851. The International Association of Firefighters (IAFF) provides for two merging locals to adopt the older of the two locals’ number, in this case IAFF Local 851. I want to commend 851 President Mike Barnebey and 1395 President Rodney Stewart, as well as the officers and members of these two great locals for their vision towards the future and willingness to build their labor organization in the same direction as our fire service agency.

In addition to our merger initiative, progress has been made in creating a more efficient ambulance service that has evolved into a tiered system. This system now comprises a public/private partnership with Rural/Metro Ambulance Corporation to provide non-emergency ambulance service, and a public/non-profit partnership with the Life Flight Network to provide long-distance critical care transports. The Eugene Springfield Fire department continues to perform emergency scene work and provide advanced life support (ALS) patient transport within our Ambulance Service Areas. By changing the model and partnering with these two service providers on both ends of our service delivery, we have built a more efficient and effective system that matches the level of care with the type of call. Our community can no longer afford a one size system for all types of service.

I am pleased to present this report as the Eugene Springfield Fire Chief (Chief of Department).

This annual report reflects the continued progress towards full integration. It tells the story, over

---

<sup>1</sup> The Fire Merger was completed on August 4, 2014, and will be reported in the Fiscal Year 2015 Annual Report.

the course of a fiscal year, of the work we have accomplished in building a better and more efficient fire and emergency medical services protection system that is shared by the cities of Eugene and Springfield. You will see that the reporting in the following pages is combined in most respects, but separate in others, so that you can see performance in each municipality.

Consolidation notwithstanding, funding of ambulance service and adapting to changing conditions continues to remain a dominant theme as we continue to find new ways in which to improve efficiency, including the co-location of our two ambulance billing work groups this past year. The ambulance discussion is separate from — but is inextricably tied to — the merger initiative.

During the fiscal year, the two departments responded to a combined 32,742 calls for service.

In this report you will find the specifics on these and other aspects of the department's operations, as well as details regarding our service level, fire stations, equipment, and personnel. If you have further interest in any area, I hope you will take the time to contact us directly at either 541-682-7100 or 541-726-3737, or go to: [www.eugene-or.gov/fire](http://www.eugene-or.gov/fire) and [http://www.ci.springfield.or.us/dept\\_fir.htm](http://www.ci.springfield.or.us/dept_fir.htm).

Eugene Springfield Fire has been serving the community continuously since 1872. It continues to be a privilege to serve as Chief of Department.

***Randall B. Groves, Chief of Department***

# Department Organization

The department has four divisions, with managers reporting directly to the Chief of Department. The divisions and Division Managers are:

**Shift Operations** — includes all of the emergency response personnel housed within 16 fire stations, including nine Battalion Chiefs and approximately 248 sworn Firefighters. Heading up the Shift Operations Division is Deputy Chief Randy DeWitt, who has been with the department for 34 years and worked his way up through the ranks as a Firefighter, Captain and Training Captain. He has also been a fire manager for 18 years, and has held the positions of Training Chief, Battalion Chief, District Chief and AIC Operations Chief.

**Special Operations** — includes the Emergency Medical Services Section, Training Section, Logistics Section, Information Technology staff, and special teams (Water Rescue, Confined Space Rescue, Hazardous Materials, and Airport Rescue & Fire Fighting), plus planning for special events and dignitary protection. The Special Operations Deputy Chief is Joe Zaludek, who is a certified Paramedic with 29 years in the fire service.

**Administrative Services** — includes ambulance billing, FireMed Ambulance Membership Program, financial reporting, payroll, and office support functions. The ambulance billing operation enhances revenue by serving 24 outside agencies. The Administrative Services Director is Brian Evanoff, who holds a Bachelor's degree in Business Management from the University of Oregon, and has served with the department for 15 years.

**Fire Marshal's Office** — includes fire and life safety code enforcement and inspection, plan review, new construction inspection, fire investigation, emergency management for the City of Springfield, the Eugene Toxics Right-to-Know Program, and public education services. This division is led by Fire Marshal Al Gerard, who has served at the Deputy Chief level since 2002, and is a Paramedic in addition to holding International Code Council certification as a Certified Building Official and Certified Fire Marshal. The combined office is staffed by the Fire Marshal, an Assistant Fire Marshal, seven Deputy Fire Marshals, one Management Analyst and two Administrative staff.



**Randy DeWitt**



**Joe Zaludek**



**Brian Evanoff**



**Al Gerard**



# Fire Merger

As the final step in the full integration of Eugene Springfield Fire's work force assignments is completed, the level of efficiency and service effectiveness improves. The sharing of a common administrative structure, training, prevention, and support services began in July 2010 and continues to progress today. This important step in the partnership continues with the implementation of an updated intergovernmental agreement between the two cities.

For a number of years, the two fire departments worked cooperatively in the field, providing backup for each other and disregarding the jurisdictional boundary in a limited area for multiple-unit responses. In 2007, this relationship was officially changed and applied system-wide. Under the new system, which became known as the 3-Battalion Integrated Response System, the closest unit response order was established without regard to jurisdiction. This ensures that our community receives the closest and most appropriate response when emergencies occur.



During FY 2009, it became evident that the two departments had an opportunity to further develop this cooperative relationship in their administrative and support functions, and at the same time to save taxpayers money. The latter consideration was especially compelling given the budgetary shortfalls that continue to face both cities.

A respected emergency services consulting firm, Emergency Services Consulting International (ESCI), was commissioned to prepare a report regarding cooperative services. The consultants' report concluded that the departments were, in fact, ripe for an outright merger, and recommended further that fire services in central Lane County should ultimately be provided by a special district, separate from the city organizations.

According to the consultants, the departments could save approximately \$850,000 per year at full implementation through attrition without layoffs. These savings would include the elimination of one Fire Chief, two Deputy Chiefs, one Training Chief, one Fire Marshal, and others; there would be additional savings as the combined departments implemented further efficiencies resulting from the merger, possibly including more staff positions that could be eliminated through attrition. In the first year of the functional consolidation, the Metro departments saved

over \$600,000 from administrative personnel reductions alone; in the second year (FY 2012), the Metro departments saved \$876,239; in the third year (FY 2013), the departments increased these savings to \$1,169,639; and in FY 2014, again savings were increased to \$1,306,000. In FY 2015, the department is projected to save \$1,668,000. At the same time, overall department costs have been held within normal inflationary levels and labor costs continue to be within market.

FY 2012 was a year of further development of the framework for a full consolidation.



Presentations to the elected bodies in both jurisdictions were received favorably, and it has been decided to proceed on a reversible basis.

In the beginning of 2011, the Metro departments received direction to move ahead when both City Managers agreed to go forward with the merger. This forward momentum marked the beginning of the creation of an intergovernmental fire service agency.

There is still the possibility that a voter approved special tax-and-service district could be formed. If so, the district would provide fire, rescue, first-response medical, and emergency medical transport services to a particular geographic area independent of the general-purpose municipal governments. There

are also other governance models that could be applied to the shared system.

## **Strategic Plan and Work Plan Integrated**

As part of the merger process, staff continued work on the combined Strategic Plan and Work Plan. The Work Plan went into effect on July 1, 2011. The two departments now operate under a shared vision for the present and future for providing fire, life safety and emergency medical services. Additionally, by unifying the Strategic Plans and Work Plans of both departments, a new level of sophistication and detail has been achieved. In particular, the two departments have implemented a greater use of metrics and data-based analysis.

In developing the 2011-2015 combined Strategic Plan and Work Plan, both sets of current City Council Goals were carefully considered to ensure that the plans would be consistent with and supportive of the overarching direction from the two cities' elected policymakers.

For FY 2015, a new four-year Strategic Plan and Work Plan will be created that the fully merged department will use to guide the department into the future. The new plans will include updated mission statements, objectives and measurements that will be used to create an updated vision for the newly merged department.

# Ambulance Transport Funding

## Reduced Reimbursements Make New Direction Necessary

Throughout our region, the majority of patients transported are covered by Medicare. Before the implementation of the Ambulance Fee Schedule on April 1, 2002, ambulance suppliers received payment from Medicare on a “Reasonable Charge Basis.” Medicare would pay 80 percent of the allowable amount and the remaining balance was the responsibility of the patient. This allowed transport providers broad flexibility in setting rates and assured recovery of costs.

The Balanced Budget Act (BBA) of 1997 added a new section 1834(1) to the Social Security Act, which mandated the implementation of a national fee schedule. This section also required ambulance providers and suppliers to accept the Medicare allowed charge as payment in full; there was no longer the ability to bill the patient or another insurance provider for the balance of the reasonable charge.

The new fee schedule took effect in 2002 and was phased-in over a five-year period, with full implementation on January 1, 2006. Year one (04/01/02-12/31/02) provided a blending of the 20 percent fee schedule and the 80 percent reasonable charge. The reasonable charge portion was then reduced by 20 percent in each of the four subsequent years, so that as of 2006 only the fee schedule amount was payable.



Put simply, the new national fee schedule, which covers 68 to 70 percent of all transports, does not allow most ambulance providers – such as Eugene Springfield Fire – to recover the cost of providing the service. (In comparison, Corvallis Medicare and Medicaid transports account for 59 percent and Bend’s account for 55 percent.) Instead, where there once was the ability to collect the full reasonable charge (which has risen over the years from \$535 to \$1,700 per transport), ambulance providers are now reimbursed between \$225 and \$730, at an average of about \$400, depending on the type of call. Medicaid, the state of Oregon’s health insurance program, reimburses at an even lower rate.

While Medicare and Medicaid reimbursement reductions are the primary reason that emergency medical transport in our region has become a revenue-negative enterprise, two national trends are also contributing to the problem. One is the growing number of individuals eligible for Medicare. The other is the economy generally, as the provider agencies – which do not refuse transport because of inability to pay – are being forced to write-off a greater number of bills as uncollectible.

Eugene Springfield Fire has taken many steps to try to keep the ambulance service financially self-sustaining, including increasing the transport rates; reducing ambulance coverage for non-peak times; contracting with a private provider, Rural/Metro, to handle some non-emergency transports; and cutting costs for administrative staff, materials and supplies. The department

continues to work closely with Finance staff from both cities to identify the appropriate cost split between the Ambulance Transport Funds and General Funds to ensure the Ambulance Transport Funds are not supplementing General Fund services.

# ANNUAL EVENTS

## Boots & Badges Blood Drive



Each year, on September 11, in coordination with Lane Blood Center and local police and fire agencies, department personnel roll up their sleeves to donate blood and save lives in our community.

## Oregon Fallen Firefighter Memorial

Across the country and throughout the world, many memorials have been built to honor the men and women Firefighters who have lost their lives in the line of duty, or simply to honor the job Firefighters perform every day. Every year, on the third Thursday of September, the Oregon Fallen Firefighter Memorial Ceremony is dedicated to honoring Oregonians who have made the ultimate sacrifice. The Oregon Fire Service Honor Guard coordinates the honors for this event and Eugene Springfield Fire has three members serving: Fire Captain Michael Hundt, Deputy Fire Marshal Amy Linder and Casey, Official Fire Safety Dalmatian.



## National Fallen Firefighter Memorial

Every October, the National Fallen Firefighters Foundation honors the service and sacrifice of all Firefighters who died in the line of duty during the previous year. Thousands of people from across the country attend the National Fallen Firefighters Memorial Weekend in Emmitsburg, Maryland. The weekend features special programs for survivors and co-workers, along with public ceremonies. New survivors have the opportunity to meet fire service survivors, share experiences, make lasting friendships, and begin to heal and look ahead. Members of the fire service make the Memorial Weekend a special time for the families of our fallen heroes. Families arrive at the memorial and are escorted through a “Sea of Blue” leading to the National Fallen Firefighters Memorial. Uniformed fire service personnel line the Walk of Honor® in honor and support of the new surviving families. Representatives from Honor Guard and Pipe Band Units participate as part of this solemn tribute and commemoration of the fallen. Many families have told us how much they appreciate the honor bestowed upon their loved ones at the National Tribute.



The 2013 event marked the fifth year of our Official Fire Safety Dalmatian’s participation. During the many weekend events, Casey was available to provide his services of soft spots to

pet, a fuzzy ear to listen or to scratch, a cold nose and a wet kiss to let families know they are not alone and their beloved heroes will not be forgotten. Special thanks are given to the National Fallen Firefighters Foundation for their ongoing sponsorship of Eugene Springfield Fire's participation in this event and recognizing the value of a FireDog with certification as a therapy and crisis response dog in supporting the families of our fallen.

## **Young Women's Fire Camp**

Every summer, Eugene Springfield Fire hosts the Young Women's Fire Camp for high school-aged young women. A dedicated group of professional women come together and make this an incredibly successful event. The camp provides a safe environment to introduce the young women to fire and emergency medical services, teach them leadership, confidence and team-building skills by providing them with instruction and hands-on drills in rope rappelling, live fire burns, physical fitness training, and emergency medical treatment. Camp participants hear from a wide variety of local community leaders and department personnel, who speak on the topics of confidence and leadership.



While fire departments in the U.S. have a long history of being predominantly white male, the Young Women's Fire Camp hosted by Eugene Springfield Fire is part of ongoing efforts to engage under-represented populations to consider careers in fire and emergency medical services.

# COMMUNITY INVOLVEMENT

Eugene Springfield Fire takes pride in getting involved with our communities, and every year personnel participate in a variety of community events. Events such as Jerry's Safety Saturday and Home Depot's Safety Day provide opportunities to bring safety-related agencies together to share safety messages with community members, showcase department equipment/apparatus, and thank them for their support. Additionally, department personnel are involved with events hosted by other agencies, including: Toys for Tots, Muscular Dystrophy Association (MDA) fundraising and Public Works Day.



Tradition runs deep in the fire service, and Eugene Springfield Fire personnel are doing their part in keeping the honor and spirit alive. Since February of 2007, the Eugene Firefighters Pipes and Drums have participated in a number of community events. The band's members consist of career Firefighters, support staff and retirees. The band is the second fire service band established within the State of Oregon. Outside of honoring the fallen, their mission is to promote tradition within the fire service, as well as provide dignified performances at funerals memorials, parades, and community and private events. Eugene Firefighters Pipes and Drums is a 501(c)(3) non-profit organization. All members volunteer their time for the band. Other significant events that department personnel have been involved in are highlighted below.



## Every 15 Minutes

This emotionally-charged program is designed to dramatically instill in teenagers the dangerous consequences of drinking alcohol and texting while driving. These events take place throughout the year at local high schools. In coordination with local law enforcement and school officials, a motor vehicle accident is staged and in each simulation, a student dies, others are critically injured, and the intoxicated student who was texting gets arrested.



## Opportunity Village

When members of the Lane Professional Firefighters Association saw a need in the homeless community, they constructed and painted two bungalows for residents of Opportunity Village, using materials they purchased from funds donated by the union membership. These single room bungalows are Conestoga-like structures that are designed to temporarily house one to two people, while they make the transition to a more permanent home.



## **Trees for Troops**



In collaboration with the Springfield Armory, and with the generosity of a local tree farm owner, members of the Lane Professional Firefighters Association worked through a winter storm last year to cut, bail and load dozens of trees to provide to local military families, who might not otherwise have been able to get a tree for the holidays.

## **Veteran Housing Project**

In coordination with City Manager Jon Ruiz, his wife Barb, St. Vincent de Paul, and several local businesses, Firefighters from Eugene Springfield Fire volunteered their time to assist with refurbishing homes for local veterans, who are transitioning back into the community after deployment.



# GRANTS

## Assistance to Firefighters Grant

In FY 2014, the department continued implementing multiple training opportunities made possible by the 2012 Assistance to Firefighters Grant that was awarded in FY 2013 to Eugene Fire & EMS. The grant, totaling \$765,600, funded 80% (\$612,480) of the project. The department's Ambulance Transport Fund and the City's Equipment Replacement Fund covered the remaining 20% match (\$153,120).

### **Driving Simulators**

In November of 2013, the department took delivery of two driving simulators that have been installed in the library at Fire Station 2. The first simulator is a fire apparatus mockup with high definition 3-D surround screens, sound, and a driver's and officer's seat. The simulator is based on our engine and truck companies. The second simulator is a smaller single seat simulator mockup that represents the department's ambulances, Suburban command units and tiller operator. It, too, has high definition 3-D surround screens and sound. It can also be integrated with the apparatus simulator and driven in tandem, as a Truck 1 front end driver and tiller, or as a separate unit responding with the apparatus simulator.



### **Mobile Aircraft Rescue & Firefighting Training Prop Rebuild**



The Mobile Aircraft Rescue & Firefighting (MARFF) training prop, located at Fire Station 12 (Eugene Airport), was rebuilt from top to bottom, receiving an upgraded control booth, and new touch-screen technology, adding more functionality and reliability. The completed work allows ARFF personnel to train with fire and smoke on simulated aircraft emergencies, including cabin fires, hot brake/wheel fires, engine fires, and large fuel spill fires. In addition, there is a new fire simulator with a large (737-sized) engine and wheel/brake assembly. This has allowed the ARFF Firefighters to satisfy their FAA-required annual training locally instead of traveling to other training facilities, resulting in a significant cost savings for both the fire department and the airport.

### **Emergency Medical Services Patient Simulators**

The department took delivery of three computerized patient simulator mannequins that provide realistic emergency medical training scenarios. These high fidelity mannequins provide a memorable learning experience in a safe environment, and have



shown to significantly improve performance of Firefighter students during instruction. These advanced training tools allow Firefighter students to listen to lung sounds, obtain vital signs, obtain a patient history, administer treatments, while providing instant performance-based feedback.

Also in FY 2014, the department received funding (\$18,348) from the Health Security, Preparedness & Response (HSPR) Program to purchase a backboard washer used to wash and sterilize backboards used for medical transport.

Additionally, in coordination with Eugene Police Department and Central Services, the department received funding from Telecom (an internal grant program focused on telecommunications) to purchase and install an Internet Protocol (IP) Alerting System in Central Lane Communications, as well as in the Eugene fire stations.

Eugene Springfield Fire also received equipment from an \$81,650 Regional 2013 Homeland Security grant for mobile radio repeaters. Two repeaters were put into use in Eugene Springfield Fire vehicles through this grant. In addition, 25 mobile repeaters were purchased and installed for Phase 2 of the Lane Fire Defense Board's Regional Repeater/Radio Project. The project was designed to cover gaps in communication throughout the County, and to boost incident on-site communications.

In addition, the department applied for several grants including the 2013 Assistance to Firefighters Grant for training equipment and safety equipment for loading patients into ambulances, State Homeland Security for radios and an IP Alerting System for the Springfield fire stations. Funding approval is anticipated in early FY 2015.

# DIVISION REPORTS

## Shift Operations Division

All frontline fire suppression and emergency medical services (EMS) apparatus in the Shift Operations Division are considered Paramedic units. Every day, 24/7, the fire apparatus are staffed with a Fire Captain, a Fire Engineer and one or more Firefighters. At least one of those positions is staffed with personnel certified at the Paramedic level. On many apparatus, all of the fire personnel assigned are at the Paramedic level. This ensures that every medical call has at least one Paramedic with Advanced Life Support training and equipment arriving on scene at the earliest possible moment.



In March of 2014, the department put into service six 2013 Ford F-450 Braun ambulances, which are being deployed from six of the seven fire stations that house medic units: 1, 2, 4, 5, 6 and 11. The department's apparatus and EMS committees collaborated on this project to improve safety, comfort and versatility, while also providing a cost-savings, when compared to other manufacturer choices. The new medic units have a center-mounted gurney, which allows for better patient access during transport. The layout of the patient compartment is a blend of the previous Eugene and Springfield designs, while the outside follows the new color scheme and displays the department's new logo.

In an ongoing effort to have Chief Officer personnel build strong working relationships with all crews and gain familiarity with the different occupancies and street designs of both cities, the Springfield Battalion 3 Chiefs continued to rotate being assigned to Eugene Battalions 1 and 2 and vice versa. This builds on the opportunities to find greater efficiencies within each battalion, and therefore, continues alignment of operational policies and procedures within the three battalions, creating more seamless operations when crews respond and train together. More importantly, it will serve as a model for the full Shift Operations Division personnel merge in FY 2015.

While responding to emergencies is the priority of the Shift Operations Division, personnel also spend their time completing required training classes, conducting station tours for the public, and maintaining the stations, apparatus and equipment. Additionally, crews visit grade school classrooms every October during Fire Prevention Month, which is a longstanding custom of Eugene Springfield Fire. During these presentations, an on-duty fire crew provides information on a fire safety message relevant to



the Fire Prevention Month theme and provides safety material for each child to take home. In past years, the individual departments delivered this training to different grades. In FY 2014, with the merger, the curriculum and public education messages were standardized and delivered consistently to all second grade classrooms.

Also during FY 2014, when one city's fire apparatus was out of service for repair and/or maintenance, reserve apparatus from either city could be utilized. This allows for crews to respond in the same type of vehicle that was out of service, and not have to change response packages due to crews staffing a different type of apparatus.

Additionally, the public/private partnership with Rural Metro Ambulance that was successfully expanded in Eugene in FY 2012 continues to allow Rural Metro to perform some work outside of medical facilities and respond to scenes where non-emergent calls could be handled with the more appropriate resource. This model is being evaluated for possible expansion into the Springfield Ambulance Service Area (ASA) in FY 2015.

In preparation for the FY 2015 operations merger, several committees and work groups made progress in several areas, including: standardizing the portable radios, integrating the self-contained breathing apparatus (SCBA) equipment, standardizing the roster and payroll systems, and merging the safety committees.

## **Special Operations Division**

### **Training Section**

Throughout the year, training staff conduct a variety of trainings in order to maintain the certifications of all personnel. This includes emergency medical services training, fire training and hazardous materials training, just to name a few.

In addition, the training section offers development programs for Shift Operations Division personnel aspiring to promote. During FY 2014, eleven individuals completed the Engineer Development Program (EDP), ten individuals were enrolled in the Officer Development Program (ODP), and nine individuals tested for the Battalion Chief promotional process.

The Training Section graduated two Fire Recruit classes during FY 2014. Since FY 2012, all Firefighter/Paramedic hiring/recruitment processes are completed in collaboration with Human Resources from both Springfield and Eugene.

The department's ongoing outreach efforts include hosting the annual Young Women's Fire Camp, working with students to help prepare them to successfully pass the Candidate Physical Ability Test (CPAT), as well as running a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services field and a concurrent job fair.

Work on the Regional Command Training Center (CTC), located at Fire Station 1, continued throughout the fiscal year, and the simulation lab portion is complete. Current work includes developing, testing, and refining emergency scenarios, using the Blue Card Incident Command System that has been adopted by the department. Work also continues to determine necessary components and possible enhancements of the CTC. Partial funding for this project was received from a Federally-funded earmark (\$150,000) and funds received by Lane County (\$66,000) in FY 2013. Non-grant covered expenses are the responsibility of the department. Additional grant opportunities are also being researched.



All of these training aids are part of the department's simulation training suite that will help improve proficiency of response personnel, and make Eugene Springfield Fire a better prepared organization. There is also promise for insourcing training opportunities for other organizations that may also produce a much needed revenue stream.

### **Emergency Medical Services Section**

Staff from the Emergency Medical Services (EMS) Section completed the work of standardizing

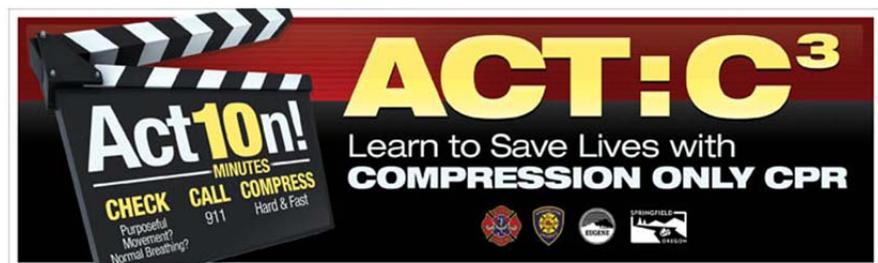
practices, protocols and medical equipment between the two departments. These advances continue to increase service efficiency and quality of care for the community.

Additionally, staff from the EMS Section, in collaboration with the Lane County Medical Control Board, the department's physician advisors, and Central Lane Communications Center (9-1-1 center), continued to implement the CardioCerebral Resuscitation (CCR) model for improving survival rates for Sudden Cardiac Arrest (SCA) patients. This comprehensive project involves several components:

- Educating and training the public through the ACT:C3 campaign to recognize the signs of a heart attack and to provide bystander CPR.
- Modifying 9-1-1 call-taking and dispatching procedures.
- Implementing specific techniques by first responders during SCA incidents.
- In depth data analysis of all SCA responses.

The ACT:C3 Program is a multi-faceted national approach to increasing survivability of local SCA victims. The core message of the program is to ACT and perform the three C's: Check, Call, Compress.

Sudden Cardiac Arrest is the primary cause of death in adults, with an estimated 600,000 Americans dying annually from SCA. In 2011, only 12 percent of local SCA victims left a hospital



without a brain injury. Communities that have instituted the ACT:C3 components have increased their cardiac survival rate between 37 and 48 percent, and tripled their prevention of brain injuries.

Surviving cardiac arrest depends upon an identified chain of survival. This chain has 5 links including early access, early CPR, early defibrillation, early advanced care, and definitive care. The ACT:C3 program is aimed directly at strengthening our local chain of survival.

**Stories of survival.** The department's Life Saving Award is awarded to citizens who, by their own action or initiative or, at the direction of a department member, perform an exemplary act that is determined to be directly responsible for the saving of another's life. At the department's 2014 Annual Awards Ceremony, 13 community members were given this award. Here are just a few of those stories that highlight the importance of bystander CPR. *\*Names have been changed to protect privacy.*

- Pat was playing a game of hand ball with his playing partner John at a fitness club in Springfield. While playing, John suddenly collapsed and hit the floor. Pat found him pulseless and apneic. He went to the door, called for help, and then returned to John's side where he initiated Cardio Pulmonary Resuscitation (CPR). Roberta, a club director, arrived and assisted with compressions. Marie, also a club employee, arrived with an Automatic External Defibrillator (AED) and ensured that 9-1-1 was called. By the time emergency responders arrived, Pat and Roberta had restored a heart rhythm and

spontaneous respirations. The Firefighter/Paramedics were then able to initiate advanced life support with a viable patient who was transported by a fire department ambulance to the hospital. John has since returned to an active life with no deficits, and along with Pat, is back on the hand ball court three times each week.

- During services at a church in Eugene, a member of the congregation collapsed suddenly during the service. Esteban, Jalan and Linda initiated Cardio Pulmonary Resuscitation (CPR) and sustained the effort until emergency responders arrived. Upon arrival, Firefighter/Paramedics observed good quality resuscitation efforts in progress and set up for our department's CCR protocol which involves a very aggressive resuscitation effort along with medications and defibrillation. After sustaining the protocol on scene for approximately 5 to 6 minutes, the patient developed a viable cardiac rhythm and spontaneous respirations. He presented a good blood pressure and began to regain consciousness.
- Jeremy and Donovan witnessed a woman fall to the ground at Broadway and Lincoln Street in Eugene. Upon approaching this person, they quickly determined that she was not breathing and without a pulse. A call was quickly placed to 9-1-1 and Jeremy and Donovan initiated Cardio Pulmonary Resuscitation (CPR). They then continued their efforts until the arrival of Firefighter/Paramedics. After initiating the department's CCR protocol and sustaining it for approximately 7-8 minutes, the patient developed a viable cardiac rhythm and spontaneous respirations. She was then transported to the hospital by a fire department ambulance with a viable rhythm and was breathing on her own. Prior to arrival at the hospital, she began regaining consciousness.
- A 22-year-old woman was crossing I-105 westbound near the 7th Avenue exit on the Jefferson Street Bridge in Eugene, when she was struck by a small pick-up truck driven by Sheri. Sheri immediately stopped her vehicle, called 9-1-1, approached the downed pedestrian, and determined she was pulseless and apneic. Considering what had just happened, Sheri maintained her composure and initiated Cardio Pulmonary Resuscitation (CPR). Eugene Police Officer Laurie Barnes responded to the scene and arrived ahead of Firefighter/Paramedics. Officer Barnes positioned her patrol car to block traffic and then joined Sheri in the resuscitation efforts until fire personnel arrived and assumed responsibility for treatment. This was a traumatic cardiac arrest and these types of events statistically have a very low probability for a successful resuscitation, yet this patient survived and left the hospital neurologically intact.

## Logistics Section



Logistics personnel demonstrate a failed ladder test

In Logistics, personnel complete annual hose testing, ground ladder testing, Underwriters Laboratory (UL) aerial ladder testing, advanced turnout inspections, and emergency meals inventory to support crews during a disaster. As part of the department's merger, the Logistics Section contracts to provide specific services to Battalion 3, providing personal protective equipment inspection and cleaning, self-contained breathing apparatus maintenance, emergency equipment repair, station supplies, medical supplies, and routine courier routes.

## **Information Technology**

As automation support becomes increasingly critical, the department is implementing a long-range Information Technology Plan.

This year, the department implemented a new Computer Aided Dispatch (CAD) system, in collaboration with the Eugene Police Department and Central Lane Communications Center (CLCC). This is a move from the 40-year-old mainframe computer at Lane County to a state of the art public safety network that is operated by CLCC. The new CAD system has the potential to reduce dispatcher workload and will be able to dispatch the closest unit through Automatic Vehicle Location (AVL), which is scheduled to be implemented in FY 2015. In addition to being more functional and efficient, the new system has an annual operating cost that is less than half that of the old mainframe system.

In coordination with the new CAD system, and in support of the merger, the department was issued a new Fire Department Identification (FDID) number by the Oregon State Fire Marshal. The FDID number is a federally-mandated identification system necessary for the National Fire Incident Reporting System (NFIRS). The implementation of the new FDID number allows for incident reporting to the state and NFIRS as one department, rather than two.

The Firehouse Records Management System (RMS), which was jointly purchased in FY 2013 and is jointly administered by both cities, provides real-time auditing capabilities, making automating and maintaining training, incident, occupancy and inspection records much more efficient.

The electronic patient care reporting system continues to be refined, and planning began in FY 2014 to merge the two separate systems in FY 2015.

## **Special Teams**

Four special teams are an important part of the Special Operations Division: Water Rescue, Hazardous Materials, Airport Rescue & Fire Fighting, and Confined Space Rescue. Members of these special teams are trained to respond to very specific emergencies in addition to the rigorous training requirements to be Firefighter/Paramedics. Special team members participate in a number of emergency disaster drills every year to practice their skills.

Water Rescue Team resources are located at the Gateway Fire Station and the Downtown Fire Station, with the reserve boat at Sheldon Fire Station. Water rescue-certified personnel are concentrated at these three stations during the water recreation season, which runs Memorial Day through Labor Day.

The Hazardous Materials Team continued its work with calibrating environmental monitoring equipment for other agencies in the region, and being active in assisting other Oregon Hazardous Materials teams in designing and installing the resource centers in their response units. Team members also attended and conducted a variety of trainings, including regional outreach for local fire departments.

## **Administrative Services Division**

In FY 2014, Ambulance Billing Section staff processed 32,914 claims for a total gross amount of \$54,042,876 and current net payment posting of \$17,691,902. Additionally, billing services are provided to 24 other municipalities throughout the state. The staffing consists of one supervisor, one Lead Billing Technician and ten Billing Support Specialists. In December 2013, the Ambulance Billing staff made continued progress in the functional consolidation by co-locating all staff at the Springfield office. Separate billing and ePCR systems remained in place for FY 2014, while the functional consolidation moved forward. A merging of the billing and ePCR systems will occur in FY 2015, with the expected outcome of greater efficiencies and reduced maintenance costs.



The FireMed Ambulance Membership Program is operated as a partnership between the cities of Eugene and Springfield, as well as Lane Fire Authority, and Life Flight. Membership management services are based in Springfield. Oversight of the FireMed Program is handled by Administrative Services Director Brian Evanoff and one Program Technician. Additional temporary and volunteer staff is hired during campaign periods. The annual FireMed Membership advertising campaign runs from the middle of April through the end of June. In FY 2014, FireMed implemented a new membership coverage period which extends one year from the date a new member joins, rather than the June 30 end date that has been historically used in the past. The Central Lane (Eugene, Springfield, Lane Fire Authority) 2015 FireMed campaign year, which concluded June 30, 2014, was down 3.7 percent (-1,145) in number of household memberships from the prior year. Life Flight also experienced a reduction of 437 memberships, or 3.2 percent decline. The cost to operate the membership program has strategically been decreased by \$190,390 from a high in FY 2010 which results in a higher net program revenue, even though the number of household membership revenue has declined.

The Ambulance Billing Section and the FireMed Program are essential parts of recovering and generating revenue to supplement EMS operating expenses within the department.

## **Fire Marshal's Office Division**

As part of the merged labor unions, the Fire Marshal's Office (FMO) Division now operates under a Memorandum of Understanding (MOU) between the cities of Eugene and Springfield and the International Association of Firefighters (IAFF). The MOU further solidifies the integration of the workforce and continues the utilization of Deputy Fire Marshals (DFMs) across jurisdictional boundaries. This cross-border utilization of staff has given the FMO depth across the various specializations.

It is important for the Eugene Springfield FMO to maintain an exempt jurisdiction status under the Oregon State Fire Marshal. An exempt jurisdiction allows the fire department complete control on all fire prevention activities including: new construction plan review, land use planning, fire investigations, juvenile firesetter interventions, fire code enforcement, public education, local adoption and amendment of the fire code, and National Fire Incident Reporting System (NFIRS) reporting. Over the course of the next few years, the Eugene Springfield FMO will work to combine their exempt jurisdiction statuses.

In FY 2014, the FMO Division accomplished many tasks and collaborated with strategic partners on several projects. A major accomplishment was the completion of the FMO Division's Strategic Plan and Work Plan, which ties directly into the department's Strategic Plan and Work Plan. The FMO's mission is to make our communities a safer place to live, work and visit by providing effective fire prevention services through education, engineering, code enforcement and fire investigation. The FMO's vision is to eliminate the dangers of fire, explosion or dangerous conditions from our communities. The FMO's values are respect, integrity, teamwork, balance, safety, professionalism, leadership, and communication.

Another major project that is near completion for the FMO is the implementation of The Compliance Engine (TCE). TCE is a web-based service to efficiently manage building and life safety systems, and streamline and standardize the reporting process. The use of this service will greatly increase code compliance and improve fire and life safety within the two cities.

FMO staff continued to enhance service delivery capabilities by gaining needed certifications and attending the National Fire Academy. Additionally, the cities of Eugene and Springfield were represented at the State level by FMO staff serving on committees to address statewide fire safety issues. All DFMs are trained in advanced techniques of fire cause determination. Part of the DFMs' job is to be on call for fire investigations and respond to all fire incidents where the cause of the fire is not readily apparent and/or criminal prosecution may be necessary.

In FY 2014, plan review and inspections began on the new Veterans Administration Clinic in North Eugene. Input from the department was provided by the FMO for the City of Springfield's urban growth boundary expansion study, as well as for the City of Eugene's Envision Eugene Project. Additionally, staff collaborated with the University of Oregon to further refine new exiting procedures for Autzen Stadium during PAC12 football games.

# Sustainability and Environmental Management Practices

In view of the current well-justified focus on preserving our environmental resources for future generations, this section lists some of the department's programs and procedures that help us and others to approach our surroundings in a spirit of responsibility and sensitivity.

## Sustainability Programs

- 1. Toxics Right-to-Know Program.** The Eugene Toxics Right-to-Know Program was enacted in 1996 via the citizen initiative process as an amendment to the Eugene Charter that requires public reporting of the use of federally-listed hazardous substances by manufacturers located in Eugene. The program is managed under the Eugene Springfield Fire Marshal's Office, and is overseen by a seven-member volunteer citizen board appointed by the Eugene City Council. To learn more about the program, go to: [www.eugene-or.gov/toxics](http://www.eugene-or.gov/toxics).
- 2. Sustainable design and construction.** Newer facilities – including the Thurston, Downtown, Santa Clara, Whiteaker, and Sheldon fire stations – all were designed and constructed to state-of-the-art standards for energy efficiency, incorporating sustainable building materials, maximum use of natural light and ventilation, solar water pre-heating, radiant heating in the equipment bays, advanced electrical control systems, high-efficiency motors and boilers, heat-recovery ventilation, and many other environmentally sensitive features.
- 3. Class A burn building.** A 2002 Eugene bond measure enabled the department (in addition to building a new Downtown Fire Station) to purchase and install a permanent Class A concrete and tile burn building at the Emergency Services Training Center at 2<sup>nd</sup> Avenue and Chambers Street in Eugene. The department continued its regional training model by allowing outside agencies to use the burn building, which provides Firefighters from around the region the opportunity to experience live fire conditions in a controlled setting without the air and groundwater contamination concerns of more traditional “burn-to-learn” exercises involving donated structures in the community. It is standard practice to use non-polluting fuels for training fires conducted in the burn building.
- 4. Administrative office procedures.** Department-level administrative practices conform to or exceed standard sustainability guidelines, and include online rather than printed publications and reports (e.g., this report), default two-sided printing, recycling of paper and kitchen-related products, reduced use of the department's color printers, elimination of unapproved space heaters, purchase of energy-saving flat-screen computer monitors, and the provision of many sustainable construction features within the infrastructure of the administrative work environment.
- 5. Use of bio-diesel.** In accordance with adopted city policies, Eugene Springfield Fire uses bio-diesel fuel (B20) to the fullest extent possible in its response vehicles. With the purchase of the new medic units, we are within one apparatus of being in full compliance. Currently, there is one medic unit that still runs on regular diesel (B6). This unit is in reserve status and scheduled to be replaced in FY 2016.

## Environmental Management Practices

- 1. Regional Hazardous Materials Team.** The department maintains a fully-equipped Hazardous Materials Team that responds throughout Lane County under contract with the State of Oregon. During FY 2013, the Hazardous Materials Team completed the certification process for team members who were not already certified to the Hazardous Materials Technician level. Now, all 22 members have this certification. The team is proficient in booming/damming/diking techniques, chemical over-packing (secondary containment), as well as recognition, monitoring, and neutralization of hazardous substance conditions. The Hazardous Materials Team maintains two 24-foot watershed protection trailers that are positioned in close proximity to the McKenzie and Willamette Rivers. These trailers have over 500 feet each of hard floating booms and absorbent material, and are utilized to protect the waterways in Lane County.



The Hazardous Materials Team contained a spill when a fuel truck carrying thousands of gallons of gasoline and diesel rolled over on Highway 58 near Dexter.

- 2. Environmental protection as a tactical priority.** To the extent possible, when responding to fires or other emergencies, department personnel take steps to mitigate any negative effects on the environment that may be caused either by the incident or by the response. Most typically this takes the form of deploying booms to protect storm sewers from contaminated runoff, but groundwater protection from hazardous substances is also a consideration in some responses.
- 3. Oil/water separator on the drill field.** Water and foam are used regularly in training drills occurring on the department's drill field at the Emergency Services Training Center at 2<sup>nd</sup> Avenue and Chambers Street in Eugene. Water and oil are used in the routine testing and maintenance of the department's apparatus and equipment, much of which also takes place on the drill field. The west end of the drill field is equipped with a switch directing runoff to the sanitary sewer system when potential contaminants are released.
- 4. Soy-based foam.** The department began testing soy-based penetrant foam in 2005, and has now nearly completed the conversion to this type of foam for all fire suppression apparatus. Although more expensive than the chemical foam formerly used, the new soy-based foam is far less toxic (preventing groundwater and stream contamination), is more compatible with the department's equipment (meaning fewer clogged or corroded lines and valves), and has proven to be equally effective as a fire suppression tool.
- 5. Exhaust extraction systems.** All Eugene and Springfield fire stations are equipped with direct diesel and/or gasoline exhaust extraction systems (vacuum apparatus that connect directly to vehicles' exhaust pipes when the vehicles are in the equipment bay). These systems help protect the health of Firefighters and also prevent exhaust-related degradation of equipment stored in the bays. They are also equipped with filters to capture particulates before fumes are exhausted to the outside air. When apparatus are first started, there is a larger discharge of contaminants than is experienced after the engine is running.

6. **Storm/sanitary sewer switches.** The infrastructure at all fire stations in the metro area includes a switch to direct wastewater to either the storm sewer or sanitary sewer system, depending on its content. In the most common example, the water used to wash suppression apparatus, which contains cleansing agents as well as impurities, is directed to the sanitary sewer system as a matter of standard operating procedure.
7. **Electronic patient care reporting and record-keeping.** The department continually seeks to identify and implement measures that reduce consumption of paper. A major advancement in this area was the implementation of electronic patient care reporting, both in the field and for billing purposes. To minimize storage of printing of paper records, the Ambulance Billing section uses digital storage whenever possible. Additionally, our third party claims processing firm now handles many printing and mailing tasks formerly done in-house, further reducing paper use and postage costs.

# Fire Stations



**Downtown Station (Station 1)**  
1320 Willamette Street  
Constructed: 2005  
Battalion 1 Chief  
Engine company  
Truck company  
Medic unit  
Water Rescue Team  
Fire Marshal's Office

**Whiteaker Station (Station 2)**  
1725 W. 2<sup>nd</sup> Avenue  
Constructed: 1999  
Battalion 2 Chief  
Engine company  
Truck company  
Medic unit  
Reserve water tender



**28th Street Station  
(Station 3)**  
1225 N. 28th St.  
Constructed: 1971  
Battalion 3 Chief  
Truck company

**5th Street Station**  
(Station 4)  
1475 5th St.  
Constructed: 1973  
Engine company  
Medic unit



**Gateway Station** (Station 5)  
2705 Pheasant St.  
Constructed: 1997  
Engine company  
Medic unit  
Water Rescue Team  
Reserve water tender

**Sheldon Station** (Station 6)  
2435 Willakenzie Road  
Constructed: 1998  
Ladder company  
Medic unit (staffed daily  
during peak activity hours)  
City of Eugene Emergency Operations Center





**Bethel Station (Station 7)**  
4664 Barger Drive  
Constructed: 1979 (remodeled 1999)  
Engine company

**Danebo Station (Station 8)**  
500 Berntzen Road  
Constructed: 1968 (remodeled 1995)  
Ladder company  
Confined Space Team



**Valley River Station (Station 9)**  
697 Goodpasture Island Road  
Constructed: 1972 (remodeled 1996)  
Engine company  
Oregon Regional Hazardous  
Materials Team

**Bailey Hill Station (Station 10)**  
2002 Bailey Hill Road  
Constructed: 1983 (remodeled 1996)  
Engine company  
Reserve Brush engine  
Medic unit that can be staffed by the Engine  
company personnel on an as needed basis



**Santa Clara Station (Station 11)**  
119 Santa Clara Avenue  
Constructed: 2005  
Engine company  
Medic unit  
Reserve water tender

**Airport Station (Station 12)**  
90711 Northrup Drive  
Constructed: 2010  
Aircraft Rescue & Firefighting  
(ARFF) units  
One company staffed 24/7





**University Station (Station 13)**  
1695 Agate Street  
Constructed: 1945 (remodeled 1996)  
Engine company  
Reserve medic unit

**48th Street Station (Station 14)**  
4765 Main St.  
Constructed: 1961  
Engine company  
Confined Space Team  
Reserve Rescue Unit



**South Hills Station (Station 15)**  
80 E. 33rd Ave.  
Constructed: 1953 (remodeled 1998)  
Engine company  
Reserve Brush engine



**Thurston Station (Station 16)**

6853 Main St.

Constructed: 2009

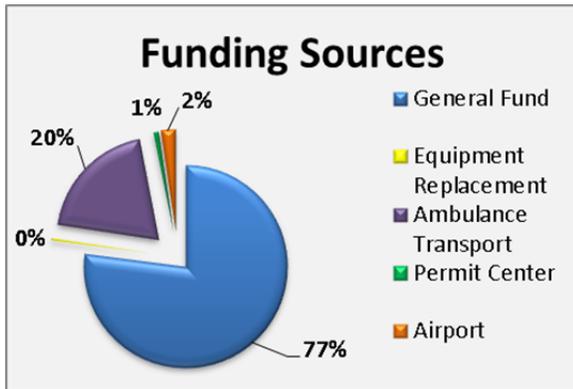
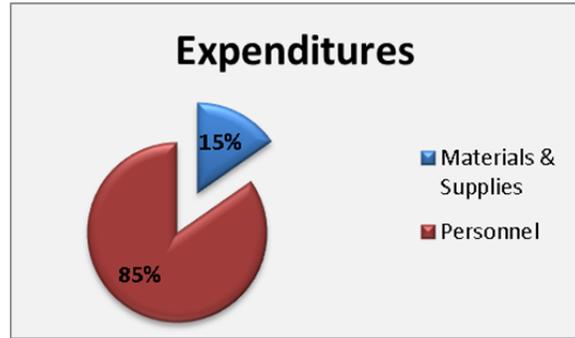
Engine company

Medic unit

Additional medic unit that can be  
staffed by the Engine company  
personnel on an as needed basis

# Department Budget – Eugene

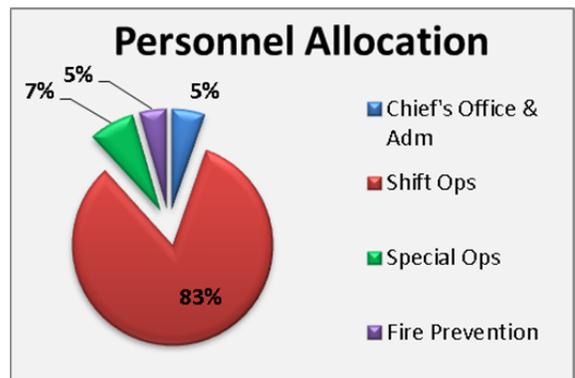
For FY 2014, the department’s operating expenditures totaled \$32.8 million, representing an increase of 1.3 percent over FY 2013 expenditures due to increased personnel costs and equipment replacement purchases. As shown on the Expenditures graph, personnel costs covering wages, overtime, and fringe benefits account for 85 percent of the department’s operating expenditures. The remaining 15 percent covered materials and supplies including firefighting equipment; fire and medical supplies; fixed costs such as fleet and radio operating costs; and equipment replacement. General Fund fleet and radio replacement, as well as capital improvement costs, are accounted for in separate internal services funds and are not represented in the department’s budget.



In FY 2014, the General Fund provided 77 percent of the department’s total funding, covering the costs of providing fire suppression, rescue, first response emergency medical services, and the Fire Marshal’s Office, plus support functions including logistics, information services, and administration under the Office of the Chief. The remaining funding is derived from the Equipment Replacement Fund, which includes federal grant funds and the matching monies (3.4 percent); the Ambulance Transport Fund (20 percent), an

enterprise fund that covers ambulance transport costs; the Airport Fund (2 percent) that covers the costs of firefighters assigned to the airport; and the Construction Permit Fund (1 percent) that provides funding for plans review by Deputy Fire Marshals. In FY 2014, the department collected \$2.6 million in revenues for providing services to outside agencies including fire suppression and first response activities, fire code enforcement, Toxics Right-to-Know Program, and grant funding for equipment replacement. By contract, \$2.0 million is specifically related to fire suppression and first response medical services provided to neighboring fire districts. The Ambulance Transport Fund collected \$6.4 million in net revenues.

The department has 205 full-time equivalent (FTE) positions. As shown in the graph, 83 percent (170 FTE) are assigned to the Shift Operations Division responsible for fire suppression activities; the remaining 17% (35 FTE) are assigned to the Office of the Chief, Fire Marshal’s Office Division, and Special Operations Divisions.



# Department Budget – Springfield

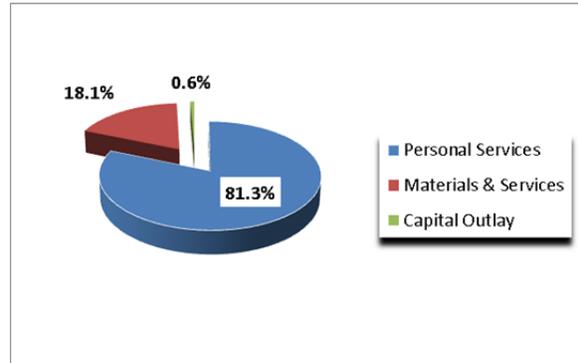
For FY 2014, the department's operating expenditures totaled \$17,054,027. As shown on the Expenditures graph, personnel costs covering wages, overtime, and fringe benefits account for 81.3 percent of the department's operating expenditures. The remaining 18.7 percent covers materials and supplies include firefighting equipment; fire and medical supplies; fixed costs such as phones, radios, computers, fleet operations and fleet replacement fund contributions; and capital improvements included in the annual budget.

The Funding Sources graph shows a General Fund allocation of 59.4 percent of the department's total funding, covering the costs of providing fire suppression, rescue, first-response emergency medical services, and the Fire Marshal's Office, plus support functions (i.e., administration, etc.).

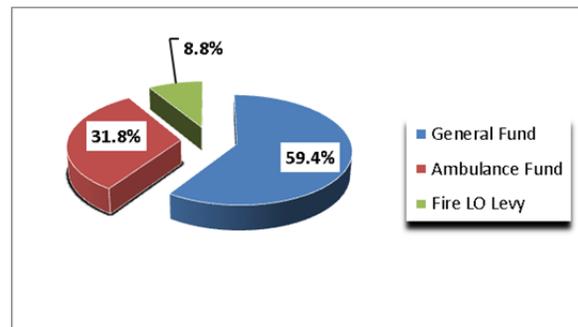
The department received General Fund revenues totaling over \$1.7 million for fire suppression contracts, code enforcement, and other miscellaneous reimbursable services. The remaining 40.6 percent of funding is derived from the Ambulance Transport Fund (31.8 percent), an enterprise fund that provides support for ambulance operations, FireMed and ambulance billing; and the Local Option Levy (8.8 percent) that covers the costs of 12 FTE Firefighter/Paramedics.

The Personnel Allocation graph represents the department's allocation of personnel. As shown, 86 percent (86 FTE) are assigned to Operations, responsible for fire suppression activities, special teams, training, and fire prevention; and the remaining 14 percent (14 FTE) to support functions including: finance, administration, Account Services (ambulance billing), FireMed administration, and the Office of the Chief.

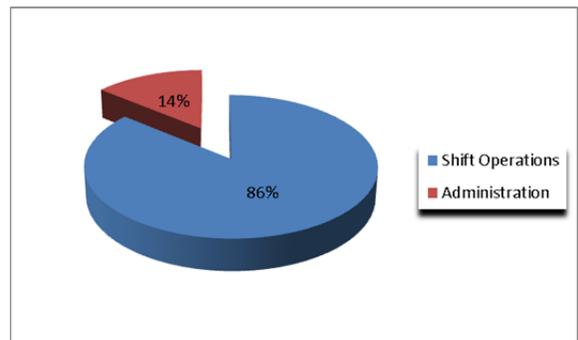
## Expenditures



## Funding Sources



## Personnel Allocation



# Vital Statistics — Fiscal Year 2014

## Service Areas

|   |         |
|---|---------|
| Incorporated cities plus contract districts |         |
| Total Population                            | 238,325 |
| Total Area (sq. mi.)                        | 94.1    |
| Springfield plus contract districts         |         |
| Population                                  | 67,973  |
| Area (sq. mi.)                              | 19.9    |
| Eugene plus contract districts              |         |
| Population                                  | 170,352 |
| Area (sq. mi.)                              | 74.2    |
| Combined ambulance service areas            |         |
| Total Population                            | 273,717 |
| Total Area (sq. mi.)                        | 1,680.7 |
| Springfield ambulance service areas         |         |
| Population                                  | 89,923  |
| Area (sq. mi.)                              | 1,507.3 |
| Eugene ambulance service areas              |         |
| Population                                  | 183,794 |
| Area (sq. mi.)                              | 173.4   |

## Calls for Service

|  |        |
|--|--------|
| All call types (includes Contract Districts)       | 32,742 |
| Contract Districts                                 | 1,509  |
| Medical calls (includes Contract Districts)        | 27,261 |
| Contract Districts                                 | 1,224  |
| Fire/other calls (includes Contract Districts)     | 5,481  |
| Contract Districts                                 | 285    |
| Patients transported (includes Contract Districts) | 18,140 |
| Contract Districts                                 | 856    |

## Calls for Service (continued)

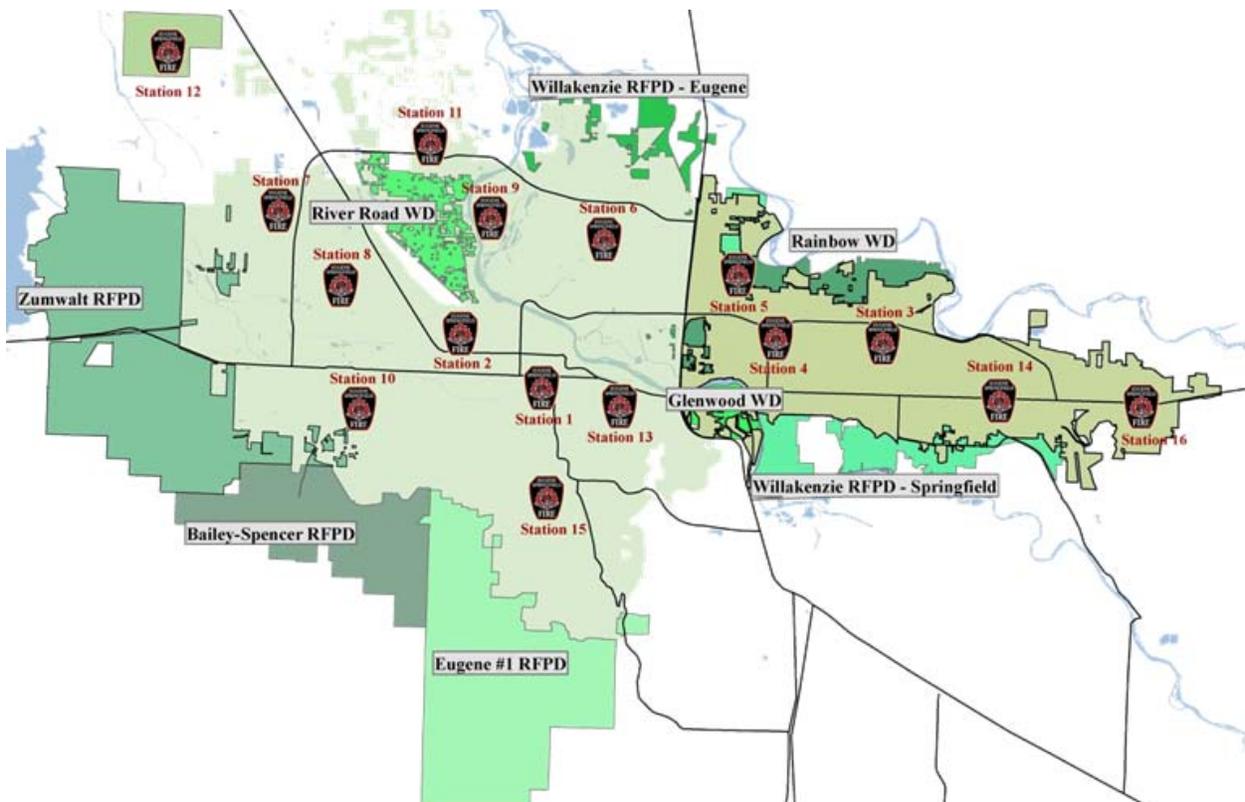
|   |             |
|---|-------------|
| Automatic Alarms (includes Contract Districts)    | 2,058       |
| Contract Districts                                | 95          |
| Public Assist Calls (includes Contract Districts) | 2,349       |
| Contract Districts                                | 112         |
| Loss from Fires                                   |             |
| Structure fires                                   | \$8,538,048 |
| Vehicle fires                                     | \$224,100   |
| Outside fires                                     | \$45,820    |
| Dumpster fires                                    | \$6,035     |
| All other fires                                   | \$6,925     |
| Civilian fire-related injuries                    | 24          |
| Civilian fire-related deaths                      | 3           |
| Station tours (est.)                              | 54          |
| Total visitors (est.)                             | 489         |
| Crew visits/public events (est.)                  | 148         |
| People contacted (est.)                           | 4,312       |
| Fire investigations                               |             |
| by Fire Marshals                                  | 137         |
| Inspections                                       |             |
| New construction                                  | 1,578       |
| Code enforcement                                  | 4420        |
| Hazardous materials                               | 36          |
| Plan reviews                                      | 911         |

## Personnel

|                         |           |
|-------------------------|-----------|
| Office of the Chief     | 7         |
| Shift Operations        | 248       |
| Special Operations      | 19        |
| Administrative Services | 18        |
| Fire Prevention         | <u>13</u> |
| Total                   | 305       |

## Apparatus (front line)

|  |    |
|--|----|
| Truck Companies  | 3  |
| Engine Companies   | 12 |
| Ladder Companies   | 2  |
| Fire & EMS medic units<br>(six 24-hour; one peak activity) | 7  |
| Rural/Metro medic units<br>(public/private partnership)    | 2  |
| Life Flight Helicopter<br>(public/private partnership)     | 1  |
| Water tenders  | 3  |
| Brush engines  | 4  |
| Command vehicles   | 3  |
| ARFF unit (airport)  | 1  |
| Water Rescue craft   | 2  |
| Hazardous Materials units                                  | 2  |
| Technical Rescue units                                     | 3  |
| Air & Light unit   | 1  |



# Awards

## DEPARTMENT AWARDS

### Annual Medical Services Award

Firefighter W. Nick Mackenzie

### Five Year Safe Driving Award

Captain Tyler Cain

### Class Two Commendation

Engineer R. Linn Burch

Firefighter Josh Moore

## CITIZEN AWARDS

### Life Saving Award

Jason Nohrenberg, Steve Nohrenberg, Adam Applebee

Rachel Sanders, Monique Offet, Phil Horton

Eduardo Gonzalez, Jharumi Lopez, Lydia Martinez

Joshua Bradley, Daniel Kindrock

EPD Officer Lori Barnes, Shanel Presley

# Service Milestones

## Years-of-Service Milestones

The following personnel reached career milestones during FY 2014:

### 35 Years

Scott Sweeney 07/78

### 25 Years

Audie Eggleston, Jr. 01/89

Dean Horton 01/89

### 20 Years

John Berry 07/93

B. Todd Inman 07/93

Glenn Roberson 07/93

Donald St. Sauver 07/93

John Ticer 07/93

James Valenzuela 08/93

John Walls 07/93

### 15 Years

William Bennett 01/99

Timothy Bradley 01/99

Brian Evanoff 04/99

Christian Flowerday 10/98

Melanie Gates 11/98

Edward Kjeldgaard 01/99

Shannon Lighty 01/99

Kenneth Linden 04/99

Donna Mason 06/99

Craig Phillips 01/99

Timothy Zerr 01/99

### 10 Years

Travis Allen 02/04

Jesse Brabham 02/04

Jacob Brueckner 03/04

Matthew Carson 09/03

Chad Crutcher 03/04

Jesse Donohue 09/03

Frank Folino 02/04

JoAnna Kamppi 01/04

Amy Kline 09/03

Robert Lundberg 09/03

Douglas Perry 08/03

Mark Posen 02/04

John Riley 02/04

Brent Sharkey 03/04

Todd Smith 02/04

Isaac Stott 02/04

Michael Thompson 02/04

Derek Thorstenson 02/04

### 5 Years

Edward Blake 02/09

Daniel Chase 08/08

Shannon Clawson 08/08

Andrew Goodenough 08/08

Cory Gray 02/09

Britni Green 08/08

Fernando Gumba 08/08

J. Omar Hernandez 02/09

Rory Kokos 08/08

Casey Lorenz 08/08

Nicholas Myhre 08/08

Jordan Petersen 08/08

David Pickett 02/09

Jason Ryan 08/08

Kristopher Siewert 08/08

Mark Underhill 02/09

Jason Vasquez 08/08

Matthew Vickroy 08/08

Anthony Vilanova 07/08

### New Employees

The following individuals joined Eugene  
Springfield Fire in FY 2014:

Marco Alvarez  
Michael Bassett  
Heidi Bates  
Garret Caster  
Paul Corwin  
Jonathan Cullen  
Clay Davis  
Derek Dmochowsky  
Kathleen Dougherty  
Robert Graham  
Brandon Hausmann  
Diane Hunter  
Tyler Manley  
John McEwen  
Daniel Phillips, Jr.  
Hans Reerslev  
Elisha Thienes  
Shawn Vial  
LaDonna Vigil  
Jacob Weston  
Aaron Wright  
Brett Yeager

### Promotions

The following personnel received promotions  
during FY 2014:

Rusty Becker, EMS Accounting Tech 09/13  
Timothy Blackwell, Captain 07/13  
Jacob Brueckner, Captain 05/14  
Brent Byer, Captain 07/13  
Tyler Cain, Captain 07/13  
Chad Crutcher, Engineer 09/13  
Melanie Gates, Management Support  
Specialist 06/14  
Leo Giles, Battalion Chief 06/14  
Angie Hambright, Management Support  
Specialist 03/14  
Craig Lowe, Captain 09/13  
Robert Lundberg, Captain 10/13  
Benjamin Meigs, Battalion Chief 05/14  
E. Wayne Morris, Captain 05/14  
Chris Paskett, Captain 07/13  
Jordan Petersen, Engineer 07/13  
Tony Peterson, Captain 07/13  
Jason Ryan, Engineer 07/13  
Todd Schwartz, Battalion Chief 08/13  
Benjamin Sjullie, Engineer 09/13  
Matthew Steinberg, Battalion Chief 07/13  
Derek Thorstenson, Captain 07/13  
Mark Underhill, Engineer 07/13

### Retirements

The following personnel retired in FY 2014:

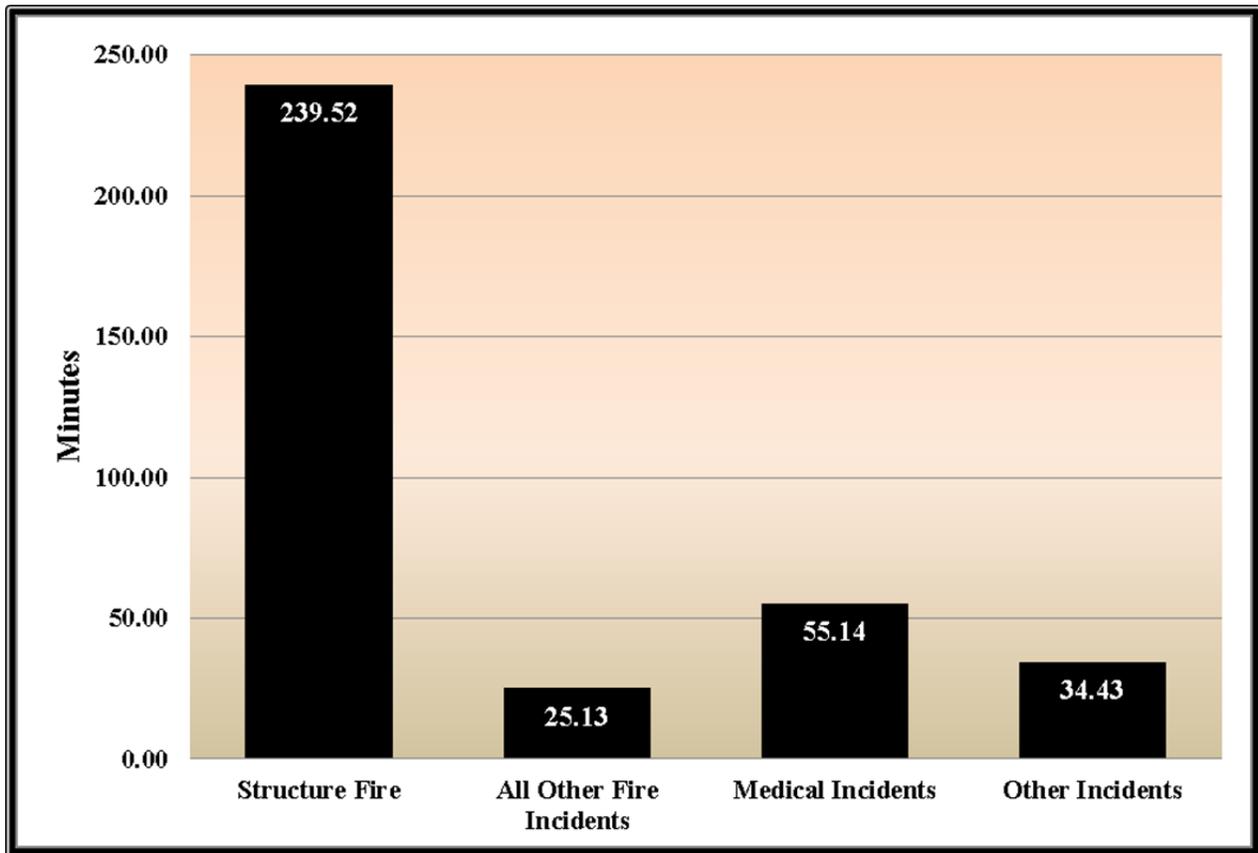
Curtis Bean  
Mark Grover  
Bruce Hocking  
Clifford Kimball  
Michael Metzger  
Laurie Monico  
Linda Morris  
Brian Parmelee  
Cathy Smith  
Steve Waleri

### In Memoriam

EMS Accounting Technician Deanna Berens

# Resource Commitment by Call Type

Average Minutes in Service (Dispatch to Clear) by Call Type/Fiscal Year 2014

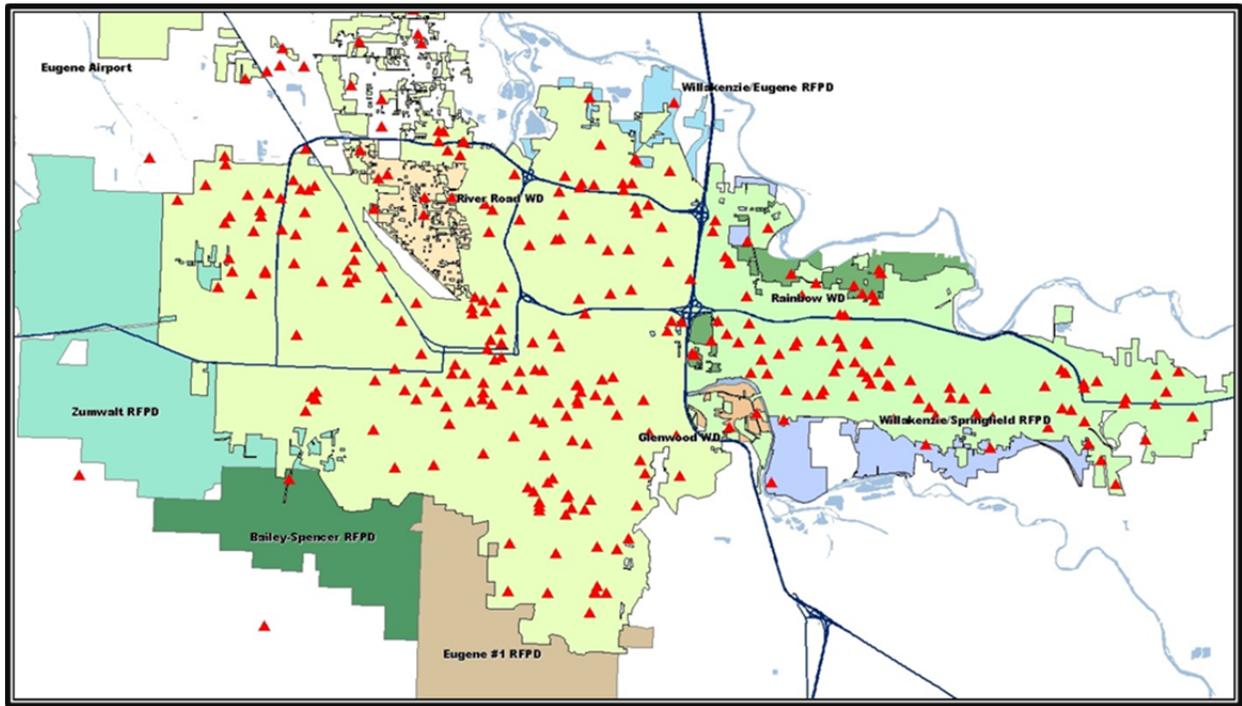


The above graph provides an illustration of the disparate resource commitments required for the most common types of calls to which the departments respond. Structure fires generally require a greater amount of on-scene and recovery time than most other types of calls.

However, the disparity is even greater than that, because the standard response to an emergency medical services call is one engine and one medic unit – collectively carrying a total of five personnel – while the standard response to a residential structure fire is four engines, one truck, one medic unit, and two Chief Officers, for a total of 19 personnel. Commercial, industrial, and high-rise fires receive an even greater initial response.

Because fires take longer, and require more personnel than medical emergencies, it would not be correct to assume that the respective resource commitments of the department between fires and medical emergencies are directly proportional to the percentage of calls of each type. The great majority of calls are for emergency medical response, but in terms of actual resources required and committed, the difference is not as great as one might expect. This is even more true when factors such as return to quarters, recovery (cleanup, decontamination, resupply), and follow-up reporting requirements are also considered, for fires versus medical calls.

# Structure Fire Responses by Service Area

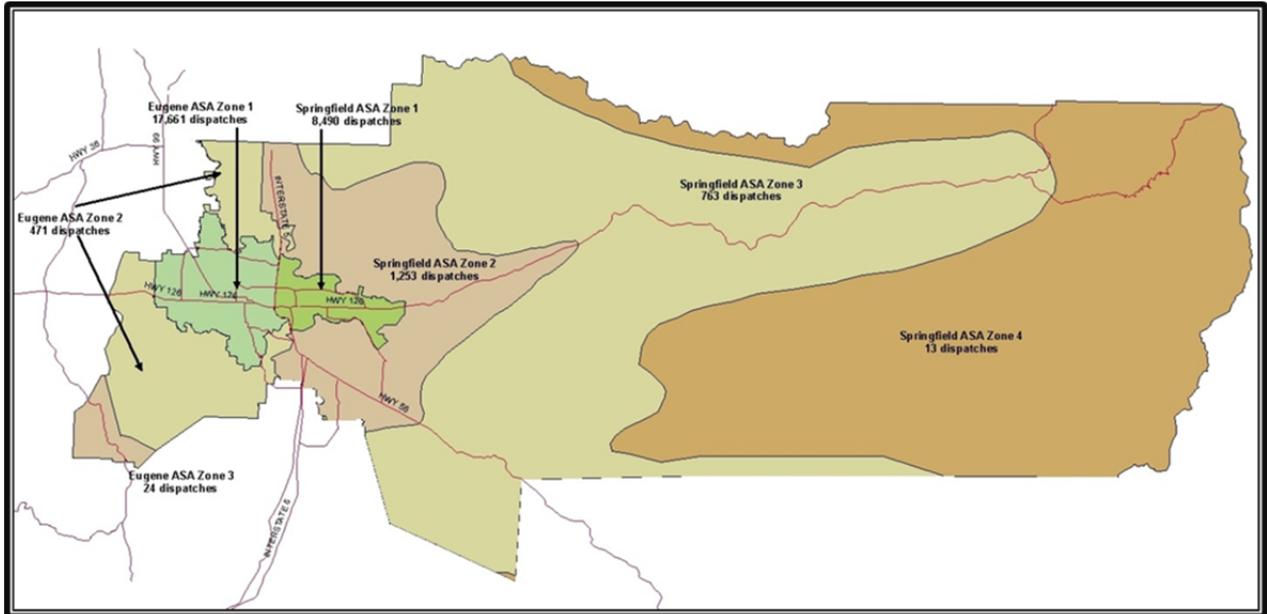


Eugene Springfield Fire protects the entire Eugene-Springfield metro area by responding not only within the cities' limits but also into neighboring districts served under contract, including Bailey Spencer RFPD, Eugene Fire District #1, Glenwood Water District, Rainbow Water District, River Road Water District, Willakenzie RFPD, and Zumwalt RFPD. The department also responds as necessary to all other surrounding jurisdictions under mutual or automatic aid agreements.

The map above shows the locations of structure fire responses during FY 2014 in which Eugene Springfield Fire was the sole or a participating responder. For the metro area, there were a total of 314 structure fire responses during the fiscal year.

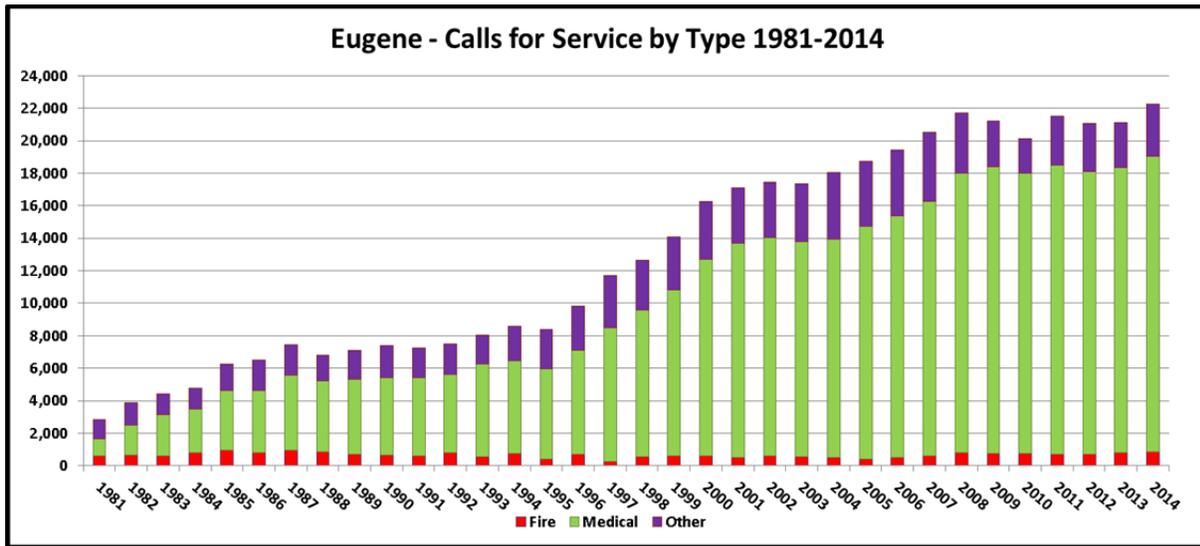
In addition, fire crews responded to 5,146 other non-medical calls in the fiscal year, including smaller fires (vehicle, grass, bark dust, etc.), natural gas leaks, explosions, hazardous materials incidents, water rescues, reports of smoke or suspicious odors, public assistance, police assistance, downed power lines, and many others.

# EMS Calls by Service Area

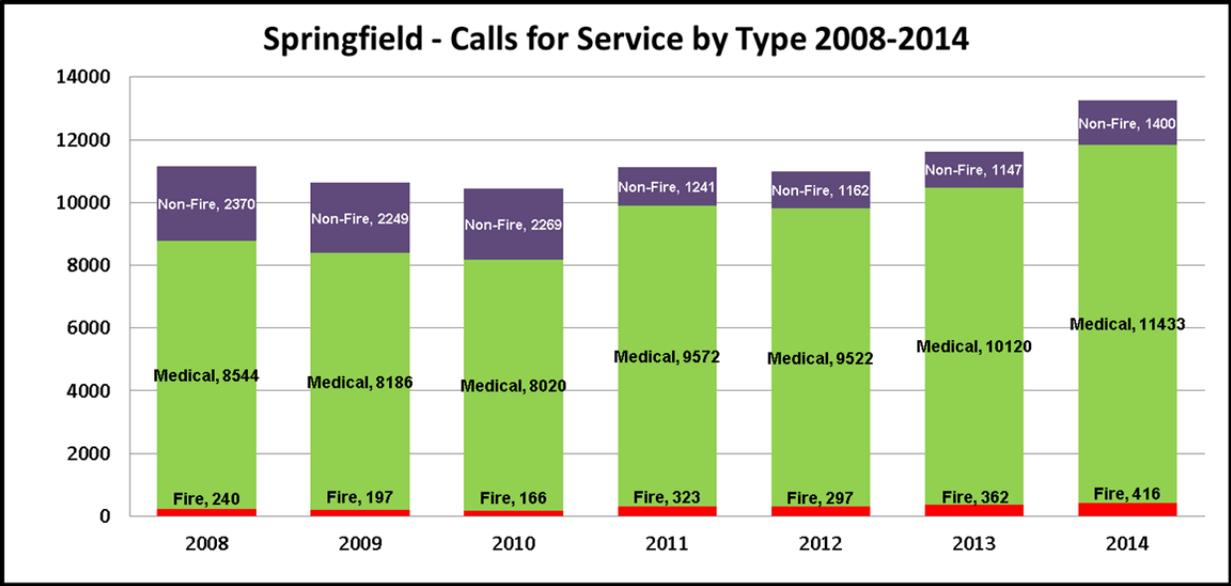


In Oregon, Ambulance Service Areas, or ASAs, are assigned to provider agencies by county government. The ASAs for Eugene Springfield Fire are shown above (Eugene's ASA #4 generally covers west of I-5 in Zones 1 through 3, and Springfield's ASA #5 covers the area east of I-5 in Zones 1 through 4). They include the cities themselves plus large outlying geographic areas, generally to the southwest for Eugene and to the east for Springfield. Eugene's ASA covers a total of 173 square miles, while Springfield's includes territory as far east as McKenzie Bridge, and has a total area of 1,507 square miles. For purposes of management information, the ASAs are divided further into zones, which are based on population density and distance from agency resources. The map above shows ambulance responses by the two agencies in each zone of their respective ASAs (Eugene's ASA has three zones while Springfield's has four) for FY 2014 (07/01/2013 – 06/30/2014). A major portion of Eugene's Zone 3 is now being covered by Lane Fire Authority, first through an IGA in FY 2013, and now through a formal petition to the Lane County Health and Human Services Director. This partnership with Lane Fire Authority has created more of an urban/rural split. There were a combined total of 29,151 ambulance dispatches during the fiscal year for Eugene Springfield Fire.

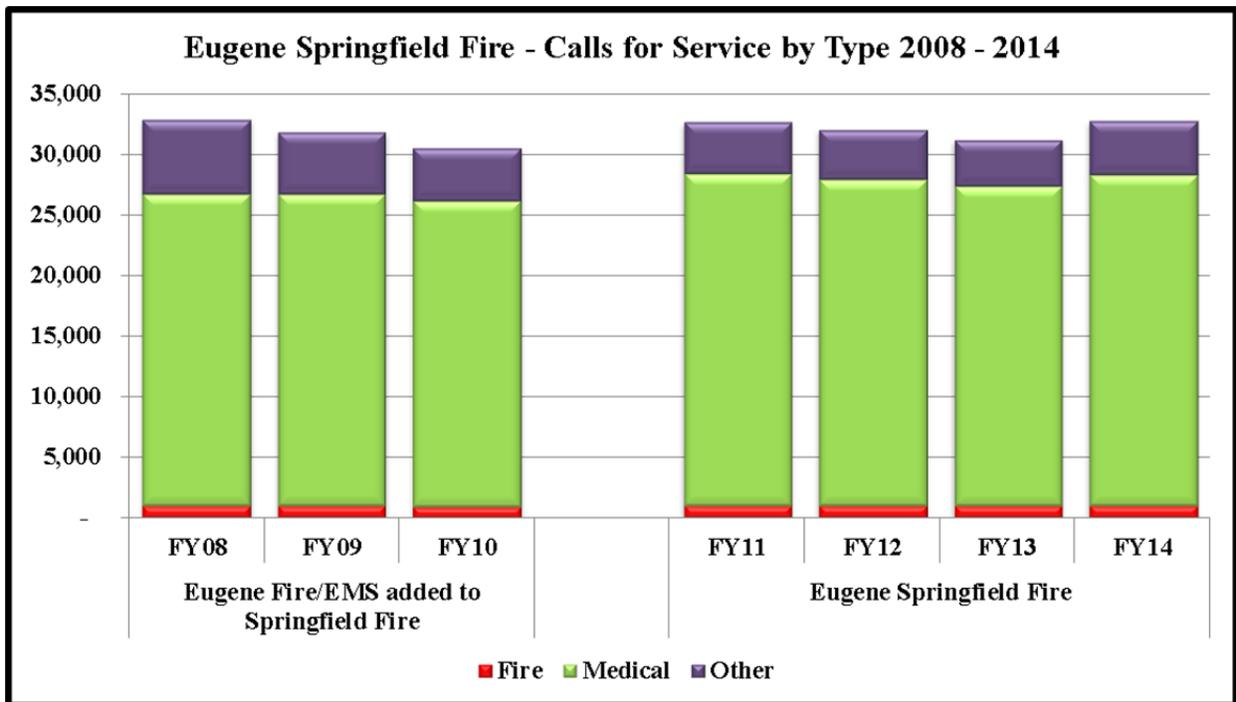
# Calls for Service by Call Type



The graph above shows total calls for Eugene Fire & EMS response each year, beginning in 1981. A leveling off of medical calls and total calls can be seen beginning in 2002, due to a reduction in the size of Eugene’s Ambulance Service Area. The upward trend subsequently continued, with a slight downturn in 2009 probably attributable to the City’s partnership with Rural Metro Ambulance (a private ambulance service provider) who now handles certain categories of non-emergency medical transports, and possibly also to new regulations requiring disclosure of ambulance fees prior to transport. In FY 2013, there was another slight downturn, due to an increase in call shifting to Rural Metro Ambulance and the IGA with Lane Fire Authority in picking up a portion of our rural service area. These changes are in keeping with our strategy to decrease call load and increase system capacity. For FY 2014, however, call load continued to increase.



The graph above shows total calls for Springfield Fire & Life Safety response per year, beginning in 2008. Prior to 2008, Springfield tracked total apparatus response versus total incidents; therefore, this figure shows the number of calls for service from 2008 to 2014 only. The slight decrease in medical calls for FY 2012 was anticipated since the City of Springfield also signed a contract in FY 2011 with Rural Metro Ambulance to handle certain categories of non-emergency medical transports. Overall, calls in the system continue to increase.



The graph above shows a split between FY 2010 and FY 2011 due to the fact that prior to FY 2011, Eugene Fire & EMS and Springfield Fire & Life Safety did not report as a single agency. This means that incidents where both agencies were dispatched are counted twice. Currently, both agencies are dispatched together on over 2,500 incidents per year. In FY 2011 and forward, calls that both agencies are dispatched to are counted as one incident.

Calls for fire response have remained relatively stable over the years, as improved construction techniques and materials — increased use of fire sprinkler and alarm systems, as well as aggressive fire prevention programs — have offset steady growth in population, number of structures protected, and other overall community risk factors.

The continuing increase of medical service demand, however, is of great concern. Reductions in Medicare and Medicaid reimbursement rates, a rising median age of the population, and reduced support for social services, as well as a growing homeless population, have combined to threaten the long-term financial stability of the region’s ambulance service. The problem is nationwide, and addressing it is a key priority for the department and other service providers in the area.

# Partnerships and Affiliations

Eugene Springfield Fire is grateful to the many public, private, and nonprofit agencies that have extended the hand of partnership to us in order to help keep our community safe. A short list is given here. There are many others. Thank you.

- Lane County Fire Defense Board
- International Association of Fire Chiefs
- Oregon Fire Chief's Association
- Sacred Heart Medical Center
- Looking Glass – Project Safe Place
- Oregon Department of Human Services
- Mutual Aid Agencies
- University of Oregon
- Life Flight Network
- McKenzie-Willamette Medical Center
- Oregon Medical Association
- Oregon State Ambulance Association
- Oregon State Fire Marshal's Office
- IAFF Local 851
- American Red Cross
- Automatic Aid Agencies
- Lane County Fair
- Lane Community College
- Rural/Metro Ambulance
- Lane Fire Authority



**Rural/Metro**  
Ambulance



**EUGENE  
SPRINGFIELD**



**FIRE**