



Feasibility Study: Administrative Staffing and Governance Structure

Presentation of Executive Summary
July 1, 2024 – Springfield City Council
July 8, 2024 – Eugene City Council



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Purpose of Study

Evaluate the following options:

- Continuing to operate as currently organized
- One city providing service to the other
- Establishing an intergovernmental governmental entity
- Forming an independent fire district
- Dissolving the existing agreement and returning it to individual city fire agencies

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Background

2007-2010: 3rd Battalion Agreement

2010-Present: Functional Consolidation Agreement

- Fire Departments branded as Eugene-Springfield Fire (ESF)
- Duplicated Administration and Support positions eliminated
- Eugene and Springfield remain independent entities and operate with separate Fire and EMS budgets
- Employees working within ESF are designated as either Eugene or Springfield employees, not ESF employees
- Operations employees are assigned to stations regardless of their employer

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Functional Consolidation

- Improved capacity – 16 stations
- More consistent and dependable response
- Shared admin and support functions
- Elimination of 11.25 administrative positions
 - Annual cost reduction of \$2.5 million in FY 23 Wages and Benefits
 - \$1.2 million for Eugene
 - \$1.3 million for Springfield

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Desired Outcomes

- Single governance and administration is achieved
- Operational advantages are retained
- Oversight by both city's is ensured
- Financial impacts are manageable
- ESF staff's experience is positive
- Impact on city admin is reduced
- Sustainability is achievable
- Long-term planning for ESF is achievable
- Reasonable time to implement

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Continuing as Currently Organized

- Key challenges
 - Two separate City Councils and City Managers
 - Two separate budgets
 - ESF Staff are employed by Springfield or Eugene – not ESF
 - Structure creates complexity and inefficiency
- Cities and ESF Staff work well together and have worked hard to manage the complexities
- Persistent issues remain and create admin challenges almost daily

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Continuing as Currently Organized

- Findings related to desired outcomes



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One City Serving the Other

- Revision of the intergovernmental agreement
- Day to Day operation and employment of staff administered by one city or the other
- City Managers can collaborate, but all oversight and support is provided by one city

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One City Serving the Other

- Findings related to desired outcomes



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Intergovernmental Entity (IGE)

- Public body / municipal corporation
- Created through an IGA
- Granted governmental powers through the IGA
- Primarily funded from city funds, cannot levy taxes
- Formation of an IGE Board of Directors
 - Appointed by Cities
 - Elected Officials and City Managers
 - Fire Chief works for Board of Directors

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Intergovernmental Entity (IGE)

- Findings related to desired outcomes



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Fire District

- Form of local government
- Independent entity
- Board of Directors elected from community
- Primarily funded through property tax

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Fire District

- Findings related to desired outcomes



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Dissolving the Functional Merger

- Best path if options are not palatable to both cities
- Return to individual city fire departments
 - Eugene employees work in Eugene
 - Springfield employees work in Springfield
- City Managers provide oversight for their FD
- Re-establish a mutual aid agreement

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Dissolving the Functional Merger

- Findings related to desired outcomes



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Recommendations

Establishing an IGE meets most of the desired outcomes

- Shared governance
- Retain operational capacity and reliability
- Oversight by cities
- Benefit from ongoing annual cost reductions
- \$4 million savings in PERS costs for up to two years
- Proposed member fee ensures costs are fair

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Implementation

Action Plans in Phases

- Development of IGA
- Review costs based on the IGA
- Implement the agreement

Critical Issues – Cities must find consensus

- Governance
- Role of IGE Board of Directors
- Baseline Service Delivery
- Member Fee System

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Closing

- The capacity and reliability of ESF is better together
- Value is in the service more than the savings
- Triton recommends the IGE as the best option
 - Full report has detailed information
- Whichever option is chosen, it must work for both cities
 - If either city cannot find the value, Triton recommends dissolution of the functional consolidation
 - Action Plans created for dissolution

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QUESTIONS?



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