

Annual Report

Fiscal Year 2015

EUGENE
SPRINGFIELD



FIRE



**COVER PHOTO: Firefighter Aaron Wright
shakes hands with a child at the Civic Stadium
fire on June 29, 2015.
Photo Courtesy of Godofredo Vasquez.**



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

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Message from the Chief

This year we completed the full integration of our Operations Division and our Ambulance Billing Section with personnel from both cities working collectively as one organization. During previous years of the merger initiative, the other divisions and sections of the department have come together. Today you will find employees of the two cities working side-by-side across the system. This has created a more effective workforce and produced significant efficiencies within the system.



With success gained through the merger, which produced a smaller yet more efficient management team, and budget reductions absorbed over the past five years with the impact eased by the merger, we are now producing an annualized savings in excess of \$1,739,423¹. These savings, which have not been adjusted for inflation, are attributed primarily to the reduced number of personnel from what was reflected in FY 2010 budget. Additional savings have been captured over the past five years through additional efforts including a centralized supply, order and distribution system. Remarkably, all of these reductions have been accomplished with no reduction in the number of firefighter/paramedics staffing each of our sixteen fire stations.

Likewise, our two IAFF Local Firefighters' Unions merged into a single local last year. What was formerly IAFF Local 851 (Eugene) and IAFF Local 1395 (Springfield), now form Lane Professional Firefighters, IAFF Local 851. I want to commend Local 851 President Mike Barnebey and the union's officers for their continued partnership in shaping our organization and ensuring that we are providing the best possible services to the public, within our current resource base. The partnership we have with labor is extremely important to maintaining organizational excellence.

This past year we contracted with a new private non-emergency ambulance provider, Metro West Ambulance, after working for a number of years with Rural Metro Ambulance. Metro West is proving to be a very good partner and staffs up to four non-emergency ambulances each day to augment our system, and allows us to direct our emergency Advanced Life Support ambulances to our emergent calls. Our complete tiered system is comprised of public fire service based emergency ambulances, non-profit air medical transport provided by the Life Flight Network, and non-emergency ground and inter-facility transports provided by our private partner, Metro West Ambulance.

During the past year, the Eugene City Council elected to impose additional limitations on the discharge of fireworks within the city limits which included a limited discharge period, and restrictions on discharging any fireworks south of 18th Avenue due to the dry conditions, and concerns about our south hills forest-urban interface zone. Following the July 4th holiday, we received reports that fireworks use was greatly reduced. The City Council will be revisiting the changes, and considering additional restrictions at an upcoming Council meeting in the fall of

¹ Combined savings for the cities of Eugene and Springfield.

2015.

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

This annual report reflects the continued evolution of our organization as we strive to keep pace with the communities we serve, and the need for change in our service delivery system, especially in the delivery of emergency medical services. 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 services and adapting to changing conditions remains a dominant theme as we continue to find new ways in which to improve efficiency and keep pace with evolving service demands. The ambulance discussion is separate from — but has been inextricably tied to — the merger initiative.

During the fiscal year, the two departments responded to a combined 36,593 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, significant events², 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 and 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

² The reporting period for this Annual Report is July 1, 2014 through June 30, 2015. However, significant events sometimes occur after June 30 and before the publication of this report. These events, such as the Southtowne Lanes Bowling Alley fire in August 2015, will be covered in the next Annual Report.

Department Organization

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

Operations — includes all of the emergency response personnel housed within 16 fire stations, including nine Battalion Chiefs and approximately 248 sworn Firefighters. The Operations Deputy Chief is Joe Zaludek, who is a certified Paramedic with 30 years in the fire service, having served as a Firefighter, Engineer, Captain, District Chief, Training Chief, and Deputy Chief of the Special Operations Division (now called the Strategic Services Division).

Strategic Services — includes the Emergency Medical Services Section, Information Technology staff, the Logistics Section, special teams (Airport Rescue & Fire Fighting, Confined Space Rescue, Hazardous Materials, and Water Rescue), and the Training Section. The Strategic Services Division also provides planning for special events and dignitary protection. Heading up the division is Deputy Chief Randy DeWitt, who has been with the department for 35 years and worked his way up through the ranks as a Firefighter, Captain and Training Captain. He has also been a fire manager for 19 years, and has held the positions of Training Chief, Battalion Chief, and District Chief. Most recently, Chief DeWitt was the Operations Chief from June 2012 to May 2015.

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 16 years.

Fire Marshal's Office — includes fire and life safety code enforcement and inspection, plan review, new construction inspection, fire investigation, emergency management team participation 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. He is certified through the International Code Council 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.



Joe Zaludek



Randy DeWitt



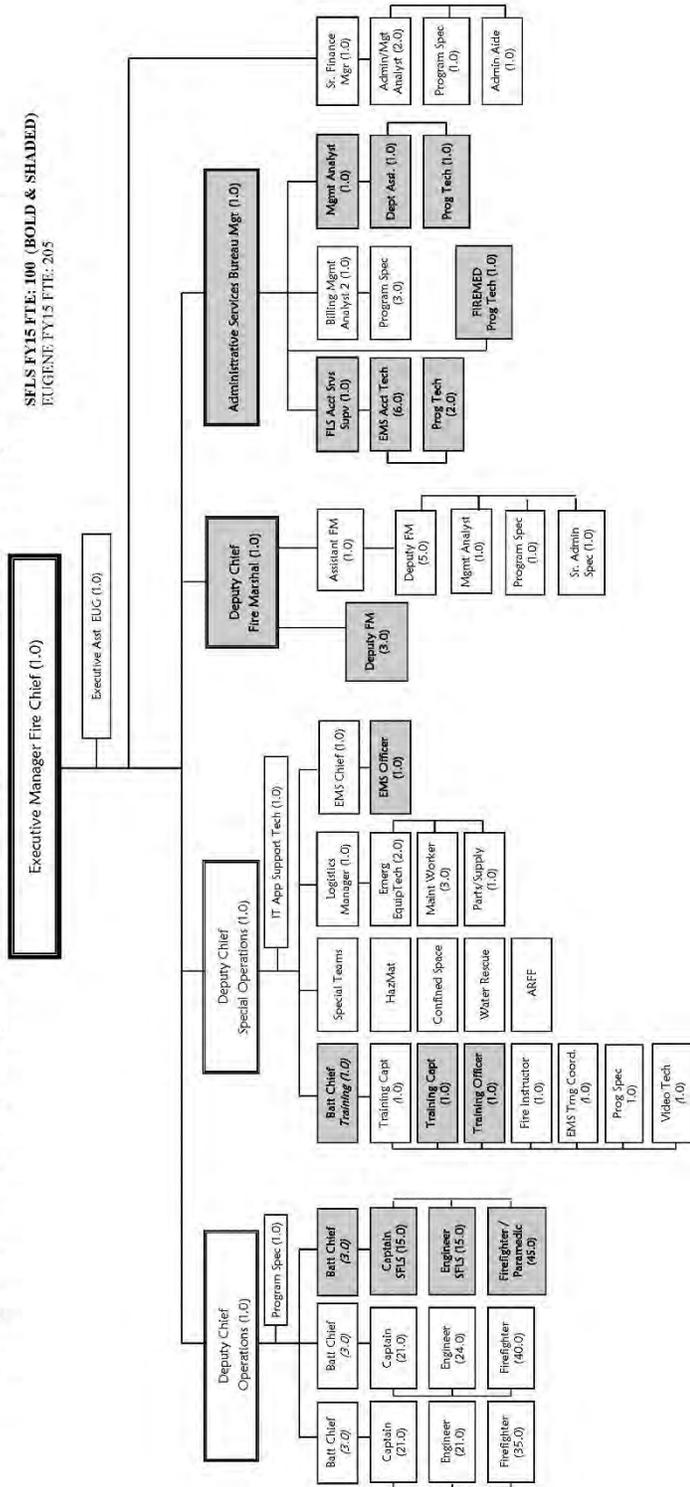
Brian Evanoff



Al Gerard

Eugene and Springfield Fire Departments IGA Organizational Chart

SELS FY15 FTE: 100 (BOLD & SHADED)
 EUGENE FY15 FTE: 205



Fire Merger

In recognition of the department's major milestone of merging Operations personnel on August 4, 2014, City of Eugene Mayor Kitty Piercy proclaimed September 8, 2014 as Eugene Springfield Fire Day. To show gratitude for their support through the merger process, department leadership presented the Eugene and Springfield Mayors and City Councils with framed fire patches at separate city council meetings – in Eugene on September 8, 2014 and in Springfield on October 6, 2014. Additionally, on January 7, 2015, at the Eugene State of the City Address, the Eugene Springfield Fire Merger Team, on behalf of the entire department, was recognized by Mayor Kitty Piercy for their hard work and commitment throughout the multi-year process of integrating the Eugene and Springfield fire departments.



As each step in the full integration of Eugene Springfield Fire's work force 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 communities receive 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 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 other positions; 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, Eugene Fire & EMS and Springfield Fire & Life Safety (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; in the fourth year (FY 2014), savings were increased to \$1,306,000. In FY 2015, the Eugene Springfield Fire department saved \$1,668,000, and is projected to save \$1,739,423 in (FY 2016). 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

Since the two departments now operate under a shared vision for the present and future for providing fire, life safety and emergency medical services, an updated Strategic Plan and Work Plan was developed for the combined department. In developing the 2015-2019 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.

The 2015-2019 Strategic Plan and Work Plan will be used to guide the department into the future. The new plans include the updated mission statements, objectives and measurements that will be used to create an updated vision for the newly merged department. The Strategic Plan and its accompanying Work Plan will be updated on a semi-annual basis so that the direction of the department remains current and consistent with the Chief's vision.

The Eugene Springfield Fire Marshal's Office (FMO) developed a division Strategic Plan and Work Plan that directly supports the objective of the department Strategic Plan. The FMO strategic plan will allow the Fire Marshal's Office to focus their efforts on areas determined to be essential in reaching future vision, while highlighting why fire and life safety code enforcement, inspections, public education and public information are important.

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.

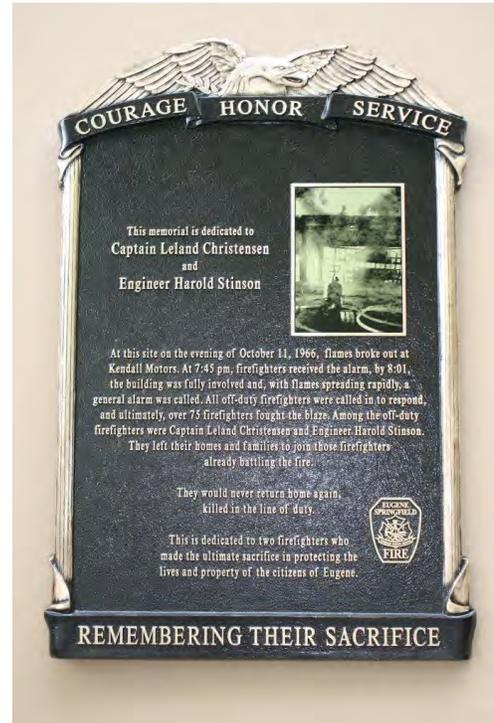
Significant Events

Kendall Ford Fallen Firefighter Memorial Dedication

On October 11, 1966, two Eugene firefighters died in the line-of-duty while battling a General Alarm Fire at the Kendall Ford Motor Company, located at that time in the block of 13th and Olive Street. The fallen firefighters were Captain Leland Christensen and Engineer Harold “Bucky” Stinson.

On Saturday, May 16, 2015, a commemoration plaque was installed at the corner of 13th Avenue and Olive Street. This memorial is in recognition of these firefighters’ sacrifice in the service of their community.

The memorial consists of a cast bronze plaque that was commissioned by the Eugene Springfield Firefighters’ Benevolent Association. The department, and a small committee of current and retired firefighters, which included the son of one of the fallen, also a Eugene Firefighter (retired), worked with Capstone Properties, which had recently constructed a building on the site.



Speaking at the event were Mayor Kitty Piercy, Chief Groves, retired Battalion Chief Larry Lay – who fought the fire in 1966, and Lane Professional Firefighters President Captain Mike Barnebey.

Chief Groves said that he is grateful to Capstone for their enthusiastic support and cooperation, as well as the Firefighters’ Benevolent Association for funding the memorial. Chief Groves also expressed appreciation to the McKenzie Commercial Construction Company, which installed the plaque without charge, Balzhiser & Hubbard Engineers, Inc., who provided parking for attendees at their office, and Eugene Public Works and Parking Control for helping to make the event a success.



The bronze plaque, which measures roughly 2' x 3', includes the names of the two fallen firefighters, an image of the fire scene, and the story of what occurred on that fateful day. The plaque is also topped with an eagle and adorned with the words, "Courage, Honor Service," the department’s motto. The bottom displays the words, "Remembering Their Sacrifice."

Civic Stadium Fire

By *Randall B. Groves, Chief of Department*

On Monday, June 29, 2015, the Eugene Springfield Fire department responded to a multiple-alarm fire at Civic Stadium, which resulted in a total loss of the grandstands. The scope and magnitude of this fire were substantial with critical exposures on three sides of the stadium, including outbuildings on the property, and College Hill to the west. Complicating our efforts were high heat, relative low humidity, wind, and the dry nature of the stadium's wooden structure that helped fuel and facilitate the spread of a high volume of fast moving fire. While on scene, I observed flame lengths that were at times, twice the height of the stadium, and a large thermal column that could be seen for miles around the area. In the end, the damage was mostly confined to the footprint of the stadium, which is nothing short of astounding, and a tribute to our firefighters and the fire suppression strategy and tactics employed at the fire.

During our operation at this incident I was very proud of our firefighters, the risk they assumed, and the manner in which each and every one of them performed, placing service above self. I was also appreciative of the off-duty firefighters who responded to the General-Alarm callback and returned to augment the remaining level of community coverage and protection, and ultimately provide relief to a group of tired firefighters working the scene. Our off-duty response system allowed us to maintain an adequate



level of coverage throughout our communities as other emergencies continued to occur during the Civic Stadium fire. Like the Swanson Mill fire last summer in Springfield, the integration of the Eugene and Springfield fire departments greatly assisted us in having a well-trained and robust emergency response, to a large and dangerous fire. Although the stadium was a total loss, this outcome was cast prior to the arrival of our first fire companies. At the same time, our protection of critical exposures and our ability to confine the fire almost entirely within the stadium's footprint made this operation a major success.

I also want to thank our Fire Marshal's Office and the Eugene Police Department for conducting a thorough fire cause and arson investigation. Their work, with assistance from the federal Bureau of Alcohol, Tobacco and Fire Arms, the Oregon State Police, and elements of the Lane County Sheriff's Office, helped bring the investigation to a quick conclusion. This was important as we approached the July 4th holiday with our area's dry conditions and a heightened level of community concern over the discharge of fireworks. Although I am pleased the investigation determined the cause, and I am comforted to know that the youth responsible will receive the help they need. There are no winners as a result of this fire.

In the aftermath, our firefighters have received an outpouring of support from the community, which is always gratifying. Likewise, Eugene Mayor Piercy and the City Council have been gracious in their praise. Although saddened by the loss, Derek Johnson and members of the Eugene Civic Alliance have also been complimentary of our efforts. The rapid resolution of the cause of the fire will hopefully aid our community as we begin to heal and move forward following the loss of this iconic structure.



Finally, I want to recognize the impact this incident has had on our community. Generations, have grown up with Civic Stadium in their lives, and many have raised their children with the stadium providing a good source of positive memories. In my personal life, my family and I have attended more games than I can count, as we cheered on the Eugene Emeralds, and pursued our love of baseball.

I also recall numerous walk-throughs of the stadium as a young firefighter in the early 1980's, conducting Pre-Emergency Plan tours like we do on most public access facilities, and preparing ourselves for the fire that ultimately occurred on June 29th. I remember the first, 9-11 anniversary memorial, held inside Civic Stadium on September 11, 2002, for which our fire department was granted access. On this night, the stadium was near capacity with community members seated in the stands, while firefighters and law enforcement officers were seated on the field for what was to be a solemn remembrance and tribute to the lives lost during the 9-11 attacks. On that night, I found the stadium comforting and felt that it was a fitting venue in which to reflect on the 9-11 tragedy, as we tried to make sense out of a senseless act.

Civic Stadium will always hold a special place in our hearts, and while it is hard to say goodbye to an old friend, with the fire extinguished and the cause determined, I am now looking towards the future of where this iconic structure once stood, a future that will be shaped by Eugene Civic Alliance, as they plan for and build a new stadium for future generations, a stadium that will ultimately be safer for, and more accessible to, members of our community.



Courtesy of Eugene Civic Alliance and Cameron McCarthy

ANNUAL EVENTS

911 Memorial Stair Climb



As a way to remember and honor the 343 FDNY firefighters and 60 NYPD and New York Port Authority police officers who made the ultimate sacrifice on September 11, 2001, the IAFF Local 851 firefighter's union coordinates the 911 Memorial Stair Climb. Reaching 18 stories, YA-PO-AH Terrace Apartments in Eugene is the tallest building in the metropolitan area. Department firefighters (active and retired) and their friends and family repeatedly climb the stairs until they have reached 110 stories – the height of the Twin Towers of the World Trade Center in New York City. The 911 Memorial Stair Climb allows our firefighters to do what the fallen did not get the opportunity to do.

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 2014 event marked the sixth 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 Fire Dog with certification as a therapy

and crisis response dog in supporting the families of our fallen.

Young Women’s Fire Camp

In the summer of 2015, Eugene Springfield Fire hosted their 5th annual Young Women’s Fire Camp for high school-aged young women. Each year, a dedicated group of women firefighter/paramedics from within our ranks come together acting as counselors, guiding the young campers. This core group, along with support from the department and its partners, make this



an incredibly successful event. The camp provides a safe environment, allowing the campers to have experiences not usually available to younger women. The campers are introduced to fire and emergency medical service activities, learn about leadership, how to build confidence, and learn team-building skills through a combination of instruction and hands-on drills. These drills include rope rappelling, live fire burns, physical fitness training, emergency medical treatment, personal safety awareness instruction and fire tool manipulation. Camp participants hear from a wide variety of local community leaders, city organization management personnel and department personnel, who speak on topics to inspire and challenge these young women.

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.

Oregon Fire Chief's Roundtable

In January of 2015, the department hosted the 3rd Annual Oregon Fire Chiefs' Association, career agency, Fire Chiefs' Roundtable forum which brought the State's fire chiefs together for two days of discussion about trends and issues facing Oregon's fire service. Eugene Springfield Fire remains active in the region and State, and continues to work collaboratively with other agencies to improve the fire service industry, and the department's ability to serve and protect our local constituents.

Red Cross/Eugene Springfield Fire Home Fire Safety Campaign

The American Red Cross has launched a national campaign to reduce the number of fire deaths and injuries by 25 percent over the next five years. In Oregon, this campaign is in conjunction with the Office of the State Fire Marshal. Fire-related deaths and injuries are highest in homes without smoke alarms. The Red Cross in Oregon responds to an average of two home fires every day. After these fires, residents have to face finding a place to stay, purchasing food and clothing, replacing lost possessions, notifying loved ones, and navigating insurance. More than 60 percent of fire deaths occur in homes without a working smoke alarm.

On Saturday, January 31, 2015, the American Red Cross along with Eugene Springfield Fire and other partner groups, held a Home Fire Safety Campaign, canvassing the 97477 zip code area in Springfield to inquire if there is a working smoke alarm in the home, to install smoke alarms, review a fire safety and home hazard checklist, and provide information about creating a fire escape plan. In addition, volunteers shared additional home fire and other emergency-preparedness information with residents.

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 former Eugene Firefighters Pipes and Drums band has 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.



Reorganized in 2015 as the Lane Fire Brigade Pipes

and Drums band, the 501(c)(3) non-profit organization honors the fallen by providing dignified performances at funerals and memorials. In addition to performing at services, to fulfill their mission of promoting tradition within the fire service, the band also performs at parades, community events, and private functions. All members volunteer their time for the band.



DIVISION REPORTS

Operations Division

All frontline fire suppression and emergency medical services (EMS) apparatus in the Operations Division are 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.



On July 17, 2014, Eugene Springfield Fire responded to multiple reports of a large fire at Swanson Mill, located at 1651 South F St. in Springfield. Upon arrival Firefighters were met with a rapidly spreading fire that ultimately consumed about 200,000 square feet of buildings and destroyed the mill. Fortunately, all employees were able to safely escape the fire. The intense volume of fire posed a threat to the main Union Pacific Railroad north/south west coast rail line and a sensitive environmental area. Burning embers from the mill fire also started a wildland

fire that would ultimately burn 60 acres and threaten numerous structures including sensitive communications infrastructure positioned on top of Quarry Butte. In all, about 100 firefighters responding in 36 different apparatus from Eugene Springfield Fire and surrounding rural fire agencies, battled the fire while confronting access challenges and low water conditions. The incident lasted almost 52 hours. While the business loss created a significant economic impact to the local community, the owners have started to rebuild with completion expected to be finished in mid-2016. This fire reinforced the strength of our merged service delivery system which was able to deploy a more capable and robust suppression force to control and extinguish this blaze. In addition, off-duty Eugene Springfield firefighters were called in to staff reserve fire and EMS apparatus and maintain an adequate response force for the remaining metro area.



While responding to emergencies is the priority of the 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. With the merger, the curriculum and public education messages have been standardized and are now delivered consistently to all second grade classrooms.

Also during FY 2015, the department implemented a policy that when one city's fire apparatus is out of service for repair and/or maintenance, reserve apparatus from either city can be utilized. This allows for crews to respond in the same type of vehicle that is 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 Metro West Ambulance was established in FY 2015 and continues to allow non-emergency inter-facility transports to be handled by a more appropriate resource. Metro West also performs some work outside of medical facilities and respond to scenes where non-emergent calls can be handled with basic life support. This model was expanded into the Springfield Ambulance Service Area (ASA) in FY 2015.

In FY 2015, 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.

Strategic Services Division

In an effort to provide more clarity between the responsibilities of the Operations Division and the Special Operations Division, in May of 2015, the Special Operations Division was renamed to Strategic Services Division.

Emergency Medical Services Section



In July of 2014, Eugene Springfield Fire was awarded a 90/10 grant for outfitting all of the department's ambulances with powered patient cot lifts and fasteners. The total amount of the grant was \$419,424 that includes a

10% department match. The lifts are intended to reduce the risk of injury to personnel when loading and unloading patients into and out of the medic units. The fasteners will more securely restrain patients by reducing the potential for the cot to become dislodged during a collision. This new equipment helps personnel more safely perform their work as well as improve the safety of our patients.

The department utilizes 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.



Emergency Medical Services (EMS) Section staff, in collaboration with the Lane County Medical Control Board, the department's physician advisor, 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 protocol 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. At the end of 2014, the department's out-of-hospital cardiac arrest (ventricular fibrillation and pulseless ventricular tachycardia) survival rate was 38.5 percent.



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.

Through a partnership with Eugene Springfield Fire, the University of Oregon chapter of Alpha Phi Sorority has continued to volunteer to train 7th graders in Eugene and Springfield in compression-only CPR. As of the end of the fiscal year, a total of 4,416 people have been trained, with 511 people trained in FY 2015. The EMS Section, through state legislature, is continuing to explore ways to reach more people next year. For their involvement, the Alpha Phi Sorority was granted Eugene Springfield Fire's Partnership Award. One student taught by the sorority volunteers is featured in the following story of survival.

Story of survival. On December 28, 2014, Sharon* witnessed the sudden collapse of her husband, who went into cardiac arrest. She immediately initiated CPR with her daughter Sylvia*, while her other daughter, Ophelia*, called 9-1-1 and initiated a fire department response. Once fire department paramedics arrived, they continued the resuscitation effort, and stabilized the patient. This family's husband and father was subsequently released from the hospital neurologically intact, and is alive today due to their combined efforts. It was later learned that Sylvia* was trained in chest compression-only CPR by Eugene Springfield Firefighter/Paramedic Josh Moore and the volunteers at the University of Oregon chapter of Alpha Phi Sorority. For their actions, Sharon*, Sylvia*, and Ophelia* were granted Eugene Springfield Fire's Citizen Life Saving Award. **Names have been changed to protect privacy.*

Logistics Section



Logistic staff provides the following services: personal protection equipment (PPE) cleaning, inspections, repairs and purchasing; self-contained breathing apparatus (SCBA) maintenance and repair; uniform sizing, ordering and repair; and fire equipment and SCBA air compressor maintenance, repair and purchasing. The Logistics Section also provides inspection, maintenance and service to the RiverBend Medical Center breathing air system and rapid intervention team (RIT) cache.

Staff completes annual hose testing, ground ladder testing, Underwriter's Laboratory (UL) aerial ladder testing, advanced turnout inspections, and fit testing. The Logistic Section coordinates the facility needs of the department's fire stations and training center, including: work orders, remodels, new construction, and furnishings. They provide a daily courier service to the fire stations and

administration offices, delivering: station supplies, medical supplies, repaired equipment, turnouts and office supplies.

Last year, the Logistics Emergency Equipment Technicians identified an issue with the SCBA masks and, working with the manufacturer, designed and produced a new part that fixed the issue and was then installed on all department SCBA mask units. Logistics staff also outfitted two firefighter academies and trained recruits on SCBA use, PPE, minor equipment, ladders and hydrants. They also outfitted, fit tested and provided support to the Young Women's Fire Camp. Additionally, they provided scene support (breathing air, equipment repair and restoration, meals and hydration) at incidents, including the Swanson Mill fire and the Civic Stadium fire this past fiscal year.

Information Technology

As automation support becomes increasingly critical, the department recognized the need for a long-range Information Technology (IT) Plan. Eugene Springfield Fire chose an outside IT expert to perform a business process and systems analysis. This expert will look at our systems from a fresh perspective, perform an analysis, and give us recommendations on changes and future direction. From the results of the analysis, an IT Strategic Plan will be developed that the department can continue to maintain. The analysis and IT Strategic Plan are scheduled for completion in FY 2016.

Listed below are some of the department's additional IT-related accomplishments in FY 2015.

The department developed a new injury, exposure, and accident reporting system, gathering more detailed information from employees and streamlining the reporting and notification process. Additionally, the new system merged the two different reporting processes that were previously used by Eugene and Springfield personnel. The reporting system is completely electronic, and has improved the ability for the department's safety committee to track trends in injuries, exposures, and other safety-related incidents, and make appropriate recommendations with the ultimate goal of having the safest possible working conditions.

This year, the installation of Feeney Wireless CIRA X2 Cellular Internet Routing Appliances with GPS in Eugene-owned apparatus began. The CIRA devices have greatly improved cellular connectivity over the internal cellular devices previously used, which in turn has increased the reliability of the mobile computers in the apparatus. Springfield apparatus, with newer mobile computers and different topography, did not require the CIRA devices to improve connectivity.

In support of the merger and to increase overall efficiency, the department merged its electronic pre-hospital care reporting (ePCR) and its patient billing functions into one system. The ePCR system also received enhancements to improve patient care documentation and quality assurance benchmarks. Prior to August 2014, the ePCR and billing functions were done separately for each city.

Also, to further the merger, the internally-developed rostering and scheduling system was modified to include both Eugene and Springfield line personnel, which facilitated employees working throughout the service area without regard to boundaries (city limits) of the City organization employing the firefighter. The enhancements to the rostering system also met the requirements set forth in the IAFF labor/management bargaining agreement.

The department contracted with Adore to provide a computer-based personnel evaluation system for probationary employees. It will allow for better tracking and notification with a consistent application format for all evaluators to use.

To facilitate field work by the Fire Marshal's Office, iPads were purchased and deployed to all deputy fire marshals (DFMs). This deployment allows the DFMs access to calendars, e-mail, and the Firehouse records management system while working away from their office.

The SunGard CAD to Firehouse custom interface was completed, providing more complete Computer Aided Dispatch (CAD) data to be transferred automatically into the Firehouse incident records management system. The interface pre-populates many of the fields the response personnel are required to complete on incident reports, which increases efficiency and correctness. This custom interface, coupled with training for response personnel, has had a positive impact on the accuracy of incident data reported to the Oregon State Fire Marshal's office.

In coordination with Central Lane Communications Center (CLCC) and the two cities' Information Technology Divisions, the department continued to work towards having full automatic vehicle location (AVL) capabilities and internet protocol (IP) alerting integrated into the dispatch system. The IP alerting system in conjunction with full AVL dispatching will allow dispatchers to automatically and more rapidly send alerting signals to the unit closest to an emergency. This is part of the department's ongoing efforts to improve emergency response times.

Special Teams

Four special teams are part of the Strategic Services Division: Airport Rescue & Fire Fighting, Confined Space Rescue, Hazardous Materials, and Water 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.

Airport Rescue & Fire Fighting (ARFF). A Eugene Airport full scale emergency exercise was conducted in September of 2014. Participants included representatives from the Federal Aviation Administration, Delta Airlines, Horizon Air, Department of Homeland Security, Lane Fire Authority and Eugene Public Works. Participants staffed the Airport Administration Operations Center (AAOC) and the City of Eugene Emergency Operations Center (EOC) during the exercise. Participants tested different aspects of the emergency system including EOC activation



procedures, EOC and AAOC communications; aircraft fire suppression; and triage, treatment, and transport of victims. The Mobile Aircraft Rescue & Firefighting (MARFF) training prop, located at Fire Station 12 (Eugene Airport), 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. This training prop has allowed the ARFF Firefighters to satisfy their FAA-required training locally instead of traveling to

other training facilities, resulting in a significant cost savings for both the fire department and the airport.

Confined Space Team. In FY 2015, the Confined Space Team was assigned to Fire Station 8 in Eugene (Danebo) and Fire Station 14 (48th Street) in Springfield. Rescue services are provided within the cities' limits, and in some cases, specially called upon by one of our medic units operating outside the cities and in need of the services for personnel safety. Industry and government are required to have a designated confined space rescue team in order to obtain certain confined space entry permits. The department's Confined Space Team provides this service. The team consists of personnel deployed on the three shifts. Many personnel on the team are also certified in high-angle rope rescue, structural collapse, and below-grade trench rescue.

Hazardous Materials Team. 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.

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

Training Section

Throughout the year, training staff conduct a variety of trainings in order to maintain the certifications of all line 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 Operations Division personnel aspiring to promote. During FY 2015, 17 individuals took the engineer promotional test, with 13 being placed on the department's first joint engineer promotional list; 23 individuals enrolled in the Engineer Development Program (EDP); and 10 individuals completed in the Officer Development Program (ODP). Our development programs were developed internally over a number of years utilizing a commitment to identifying best practices within the fire service and instilling those skills within our candidates. These programs place Eugene Springfield Fire as an industry leader within the state of Oregon, and are used as a model for excellence in fire training.

The Training Section provided probationary testing of two Fire Recruit classes hired during FY 2014. This testing is an integral part of our department's internal quality assurance in regards to service delivery to the public. Since FY 2012, all Firefighter/Paramedic hiring/recruitment processes are completed in collaboration with Human Resources from both the City of Springfield and the City of Eugene.

The department's ongoing recruitment 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.

The department has two driving simulators that are located at Fire Station 2 (Whiteaker). 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. Training staff continue to improve the current scenarios, while also building new ones. Personnel have credited the ongoing training on the driving simulators with preventing collisions during emergency response.



The Regional Command Training Center (CTC) is located at Fire Station 1 in downtown Eugene. Current work includes developing, testing, and refining challenging emergency scenarios. New simulations include high rise fire operations and airport rescue firefighting scenarios utilizing Fire Studio development software. The department uses the Blue Card Incident Command System, which is National Incident Management System (NIMS) compliant, and the department has been certified as a Blue Card certification center. Additional enhancements to the CTC via grant opportunities continue to be researched.



All of these training aids are part of the department's simulation training suite that will help improve proficiency of response personnel. There is also promise for insourcing training opportunities for other organizations that may also produce a much needed revenue stream. Department personnel have certified other fire department Blue Card incident commanders this past year in an effort to explore this potential revenue gaining strategy related to fire training.

Administrative Services Division

In FY 2015, Ambulance Billing Section staff processed 37,277 claims for a total gross amount of \$64,951,376 and current net payment posting of \$22,068,446. 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 August 2014, the Eugene and Springfield ambulance billing and e-PCR software was combined in the merger process. This has enabled billing staff to work more efficiently as a collective work unit. The combining of the e-PCR software also allowed for consistency of work rules and reduced duplicate efforts to maintain the rules in two separate systems. Prior to this transition, a care report started by one agency could not be transferred to the other agency if they were the ones completing the transport which created a duplication of patient charting efforts.



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 Management Support Specialist. 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. The Central Lane (Eugene, Springfield, Lane Fire Authority) 2016 FireMed campaign year, which concluded June 30, 2015, was down marginally 0.1 percent (-38) in number of household memberships from the prior year. Life Flight actually experienced an increase of 449 memberships, or 3.4 percent increase. The annual cost to operate the membership program has remained relatively the same for the past 4 years at \$500,000.

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

The Fire Marshal's Office (FMO) is responsible for services aimed at providing and maintaining a high fire safety awareness in the communities. These services are presented to the public through code enforcement, control of hazardous materials use, life safety inspections, educational classes, juvenile fire-setter intervention, fire cause investigations, issuance of operational permits, and correction of fire code violations in buildings. The primary goal of the FMO is reducing life and property loss.

The Eugene Springfield FMO maintains partial exempt jurisdiction status as authorized by statute 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 fire-setter interventions, fire code enforcement, public education, local adoption and amendment of the fire code, and National Fire Incident Reporting System (NFIRS) reporting.

In FY 2015, the FMO Division accomplished many tasks and collaborated with strategic partners on several projects as well as responding to investigate significant fires that impacted our community.



A major project implementation accomplished in 2015 was the launching of The Compliance Engine (TCE). TCE is a web-based service intended to efficiently manage building and life safety systems, and streamline and standardize the reporting process. The use of this service has greatly increased code compliance and improved fire and life safety within the two cities. Eugene Springfield Fire was the first agency in Oregon to implement this service. Eugene Springfield Fire has been looked at as a leader in this endeavor by other agencies that learned from our

implementation and have followed suit both in Oregon and in other states.

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 a variety of statewide fire safety issues.

All Deputy Fire Marshals (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. Of the 206 fire investigations conducted by the Eugene Springfield DFMs, several were high profile or highly complex in nature. These require skills beyond what is necessary for routine fire investigations. DFMs are required to ensure that parties that have a financial interest in the fire loss, typically insurance carriers, are given equal and adequate access to a fire investigation scene in order to adequately examine and determine responsibility for loss. Failure

to provide adequate access and opportunity to defend financial interests can result in a lawsuit against the fire department. DFMs are becoming more and more adept at defending department risk as litigation on this point becomes more common.

Notable fires Eugene Springfield Fire investigated include:

Swanson Plywood Mill Fire. At the Swanson Plywood Mill Fire, staff coordinated and participated in the fire investigation. There were at least five insurance carrier fire investigation teams involved with more than 26 individual participants and expert consultants. FMO staff rose to the challenge and were successful in coordinating this complex investigation.



Civic Stadium Fire. At the Civic Stadium Fire, staff coordinated a multijurisdictional fire cause and origin investigation to successfully identify circumstances and evidence. This resulted in the identification of the juveniles that started the fire. Other agencies participating in the joint investigation of this fire were: the Eugene Police Department, Oregon State Police, and the Bureau of Alcohol, Tobacco, Firearms, and Explosives.



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.
- 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 2nd 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.
- 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 2nd 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
Reserve brush engine
Fire Marshal's Office

Whiteaker Station (Station 2)
1725 W. 2nd 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
Water Rescue Team
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

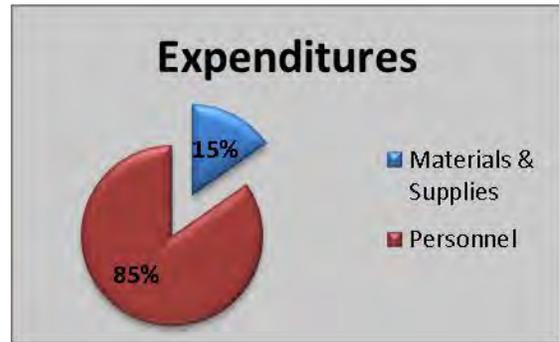
Engine company

Medic unit

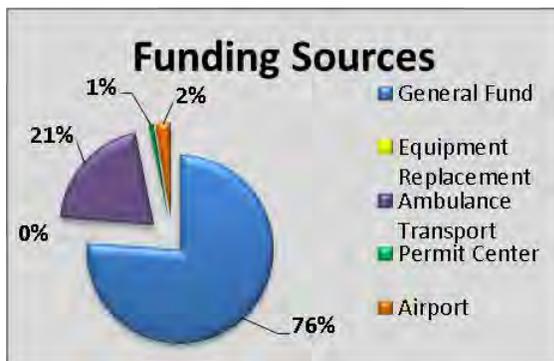
Additional medic unit that can be
staffed by the Engine company
personnel on an as needed basis

Department Budget – Eugene

For FY 2015, the department’s operating expenditures totaled \$34 million, representing an increase of 3.7 percent over FY 2014 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 2015, the department received one federal grant: \$377,482 for automated power lifters that were installed on each front line and reserve medic unit (see EMS section). The federally-funded Assistance to Firefighters Grant provided 80 percent of the funding. The department’s Ambulance Transport Fund provided the 20 percent matching funds.



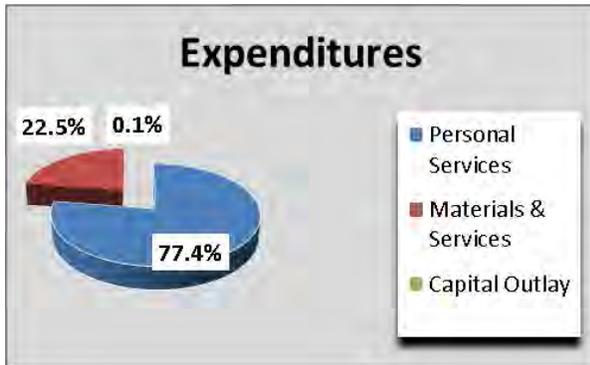
In FY 2015, the General Fund provided 76 percent of the department’s total funding, covering the costs of providing fire suppression, rescue, first response emergency medical services, and the Fire Marshal’s Office, plus support functions including logistics, information services, and administration 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 (2 percent); the

Ambulance Transport Fund (21 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 2015, the department collected \$2.47 million in revenues for providing services to outside agencies including fire suppression, fire code enforcement, and grant funding for equipment replacement. The Ambulance Transport Fund collected \$8.17 million in net revenues.

The department has 206 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% (36 FTE) are assigned to the Office of the Chief, Fire Marshal’s Office Division, and Strategic Services Operations Division.



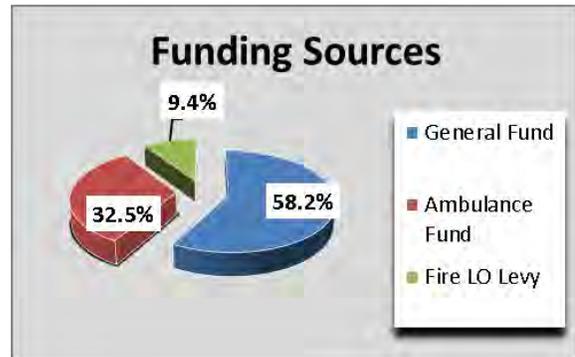
Department Budget – Springfield



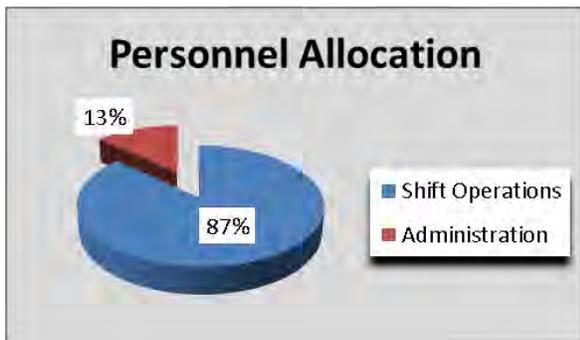
For FY 2015, the department’s operating expenditures totaled \$17,456,385. As shown on the Expenditures graph, personnel costs covering wages, overtime, and fringe benefits account for 77.4 percent of the department’s operating expenditures. The remaining 22.6 percent covers materials and supplies include 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 58.2 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 \$1.8 million for fire suppression contracts, code enforcement, and other miscellaneous reimbursable services. The remaining 40.4 percent of funding is derived from the Ambulance Transport Fund (32.5 percent), an enterprise fund that provides support for ambulance operations, FireMed and ambulance billing; and the Local Option Levy (9.4 percent) that covers the costs of 12 FTE Firefighter/Paramedics.



The Personnel Allocation graph represents the department’s allocation of personnel. As shown, 87 percent (86 FTE) are assigned to Operations, responsible for fire suppression activities, special teams, training, and fire prevention; and the remaining 13 percent (13 FTE) to support functions including: finance, administration, Account Services (ambulance billing), FireMed administration, and the Office of the Chief.

Vital Statistics — Fiscal Year 2015

Calls for Service

All call types (includes Contract Districts)	36,593
Contract Districts	1,660
Medical calls (includes Contract Districts)	30,501
Contract Districts	1,358
Fire/other calls (includes Contract Districts)	6,092
Contract Districts	302
Patients transported (includes Contract Districts)	20,075
Contract Districts	925
Automatic Alarms (includes Contract Districts)	2,331
Contract Districts	68
Public Assist Calls (includes Contract Districts)	2,634
Contract Districts	134
Loss from Fires	
Structure fires	\$23,477,603
Vehicle fires	\$752,466
Outside fires	\$1,041,039
Dumpster fires	\$18,095
All other fires	\$25,337,313
Civilian fire-related injuries	13
Civilian fire-related deaths	1

Service Areas

Incorporated cities plus contract districts	
Total Population	239,717
Total Area (sq. mi.)	94.3
Springfield plus contract districts	
Population	68,094
Area (sq. mi.)	20.0
Eugene plus contract districts	
Population	171,623
Area (sq. mi.)	74.3
Combined ambulance service areas	
Total Population	275,444
Total Area (sq. mi.)	1625.6
Springfield ambulance service areas	
Population	90,283
Area (sq. mi.)	1452.2
Eugene ambulance service areas	
Population	185,161
Area (sq. mi.)	173.4

Public Education

Station tours (est.)	23
Total visitors (est.)	262
Crew visits/public events (est.)	62
People contacted (est.)	5497

Prevention

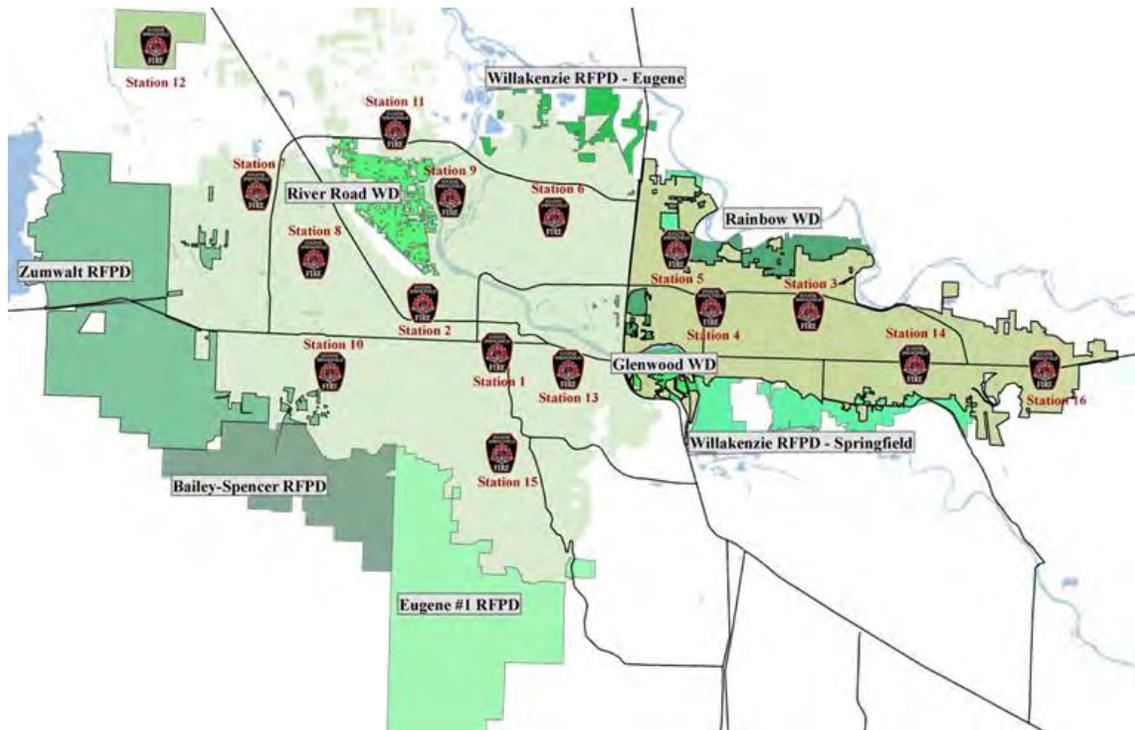
Fire investigations	
By Fire Marshals	206
Inspections	
New construction	1839
Code enforcement	4964
Hazardous materials	146
Plan reviews	947

Personnel

Office of the Chief	7
Operations	248
Strategic Services	19
Administrative Services	18
Fire Marshal's Office	<u>13</u>
Total	305

Apparatus (front line)

Truck Companies	3
Engine Companies	12
Ladder Companies	2
Fire & EMS medic units (six 24-hour; one peak activity)	7
Metro West medic units (public/private partnership; three 24-hour; one 8-hour, five days per week)	4
Life Flight Helicopter (public/non-profit 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

Distinguished Service Cross

Engineer Bill Bennett
Firefighter Andrew Fidino

Life Saving Award

Battalion Chief Lance Lighty

Unit Citation

Engineer John Berry
Captain Gregory Deedon
Captain Michael Hundt
Firefighter Robert Sink
Firefighter Jason Vasquez
Engineer Trevor England
Battalion Chief Leo Giles
Firefighter Bryon Harvey

Class Two Commendation

Firefighter Travis Allen
Eugene Police Sgt. Bill Solesbee

Class One Commendation

Deputy Fire Marshal Mark Dahl
Management Analyst Joann Eppli
Program Specialist April Esry

Achievement Award

Sr. Administrative Specialist Charla Barnard
Engineer Jeremy Chesnut
Program Specialist Elizabeth Kelly
Engineer Amy Kline
Captain Leldon Little
Captain E. Wayne Morris
Firefighter Michael Sheppard

Annual Medical Services Award

Firefighter Garrett Caster

CITIZEN AWARDS

Valorous Service

Sarah Anderson

Life Saving Award

Laurita Blunck, Life Saving Award
Ashly Barth, Life Saving Award
Benjamin Else, Life Saving Award
Clifford Foster, Life Saving Award

Service Milestones

Years-of Service Milestones

The following personnel reached career milestones during FY 2015:

35 Years

Randy DeWitt 04/80
Randy Groves 04/80

25 Years

Scott Hyder 07/89
Greg Wiley 07/89
Mike Arnold 11/89
Michael Hundt 04/90
Wayne Pearson 04/90
Todd Schwartz 04/90

15 Years

Rick Apker 04/00
Forrest Chambers 04/00
Rod Cullen 04/00
Jon Deininger 04/00
Paul Highfill 04/00
Jay Holder 04/00
Ron Hooker 04/00
David Nowak 04/00
Patrick O'Donnell 04/00
Erik Peale 04/00
Tony Quesada 04/00
Paul VanBuskirk 04/00
Merle Ward 04/00
Karen Anderson 06/00

30 Years

Jeff Narin 06/85

20 Years

Kevin Sundholm 09/94
Jerri Weick 12/94
Tony Biagi 01/95
Anthony Bucher 01/95
Rich Dahl 01/95
Tony Kennedy 01/95
Joe Seibert 01/95

10 Years

Gail Draper 02/05
Cinimint Harper 02/05
Bryon Harvey 03/05
Tyson Pardun 03/05
Anna Reid 03/05
Chad Smith 03/05
Phil Bender 06/05
Ted Cole 06/05
Dan Giles 06/05
Jesse Gill 06/05
Ryan Hay 06/05
Riley Martinka 06/05
Wayne Morris 06/05
Melissa Kennedy 07/05
Joann Eppli 08/05

5 Years

Austin Brushett 07/09
Rusty Becker 02/10
Kathy Steinhauer 03/10
Kim Thomas 03/10
Scott Bartley 06/10
Andrew Bishop 06/10
Paul Carey 06/10
Cody Giddens 06/10
Jason Lockett 06/10
Seth Morehouse 06/10
Patrick Steinman 06/10

New Employees

The following personnel joined Eugene Springfield Fire in FY 2015:

Joshua Hinderliter
Parker Job
Brian Legato
Jeremy Shearer
Jonathan Woodland

Promotions

The following personnel received promotions during FY 2015:

Craig DeGarlais, Captain (07/14)
Jesse Donohue, Captain (01/15)
Amy Kline, Engineer (01/15)
Nathan Kunasek (06/15)
Markus Lay, Battalion Chief (07/14)
Riley Martinka, Captain (11/14)
Edward Meyer, Captain (01/15)
Kris Siewert, Engineer (12/14)

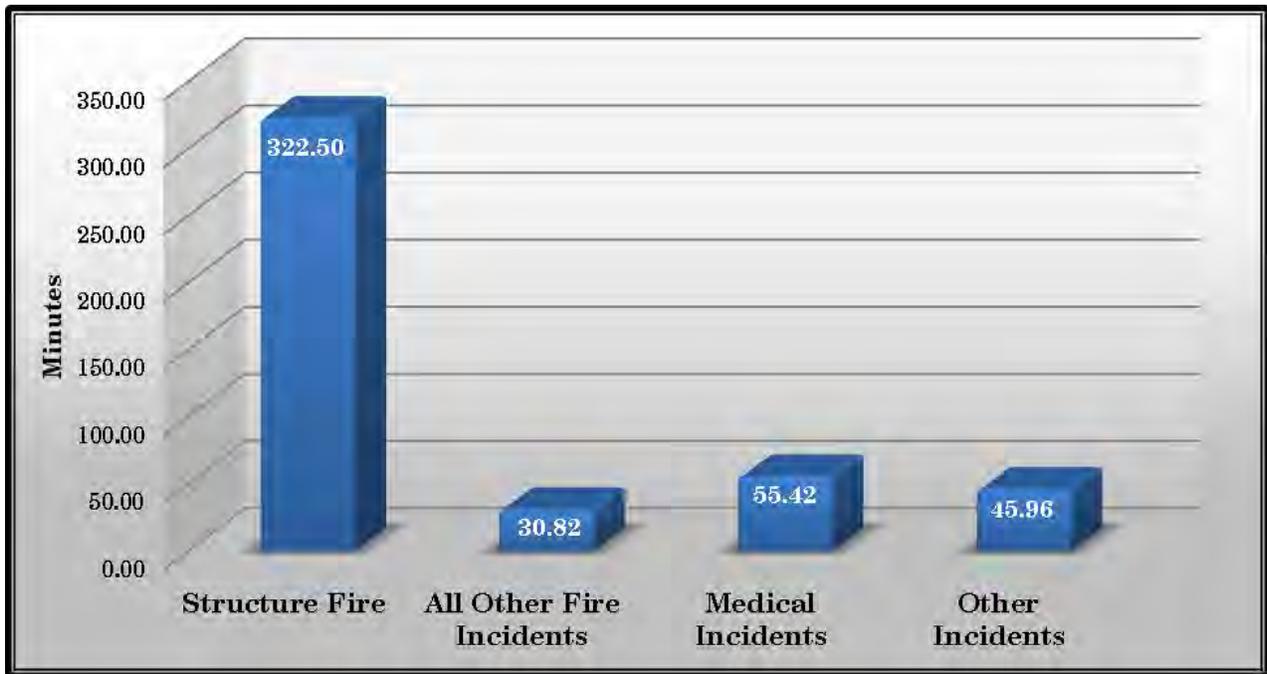
Retirements

The following personnel retired in FY 2015:

Roy Burch
John Brink
Lorne Kuhnly
David Leedom
Hal Rooen
Scott Sweeney

Resource Commitment by Call Type

Average Minutes in Service (Dispatch to Clear) by Call Type/Fiscal Year 2015

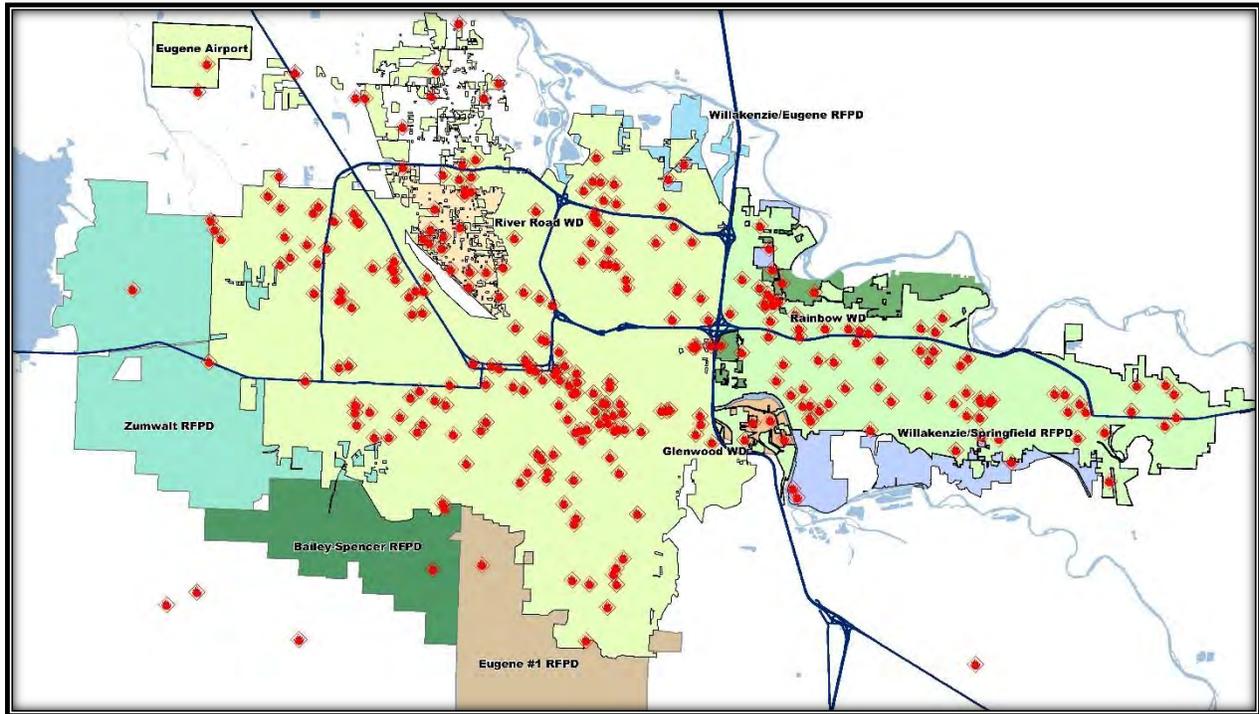


The above graph provides an illustration of the disparate resource commitments required for the most common types of calls to which the department responds. Structure fires generally require a greater amount of on-scene and recovery time than most other types of calls.

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

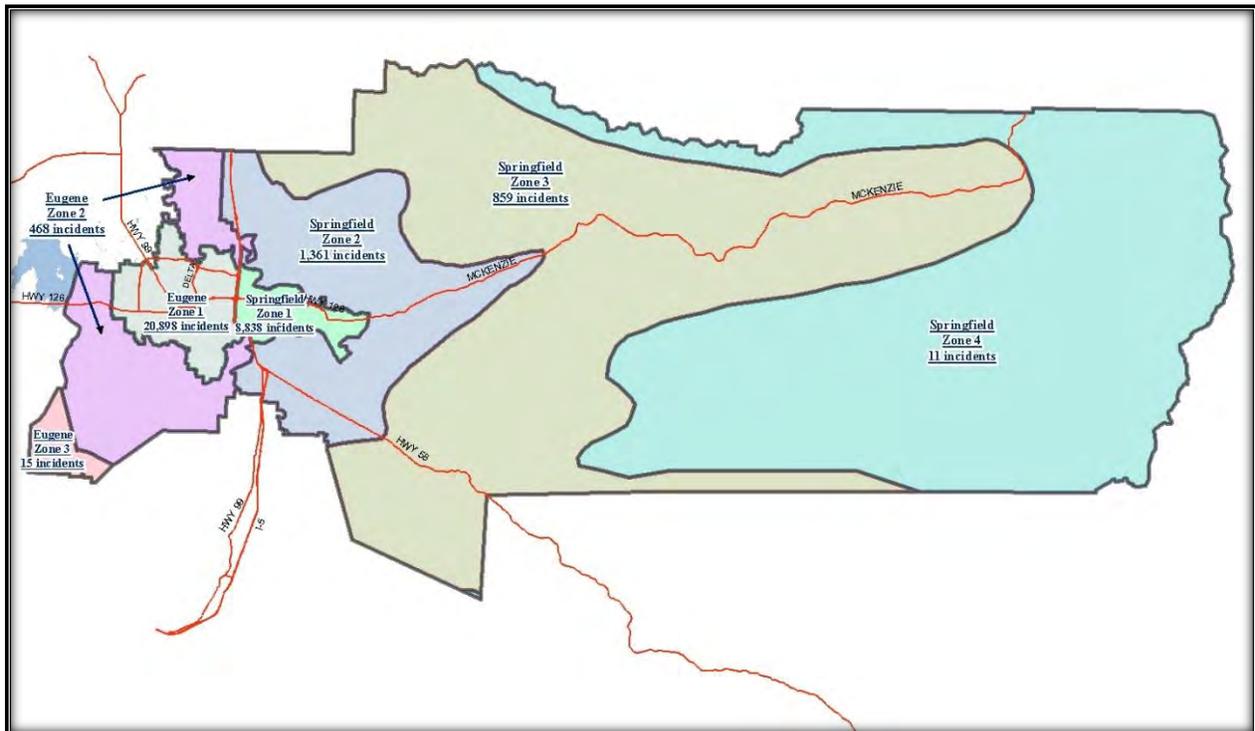


Eugene Springfield Fire protects the entire Eugene-Springfield metro area by responding not only within the cities' limits but also into neighboring districts served under contract, including Bailey Spencer RFPD, Eugene Fire District #1, Glenwood Water District, Rainbow Water District, River Road Water 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 2015 in which Eugene Springfield Fire was the sole or a participating responder. For the metro area, there were a total of 309 structure fire responses during the fiscal year.

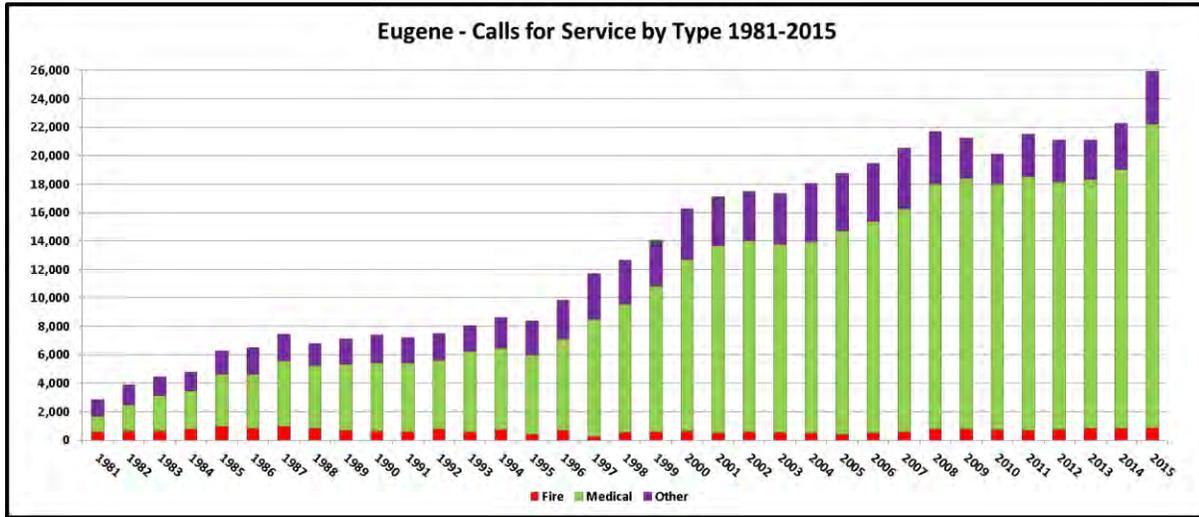
In addition, fire crews responded to 5,781 other non-medical calls in the fiscal year, including smaller fires (vehicle, grass, bark dust, etc.), natural gas leaks, explosions, hazardous materials incidents, water rescues, reports of smoke or suspicious odors, public assistance, police assistance, downed power lines, and many others.

EMS Calls by Service Area

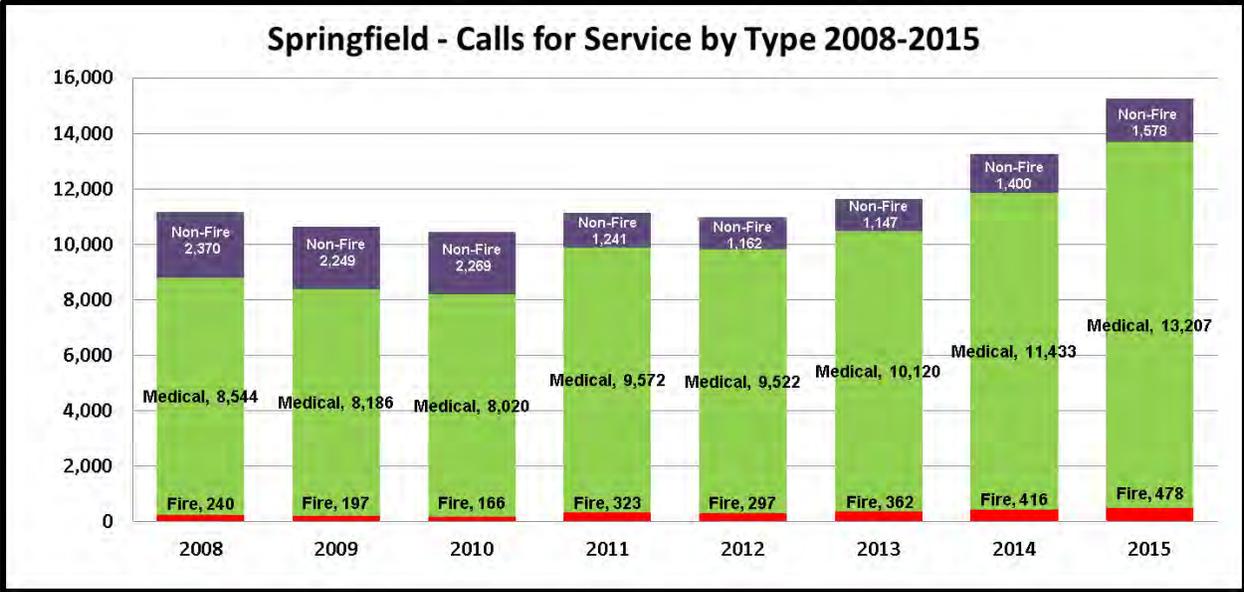


In Oregon, Ambulance Service Areas, or ASAs, are assigned to provider agencies by county government. The ASAs for Eugene Springfield Fire are shown above (Eugene's ASA #4 generally covers west of I-5 in Zones 1 through 3, and Springfield's ASA #5 covers the area east of I-5 in Zones 1 through 4). They 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 1,452 square miles. For purposes of information management, 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 2015 (07/01/2014 – 06/30/2015). 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 32,950 ambulance dispatches during the fiscal year for Eugene Springfield Fire.

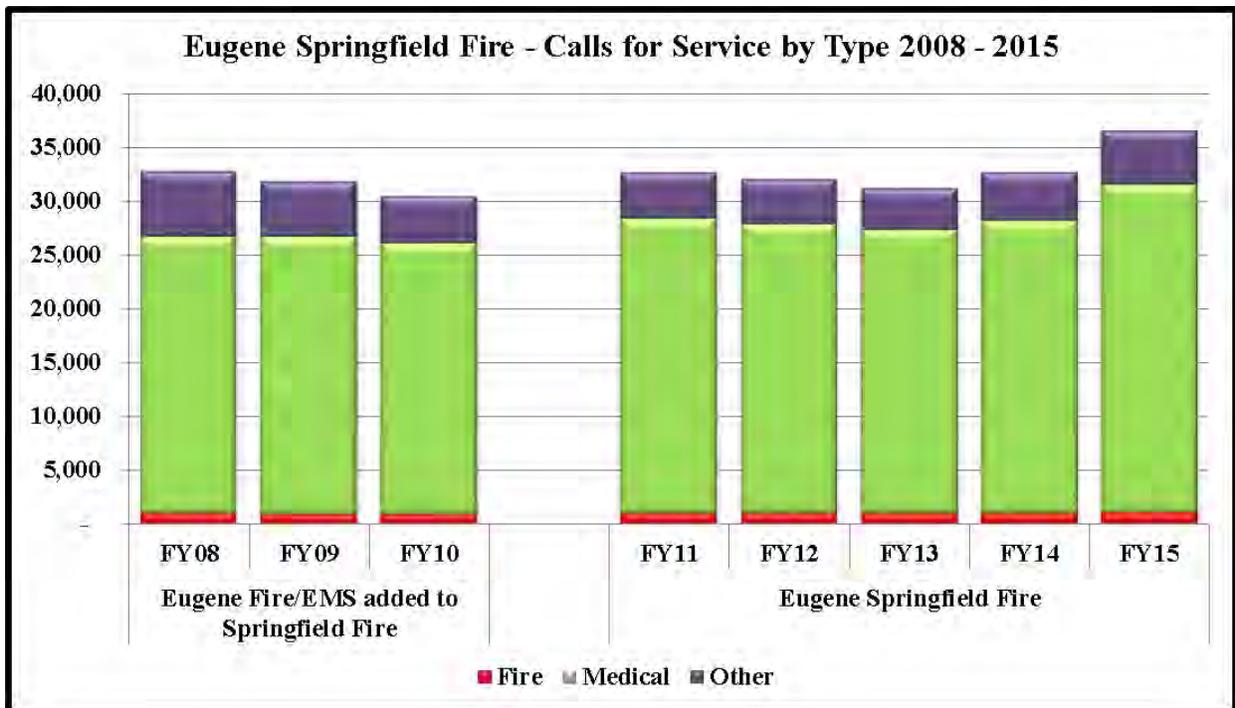
Calls for Service by Call Type



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. In FY 2015, however, call load continued to increase, with a marked increase in medical calls.



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 2015 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 4,600 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 Fire Marshals Association
- 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
- Alpha Phi Sorority



**EUGENE
SPRINGFIELD**



FIRE