

ROUGHLY EDITED TRANSCRIPT
CITY OF EUGENE
WORK SESSION
DECEMBER 10, 2025
12:00 P.M.

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>> Mayor Knudson: WELCOME TO THE DECEMBER 10, 2025 WORK SESSION. THERE'S NO OPPORTUNITY FOR PUBLIC COMMENT AND THOSE WISHING TO ACCESS THE MEETING CAN DO SO USING THE LIVE BROADCAST, COMCAST 21 OR CALLING IN TO THE PHONE NUMBERS LISTED ON THE PUBLIC WEBCAST AND MEETING MATERIALS WEBSITE. THANK YOU FOR JOINING US. I NOW CALL THE DECEMBER 10, 2025 WORK SESSION OF THE EUGENE CITY COUNCIL TO ORDER. FOR THE LAST TIME, I WILL TURN IT OVER TO CITY MANAGER SARA MEDARY TO INTRODUCE THE FIRST TOPIC.

>> Medary: THANK YOU, SURE APPRECIATE THAT. GRATEFUL TO BE CONCLUDING THE YEAR WITH AN ADDITIONAL DISCUSSION AND DIRECTION ON A NEW FIRE GOVERNANCE MODEL. I FEEL RESPONSIBLE AND ACCOUNTABLE FOR AFTER MANY YEARS OF ANALYSIS AND EVALUATION. WE HAVE 90 MINUTES TODAY. MY PRESENTATION IS FAR SHORTER THAN THE LAST TIME. SOME OF MY SLIDES ARE REPETITIVE, MIRRORING MY LAST BUT ALWAYS IMPORTANT TO GROUND WHOEVER MAY BE NEW COMING INTO THE CONVERSATION AROUND THE WHY AND WHAT WE TRY TO SOLVE.

I'M WEARING A SWEATSHIRT, EUGENE FIRE SWEATSHIRT, IT HAS SYMBOLIC MEANING, WHEN WE FIRST STARTED THIS ROUND OF WORKING ON FIRE GOVERNANCE, WE HAD AN INTERIM CHIEF PRIOR TO CHIEF CAVEN, THAT WAS HERE HOPING MOVE THIS PROJECT ALONG, SCOTT COCHRAM. WE DID AMAZING WORK. ONE 679 THINGS HE SAID EARLY ON WHEN WE STARTED THIS PROCESS THAT I TOOK TO HEART, THIS IS NOT A FIRE DEPARTMENT PROBLEM. THIS IS A CITY PROBLEM. THE CITIES NEED TO DECIDE WHAT THEY WANT TO DO WITH THEIR FIRE SERVICE. I WEAR THIS IN HONOR OF THAT, UNDERSTANDING THAT IT IS OURS TO SOLVE FOR THEM. AND WITH THEM ANOTHER SHOUTOUT TO SCOTT FOR HIS HELP WITH THIS.

SOME PEOPLE MAY BE THINKING WHAT PROBLEM, THE SERVICE IS GREAT. IT IS. SOME HAVE INFORMED PERSPECTIVE OF WHAT IT IS TO LEAD AND WORK IN AN ENVIRONMENT THAT IS PROVIDING SERVICE TO A REGION WHILE STILL BEING GOVERNED BY TWO MUNICIPALITIES. THE EXCELLENT WORK OUR COMMUNITY RECEIVES IN THE FIELD IS SUPPORTED BY AN INCREDIBLE TEAM WORKING LARGELY BEHIND THE SCENES TO MAKE IT WORK.

IMAGINE, I'VE SHARED THIS BEFORE, BUT IMAGINE RUNNING A MERGED BUSINESS WHERE YOU HAVE STILL HAVE TWO BOARDS OF DIRECTORS, TWO COUNCILS, TWO CEOs, TWO CITY MANAGERS, TWO CFOs, ON AND ON. OUR SERVICE AREA IN THE FIRE EMS SERVICE IS SINGLE FOCUSED, THIS HAS BEEN HAPPENING OVER A DECADE.

THIS GOES FAR BEYOND WHAT IS HAPPENING IN FIRE. IT IS TRUE AND THE HUMAN RESOURCES, INFORMATION TECHNOLOGY, ALL OF THOSE PLACES. I WANT TO THANK YOU, CHIEF CAVEN, HERE TODAY IN YOUR WHITES, YOUR COMMAND TEAM AND OTHERS WHO LED THE CITIES FROM THE BEGINNING, COUNCILOR RANDY GROVES, AND THANK YOU ALSO TO BRETT DEEDEN, PRESIDENT OF IAFF851, OUR PROFESSIONAL FIREFIGHTERS, PROFESSIONAL IS A GREAT WAY TO DESCRIBE BRETT.

THE CHIEF AND BRETT FEEL MORE PRESSURE ABOUT THIS EVERY DAY THAN MOST OF US. ALSO UNDERSTAND THE DAY TO DAY WAYS GOVERNANCE HINDERS THEIR ABILITY TO LEAD A COHESIVE TEAM AND PLAN FOR THE COLLECTIVE FUTURE.

I'D LIKE TO THANK A TEAM OF INDIVIDUALS THAT HAVE BEEN MEETING WITH ME PRETTY MUCH EVERY OTHER WEEK THROUGH THE FALL TO MOVE THIS FORWARD. THAT INCLUDES STAFF, I'M NOT GOING TO NAME ALL OF YOU, A SMALL TEAM OF CITY ATTORNEY, FINANCE STAFF, ME IN CENTRAL SERVICES. WE HAVE BEEN WORKING HOW TO GET TO THIS POINT TODAY EVERY OTHER WEEK. IT'S TAKEN A LOT OF WORK. WHILE WE CAN SPEND TIME ANOTHER PROBLEMS WE'VE BEEN TRYING TO SOLVE I THINK IT IS IMPORTANT FOR US TO THINK ABOUT THE FUTURE AS WE'RE TRYING TO SECURE. WE WORKED HARD ON A NORTH STAR AND THIS FELT LIKE THE EASIEST WAY, THAT WE'RE STABLE, EFFICIENT, AND SCALABLE. WE NEED LONG-TERM STABILITY AND NEED A MODEL THAT GROWS WITH THE COMMUNITY THAT WE'RE SERVING. WE BROUGHT IN AN OUTSIDE CONSULTANT WITH EXPERIENCE IN THIS AREA. AP TRITON TO INVESTIGATE THE DIFFERENT PATHS FORWARD.

THEY CONDUCTED MANY STAKEHOLDER INTERVIEWS, INCLUDING STAFF, ELECTED OFFICIALS, UNION REPRESENTATIVES, DIFFERENT MANAGERS ACROSS THE ORGANIZATIONS, AND HELPED US FOCUS ON THE OUTCOMES THAT WE COLLECTIVELY HOPE TO ACHIEVE. THESE ARE SORT

OF THE HIGHEST LEVEL OUTCOMES THAT EVERYBODY COLLECTIVELY SAID THEY WANTED TO SEE HAPPEN. WE'RE GOING TO COME BACK TO THIS LIST AT THE END OF THE PRESENTATION. TWO SLIDES THAT I WALKED THROUGH IN MORE DETAIL LAST TIME AND I JUST WANT TO SAY A COUPLE OF THINGS ABOUT TODAY. AGAIN TODAY, I'M FOCUSING ON EUGENE. THIS IS A EUGENE AND SPRINGFIELD ISSUE AND WE'LL COME TO THEIR DECISIONMAKING AT THE END OF THE PRESENTATION.

BUT WHEN I THINK, WHEN I'M TALKING ABOUT OUR NEEDS FOR STABILITY AND GROWTH AND VISION AND RESOURCES, YES THAT'S TRUE FOR THE WHOLE REGION. I'M ALSO SPECIFICALLY TALKING ABOUT EUGENE. WHEN I HAVE TALKED ABOUT RESOURCES AND I WILL SAY THIS TODAY, I'VE SAID IT PRETTY MUCH EVERY DAY I'VE BEEN IN THIS ROLE AND WILL CONTINUE TO BELIEVE, OUR FIRE AND EMS SERVICES NEEDS MORE RESOURCES. THEIR ABILITY TO GROW IS IMPORTANT AND AS I SAID BEFORE, IT'S NOT A SERVICE AREA WE WANT TO REACTIVELY PLAN FOR. THE BEST DAY TO PLAN FOR YOUR WORST DAY IS NOT THE DAY AFTER. THESE ARE THE FIVE MODELS EXPLORED BY OUR CONSULTANT.

THEIR FINAL RECOMMENDATION AFTER ALL OF THAT WORK INDICATED THAT AN INTERGOVERNMENTAL ENTITY WAS MOST FEASIBLE AS NEXT GOVERNANCE MODEL. AFTER THEY MADE THAT RECOMMENDATION AND WE TALKED TO COUNCIL, THERE WAS A LOT OF DISCUSSION ABOUT THE POTENTIAL BENEFITS OF A NEW AND INDEPENDENT FIRE DISTRICT WHICH WE COVERED IN GREAT DETAIL IN OCTOBER. SINCE THAT TIME, AND INCLUDED IN YOUR PACKET AS ATTACHMENT C, WE HAVE HAD ADDITIONAL CONVERSATIONS WITH A.P. TRITON WITH ADDITIONAL EYE NATURAL SIS AND RECOMMEND THE IGE MODEL AND HIGHLIGHTED VULNERABILITY WITH FUNDING AND STABILITY IN THE DISTRICT MODEL.

I WILL ALSO COULD TONIGHT EMPHASIZE BEING AN INDIVIDUAL FIRE DEPARTMENT IS NOT SOMETHING THAT WE SHOULD BE AFRAID OF. THAT'S THE, YOU KNOW, MAYBE FOR SOME WORST CASE SCENARIO. I WANT TO POINT OUT WE HAVE INVESTED WELL IN OUR DEPARTMENT OVER TIME. THERE'S PROS AND CONS TO EVERY MODEL ON HERE INCLUDING BREAKING UP. BUT THE COMMUNITY WOULD CONTINUE TO BE WELL SERVED. IT'S JUST NOT AN OUTCOME TO BE FEARED AND NOT A DECISION WE SHOULD MAKE OUT OF FEAR.

THAT SAID, TODAY, I'M GOING TO BE RECOMMENDING WE TRANSITION TO AN INTERGOVERNMENTAL ENTITY MODEL. YOUR ACTION TODAY DOES NOT AUTOMATICALLY MAKE THAT HAPPEN. BUT SETS US ON A PATH TOWARDS A MORE STABLE AND PREDICTABLE FUTURE. THE REMAINDER OF THE PRESENTATION WILL COVER WHAT AN IGE IS AND FIRST KEY STEPS FOR SUCCESS. SO I REALIZE IT'S INTERESTING AS WE'VE WORKED THROUGH THE TECHNICAL ADVISOR GROUP THAT WE TALKED ABOUT ON

MONDAY, ONE OF THE THINGS THAT'S JUST BECOME MORE AND MORE CLEAR IS THAT THINGS -- WORDS LIKE INTERGOVERNMENTAL ENTITY IS VERY MUCH GOVERNMENT SPEAK.

WE UNDERSTAND, WE'RE FLUENT IN IT, BUT MOST PEOPLE AREN'T UNDERSTANDING WHAT THIS IS. FOR THE PURPOSES OF THE PUBLIC IF YOU ARE NOT -- IF YOU HAVEN'T BEEN LIVING IN THIS WORLD IT IS BASICALLY SAYING, IT'S A NEW INDEPENDENT ENTITY. THERE'S SOME SAFEGUARDS AND THERE'S SOME OVERSIGHT THAT HAPPENS BY THE CITIES. BUT ESSENTIALLY IT IS A NEW ENTITY WHICH IS A NEW PUBLIC BODY, MUNICIPAL CORPORATION, THAT HAS ITS OWN POWERS AND RESPONSIBILITIES THAT ARE DELEGATED BY THE CITIES. A WAY OF UNIFYING TWO DEPARTMENTS WHILE STILL MAINTAINING SOME KIND OF OVERSIGHT AND VISION.

LOCALLY, WE HAVE A CLOSE EXAMPLE WITH THE METROPOLITAN WASTEWATER MANAGEMENT COMMISSION. THAT IS AN INTERGOVERNMENTAL ENTITY THAT JUST DOESN'T GO AS FAR AS LEGALLY AS IT COULD. AND AS FAR AS WHAT WE'RE RECOMMENDING AS PART OF THIS PROCESS IT IS ANOTHER EXAMPLE OF HOW EUGENE AND SPRINGFIELD AND LANE COUNTY COME TOGETHER TO COLLECTIVELY GOVERN A VERY CRITICAL UTILITY SERVICE IN OUR COMMUNITY.

SO ONE OF THE THINGS THAT I SAID I WOULD COME BACK TO IS THIS. WHEN I START TO THINK ABOUT ALL OF THE THINGS WE'RE TRYING TO DO AROUND SINGLE GOVERNANCE, OPERATIONAL ADVANTAGES ARE RETAINED, THE OVERSIGHT, IT'S A GOOD POSITIVE EXPERIENCE FOR STAFF, ALL OF THE THINGS THAT ARE ON THIS LIST ARE ACTUALLY MET BY DOING AN INTERGOVERNMENTAL ENTITY WITH SOME CONDITIONS. THAT'S REALLY WHERE I WANT TO FOCUS MOST OF OUR CONVERSATION TODAY. ON THE THREE AREAS THAT I THINK ARE REALLY KEY TO THAT BEING SUCCESSFUL.

AGAIN, I DO WANT TO SAY IT IS A TRANSITION SO THESE THINGS DON'T HAPPEN QUICKLY. IGE, THIS CAN GET REALLY FRUSTRATING IF YOU ARE A SERVICE MODEL THAT IS ACCUSTOMED TO SOLVING PROBLEMS IN THREE OR FOUR MINUTES. THE IDEA OF SPENDING YEARS ON SOMETHING IS REALLY HARD BUT IT IS COMPLICATED. IT IS A COMPLICATED PROCESS.

THERE THIS IS A GOOD SAMPLE OF THE DECISIONS TO BE MADE. DO WE WANT TO GO THERE, KEY DEAL POINTS, IGA NEEDS TO INCLUDE ALL OF THOSE DEAL POINTS THAT LEADS US TO THE INTERGOVERNMENTAL ENTITY, THE FORMATION OF A BOARD, DETERMINING SERVICE LEVELS AND FEES, ALL OF THESE ARE BIG CONVERSATION POINTS AND DISCUSSIONS. THEN ACTUALLY TRANSITIONING SERVICES WILL TAKE

SOME TIME. THIS WAS INCLUDED WITH YOUR ATTACHMENT B, WHICH IS THEIR INITIAL DRAFT, AB TRITON'S INITIAL IMPLEMENTATION. THESE ARE THE STEPS THEY SAY WE NEED TO GO THROUGH TO GET THERE. WHICH IS WHY IT IS A LONG AND WINDING ROAD. TRITON. TIMELINE RECOMMENDATIONS, CHANGES AND BACKUP PLAN IF NEGOTIATIONS STALL. THESE ARE THE THREE THINGS THAT NEED TO START OFF. FIRST IS AROUND GOVERNANCE STRUCTURE AND REPRESENTATION.

I'M GOING TO GIVE MY HIGHEST LEVEL GOAL, I THINK WE'RE ALL LOOKING FOR SHARED LEADERSHIP AND EQUITABLE DECISIONMAKING ACROSS BOTH CITIES. FOR ME WHAT THAT MEANS WHAT I THINK IS IMPORTANT FOR EUGENE, THE REPRESENTATION ON THIS BOARD SHOULD BE PROPORTIONAL, SO NOW WE'RE TALKING ABOUT EUGENE CITY COUNCIL IS NOT RUNNING THE ENTITY AND THE SPRINGFIELD COUNCIL ISN'T, WE HAVE A NEW GOVERNING BOARD IF WE MODEL IT -- IF WE MODEL IT SIMILAR TO THE METROPOLITAN WASTEWATER MANAGEMENT COMMISSION, YOU WOULD HAVE AN ELECTED OFFICIAL FROM EACH JURISDICTION, AND ONE OF THE THINGS I LIKE ABOUT THE IGE MODEL, IT ALLOWS YOU IF ANOTHER COMMUNITY OR ANOTHER DISTRICT WANTED TO JOIN THE IGE THEY COULD.

IF YOU HAD A SINGLE ELECTED OFFICIAL FROM EACH OF THOSE JURISDICTIONS AND ROUNDED OUT THE PROPORTION AT WITH CITIZEN MEMBERS, THAT'S ONE WAY TO DO IT. YOU MAINTAIN THAT PROPORTIONALITY. THE OTHER THING IS IT PROVIDES SAFEGUARDS FOR ALL OF THE JURISDICTIONS. IF A DECISION IS MADE, THAT SOMEBODY IS NOT COMFORTABLE WITH, THERE'S A MEDIATION PROCESS THAT IS BUILT IN TO THE IGA AND REQUIRES THAT THE QUORUM INCLUDE ONE MEMBER FROM EACH PLACE BEFORE VOTING CAN HAPPEN.

THERE'S WAYS IT'S PROTECTED. BUT I THINK THINKING ABOUT POPULATION AND FINANCIAL INVESTMENT PROPORTIONS, I THINK IS MORE EQUITABLE THAN ANY OTHER WAY WE GO ABOUT IT. THIS IS KEY AND REALLY IMPORTANT. THE SECOND ONE IS AROUND FINANCIAL -- SORRY, FINANCIAL PARTICIPATION AND HOW WE DO COST SHARING. IT IS IMPORTANT THAT IT BE TRANSPARENT, PREDICTABLE, SCALABLE AND GROUNDED IN DATA LIKE CALL VOLUME AND SERVICE DELIVERY. ONE OF THE THINGS THAT I THINK IS REALLY KEY HERE IS THAT AN IGE, A SEPARATE ENTITY THAT HAS NO ABILITY TO RAISE REVENUE OR HAVE ADDITIONAL RESOURCES WILL NOT BE SUCCESSFUL.

IF IT IS JUST A SEPARATE ENTITY THAT IS COMPLETELY DEPENDENT ON BOTH CITIES GENERAL FUNDS TO SUPPORT IT, YOU HAVE JUST MADE A MORE EXPENSIVE OPERATION THAT WON'T WORK. THIS WAS THE KEY THING WE TALKED ABOUT IN OCTOBER WHERE I STARTED TO COMPARE WHAT IS THE DIFFERENCE IN COST BETWEEN DOING A DISTRICT AND

WHAT IS THE DIFFERENCE IN COST IF YOU DID AN ENTITY AND YOU RAN IT SIMILAR TO A UTILITY MODEL. IT IS FAR LESS EXPENSIVE TO THE COMMUNITY, PARTICULARLY PROPERTY OWNERS, FOR IT TO BE RUN AS A UTILITY. IT IS MORE EQUITABLE ACROSS THE BOARD.

IF YOU REMEMBER EARLIER THIS WEEK, WHEN WE WERE TALKING ABOUT REVENUE, WITH THE TECHNICAL ADVISORS, THEY REALLY PUSHED ON NOT HAVING TAXES AND FEES THAT OVERLY BURDEN ANY ONE GROUP OF COMMUNITY MEMBERS. THIS IS ONE WAY TO DO THAT. LIKE MWMC THE CITIES ARE RESPONSIBLE FOR FINAL BUDGET APPROVAL. SO YOU STILL HAVE SOME OVERSIGHT OVER WHAT THAT FINAL DECISION IS.

THIS IS AN AREA WHERE I ALSO WANT TO SAY THERE'S URGENCY AROUND WHEN WE START TO MOVE THIS. THAT IS SOME URGENCY AROUND WHEN DO WE START GROWING THE SERVICE IN TERMS OF ADDING A STATION, AND THERE'S GOING TO BE RESOURCES NEEDED TO JUST GET THIS WORK DONE. THERE'S A LOT TO DO OVER THE NEXT COUPLE OF YEARS AROUND JUST THE PLANNING OF AN IGE, AND PROBABLY IS GOING TO BE A NEED FOR MORE TIME RESOURCES TO DO THAT.

THE THIRD IS AROUND COMMAND AND ADMINISTRATION. I THINK IT IS A REALLY IMPORTANT THING TO HAVE CLARITY AND LEADERSHIP AND AS EFFICIENT AS POSSIBLE. WHEN WE FIRST STARTED THIS CONVERSATION I HAD A LOT OF ANXIETY AROUND LOSING OUR FIRE CHIEF, AND NOT HAVING THAT FIRE CHIEF SITTING ON THE CITY'S EXECUTIVE TEAM. BUT I ACTUALLY HAVE COME FULL CIRCLE TO RECOGNIZING THAT IF WE'RE GOING TO CREATE AN ENTITY IT NEEDS TO BE THAT, IT NEEDS TO BE ITS OWN ENTITY, THE FIRE CHIEF I BELIEVE SHOULD BE HIRED AND FIRED, HOPEFULLY NEVER FIRED BUT HIRED AND SUPPORTED BY THIS NEW GOVERNING BOARD.

AND THE ENTITY SHOULD ALSO BE RESPONSIBLE FOR ALL OF THEIR SERVICES, LIKE H.R., I.T., ALL OF THOSE THINGS. ASKING THE QUESTIONS TO CONTINUE TO DO THOSE CONTINUES EXACTLY WHERE WE ARE AT NOW, WHICH IS OVERLAPPING SYSTEMS THAT DON'T WORK NECESSARILY WELL TOGETHER AND A LOT OF EXTRA WORK THAT I THINK IS REDUNDANT. THERE'S OTHER QUESTIONS ABOUT WHAT DOES THIS MEAN FOR THE FACILITIES AND WHAT DOES THIS MEAN FOR FLEET, WHAT DOES THIS MEAN ALL OF THOSE THINGS NEED TO BE PART OF THE NEGOTIATIONS AND THEY'RE IMPORTANT TO WORK OUT.

BUT I THINK IF YOU CAN START OFF WITH SAYING YES WE WANT TO GO IN THIS DIRECTION AND WE THINK THESE ARE THE IMPORTANT KEY POINTS, THOSE WILL CONTINUE TO BE NEGOTIATED ALONG THE WAY. SO HERE'S THE TIMELINE I'M PROPOSING. WE'RE HERE TODAY, I HOPE THAT YOU WILL BE ABLE TO GIVE DIRECTION TODAY ON STARTING TO NEGOTIATE

THE IGE. I BELIEVE THAT SPRINGFIELD IS SCHEDULED TO DISCUSS THIS IN JANUARY. I'M HOPEFUL THAT THEY WILL BE ABLE TO MAKE A RECOMMENDATION TO MOVE FORWARD EITHER WITH THE IGE OR ANOTHER DIRECTION, THEN YOU WILL HAVE -- YOU WOULD NEED TO HAVE A DIFFERENT CONVERSATION. WHAT I'M ASKING IS THAT OVER THE NEXT SIX MONTHS YOU LAND SOME AGREEMENT ON THE THREE SLIDES I JUST SHOWED YOU. WITH A THREE-MONTH CHECK-IN TO COUNCIL.

LET'S JUST SAY THEY MEET IN JANUARY, WE START NEGOTIATING, THEN IN APRIL YOUR CITY MANAGER IS GOING TO BE BACK TALKING TO YOU ABOUT HOW IT'S GOING, WHERE WE ARE AT, ARE WE MAKING PROGRESS. THE PURPOSE OF THAT, IF WE'RE NOT MAKING PROGRESS WE DON'T WANT TO GET TO SIX MONTHS AND SURPRISE YOU OR ANYBODY BY SAYING, HEY, WE'RE GOING TO NOTIFY SPRINGFIELD THAT WE INTEND TO DISSOLVE OUR IGA.

THAT'S KIND OF A BIG MOVE. IT WAS IN THE AIS AND ATTACHMENT, THE CURRENT IGA WE HAVE AROUND THE MERGED SERVICE REQUIRED THAT WE GIVE TWO YEARS NOTICE TO DISSOLVE IT. MY CONCERN IS THAT WE START THIS NEGOTIATION PROCESS AND YOU COULD GET A YEAR IN TO IT, A YEAR AND A HALF INTO IT, IT'S A TWO-YEAR PROCESS. AT SOME POINT IF YOU CAN'T AGREE TO THOSE KEY POINTS THEN WE HAVE ANOTHER TWO YEARS OF NOTICE WE NEED TO GIVE. IT'S TOO MUCH TIME. WE HAVE ALREADY TAKEN TOO MUCH TIME.

I SEE THE WEAR AND TEAR, I SEE IT MOST CLOSELY, NOT DAILY BUT ALMOST DAILY ON THE CHIEF. NOT SOMETHING I FEEL GOOD ABOUT. AS SOMEBODY WHO SAT IN THIS MERGED ENVIRONMENT SINCE IT STARTED, I THINK YOU NEED TO UNDERSTAND THERE'S SOME TIME URGENCY TO THIS. SO MY IDEA IS WE START NEGOTIATING, IF WE CAN'T GET THERE WE GIVE OUR NOTICE IN SIX MONTHS, WE INTEND TO DISSOLVE. DOESN'T MEAN YOU CAN'T KEEP WORKING ON IT BUT WE START THAT TIMELINE WHICH I THINK IS REALLY IMPORTANT. SO IN SOME WAYS I KNOW I'VE SHOWN THERE'S A LOT OF STEPS, AND A WAY I'VE SORT OF SIMPLIFIED IT. WE DISAGREE ON THESE THINGS BUT I WANT TO MOVE FORWARD.

I WANT TO WARN YOU THAT IT'S GOING TO FEEL LIKE THIS AT TIMES. THERE'S GOING TO BE UPS AND DOWNS, WE'RE GOING TO HAVE A CLEAR PATH, BUT THERE WILL BE SOMEBODY OBSTACLES ALONG THE WAY THAT YOUR CITY MANAGER HAS TO WORK THROUGH. BUT OVERALL, I JUST WANT TO SAY THAT NORTH STAR, I BELIEVE, IS MET. I THINK THE SUCCESS DEPENDS ON A CLEAR AGREEMENT AROUND THIS. IF COUNCIL CAN GIVE DIRECTION TODAY AND SAY YES WE AGREE WITH THIS, AND WE ALSO LIKE THE SIDE BOARDS YOU HAVE PUT ON THIS WITH ATTACHMENT D, I THINK THAT CLEAR DEFINED PATH WILL BRING A LOT OF STABILITY AND CERTAINTY FOR NOT JUST THE CITY MANAGERS AND THE COMMAND

STAFF BUT FOR OUR EMPLOYEES. I THINK THAT IS THE GROUP THAT IS REALLY LOOKING FOR CLARITY. MORE THAN MOST.

SO IN YOUR PACKET, YOU HAVE A COUPLE OF DIFFERENT OPTIONS. ONE OF THEM IS TO DIRECT FORWARD, AND WE CAN BRING THE MOTION BACK, AND YOU CAN ASK FOR MORE ANALYSIS OR INFORMATION, YOU MAY HAVE A DIFFERENT IDEA ABOUT A PREFERRED GOVERNANCE MODEL. WE CAN COME BACK TO THAT. BEFORE I TURN IT BACK OVER TO THE MAYOR FOR DISCUSSION AND QUESTIONS, I DO WANT TO OFFER CHIEF CAVEN AN OPPORTUNITY TO SAY A FEW WORDS. THEN I THINK HE'LL HAND IT TO THE MAYOR.

>> CAVEN: THANK YOU, APPRECIATE THE OPPORTUNITY TO ADDRESS YOU. THIS IS A BIG MOMENT FOR US. YOU KNOW, 15 YEAR HISTORY WE HAVE HAS A MERGED ORGANIZATION. THERE'S A LOT OF HISTORY OF SUCCESS AND COLLABORATION. BUT AS WE KNOW AND WE HAVE COMMUNICATED WE'VE BEEN OPERATING AT YOUR LIMITS FOR THE LAST SEVERAL YEARS. TODAY'S PROCESS BRINGS RECOMMENDATION THAT REALLY BEGAN FOUR YEARS AGO WITH THE AFOREMENTIONED INTERIM CHIEF. AGAIN A LOT OF INNOVATION AND PATIENCE HAS BROUGHT US TO THIS POINT.

I HAVE A TON OF GRATITUDE FOR SARAH IN THIS SPACE, HER LAST MEETING WITH US ALL, IS TO ADDRESS SUCH AN IMPORTANT TOPIC AND ONE THAT'S CLOSE TO US. MOST IMPORTANTLY, HER COMMITMENT TO KEEPING HER WORD THAT SHE WOULD GET THIS DONE AND BRING HER RECOMMENDATION FORWARD TO COUNCIL. IT IS IMPORTANT TO KNOW, YES, IN ITS SIZE TOGETHER, WE ARE OVER 300 PEOPLE. LOOKING FORWARD TO A FUTURE THAT IS STABLE. BRINGS THE CAPACITY TO GROW IN A WAY THAT MEETS THE COMMUNITY NEEDS NOT JUST THE ONES WE'VE DISCUSSED TODAY. BUT OUR ABILITY TO PLAN FOR TOMORROW. BEYOND THE NOISE OF GOVERNANCE, THE FIRE AND EMS STAFF CONTINUE TO INNOVATE, CHANGE THE WAY THAT THEY DEVELOP, CHANGE THE WAY THAT WE ARE DELIVERING OUR SERVICE, THE WORKFORCES THAT WE HAVE ACCESS TO. AND CURRENTLY TAKING KEY FOUNDATIONAL STEPS TO INITIATIVES THAT IMPROVE THE HEALTH AND WELL-BEING OF ALL OF OUR STAFF THAT IS INCLUDED THE ONBOARD AND TRAINING OF 72 NEW EMPLOYEES OVER THE LAST YEAR, 109 INDIVIDUAL ACADEMY EXPERIENCES.

SO THE FOLKS WORKING HERE SERVING OUR COMMUNITY HAVE DONE EVERYTHING THAT THEY HAVE BEEN ASKED TO DO AND MORE. CONTINUE TO HAVE A TON OF PRIDE IN THEIR WORK, THE COMMUNITIES THAT WE SERVE. SO WE LOOK FORWARD TO THIS CONVERSATION THAT WILL OCCUR TODAY AND HOPEFULLY RECOMMENDATION THAT IS REALLY

TRULY THE FIRST STEP IN PLANNING FOR THE FUTURE OF EMERGENCY SERVICE DELIVERY TO THE COMMUNITY. FOR ME, IT'S IMPORTANT THAT WE MAINTAIN THE MOMENTUM THAT WE HAVE. THAT OUR STAFF HAS BUILT OVER THE LAST YEAR TO PREPARE IN THEIR TRAINING AND DEVELOPMENT IN THE MODERNIZATION OF ESI. I TRY TO KEEP IT SHORT AND SWEET W THAT I WILL TURN IT BACK OVER TO THE MAYOR.

>> MAYOR KNUDSON: THANK YOU, CHIEF CAVEN FOR THAT UPDATE AND CONTEXT. THANK YOU CITY MANAGER MEDARY FOR THAT PRESENTATION, TAKING US THROUGH SOME HISTORY BUT ALSO SETTING UP DISCUSSION TODAY ON THAT. I'LL OPEN THE FLOOR FOR COUNCIL DISCUSSION. COUNCILOR GROVES?

>> Groves: I COULD TAKE UP MY FULL THREE MINUTES THANKING PEOPLE THAT GOT TO US THIS POINT. BRIEFLY, I WANT TO THANK THE CITY MANAGER, SARAH, FOR TAKING IT TO WHERE THIS IS ON WORKING ON THE GOVERNANCE PIECE. I THOUGHT YOUR MEMO WAS SPOT-ON. CHIEF CAVEN, BOTH THE WORK THAT YOU HAVE CONTINUED TO DO AS CHIEF AND ALSO THE WORK YOU DID PRIOR TO THAT AS A UNION PRESIDENT, AND THE THREE UNION PRESIDENTS BEFORE YOU, ALSO DID TREMENDOUS WORK IN GETTING US TO WHERE WE ARE. I ALSO WANT TO THANK ALL OF THE STAFF THAT HAVE BEEN INVOLVED WORKING ON THIS, AND THEN PARTICULARLY I WANT TO THANK OUR FIREFIGHTERS FOR STICKING WITH THIS AND GOING THROUGH SOME BUMPY TIMES, BRINGING THE TWO ORGANIZATIONS TOGETHER THAT DRAWING YOU HAD SARAH OF THE SMOOTH LINE VERSUS ALL OF THE PITS AND FALLS.

THE FIRST THING OPERATIONALLY WAS FULL OF PITFALLS AND WE DIDN'T KNOW ONE DAY TO THE NEXT WHETHER IT WOULD SUSTAIN OR. NO ANOTHER THING I WANT TO PROVIDE CLARITY ON, THE TWO-YEAR SEPARATION AGREEMENT, REMEMBER WHEN THIS STARTED IT WAS KIND OF ROCKY. AS WE WERE GOING. THEN CHIEF MURPHY FROM SPRINGFIELD AND I DECIDED THAT WOULD BE THE BEST COURSE TO GIVE SOME TIME THAT WE WOULD BE ABLE TO REACT IF WE'RE HALFWAY INTO THE FOREST AND OUR FINANCIAL LEGS GET CUT OUT FROM UNDER US, THAT'S NOT HELPING EITHER SIDE OF THE FREEWAY. WE WANTED TO GIVE SOME ALTITUDE SO WE COULD MAKE THE RUNWAY IF THE ENGINES QUIT. THAT WAS THE PURPOSE FOR THAT.

BUT RIGHT NOW, IT SEEMS TO BE KIND OF A BARRIER. I'M WONDERING IF WE CAN WAIT AND SEE WHAT SPRINGFIELD MEETING DOES. IF THERE DOESN'T SEEM TO BE AN APPETITE TO MOVE FORWARD I DON'T THINK WE

SHOULD WAIT SIX MONTHS TO SERVE THE NOTICE. WE CAN CONTINUE WORKING FOR TWO YEARS ON THIS PROCESS TO SEE IF WE CAN'T GET THERE. BUT WE NEED TO HIT THE NAIL ON THE HEAD WITH CERTAINTY. THAT'S THE THING THAT'S HURTING US RIGHT NOW, THE LACK OF CERTAINTY, CONTINUITY AND FUTURE PLANNING. IT IS HARD TO PLAN WHEN YOU DON'T KNOW WHERE THE TWO CITIES ARE HEADED. I THINK THAT THAT IS GOING TO BE A CRITICAL PIECE AS WE GO FORWARD HERE.

THE LAST POINT I WANT TO MAKE, I'VE BROUGHT THIS UP BEFORE AS HAVE OTHERS, EUGENE IS ABOUT READY TO GET A NEW CITY MANAGER. WHETHER IT'S INTERNAL OR EXTERNAL CANDIDATE THAT ACTUALLY LANDS THE POSITION, THEY'RE GOING TO HAVE THEIR HANDS FULL JUST ONBOARDING AND ADJUSTING TO A NEW POSITION. I STILL STRONGLY URGE US TO LOOK AT, IF THE CURRENT CITY MANAGER, SARAH IS WILLING, IF WE CAN'T HIRE HER ON A SPECIFIC CONTRACT TO GET US THROUGH THIS NEXT STEP. SHE KNOWS THE PLAYERS, SHE KNOWS THE SITUATION, SHE'S INVESTED IN IT, AND I THINK IT WOULD REALLY, REALLY HELP THE PROCESS. I DON'T THINK IT WOULD COST THAT MUCH. I'M OUT OF TIME SO I MAY NEED ANOTHER SECOND ROUND. MAYOR?

>> Kashinsky: THANK YOU. AND THANK YOU VERY MUCH, SARAH, AND CHIEF AND EVERYBODY ELSE WHO HAS WORKED ON THIS. AND THE FOLKS IN THE FIRE DEPARTMENT. IT IS VERY -- I KNOW THIS HAS BEEN AN ISSUE THAT'S BEEN GOING ON FOR A LONG TIME. IT IS GOOD TO SEE IT MOVING FORWARD WITH A SENSE OF DIRECTION AND TIMELINES ASSOCIATED WITH IT. I FEEL LIKE WE TALK ABOUT THESE THINGS FOR SOME TIME, AND IT IS UNCLEAR WHEN IT IS GOING TO TURN FROM TALKING TO ACTUAL CHANGE. I APPRECIATE THE TIMELINES ASSOCIATED WITH CHECKPOINTS IN THE NEGOTIATIONS TO MAKE SURE THAT WE ARE MOVING FORWARD.

I WILL ALSO SAY THAT I APPRECIATE THE FOCUS ON HOW THE FUNDING WOULD BE SET UP AS PART OF THIS. I THINK WHEN I FIRST READ THE REPORT ONE OF THE THINGS THAT STUCK OUT TO ME WAS THAT THE INTERGOVERNMENTAL ENTITY MODEL DIDN'T REALLY DISCUSS FUNDING CHALLENGES AND HOW WE WOULD SUSTAINABLY FUND FIRE SERVICE. HAVING THAT BE PART OF THE NEGOTIATIONS AND BEING FAMILIAR WITH THE FOCUS MAKES ME MUCH MORE COMFORTABLE WITH AN INTERGOVERNMENTAL ENTITY AS THE SOLUTION. THANK YOU FOR THAT. WOULD THIS INCLUDE ANY SORT OF SPECIAL OR UNIQUE PROGRAMS THAT ARE HOUSED, CURRENTLY HOUSED WITHIN FIRE OR HAVE BEEN HISTORICALLY HOUSED WITHIN FIRE? ALTERNATIVE RESPONSE AND THINGS LIKE THAT. WOULD THOSE THINGS MOVE INTO THE INTERGOVERNMENTAL ENTITY? OR WOULD THEY NOT, OR IS THAT A POINT OF DISCUSSION?

>> Medary: I THINK WILL BE A LOT OF ROOM FOR FLEXIBILITY AS WE MOVE FORWARD. A LITTLE BIT OF ROOM FOR FLEXIBILITY. I THINK THAT AS WE CONTINUE TO MOVE FORWARD WITH ALTERNATIVE SERVICES -- ALTERNATIVE RESPONSE, I THINK THE CHIEF, BOTH CHIEFS ARE GOING TO BE MAKING SOME REALLY GOOD DECISIONS AROUND WHAT LIVES WHERE. I WOULD EXPECT WHATEVER, PERSONALLY I EXPECT WHATEVER IS WITHIN THE FIRE DEPARTMENT WOULD BE MOVING INTO THE ENTITY.

>> Kashinsky: OKAY. AND WE PROBABLY DON'T -- MAY NOT HAVE INFORMATION ABOUT THIS, HAVE THERE BEEN CONVERSATIONS WITH SPRINGFIELD AS PART OF THIS? OR IS THIS -- DO WE HAVE A SENSE OF KIND OF WHERE THEY MIGHT BE WITH IT? DO WE THINK WE WILL HAVE TO RECONVENE IN JANUARY BECAUSE THEY AREN'T REALLY INTERESTED.

>> Medary: WE'VE BEEN MEETING WITH SPRINGFIELD ALONG THE WAY, I'LL LET CHIEF CAVEN SPEAK TO IT, AS HE REPORTS TO BOTH OF US. WHEN WE HAD A.T. TRITON IN TOWN THIS FALL WE MET AS A GROUP. WE HAD BOTH CITY MANAGERS, ASSISTANT CITY MANAGERS, THE CHIEF AND FINANCE DIRECTOR SPEND A DAY TOGETHER WALKING THROUGH THE DISTRICT AND ENTITY DISCUSSION. THEY'RE INTERESTED, I THINK. WE'RE KIND OF IN THE SAME PLACE. I DON'T KNOW IF THEY'LL MAKE THE EXACT RECOMMENDATION BUT THEY KNOW WHAT WE ARE RECOMMENDING TODAY AND THEY HAVE HAD -- THEY KNOW THAT WE'RE PUTTING, I'M RECOMMENDING A TIMELINE. THEY'RE VERY AWARE OF ALL OF THAT. I DON'T WANT TO PREDICT WHAT THEIR COUNCIL WILL DO. I KNOW THEY'RE MEETING IN JANUARY. WE WILL HAVE TO SEE. YEAH, I AGREE WITH COUNCILOR GROVES' EARLIER COMMENTS, IN JANUARY IF THEY SAY THEY DON'T WANT TO DO THIS, THE CITY MANAGER WILL BE BRINGING THIS BACK, I THINK, MUCH SOONER. CHIEF DO YOU WANT TO SPEAK TO WHERE YOU THINK SPRINGFIELD IS AT?

>> CHIEF Caven: YOU DID A GOOD ROUNDING THAT OUT. BY MY ROLE, I HAVE AN OPPORTUNITY TO SPEAK FREQUENTLY, WHEN THERE ARE TIMES WHEN WE WERE LOOKING IN DIFFERENT DIRECTIONS OR IN A DIFFERENT SPOT IN PREPARATION, I MADE SURE THEY UNDERSTOOD THAT WE WERE LOOKING AT DATA, THE TYPES OF THINGS THAT WE'RE DIGGING INTO, AND WHERE THINGS MAY OR MAY NOT BE HEADED ALONG THE WAY. SARAH DID A GOOD JOB PREPARING THEM FOR EVEN THE INFORMATION THAT COMES UP TODAY. SO THEY HAVE SOME TIME TO THINK ABOUT IT. I WOULD SAY THROUGHOUT THE LAST FOUR YEARS THERE'S BEEN UPS AND DOWNS ON WHERE THEY'RE WILLING TO GO, NOT WILLING TO GO. CAN'T PREDICT IT UNTIL THEY SEE IT. I FEEL AS GOOD NOW AS I EVER HAVE ABOUT THE SIDEBARS THAT ARE PUT OUT AND THE EXPECTATION, GIVES THEM AN OPPORTUNITY TO STUDY WHERE EUGENE IS AND RESPOND TO IT.

>> Kashinsky: THANK YOU. AND I KNOW THAT SPLITTING UP IS NOT THE IDEAL OUTCOME. AND I KNOW THAT THE MERGER HAS BROUGHT A LOT OF SERVICE EFFICIENCIES, SERVICE IMPROVEMENTS, OPERATIONAL EFFICIENCY FOR THE SERVICE TO BE STRONGER. IF IT DOES END UP SPLITTING UP, WE WOULD BE ABLE TO MAINTAIN SOME OF THAT THROUGH INTERGOVERNMENTAL AGREEMENTS, IS THAT RIGHT?

>> Medary: YES, YES, I THINK WE WOULD HAVE -- WE WOULD WANT TO EXPLORE SOME PRETTY STRONG MUTUAL AID AGREEMENTS.

>> KAMINSKI: THANK YOU VERY MUCH FOR ALL OF US AND IT IS EXCITING TO SEE SOME DIRECTION FOR THIS. THANK YOU.

>> MAYOR KNUDSON: COUNCILOR ZELEKA.

>> Zelenka: I WANT TO THANK SARAH, IN PARTICULAR, BUT ALSO THE CHIEF, ALL OF THE PEOPLE WHO WORKED ON THIS OVER THE LAST COUPLE OF YEARS. IT'S BEEN A LONG TIME WE'VE BEEN WORKING ON THIS. SO IT REPRESENTS A LOT OF WORK, A LOT OF THOUGHT, AND A LOT OF EVOLUTION. WE'RE LANDING IN A GOOD PLACE. I WAS IN THE COUNCIL WITH MIKE AT THE BEGINNING WHEN WE DID THE MERGER, WE HAD A LOT OF HOPES FOR THAT WORKING OUT AND REDUCING COSTS AND HAVING BETTER SERVICES. THERE WAS A LOT OF DISCUSSION ABOUT CAN'T WE DO THIS WITH A MUTUAL SERVICE AGREEMENT WHICH WOULD BE INTERESTING IF WE ENDED UP FULL CIRCLE BACK THERE. WHICH WE DON'T DO.

THIS IS A SUPER IMPORTANT ISSUE FOR OUR COMMUNITIES, BOTH US AND SPRINGFIELD, IN PARTICULAR THAT IS A REALLY CRITICAL SERVICE. I VERY MUCH APPRECIATE FIREFIGHTERS AND ALL OF THE WORK THEY DO TO KEEP US SAFE, N. AND OUR PROPERTY SAFE. I AGREE WITH EVERYTHING THAT SARAH SAID, INCLUDING THE FIRE DEPARTMENTS NEED MORE RESOURCES. THAT'S BEEN A LONG STANDING ISSUE. WE NEED TO SQUARE UP AND FACE THAT AND MAKE THAT HAPPEN. I ALSO CONCUR WITH SARAH'S RECOMMENDATION THAT IGE IS THE BEST OPTION. I AGREE WITH RANDY, THAT SPRINGFIELD IS NOT ONBOARD WHEN THEY MEET IN JANUARY, IF THEY'RE NOT, THEN WE MOVE FORWARD RATHER THAN WAIT THE THREE MONTHS IN THE MOTION TO COME BACK TO US. WE MEET IN LATE JANUARY LIKE SARAH SAID. THERE'S NO NEED TO DRAG THIS OUT ANY FURTHER, IF THIS ISN'T THE WAY SPRINGFIELD WANTS TO GO.

I HAVE A FEELING THEY WANT TO GO THIS WAY. IT WORKED WELL WITH THE MWMC, LONG STANDING HISTORY OF SUCCESS. THIS SHOULD ALSO WORK IN THAT SAME FASHION. THANK YOU FOR THE RECOMMENDATION, SARAH, THANKS CHIEF FOR THE WORK ON IT, AND EVERYBODY ELSE ON

THE TEAM THAT PUT THIS, WORK ON PUTTING THIS TOGETHER. IT'S NOT UNCOMPLICATED, AS A FRIEND OF MINE SAYS.

>> MAYOR KNUDSON: COUNCILOR LEECH.

>> LEECH: THANK YOU MAYOR AND THANK YOU SARAH FOR YOUR STRONG AND STEADY LEADERSHIP. AND FOR CHIEF CAVEN, YOURS AS WELL. THERE'S BEEN A LOT OF PRESSURE IN THE COMMUNITY TO MOVE TOWARDS THAT FIRE DISTRICT. AND YOUR THOUGHTFULNESS AND DEDICATION TO REALLY MAKING SURE THAT WE MOVE FORWARD IN THE RIGHT DIRECTION THAT'S RIGHT FOR US FOR THE CITY, FOR THE DEPARTMENT, AND FOR THE COLLABORATION. I THINK IT HAS BEEN VERY WELL DONE AND I'M VERY GRATEFUL FOR IT. I'M HAPPY TO SUPPORT THE MOTION MOVING IT FORWARD. I LOOK FORWARD TO CONTINUING TO WORK ON IT. THANK YOU.

>> MAYOR KNUDSON: COUNCILOR YEH.

>> Yeh: YES, THANKS MAYOR. I'M ALSO IN FAVOR OF SUPPORTING THE RECOMMENDATION BY THE CITY MANAGER. I THINK IT MAKES SENSE. I'M REALLY GLAD THAT WE TOOK THE TIME WHEN WE HAD A LOT OF FEEDBACK ABOUT THE DISTRICT MIGHT BE A GOOD IDEA, TOOK THE TIME TO DIG IN AND MAKE SURE WE WERE MAKING THE RIGHT CHOICE. I THINK THAT WAS A GREAT EXAMPLE OF HOW THOUGHTFUL GOVERNMENT WORKS. HERE WE ARE, AFTER DOING THAT WORK, WITH RECOMMENDATION THAT MAKES A LOT OF SENSE, THAT IT IS STILL A LONG ROAD AHEAD OF US. BUT I WOULD BE VERY SURPRISED IF SPRINGFIELD DIDN'T COME TO THE SAME CONCLUSION THAT WE HAVE ALL HAD. I HAD A QUESTION, COUNCILOR GROVES BROUGHT UP A GOOD POINT ABOUT HOW WE'RE STILL IN THE MIDDLE OF THIS, WHILE WE'RE LOSING SARAH. I GUESS MY QUESTION WAS, WHO ON THE TEAM, DO WE HAVE FOLKS -- I'M SURE ONE OF THE ASSISTANT CITY MANAGERS HAVE BEEN ON THIS. DO YOU FEEL LIKE YOUR TEAM IS WELL POSITIONED, OR DO YOU FEEL LIKE SOMETHING LIKE COUNCILOR GROVES' IDEA OF HAVING YOU COME ON -- I KNOW IT'S HARD "SHOULD WE HIRE YOU" THAT'S UNCOMFORTABLE. BUT ARE YOU IN THE POSITION TO KNOW. IS OUR TEAM READY TO TAKE THIS ON, OR WOULD SUPPORT BE APPROPRIATE?

>> Medary: I APPRECIATE THAT. I WILL SAY THIS, OUR ASSISTANT CITY MANAGERS AND OUR CHIEF AND OUR CITY ATTORNEY HAVE BEEN IN EVERY STEP OF THIS WAY, PARTICULARLY CHRISTY HAMMET WHO HAS BEEN SUPERVISING UP UNTIL RECENTLY HAD THE FIRE DEPARTMENT UNDERNEATH HER. SHE AND CHIEF HAVE WORKED CLOSELY ON THIS. OUR TEAM IS REALLY, REALLY KNOWLEDGEABLE AND VERY, VERY CAPABLE OF MOVING THIS FORWARD. AS YOUR PRO TEM CITY MANAGER

MATT RODRIGUEZ, VERY CAPABLE, UNDERSTANDS IT. MY COMMITMENT THAT I MADE TO CHIEF CAVEN ALONG THE WAY WHEN I WAS GIVING HIM HIS NOTICE, IF THERE'S EVER A MOMENT IN TIME WHERE THEY NEED ASSISTANTS OR THEY NEED MY ADVICE OR JUST NEEDS TO CALL, WHATEVER, I WILL BE HERE. THIS IS IMPORTANT TO ME. IF THE CITY MANAGER NEEDS HELP OR NEEDS ADVICE OR NEEDS SUPPORT, I'LL BE HERE. I WILL BE SURPRISED IF I GET THAT CALL, I THINK THEY'RE CAPABLE AND READY TO DO THAT. I'M HERE READY TO SUPPORT THEM IF THEY NEED IT.

>> YEH: GREAT, I APPRECIATE THAT INFORMATION. I THINK THAT IS ALL I HAD TO SAY, THANK YOU SO MUCH.

>> MAYOR KNUDSON: COUNCILOR CLARK.

>> Clark: THANK YOU, MAYOR. I THINK SARAH DID A GREAT JOB OF SUMMARIZING WHAT I WAS GOING TO SAY, I TRUST OUR PROCESS TO FIND A NEW CITY MANAGER AS MUCH AS I'M SAD THAT SARAH IS LEAVING. I WOULD REALLY LIKE TO HEAR A NEW CITY MANAGER'S INPUT BEFORE STEP NEXT AS WELL. THEY'RE GOING TO HAVE TO BE INVESTED IN THE PROCESS AS WELL. IF IT WAS UP TO ME I'D HIRE SARAH RIGHT NOW. BUT I WANT THEIR INPUT ON THAT AS WELL. THEY MAY HAVE SOME VARYING LEVEL OF COMFORT, OR THEY MAY HAVE A PLAN THAT THEY ALREADY THOUGHT THROUGH, I DON'T KNOW. THAT IS A DECISION FOR JANUARY, I THINK. BUT I AM IN ABSOLUTE COMPLETE FULL SUPPORT OF SARAH'S RECOMMENDATION. I WILL BE HAPPY TO VOTE IN FAVOR OF THAT.

>> MAYOR KNUDSON: THANK YOU, COUNCIL. ANY SECOND ROUNDS OF DISCUSSION? OR FIRST ROUNDS. COUNCILOR GROVES.

>> Groves: THANK YOU, MAYOR. ALSO I WANT TO START OFF THANKING A.P. TRITON AND IN PARTICULAR DAN PETERSON. THEY DID A FANTASTIC JOB OF ANALYZING THIS. THINGS THAT WE WEREN'T ABLE TO CONNECT THE DOTS ON, LINING UP THE BUDGET, WHERE IT WAS WHEN I LEFT VERSUS WHERE IT IS TODAY, THEY WERE ABLE TO ACTUALLY PIECE THAT TOGETHER. WHICH I THOUGHT WAS EXTRAORDINARY. VERY HELPFUL TO THE PROCESS. I WANT TO ADDRESS THE PIECE ABOUT MUTUAL AID. MUTUAL AID IS REQUIRED IN OUR STATE. MUTUAL AID DOES BRING YOU MORE RESOURCES. AS I HAVE TRIED TO DESCRIBE BEFORE, HAVING BEEN LINE FIREFIGHTER WORKING WITH MUTUAL AID COMPANIES, INCIDENT COMMANDER WORKING WITH MUTUAL AID COMPANIES, WHAT YOU HAVE, IT'S LIKE PLAYING A FOOTBALL GAME. PART OF THE WAY THROUGH THE FIRST QUARTER YOU HAVE ANOTHER TEAM SHOW UP TO HELP YOU. THEY HAVE TALENTED PLAYERS, THEY HAVE EQUIPMENT, BUT THEIR EQUIPMENT IS DIFFERENT AND THE PLAYERS WORK FROM A

DIFFERENT PLAYBOOK. SO YOU REALLY END UP RUNNING INTO EACH OTHER ON THE FIRE GROUND. WHICH IS NOT A GOOD SITUATION.

IT HELPS BUT GENERALLY, I KNOW WHEN I WAS RUNNING INCIDENTS I TRIED TO PUT MUTUAL AID COMPANIES IN THE POSITION WHERE THEY WEREN'T DIRECTLY INTERFACING WITH OUR COMPANIES. JUST BECAUSE THEY OPERATE DIFFERENTLY. ALSO, WOULD USE MUTUAL AID COMPANIES TO BACKFILL STATIONS THAT WERE -- OUR STATIONS VACATED. IT ISN'T AS CLEAN A PROCESS. THAT IS ONE OF THE STRENGTHS OF THE MERGER. IS OUR OPERATIONAL CAPACITY AND OUR SURGE CAPACITY. BEING ABLE TO WORK OFF OF ANY FIRE APPARATUS THAT IS AT THE SCENE, BECAUSE THE EQUIPMENT IS THE SAME, IT'S ALL PURCHASED UNDER THE SAME SPECS, TRAINED THE SAME WAY, WE HAVE THE SAME HOSE AND LADDER EVOLUTIONS.

IT IS BASICALLY, YOU'RE WORKING WITH YOUR OWN ORGANIZATION. IT IS A MUCH, MUCH BETTER FAR SUPERIOR MODEL. MY LAST CHOICE IS TO SEPARATE BUT I'M ALSO, AS SARAH SAID, I'M NOT AFRAID OF IT. IF THAT'S WHERE WE HAVE TO GO IN ORDER TO MAKE SURE OUR COMMUNITY IS ADEQUATELY PROTECTED, THEN SO BE IT. I WOULD CERTAINLY HOPE THAT WE CAN WORK THROUGH THIS. I DO BELIEVE, SPRINGFIELD IS A GOOD ORGANIZATION. IT IS A GREAT COMMUNITY. I THINK WE HAVE MORE IN COMMON THAN WE HAVE DISSIMILAR, AND WE SHOULD, BY ALL MEANS, TRY AND WORK THIS OUT AND GET IT TO THE NEXT LEVEL. THE MERGER WAS NEVER ENVISIONED FOR THE ADMINISTRATION TO BE WHERE IT IS TODAY. IN FACT, WHEN I CAME BACK IN AS A COUNCILOR, I WAS SURPRISED WE WERE HAVING THESE CONVERSATIONS. THEY NEED TO HAPPEN. AND I APPRECIATE ALL OF THE WORK THAT'S GONE NIGHT. THANK YOU.

>> MAYOR KNUDSON: CITY MANAGER?

>> Medary: THANK YOU, MAYOR. COUNCILOR GROVES SAID SOMETHING MADE ME REGRET I DIDN'T SAY SOMETHING ELSE. ONE, I REALLY LOVE SPRINGFIELD, I LOVE IT AS A COMMUNITY, I LOVE TO VISIT IT, I HAVE HAD A GREAT WORKING RELATIONSHIP WITH THE CITY MANAGER NANCY NEWTON, THEIR ASSISTANT CITY MANAGER I WORKED WITH MANY YEARS WHEN WE WERE BOTH ASSISTANT CITY MANAGERS OUTSTANDING, BOTH OF THEM ARE. GIVEN ALL OF THAT I WOULD SAY, AND I THINK YOU WOULD PROBABLY SAY THIS, COUNCILOR GROVES, MY ACTUAL LAST CHOICE AND THE ONE I WOULD SAY WE SHOULD NEVER DO IS STAY THE SAME. THERE'S NO -- OUR CURRENT SITUATION IS NOT SUSTAINABLE. THANK YOU.

>> MAYOR KNUDSON: THANK YOU CITY MANAGER. ANY OTHER COUNCILORS, DISCUSSION? FIRST OR SECOND ROUND? SEEING KNOWN I

WILL TURN TO THE COUNCIL VICE PRESIDENT TO PUT A MOTION FORWARD.

>> Leech: MOVE TO DIRECT THE CITY MANAGER TO NEGOTIATE THE CORE TERMS OF AN AGREEMENT WITH SPRINGFIELD CONSISTENT WITH THE RECOMMENDATION IN ATTACHMENT D AS PRELIMINARY STEP TOWARD FARMING AN INTERGOVERNMENTAL ENTITY FOR EUGENE SPRINGFIELD FIRE AND TO RETURN TO COUNCIL IN THREE MONTHS WITH THE PROGRESS UPDATE.

>> Zelenka: SECOND.

>> MAYOR KNUDSON: ANY FURTHER DISCUSSION? SEEING NONE I'LL TAKE A VOTE FOR THIS MOTION. ALL IN FAVOR PLEASE RAISE YOUR HAND OR HANDS. [HAND VOTE].

>> ONE, TWO, THREE, FOUR, FIVE, SIX, SEVEN, THANK YOU. AND ZERO OPPOSED. THE MOTION PASSES WITH A VOTE OF 7-0. I ALSO JUST WANT TO ADD MY APPRECIATION, THANK YOU COUNCIL FOR THAT VOTE FOR THIS DISCUSSION TODAY. THANK YOU CHIEF CAVEN FOR THE WORK YOU DO EVERY DAY WITH ALL OF YOUR TEAMS TO TAKE CARE OF ALL OF US IN THIS COMMUNITY. WE ARE INCREDIBLY GRATEFUL AND KNOW THAT IT IS AN EXTRAORDINARY EFFORT, AND THAT YOU DO THAT BECAUSE YOU ARE PASSIONATE ABOUT THE WORK AND ALSO THAT WE ARE HAVING A CONVERSATION ABOUT HOW TO HELP THIS WORK BE EASIER AND HELP THE GOVERNANCE MODEL TO FACILITATE YOUR WORK. ALSO WANT TO ADD MY THANKS TO CITY MANAGER FOR TAKING US TO THIS POINT WITH OUR LAST MEETING TODAY. AND TO ALL OF OUR FIREFIGHTERS, FIRST RESPONDERS, EVERYONE IN THE COMMUNITY WHO HAS BEEN FOLLOWING THIS CONVERSATION CLOSELY, WE HAVE MORE WORK TO DO COMING SOON. I THINK GREAT DISCUSSION TODAY, GREAT PROGRESS TODAY. AND EXCELLENT LAST WORK SESSION WITH OUR CURRENT CITY MANAGER. THANK YOU, CITY MANAGER MEDARY. WITH THAT, EVERYONE, THANK YOU ALL. GRATEFUL TO YOU COUNCIL. THIS CONCLUDES OUR AGENDA. I NOW CLOSE THE DECEMBER 10, 2025 CITY COUNCIL WORK SESSION. THANK YOU ALL. WE ARE ADJOURNED.