



# Eugene-Springfield Fire Governance Review Panel

## MEETING 4 SUMMARY

### MEETING DETAILS

**Date:** Thursday, April 14, 2022  
**Time:** 2:30-4:30pm  
**Location:** Zoom Webinar & In-Person (Lane Council of Governments, Buford Room)

### MEETING ATTENDANCE

#### Governance Review Panel Attendees:

Kori Rodley, *Springfield City Councilor*  
 Steve Moe, *Springfield City Councilor*  
 Michael Clark, *Eugene City Councilor*  
 Randy Groves, *Eugene City Councilor*

Niel Laudati, *Springfield Assistant City Manager (in for City Manager Nancy Newton)*  
 Sarah Medary, *Eugene City Manager*

#### Staff Attendees:

Kristie Hammitt, *Eugene Assistant City Manager*  
 Scott Cockrum, *Interim ESF Fire Chief*  
 Kelsey Hunter, *ESF Executive Assistant*

Brenda Wilson, *LCOG Executive Director*  
 Rachel Dorfman, *LCOG Assistant Planner*  
 Kelly Clarke, *LCOG Transportation Planner*

#### In-Person Attendees:

Chaim Hertz, *Springfield HR Director*  
 John Follett, *ESF Administrative Services Manager*  
 JoAnna Kampfi, *ESF EMS Chief*  
 Merrill Harrison, *Deputy Fire Marshal*  
 Chris Heppel, *ESF Deputy Chief of Strategic Services*

Matt Stouder, *Executive Officer for the Metropolitan Wastewater Management Commission*  
 Mike Cavan, *ESF Deputy Chief of Operations*  
 Kris Siewert, *Union President IAFF 851*  
 Sabrina White, *Springfield resident*



## MEETING SUMMARY

### 1. Welcome & Introductions

*Brenda Wilson, LCOG Executive Director, provided welcoming remarks and took attendance.*

### 2. Eugene-Springfield Fire Governance Options (part 1)

Presenter: Brenda Wilson

*Brenda Wilson, Lane Council of Governments Executive Director, presented the summary of major takeaways from a high-level Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of feedback on the status of the ESF Functional Consolidation received throughout February and March 2022 from the Governance Review Panel members, elected officials, and staff. The full report was provided to Panel members in the meeting materials and is also available on the project website.*

*Ms. Wilson asked Panelists what they think the strengths of the Functional Consolidation are today. Key strengths Panelists listed were:*

- *The Functional Consolidation resulted in complete operability of apparatus and equipment between the two cities.*
- *The two cities working together and trusting each other.*
- *Each city retains a level of independence and has direct accountability for the fire department.*
- *The current governing accountability is in-line with public perception; the public does not realize there is a bifurcated system and level of service is provided equally between the cities.*

*Ms. Wilson asked Panelists what they think the weaknesses of the Functional Consolidation are today. Key weaknesses Panelists listed were:*

- *The majority of people do not realize there are issues behind the scenes, and it is hard to gauge how that will play out since most people think the consolidation has already happened.*
- *It is a difficult position for Fire Chief when the two cities want to go in two different directions.*
- *The cities currently have a lot of mutual trust but without that trust, the IGA becomes very cumbersome to maintain and everything becomes much more difficult.*
- *ESF staff have a lack of clarity of the future of their organization and are choosing to go to other organizations that have more clarity. Retention is an issue. Recruitment is a challenge nationwide and even harder here.*

*Funding is a key consideration. The initial Functional Consolidation savings have already been realized and are not ongoing. Ms. Wilson asked Panelists what would be the most important and/or impactful in presenting to stakeholders. She clarified that stakeholders include both public and internal staff. Key thoughts were:*



- *For the Springfield voters, it will be important to assess how they feel and how to convince them the option eventually chosen is the way to go.*
- *Focus on opportunities, threats, and today's challenges. Look at this from the way people are experiencing this as staff and as recipients of the services – what does this mean in the future as population grows and buildings are deteriorating? How does my neighbor experience their job? How will my service be impacted?*
- *This is a fundamentally different set of process and questions compared to the initial Functional Consolidation discussion. From the Eugene perspective, it seems like this is an administrative decision and less of a public question. The preferred solution should be decided before deciding on level of process. Public outreach will vary greatly dependent on the preferred option.*
- *Springfield City Council and public should be a part of the process in coming to a final decision because of the financial impact. It will be important to hear what voters support once options are narrowed down.*

*Ms. Wilson presented a series of slides that provided a summary—including high-level legal, process, and financial considerations—of the first three of six options available for the ESF's evolution in its Functional Consolidation: 1) modification of the current Functional Consolidation Agreement, 2) fully contracting for services, 3) Intergovernmental Entity (IGE). The slides and governance options fact sheets were provided to Panel members in the meeting materials and are also available on the project website.*

*Feedback from the Panelists on each option presented is summarized below and will be presented as a SWOT analysis once all options have been presented.*

*Modification of the current Functional Consolidation Agreement:*

- *There are numerous challenges that need resolution and must be fixed.*
- *This option does allow retention of flexibility, but it also results in a lack of unity for folks doing work.*
- *This option does not get the ESF where it needs to be, but a strength is that it is the easiest of options.*
- *This is a preferred option provided that we could address issues sufficiently for staff and personnel, but it is not apparent to which degree we could.*
- *Eugene City Manager Sarah Medary explained that if there was an easy path in the existing IGA, we would have done that already but there are not any easy paths. The Cities tried to fix things before, but there is no clear path with the existing IGA.*

*Fully contracting for services:*

- *The contracting itself seems straightforward but thinking about municipalities, a town, and who we are, this does not make sense. The town's sense of identity would be lost. This is the messy reality.*
- *If a merger were to happen, public would know but would feel this is not their department.*
- *Whether people are paying attention or not, they feel a merger has happened and will be questioning their city, asking "is the city playing the role it should be?" Even if people do*



*not know particulars, if they were to see a merger happen, how does this fit into whole picture of what a city should do.*

- *Ms. Wilson asked if the Panelists would think differently if the department is still called Eugene Springfield Fire? Panelists were not sure. There is pride and connection to the Fire services a city provides.*
- *This option makes a lot of sense but with these cities, it may be bottom choice. Both cities need to be taken into consideration.*
- *Ms. Medary asked Chief if there is a sliding scale of chunks of the fire services that could be merged but not all? Chief responded that it is not really possible and much of ESF is chunked out already.*

**IGE:**

- *Matt Stouder, Executive Officer for the Metropolitan Wastewater Management Commission (MWMC) provided an overview of the MWMC governance.*
- *This one feels a little closer to the idea of success.*
- *Not clear on the differences between this option and the City managers working on finding solutions to challenges under the current IGA, but this does sound like a palatable fix.*
- *Ms. Wilson explained that one of the major accomplishments here is that it creates a consolidated department.*
- *Mr. Stouder and Ms. Wilson explained that the Board could be made of elected officials, public, or a combination of the two.*
- *Would support this option only if board members are all elected officials with City Councils appointing members to the board because the City Council is accountable to the electorate. A governance structure that is directly accountable is important.*

### **3. IAFF 851**

Presenter: Kris Siewert

*Kris Siewert, Union President IAFF 851 explained that ESF staff have had highs and lows in moral and that good people have left given a lack of department direction. Right now, morale is at an all-time high primarily because of this discussion happening and hoping for positive change as a result. This process is heading in the right direction and needs to continue or ESF will lose good employees.*

### **4. Roundtable Discussion**

*Ms. Wilson asked if additional information was needed. Feedback included:*

- *Would also be helpful to hear from staff of impacts/implementation of each option and their perspectives of impacts/implementation as we begin to narrow options.*
- *Ms. Wilson said that moving forward, we'll provide a table of options comparing considerations/implications.*
- *It would be helpful to understand the of timing for narrowed options.*
- *Better understanding of a Special District vs Regional Fire Authority.*



## 5. Wrap-Up and Next Steps

### Upcoming Meetings:

Meeting 5 – April 28

Meeting 6 – May 12