

EUGENE SPRINGFIELD FIRE



WORK PLAN

July 2014 – June 2018

Updated as of June 30, 2015

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EXECUTIVE SUMMARY

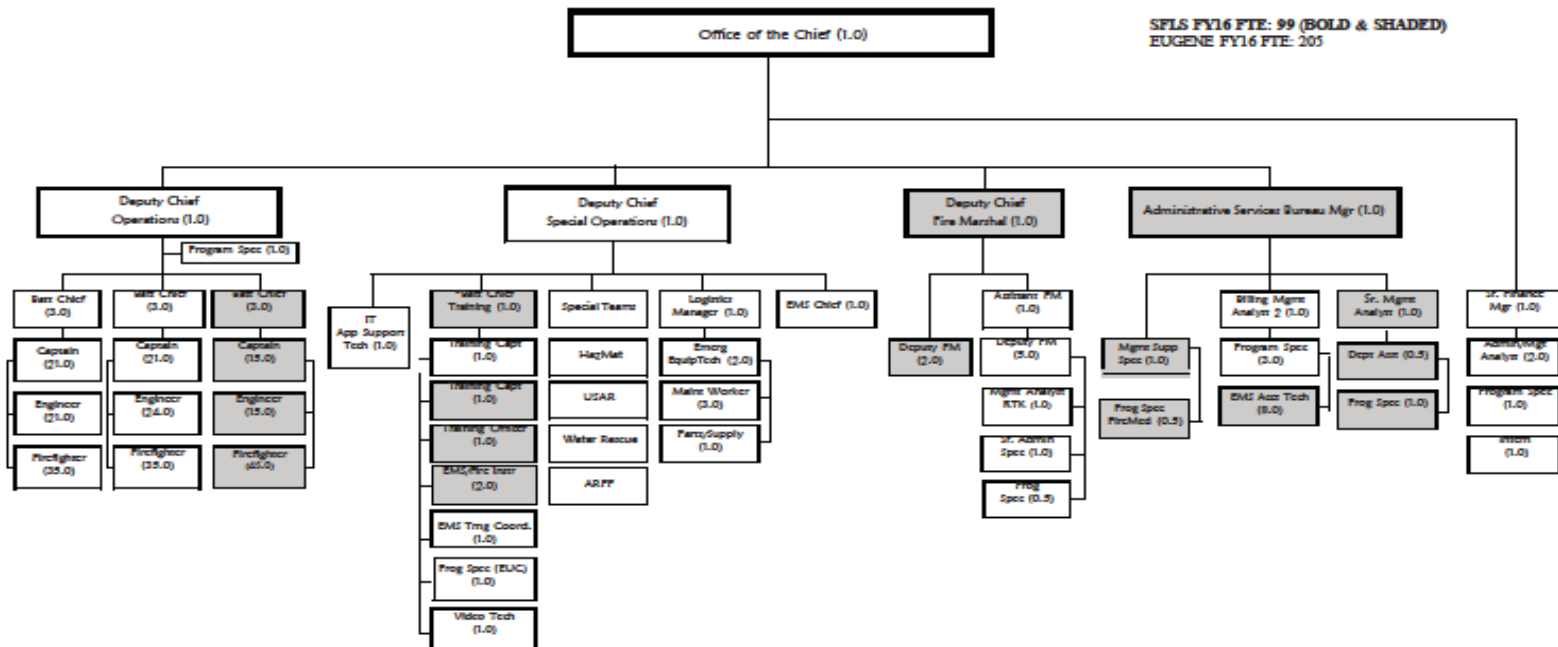
This work plan is a companion document to the strategic plan for Eugene Springfield Fire for the four-year performance period of July 2014 through June 2018, submitted to both Eugene and Springfield City Councils, and is charting the course of the department over the next four fiscal years. The goals and objectives identified in the strategic plan provide the framework for this work plan, where critical tasks and measures are included, by which we measure our progress towards achieving those goals and objectives.

This combined work plan is a dynamic document, which is continually updated as critical tasks and measures are modified and/or completed. In addition, progress towards achieving the strategic goals and objectives is detailed in Work Plan Performance Reports, which contain ongoing performance reporting information, and are completed and posted to the department website biannually.



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Eugene Springfield Fire Department IGA Organizational Chart



* Currently serving as a BC in Operations

Updated Apr 1, 2015



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GOAL A

Develop and Maintain a Competent and Capable Workforce with Focused Successorship Development Representing the Communities We Serve

Springfield Council Goals:	<ul style="list-style-type: none"> • Provide Financially Responsible and Innovative Government Services • Foster an Environment that Value Diversity and Inclusion
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- Objective A-1: Continue to promote cultural competency and awareness of the current workforce.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Discuss recruitment, selection and retention topics at Metro JLMRC meeting to strategize inclusion of underrepresented groups. **Time: Quarterly, Monthly**
 - Regularly attend the Eugene Equity and Human Rights Board meetings and share information with all personnel. **Time: Monthly, Ongoing**
 - Regularly attend Springfield Inclusion and Diversity Task Team meetings as they are scheduled and share information with all personnel. **Time: Ongoing, as scheduled**
 - Encourage all work group personnel to attend training or participate in community events that have a diversity, equity, and/or human rights focus. **Time: As scheduled**
 - Ensure that all work group personnel display awareness of the two cities and department diversity and cultural competency goals and actively participate in creating and maintaining a respectful work environment. **Time: Ongoing**
 - Identify cultural awareness and competency needs for the department and research instructional programs and speakers that meet those identified needs. **Time: Ongoing**
 - Continue to support the annual Young Women’s Fire Camp. **Time: Annually**



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- Objective A-2: Continue to engage underrepresented populations in the fire and emergency medical services industry.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Report on progress towards goals to address underutilization areas (Service Maintenance – Female) identified in the City of Eugene’s Affirmative Action Plan. **Time: Ongoing**
 - Host leadership opportunities that promote diversity in fire and emergency medical services. **Time: Ongoing**
 - Follow-up and connect with potential job candidates that contact us with employment interest. **Time Ongoing**
 - Develop strategies to ensure inclusion of underrepresented populations while addressing areas of recruitment, selection and retention, community outreach, and internal education. **Time: Ongoing**
 - Provide opportunities for underrepresented populations to interact with personnel from Eugene Springfield Fire on various activities. **Time: Ongoing**
 - Work with various agencies to gain access to underrepresented populations. **Time: Ongoing**
 - Continue to refine and support the process to engage Paramedic graduates, high school students, young adults, and youth from underrepresented populations to consider fire and emergency medical services careers. **Time: Ongoing**
 - Encourage qualified personnel to participate in the Chief Officer Development Program (CODP), Company Officer Develop Program (ODP), Engineer Development Program (EDP), and Deputy Fire Marshal Development Program (DFMDP). **Time: Ongoing**



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- Objective A-3: Continue to enhance recruitment that is representative of the communities we serve.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Continue to support and expand a Mentorship Program to provide feedback to potential employees regarding successful skills for fire service employees. **Time: Ongoing**
 - Utilize volunteers from the community’s senior population as appropriate. **Time: Ongoing**
 - Access and utilize City of Springfield’s interpreters. **Time: Ongoing**
 - Continue to support high school career days twice each year to promote fire and emergency medical career paths for local high school students. **Time: Semiannually**
 - Continue to promote and support the Young Women’s Fire Camp to allow underrepresented populations the opportunity to learn more about a potential career in the fire service. **Time: Annually**



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- Objective A-4: Continue to enhance accessibility for non-English speaking members of the community.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Work in collaboration with the City of Eugene’s Equity and Human Rights Board and Public Information Team to develop and implement outreach to underrepresented populations. **Time: Ongoing**
 - Produce public education materials in languages other than English and make them available for non-English speaking members of the community. **Time: Ongoing**
 - Explore interpretation technology software options for use in the field. **Time: Ongoing**



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- Objective A-5: Maintain attendance at high school and college career days in conjunction with school career fairs while pursuing funding to support a career preparation program.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Continue to support a teen career day outreach program to provide high school students with a day of exposure to careers in fire and emergency medical services and a concurrent job fair. **Time: Biannually, Ongoing**
 - Participate in the Springfield Rotary Student Government Day event. **Time: Annually, as Scheduled**
 - Participate in high school career fairs. **Time: Ongoing**
 - Participate in college career fairs when made available to us. **Time: Ongoing**
 - Continue to partner with other organizations for career preparation programs. **Time: Ongoing**
 - Continue the outreach strategy to engage Paramedic graduates, high school students, young adults and youth from underrepresented populations to consider fire and emergency medical services careers. **Time: Ongoing**



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- Objective A-6: Support growth and development of all personnel.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Extend applicable training and learning opportunities to administrative and support personnel (e.g.: access to Rosetta Stone language learning software, NIMS ICS classes, AED and CPR Training). **Time: Ongoing**
 - Encourage qualified personnel to participate in the Chief Officer Development Program (CODP), Company Officer Development Program (ODP), Engineer Development Program (EDP) and Deputy Fire Marshal Development Program (DFMDP). **Time: Ongoing**
 - Encourage all personnel in their professional development needs by supporting appropriate training opportunities. **Time: Ongoing**



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- Objective A-7: Automate and maintain auditable sworn personnel training records and annually evaluate status of qualifications and successorship readiness.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Create custom reports in Firehouse Records Management system (DPSST, FMO Certs, etc.) and ensure they are analyzed on an annual basis for accuracy and comprehensiveness. **Time: Annually**
 - Ensure that the Training Section provides trainings for targeted areas in each training cycle. **Time: Annually**
 - Ensure that the Training Section reviews all employee records for the appropriate level of NIMS compliance on an annual basis. **Time: Annually**
 - Ensure that safety training reports (Respiratory safety, OSHA 300, etc.) are run and analyzed, at least on an annual basis, for accuracy and comprehensiveness. **Time: Annually**
 - Ensure that Officer Development (ODP) and Engineer Development (EDP) Program reports are run, at least on an annual basis, for accuracy and comprehensiveness. **Time: Annually**



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- Objective A-8: Pursue funding opportunities to support training and career development programs.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Continue to pursue funding opportunities and strategic partnerships to support training and career development programs (Cadet Program, etc.). **Time: Ongoing**
 - Research possible grant and funding opportunities that support training and career development programs throughout the department. **Time: Ongoing**



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- Objective A-9: Continue to operate, refine and expand the Training Simulation program.
- Lead Reporting Responsibility: **Deputy Chief Operations, Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Continue moving towards the insourcing of revenue by the sale of services, such as training service, provided by the department (Blue Card, CTC, Driving Simulator, etc.). **Time: Ongoing**
 - Continue to refine a procedure to process, track and allocate revenue generated from the sale of services provided by the department. **Time: Ongoing**
 - Continue to work towards creating a Regional Training Center at the 2nd and Chambers campus to provide a revenue stream for the department. **Time: Ongoing**



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- Objective A-10: Maintain required certification levels for all employees.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Ensure certification reports out of Firehouse Records Management System are run and analyzed on at least an annual basis. **Time: Annually**
 - Work towards creating a Training Dashboard that shows the current training status of an employee, including hours completed for the training cycle, at any given time. **Time: Ongoing**
 - Continue to support the International Association of Fire Chiefs (IAFC) and the International Association of Firefighters (IAFF) on the Wellness-Fitness Initiative (WFI) for Shift Operations personnel to reduce the risk of on-duty injuries and death. **Time: Ongoing**
 - Encourage fitness and wellness programs for all employees. **Time: Ongoing**
 - Maintain compliance with the American’s with Disability Act (ADA). **Time: Ongoing**
 - Identify training programs, costs, availability and applicability. **Time: Ongoing**
 - Identify, assess and implement all applicable OSFM and DPSST certification criteria, OSHA and FAA requirements and NFPA recommendations. **Time: Ongoing**



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- Objective A-11: Continue to conduct annual performance evaluations with all personnel. Fire Marshal’s Office personnel will have performance evaluations passed on Fire Marshal’s Office Standard Evaluation Guidelines.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Hold in-person review of performance to discuss what employee is doing well, suggestions for improvement, upcoming year’s training goals and areas for development. **Time: Annually**
 - Research and evaluate performance evaluation program solutions. **Time: Ongoing**



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GOAL B

Goal B: Continue the Proactive Refinement of the Ambulance Transport System

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- Objective B-1: Continue to look for ways to better align skilled resources with appropriate call type.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services, Senior Staff**
- Critical Tasks and Measures:
 - Continue partnership with contractual ambulance service to provide non-emergency, non-immediate transport services. **Time: Ongoing**
 - Continue partnership with air medical service company to provide emergency air medical services as part of the efforts in working towards the longer term vision of developing a regional fire, rescue and emergency medical services delivery system. **Time: Ongoing**
 - Collaborate with other Central Lane transport agencies to better align skilled resources with call type. **Time: Ongoing**
 - Meet with Directors of existing social service programs to develop collaborative working relationships and to identify better ways to utilize existing social service providers. **Time: Ongoing**
 - Continue to look for ways to better align skilled resources with call type and assess alternative service delivery models for low-skill calls that tie up emergency responses. **Time: Ongoing**
 - Evaluate and update organizational policies and procedures regarding service areas. **Time: Ongoing**
 - Work with Central Lane Communication Center to improve call receiving triage system. **Time: Ongoing**
 - Research prehospital care alternative service delivery systems. **Time: Ongoing**



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GOAL B

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- Objective B-2: Continue to assess and implement as appropriate, alternate service delivery models for low priority calls that tie up emergency resources.
- Lead Reporting Responsibility: **Deputy Chief Operations**
- Critical Tasks and Measures:
 - Continue to staff and deploy units as efficiently and effectively as possible to provide excellent service to all the citizens of both cities. **Time: Ongoing**
 - Continue to look for efficiencies, cost savings, and supplemental funding sources. **Time: Ongoing**
 - Continue to assess and report on the status of the Ambulance Transport Fund (ATF) while continuing collaborative efforts with Eugene Police Department and Central Lane Communications Center to refine an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols. **Time: Ongoing**



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- Objective B-3: Continue to work with elected officials for long term funding options to ensure viability of the system for the future while continuing to improve service levels.
- Lead Reporting Responsibility: **Chief of Department**
- Critical Tasks and Measures:
 - Continue to work with elected officials as they are available and as warranted by the system’s funding situation. **Time: Ongoing**
 - Provide periodic ATS reports to either City Council as directed or requested. **Time: Ongoing**
 - Continue to look for, and asses, other models that produce efficiencies. **Time: Ongoing**



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- Objective B-4: Continue to identify and implement efficiencies within the ambulance enterprise system.
- Lead Reporting Responsibility: **Chief of Department, Administrative Services Director**
- Critical Tasks and Measures:
 - Maximize revenue by continuing the Ambulance Billing services for other service areas. **Time: Ongoing**
 - Continue to look for efficiencies and cost savings. **Time: Ongoing**
 - Reorganize and realign staff in all areas of the department in order to increase efficiencies and reduce costs. **Time: Ongoing**
 - Work with area hospitals and medical personnel to maintain current efficiencies and continue to work to align medical protocols for efficiency, accuracy and alignment. **Time: Ongoing**
 - Continue to order emergency medical supplies as efficiently as possible and continue to take advantage of bulk pricing opportunities. **Time: Ongoing**



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GOAL C

Goal C: Maintain Existing Department and Community Standards and Measures

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- Objective C-1: Produce biannual and annual reports to show measures of performance-based service objectives and post reports to the department website.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 - Report on City of Springfield Strategic Plan goal targets: **Time: Annually**
 - Report on progress towards Standards of Response Coverage service level goals. **Time: Ongoing, Annually**
 - Compile data to be included in the Statistics Report (including ASA statistics in compliance with Lane County Code Chapter 18) and issue report. **Time: Ongoing, Quarterly**
 - Senior Staff to report on the status of critical tasks and measures and update the Work Plan. **Time: Ongoing, Semiannually**
 - Select measures and goals to be included in the Annual Report and issue report. **Time: Ongoing, Annually**
 - Select items to be included in Eugene and Springfield State of the City presentations and submit items for consideration by both Mayors and City Managers. **Time: Ongoing, Annually**
 - Perform ongoing review of SOPs. **Time: Ongoing,**
 - Maintain Exempt Status through the Oregon State Fire Marshal’s Office. **Time: Ongoing, Every two years (report annually to OSFMA)**
 - Produce and distribute reports on a semiannual basis and post publicly. **Time: Semiannually**
 - Maintain current Sustainability and Environmental Management Practices and post publicly. **Time: Ongoing**



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- Objective C-2: Continue to evaluate response coverage and adjust to maintain optimal response reliability, while considering future growth and expansion.
- Lead Reporting Responsibility: Deputy Chief Operations
- Critical Tasks and Measures:
 - Review monthly reports on levels of service. **Time: Ongoing, Monthly**
 - Review and assess for needed changes in response time performance. **Time: Ongoing, Semiannually**
 - Develop recommendations for addressing problem areas. **Time: Ongoing, Annually**
 - Implement new strategies as available resources allow. **Time: Ongoing**
 - Provide cooperative input on plan review and comment on all Transportation Plan initiatives and proposed long-range planning proposals by both City's Public Works and Planning and Development Departments. **Time: Ongoing**



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GOAL C

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- Objective C-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.
- Lead Reporting Responsibility: **Deputy Chief Operations**
- Critical Tasks and Measures:
 - Update sprinkler/FDC information list carried in QAP books on all apparatus. **Time: Ongoing**
 - Continue development of the QAP process. **Time: Ongoing**
 - Work to identify CAD system software support to generate and perform QAP/CAD drawings. **Time: Ongoing**
 - Create a fire code required electronic plan submittal process for pre-emergency plans. **Time: Ongoing**



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- Objective C-4: Maintain an Insurance Services Office (ISO) Class 3 rating while progressing towards attaining a Class 2 rating.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services, Fire Marshal, Senior Staff**
- Critical Tasks and Measures:
 - Continue monitoring of service measures contained in Standards of Response Coverage. **Time: Ongoing, Quarterly**
 - Report annually on percentage of line employees meeting ISO requirements for training and drills (Baseline: 70%). **Time: Ongoing, Annually**
 - Report on compliance with ISO requirements. **Time: Ongoing, Site Visit Once Every Seven to Ten Years**
 - Continue to explore technical solutions to address issues identified by ISO for Eugene and Springfield in the Central Lane Communications Center. **Time: Ongoing**
 - Continue work to address deficiencies previously identified by ISO. **Time: Ongoing**
 - Use the Community Risk Reduction Score criteria to develop targets for Fire Marshal’s Office activities in order to increase overall departmental ISO score. **Time: Ongoing**



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- Objective C-5: Monitor and maintain compliance with applicable federal and state safety, fire service, airport rescue firefighting and hazardous materials response regulations, in addition to confined space requirements and regulations.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Report on compliance with ISO requirements. **Time: Ongoing, Site Visit Once Every Seven to Ten Years**
 - Continue to monitor and comply with applicable federal and state requirements and regulations. **Time: Ongoing**
 - Maintain compliance with FAR 139¹ for the airport station (Station 12). **Time: Annually**

¹ http://www.faa.gov/airports/airport_safety/part139_cert/



GOAL C

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- Objective C-6: Maintain required federal and state emergency medical service requirements.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Report on compliance with the Department of Health & Human Services standards and measures. **Time: Ongoing, Quarterly**
 - Renew ambulance service license. **Time: 4th Quarter, Annually**
 - Meet all requirements for recertification of all EMT personnel. **Time: 4th Quarter, Biannually**
 - Provide all personnel with Health Insurance Portability and Accountability Act (HIPAA) information and required training. **Time: Ongoing**
 - Complete regular Centers for Medicare & Medicaid Services Clinical Laboratory Improvement Amendments (CLIA) Waivers. **Time: Ongoing**
 - Review policies and procedures to monitor emergency medical service programs to ensure compliance with all federal and state requirements. **Time: Ongoing**
 - Maintain compliance with all federal ambulance service regulations. **Time: Ongoing**



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- Objective C-7: Continue to maintain DPSST Certificate of Accreditation.
- Lead Reporting Responsibility: **Deputy Chief of Strategic Services, Fire Marshal**
- Critical Tasks and Measures:
 - Report on compliance with DPSST certification criteria. **Time: Ongoing, Biannually**
 - Continue Fire Marshal’s Office Training DPSST Certificate of Accreditation. **Time: Annually**



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- Objective C-8: Continue to provide input and participate in land use planning, development and construction processes of the jurisdiction.
- Lead Reporting Responsibility: Fire Marshal
- Critical Tasks and Measures:
 - Ensure the built environment is designed and constructed with community and firefighter safety in mind. **Time: Ongoing**
 - Provide fire department plan review, construction inspection and final fire department recommendation for occupancy on all new construction projects within the urban growth boundaries of Eugene and Springfield. **Time: Ongoing**
 - Ensure land use planning is conducted with everyone’s safety in mind. **Time: Ongoing**
 - Ensure transportation systems plan reviews are conducted with everyone’s safety in mind. **Time: Ongoing**
 - Create a transportation system design review process to ensure Fire Department input on all street design and redesign projects to consider potential fire system response degradation and fire ground operational capability. **Time: Ongoing**
 - Ensure water supply systems are built with everyone’s safety in mind. **Time: Ongoing**



GOAL C

Goal C: Maintain Existing Department and Community Standards and Measures

Springfield Council Goals:	<ul style="list-style-type: none"> • Provide Financially Responsible and Innovative Government Services • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Fair, Stable and Adequate Financial Resources

- Objective C-9: Maintain a safe built environment utilizing fire code requirements.
- Lead Reporting Responsibility: **Fire Marshal**
- Critical Tasks and Measures:
 - Maintain a code enforcement program in compliance with applicable fire protection laws. **Time: Ongoing**
 - Continue to work collaboratively with both Eugene and Springfield Building Officials. **Time: Ongoing**
 - Develop and maintain an SOP that describes the method of issuance of Certificates of Occupancy, Certificates of Compliance or temporary Certificates of Occupancy. **Time: 12/01/15**
 - Ensure the built environment is safe for everyone in our communities. **Time: Ongoing**
 - Maintain a Fire Protection Systems (FPS) Program. **Time: Ongoing**
 - Assess and refine occupancy inspection priorities. **Time: Ongoing**
 - Maintain programs for the following core function areas of the Eugene Springfield Fire Marshal’s Office. **Time: Ongoing**
 - Complaints.
 - Licensed Facility Inspections.
 - I-Occupancy Inspections.
 - Schools.
 - Greek.
 - Operational Permits (including Hazardous Materials Permits).
 - Special Events.
 - Fire Code Adoption.
 - Fire Protection Systems.
 - Land Use Planning and Development.
 - Building Department.
 - Fire Investigations.
 - National Fire Incident Reporting System (NFIRS) Q.A.



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- Juvenile Firesetters.
- Emergency Management.
- Public Education (including Greek).
- Eugene Toxics Right-to-Know Program.



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GOAL C

Goal C: Maintain Existing Department and Community Standards and Measures

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- Objective C-10: Meet criteria to maintain State Fire Marshal Exemption Status and start work to merge Exemption Statuses.
- Lead Reporting Responsibility: **Fire Marshal**
- Critical Tasks and Measures:
 - Maintain Oregon State Fire Marshal’s Office competency to meet exemption requirements. **Time: Ongoing**
 - Improve process for tracking competencies. **Time: late 2015**
 - Complete and submit annual report to Oregon State Fire Marshal’s Office. **Time: March 1st of Every Year**
 - In the event the Eugene Springfield Fire Marshal’s Office ceases to be exempt, all exemption-related records must be maintained in accordance with the Records Retention Schedule of the Secretary of State Archives Division. **Time: Ongoing, if necessary**



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GOAL C

Goal C: Maintain Existing Department and Community Standards and Measures

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- Objective C-11: Foster a culture of excellence in the Fire Marshal’s Office by working towards meeting all exemption and ISO criteria as part of the baseline for industry best practices.
- Lead Reporting Responsibility: **Fire Marshal**
- Critical Tasks and Measures:
 - Maintain a code enforcement program in compliance with applicable fire protection laws. **Time: Ongoing**
 - Create a report that tracks the number and types of inspections completed in the last 12 months by category. Review report annually. **Time: Ongoing**



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GOAL D

Goal D: Develop and Maintain Collaborative Strategic Partnerships while Expanding Community Outreach

Springfield Council Goals:	<ul style="list-style-type: none"> • Encourage Economic Development and Revitalization through Community Partnerships • Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Sustainable Development • Fair, Stable and Adequate Financial Resources

- Objective D-1: Continue to maintain strong strategic relationships with our regional partners.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Continue to maintain a strong working relationship with air ambulance providers, as part of the efforts in working towards the larger vision of developing a regional fire, rescue and emergency medical services delivery system. **Time: Ongoing**
 - Maintain active participation and strengthen relationship with the Lane Fire Defense Board. Look for and pursue opportunities for joint mutually-beneficial ventures. **Time: Ongoing**
 - Continue to develop and maintain County Standard Operating Procedures with member agencies of the Lane Fire Defense Board.
 - Continue work with the Lane Fire Defense Board to further develop a comprehensive strategic plan for Lane County fire service radio and data operability, and interoperability.
 - Continue to develop an SOP for Base 1 procedures to include a Resource Unit Leader during major alarm operations.
 - Look for and pursue opportunities to strengthen relationships and partnership opportunities with other Eugene and Springfield City Departments by maintaining employee presence in department and city processes. **Time: Ongoing**
 - Increase connections with local community groups. **Time: Ongoing**
 - Maintain good working relationship with Looking Glass Youth and Family Services to continue participation in the Project Safe Place Program. **Time: Annually, Ongoing**



- Take an active role at County, Regional, State, and Federal levels through affiliations and associations. **Time: Ongoing**
 - Oregon Fire Chiefs' Association (OFCA)
 - State of Oregon's Public Safety Answering Point (PSAP) Consolidation Task Force Subcommittee
 - Oregon Office of the State Fire Marshal (OSFM)
 - Exemption Committee
 - State Fire Code Committee
 - Oregon Fire Instructors' Association (OFIA)
 - Oregon Health Division
 - Oregon State Ambulance Association (OSAA)
 - Oregon Fire Medical Administrators Association (OFMAA)
 - Strategic Services Venues
 - Oregon State EMS Committee
 - EMT Certification and Discipline Subcommittee
 - Oregon Wireless Interoperability Network (OWIN)
 - Oregon State HazMat Overhead Teams
 - South Willamette Instructors Fire Trainers Association (SWIFTA)

- Attend and participate in annual community events. **Time: Ongoing**

- Involve operations personnel in fire prevention related outreach efforts. **Time: Ongoing**

- Provide station tours, crew visits, ride alongs, and neighborhood presentations. **Time: Ongoing**



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- Objective D-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services, Deputy Chief Operations**
- Critical Tasks and Measures:
 - Actively seek opportunities to partner with strategic partners and private industry organizations to identify funding and work towards completion of the training prop area. **Time: Ongoing, FY16**
 - Training prop area will include continuing development of the following components:
 - Simulation Lab (CTC)
 - Driving Simulation Lab
 - Tank Farm
 - Tunnel System (Completed)
 - Collapse Prop
 - Loading Dock Prop
 - Partner with area community colleges to develop a regional EMT-Basic and EMT-Intermediate curriculum. **Time: Ongoing**
 - **Partner with LCC to develop a fire science degree with an Officer Training portion that can be completed at our training facility. FY16**
 - Invite all automatic and mutual aid responders to training classes; in order provide them with opportunities to better meet state and federal training requirements. **Time: Ongoing**
 - **Partner with out of area agencies to deliver fire command level training either at our facility or as instructors at their facilities. FY16**
 - Conduct live burns with Lane County and state-wide strategic partners. **Time: Ongoing**



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- Collaborate with the Department of Homeland Security and the Oregon State Fire Marshal's Office (OSFM) to conduct regional and state-wide Hazardous Materials training. **Time: Ongoing**
- Conduct regional and state-wide EMS Training classes. **Time: Ongoing.**
- Continue to work closely with other Metro response partners to develop regional table-top exercises and joint training programs. **Time: Ongoing**
- Collaborate with other Metro response partners to apply for Homeland Security grant funding to support regional table-top exercises and joint training programs. **Time: Ongoing**
- Encourage Shift Operations personnel to attend classes through the National Fire Academy. **Time: Ongoing**
- Conduct seminars and workshops collaboratively with strategic partners. **Time: Ongoing**
- Collaborate with South Willamette Instructors Fire Training Association (SWIFTA) by providing the burn facility and drill grounds for training, as well as providing classrooms for workshops and seminars. **Time: Ongoing**
- Collaborate with neighboring jurisdictions on equipment and supplies procurement, as well as other service elements, and work to pool resources and order equipment and supplies as a single unit. **Time: Ongoing**
- Collaborate with neighboring jurisdictions to develop Metro and County-wide Medical Protocols.). **Time: Ongoing**
- House a Department of Public Safety Standards and Training (DPSST) representative with a fire, life safety and emergency medical services background at the ESC Campus to be available for instructing courses. **Time: Ongoing**
- Provide training and certification opportunities for all Deputy Fire Marshals to substantiate that they are reasonably qualified to conduct cause, origin and circumstance investigations for all fires referred to the Fire Marshal's Office. **Time: Ongoing**



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- Objective D-3: Pursue funding opportunities to complete the training prop area.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Identify training prop area needs and actively pursue funding opportunities to support them. **Time: Ongoing**
 - Identify internal and external funding sources in order to provide new revenue streams. **Time: Ongoing**
 - Complete funding application processes for identified opportunities. **Time: Ongoing**
 - Administer funded programs as time and resources allow in order to increase branding, funding and support. **Time: Ongoing**
 - Maintain all training and personnel records to DPSST standards in order to remain in compliance with DPSST Accreditation. **Time: Ongoing, Biannually**



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- Objective D-4: Continue to address interoperability issues with other emergency response agencies.
- Lead Reporting Responsibility: **Deputy Chief Strategic Services, Deputy Chief Operations, Fire Marshal**
- Critical Tasks and Measures:
 - Continue to attend Regional Fire Dispatch meetings. **Time: Monthly**
 - Continue to be a participant on the Lane Fire Defense Board in order to address interoperability and other emergency response issues. **Time: Monthly**
 - Continue to meet with other strategic partners to address interoperability issues as they are identified (law enforcement, hospitals, public works, ambulance providers, etc.). **Time: Monthly**
 - Finalize and implement an in-building radio repeater system Technical Advisory that includes Fire and Police radio frequencies. **Time: 1st Quarter, FY16**



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- Objective D-5: Maintain contractual relationships with strategic partner.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Renew annual contracts with the strategic partners. **Time: Annually**
 - Continue to collaborate with strategic partners to increase communication around common areas of interest. **Time: Ongoing**



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- Objective D-6: Develop and maintain a comprehensive public education and public information program with all department divisions in order to expand community outreach and address identified community risks.
- Lead Reporting Responsibility: **Fire Marshal**
- Critical Tasks and Measures:
 - Update Public Education Plan to include Public Information. **Time: Late 2015**
 - Update the department’s Public Information Program SOP to include Public Education and reflect a merged organization. **Time: Late 2015**
 - Increase the use of Social Media. **Time: Ongoing**
 - Ensure pertinent employees report on station tours, classroom visits, ride alongs, and community presentations. **Time: Ongoing**
 - Coordinate Public Service Announcements. **Time: Ongoing**
 - Hold focus group meetings with appropriate stakeholders as needed. **Time: Ongoing**
 - Involve operations personnel in fire prevention related outreach efforts. **Time: Ongoing**



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GOAL E

Goal E: Strengthen Internal Relationships by Enhancing Communication within the Department

Springfield Council Goals:	<ul style="list-style-type: none"> • Strengthen Public Safety by Leveraging Partnerships and Resources • Foster an Environment that Values Diversity and Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Sustainable Development

- Objective E-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., CESHARE, Firehouse, Elog, Formal Communications, etc.).
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Conduct regular meetings with work group personnel. **Time: Ongoing, Weekly, Monthly and Quarterly**
 - Conduct regular meetings that include all section personnel. **Time: Ongoing, Monthly**
 - Conduct regular meetings that include all division level personnel. **Time: Ongoing, Quarterly**
 - Encourage all personnel to participate in Eugene’s All City employee meetings and Springfield’s All City In-forums. **Time: Ongoing, as scheduled**
 - Complete annual performance evaluations for all work group personnel. Annual performance reviews will include written evaluations, employee input and in-person conversations to review accomplishments, goals and expectations. **Time: Ongoing, Annually**
 - Research new technology for potential use while expanding current electronic communication options, and implement new tools and/or systems as they become available. **Time: Ongoing**



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- Objective E-2: Strengthen relationships between operations, fire prevention, support services and administrative services personnel.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Plan and organize events to include all personnel to allow time for networking and team building (e.g., Department Picnic, holiday potluck, pool party, etc.). **Time: Annually**
 - Provide opportunities for all personnel to participate in special projects as well as opportunities to participate in community events. **Time: Ongoing**
 - Invite Other Division Managers to attend Fire Marshal’s Office Staff meetings. **Time: Twice Annually**



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- Objective E-3: Conduct regular meetings with all work groups.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Conduct effective Senior Staff meetings. **Time: Ongoing, Weekly**
 - Conduct effective Administrative Services Division meetings. **Time: Ongoing, Weekly**
 - Conduct effective Fire Marshal’s Office Division meetings. **Time: Ongoing, Weekly**
 - Conduct effective Safety Committee meetings. **Time: Ongoing, Monthly**
 - Conduct effective Joint Labor/Management Relations Committee meetings. **Time: Ongoing, Monthly**
 - Conduct effective Fire Administration meetings. **Time: Ongoing, Bimonthly**
 - Conduct effective Training Department meetings. **Time: Ongoing, Monthly**
 - Conduct effective Logistics Department meetings. **Time: Ongoing, Monthly**
 - Conduct effective Chief Officer Operations Division meetings. **Time: Ongoing, Monthly**



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- Objective E-4: Provide all personnel with links to meeting notes.
- Lead Reporting Responsibility: **Operations Chief**
- Critical Tasks and Measures:
 - Post Safety Committee meeting minutes on the shared server. **Time: Monthly**
 - Ensure that monthly Operations meeting notes are provided to Battalion Chiefs for department dissemination. **Time: Monthly**



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- Objective E-5: Maintain strong collaborative working relationships with AFSCME, IAFF and SEIU.
- Lead Reporting Responsibility: **Chief of Department**
- Critical Tasks and Measures:
 - Maintain monthly Joint Labor Management Committee meetings with IAFF. **Time: Ongoing**
 - Communicate periodically and as needed with SEIU and AFSCME. **Time: Ongoing**
 - Seek opportunities to work collaboratively with all labor organizations representing department employees. **Time: Ongoing**
 - Communicate changes to entire department as they are being planned and considered. **Time: Ongoing**



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GOAL F

Goal F: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services by Promoting Economic Prosperity

Springfield Council Goals:	<ul style="list-style-type: none"> • Provide Financially Responsible and Innovative Government Services • Encourage Economic Development and Revitalization through Community Partnerships • Strengthen Public Safety by Leveraging Partnerships and Resources
Eugene Council Goals:	<ul style="list-style-type: none"> • Sustainable Development • Fair, Stable and Adequate Financial Resources

- Objective F-1: Continue to research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards and community needs.
- Lead Reporting Responsibility: **Administrative Services Director**
- Critical Tasks and Measures:
 - Perform internal quality assurance audits on ambulance billing to ensure the departments are billing for the appropriate level of service being provided. **Time: Monthly Review, Quarterly Reports**
 - Evaluate need to increase ambulance fees for service. **Time: Annually**
 - Evaluate need to add additional fees for other services. **Time: Ongoing**
 - Seek additional funding opportunities to support ambulance transport services. **Time: Ongoing**
 - Maintain organizational policies regarding the ASA service area. **Time: Ongoing**
 - Update Ambulance Transport Fund with new information as it becomes available. **Time: Ongoing**



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GOAL F

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- Objective F-2: Pursue funding opportunities to support known and anticipated infrastructure, program area and equipment needs of the department.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Report on progress towards addressing funding for Springfield’s fifth fire station. Move the fifth Springfield fire station from the serial levy to more stable funding support. **Time: Ongoing, Annual**
 - Complete a multi-year Financial Plan. **Time: Annually, Eugene Information due each September**
 - Identify infrastructure, program area and equipment needs and the funding opportunities to support them. **Time: Ongoing**
 - Continue to seek grant funding sources. **Time: Ongoing**
 - Identify internal and external funding sources in order to provide new revenue streams. **Time: Ongoing**



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- Objective F-3: Continue to strengthen relationships with contract districts while ensuring that revenue meets or exceeds contractual costs.
- Lead Reporting Responsibility: **Administrative Services Director**
- Critical Tasks and Measures:
 - Report annually on fire contracts value to General Fund. **Time: Annually**
 - Meet annually with fire contract board members. **Time: Annually**



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- Objective F-4: Continue to evaluate the viability and optimization of the FireMed membership program.
- Lead Reporting Responsibility: **Administrative Services Director**
- Critical Tasks and Measures:
 - Evaluate FireMed revenues, expenditures, and membership transport write offs to assure the program remains financially viable. **Time: Ongoing**
 - Evaluate need for and implement rate increases. **Time: Ongoing**
 - Update organizational policies regarding this service area. **Time: Ongoing**



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- Objective F-5: Evaluate single business system models.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Continue to look for efficiencies for the merged ambulance billing functions. **Time: FY16**
 - Assess and evaluate Logistic supply, order, distribution and maintenance services for outside agencies. **Time: FY16**
 - Continue development of simulation based training that can support in-source opportunities from outside agencies. **Time: Ongoing**
 - Assess and evaluate joint enterprise opportunities. **Time: Ongoing**



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- Objective F-6: Explore probability of single governance model for department.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Initiate conversations around developing a common department budget. **Time: FY16**
 - Develop best outcomes for a single governance model. **Time: FY16/17**
 - Identify and evaluate single governance models. **Time: FY16/17**
 - Initiate conversations with both cities’ management around the idea of a single governance model. **Time: FY16/17**



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GOAL G

Goal G: Promote an Integrated Organizational Culture Consistent with Organizational Values

Springfield Council Goals:	<ul style="list-style-type: none"> Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality Foster an Environment that Values Diversity and Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> Safe Community Effective, Accountable Municipal Government

- Objective G-1: Promote a new and integrated organizational culture that promotes service and safety, while embodying the ideas of the communities we serve.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Completed full Operations integration, stabilize, support and maintain its operations, continuing to look for efficiencies. **Time: FY16**
 - Assess and evaluate opportunities for full administration integration. **Time: Late 2015/Early 2016**
 - Maintain collaboration with labor to help integrate organizational culture. **Time: Ongoing**



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- Objective G-2: Establish a common identity in the new merged department.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Ensure that all department communications reflect the department’s approved look with appropriate logos. **Time: Ongoing**
 - Continue transition to common apparatus color scheme as new apparatus and vehicles are acquired or refurbished. **Time: Ongoing**
 - Remark existing apparatus with new Eugene Springfield Fire logo. **Time: Ongoing, FY16**
 - Continue to move toward common uniforms, patch, badge, etc. **Time: Ongoing FY16**
 - Implement the transition plan to complete integration of new logos, uniforms, patches, badges, etc. **Time: Ongoing**



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- Objective G-3: Develop division strategic plans that fully integrate the department strategic plan.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Continue to monitor and update the Fire Marshal Office Strategic Plan and Work Plan. **Time: Ongoing**



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- Objective G-4: Continue to demonstrate every employee’s role in firefighter safety.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Ensure that each station/shift continues monthly Safety Meetings. **Time: Ongoing**
 - Maintain tracking system to ensure each station meets monthly and follow up on stations that are unable to meet. **Time: Monthly, Ongoing**



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- Objective G-5: Enhance the department’s role in evaluating and addressing community risk reduction.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Evaluate and assess risk associated with oil trains traveling through response area. **Time: FY16**
 - Maintain South Hills Fire Plan and further develop the Metro Urban Wildland Interface Plan while working with ODF and COE/COS Public Works on brush removal and risk reduction. **Time: Ongoing**
 - Continue to work with both COE and COS Emergency Management Offices to support emergency planning efforts in the metro area. **Time: Ongoing**
 - Continue to work with Lane County and the Oregon State Fire Marshal’s Office (OSFM) on emergency management preparedness and risk reduction efforts. **Time: Ongoing**



GOAL H

Goal H: Align Informational Technology to Meet our Service Delivery

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Eugene Council Goals:	<ul style="list-style-type: none"> • Sustainable Development • Effective, Accountable Municipal Government • Fair, Stable and Adequate Financial Resources

- Objective H-1: Work towards a common and integrated business system platform for all departmental functions.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Continue to enhance the Elog program as a roster management system for the department. **Time: Ongoing**
 - Conduct independent analysis of all IT department needs to determine best course of action for all software systems. **Time: Late 2015**
 - Continue to assess and look for efficiencies with the common operating model. **Time: FY16**
 - As fire administration moves towards consolidated model, assess and evaluate for further operating efficiencies. **Time: FY16/17**
 - Assess efficiencies in delivering services by using automation and site based delivery, and implement efficiencies as practical. **Time: Ongoing**



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- Objective H-2: Optimize the use of technology to reduce response times (e.g.: IP alerting, etc.).
- Lead Reporting Responsibility: **Deputy Chief Operations, Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Implement Automatic Vehicle Locator (AVL) functionality through the Computer Aided Dispatch (CAD) System. **Time: FY16**
 - Continue to Utilize AVL for Chief Officers to monitor apparatus locations to ensure adequate metro area coverage. **Time: Ongoing**
 - Alerting system upgraded to reflect NFPA 1221 Standard. **Time: FY16**
 - Include pre-alert tones to assist with NFPA response time compliance. **Time: FY16**



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- Objective H-3: Continue to seek advances in technology to enhance Electronic Patient Care Reporting (EPCR) and other electronic billing programs.
 - Lead Reporting Responsibility: **Administrative Services Director**
 - Critical Tasks and Measures:
 - Continue to seek efficiencies in process improvements and technology within the merged metro EPCR interface and ambulance billing. **Time: Ongoing**
 - Repurpose used Tough Books as spares to be available to all Battalions. **Time: Ongoing**



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- Objective H-4: Continue to align the ambulance billing processes to increase and enhance efficiencies and cost savings.
- Lead Reporting Responsibility: **Administrative Services Director**
- Critical Tasks and Measures:
 - Continue to seek efficiencies in process improvements and technology within the merged ambulance billing group. **Time: Ongoing**
 - Monitor and report on gross and net collection of transport revenues. **Time: Quarterly**



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- Objective H-5: Utilize the Records Management System (RMS) to evaluate and report on key measurements for service delivery.
 - Lead Reporting Responsibility: **Deputy Chief Operations**
 - Critical Tasks and Measures:
 - Develop method to periodically analyze RMS data to improve emergency and non-emergency response, patient care and the delivery of public education. **Time: Ongoing**
 - Complete periodic training record audits to ensure employee training requirements are being met. **Time: Ongoing**



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- Objective H-6: Continue to exploit technologies that promote virtual scenario based training.
- Lead Reporting Responsibility: **Deputy Chief Operations, Deputy Chief Strategic Services**
- Critical Tasks and Measures:
 - Add a work station to the Command Training Center (CTC). **Time: FY16**
 - Add more scenarios to driving simulator through the “Toolbox” that allows for scenario development. **Time: FY16**
 - Continue utilizing the Command Training Center to build on initial Incident Command certification skills. **Time: Ongoing**
 - To maintain area coverage, utilize iPad technology to deliver virtual scenario pod training at fire stations. **Time: Ongoing, FY15/16**



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- Objective H-7: Seek opportunities for advanced software and system developments through public and private strategic partnerships.
- Lead Reporting Responsibility: Senior Staff
- Critical Tasks and Measures:
 - Look at developing a working group to study public/private partnership for marketing Elog. **Time: FY16**
 - Assess and evaluate other software development possibilities that could support fire department operations, training and management, and determine marketability potential. **Time: Ongoing**
 - Continue to utilize Firehouse systems. **Time: Ongoing**



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- Objective H-8: Update and maintain the department’s website, including the FMO sub-site to improve customer service and information access.
- Lead Reporting Responsibility: **Senior Staff**
- Critical Tasks and Measures:
 - Review and update website to include information regularly requested. **Time: Ongoing**
 - Provide auto-link on Springfield’s website for Fire to Eugene Springfield Fire’s website, and add access to Springfield-specific FMO forms on Eugene Springfield Fire’s website. **Time: Late 2015**
 - Implement function on website to allow online bill payments and submitting applications for event permits online. **Time: First Quarter 2016**



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ACRONYMS

ADA	American's with Disability Act
AED	Automated External Defibrillator
AFSCME	American Federation of State, County and Municipal Employees
ASA	Ambulance Service Area
ATF	Ambulance Transport Fund
AVL	Automatic Vehicle Locator
CAD	Computer Aided Dispatch
COE	City of Eugene
COPD	Chief Officer Development Program
COS	City of Springfield
CPR	Cardiopulmonary Resuscitation
CTC	Command Training Center
DFMDP	Deputy Fire Marshal Development Program
DPSST	Department of Public Safety Standards and Training
EDP	Engineer Development Program
EMT	Emergency Medical Technician
EPCR	Electronic Patient Charting Report
ESC	Emergency Services Center
FAA	Federal Aviation Administration
FDC	Fire Department Connection
FMO	Fire Marshal's Office
FPS	Fire Protection System
HIPAA	Health Insurance Portability and Accountability Act
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
ICMA	International City/County Management Association
ICS	Incident Command System
ISO	Insurance Service Office
JLMRC	Joint Labor Management Relations Committee
MPDS	Medical Priority Dispatch System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
ODF	Oregon Department of Forestry
ODP	Officer Development Program
OSFM	Oregon State Fire Marshal
OSHA	Occupational Safety and Health Administration
QAP	Quick Access Plans
SEIU	Service Employees International Union
SOP	Standard Operating Procedures
WFI	Wellness-Fitness Initiative



EUGENE SPRINGFIELD



FIRE



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