

JEO 2

JOINT ELECTED OFFICIALS AGENDA ITEM SUMMARY

ACTION: FUNCTIONAL CONSOLIDATION OF FIRE DEPARTMENTS

Meeting Date: December 7, 2009
Department: Eugene Fire & EMS
Springfield Fire & Life Safety

Agenda Item Number: 2
Staff Contact: Randy Groves, Chief
Dennis Murphy, Chief

ISSUE STATEMENT

Based on a 2009 consulting firm report and internal analysis, the City Managers and Fire Chiefs are recommending initiation of preliminary steps for a functional consolidation of the Eugene and Springfield fire departments as a means of reducing costs and providing for metro-wide service efficiencies. The term "functional consolidation" refers to a consolidation of some of the administrative and support functions of the fire departments (similar to the 3-Battalion System now used in emergency response metro-wide). It is not a full merger of the departments, but is a series of incremental (though reversible) steps toward a full merger, assuming those steps prove successful.

BACKGROUND

In an era of financial challenge, new and creative solutions are necessary for sustaining core community services, particularly in fire, rescue, and EMS. To that end, plans now include initiation of steps that feature new and more efficient ways to provide services by skillfully combining the strengths of both fire departments through the use of multi-role, multi-skilled personnel and eliminating unnecessary duplication.

Preliminary efforts were initiated in June 2007 by effectively eliminating jurisdictional boundaries for the purposes of emergency fire, rescue, first-response EMS, hazardous materials and ambulance transport. The closest and most appropriate resource is dispatched, regardless of jurisdiction. This approach, known as the Three Battalion System, has resulted in faster initial response to emergencies as well as better backup coverage to ensure that a safe level of resources are available throughout the metro area. The only tangible cost has been in a limited amount staff time and the minimal cost of renumbering fire stations and vehicles into a single cohesive system.

Earlier this year, the two departments commissioned a study of potential further collaboration by Emergency Services Consulting International (ESCI). The study results were presented to elected officials in June, and discussed at a follow-up meeting in September.

In their report, the consultants concluded that circumstances are favorable for the two departments to combine their administrative and support functions. In particular, ESCI noted, several positions in both departments are either vacant or soon to be vacant, and could remain so under consolidation, producing significant savings. The total personnel cost avoidance at full implementation is forecast at \$851,275. Future savings realized through streamlined support operations and economies of scale would add to that number.

The consultants' report recommended that the departments transition from the current separate operations to a new combined organization, utilizing either a metro governance model through intergovernmental agreements or a special-purpose district model. At this time however, only initial steps toward a merger are proposed. During the first six-month period, these steps could be reversed with minimal impact.

The Executive Summary (Attachment 1) provides an overview of potential savings, issues to be addressed, and steps proposed by the departments to move toward a functional consolidation of administrative and support functions. A comparison budget (Attachment 2) shows the effect consolidation would have if it had been applied to the current budgets of both departments. Details of the focus areas for consolidation are also included (Attachment 3).

RELATED CITY VALUES

City of Eugene Value #1: Safe community.

City of Eugene Value #5: Fair, stable, and adequate financial resources.

Springfield City Council 5-Year Goal #1: Provide financially sound, stable city government.

Springfield City Council 5-Year Goal #2: Utilize resources efficiently and effectively to meet citizen needs for core services.

Springfield City Council 5-Year Goal #5: Enhance public safety in Springfield.

Springfield City Council 5-Year Goal #7: Partner with citizens and other public agencies to leverage resources.

ELECTED OFFICIAL OPTIONS

1. Continue separate operations (do nothing).
2. Authorize City Managers to take initial steps toward functional consolidation with follow up reports to determine future direction.
3. Authorize functional consolidation and full merger of departments.
4. Provide other direction.

CITY MANAGERS' RECOMMENDATION

Both City Managers recommend Option 2, preliminary functional consolidation, with a report back to elected officials in May or June 2010.

SUGGESTED MOTION

Motion to approve Option 2.

ATTACHMENTS

1. Summary of Functional Consolidation
2. Budget comparison with and without functional consolidation
3. Details of Functional Consolidation Focus Areas

FOR MORE INFORMATION

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MEMORANDUM

November 25, 2009

TO: Mayor Kitty Piercy and Eugene City Council Members
Mayor Sid Leiken and Springfield City Council Members

FROM: Eugene Fire & EMS Chief Randy Groves
Springfield Fire & Life Safety Chief Dennis Murphy

SUBJECT: **EXECUTIVE SUMMARY: METRO FIRE SERVICE CONSOLIDATION**

This document will provide an overview of the proposed initiation of functional consolidation of Eugene and Springfield Fire Departments. This is the first step towards merging two separate operations into a single sustainable organization that consultants and fire departments believe will improve service efficiency while saving money. If there is support from elected officials for further efforts, opportunities that exist today must be captured in the first six months to succeed, as critical personnel vacancies are not sustainable long-term.

Background

Eugene and Springfield completed a functional consolidation of emergency response capabilities in June of 2007. The new operation, known as the Three Battalion System, combined the field response capabilities of both departments for dispatch of the closest personnel and equipment, regardless of jurisdictional boundaries. This succeeded in faster response times to emergency calls and better backup in event of a large incident. Since the fire stations were well located to serve both areas, there were no changes to fire stations, personnel, or equipment. The only added expense was the marginal cost for signage to renumber apparatus and fire stations into a single cohesive system and rework dispatch computer files to reflect the changes.

In order to determine if this successful strategy could be applied to other functions of the fire departments, Emergency Services Consulting International was hired to perform a feasibility study. In their report, the consultants concluded that circumstances are favorable for the two departments to combine their administrative and support functions. In particular, ESCI noted, several positions in both departments are either vacant or soon to be vacant, and could remain so under

consolidation, producing significant savings. The total personnel cost avoidance at full implementation is forecast at \$851,275. Future savings realized through streamlined support operations, sharing of best practices, and economies of scale would add to that number.

The consultants' report and recommendations were initially presented to you in June. There was a follow-up discussion in September, which prompted this additional analysis.

Timeline and Initial Steps of Functional Consolidation

The timeline and steps for Phase I (January 1 – June 30, 2010) are as follows:

1. Planning (January 1 – February 28)
 - Site visits to model merged fire department systems in Oregon and California for elected officials, major stakeholders, and staff
 - Preparations and moving to co-locate combined staff by functional area
 - Develop preliminary assumptions for FY 11 combined budget
2. Implementation (March 1 – May 31)
 - Initiate Joint Services
 - Make adjustments as needed
 - Prepare details for proposed combined budget
 - Recommend Phase II strategy to proceed or discontinue process
 - Seek recommendation of labor unions to proceed or discontinue
3. Evaluation/Recommendation (March 1 – June 30)
 - Complete evaluation of all elements of combined services
 - Make recommendation to city councils

Creating an accurate and detailed timeline with steps for Phase II in FY 11 and beyond is directly dependent on the nature and timing of decisions that are yet to be made and is considered by staff not to be feasible at this time. In any initiative of this type, not all questions can be answered in advance. Foremost among these, and raising additional questions of their own, are the possible longer-term options for providing the service. Those could include re-separation of the departments, continued consolidation under some form of joint governance board, formation of or annexation to a special district, or others. Future decisions will require future solutions.

Baseline Assumption for Estimating Savings and Service Level Impacts FY 11 and beyond

The only highly reliable information available for estimating *savings* is to use the FY 10 adopted budget for both departments and apply the first year savings from positions that will be held vacant if a consolidation plan is approved. In the first year, \$629,988 savings would result from vacancies and in the second year, \$851,275. These figures are given in Attachment 2. (Note: Of the \$629,988, Eugene Fire has already reduced their FY10 budget appropriation by \$125,000.)

It is important to carefully document financial conditions accurately as they currently exist in each department. This becomes the baseline for future evaluations. This is necessary to avoid attributing any costs for making future improvements to a consolidation or merger. These improvements would be needed if the departments were to remain separate. *Only costs that are a direct result of the merger are to be charged to the merger.*

It is equally important to document *service levels* as they currently exist prior to consolidation or merger as these become the baseline for judging whether services have improved following. *Where major service level differences exist between cities, different service levels may either be maintained to avoid diluting or subsidizing one partner or "trade-offs" made between partners to adjust for differences.*

To proceed with Phase II and recommend a merged organization, there must be evidence that service levels have been maintained or improved while expenses have been reduced. Creation of a reasonably accurate 5-year estimated budget prior to this is not considered feasible.

Equal weight must be given to identifying any costs that are a direct result of consolidation or merger and would not otherwise be needed for separate operations. These in turn, must be subtracted from future savings to create a "true bottom line."

Summary of Functional Area Findings

Joint staff teams completed a review of 11 major functional areas to determine the potential for any combination of savings or improvements.

Shift Operations – Little change is anticipated in the delivery of emergency response services as the Three Battalion System is already functioning successfully. Springfield's Operations Chief position is currently vacant. There are no vacancies in Eugene's Shift Operations management and Eugene has sufficient depth to assume responsibility for oversight of the combined system. By not filling a Deputy Chief vacancy projected for FY 12, this would save \$147,468.

During the functional consolidation in Phase I, firefighters would continue to work in their respective fire stations. Firefighters in the two cities are represented by two different union locals, and this would need to be resolved at some point in the future under a full merger. Any increase in pay that might result from merging labor forces would be accounted for as an expense of the merger and would need to be offset with savings to be considered viable. The same is true for union-represented non-firefighters. Eugene's are represented by the American Federation of State, County, and Municipal Employees (AFSCME), Springfield's by the Service Employees International Union (SEIU).

Firefighter staffing strength and fire station deployment would remain the same in the two communities. Ambulance service would not change as a result of the merger, although in the future the two jurisdictions' Ambulance Service Areas (ASAs) could be combined into one, and at that time a re-evaluation of ambulance deployment may be appropriate, especially if the geographic area of Eugene's ASA is reduced as is being considered for recommendation by the Ambulance Transport System Joint Elected Officials Task Force. It is also possible that some of the savings

from the merger could be captured and used to reduce the ambulance funding shortfalls that both jurisdictions are currently experiencing.

In a merger, little else would change for firefighters in the future, except that they would be assigned at any of the fire stations in either city, according to need. This would provide for a marginal decrease in overtime by allowing any excess staffing capacity, on a limited number of days, to be shifted back and forth between the two cities. The current system with two work units, operating under separate city policies and labor agreements, does not allow for this.

Fire Marshal's Office – Staff in the two Fire Marshal's Offices have already engaged in consolidation discussions and are prepared to proceed. As envisioned, a combined Fire Marshal's Office headed by a Fire Marshal of Deputy Chief rank would be headquartered at Eugene Downtown Fire Station (13th & Willamette), where the Eugene Fire Marshal's staff currently has offices, including office space sufficient to accommodate additional personnel from Springfield.

If functional consolidation is authorized, this physical move would be the first. The Springfield Fire Marshal and two Springfield Deputy Fire Marshals would relocate. A satellite office staffed by two Deputy Fire Marshals would remain in Springfield City Hall, and two Eugene Deputy Fire Marshals would continue to serve in a plans review capacity, with their positions funded by the Building and Permit Services Division, at Eugene's Permit and Information Center.

The Eugene Fire Marshal position is currently vacant. Springfield's Fire Marshal position is filled and Springfield has the capacity to provide management oversight for the combined system. In a functional consolidation, this position vacancy could be continued for a savings of approximately \$146,000 per year.

Emergency Medical Services – This is an area where there is a clear relationship between the consolidation discussion and the inter-jurisdictional study of future ambulance service funding being studied by a JEO Task Force. For purposes of consolidation, we envision the formation of a single Ambulance Service Area (ASA), under a merged organization, serving the ASAs now served by Eugene and Springfield (a total of 2,436 square miles and over 70% of Lane County's population as currently configured, roughly the central and northeastern half of Lane County).

At the same time, however, we propose to work collaboratively with Lane Rural Fire/Rescue and Lane County Fire District #1, to study further ASA reconfiguration such that the ASA served by Lane Rural Fire/Rescue might be extended to the south so as to provide service to rural and semi-rural areas west of Eugene, including the Veneta, Elmira-Noti and Walton areas. This would create a larger service area for Lane Rural, while preserving Eugene response resources for greater availability in the city and the fire protection contract areas currently served by Eugene. Redeployment of Springfield's ambulances further to the west would also assist in this process.

An EMS Officer position is currently vacant in Springfield. Eugene has the management capacity to absorb this function and save an estimated \$126,000. To improve coordination of training functions between fire and EMS, it is proposed that the EMS Training Instructor now on Eugene's EMS staff be transferred to the combined departments' Training Section staff.

Administrative Services – Currently, each city’s fire department provides its own financial, planning, logistical, payroll, information technology, and general administrative support. Proposed changes in some of these functions are described below.

During Phase I functional consolidation, staff analysis envisions an Administrative and Support Services Chief overseeing a number of program managers administering combined offices. An Administrative Services Bureau Manager would be among those reporting to the Administrative and Support Services Chief, and this manager would have responsibility for combined ambulance billing and FireMed services.

A Senior Office Supervisor would coordinate line-level clerical support and serve as backup to the department’s Executive Assistant. An existing Management Analyst could be assigned at half-time or more to support a larger Logistics operation (see below). Most central office support functions would be housed – along with the Office of the Chief – at the Eugene Emergency Services Center (ESC) at 2nd & Chambers.

Future vacancy of a Deputy Chief position projected for FY 12 would permit the reorganization of Administrative, Support and Logistics functions into an “all civilian” division and further streamlining of services under a Continuous Process Improvement model. This model is projected to result in further reductions resulting from productivity enhancements and not filling certain vacancies due to normal personnel attrition.

Office of the Chief – Springfield’s Chief Murphy has announced his retirement effective this coming July 1. Until that date, he would serve in tandem with Chief Groves as an Executive Chief responsible for Fire Marshal, ambulance and business and administrative functions. Upon Chief Murphy’s retirement, Chief Groves would serve as Chief of the consolidated department. This would eliminate the need for Springfield Fire & Life Safety to hire a new Chief of Department, resulting in an ongoing annual savings currently at \$157,952.

The Springfield Planning Chief, who currently also serves as the city’s Emergency Manager, would become the Emergency Management & Community Relations Chief, supervising the existing Eugene Public Information Officer, until the voluntary departure of any Deputy Chief, at which time all Deputy Chief functions would be re-evaluated for the purpose of eliminating one Deputy Chief position, creating additional annual ongoing savings currently at \$147,468.

As of July 2010, if a decision is made to proceed with merger through an intergovernmental agreement, we are proposing that the department be overseen by a joint Fire Governance Board consisting of mayors and councilors and/or their appointees and the two City Managers (or their designees) as ex officio members. The Fire & EMS Chief would be a member of the Executive Management Teams of both cities.

Ambulance Billing and FireMed – Joint billing staffs (9 FTE in Springfield, 4 FTE in Eugene) would share office space in Springfield. At the present time, the Eugene staff handles billing only for Eugene Fire & EMS, while the Springfield staff handles that department’s billing services and also provides services under contract to 19 other ambulance providers in the state.

(The Springfield office handles approximately 20,000 bills per year; the Eugene office, approximately 11,000.)

There would be one billing supervisor and one assistant supervisor. Both would report to the Administrative Services Bureau Manager. Further analysis will be needed in order to identify the most effective means of developing a consolidated ambulance billing operation under a merged department. It is expected that the wealth of experience on the respective billing staffs can lead to significant reduction of redundancies and possible staff savings through attrition in the future.

Springfield personnel will continue to be responsible for administration of the FireMed ambulance membership program on behalf of both agencies (1 Management Analyst, 1 Program Technician, temporary help as needed). This arrangement would continue unchanged, except that membership record-keeping could be consolidated.

Training – Springfield Training staff would relocate to the Emergency Services Center office space vacated by the Eugene ambulance billing staff. The Eugene Training Chief position is currently vacant and Springfield has the management capacity to handle both. This creates an additional savings currently at \$136,820.

Training is another area that is already well positioned for consolidation. Joint training drills have been occurring for some time, though not on a fully systematic basis. These joint exercises have led to consistency of emergency procedures on-scene, familiarity with each other's equipment, and familiarity with each other's personnel.

Eugene's training facility at 2nd & Chambers is more than adequate to accommodate a fully consolidated training program, and would be a major improvement for Springfield firefighters, whose current training facilities are not adequate to meet future needs. Consolidation would save Springfield the expense of future development of adequate training facilities.

Additional advantages of a combined training operation would include a reduction in overtime backfill for line personnel assisting in training, plus the savings realized by conducting combined firefighter recruitment and training academies. Joint recruitment and selection would also produce savings by eliminating process redundancies. A larger organization with more openings could also be expected to attract a greater number of quality applicants than the present two-department service model provides.

Special Operations – This service area involves the two departments' Water Rescue and Urban Search and Rescue (USAR) teams, in addition to other responsibilities provided by Eugene such as regional hazardous materials response team (Haz Mat), aircraft rescue and fire fighting (ARFF), special event safety, and protective details. The Special Operations Division exists organizationally only in Eugene Fire & EMS, and would remain in existence under a consolidation scenario.

In both departments, Water Rescue response is presently delivered by crews shutting down suppression companies to staff rescue boats with Surface Rescue Technicians who are members of

the respective water rescue teams. USAR Team response is managed by the coordination of on-duty team members that arrive at the scene and then function as team members or respond to Fire Station 2 to staff USAR apparatus and respond to the scene as a team. For larger emergencies, off-duty team members are called back to work.

A cooperative services model would allow for focused staffing and boat response from stations that are best positioned to deploy to the launch sites in each jurisdiction. A Water Rescue Team presence at Stations 4, 6, and 11 would allow for rapid deployment to the launch sites at Hayden Bridge, Alton Baker, Armitage Park, Celeste Campbell, and “D” street, and would allow for a reserve boat launch at the unimproved launch at Beltline.

Urban Search and Rescue would function by having the closest truck/tower company respond to the incident and begin size-up and initial operations with the crew and equipment on trucks. The Rescue Unit from both jurisdictions (Heavy Rescue 5 and Rescue 2) would respond with USAR staffing to the incident location to coordinate a full on-duty team response. Larger incidents would involve response with the Oregon State regional semi-trailer stored at the 2nd & Chambers Street location. Both the Eugene and Springfield USAR teams are part of a State regional consortium.

No personnel savings or cost is associated with consolidation in this operational area, as Special Operations services are provided by existing Shift Operations (line) personnel and managed by an existing Deputy Chief. However, the teams themselves would be larger, allowing for greater staffing flexibility on the line and a more efficient and effective Special Teams response. Under consolidation, there would be on-going review of staffing levels to see if personnel efficiencies and dollar savings could be achieved in the future.

Logistics and Fleet – Eugene Fire & EMS operates a Logistics Section that provides courier; fleet management; facilities management; supply, order, and distribution; equipment management, repair, and maintenance; and uniforms. Springfield Fire & Life Safety currently has no staff dedicated to the Logistics functions, and instead utilizes a variety of line personnel (primarily Captains) to accomplish most tasks on overtime. The total annual staff cost for Springfield is estimated at \$200,000, equating to approximately 2.0 FTE.

The Logistics Section would be closely reviewed to determine whether new efficiencies could be gained to net a \$200,000 saving or whether some of this saving would need to be spent on enhancements to accommodate Springfield. Cost reductions through bulk purchases, standardization, cooperative agreements, etc., could be substantial over time.

Fleet management services are also addressed differently in the two departments. For apparatus replacement, Eugene is operating under a 10-year contract (through June 2016) with Hughes Fire Equipment. Apparatus specifications are developed by the Apparatus Committee and approved by the Fire Chief or designee. The majority of service work is performed by the City’s Fleet Services Section, though some specialized work is done by outside vendors.

Springfield Fire & Life Safety, meanwhile, is currently funding new fire apparatus by leasing. The current strategy is to lease apparatus when replacements are needed, to reduce cash outlay and stretch limited dollars. Ambulance replacement is fully funded through a replacement ac-

count charged to the Ambulance Fund. Maintenance of fire apparatus and ambulances is performed by outside vendors – Oregon Apparatus and Hughes Fire Equipment.

Several different Fleet Services options would be available with functional consolidation of the departments, depending on future decisions, including continuing with the current separate systems, contracting with an existing governmental agency currently performing the work, outsourcing all maintenance work, or, in the long term, developing an in-house fleet services shop, which could potentially be a profit-making operation by in-sourcing work from other fire departments. Similar work is currently performed by Eugene Fire & EMS in maintaining outside agency self-contained breathing apparatus (SCBA).

Information Technology – Existing IT staffing consists of 2.0 FTE in Eugene Fire & EMS, one Eugene Information Services Division position dedicated exclusively to Fire & EMS and funded by Fire & EMS, and 0.5 FTE Springfield Fire & Life Safety staff, for a total of 3.5 FTE. Various Springfield Fire staff are assigned as needed to IT-related tasks, principally servicing of hardware in fire stations and on apparatus. In addition, both departments are supported by their respective cities' central IT operations through central service charges.

Conclusion

In preparation for further steps leading to a new service model as recommended by the consultants, we are also recommending that the City Managers be directed to appoint a staff team to begin studying longer-range options including a full merger of the departments, establishment of a long-term Intergovernmental Agreement (IGA) provided for under ORS 190, formation of a new fire service district, or annexation to an existing district, according to your direction. Site visits to successful model merged fire service systems by a group consisting of representatives of elected officials, staff and major stakeholders is recommended as a first step.

We trust the above summary and the detailed information attached are responsive to interests expressed at your last work session on this matter. The estimates given are conservative and both departments' staff believe that additional economies would be identified after systems are merged and re-engineered. We look forward to the discussion at the December 7 joint meeting. If you have any question or comment in the meantime, please contact either of us.

						Projected	
FY10 Budget Summary Eugene Fire and Springfield FLS		FY10 Adopted Budget		FY10 Combined	FY10 adjustments	FY10 Projected	
		EUGENE	FTE			EUGENE	
Admin & Support Services							
Personal Services	1,107,220	2,278,609	22.50	3,432,301	(63,000)	3,369,301	
Materials & Services	2,153,669	2,343,491		3,156,611		3,156,611	
Total	3,260,889	4,622,100		6,588,912	(63,000)	6,525,912	
Office of the Chief							
Personal Services	179,000	286,508	2.00	424,458	(167,952)	256,506	
Materials & Services	1,000	41,825		49,175		49,175	
Total	1,179,000	308,333		473,633	(167,952)	305,681	
Shift Operations							
Personal Services	1,899,200	21,627,377	176.34	30,826,682	(406,038)	30,420,644	
Materials & Services	4,007,720	1,650,992		3,648,736		3,648,736	
Shift Operations Local Option Levy (Bpfd)							
Personal Services	1,184,000		0.00	1,131,378		1,131,378	
Materials & Services	248,250			213,683		213,683	
Total	7,339,170	23,178,369		35,820,879	(406,038)	35,414,841	
Fire Marshal's Office							
Personal Services	78,000	1,215,248	12.33	1,850,684		1,850,684	
Materials & Services	38,159	164,052		211,215		211,215	
Total	116,159	1,379,300		2,162,079		2,162,079	
Training							
Personal Services	300,000	600,877	5.33	995,777		995,777	
Materials & Services	58,322	119,484		180,856		180,856	
Total	358,322	720,361		1,176,633		1,176,633	
Sub-Total	11,022,371	30,199,361	218.50	48,221,738	(629,988)	47,591,750	
Costs not in Operating Budget		Costs not in Operating Budget					
Overhead (CSA) General Fund		1,969,000	Finance	1,969,000		1,969,000	
Overhead (CSA) Ambulance Transport		458,000	Finance	458,000		458,000	
Overhead (CSA) Airport		59,000	Finance	59,000		59,000	
Overhead (CSA) Permit & Information		34,000	Finance	34,000		34,000	
911 Dispatch Fees General Fund**		861,562	dispatch fees	861,562		861,562	
911 Dispatch Fees Ambulance Fund**		348,615	dispatch fees	348,615		348,615	
Capital Replacement and Facilities		1,132,652	spreadsheet	1,132,652		1,132,652	
Fleet Replacement General Fund		1,604,427	FY10 fleet	1,604,427		1,604,427	
Fleet Replacement Ambulance Fund*							
Radio Replacement General Fund		34,891	FY10 fleet	34,891		34,891	
Debt Service P&I - GF	248,370	248,370	Finance	481,058		481,058	
Debt Service P&I - GO Debt Fd		622,245	Finance	622,245		622,245	
GRAND TOTAL	11,022,371	37,572,123	218.50	53,827,186	(629,988)	53,197,198	
* FY10 Eug - no budgeted amount for ambulance replacement.		Personal Services Projected Savings:					
** dispatch fees included in the operating budget for SFLS			Fire Chief (Springfield)	157,952			
*** includes \$125,000 Eugene Fire FY10 budget reduction			EMS Officer (Springfield)*	125,972	*IAFF position		
			Fire Marshal (Eugene)	146,244			
			Training Chief (Eugene)	136,820			
			Pgm Specialist (Eugene)**	63,000	**AFSME position		
			FY10 adjustments - fully realized in FY11***	\$629,988			
			FY12 Deputy Chief	\$147,468			
			FY12 Program Specialist	\$73,819			
			ESCI total projected savings in Personal Services	\$851,275			



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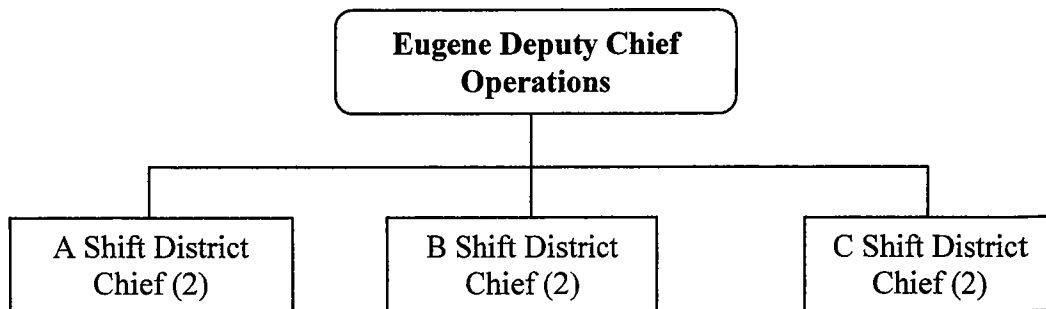
Cooperative Service Implementation Template

Functional Area: SHIFT OPERATIONS

Elements considered within the functional area:

- Fire Suppression, Rescue and Emergency Medical First Response
- Emergency Medical Treatment and Transport
- Fire Operations Planning
- Mapping for Streets, Fire Hydrants and Water Delivery Systems
- Mutual/ Automatic Aid to surrounding districts
- Pre-emergency Plan Development and Review
- State-Wide Task Force on Conflagration Response

Description of Present Service Delivery Model: Both departments currently operate under a paramilitary “battalion” structure. The “3 Battalion” model has proven successful by sending the closest, most appropriate resource(s) to any emergency scene regardless of municipal affiliation. This model has also increased the surge capacity of both organizations by offering additional depth for both the initial alarm assignment and all subsequent alarms. This increase in capacity has decreased the need for call-back of off-duty firefighters in emergencies which require additional alarms for scene operations and the backfill for unstaffed response districts for additional emergency responses. The current structure for both cities consists of an Operations Chief with District/Battalion Chiefs as direct reports.



Funding for staffing of the Operations Division for Eugene consists of the following (includes salary, benefits, overtime, materials and supplies):

General Fund: \$17,944,262

Deputy Chief of Shift Operations (.75 FTE) plus 4 District Chiefs (4 FTE)

Field Operations (Firefighters) (137.74 FTE)

Airport Fund: \$729,071

Firefighters (5.26 FTE)

Ambulance Transport Fund (ATF): \$3,998,728

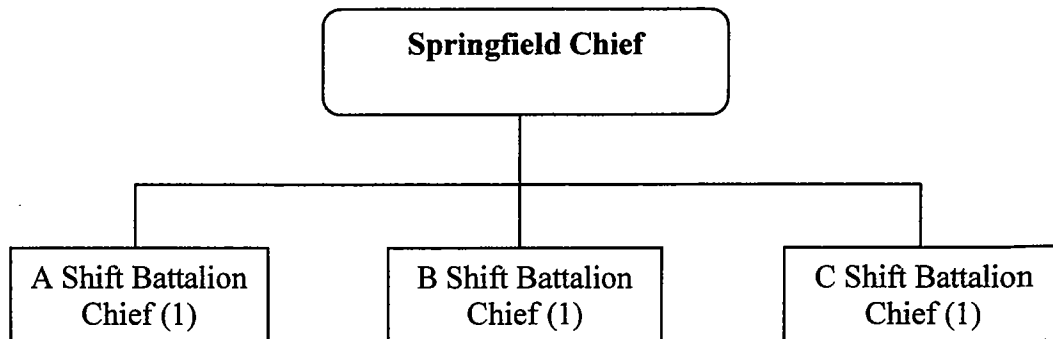
Deputy Chief of Shift Operations (.25 FTE) plus 2 District Chiefs (2 FTE)

Field Operations (Firefighters) (19 FTE)

Single-Role Medics (7 FTE)

(Single-role medic service is being eliminated due to negative revenue projections in the ambulance service; these employees are in training to become Firefighter/Paramedics.)

Total: \$22,672,061



Funding for staffing of the Operations Division for Springfield consists of the following (includes salary, benefits, overtime, materials and supplies):

General Fund: \$8,104,916

Operations Administrative Support (2.95 FTE)

Battalion Chiefs (3 FTE)

Deputy Chief Training (1 FTE)

Training Officer (1 FTE)

Program Technician (1 FTE)

Deputy Chief Shift Operations (1 FTE, vacant)

Field Operations (Firefighters) (47 FTE)

Levy Fund: \$1,344,961

Field Operations (Firefighters) (9FTE)

Ambulance Transport Fund: \$3,192,333

Administrative Support (5.25 FTE)

Field Operations (Firefighter/Paramedics) (19 FTE)

Total: \$12,642,210

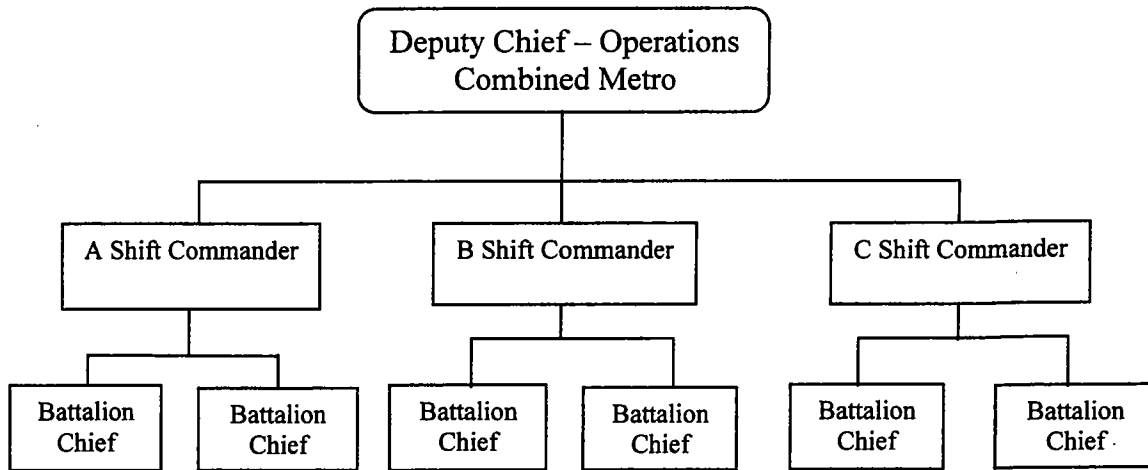
The existence of an Operations Chief for both municipalities lends itself to an increased level of discourse prior to moving forward with operational policies and procedures. The current service delivery requires procedural change approval through both Operations Chiefs and, if necessary, through both Fire Chiefs. This is then disseminated independently through both organizations.

Station placement and response patterns are integrated through the "3 Battalion" model and much of the efficiency has already been realized by the citizens of both municipalities. Weekly and monthly joint operations meetings are already being held to continue to work toward full integration of services to the extent that the existence of separate policies, procedures and contractual obligations will allow. Where possible, the street-level operational policies are being co-written and implemented in both cities with input from labor.

Operations personnel also serve on various special teams: urban search and rescue (USAR) and water rescue for both municipalities, hazardous materials and specialized airport firefighters in Eugene only (six airport certified firefighters are stationed at Mahlon Sweet Field). In Eugene, additional funding for training of these personnel is dedicated through the Deputy Chief of Special Operations. In Springfield the specialized teams are funded through the general fund with line items in the general fund for maintenance of specialized equipment.

Significant tasks which impact emergency scene operations such as pre-emergency planning, updates of mapping, and maintenance of hydrants are handled by each agency independently. There is an administrative process which allows for the exchange of information. Springfield Fire is currently changing the pre-plan program to match Eugene's and all the mapping is currently being done on the Mobile Data Computers.

Description of Cooperative Service Delivery Model:



The primary change in a consolidation of resources would involve a change in the organizational structure of the Operations Division to include a management position of Shift Commander. (Each Shift Commander would be responsible for his or her own battalion in addition to receiving reports from the chiefs of the other two battalions.) This is necessary to maintain a reasonable span of control for the Operations Chief (3-1 as opposed to 9-1) and to establish a central point for administrative functions such as roster management. Because the 3 battalion model is already effectively operating at the street level, this merger would aid in establishing operational planning functions for the metro area and clearly making consistent operations decisions from one point. Operating under an intergovernmental agreement or joint powers authority would continue the use of separate contracts for both IAFF Local 851 and 1395. A merger would necessitate bargaining a contract for a combined Local.

Identify potential increases and consolidations in FTE:

There is the potential for an increase in salary costs due to the proposed reclassification of three District/Battalion Chiefs to the position of “Shift Commander.” This increase would reflect compensation for an increased administrative workload and management responsibilities to maintain an acceptable span of control in the Operations Division. This would not occur under a functional consolidation, but would be required if the Eugene-Springfield fire service became – or annexed into – a district.

What positions will be consolidated through attrition:

The former Operations Chief (Deputy Chief rank) in Springfield has been reassigned to the position of Planning Chief, and the Operations Chief position is currently vacant and would remain so under a functional consolidation. The occupied Planning Chief position would be temporarily absorbed into the Office of the Chief of Department, but upon the departure from the organization of any Deputy Chief, all Deputy Chief positions will be re-evaluated with a view toward eliminating one, for a savings of \$133,000.

Confirm present costs for service delivery:

Onetime costs that are required to implement the program: \$83,960.77. This allows for the equalization of salaries for all 56-hour Chief Officers (\$26,391.89), a 10% increase for the re-class of 3 District/Battalion Chief positions to Shift Commanders (\$35,340.99), and additional compensation at the Deputy Chief level that would be required due to compaction (\$22,227.89).

Ultimately, there could be a change in department name. This would impact uniforms, apparatus decals, badges, letterhead. These costs could be borne as normal operating expenses over the transitional years (t-shirts, etc.).

Ongoing costs that are required to maintain program:

Salaries, benefits, materials and supplies-

Eugene- \$22,672,061

Springfield- \$12,642,210

Identify cost avoidance opportunities: Either under an IGA or merger scenario there is a potential for redeployment of EMS resources. There is a current need for further decreasing workload on dual-role units for Eugene. The ability to shift medic units geographically has the potential to equalize workload on units further to the western edges of the response district.

With the capacity to utilize overstaffed positions from either municipality there could be overtime cost savings realized.

Consider long-term economies of scale:

Sharing specialized equipment

Standardization of equipment

Avoid duplication of equipment

Identify Grants and Levies that impact program:

Springfield's levy expires in June 2011 and currently funds 9 FTE with the wages of three other FTE used for overtime and additional money to purchase equipment for these firefighters.

Revenue is estimated at \$1,275,000 annually.

Eugene's Assistance to Firefighters Station 9 staffing grant. Obligation runs through 3-5-11.

Actions required implementing new delivery model:

- Functional area location: 1705 W. 2nd Ave. (Eugene Fire & EMS Headquarters)
- Location of staff: 1705 W. 2nd Ave. (Eugene Fire & EMS Headquarters)

Technology requirements:

- For routine business functions: Continue to evaluate a comprehensive records management system (RMS) that will fully integrate daily activities, electronic station logs, incident reporting, training database management, inspection activities, pre-plan activities with CAD integration.
- Pre-plan CAD program with complete integration into a records management system.
- For communication: Both Cities use the Central Lane 911 center for dispatching and have

members on the LCFDB Radio committee that are in the process of upgrading the system to provide for repeated command channels metro-wide.

- For documentation: Currently both cities are using an FDM reporting system that will need to be enhanced to run as a single system.

Summary of the sequence of events that are required for implementation:

Consolidation of SOP manual.

Establish personnel guidelines for addressing any HR related issues through proper channels.

Merge the operations sections under one Operations Chief with direct supervision of both Eugene and Springfield line-level chief officers.

Establish Shift Commander position and appoint Shift Commanders.

January 2011 - Start preliminary contract negotiations with combined IAFF local.

Functional Team Implementation Members:

- Springfield: Dana Burwell, Bruce Hocking
- Eugene: Karen Brack, Mark Grover

Functional Team Area Supervisors:

- Springfield: Paul Esselstyn, Bruce Hocking, Dana Burwell
- Eugene: Scott Bishop, Lance Lighty, Randy DeWitt, Don Vaught, Mark Grover, AIC District Chief

Functional Area: Fire Marshal's Office (FMO)

Elements considered within the functional area:

Governance/Configuration

Administration:

Staffing

Office Locations

SOPs/Technology/Labor Contract

Fire Reporting Quality Assurance

Exemption Status

Plan Review:

Construction Plan review activities

Planning activities for new development

Fire Investigation

Code Enforcement

Staffing levels

Juvenile Fire setter Intervention

Public Education

Certifications/Competencies

Description of Present Service Delivery Model:

Governance/Configuration:

Eugene FMO: Fire Marshal (position currently vacant) operates at the District Chief level, reports to the Deputy Chief of Special Operations, a direct report to the Fire Chief. The FMO chain of command includes an Assistant Fire Marshal (Battalion Chief level), Deputy Fire Marshals 1 and 2. Current Fire Marshal duties are performed by Assistant Fire Marshal in AIC capacity.

Springfield FMO: Fire Marshal rank is equal to Deputy Chief and is directly supervised by the Fire Chief. Deputy Fire Marshals 1 and 2 report directly to the Fire Marshal.

Administration:

Staffing:

Eugene Fire Marshal's Office Authorized FTE:

- 1 FTE Fire Marshal (vacant)
- 1 FTE Assistant Fire Marshal
- 5 FTE Deputy Fire Marshal
- 1 FTE Deputy Fire Marshal (vacant)
- 1 FTE Management Analyst
- 2 FTE Office Specialist

Springfield Fire Marshal's Office:

- 1 FTE Fire Marshal
- 4 FTE Deputy Fire Marshal
- 1 FTE Program Technician

DFM's (Deputy Fire Marshals) are highly trained individuals that provide services to the public and business community in multiple specialties for the Fire Marshal's Office. In Oregon, the opportunity to achieve the State Fire Marshal's approval as a "partially exempt jurisdiction" is predicated on the requirements in OAR 837 Div 039. Cities must request re-authorization of their partially exempt status from the State Fire Marshal's Office every two years. Fire Marshal's Office staffing levels must be at a level that ensures partially exempt status is maintained.

Both cities share the basic philosophy that fire prevention programs that can serve the citizens effectively and efficiently are essential community services.

Office Location:

Eugene FMO is located adjoining Fire Station 1 at 13th and Willamette.

Springfield FMO is located within Springfield Fire and Life Safety Administration.

SOPs:

Eugene and Springfield FMO has policy and procedures governed by SOPs that require maintenance on a regular basis to match changing conditions such as code edition, program changes and ordinance/rule adoption.

Technology:

Both FMOs utilize each City's network and IT services respectively. Each FMO has developed in-house databases for managing data for reporting and record retention.

Labor Contracts:

International Association of Fire Fighters contract governs each Fire Department working conditions and compensation separately for sworn employees. AFSCME and SEIU cover civilian employees

Eugene -- IAFF Local 851, AFSCME

Springfield -- IAFF Local 1395, SEIU(OPEU)

Fire Reporting Quality Assurance:

Eugene Fire Administration: All incident reports are reviewed by fire department administrative clerical support at Fire Administration Offices for completeness; reports are then forwarded to state agencies. Statistical compilation and analysis performed as needed.

Springfield FMO: Fire incident reports are completed by reporting officer and undergo quality assurance review and after action follow-up; reports are then forwarded to State. Statistical analysis performed by individual divisions.

Exemption Status:

Both cities are currently considered partially exempt under ORS 476-030(3) and OAR 837-039. This means each city has received authorization from the State Fire Marshal to administer specified fire prevention programs within its legally established political boundary. The advantage of exemption to each jurisdiction is establishment of local control over all prevention activities, especially those related to development and construction, with the exception of certain programs retained by the State Fire Marshal such as licensing of propane technicians and bulk plants, and other programs that are suitable for statewide enforcement.

Plan Review:

Construction Plan Review Activities: FMO active participation in the construction process is acknowledged by both City Building Officials as a desirable practice and is covered under the provisions of ORS 455 (Building Codes).

Eugene FMO provides plan review services to the Eugene Building and Permit Services. Funds for FMO Staffing for this function are provided by Building and Permit Division Funds.

Springfield FMO provides Fire System and Life Safety plan review services to Springfield Development Services Division Building Safety Division. Funding for FMO staffing is from General Fund and revenue from FMO construction permit fees.

Planning /Land use activities for new development:

Both Fire Marshals' offices provide input during the land use planning process for new development in the form of comments concerning Fire Department access and firefighting water supply as permitted by Oregon Revised Statutes in the Development Review process.

Eugene Office of the Chief: Provides long-range planning information to policy makers concerning city growth and service delivery capability.

Springfield FMO: Participates in all city planning activities including providing comment concerning Metro Plan requirements for annexations, consultation and input into refinement plans, planning and locating fire stations to match growth, performs analysis on fire department standards of cover and service delivery modeling.

Fire Investigation:

An essential function of all fire departments and by ORS 476.210(2), fire investigation is required to be performed by the FMO.

Eugene FMO conducts initial cause and origin investigations upon request of Operations Division, then defers all criminal fire investigations to Eugene Police.

Springfield FMO conducts initial cause and origin investigations upon request of Operations Division and follows all criminal cases through to prosecution (as appropriate) in partnership with Springfield Police.

Code Enforcement:

Code requirements regulate conditions that are likely to cause or contribute to fires or explosions, endanger life or property if a fire occurs, or contribute to the spread of a fire. The intent of the code is to regulate conditions related to the health, safety and welfare of the public; the fire fighters; and other emergency responders called upon to conduct emergency operations in or on any building, structure or premises.

Eugene FMO primary focus is complaint-based, fraternity/sorority occupancies, permitted events, state licensure, hazardous materials and fire protection systems.

Springfield FMO primary focus is annual inspections in all schools, Operational (Hazardous Materials permit), fire protection systems, hospitals and state licensure.

Juvenile Fire setter Intervention:

Services provided in this area are mandated by the State of Oregon as a component of the OSFM Exempt Jurisdiction program as defined in OAR 837-039 (0001 thru 0110).

Eugene FMO has two (2) Juvenile Fire Setter Interventionists, one of whom is an OSFM recognized instructor.

Springfield FMO currently has one (1) Juvenile Fire Setter Interventionist 1.

Public Education:

Both offices offer education to businesses and civic groups and the extent of those efforts are either enhanced or curtailed due to staffing and size of the community. Community outreach is limited to managing kindergarten and 2nd grade class presentations and fire prevention week public events, as well as other limited outreach to community groups and during inspection activities.

Certifications/Competencies:

In 2006 the OSFM began the process of revising OAR Chapter 837, Division 039, Administration of Fire Prevention Programs. Mandatory certification and training requirements for fire code enforcement staff have been standardized throughout the State of Oregon. Both offices have fully qualified staff.

Description of Cooperative Service Delivery Model:

Governance: The Fire Marshal will participate as a Deputy Chief of the department at the executive level and will report directly to the Fire Chief.

Configuration: Fire Marshal from Springfield will be the Fire Marshal of this consolidated division of the Fire Department. Eugene Fire Acting in Capacity Fire Marshal will revert to his normal rank and function as Assistant Fire Marshal. Office programs and direction will follow nationally recognized practices.

Administration:

Office Location:

Primary Fire Marshal's office location will be at Fire Station 1 at Willamette and 13th with a satellite office location in Springfield City Hall. The satellite office will be staffed with two Deputy Fire Marshals to maintain a continuous presence in Springfield and to continue the close working relationship with Development Services Division and City Manager's Office. Deputy Fire Marshals currently assigned to the Eugene PIC will continue with those working commitments. Current office space at 13th and Willamette is adequate to house all authorized staff; however, currently there is insufficient parking available at Eugene Station 1. Additional parking for 4 FTE at Station 1 is needed.

Staffing:

In the consolidated Fire Marshal's Office, the immediate benefit will be the realization of savings for the total compensation package for the vacant Fire Marshal position. This position will be filled by the current Springfield Fire Marshal who will manage the consolidated office. A high priority will be the filling of the vacant authorized DFM position.

SOPs:

Consolidation of SOP's into a Fire Marshal's Office policy manual will be a high priority and necessitate examination of current service delivery models to see where streamlining can occur. There will be initial differences for service delivery for each city based on maintaining current service levels and past practice which will necessitate picking a "best of breed" approach to services as well as picking the policies from each city that specify how those services will be delivered.

Technology:

A single inspection database will be required to manage electronic documentation of inspections for each city. An IT services resolution will need to be identified in order to share drive access across the two city networks.

Labor Contract issues:

Co-locating members of two different IAFF locals governed by separate contracts guiding compensation and working conditions differently will raise issues that will need to be addressed through the bargaining process.

Fire Investigation:

Discussion with Eugene and Springfield Police, Lane County Sheriff's Office, and the Lane County District Attorney will be necessary to arrive at a common approach for fire cause and origin investigation deliverables.

Fire Reporting Quality Assurance:

Eugene Fire Administration: Non-fire incident reports will be reviewed by Fire Department administrative personnel; reports will then be forwarded to state agencies. Statistical compilation and analysis will be performed as needed.

FMO: Fire incident reports will be completed by the reporting officer and undergo quality assurance

review and after-action follow-up by a DFM; reports will then be forwarded to the State. This will be accomplished by a DFM fire investigator and is key data for formulation of FMO program delivery.

Plan Review:

Construction Plan review and Inspection: Services delivered to both Building Safety Division and the Permit Information Center will be continued with no expected change. Backup staff capacity will be leveraged to increase efficiency.

Planning/land use activities for new development: Services to each city's planning department will continue at current levels of involvement.

Code Enforcement:

The bulk of activity in the consolidated Fire Marshal's Office occurs in this category. Past attrition without adequate backfill will need to be addressed.

Juvenile Fire Setter Intervention:

This program will continue under a consolidation model.

Public Education:

As a mandated prevention activity, current levels of Pub Ed will be maintained in both cities. Modest public education enhancements will match available staffing to grant offerings and or partnering with businesses for support. Opportunities to provide public education as a component of Community Partnership Program (a code enforcement-based initiative) during business inspections will be utilized.

Certifications:

Compliance with new phased standards from the State Fire Marshal will be a priority for all Deputies in order to afford the greatest flexibility in assignment of duties. This will be accompanied by an emphasis on consistency in code application and performance measures.

Identify potential increases and consolidations in FTE:

- What positions will be consolidated through attrition:

1.0 FTE Fire Marshal -- \$ 125,622 (current value \$73,122 due to FY10 budget reduction already taken)

Position is currently filled by Asst. Fire Marshal on an AIC basis. Ongoing savings would be realized in the event of a merger.

1.0 FTE Deputy Fire Marshal (current vacancy) to be filled 07/01/10.

Confirm present costs for service delivery:

SFLS FMO = \$779,772

Eugene FMO = \$1,301,346
Total = \$2,081,118

- **Onetime costs that are required to implement the program:**
 - Integration of SOPs
 - Integration of contracts/IGAs/MOUs/admin. orders
 - Physical relocation
 - IGA agreement to account for computer and radio hardware transfer as well as ongoing maintenance for the equipment
- **Ongoing costs that are required to maintain program:**
 - Additional Secured Parking at FS 1 13th and Willamette for 4 additional vehicles, plus relocation of 3 vehicles currently double parked in FS 1 lot.
- **Identify cost avoidance opportunities:**

Relocation of majority of staff from Springfield will free approximately 2000 sq. ft. of office space in Springfield City Hall
- **Consider long term economies of scale:**
 - Combined offices
 - Depth of skill level in staff
- **Identify grants and levies that impact program:** None

Actions required implementing new delivery model:

- Functional area location: Eugene
- Relocate office equipment
- Relocation of staff
- Optimize staff assignments based on skill level and efficiencies
- Determine reporting methods and prepare for individual city reports

Technology requirements:

- Routine business functions: IGA(s) to allocate budget responsibility for all equipment such as: computers, computer maintenance, vehicles, radios, etc.
- Communication: Communication capability for fire investigation activity and safety during inspections must match Operations Division equipment for safety, training and consistency across the department.
- Documentation: Field based computing can be leveraged to optimize staff productivity levels.

Summary of the sequence of events that are required for implementation:

- An in-depth review of all currently delivered services, as well as an evaluation of the mission, values and goals of both communities as a necessary first step in a merger or consolidation.
- Determine a data management solution to meet the critical need in Eugene.
 - Software from Springfield FMO is available for use in the interim.
- Identify the precise minimums for mandates and exemption in Eugene then prioritize work plan to achieve
- Examine all commitments in Eugene and sequence those commitments in order of importance and match to available DFM capacity
- Prepare for fire code adoption process for both cities - adoption target date April 1, 2010
- Assign and prioritize prevention activity for Springfield
- Develop training plan to norm skill levels across entire FMO DFM staff

Functional Team Implementation Members:

- Springfield: Deputy Chief – Al Gerard
- Eugene: Acting in Capacity Fire Marshal – Doug Perry

Functional Team Area Supervisors:

- Springfield: Deputy Chief - Al Gerard
- Eugene: Acting in Capacity Fire Marshal – Doug Perry

Functional Area: EMERGENCY MEDICAL SERVICES (EMS)

Elements considered within the functional area:

Ambulance Service Area
 Ambulance Service Licensure/Compliance
 EMS Personnel
 Physician Advisor
 Protocols
 Documentation
 Record keeping & security
 EMS Training
 EMS Training Records
 Infection Control
 Response Level
 CQI/QA
 FTEP
 EMS Apparatus
 Equipment Specifications

Description of Present Service Delivery Model:

Ambulance Service Area:

Eugene: The City of Eugene is currently assigned by Lane County Ambulance Service Area 4, which is 438 square miles.

Springfield: The City of Springfield is currently assigned by Lane County Ambulance Service Area 5, which is 1,998 square miles.

Ambulance Service Licensure/Compliance:

Both Cities: The City of Eugene and the City of Springfield each hold a separate ambulance service license. Each is compliant with the state and federal laws governing ambulance service.

EMS Personnel:

Eugene: The City of Eugene has 165 Emergency Medical Technicians that are assigned to line positions. There are 127 EMT Paramedics, 31 Intermediates and 7 Basics. In addition to the line positions, there are certified personnel in administrative positions. There are 5 EMT Paramedics, 1 EMT Basic and 1 Registered Nurse assigned to administrative positions.

Springfield: The City of Springfield has 78 Emergency Medical Technicians that are assigned to line positions. There are 73 EMT Paramedics, 3 Intermediates and 2 Basics. In addition to the line positions, there are certified personnel in administrative positions. There are 7 EMT Paramedics, 3 EMT Basic assigned to administrative positions.

Physician Advisor:

Both Cities: The City of Eugene and The City of Springfield are each required to have a physician advisor. Each city has a contract with a local physician that provides this service.

Protocols:

Both Cities: The City of Eugene and The City of Springfield each have a separate physician advisor that provides them with standing orders to operate. The two physicians are a part of the Lane County Medical Control Board which writes the standing orders for the county. Each agencies physician advisor adopts the protocols from the Lane County Medical Control Board and has the authority to make agency specific modifications.

Documentation:

Both Cities: The City of Eugene and The City of Springfield each use the Zoll electronic pre-hospital reporting software for documentation.

Eugene: The City of Eugene is running the tablet version of the ePCR program for documentation on medic units and on desktops in the stations for engines to document EMS calls.

Springfield: The City of Springfield is running the tablet version of the ePCR program for documentation on the medic units. They are using the web based version for ePCR documentation for engines in the stations.

Record Keeping/Security:

Both Cities: The City of Eugene and The City of Springfield are each a HIPAA covered entity all EMS records are confidential and must be kept in secure locations. Because each city uses the Zoll electronic pre-hospital reporting software for documentation the records are held on separate servers owned by each city. The records are also required to be maintained for a specific time period.

Eugene: Archives records at the City of Eugene Archive Building.

Springfield: Archives records at CDI Vaults in Eugene. Records from August 2008 forward

are archived electronically.

EMS Training:

Both cities: The City of Eugene and The City of Springfield provide EMS Continuing Education classes to their departments. Eugene and Springfield offer a variety of classroom hours to complete the 24 hours of required interactive hours. Each has a separate calendar of classes.

Springfield: The City of Springfield supplements their continuing education hours with an on-line program called Centre-learn. This product is used to supplement distributive learning continuing education. The City of Springfield's EMS training is embedded in the Fire Training program.

Eugene: The City of Eugene is in the process of purchasing the on-line program Centre-learn. Springfield is already using this product. The City of Eugene's EMS training program is a standalone program in EMS Administration.

EMS Training Records:

Both cities: The City of Eugene and The City of Springfield are each required to keep continuing education records for EMS Personnel. Eugene Fire and EMS uses Elog, Springfield uses CertRight

Infection Control:

Both cities: The City of Eugene and The City of Springfield are each required to have an infection control plan. As part of that they are each required to have an infection control officer. Both departments contract with Cascade Health Solutions for Employee Health related issues.

Response Level:

Both cities: The City of Eugene and The City of Springfield both participate in Advanced Life Support first response. All the engines and truck companies operate at the paramedic level and respond to calls within the city limits of Eugene and Springfield.

Eugene: Currently, the City of Eugene has contracted with Rural Metro to respond to facilities for Alpha and Bravo level calls for transport to the hospitals. They are also contracted to provide stretcher car service within the City of Eugene. All Alpha and Bravo scene calls and all Charlie, Delta and Echo calls are handled by City of Eugene ALS units. In the ASA that is not part of the City of Eugene, the medic units respond with other first responders in the county.

Springfield: The City of Springfield handles all stretcher calls, Alpha, Bravo, Charlie, Delta and Echo calls within their ASA. In the ASA that is not part of the City of Springfield, the medic units respond with other first responders in the county.

CQI/QA:

Both cities: The City of Eugene and The City of Springfield are each required to have a CQI/QA program.

Field Training and Evaluation Program:

Both cities: The City of Eugene and The City of Springfield are required to orient new personnel to the medic unit equipment, policies and procedures.

EMS Apparatus:

Eugene: The City of Eugene has 10 Medic Units, 9 are type III units 1 is a type II. There are 5 units that operate as front-line with 5 reserves.

Springfield: The City of Springfield has 7 Medic Units all are type III. Springfield operates 3 frontline units with 4 reserves.

Equipment Specifications:

Both cities: The City of Eugene and The City of Springfield are required to carry a certain inventory to be considered for licensure. There are a variety of differences in the equipment that is carried by each agency but it is generally the same. See the attached spreadsheet for more detail.

Description of Cooperative Service Delivery Model:**Ambulance Service Area:**

The City of Eugene and The City of Springfield would continue to operate at current status and petition the Lane County Commissioners to merge Ambulance Service Area 4 and 5. At that time new boundary lines would be established. This ASA merger would encompass 2436 square miles.

Ambulance Service Licensure/Compliance:

Initially, The City of Eugene and The City of Springfield each would hold a separate ambulance service license. We would apply to the state for a single ambulance license.

EMS Personnel:

As a merged organization there would be 242 Emergency Medical Technicians assigned to staff line positions. In addition to the line positions, there are 14 certified personnel that would staff administrative positions.

Physician Advisor:

As a merged organization we would have one physician advisor. The costs associated with a Physician Advisor would most likely be neutral, both agencies currently pay for this service.

Protocols:

As a merged organization, we would have one physician advisor that would be a part of the Lane County Medical Control Board which writes the standing orders for the county. The physician advisor adopts the protocols from the Lane County Medical Control Board and has the authority to make agency specific modifications.

Documentation:

As a merged organization, we would continue to use the Zoll electronic pre-hospital reporting software for documentation. Merger would enhance our server capacity. Decisions would need to be made as to how the stored data would be archived and retrieved.

Record Keeping/Security:

As a merged organization we would still be a HIPAA covered entity all EMS records are confidential and must be kept in secure locations. Because we would use the Zoll electronic pre-hospital reporting software for documentation the records would be held on servers owned by the department. The records are also required to be maintained for a specific time period. A system of Archive would have to be established for the new organization.

EMS Training:

As a merged department we would continue to use Centre-learn and would be able to combine classes and instructors for the 24 hours of interactive required classes, we currently accommodate some joint training now. This would allow us to have one EMS training calendar; currently each department has developed its own training calendar for the next recertification biennium.

EMS Training Records

Both cities: The City of Eugene and The City of Springfield are each required to keep continuing education records for EMS Personnel. We would develop one common repository for tracking CE

Infection Control:

As a merged organization, we would continue to contract with Cascade Health Solutions for Employee Health related issues. As one organization, we will only need one infection control officer.

Response Level:

As a merged organization we would continue to participate in Advanced Life Support first response. All the engines and truck companies would operate at the Paramedic level and respond to calls within the city limits of Eugene and Springfield. It is feasible that the contact with Rural Metro to respond to facilities for Alpha and Bravo level calls for transport to the hospitals would be expanded to include Springfield facilities to where all Alpha and Bravo scene calls and all Charlie, Delta and Echo calls would be handled by the merged organization. In the ASA that is not part of the City of Eugene or Springfield, the medic units would respond with other first responder agencies in the county.

CQI/QA:

The merged organization would have one CQI/QA program.

Field Training and Evaluation Program:

The merged organization would have one orientation program that complies with the state requirement for new personnel to be oriented to the medic unit equipment, policies and procedures.

EMS Apparatus:

The merged organization would initially have 17 medic units. Decisions would be necessary to determine an appropriate number of reserve apparatus. There is potential cost savings if we reduce the total number of reserve apparatus. This would depend on what deployment model is put in place.

Equipment Specifications:

There are a variety of differences in the equipment that is carried by each agency but it is generally the same. The merged organization would through time standardize the equipment carried on all apparatus.

Identify potential increases and consolidations in FTE:

Under consolidation, EMS positions would consist of 1 Fire/EMS Deputy Chief (approx. 0.5 FTE), and 1 FTE EMS Chief. EMS Training Instructor would transfer to the Training section.

1.0 FTE reduction through elimination of vacant EMS Officer position (Springfield).

Confirm present costs for service delivery:

Eugene: \$1,138,260

The costs for the City of Eugene include \$266,993 attributed to the personnel costs of the EMS Chief and the EMS Training Coordinator as well as \$87,702 attributed to a percentage of administrative support staff. \$639,323 is applied to material and services. There is \$144,242 budgeted for training costs.

Springfield: \$1,106,949

In The City of Springfield the costs are for two FTE (EMS Officer, Training Officer, materials and services for operations and EMS Training.

Actions required implementing new delivery model:

- Petition the Lane County Commissioners for merger of the ASA
- Apply to the State for a new Ambulance Service License
- Complete RFP for one physician advisor
- Negotiate contract with Cascade Health Solutions

Technology requirements:

- Normal administrative business and telecommunications equipment.
- Computer systems now used by the two departments will need to be made compatible and interoperable.

Summary of the sequence of events that are required for implementation:

1. Governing bodies authorize merger.
2. Staff teams conduct in-depth analysis of functional areas.
3. Duties/office locations/reporting relationships adjusted as above.
4. Petition the Lane County Commissioner for merger of the ASA.
5. Apply to the State for a new Ambulance Service License.

Functional Team Implementation Members:

- Springfield: Fred Lundgren, Mark Walker
- Eugene: Karen Anderson, JoAnna Kamppi, Denise Giard

Functional Team Area Supervisors:

- Springfield: Mark Walker
- Eugene: Denise Giard

Functional Area: ADMINISTRATIVE SERVICES

Elements considered within the functional area:

- Division Management
- Administration and Reception Services
- Budget Coordination
- Business Support Services
- Capital Projects Management
- Contract Administration and Management
- Financial Planning and Analysis
- Financial Systems Management
- Grant Coordination and Management
- Human Resources
- Operations Scheduling Support
- Pre-plan/Quick Access Plan Administration

Description of Present Service Delivery Model:

Division Management

Springfield: Administrative Services Bureau Manager reports directly to the Fire Chief. The ASB Manager oversees Ambulance Billing, FireMed, Finance, Logistics, Planning, and Department Administration. (See templates for Logistics, EMS, Information Technology, and Ambulance Billing for program information.)

Eugene: A Deputy Chief provides oversight of the following sections, work units, and activities: Department Administration, Finance, Logistics, EMS Program and Training, Information Technology Services, Ambulance Billing, and FireMed. (See templates for Logistics, EMS, Information Technology, and Ambulance Billing for program information.)

Finance (not including Ambulance Billing)

Springfield: The department financial functions are assigned to a Sr. Management Analyst position including budget development, coordination, and management; management of business support services including financial system policies and procedures, accounts payable, grant writing and administration, contract development, execution and management; financial planning and analysis. This Sr Mgmt Analyst has additional responsibilities in strategic planning, human resources, and logistics functions. Fee setting for fire district contracts and forecasts are completed in conjunction with City Finance department with approval from the Fire Chief. A Program Technician process department's accounts payable, and assists the Ambulance Billing staff with refunds, reconciliation, and reporting activities.

Eugene: The department financial functions are assigned to a Public Safety Finance Manager position including budget development, coordination, and management; management of business support services including financial system policies and procedures, payroll, human resources, accounts payable, accounts receivable, grants, and contracts; financial planning and analysis; Ambulance Transport Fund 6-year forecast; rate setting; program costing; and contract negotiations. Central City of Eugene Finance serves as oversight for these processes. The Public Safety Finance Manager supervises 1 FTE and oversees 3 FTE as part of this section.

Support Functions

Springfield: The Department Assistant, under the direction of the Administrative Services Bureau Manager, is responsible for administrative functions for the Office of the Chief as well as functions including time entry (payroll) of firefighters, all department-level time entry for other personnel, department personnel support, processing all personnel action forms, and supervision of administrative staff (6 FTE) responsible for supporting admin, reception, fire prevention, training, and Account Services.

A Clerk 2 position is assigned to department reception, including office equipment management, office supplies, and processing mail.

Eugene: Eugene's Business Services staff is responsible for all department-level time entry, payroll including FLSA, personnel functions including scheduling and hiring of 56-hr personnel and processing all personnel action forms, AP, AR, and contract administration.

The Operations Business Services Manager is tasked with assisting the District Chiefs with automated 56-hour roster scheduling and hiring OT, time-entry, payroll, and personnel functions for the department.

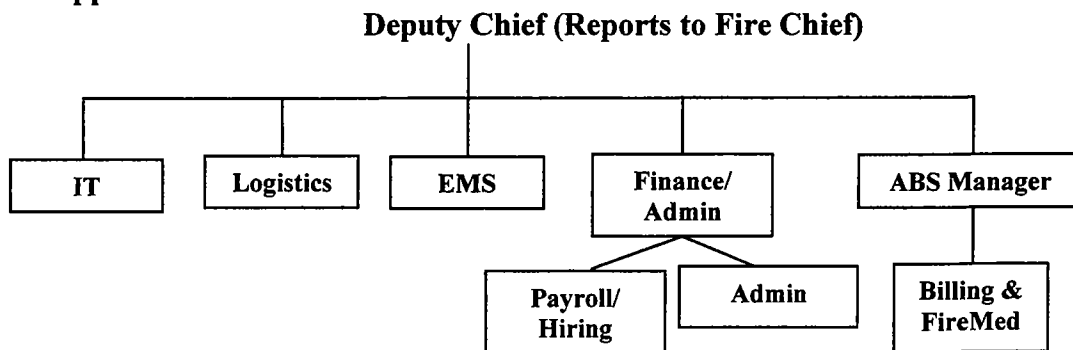
This position is also responsible for supervision of 2 FTE responsible for admin. support and reception.

There is a Senior Administrative Specialist assigned as financial section support, department pre-plan program, contract administration, permanent file administrator, admin AP and AR, special team support, and special event coordination. This position is also backup for the Executive Assistant.

There is also an Administrative Specialist assigned as department reception that is also responsible for EMS accounts payables, assisting the pre-plan program, support for administration and deputy chiefs, mail process, and office supply ordering.

Description of Cooperative Service Delivery Model:

Admin & Support Division:



Administrative Services:

Finance –The Department Finance Manager will report directly to the Deputy Chief of Administrative and Support Services and would coordinate all department financial functions.

Operations Business Services – The Operations Business Services Manager would be assigned to assist the District Chiefs with 56-hour automated roster scheduling and hiring for overtime, time-entry, payroll processing including FLSA for both organizations. This position would report to Department Finance Manager.

Senior Office Supervisor – Duties could include: office supervision and personnel functions; supervision of the three administrative employees (discussed below). The Senior Office Supervisor could be the backup to the Executive Assistant. This position would report to the Department Finance Manager.

Senior Administrative Specialist – Duties could include: pre-plan program, contract administration, permanent file administrator, accounts payables, accounts receivables, and support to the Deputy Chiefs and special teams. This position would report to the Senior Office Supervisor.

Administrative Specialist and Program Technicians – Responsible for EMS accounts payables, accounts payables and accounts receivables, assist with pre-plan program, support for admin and Deputy Chiefs, mail processing, office supply ordering. These positions would report to the Senior Office Supervisor.

Identify potential increases and consolidations in FTE:

Both cities have recently reduced administration FTE. Duties and assignments would be re-allocated to meet the new organizational needs.

Costs – Confirm present costs for service delivery:

Springfield:

Administration – \$114,600

Business Management Services – \$120,761

Eugene:

Administration - \$317,635 (General Fund including department year-end balance and Equipment Replacement Fund); \$ 68,433 (Ambulance Transport Fund – personnel costs only)

Business Management Services - \$319,764 (General Fund)

Other Costs:

Onetime costs that are required to implement the program:

Location changes, training costs (cross training, software, procedures, teambuilding, etc.)

Identify cost avoidance opportunities:

Maintaining one location for business functions and reception.

Consider long-term economies of scale:

Merging of business functions.

Identify Grants and Levy's that impact program:

None

Actions required implementing new delivery model:

Functional area location: Eugene ESC, 2nd & Chambers

Location of staff: Eugene ESC, 2nd & Chambers

Technology requirements:

For routine business functions: Combined business and records management software

For communication: Existing technology

For documentation: Existing technology

Summary of the sequence of events that are required for implementation:

Decision to combine

Logistical Planning including duties, office locations, reporting relationships, etc...

Staff move and orientation

Functional Team Implementation Members:

- Springfield: Rebecca Hollenbeck, Department Assistant; Jana Sorenson, Sr Mgmt Analyst
- Eugene: Julie Lindsey, Finance Manager and Shannon Lighty, Senior Office Supervisor

Functional Team Area Supervisors:

Springfield: Brian Evanoff, Administrative Services Bureau Manager

Eugene: Julie Lindsey, Finance Manager

Functional Area: OFFICE OF THE CHIEF

Elements considered within the functional area:

- Governance
- Configuration
- Labor Relations
- Emergency Management
- IGAs/MOUs/Contracts/Admin. Orders
- Community Relations
- PIO
- Planning
- SOPs

Description of Present Service Delivery Model:

Governance:

Both cities: Chief of Department reports to City Manager's Office. City Managers report to Mayor and City Council.

Configuration:

Eugene: Chief of Department plus 1 FTE Executive Assistant; Chief receives reports from Exec Asst and three Deputy Chiefs (Admin, Shift Ops, Special Ops)

Springfield: Chief of Department only; Chief receives reports from Administrative Services Bureau Manager and two Deputy Chiefs (Fire Marshal, Planning).

Operations Chief position is vacant; former incumbent is now Planning Chief.

Labor Relations:

Eugene: Firefighters represented by IAFF Local 851; non-exempt civilian staff represented by AFSCME Local 1724; bargaining and other issues administered by department staff in cooperation with City HR.

Springfield: Firefighters represented by IAFF Local 1395; non-exempt civilian staff represented by SEIU Local 503; bargaining and other issues administered by department staff in cooperation with City HR.

Emergency Management:

Eugene: Fire & EMS participates under leadership of City Emergency Manager housed in Risk Services section.

Springfield: Fire & Life Safety participates under leadership of City Emergency Manager housed in City Hall.

IGAs/MOUs/Contracts/Admin. Orders:

Eugene: All are maintained by a Senior Administrative Specialist in the Administrative & Support Division; City Recorder in City Manager's Office is official repository; contract managers (appropriate staff based on subject area) are responsible for any amendments/renewals.

Springfield: All are maintained by personnel in the Administrative Services Bureau; City Recorder in City Manager's Office is official repository; contract managers (appropriate staff based on subject area) are responsible for any amendments/renewals.

Community Relations:

Eugene: Beyond normal PIO work (see below), Chief of Department and other Chief Officers routinely participate in meetings and make presentations and appearances as members or guests of various professional and community organizations, providing information and promoting department programs.

Toxics Right-to-Know Program could be an element of community relations.

Springfield: Community Relations functions are generally handled by the Planning Chief, or as appropriate by the Chief of Department.

PIO:

Eugene: At emergency scenes, Incident Commander or designee serves as PIO; for non-emergency issues (including department-initiated news items), Management Analyst/PIO serves as contact point and clearinghouse, arranging interviews and public presentations, issuing news releases, responding to media and public inquiries, maintaining up-to-date Internet presence, etc. Senior Administrative Specialist in Admin. & Support Division arranges station tours.

Springfield: At emergency scenes, Incident Commander or designee serves as PIO; Planning Chief is on-call to serve as PIO at major incidents. For non-emergency issues (including department-initiated news items), Planning Chief or City PIO serves as contact point and clearinghouse, arranging interviews and public presentations, issuing news releases, responding to media and public inquiries, etc. Station tours are handled through Administrative Services Bureau.

Planning:

Eugene: Department Strategic Plan and Work Plan are managed by Executive Assistant in Office of the Chief. Annual Report, Standards of Cover, and professional credentialing are managed by PIO. Infrastructure planning is managed by Chief and Deputy Chiefs.

Springfield: Planning documents are typically prepared by consultants; work plans are developed and updated at the individual employee level. Infrastructure planning is managed by Fire Management Team.

SOPs:

Eugene: The department has three books of SOPs, including Metro SOPs. At the present time a committee is developing a redesigned SOP process.

Springfield: The department has four books of SOPs, including Metro SOPs.

Description of Cooperative Service Delivery Model:

Governance: Initially, Chief of Department reports to Eugene City Manager and Executive Chief reports to Springfield City Manager (or Assistant City Manager). Following retirement of Executive Chief, Chief of Department reports to Joint Governance Board consisting of elected and administrative representation from both jurisdictions. Ultimately, Chief of Department reports to elected district board, or to Joint Powers Authority board of governance if that is the direction taken. (See background information attached.)

Configuration: Initially, this office will be comprised of the Chief of Department, Executive Chief, 1 FTE Executive Assistant. Chief of Department receives reports from Exec. Assistant and Deputy Chiefs for Operations, Special Operations, and Community Relations/Emergency Management (see below); Executive Chief receives reports from Deputy Chiefs for Administration and Prevention. Following retirement of Executive Chief, Chief of Department receives reports from Exec. Assistant and all Deputy Chiefs (or Administrative Director if the position is occupied by a civilian executive).

NOTE: This recommendation envisions the temporary formation of a work unit that could be called the Community Relations & Emergency Management Division, which would include 1 FTE Deputy Chief and 1 FTE PIO. In addition, some access to administrative support would be required by this unit. This division would exist until there is further attrition at the Deputy Chief level.

Labor Relations: Initially, union representation of individual employees remains the same. Later, firefighters would be represented by a single IAFF local, and non-exempt civilian staff would be represented by either AFSCME or SEIU. Labor negotiations

will be required.

Emergency Management: Deputy Chief responsible for emergency management on behalf of combined fire department; emergency management for Eugene remains as is (housed in Risk Services Section); emergency management for Springfield to be established

IGAs/MOUs/Contracts/Admin. Orders: All maintained by a Senior Administrative Specialist in the Administration Division; both City Recorders will need to serve as official custodians; contract managers (appropriate staff based on subject area) are responsible for any amendments/renewals.

Community Relations/PIO: Deputy Chief responsible for department representation in community; incident commanders remain responsible for on-scene PIO duty; PIO continues to handle all other PIO functions.

Planning: Chief of Department has signature authority on all planning documents and assigns tasks as appropriate.

SOPs: Personnel in all functional areas will need to examine all relevant SOPs for inclusion in a Metro SOP set, and will be responsible for normalizing those SOPs to apply to a merged department. SOPs applicable to the Office of the Chief include those related to the structure of the organization and those related to personnel administration.

FTE – Identify potential increases and consolidations in FTE:

- What positions will be consolidated through attrition: Fire Chief (1 vs 2)

Costs – Confirm present costs for service delivery:

Eugene: \$308,331
Springfield: \$160,000

• **Onetime costs that are required to implement the program:**

Integration of SOPs
Integration of contracts/IGAs/MOUs/admin. orders
Physical relocations

• **Ongoing costs that are required to maintain program:**

\$308,331 + inflation + administration of governance

• **Identify cost avoidance opportunities:**

Single Chief of Department
Single point of contract maintenance

• **Consider long term economies of scale:**

Single Chief of Department

- **Identify Grants and Levy's that impact program:** None

Actions required implementing new delivery model:

- Finalize IGA creating single department
- Secure political actions to form governing body
- Finalize organizational chart for unified department
- Develop single-department strategic plan

- **Functional area location:** Eugene Emergency Services Center
- **Location of staff:** Eugene Emergency Services Center

Technology requirements:

- Normal administrative business and telecommunications equipment.
- Computer systems and software now used by the two departments will need to be made compatible and interoperable.

Summary of the sequence of events that are required for implementation:

1. Governing bodies authorize merger.
2. Staff teams conduct in-depth analysis of functional areas.
3. Chiefs approve interim functional org. chart.
4. Executive Chief establishes office at Eugene ESC.
5. Duties/office locations/reporting relationships adjusted as above.
6. Fire Chief (Springfield) retires.

Functional Team Implementation Members:

- Springfield: Mark Walker, Rebecca Hollenbeck
- Eugene: Glen Potter, Joann Eppli

Functional Team Area Supervisors:

- Springfield: Dennis Murphy
- Eugene: Randy Groves

Functional Area: AMBULANCE BILLING & FIREMED

Elements considered within the functional area:

- Ambulance Billing

- FireMed
- Organizational Structure
- Office Locations
- Compliance (HIPAA, SOP, policy/procedure)
- IT (all tech & software support)
- Records Management/Storage

Description of Present Service Delivery Model:

Ambulance Billing:

Both Eugene and Springfield operate ambulance service as a fee-for-service function. Billing is a necessary function in the success of ambulance operations. Billing for patient services rendered is primarily influenced by the reimbursement practices of various health insurers including Medicare, Medicaid, private insurance, worker’s comp, and private pay accounts. The majority of the patient claims for both departments are from government reimbursement programs. Medicare provides federally funded governmental health insurance for people 65 years of age and older. Medicaid is a combined federal-state program with the federal government contributing a portion of the total funds required. The Medicaid program is administered by the state of Oregon to provide medical care for those patients whose low incomes would otherwise prevent them from being cared for.

Both Eugene and Springfield have designed billing systems and developed personnel to operate the system to produce good collections results. Each ambulance billing section runs essentially the same in that once a patient is transported; the run is entered into the billing system generating a bill for service(s) rendered. These bills are then sent to the patients’ primary insurers: Medicare, Medicaid (Oregon Health Plan), commercial insurance or other third party payor. Patients without insurance coverage are put into a self-pay category and invoiced directly. Often the self-pay patients have minimal resources and staff attempts to find ways for payment through payment plan options. Accounts in arrears are forwarded to an outside collection agency for payment recovery.

Springfield’s Ambulance Account Services section provides ambulance billing services for 19 government entities besides Springfield.

Billing Accounts and Collection:

	Eugene	Springfield	Springfield Billing Contracts (IGAs)	Total Accts.
FY09 # Pt. Accounts	11,008	6,779	15,090	32,877

FireMed:

FireMed is an ambulance membership program of the Eugene, Springfield and Lane Rural Fire Departments. Membership constitutes a prepayment of the member’s out-of-pocket expenses for ambulance transport such as insurance deductibles and co-pay amounts. FireMed covers emergency (Eugene) or emergency and non-emergency medically necessary (Springfield and Lane Rural) ground ambulance service. A \$52 annual membership covers all members of a household. Program administration for all three partners is consolidated.

With FireMed, the transporting ambulance provider bills any available insurance coverage and accepts that as payment in full. Members who do not have insurance have no out-of-pocket expenses.

FireMed markets Life Flight air ambulance membership under the brand name FireMed Plus. Life Flight contributes to the marketing expense of the program.

The local FireMed office administers a state-wide membership reciprocal agreement whereby 85 ambulance membership programs honor each other's memberships. This allows FireMed to market a larger benefit to members which includes coverage across most of Oregon.

The local office also manages FireMed programs for three other fire departments in Oregon: Ashland Fire & Rescue, Canby Fire District, and Molalla Fire District.

After operating separate programs for several years, Eugene and Springfield recombined into a single program in 2007, resulting in growth in membership after many years of declines. By performing all marketing and administrative functions in one office, FireMed achieves economies of scale and specialized expertise.

Memberships:

	Eugene	Springfield	Combined	Lane Rural	Life Flight
FY 09 FireMed Memberships	18,288	11,183	29,471	3,098	12,208
Gross Revenue	\$947,618	551,634	1,499,252	163,693	406,177

Organizational Structure - Ambulance Billing:

Eugene's billing section includes one Management Analyst 1 functioning as the billing supervisor and four Program Specialists who do the billing, collections, and cash posting. Of the four Program Specialist positions, one is vacant.

Springfield's billing section includes one Account Services Supervisor, seven EMS Account Technicians, 0.5 Program Technician, and one Clerk 2.

Combining billing sections will permit both cities to have functional specialties that will strengthen performance. Specialties will include data entry, account collections insurance payer specialties, cash posting, refunds, month-end closings, reports, and client billing. The Program Technician performs refund vouchers and reconciles the GL account with billing software. The Clerk 2 answers the section's phones and performs clerical tasks.

Positions and Costs - Ambulance Billing

Springfield Positions	Cost	Union	Eugene Positions	Cost	Union
EMS Account Services Supervisor.	76,152	Exempt	Management Analyst I	88,639	Exempt
EMS Account Technician	58,320	OPEU	Program Specialist	70,895	AFSCME
EMS Account Technician	70,776	OPEU	Program Specialist	70,895	AFSCME
EMS Account Technician	65,904	OPEU	Program Specialist	70,895	AFSCME
EMS Account Technician	59,220	OPEU			
EMS Account Technician	58,320	OPEU			
EMS Account Technician	58,320	OPEU			
EMS Account Technician	60,973	OPEU			
Program Technician (.5 FTE)	31,764	OPEU			
Clerk 2 (.5 FTE)	24,852	OPEU			
Total Personnel Costs	564,601		Total Personnel Costs	\$301,324	

Organizational Structure – FireMed:

FireMed operates with a combination of permanent and seasonal paid staff and volunteers. The FireMed Director oversees policy implementation, marketing, and public relations. The Program Technician handles day-to-day communications with members and trains and leads the temporary staff.

Temporary staff works primarily during the annual membership campaign, April through June. Work hours decrease in July when most temporary work ends.

Springfield FireMed Staffing	Cost	Union
Senior Management Analyst	95,868	Exempt
Program Technician	55,872	OPEU/SEIU
Temp. Staff as needed	43,846	NA
Total	\$195,586	

Office Locations:

Eugene: 2nd & Chambers, Eugene
Springfield: City Hall, Springfield

Compliance:

Health care compliance is a “process” of understanding and meeting the expectations of those who grant us money, pay for our services, and regulate our industry. Health care compliance includes numerous issues such as patient care documentation, reimbursement, employment and workplace issues, and licensure issues.

On March 24, 2003, the Office of Inspector General (OIG) set forth seven elements necessary for an effective compliance program. Ambulance services must adhere to all applicable Medicare, Medicaid, and any other federally funded health care laws, rules, and policies relating to the submission of claims. This

includes, proper documentation of services, billing, coding, and claims submission, and the prevention, prompt detection, and appropriate action steps to detect health care fraud and abuse

Compliance helps ensure that we all are committed to the “due diligence” needed to prevent and detect violations of the law and to make corrections in our administrative, billing, and operational procedures.

IT –Tech & Software Support:

Ambulance Billing:

Eugene and Springfield use the same packaged software system designed for ambulance services. Zoll RescueNet Billing Software is both a billing and collection system. RescueNet is totally integrated with the electronic pre-hospital care report (ePCR) software used by the paramedics, creating a streamlined process of moving patient information & medical documentation to the billing process. Annual maintenance fees for the software are paid based on the total cost of the system, including user licenses. Currently, Eugene maintains 7 licenses and Springfield 20 licenses.

Eugene needs to purchase an additional server to accommodate current and future upgrades to their billing software. Springfield has server space available. If the billing services combined into one organization, this server would be adequate for the combined billing function.

FireMed:

Eugene: Eugene contracted for creation of a custom membership database. Included in that project was an interface with RescueNet billing system that allows the billing software to check the membership database to see if a patient is a FireMed member.

Springfield: Springfield currently uses a software product called Raisers Edge to manage memberships. Five full function licenses are available. RescueNet billing system does not interface with this software at the present time. A web-based solution for managing memberships is being investigated. As Springfield expands the number and complexity of FireMed campaigns each year, the use of the internet and the FireMed website will play a key role in the marketing and management of the overall FireMed program.

Records Management/Storage:

Eugene: Newer records are stored electronically; older records at the South Park Building, Chambers Site
Springfield: Newer records are stored electronically; older records at CDI Vaults.

FireMed: Newer records are stored electronically; older records at Booth Kelly Complex.

Description of Cooperative Service Delivery Model:

- **Ambulance Billing** – Ambulance billing will be one section of Administrative Services. At the present, both agencies do billing functions. The department will need to evaluate the database transition from separate systems to one combined system, and determine office/support needs. Combining billing departments, and utilizing the best practices of each, cross-training, and sharing expertise would be of great benefit to both cities.
- **FireMed** -Springfield currently manages the program under contracts with Eugene, Lane Rural and Life Flight Network, LLC. Eugene and Lane Rural contribute to the marketing campaign and part of the administrative expense. Life Flight contributes a fixed amount to the marketing campaign. A combined program will contract with Lane Rural and Life Flight.

- **FireMed Membership Policy Committee** – Each of the three ground ambulance partners have two seats on this committee. The committee meets once each year to review and change program policy and to review the annual budget.
- **Organizational Structure** - As a merged organization there would be 1 EMS Account Services Supervisor and 1 Assistant Supervisor overseeing 11 ambulance billing personnel, with 1 Clerk for administrative support. The Supervisor will report directly to the Administrative Services Bureau Manager.
- **Office Locations** - A combined Account Services Section operation would be located in available space in Springfield City Hall.
- **Compliance (HIPAA, SOP, POLICY/PROCEDURE)** - This would involve integrating all compliance, HIPAA, SOP and Policy/Procedures if both cities were to merge.
- **Records Management/Storage** – Consolidation of electronic as well as paper records would benefit both entities.
- **IT (tech & software support)** – Consolidating both systems affords a more streamlined process and will eliminate duplication of records and server space issues. Support for Zoll software would be furnished with IT personnel already familiar with the Zoll database. Further information regarding IT needs are explained in the “Technology and Communication” Cooperative Service Implementation Plan.

Identify potential increases and consolidations in FTE:

- No Increase in FTE

What positions will be consolidated through attrition:

- No Decrease in FTE

Confirm present costs for service delivery:

COSTS	Eugene	Springfield	Combined
Personnel	301,324	564,601	865,925
Materials and Supplies	55,321	214,032	269,353
FireMed	235,000	195,586	430,586
Materials and Supplies		505,893	505,893
Total	591,645	1,480,112	\$2,071,757

A combined data base may eliminate the need to purchase an additional server, approximately \$10,000-\$12,000 savings.

Long-term economies of scale:

- Adoption of best practices of each work unit in new combined work unit
- Strong potential of economies of scale utilizing “Process Improvement” methodologies.

- Larger work group more flexible in absorbing new billing clients

Identify Grants and Levies that impact program: None

Actions required for implementing new delivery model:

Functional area location: Springfield Fire Administration (Billing and FireMed)

Technology requirements:

For routine business functions: None

For communication: None

For documentation: None

Summary of the sequence of events that are required for implementation:

1. Relocation of billing staff to Springfield
2. Transition of accounts receivable to one billing system server
3. Transition of FireMed membership to one software management system

Functional Team Implementation Members:

Springfield: Debbie Adair, Bart Noll, Brian Evanoff

Eugene: Gail Draper, Denise Giard

Functional Team Area Supervisors:

Springfield: Brian Evanoff

Eugene: Denise Giard

Functional Area: TRAINING

Elements considered within the functional area:

- Communication-Standardization of information
- SOPs
- Training standard equivalency
- Budget allocation
- In-service/Continuing Education training for all employees. Continuing to meet all Federal, State, Oregon Occupational Health Safety Administration (OR-OSHA) , Insurance Service Organization (ISO), National Fire Protection Association (NFPA) and any other relevant industry standards
- Training records management
- Employee Development Programs – Officer, Engineer, Chief Officer ranks

- New employee hiring processes
- Recruit training – Academy and Shift
- Employee evaluations
- Pending Cadet program
- Community College Paramedic intern ride along program
- Field Training Evaluation Program (FTEP)
- Continuous Quality Improvement (CQI) program
- Training Prop development and maintenance
- Training for regional partners

Description of Present Service Delivery Model:

Eugene: Training section staff is charged with coordinating any needed new employee hiring process. City Human Resource personnel are utilized in an advisory and partner capacity to ensure adherence to all relevant laws and hiring practices. Training staff coordinate and instruct new employees (Recruits) with the assistance of on-shift Cadre trainers. The Fire/EMS Recruit academy is approximately 13 weeks long.

Probationary Firefighters (Recruit Academy graduates) are assigned to a shift and then are tasked with more specific courses of study for the balance of their first year of employment. During this time, they are at-will employees and are subject to periodic examination in which benchmark performance must be attained. Failure to progress can be subject to termination from employment. Probationary year areas of training include ambulance (medic unit) training/evaluation in both the driver and technician responsibilities, engine company duties germane to the firefighter rank, and overall department policy and procedure. Once a probationary period is completed, a new Firefighter/EMT is ready for unrestricted regular duty assignment, dependant on department needs. At the end of their first year of employment, Firefighter/EMTs are certified to State of Oregon, Department of Public Safety Standards and Training (DPSST) Firefighter II standards.

In-service employee training/evaluation is accomplished by Training staff in many different ways. Fire subject classes and specific drills occur each quarter. Medical Continuing Education classes and drills are held, at a minimum, quarterly with EMS staff. Utilization of an in-house closed-circuit TV station adds to Training staff's ability to instruct crews. Additionally, NFPA 1410 drills and skill evaluations are conducted at the company/battalion level along with many ad-hoc classes and drills.

The department has well structured employee development programs. Firefighters apply for entry into the Engineer development program. The Engineer level development program consists of multiple modules of training/drill. At each module's conclusion, Training staff conduct an evaluation of the candidate. A successful evaluation is required before proceeding to the next module.

The Company Officer level development program consists of multiple modules of training/drill. At each module's conclusion, Training staff conduct an evaluation of the candidate. A successful evaluation is

required before proceeding to the next module. At the completion of either development process, the employee is qualified to act-in-capacity at the higher rank and can compete for promotion at a yearly, designated testing time. At this time, training objectives and task books are in place for a Chief Officer development program but evaluation components are still in development.

Springfield: Recruit hiring and training is conducted by Training staff with the assistance of Human Resources. An adjunct instructor may be reassigned from line personnel to assign with Recruit Academy instruction. This is a voluntary assignment. The Recruit Academy is approximately 12 weeks long and is classified as phase 1 of the probationary year. The balance of the year is broken in to two segments. Phase two covers engine and medic driver responsibilities and lasts five months. Phase three lasts four months and focuses exclusively on lead medic responsibilities. Once this period is successfully completed the new Firefighter/Paramedic is ready for unrestricted regular duty assignment

In-service training is accomplished by a variety of delivery models. Training staff is responsible for fire, rescue, and EMS training. Fire/rescue classes are presented during nine months. Incorporated in this are company skill evaluations proctored by Training staff and Battalion Chiefs. EMS training includes formal classroom based training three months per year, monthly company level training based on curriculum provided by Training staff, and monthly individual online training facilitated through a web based EMS training company.

The program for Engineer development consists of five modules. The program is largely self-directed. The candidate's regular Captain and Engineer sign off as the candidate completes the assigned drills and competencies. At the completion of the EDP task book, the candidate completes a comprehensive practical exam. This exam is proctored by Training staff and Engineer personnel not assigned to the candidate's shift. Successful completion of the practical exam is required for the candidate to be eligible to act-in-capacity and participate in the promotional exam.

The program for Company Officer development consists of eight modules. The program is largely self-directed. The candidate's regular Captain signs off as the candidate completes the assigned drills and competencies. At the completion of the ODP task book, the candidate completes a comprehensive written and practical exam. This exam is proctored by Training staff and Captain personnel not assigned to the candidate's shift. Successful completion of the practical exam is required for the candidate to be eligible to act-in-capacity. Completion of all ODP elements, DPSST certification as a Fire Officer I, and Instructor I are required to participate in the promotional exam.

At this time, documentation for a Chief Officer development program is in development. No formal program or evaluation component is in place.

Description of Cooperative Service Delivery Model:

Recruit hiring will be conducted by Training staff with the assistance of Human Resources. Training of new Recruits will be organized and delivered by Training Staff. Adjunct and/or Cadre instructors in combination may require assisting with instruction, depending on the size of a recruit class. Flexibility in the configuration of instructors beyond the dedicated Training staff will allow for maximum flexibility in class size to meet the operational needs of the Department. A Recruit Academy will be approximately 12 weeks long. This intensive training regimen will prepare a recruit to function in either jurisdiction until all

operational components are synchronized. The balance of the probationary year curriculum will need to be synthesized to meet the needs of the combined organization. A significant consideration to be defined is; will the organization recruit Firefighter/Paramedics exclusively, or will the new employees include Firefighter with a lower EMT level?

The curriculum for fire skill training will remain consistent. The amount of time spent reviewing and evaluating medical skills needs to be maintained at a high level if personnel will be assigned lead paramedic duties on an ambulance. Once the probationary period is complete, new Firefighter/Paramedic/EMTs will be ready for unrestricted regular duty assignment dependent upon department need.

In-service training will encompass recurrent and emerging fire, rescue, and EMS curriculum. It will need to provide enough continuing education hours for all personnel to meet Federal and State recertification requirements. To meet this standard for all personnel, Training staff will need to use a variety of delivery methods and models. Hour recertification requirements are not attainable using only a centralized Training staff-delivered model for all classes and drills. Some centralized training in conjunction with remote (pod) based training and Training staff facilitated hand-off training will allow for delivery of the required hours. This change will increase the need for accurate record keeping and reporting. It will also require assistance from the Operations District Chief/Battalion Chiefs, including crew follow-up, in order to be successful.

Development programs will need to be integrated over a period of time in order to allow personnel already in process the ability to be successful in the organization. The long-term plan calls for transition to a model such as the one Eugene currently has in place. By testing at the conclusion of each module, the need to hold all-inclusive promotional exam processes is reduced and the workload is spread over time. Development of a standardized truck company operations program will be an enhancement that will need to be fully developed and then standardized across the organization. Development of a standardized Chief Officer Development Program will be a high priority given the anticipated number of retirements at that rank within the coming years.

Identify potential increases and consolidations in FTE:

The current FTE staffing and the associated reporting structure of each department's training section is included in the following tables:

Springfield Fire & Life Safety				
Position	Rank	Pay equivalency	Estimated total salary/benefits	Funding source
Training Chief	Battalion Chief	Battalion Chief	\$134,275	Fire Training
Training Captain	Captain	Captain	\$118,458	Fire Training
Training Officer	Officer	Captain	\$126,758	Ambulance fund
Program tech	Civilian		\$55,872	Administration
Estimated total budgeted personnel costs			\$ 435,363	
Eugene Fire & Life Safety				
Training Chief	District Chief	District Chief + 5%	\$ 125,622	Fire Training
Training Captain	Captain 2	Captain 2 + 5%	\$ 119,671	Fire Training
Fire Instructor	Engineer	Captain 1	\$ 107, 742	Fire Training
Video Technician	Civilian		\$ 76,336	Fire Training
Program Specialist A	Civilian		\$ 70,892	80% Fire Training 20% Ambulance Fund
Estimated total budgeted personnel costs			\$ 500,263	

After any merger process, two separate Training Chief positions could be consolidated into one supervisor position with the net loss of one Training Chief position and its associated costs. This would be an immediate estimated savings of \$134,275.

Currently in Eugene, the EMS Training Coordinator is within the Administration Division and reports to the EMS Chief. In a merger scenario, it is the recommendation of Training staff that this position be included in a new Training section realignment to improve reporting relationships based on functional areas of responsibility.

The proposed Training Section staffing model and costs follow. Within the proposed organizational chart are initial areas of responsibility which would be further delineated by departmental need, union contract language, and internal review. The combined personnel cost given is an estimate.

Other training-centric costs not included here may be discussed in other section reports. Specifically, contract language in Eugene's contract cites work relief needs when attending extended training sessions outside of normal shift duty. This incurs a cost of overtime backfill, which is not reflected here, but affects the operational staffing budget. This issue may be ameliorated during any consolidation process.

Position	Rank	Pay equivalency	Estimated total salary/benefits	Funding source
Training Chief	District Chief	District Chief + 5%	\$125,622	Fire Training
Training Captain	Captain	Captain	\$118,458	Fire Training
Training Captain	Captain 2	Captain 2 + 5%	\$119,671	Fire Training
EMS Training Coordinator	Training Coordinator	Captain 2	\$114,508**	Ambulance Fund (transferred position)
Training Officer	Officer	Captain	\$126,758	Fire Training
Fire Instructor	Engineer	Captain 1	\$107,742	Fire Training
Video Technician	Civilian		\$76,336	Fire Training
Program Specialist A	Civilian		\$70,892	80% Fire Training 20% Ambulance Fund
Program Tech	Civilian		\$55,872	Administration
Estimated total budgeted personnel costs			\$915,859	

****Change in reporting of this position; salary currently budgeted in Administration Division.**

What positions will be consolidated through attrition:

1.0 Immediate annual savings of 1 FTE Training Chief, at approximately \$134,275 (current value \$68,410 due to FY10 budget reduction already taken)

After a period of post-merger implementation and further review, additional FTE adjustments department-wide could occur.

Confirm present costs for service delivery:

Cost estimates indicated would potentially be realized only in the event of a full merger.

- **Onetime costs that are required to implement the program:**

Need/Activity	Reason	Estimated cost
Increase per-person license fee for CentreLearn web-based training program	Create consistency in EMS delivery across personnel	\$20,000

- **Ongoing costs that are required to maintain program:**

Need/Activity	Reason	Estimated cost
Increased fuel consumption	Rotating distant crews to 2 nd and Chambers site for required training	Unknown – variable - \$5,000/yr
Increased prop maintenance	Degradation due to use	Unknown – variable – \$15,000/yr
Seamless training communication	Access to combined IT (Server	Unknown

system	space, technical support, computer network, phone system)	
Equipment replacement fund	for props, tools, training fire engines, various fuels	\$25,000/yr
Additional staff vehicle maintenance	Stated	\$3000.00/yr
Proprietary Web-based training system (not currently in use by Eugene)	Enhance training delivery to remote sites without having crews leave their area	\$20,000/yr
Human Resource support	Hiring processes, promotional processes, personnel needs, specialty training	Unknown
Future Battalion specific dedicated drill areas	Currently Battalion 2 and 3 have inadequate drill ground space owned by the Fire department. Crews have to use inadequate (too small) drill fields or off site public areas which are unsecure and create safety hazards to the public at times.	Unknown
Purchase/Training of EXO escape system	To provide and train in uniform safety equipment	\$10,000

- **Identify cost avoidance opportunities:**

Without a merger, Springfield would have to identify strategies to fund a multi-use drill field with associated fixed props. Within a potential merger, the established assets at the 2nd and Chambers drill site would be utilized system-wide, thus precluding a similar facility need in Springfield.

- **Consider long term economies of scale:**

Economies of scale would be gained in the area of increased staffing and redistribution of responsibilities. A redistribution of responsibilities would allow more focus in specific functional areas that are currently underutilized. Examples of this are:

- Development of on-going curriculum for development programs. These programs are updated on an ad-hoc basis and need constant attention to employ current policy and standards in the evaluation and training of candidates.
- Maintenance of an in-house training manual that is utilized as the basis for our standards of operation. This is a program reference vital to our operations which is updated on an ad-hoc basis. Consistent maintenance of this reference would facilitate standardization of performance for all employees and allow for elevation of standards across the organization, consistent with industry benchmarks.
- A single hiring process and Recruit academy would decrease competition for premier candidates and thus lead to a higher quality workforce overall.

- Promotional opportunities would increase department-wide with an increased number of supervisory positions and the promotional processes could be scaled to such a need. Specific processes could be consistently administered by assigned position within a training section.
 - A larger, combined workforce would allow for more effective application and rotation of the current FTEP program (Field Training Evaluation Program) which currently employs a high turnover rate due to workload.
 - A combined workforce would also increase the availability of Training section Cadre instructors. This pool of subject matter experts routinely assists training staff in lesson plan delivery.
- **Identify Grants and Levies that impact program:**
Grants given to any new, larger department would impact a larger service delivery area across the entire metro area instead of just one jurisdiction. Grants could be pursued as a single organization, instead of two separate entities with similar needs and divergent funding.

Actions required implementing new delivery model:

Functional area location:

- 2nd and Chambers, Emergency Service Center (ESC) Eugene site
- 1225 28th Street, Springfield Training offices/classroom site (part of Station 3)
- South 16th Street, Springfield drill ground and container based drill prop

Location of staff:

- All Training staff would be based at 2nd and Chambers. There are enough staff offices on site available for the projected FTEs within a merger scenario. This site was constructed with a primary emphasis on training and its ancillary functions. Redistribution of administrative and support staff would most likely occur at some level to other structures within the new-formed department model.

Eugene Police and Central Lane Communication (911) training personnel are currently at the 2nd and Chambers facility. In a merger, the increased Fire/EMS training staff and training needs may facilitate a need to downsize their respective footprint within the facility. Policy and intergovernmental agreements will need to be reviewed by senior staff in regards to this issue.

The 28th street site in Springfield is positioned to operate as a training site in a “pod” training delivery system. It has office space, classroom space, and potential as a battalion 3 training staff site.

In a “pod” instructional delivery model, smaller groups of Fire/EMS companies would congregate to battalion-specific sites where instruction would occur. Benefits of this model would include decreased fuel costs of transporting all crews to one site (i.e., 2nd & Chambers) for instruction. This model would keep suppression companies closer to their respective response areas and decrease emergency response times. It would also minimize impact to adjoining

companies which might have been utilized as coverage units during previous training sessions.

Other sites to facilitate a “pod” instructional delivery model may be needed in the future. Existing fire stations with common meeting rooms would be a good, interim use for this system and would incur no cost.

Technology requirements:

- **For routine business functions:**

Common server accessible by both jurisdictions. This needs to include common drive space and the ability to host common database and intranet presence. This needs to be configured to allow equal access and security rights regardless of whether the user is logged in to the Springfield or Eugene network.

- **For communication:**

Network e-mail, cell phones, Nextel, common radio frequencies

- **For documentation:**

A joint training record database such as Firehouse RMS. As mentioned above this should be hosted on a server shared and equally accessible by both jurisdictions. Additionally this database needs to be robust enough to track all training activities (call out development programs, task books, EMS, special teams, and Recruit Academy)

Summary of the sequence of events that are required for implementation:

Initial considerations would be:

- Determination of implementation date by senior staff
- Determine overall department priorities to ensure seamless work product among crews on the street. Incorporate these priorities into the establishment of a new training calendar.
- Assignment of areas of responsibility to Training staff
- Review of responsibility areas by staff to look at areas of commonality/difference. Create a plan for implementation of new combined programs.
- Determine sustainable training calendar during merger process ensuring all mandated statutory training occurs.
- Determine a training delivery model which would include pod instruction, drill field utilization, closed circuit TV training, web-based training, and remote drilling site utilization.
- Establishment of work sites and dissemination of all above information to the department whole.

Standardization of all policies and procedures would be an end goal but this would take some time due to current differences in equipment and/or policy and union contracts.

Emergency operations policy and procedure (in the form of Metro Lane Standard Operating Procedures /SOP) has been utilized by Eugene and Springfield Departments for some time. This, along with the delivery of a three-battalion system between the two departments has reduced what would have been an immediate work item to that of a current, established procedure.

An issue of high interest to the new work force would be promotion opportunity and testing. It is envisioned that pre-merger, agency specific promotional processes would continue for a period of time. This would allow for an eased transition to a unified standard in development training, and concurrent promotional selection process. Eventually, after common standards of training are established and a group of similar trained candidates were eligible, a combined promotional process would be implemented.

Continuous review and adjustment would be required by staff to stay on task to achieve department and section goals.

Functional Team Implementation Members:

- **Springfield:** Training Chief Jeff Kronser
- **Eugene:** AIC Training Chief Matt Ennis

Functional Team Area Supervisors:

- **Springfield:** Training Chief, Jeff Kronser
Staff: Training Captain, Curtis Bean
Training Officer, Kevin Sundholm
Program Specialist, Liz Kelly

- Eugene:** Deputy Chief of Special Operations, Joe Zaludek
AIC Training Chief, Matt Ennis
Staff: Training Captain, Brian Smith
Fire Instructor, Ned Kjeldgaard
Program Specialist A, Cathy Smith
Video Technician, Barry Burleson
EMS Coordinator, Karen Anderson

Functional Area: SPECIAL OPERATIONS

Elements considered within the functional area:

- Water Rescue
- Urban Search & Rescue (USAR)

Description of Present Service Delivery Model:

Water Rescue response is presently delivered in both departments by crews shutting down suppression companies to staff rescue boats with Surface Rescue Technicians (SRT) members of the respective water rescue teams (WRT).

USAR Team Response is managed by the coordination of on duty team members that arrive at the scene and then function as team members or respond to station 2 to staff USAR apparatus and respond to the scene as a team. The truck company stations are consistently staffed with at least one USAR team member to assist with size up, coordination, and equipment needs for incidents that can be supported by on duty team members. The State of Oregon USAR South Team is comprised of 50 members from Eugene, Springfield, Corvallis, Albany, and Salem and is deployed by the SFMO.

Description of Cooperative Service Delivery Model:

The delivery model would allow for focused staffing and boat response from stations that are best positioned to deploy to the launch sites in each jurisdiction. A WRT presence at stations 4, 6, and 11 would allow for rapid deployment to the launch sites at Hayden Bridge, Alton Baker, Armitage Park, Celeste Campbell, "D" street, and allow for a reserve boat launch at the unimproved launch at Beltline.

All trucks and towers could have WRT staff that could respond to the launch site however the interest will be to keep trucks and towers in service for fire response when possible.

A cooperative service delivery for USAR would function by having the closest truck/tower company respond to the incident and begin size up and initial operations with the crew and equipment on trucks. The Rescue Unit from both jurisdictions (Heavy Rescue 5 and Rescue 2) would respond with USAR staffing to the incident location to coordinate a full on-duty team response. Alternate support stations would house support equipment such as lumber trailers and the Air and Light Unit would respond from Logistics to support the USAR response.

Identify potential increases and consolidations in FTE:

The Eugene WRT team is presently at 18 with the capacity to fully staff at 24 team members. Springfield WRT is currently staffed with 24 personnel. Six additional personnel are in the initial training process. Ten personnel are qualified as boat operators. Six of those are cross-trained as SRT and included in the WRT total number listed above.

The Eugene USAR team presently has 17 members with the capacity to staff to 18 members. A combined team of 36 members would allow for consistent first response staffing at the truck/ tower stations (Stations 1, 2, and 5) and at the support stations (Stations 8 and 11 in Eugene and Station 3 in Springfield). This model would allow for support stations to respond to confined space permit emergencies when the trucks and towers are unavailable.

Springfield current has 16 personnel fully trained and 2 additional personnel have begun training. Full staffing is 6 per shift.

What positions will be consolidated through attrition:

The possibility exists to reduce team members through attrition from 44 to approximately 30 positions with the predominant staffing and equipment responding from Stations 4 and 6. The reduction from certification pay will allow for on duty drills to be proctored by off duty shift team leaders.

The potential exists to consolidate the responsibilities of multiple team advisors and shift team leaders into one district chief team advisor and one shift team leader. These positions would not result on cost savings

but would contribute to the overall effectiveness of USAR team coordination, training, and response for both agencies.

Confirm present costs for service delivery:

The total budget WRT for cert pay, training, and equipment is \$125,000.

The total budget for USAR for cert pay, training, and equipment is \$120,000.

Springfield WRT money is currently splint between several different line items. No certification pay is provided. M&S and repair total approximately \$15,000 annually. Previous FEMA grant money paid for a significant portion of Springfield PPE (personal protection equipment) costs and will need to be budgeted when those items need to be replaced.

Springfield USAR does not receive certification pay. The overtime training funds were cut from the 2009 budget. This has limited training to on-duty exercises. Up to this point the major portion of equipment purchases have come from DHS grants. Future budgets will need line item M&S funding to support equipment repair and replacement.

Onetime costs that are required to implement the program:

No foreseen costs for WRT or USAR.

Ongoing costs that are required to maintain program:

Cert pay, training and drilling costs, boat and water craft maintenance and replacement, Safety Fest costs, equipment maintenance and routine replacement.

Identify cost avoidance opportunities:

Reduction of boat and watercraft replacement (from 4 boats to 3).

Reduction of Heavy Rescue purchase for Eugene.

Replacement of Rescue 5 after its life cycle will reduce air refilling equipment and expand tools and equipment storage.

Eugene ALL truck can support air refilling for the metro area.

Consider long-term economies of scale:

Both organizations could improve truck and tower response during water rescue, thus providing improved service while reducing costs.

Having up to 6 stations (3 primary and 3 support stations) for USAR deployment will allow each team to utilize officers and engineers that have promoted to assist with USAR responsibilities. The expense to train a USAR team member to full certification in all USAR disciplines is over \$50,000 per team member.

By combining personnel we will have the ability to provide in-house technician level training and certification for all USAR disciplines.

Identify Grants and Levies that impact program:

The USAR team in Eugene is presently operating under a Homeland Security grant that has over \$50,000 for training by June 30th.
Springfield Fire & Life Safety has \$20,000 left on its training grant.

Actions required implementing new delivery model:

Coordinating station equipment and staffing locations and addressing response polygons accordingly for WRT and USAR.

- Functional area location: Stations 1, 4, 5, 6
- Location of staff: Eugene WRT staff is presently stationed throughout battalions 1 and 2. A reconfiguration of response stations could allow for the staffing of 3 WRT members at stations 4 and 6 as the primary response stations for each shift, with a balance of WRT members at stations 1, 2, 5, and 11.
- The USAR staff would have consistent representation of 3 USAR team members assigned to stations 1, 2, and 5 with the balance of the team members being assigned to the support stations. This staff deployment plan has the flexibility to have team members “at large” at any station with the ability for them to cover the support stations as needed.

Technology requirements: Roster programming for daily response capabilities would need to continue with support from each department.

- For routine business functions: Training for WRT and drills would need to be coordinated, certification check off’s and swims would be simplified.
USAR training and drills would required coordination and would need to consider training on Saturday, Sunday, or Monday for on duty team drills due to the present drill and department activity schedule.
- For communication: WRT Shift team leaders would need to brief daily and determine equipment and staffing to each section of the Rivers.
USAR shift team leaders would need to confirm daily the staffing coverage for the primary and support stations and to coordinate maintenance and repair of equipment.
- For documentation: Eugene presently has a log book and the ELOG CAD log. These logs would need to be merged electronically so we could capture all the activity of the combined team response. USAR activity would require a merged format.

Summary of the sequence of events that are required for implementation:

The WRT team advisors would determine the certifications, staffing levels and equipment locations for

each primary and reserve team response location and then would coordinate the response polygon changes with Dispatch prior to the implementation date. With the highest call volume for the team being from Memorial Day to Labor Day, the interest would be to have the staffing and training merged as soon as possible with the equipment and staffing locations completed prior to May 1st to facilitate the training and drilling required for effective response coordination prior to the first of June 2010.

The USAR team advisors, district chiefs, and operations chiefs would determine the location of staffing and equipment as well as determine the response polygons for Rescue Unit support for USAR-related incidents. Shift team leaders from each department would need to determine response responsibilities (primarily confined space) for each public agency that uses the USAR team as its backup on its safety plan and develop Pre-Emergency Plans and dispatch criteria for each location.

Functional Team Implementation Members:

- Springfield: Jeff Kronser, Bruce Hocking, John McDowell
- Eugene: Joe Zaludek, Don Vaught, Scott Bishop

Functional Team Area Supervisors:

- Springfield: Bruce Hocking, Michael Hundt, Bob Sink, Jeff Kronser, John McDowell, Trevor England, Greg Deedon
- Eugene: Joe Zaludek, Scott Bishop, Derek Grafton, Don Vaught, Jim Walter, Jon Schmitt, Ben Meigs, Rich Hill, Dave McNeil

Functional Area: LOGISTICS

Elements considered within the functional area:

- Courier
- Fleet Management (see separate report for emergency vehicle fleet)
- Facilities Management
- Supply, Order, and Distribution
- Equipment Management & Specifications; Repair & Maintenance
- Personal Protective Equipment Management
- Uniforms

Description of Present Service Delivery Model:

Springfield: Springfield Fire & Life Safety utilizes a variety of line personnel (primarily Captains) to accomplish most logistics tasks on overtime. One Senior Management Analyst functions as the Logistics Manager among several other duties and assignments. An estimated \$200,000 is spent annually on Logistics functions by the combined personnel of the department working regular and overtime hours.

Eugene: Eugene Fire & EMS Logistics Section currently provides all the services listed above for Eugene Fire & EMS. The Logistics Center is located at the 2nd & Chambers complex, where seven FTE staff provide the services necessary.

Courier:

Springfield: A Program Tech makes 'station rounds' (Mon-Wed-Fri) to pick up and deliver mail and small items from City Hall to fire stations; Battalion Chiefs pick up and deliver mail, supplies and equipment to stations (as needed); firefighters deliver outgoing equipment (repairs) and mail to City Hall when convenient (attending a meeting at City Hall, etc.); major equipment, furniture, and other items of substantial size are delivered directly to the fire stations. All fire stations were recently equipped with fax machines to eliminate some unnecessary trips to City Hall or Fire Station 3 to send/receive a fax.

Eugene: A courier makes rounds to each station, every day to pick up and deliver mail, equipment, and supplies, based on work orders placed in the computerized maintenance system.

Apparatus Maintenance:

Note: Fleet Management is addressed in separate template.

Springfield: Maintenance of apparatus and ambulances is done by outside vendors – Oregon Apparatus and Hughes Fire Equipment. Maintenance of some general fund staff vehicles is performed by the City's Public Works Maintenance Shop. FY10 budget for vehicle maintenance is \$212,574.

The General Fund contributed \$300,000 in FY09 and FY10 towards apparatus replacement funding. This reserve fund currently has a balance of approximately \$1.5 million dollars. Due to the extremely high cost of apparatus, the current strategy is to lease apparatus when replacements are needed, reducing cash outlay and stretching limited dollars. In November 2009 three (3) new pumpers were contracted for lease from Hughes Fire Equipment, with delivery expected in June 2010.

Eugene: Routine maintenance and part of the warranty work is performed by City of Eugene Public Works/Fleet personnel. Additional warranty work and body damage repairs are performed by outside vendors. Eugene Fire & EMS has a long-term replacement contract in place with Hughes Fire, expiring in 2016. The department's Fleet rates include maintenance, fuel, fluids, insurance and accident damage repairs.

The FY10 budget for Fleet rates in the Logistics section is \$21,468, Fire Operations \$636,540, EMS \$316,259, medic units \$310,000 replacement per year (not funded in FY10). Apparatus replacement funding is handled on a city-wide level. Logistics Section coordinates department staff vehicle periodic maintenance and repairs. (See separate template for Fleet discussion.)

Radio Equipment:

Springfield: Repair and maintenance are performed by a private company under contract, with the cost budgeted in Operations. A Captain coordinates radio repairs/replacements/issues as an additional assignment.

Eugene: Routine maintenance and some warranty work is performed by City of Public Works Radio Shop personnel. These items are included in the department Radio Rates. Installation and additional warranty work is performed by an outside vendor.

Facilities Management:

Springfield: In FY09 the City created the Building Preservation Fund in an effort to sufficiently fund maintenance on all City buildings, including fire stations. Public Works Maintenance Division manages the fund and sets maintenance project priorities with the department's input.

A Battalion Chief is assigned oversight of the 'Fire Station Maintenance' budget, a separate expense account covering day-to-day maintenance of fire stations. Items included in this budget, for example, are station furnishings, landscaping, washers/dryers, lawnmower maintenance, etc. Purchasing and scheduling is coordinated with the Administrative Services Bureau (ASB) Logistics Manager.

Renovation or construction of new fire station facilities is a joint effort between the Fire Department and Public Works. A Project Manager (PW employee, contractor, or Fire Department employee) is assigned and a project team selected. The Project Manager works closely with the team and is responsible for coordination of all aspects of the project.

Minor maintenance repairs to fire station facilities are requested via email through the chain of Command to the Public Works Maintenance Supervisor and ASB Logistics Manager. Public Works coordinates all repairs, using in-house staff or contractors as appropriate to address the issue. Emergency and after-hour repairs are handled by the on-duty Battalion Chief using the City purchasing guidelines and Public Works emergency contact guide.

Annual testing of equipment (hoses, ladders, etc.) is assigned to a line Captain, or coordinated through an outside vendor by the Battalion Chiefs. Each Captain assigned a specific area of responsibility is given a budget line item related to that area and expected to manage testing needs within the budget allocated. Significant purchases or repairs are coordinated through the Battalion Chief and the ASB Logistics Manager.

Eugene: Facilities services are provided by the City of Eugene Central Services/Facilities Division. Facilities rates within the Logistics Section budget include: O & M Work Orders, Major Maintenance Work Orders, Utilities costs, Custodial Services for Fire facilities excluding Fire Stations, Contracted Landscaping Services at Stations 1,6,11 and the campus at 2nd & Chambers. The FY10 budget is \$921,047. Capital Projects are funded by request by the City's Capital Budget, Bond Measures, and/or other budgetary processes. These areas are coordinated by the Logistics Manager.

The Logistics Section performs purchasing and maintenance of station appliances, furnishings, and small equipment.

Supply, Order, and Distribution:

Springfield: Supply ordering and distribution are decentralized functions, with a number of Captains, Battalion Chiefs, and/or ASB personnel charged with various aspects of the process. Medical Supplies, uniforms, personal protective equipment, SCBA parts, etc., are handled by special assignment to a variety of line Captains. There are a variety of methods used to purchase supplies as well; purchase cards, open purchase accounts, and purchase orders are all used regularly. All purchasers must follow the City Purchasing Guidelines and are responsible for providing appropriate bid comparisons, packing slips, and receipts to ASB Accounts Payable for payment.

Distribution of supplies is accomplished through a variety of methods. Line crews may pick up supplies at the vendor, supplies/orders may be delivered directly to the station(s), or supplies may be delivered to Fire Station 3 or City Hall. Battalion Chiefs often distribute supplies or equipment delivered to Fire Station 3 while making station rounds each day. Items delivered to City Hall are either delivered to fire stations by ASB staff or picked up by the line crew or a Battalion Chief.

Eugene: Logistics Section does bulk ordering, maintaining stock of inventory at the Logistics Building, processing of orders through the ordering system, and delivery. This includes station supplies and medical supplies.

Equipment Management & Specification:

Springfield: As stated above, line Captains manage specific program areas, including assignments in the equipment area. Equipment maintenance is performed by in-house staff for SCBAs, turnouts, and hose testing. Ladder testing is performed annually by an outside vendor.

If an RFP is necessary to procure equipment, the Captain in charge of the program works with the Battalion Chief and ASB Logistics to prepare specifications.

Eugene: Logistics Section performs testing services annually for ladders, hose, apparatus pumps, SCBA, fit testing, and turnouts (advance inspections). Staff assists Underwriters Labs with aerial ladder testing on annual basis as well. Additionally, the Logistics Section performs repair and maintenance on most equipment used in both fire and medical emergency responses.

Personal Protective Equipment:

Springfield: Line Captains are assigned to manage the PPE programs. One Captain is responsible for managing PPE including replacement, cleaning, repair, and inspection of turnouts, helmets, gloves and boots. Another Captain manages the SCBA program, including replacement, cleaning, repair, inspection and fit testing. Both Captains are certified, trained technicians in the areas they manage. The FY10 budget for PPE is \$39,500.

Eugene: Logistics Section sizes, orders, and maintains an inventory of all PPE items. Additionally, PPE items are cleaned, inspected, repaired, and replaced by Logistics staff. Logistics staff maintains the department's SCBA inventory, repairing, inspecting, and fit testing the entire inventory.

Uniforms:

Springfield: Line personnel uniforms are purchased and distributed by the assigned Captain managing that budget. Station uniforms and Class B uniforms are ordered/distributed on an 'as needed' basis as wear and tear dictates. FY10 uniform budget is \$15,000.

Eugene: Logistics Section sizes, orders, maintains an inventory of all Class A, B, and C uniform items, including pants, shirts, t-shirts, job-shirts, coats, ball caps, dress coats. Logistics distributes all uniform items except for uniform boots.

Description of Cooperative Service Delivery Model:

Continue current services as provided by Eugene Fire Logistics, increasing staffing and inventory items to

accommodate the increase in workload and demand for services in providing Springfield Fire & Life Safety the same services.

Courier, Supply Ordering & Distribution, Equipment, PPE and Uniforms:

Coordinated effort that uses a centralized warehouse and distribution system would eliminate duplication of effort, and streamline processes for delivery and re-stocking of equipment and supplies.

Facilities Management:

The extent to which facilities would be jointly managed depends on the governance model chosen. Eugene Fire Logistics could continue to manage Eugene Fire facilities and coordinate efforts with Springfield Public Works for Springfield facilities. Standardized designs, joint supply ordering, etc., could potentially provide significant savings.

Identify potential increases and consolidations in FTE:

Eugene currently has 7.0 FTE staff in the Logistics Section:

1 Parts & Supplies Specialist

3 Fire Maintenance Workers

2 Emergency Equipment Techs

1 Logistics Manager

Contractual Services are used for Seamstress function and Aerial Ladder testing.

Springfield Fire & Life Safety currently uses line Captains, a Sr. Management Analyst, and other staff to perform Logistics functions.

Potential FTE increases with consolidation: Springfield currently spends approx. \$200,000 in overtime to support Logistics functions. Process improvements, bulk purchasing, and other efficiencies would be implemented before any FTE increases would be considered.

What positions will be consolidated through attrition:

Consolidation of Logistics functions would eliminate overtime for various 'pieces' of logistics currently performed by Springfield Captains. Additionally, regular hours spent by staff on Logistics functions could be directed to higher priority operational needs.

This consolidation would shift costs, and in time, provide efficiencies not currently realized, thereby avoiding future costs. Cost avoidance through bulk purchases, standardization, cooperative agreements, etc., could be substantial over time.

Costs – Confirm present costs for service delivery:

Springfield: Apparatus maintenance costs continue to rise due to the age of the existing fleet and increased number of emergency responses.

Apparatus maintenance cost for FY10 is budgeted at \$121,960.

Ambulance maintenance for FY10 is budgeted at \$90,614.

The Local Option Levy is expected to contribute \$21,960 in FY10 for vehicle maintenance.

The levy 'expires' in 2010, so additional funding for apparatus maintenance would be required from other sources if the levy is not renewed by voters.

FY10 budget for Logistics services:

Reg & OT: \$200,000 (estimated, based on O.T. tracking and staff experience)

M&S: Total \$427,384

Utilities	\$60,166
Facilities Maintenance	\$21,425
Equip & Supplies	\$174,960
Space Rental	\$19,673
Internal Charges:	
Facilities Rent (City Hall)	\$48,979
Bldg Maint Charges	\$45,473
Bldg Preservation Fund	\$56,708

Vehicle/apparatus replacement fund contribution for FY10 = \$531,000. A replacement fund for staff vehicles, fire apparatus, and medic units is maintained, with annual contributions based on the life expectancy of each vehicle.

Eugene: Personnel Costs: General Fund \$525,511 + Ambulance Fund \$81,795 = \$607,306

Material & Supply Costs: \$1,289,034

*Included in M&S City rates:

Facilities	\$921,047
Computers	\$22,728
Telephones	\$11,709
Fleet	\$21,468
Hydrants	\$23,880

Total Cost All Funds: \$1,896,340

- **Onetime costs that are required to implement the program:**

Minimal onetime costs to adapt work order system for combined organization.

Acquisition of 1 additional fleet vehicle to provide services; est. \$50,000

- **Ongoing costs that are required to maintain program:**

Additional fleet vehicle to provide service to all 16 fire stations – est. \$5,000/yr.

- **Identify cost avoidance opportunities:**

Cost avoidance through bulk purchases, standardization, process improvements, cooperative agreements, etc. could be substantial over time.

- **Consider long term economies of scale:**

Standardization will eliminate the need for various equipment adapters, reduce spare parts inventories, and streamline ordering processes. Time spent developing specifications, RFP's, and purchasing materials/supplies should be drastically reduced in the long run.

- **Identify Grants and Levies that impact program:**

Springfield's Local Option Levy includes equipment and supplies for one engine company. If not renewed, some amount of M&S funding would be required to support this group.

<p>Actions required implementing new delivery model: Determine which functions in the Logistics area easily integrated and move to combine those immediately. Second, determine which functions will require more time to integrate, prioritize list and put together a project plan and timeline for full integration.</p> <ul style="list-style-type: none"> - Functional area location: Eugene Logistics Center - Location of staff: Eugene Logistics Center
<p>Technology requirements:</p> <ul style="list-style-type: none"> • For routine business functions: Expanded use of the Eugene Fire Work Order system to serve a combined Logistics operation would be required. System access would be needed by Springfield. • For communication: Existing technologies • For documentation: The Eugene work order system currently in place could be expanded to serve a combined Logistics function. •
<p>Summary of the sequence of events that are required for implementation:</p> <p>Determine which functions in the Logistics area easily integrated and move to combine those immediately. Second, determine which functions will require more time to integrate, prioritize list and put together a project plan and timeline for full integration.</p>
<p>Functional Team Implementation Members:</p> <ul style="list-style-type: none"> • Springfield: Jana Sorenson • Eugene: Jeff Narin, Denise Giard
<p>Functional Team Area Supervisors:</p> <ul style="list-style-type: none"> • Springfield: Brian Evanoff • Eugene: Denise Giard

<p>Functional Area: FLEET MANAGEMENT</p>
<p>Description of Present Service Delivery Model:</p> <p>Eugene Fire & EMS Department: Apparatus replacement is based on a 16-year replacement cycle. Deployment of actual apparatus remains flexible within the City of Eugene fleet replacement cycle. The overall City schedule includes most vehicles used in all departments throughout the City operation. The EFD component that is funded by General Fund dollars includes all fire suppression apparatus, support and staff vehicles. Ambulances are funded by the ambulance transport fund (ATF).</p> <p>In a few cases, vehicles or apparatus may be funded by the internal department and are considered to be reimbursable. When a vehicle or apparatus is categorized as reimbursable, it is not included in the</p>

replacement schedule and is therefore not funded for replacement by the General Fund.

Currently EFD is operating under a ten-year contract with Hughes Fire Equipment. This contract was awarded June 30, 2006. The contract includes five types of apparatus: Engine, Quint, Platform, Wildland Engine and ARFF (Aircraft Rescue & Fire Fighting) unit. Additional apparatus may be purchased at any time. Other types of apparatus may be purchased, but an RFP or sealed bid would likely be required. The sole source contract provides the option for the City to simply order additional apparatus as specified without having to utilize the bid process.

As a general rule, when new apparatus are purchased, the oldest reserve apparatus are decommissioned and removed from the fleet. The front-line apparatus are placed into reserve status and the new apparatus become front-line. Generally, apparatus remain front-line for approximately 10-12 years and are then placed into reserve capacity.

Apparatus specifications are developed by the Apparatus Committee and approved by the Fire Chief or designee. The Apparatus Committee works closely with the Fleet division in an effort to manage the fleet budget and to ensure value and uniformity when possible.

The majority of service work is performed by the fleet shop. Some heavy engine and transmission work is done by outside vendors in addition to specialized service such as chassis alignment or proprietary system analysis.

Due to budget constraints, EFD did not purchase a new engine as scheduled on July 1, 2009 (FY10). EFD is currently scheduled to purchase a new engine in FY11. Additional apparatus acquisitions are scheduled in future years but remain flexible due to budget uncertainty.

Springfield Fire & Life Safety: The General Fund contributed \$300,000 in FY09 and FY10 towards apparatus replacement funding. This reserve fund currently has a balance of approximately \$1.5 million dollars. Due to the extremely high cost of apparatus, the current strategy is to lease apparatus when replacements are needed, reducing cash outlay and stretching limited dollars. In November 2009 three (3) new pumpers were contracted for lease from Hughes Fire Equipment, with delivery expected in June 2010.

Apparatus specifications are compiled by the Apparatus Task Team, with their recommendations reviewed/approved by the Fire Chief. One existing pumper is on a 7-year lease, with one year remaining. Ambulances are fully funded for replacement at the present time, on a 12-year life expectancy. Additional vehicles (sedans, vans, Fire Marshal's office, Command vehicles) are funded by the individual program areas, and are funded for replacement every 10 years. Additional staff vehicles are needed, but remain unfunded.

Maintenance of apparatus and ambulances is done by outside vendors – Oregon Apparatus and Hughes Fire Equipment. Maintenance of some General Fund staff vehicles is performed by the City's Public Works Maintenance Shop. It should be noted that heavy engine work on diesel powerplants and truck and ambulance transmissions are outsourced further to specific vendors that have the equipment and expertise to complete these services. These two items along with certain suspension work are routinely sent to these other vendors. Tires and batteries are currently obtained through Les Schwab, Inc.

Description of Cooperative Service Delivery Model:

Due to the size of the fleet that a new department model would create, additional methods of obtaining and maintaining the fleet become viable. Four methods are proposed as options:

- 1) Continue the current systems employed by the two separate departments.
- 2) Use a few in-house employees to perform routine maintenance such as engine & chassis lubrication, filter changes, minor wiring issues (simple lighting, etc.) and have the remainder of the work completed by the outside vendors. This option would require a small facility and equipment. Purchasing would become a function of the new department in this option.
- 3) Set a long-term goal of an in-house fleet service operation encompassing all service work with the exception of major engine or transmission repairs/overhaul. Full-time employees of the department would perform the work currently done by local vendors and Eugene Public Works employees. This operation would require an appropriate facility and equipment to complete the work. This model also envisions Fire purchasing vehicles directly.
- 4) Outsource all work to an outside vendor or vendors. This would require an expansion on the part of one or both of the companies currently operating locally. This model also envisions Fire purchasing vehicles directly.

Cost estimates for each option are not available at this time. One approach would include a competitive bidding process for the work from both Eugene Public Works and private, local vendors to determine the most cost-effective solution. Any change to the current practice would be phased in over time.

In a full merger, option 3 is the most attractive model. Option 3 would allow the new organization, through a fully in-house program, to service vehicles from other fire departments and reap the benefits of a profit-generating enterprise. This model is currently in use in the Tualatin Valley Fire & Rescue organization with great success. This would lower the cost of the combined department's maintenance costs, and provide a profit potential in the long term.

Identify potential increases and consolidations in FTE: No immediate change is expected.

Confirm present costs for service delivery:

Springfield Fire & Life Safety: Vehicle maintenance costs for FY09 were \$233,048. FY10 vehicle maintenance budget is \$212,574.

Eugene Fire & EMS:

- **Onetime costs that are required to implement the program:**
Unknown at this time.
- **Ongoing costs that are required to maintain program:**
Current maintenance budget for Springfield is approx. \$210,000. A budget of \$225,000/yr should be sufficient as aging equipment is replaced with newer, more reliable models.
- **Identify cost avoidance opportunities:**

Full in-house operation could generate a profit for the organization by providing fleet services to other small, rural departments. Size of this opportunity is unknown at this time.

- **Consider long term economies of scale:**

Improved pricing on apparatus purchases: Long-term contracts with vendors for purchase of multiple vehicles could provide significant cost savings on replacements.

Improved pricing on apparatus-related equipment: Significant savings could be available through long term agreements for purchase of ladders, hoses, and other apparatus-related equipment that is routinely replaced on all vehicles.

Reduce number of apparatus kept in reserve status: Eugene and Springfield both retain a number of apparatus and medic units in reserve status. If combined, the number of reserves required to serve both communities could be decreased. Efficient use of ALL reserve units could save significant dollars in maintenance, inspections, storage and operating costs.

Full standardization of apparatus specifications and best utilization of all available apparatus: Current apparatus specifications are not completely aligned, and training on various configurations is not always possible. Full integration of the fleets would allow complete standardization of apparatus specifications and seamless operational integration. This would reduce cross-training requirements, streamline parts inventories, and maximize both personnel and apparatus assignment flexibility.

- **Identify Grants and Levies that impact program:**

A joint Eugene/Springfield Assistance to Firefighters grant proposal was submitted in Spring 2009, outcome is pending. Request was for \$460,000 to purchase rescue/extrication equipment. This equipment would replace outdated equipment and enhance both departments' ability to address new vehicle safety technologies as well as maintain compliance with NFPA standards.

Actions required implementing new delivery model:

Complete analysis of both fleets (including reserve apparatus), replacement programs, current funding, and maintenance requirements will be required to determine which option (1-4) is most economically feasible and operationally possible. Depending on option chosen, an implementation plan would be developed.

- Functional area location:
If in-house model is chosen, land and facilities are needed.
If outsourced, facilities are in the local Eugene/Springfield area.

Location of staff: To be determined.

Technology requirements:

- For routine business functions: To be determined.

- For communication: To be determined.
- For documentation: To be determined.

Summary of the sequence of events that are required for implementation:

1. Decision to merge organizations.
2. Analysis of options 1-4; option selection
3. RFP for outsourced services (if necessary)
4. Develop & Implement plan to phase in new fleet model

Functional Team Implementation Members:

- Springfield: Paul Esselstyn
- Eugene: Scott Bishop

Functional Team Area Supervisors:

- Springfield: Brian Evanoff
- Eugene: Denise Giard

Functional Area: TECHNOLOGY & COMMUNICATIONS

Elements considered within the functional area:

Network and Security Configuration
 Servers
 Databases and User Interfaces
 Telecommunications
 Staffing
 Statistical Reporting
 Application Development
 Application Support
 Computer and Mobile Computer Support

Description of Present Service Delivery Model:

Network and Security Configuration:

Eugene: A single domain using active directory. Access is managed by groups which are created by a Eugene Network Administrator in the Eugene Information Services Division (ISD) and maintained by the Eugene Fire Department (EFD) Security Administrator. Mobile Computers connect to the domain through NetMotion which is maintained by Regional Information Services (RIS).

Springfield: Controlled entirely by City IT staff.

Servers:

Shared: FDM (Incident Reporting) Servers at RIS

Eugene: To successfully maintain its electronic patient care reporting system, Eugene Fire & EMS requires one additional server in the near term, with or without a merger.

EFD currently uses or has access to the following servers which are located at the RIS:

CESRVA00—Department File Server. This server is at capacity. (EFD)

CESHARE—SharePoint Server, used for SOPs and Training (ISD)

CEONLINE—Application Server, our eLOG program runs on this server (ISD)

CESQL022—Database Server, houses eLOG, HazMat, Training, and PrePlan databases (ISD)

CESQL009—Database Server, houses Toxics database (ISD)

CESRVA20—Database Server, a non shared server that runs the Billing Software databases.(EFD)

CESRVA21—Application Server, a non shared server that runs the Billing Software.(EFD)

CEFIR123—a Fax Server, non shared computer that runs the ePCR Fax Software (EFD)

CESRV011—Exchange server, used for email (ISD)

BlackBerry Server (ISD)

CEPP001—Web Server (ISD)

AISRV002—Application File Server (RIS)

Springfield: Housed in I.T. at city hall. On SUB fiber ring. Common drive (V:\) for fire department use is on shared server with other departments, separated with security privileges. Ambulance billing: 2 servers (RCSQL and one shared w/ another department and used for document imaging). ePCR: 3 servers. Firehouse Training Records: 1 upcoming server. Other shared city servers for email, web, etc.

Databases and User Interfaces:

Eugene: Administration: Multiple city developed and maintained databases including those for Human Resources, payroll, accounts receivable and accounts payable.

Operations: FDM is used for Incident reporting and Hydrants. ELOG is used for Roster, and multiple operational business needs. Access for HazMat and PrePlans. Patient care reports are done with Zoll Tablet ePCR and WebPCR.

Training: eLOG for tracking and reporting training and for multiple training business needs. EFD also has an in-house developed databases and interfaces for HazMat, PrePlans.

Logistics: eLOG for multiple logistics business needs, Access for Inventory tracking and management, FileMaker for PPE and uniform tracking.

Billing: Zoll RescueNet Billing and a contractor developed database and interface to manage FireMed.

Fire Marshal's Office: FileMaker Pro for their records management.

Springfield: Administration: Multiple vendor and city developed and maintained databases including those for Human Resources, payroll, accounts receivable and accounts payable.

Operations: FDM (Incident Reporting & Hydrants) – SQL Server/vendor, Zoll ePCR 5.02 patient care reports using TabletPCR & WebPCR (upcoming upgrade to 5.1) – SQL Server/vendor, Fire Hose inventory/testing/maintenance – MSAccess, Incident and Billing Statistics – MSAccess, Vehicles – MSAccess, Projects – MSAccess.

Training: Entrance Exam – MSAccess, Recruit Academy Content – MSAccess, Probationary Year Content – MSAccess, Projects – MSAccess, CertRight (training records) – FoxPro/vendor... transitioning to Firehouse – SQL Server/vendor, CertRight reporting tool – FoxPro/MSAccess.
Fire Marshal's Office: FMOBIS (all aspects of business) – MSAccess, Fire Investigations – MSAccess, Juvenile Fire Setters – MSAccess, FDM Name Search – MSAccess.
Account Services (Ambulance Billing/FireMed): Zoll RescueNet Billing 4.2 – SQL Server/vendor, Black Baud (FireMed membership) – vendor, Zoll WebPCR – SQL Server/XML/vendor, ePCR Search Tool – SQL Server/MSAccess, Medical Inventory Control – MSAccess, Incident and Billing Statistics – MSAccess.

Staffing:

Eugene: Within the Eugene Fire Department (EFD) there is 1 FTE Senior Application Support Technician (AST) and 1 FTE Program Specialist. There is also 1 FTE Application Systems Analyst (ASA) assigned to the department from Eugene ISD. In addition, all network administration and database administration functions are handled by City of Eugene ISD. ISD also provides some desktop application support and maintenance through the help desk and the desk top team.

Springfield: Network, SQL Server, Mobile Hardware and Software Support, Desktop Hardware and Software Support, and FDM support are provided by Springfield IT. Fire Department IT support is provided by a Fire Training Officer.

Telecommunications:

Eugene: Office Network connections are maintained by Eugene ISD. Desk phones are contracted through RIS. Cell phones are provided for Fire Operations and Prevention through Nextel, for EMS Operations through Verizon, and for Logistics operations through AT&T. Mobile Computer access is provided by Verizon AirCards.

Springfield: Office Network connections are maintained by IT. Desk phones are voice over IP through IT. Cell phones are provided for Fire Operations through Nextel, for EMS Operations through AT&T. Mobile Computer access is provided by Verizon AirCards (external and internal).

Statistical Reporting:

Eugene: Statistical ad hoc, weekly, quarterly, and annual reporting by department program specialist

Springfield: Ad hoc reports pulled using distributed tools and/or by Training Officer – Incident and Billing Statistics, ePCR Search Tool, FMOBIS, and other tools.

Application Development:

Eugene: EFD has 1 FTE ASA that is dedicated to developing and maintaining eLOG applications.
Springfield: All fire specific application development is done by a Fire Training Officer

Application Support:

Eugene: Standard office applications are maintained and supported by Eugene ISD. All fire specific applications maintained and supported by the department Senior AST. CAD is provided by the RIS and is maintained and supported with their help.

Springfield: FDM – I.T., Zoll RescueNet Billing – Accounts Services Manager/I.T. server support, Zoll ePCR – Fire Training Officer/I.T. server support, All MSAccess solutions – Fire Training

Officer, Other MS Office Applications – Internal and I.T. CAD is provided by the RIS and is maintained and supported with their help.

Computer and Mobile Computer Support:

Eugene: Standard office desktops and printers are maintained and supported by Eugene ISD. All mobile data computers are maintained and supported by the department Senior AST

Springfield: All desktop computer support is provided by Springfield IT. All Mobile Computer Support is provided by Springfield IT and coordinated by Fire Training Officer.

Description of Cooperative Service Delivery Model:

Because of the dependencies of both departments on City-provided technical services, which are the underlying foundation of all computer systems used by the departments, a significant amount of time will need to be dedicated to the development of short- and long-term plans to merge and migrate technology services. The downstream impact of the items listed below will need to be carefully evaluated before implementation.

Network and Security Configuration:

We recommend beginning with shared resources and access through separate domains, maintained as they currently are either Eugene ISD or Springfield IT adding groups, with a department security administrator maintaining groups. Move to combining resources with the ultimate goal of combined network domain for both departments. NetMotion would remain unchanged from the current models.

Servers:

By combining some server resources and re-purposing others, we would most likely be able to manage our existing operations with the addition of one server. Department data could be removed from shared City resources, freeing those resources for other City purposes. However, there are questions that would need further evaluation if we move forward. At minimum, telecommunications, e-mail, internet and intranet site elements would need to be evaluated.

Databases and User Interfaces:

FDM is currently on a shared database, but evaluate moving to a shared workspace. For efficiency and effectiveness, billing and ePCR functions should move to a combined system. FMO would move to a combined system that would not be on FileMaker, as Eugene is moving away from this model. Logistics programs would use a combined system. Training would move to a combined system, eLOG and Roster functions would require further evaluation, as each department currently maintains separate labor contracts.

Staffing:

Currently there are 3.5 FTE that support the departments (3.0 in Eugene and 0.5 in Springfield). Only 2 FTE are specifically within a department Information and Technology Services work unit in Eugene. We would require 4.0 dedicated FTE in a combined work unit, and given complexity and project scope, it is highly recommended that 1.0 FTE be added to manage the work unit.

Telecommunications:

In Eugene Office Network connections would be maintained by Eugene ISD. Desk phones are contracted through RIS.

In Springfield Network and Desk phones would be maintained by Springfield IT, until they could

be migrated to a combined service delivery model. Mobile services are maintained as they currently are.

Statistical Reporting:

Statistical ad hoc, weekly, quarterly, and annual reporting would be done through distributed tools from multiple databases.

Application Development:

There would be a significant amount of work on application development while systems were merged and migrated. Further application development would then be evaluated for combined business practices.

Application Support:

All fire specific applications could be supported by the department Senior AST and AST from Eugene. Standard office applications and licensing will be maintained through each City with a goal of moving towards independent licensing by the combined department.

Computer and Mobile Computer Support:

Standard office desktops and printers would be maintained and supported by Eugene ISD and Springfield IT. All mobile data computers could be maintained and supported by the department Senior AST and AST from Eugene, although Springfield IT could continue providing this support during transition.

Identify potential increases and consolidations in FTE:

The work unit tasked with this workload could require a lead worker/supervisor with technical background and project management skills. Process improvement would be implemented before any request for additional staffing.

- **What positions will be consolidated through attrition:**
Application development.

Confirm present costs for service delivery:

Eugene: EFD Information and Technology Services: \$176,194, which includes \$5,000 for accreditation. ISD FTE: Approximately \$114,000 is accounted for in the Central Services Allocation. ISD and Telecom charges are accounted for in other templates

Springfield: Training Officer provides technology support and is accounted for in another template.

Onetime costs that are required to implement the program:

Possible physical relocations of staff and/or equipment

Ongoing costs that are required to maintain program:

An equipment replacement fund contributions to maintain existing equipment.

Identify cost avoidance opportunities:

Changes in current business practices could allow for reduction in staff with attrition.

Consider long term economies of scale:

This would depend on changes in business practices and work unit's strategic plan.

Identify Grants and Levies that impact program:

In a fire district model, Eugene Telecomm funding would no longer be available for the replacement of computer equipment and the implementation of Telecommunications related projects.

Actions required implementing new delivery model:

- Finalize work unit organizational changes
- Develop work unit strategic plan
- **Functional area location:** Eugene Emergency Services Center
- **Location of staff:** Eugene Emergency Services Center, Station 2 C2 office.

Summary of the sequence of events that are required for implementation:

- Staff teams conduct and in-depth analysis of functional areas
- Staff teams create a road map and timeline for merging and migrating technologies
- Duties, office locations, and reporting relationships adjusted
- Implement road map plan

Functional Team Implementation Members:

- Springfield: Kevin Sundholm , Springfield IT representative, Department Representatives as needed
- Eugene: Steve Chipman, Karen Rich, Brandy Henning, Eugene ISD representative, Department Representatives as needed

Functional Team Area Supervisors:

- Springfield: Jeff Kronser
- Eugene: Denise Giard