

Fire & EMS Equity & Human Rights Action Plan

Department Plans to Integrate Diversity
and Equity Strategic Plan Goals



City of Eugene
777 Pearl Street, Eugene, Oregon 97401
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Fire & EMS

Department Mission and Guiding Principals

The Eugene Fire & EMS Department strives to enhance the quality of life for everyone in our service area by embracing their interests, needs and concerns for a safe and healthy community. We work to serve our community with duty and honor by protecting and preserving life, property, and the environment through prevention, education, medical, rescue, and fire suppression services. Our primary goals are to create and maintain an organization that is receptive to change and always seek to improve the service we deliver to the community, within authorized resources. The department's 2007-2011 Strategic Plan and companion document Work Plan provide guidelines for the department using the following seven strategic goals:

- Expand Community Outreach Efforts
- Develop and Maintain a Workforce That Represents the Communities We Serve
- Refine the Ambulance Transport System
- Maintain Existing High Departmental Standards and Measures
- Develop and Maintain Collaborative Strategic Partnerships
- Provide Focused Successorship Training Throughout the Department
- Strengthen Internal Relationships by Enhancing Communication Within the Department.

The information in this report was extracted from the Eugene Fire & EMS Department's 2007-2011 Strategic Plan and companion document Work Plan, which contains a comprehensive look at the work being done in this department, and can be found on the department's website at: www.eugene-or.gov, under Fire/EMS Services, Info About Us. We invite you to visit our website to learn more about our department.

Fire & EMS Organizational Structure

The Eugene Fire & EMS Department currently consists of three divisions: Shift Operations, Administrative and Support, and Special Operations.

The Shift Operations Division provides 24-hour emergency response coverage with on-duty District Chiefs and dual-role firefighter/paramedics.

The Administrative and Support Division provides emergency medical services administration, ambulance billing, financial services, information technology support, logistics, personnel and public information. Additionally, the Administrative and Support Division oversees compliance with organizations such as the National Fire Protection Agency (for reporting purposes), International City/County Management Association, Oregon Health Division, Oregon State Ambulance Association, and the Oregon Fire Medical Administrators Association.

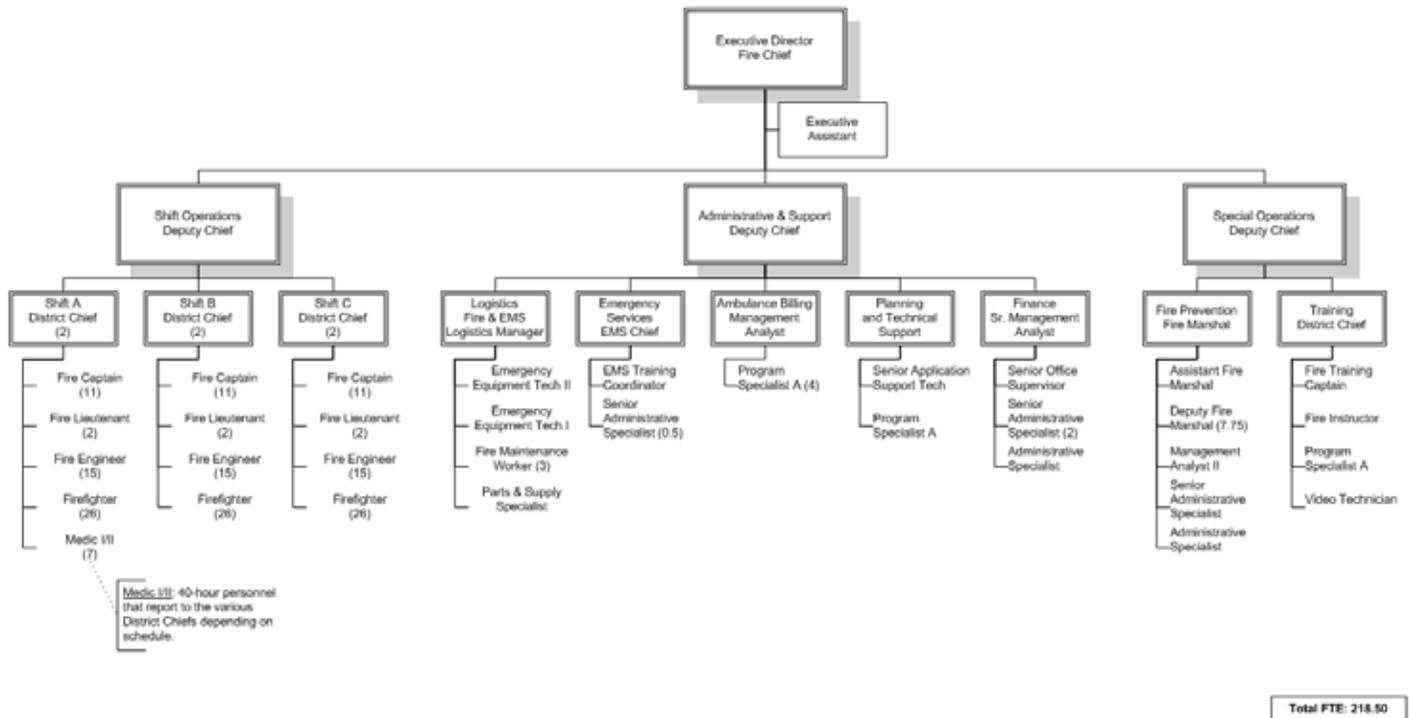
The Special Operations Division provides prevention services and manages the department's internal training program to maintain compliance with organizations such as the Oregon State Fire Marshal's Office, Department of Public Safety Standards and Training, Occupational Safety and Health Administration, National Fire Protection Agency (for training purposes), Federal Aviation Administration, American's with Disability Act, Center for Public Safety Excellence, and the Insurance Services Office. As well, the Special Operations Division provides administration for the following special service areas: Hazardous Materials, Technical Rescue, Water Rescue, and Aircraft Rescue and Fire Fighting Services.

Fire & EMS



Eugene Fire & EMS Department Organization

Chart of Approved Positions – July 1, 2009



Note: The following changes have taken place since the Eugene Fire & EMS Department organizational chart of approved positions (shown above) for FY10 was approved:

- As a contribution to help address the city-wide \$12.5 million budget deficit, the department relinquished one FTE due to the retirement of a Senior Administrative Specialist.
- Single-role Medic 90-Series personnel are in the process of transitioning into becoming dual-role firefighter/paramedics, as the single-role system was not financially sustainable, and was eliminated effective December 31, 2009.

History of Diversity, Equity and Human Rights Efforts in Fire & EMS

Over the years, the department has established and maintained a department-level Diversity Committee with limited success. To be more effective, department-level core diversity committee work is now handled by the Joint Labor Management Relations Committee (JLMRC), which consists of the Chief of Department, three Deputy Chiefs, and International Association of Fire Fighters (IAFF) Local 851 President, Vice President and Treasurer.

Due to a large number of 56-hour employees working shifts, as well as a disproportionately limited number of staff available to serve on and provide support for department and City committees and boards, combined with addressing the City's growing budget deficit continues to hinder our efforts.

Eugene Fire & EMS previously provided department representation on the former city-wide Diversity Advisory Council, and more recently provided staff to work on the development of the city-wide Diversity and Equity Strategic Plan (DESP). Additionally, the department has increased participation in equity and human rights-related work by providing staff to represent the department at the following city-wide meetings and to perform work to implement the DESP: the Equity and Human Rights Board; the Leadership and Capacity Resource Group; the Workforce and Work Environment Resource Group; and the Service Delivery and Communications/Engagement Resource Group.

Long before the DESP was implemented, elements for embracing diversity and promoting human rights were included in the department's 2007-2011 Strategic Plan and companion document Work Plan. Since then, critical tasks and measures have been added to the department's Strategic Plan and Work Plan to track progress towards goals to address underutilization areas (Professional-Minority, Protective Services-Minority and Service/Maintenance-Female) identified in the City's Affirmative Action Plan. In addition, various components of the DESP have been integrated into the department's Strategic Plan and Work Plan, department specific training classes, task books, promotional processes and officer development programs.

Resources, Measurement, Accountability and Plan Development Process

The department is currently in a transition phase, as we continue efforts to address the City's budget deficit and proceed incrementally with next steps of the Eugene/Springfield Merger Initiative by consolidating certain administrative and support functions of the two departments. These efforts are taking significant department resources and time to process.

In addition, development of the next four-year department Strategic Plan and Work Plan will start on January 1, 2011, and the new plan will go into effect on July 1, 2011. Depending on the status of the Eugene/Springfield Merger Initiative on January 1st, it is likely that Eugene Fire & EMS and Springfield Fire & Life Safety Departments will create an integrated Strategic Plan and Work Plan.

As mentioned previously, the department's JLMRC meets monthly and handles department-level core diversity work. Additionally, the Deputy Chief of Special Operations is the primary contact for any department diversity-related issues that arise. In addition, the Executive Assistant provides staff support for all of the department's diversity-related work, attends Equity and Human Rights Board meetings and Leadership and Capacity Resource Group meetings, and shares information from those meetings with department leadership. As well, IAFF Local 851 has appointed a representative to attend Equity and

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Human Rights Board meetings and Service Delivery and Communication/Engagement Resource Group meetings, and the American Federation of State, County and Municipal Employees (AFSCME) Local 1724 has appointed a representative to attend Workforce and Work Environment Resource Group meetings. When necessary, work sessions are held to address broader diversity-related issues.

Also, department leadership has decided not to develop a separate strategic plan for embracing diversity and promoting human rights, because these elements are integrated throughout the department's 2007-2011 Strategic Plan and Work Plan.

Fire & EMS Value Statement and Definition of Equity and Human Rights

The DESP is of value to the Eugene Fire & EMS Department because it provides a city-wide vision for equity and human rights, the ability to share resources, as well as a set of guidelines to meet the changing needs of the organization and the community.

The Eugene Fire & EMS Department's vision is to enhance the quality of life for everyone in our service area by embracing their interests, needs and concerns for a safe and healthy community; our mission is to preserve our community by protecting and preserving life, property, and the environment through prevention, education, medical, rescue, and fire suppression services. By embedding elements of cultural competency into our training programs, we not only further develop the cultural awareness and competency of our current workforce, but also enhance our ability to engage underrepresented populations in recruitment processes.

For our department, equity and human rights is about valuing and respecting the different cultural attitudes, beliefs and practices that exist in our workplace and in our community. We are committed to fully embracing the depth of diversity that exists by continually working to more effectively engage underrepresented populations. We believe it is equally important to further develop the cultural awareness and competency of our current workforce. This allows us to improve the quality of service we provide to the community.

Additionally, emergency medical services work has a significant role in social service access and facilitation. Due to the nature of our work and consistent contact with all members of our community, we often find ourselves in a "safety net" position in the community.

The following information was extracted from the Eugene Fire & EMS Department's 2007-2011 Strategic Plan and Work Plan, since elements of embracing diversity and promoting human rights are integrated throughout these two documents.

Diversity and Equity Strategic Plan Goals

The DESP contains specific Action Items, Assigned Leads (City groups who are responsible for handling and reporting on specific Action Items) and Measurements to address the following six Goals:

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Workforce and Work Environment

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Communication and Engagement

Communicate openly, respectfully and effectively with the community.

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Department Relevance

Diversity and equity are core values that are promoted and modeled by leadership of the Eugene Fire & EMS Department. We are committed to being inclusive of and engaging the communities we serve by creating and participating in all opportunities for direct interaction and feedback to ensure we are meeting community needs and expectations. Additionally, we are always looking for ways to work more efficiently and cost-effectively by developing and maintaining strong working relationships based on trust and mutual benefit with other agencies and jurisdictions in order to share resources, avoid duplication of services, and minimize costs. The benefits of collaborative strategic partnerships are more than financial. By working with other agencies, we continually improve through shared learning and understanding, and the community enjoys a better coordinated and more uniform response from its emergency service providers in the region. As well, performance measurement and accountability to our citizens are priorities for the Eugene Fire & EMS Department. We want to ensure that members of our community know what services we provide and that they associate our name with quality. We recognize the need to use emergency response resources wisely and effectively. In order to do so, we continually seek ways to enhance and optimize our response capabilities and network of coverage by providing the most suitable use of apparatus, informational resource tools for emergency response crews and the most effective dispatch system possible. Furthermore, we believe it is important to measure and document the department's performance, maintain industry standards and strive for continuous improvement. The department participates in International City/County Management Association (ICMA) benchmarking and the Insurance Services Office (ISO) fire suppression rating. Eugene Fire & EMS is an accredited agency through the Center for Public Safety Excellence (CPSE). The department also maintains compliance with the Department of Public Safety Standards and Training (DPSSST), the Oregon State Fire Marshal's Office (OSFM), the Federal Aviation Administration (FAA) for airport fire services, as well as with the American's with Disability Act (ADA). Additionally, the department conducts ongoing analysis of its community risk and level of service, and data are reported in our Standards of Response Coverage, which includes response time goals for various emergency services provided by the department, and is updated on an annual basis. We believe that producing annual reports and other documentation of our performance helps to keep the department on a path to excellence.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal D: Maintain Existing High Departmental Standards and Measures	<ul style="list-style-type: none"> Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on department website. Objective D-2: Research, analyze, forecast and strategize to provide adequate response coverage to meet the needs of the communities we serve. Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs. Objective D-4: Maintain an Insurance Services Office (ISO) Class 2 rating while taking steps towards attaining a Class 1 rating. Objective D-5: Maintain Center for Public Safety Excellence (CPSE) accredited agency status. Objective D-6: Continue to participate in International City/County Management Association (ICMA) benchmarking. Objective D-7: Monitor and maintain compliance with all applicable state and federal fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations. Objective D-8: Maintain all required federal and state emergency medical service delivery requirements. Objective D-9: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the department. 	Chief of Department, Deputy Chiefs, District Chiefs, Fire Marshal, Operations Business Manager, Public Information Coordinator	Ongoing

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal E: Develop and Maintain Collaborative Strategic Partnerships	<ul style="list-style-type: none"> Objective E-1: Finalize the implementation of a three-battalion system with Springfield Fire & Life Safety. Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness. Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan). Objective E-4: Expand communication and relationship efforts with strategic partners. Objective E-5: Expand on joint training program efforts with strategic partners. Objective E-6: Conduct seminars and workshops collaboratively with strategic partners. Objective E-7: Work with educational institutions to develop fire service career paths and improve opportunities for professional development of incumbents. Objective E-8: Collaborate with neighboring jurisdictions on equipment and supplies procurement, as well as other service elements. Objective E-9: Collaborate with neighboring jurisdictions to develop Metro and Countywide Standard Operating Procedures (SOPs). Objective E-10: Address interoperability issues with all other emergency response agencies. Objective E-11: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols. 	Department, Deputy Chiefs, District Chiefs, EMS Chief	Ongoing

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Department Relevance

The Eugene Fire & EMS Department is dedicated to continually developing the cultural awareness and competency of our current workforce, which is achieved through formal ongoing training and by informal observation and information sharing. This allows us to improve the quality of service we provide to the community. Our department also maintains a focused successorship training program that builds upon the strengths of existing personnel skills and abilities, as well as transfers the knowledge base from long-term employees who are close to retirement, both of which help develop and prepare less experienced employees to move into management and leadership roles. At the same time, due to the disproportionately limited number of staff, the department continues to struggle to formalize a development program, as well as career advancement training for support and administrative personnel.

DESP Goal 2: Capacity			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal F: Provide Focused Successorship Training Throughout the Department	<ul style="list-style-type: none"> Objective F-1: Provide opportunities for employees to learn about all aspects of the department beyond their specific job duties. Objective F-2: Identify training needs for all operations and administrative services personnel. Objective F-3: Support growth and development of all operations and administrative services personnel. Objective F-4: Improve and maintain training programs and expand opportunities for operations personnel to Act-In-Capacity (AIC) in key suppression roles. Objective F-5: Cross train administrative services personnel to provide adequate coverage of duties during leaves of absence (e.g., vacation, sick leave, etc.). Objective F-6: Identify successor roles within the department organization. Objective F-7: Ensure that appropriate training opportunities are made available to employees who may serve in those roles in the future. Objective F-8: Automate and maintain personnel training records and annually evaluate status of qualifications and successor readiness. Objective F-9: Pursue funding opportunities to support training programs. Objective F-10: Construct a Command Training Center (CTC) within the Emergency Services Center (ESC). 	Chief of Department, Deputy Chiefs, District Chiefs, Operations Business Manager	Ongoing

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

Department Relevance

The Eugene Fire & EMS Department is dedicated to developing and maintaining a workforce that is representative of and responsive to the communities we serve. We recognize and strive to overcome obstacles to such representation that are related to the nature of our business. We make it our responsibility to treat everyone with courtesy, consideration and respect at all times. We are committed to fully embracing the depth of diversity that exists by working to more effectively engage underrepresented populations. At the same time, we continue to struggle with trying to secure funding to run a cadet program, limiting our ability to create a local firefighter/paramedic recruitment pipeline, while helping young people learn skills and values that will benefit them individually and their community in the future. Additionally, it continues to be a challenge in evaluating diversity, equity and cultural competency training at the department level without a set of consistent measures that have been adopted city-wide.

DESP Goal 3: Workforce and Work Environment			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal B: Develop and Maintain a Workforce That Represents the Communities We Serve	<ul style="list-style-type: none"> Objective B-1: Continue to promote cultural awareness and competency of current workforce. Objective B-2: Strengthen the department's internal Diversity Committee. Objective B-3: Develop and implement a departmental strategic plan for embracing diversity and promoting human rights; and develop a recruitment strategy consistent with that plan. Objective B-4: Engage women and minority groups in the fire and emergency medical services industry. Objective B-5: Enhance accessibility for non-English-speaking members of the community. Objective B-6: Assess the feasibility and research funding for a cadet program, and begin implementation if feasible and financially sustainable. 	Chief of Department, Deputy Chiefs, IAFF Local 851 President, Vice President and Treasurer, District Chiefs	Ongoing

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Department Relevance

In addition to being dedicated to developing and maintaining a workforce that is representative of and responsive to the communities we serve, the Eugene Fire & EMS Department is committed to providing the highest quality service to the community. The department provides 24-hour professional, community-based fire suppression, rescue, and emergency medical services for life threatening situations, along with emergency preparedness, prevention and education services from 11 fire stations (including the Airport Station) and other support facilities located throughout the service area. First response services are accessible, inclusive and equitably provided to all city residents, as well as to several adjacent fire districts outside of Eugene by contract. Ambulance transport services are accessible, inclusive and equitably provided in coordination with Springfield Fire & Life Safety and Lane Rural Fire/Rescue to an area of approximately 3,000 square miles of central Lane County. By contract with the State of Oregon, Eugene Fire & EMS provides hazardous materials response team coverage to all of Lane County. Also provided to the community are specialized rescue services including technical rope, trench, excavation, building collapse, confined space, and water rescue. Additionally, the department provides fire, accident and injury prevention, safety awareness and education services including presentations, training sessions, safety planning and inspections, juvenile fire setter interventions, and fire investigations. By Charter, the department oversees the Toxics Right-to-Know Program, giving public access to annual reports from local manufacturers and users. As previously mentioned, the department is currently in a transition phase, as we continue efforts to address the City's budget deficit and proceed incrementally with next steps of the Eugene/Springfield Merger Initiative by consolidating certain administrative and support functions of the two departments. The overall goal of the Eugene/Springfield Merger Initiative is to continue to provide the highest quality service to the community, by saving money for both departments, while maintaining service levels and improving efficiency by eliminating redundancies in personnel, capital purchases, supplies and equipment, as well as simplifying and improving processes.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

DESP Goal 4: Service Delivery			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal C: Refine the Ambulance Transport System (ATS)	<ul style="list-style-type: none"> Objective C-1: Address the projected shortfall and assess alternative funding sources for the Ambulance Transport Fund (ATF). Objective C-2: Research, analyze, forecast and strategize for long-term economic stability and maintain a system that meets industry standards. Objective C-3: Identify ways to better utilize existing social service providers. Objective C-4: Enhance public information efforts to help the community better understand all aspects of the ATS, including services and costs. Objective C-5: Ensure that the community continues to receive the highest possible level of service. Objective C-6: Work with Eugene Police Department, Central Lane 9-1-1 to fully implement the Medical Priority Dispatch System (MPDS). Objective C-7: Work to improve employee satisfaction related to ATS. Objective C-8: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources. Objective C-9: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical supplies. 	Chief of Department, Deputy Chiefs, EMS Chief, Public Information Coordinator	Ongoing

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

Department Relevance

The Eugene Fire & EMS Department values and respects the different cultural attitudes, beliefs and practices that exist in our community. We also know that one of the most effective ways to protect life, property, and the environment is to prevent emergencies from occurring, whether they are related to fire, rescue, medical or any other hazard. Therefore, the department provides public education, fire investigation and prevention services through the Fire Prevention Section, and supplements those efforts with operations. In order to become even more effective, we continually seek innovative ways to utilize existing resources and personnel.

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

DESP Goal 5: Communication and Engagement			
Fire & EMS Action	Measurement	Accountability	Timeline
Goal A: Expand Community Outreach Efforts	<ul style="list-style-type: none"> Objective A-1: Expand current public education, public information and public relations efforts to help the community better understand all aspects of the Eugene Fire & EMS Department, including services and costs. Objective A-2: Improve and maintain the organization and quality of information available on the department's website. Objective A-3: Develop and maintain collaborative working relationships with the local media. Objective A-4: Generate additional media stories beyond emergency incidents. Objective A-5: Provide regular Public Service Announcements (PSAs) regarding public awareness topics and publicizing upcoming events. Objective A-6: Attend and participate in neighborhood meetings and events whenever possible. Objective A-7: Work to include safety messages in neighborhood newsletters. Objective A-8: Continue to organize and participate in the annual Safety Fest event. Objective A-9: Deliver fire prevention and safety messages to the community, including children, teens, elderly and those with special needs throughout the entire year. Objective A-10: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in Project Safe Place. Objective A-11: Host an annual diversity training event open to all City of Eugene organization staff. Objective A-12: Attend annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, Neighborhood Summit, etc.). Objective A-13: Participate in Project Homeless Connect. Objective A-14: Participate in Fire Prevention Week Events. Objective A-15: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year's and Halloween sweeps, etc.). Objective A-16: Provide station tours and crew visits. 	Chief of Department, Deputy Chiefs, District Chiefs, Fire Marshal, Operations Business Manager, Public Information Coordinator	Ongoing

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Department Action Plans have integrated DESP goal number six, Measurement and Accountability, into each of the other goals.



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