



## Eugene City Council

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www.eugene-or.gov

# EUGENE CITY COUNCIL AGENDA

May 11, 2026

## 5:30 p.m. CITY COUNCIL WORK SESSION

City Council meetings will continue to be held in hybrid format using in person and virtual meeting technology. Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

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**Meeting of May 11, 2026;  
Her Honor Mayor Kaarin Knudson Presiding**

### Councilors

Lyndsie Leech, President  
Jennifer Yeh  
Mike Clark  
Randy Groves

Eliza Kashinsky, Vice President  
Alan Zelenka  
Greg Evans  
Matt Keating

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## 5:30 p.m. CITY COUNCIL WORK SESSION

### 1. WORK SESSION: Long Range Financial Planning Process and Strategic Plan

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

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# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY



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### Work Session: Long Range Financial Planning Process and Strategic Plan

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Meeting Date: May 11, 2026  
Department: Central Services  
www.eugene-or.gov

Agenda Item Number: 1  
Staff Contact: Twylla Miller  
Phone: 541-682-8417

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#### ISSUE STATEMENT

This City Council work session is the next in a series of informational work sessions prior to the City Council retreat on Long Range Financial Planning (LRFP) which is scheduled for June 30 and July 1, 2026. This session will focus on the LRFP process, the Strategic Plan and general education to frame the financial issues facing the city.

#### BACKGROUND

The 2025-2027 budget process was challenging as the organization faced a General Fund budget gap of \$11.5 million that was addressed with a combination of revenues and service reductions. As part of the budget process several motions were made in relation to financial stability and unfunded needs including direction to the City Manager to prepare a council retreat on long-term budget stabilization strategies and to discuss creating, in accordance with Eugene Code 2.013, an ad hoc Citizen Fiscal Stability Advisory committee to review the city's expenditures, services and potential revenues.

The Citizen Fiscal Stability Advisory committee (TAG) met in the fall of 2025 and delivered their report to the City Council on February 22, 2026. The report contained a series of short-, mid- and long-term recommendations (Attachment A) to the City Manager in the areas of operational efficiencies and reductions, revenues, and economic development, many of which are part of this LRFP process. The TAG will continue to meet quarterly as an advisory body to the City Manager.

#### Long Range Financial Planning

Concurrently, staff have been continuing to work on elements of Long-Range Financial Planning which is a process to focus the organization on long-term objectives to encourage strategic thinking and link financial considerations to operational decisions. Staff efforts have included work on evaluating financial policies, core services, unfunded needs, budget methodologies, and the connection to the strategic plan.

While the elements of LRFP have been used for many years in financial processes, these Council conversations will establish the foundation for a future rhythm of long-range financial planning and strategic budgeting through each biennial budget cycle and in support of City Council decision making.

#### Refining the Strategic Plan

The City of Eugene's 2023-2026 Strategic Plan (Attachment B) guides organizational efforts to advance the City Council's Vision, Values, Goals and Outcomes and the community's priorities. The plan contains fifteen strategic goals that are aligned across four key focus areas: Urgent

May 11, 2026 Work Session – Item 1

Community Needs, Communication & Outreach, Culture of Belonging and Organizational Wellbeing. Staff from across the City are continuing efforts to advance the organizational goals outlined in the plan (Year 1 and Year 2 annual reports are available on the [City's Strategic Planning website](#)). In addition, council continues to have work sessions highlighting different portions of the plan.

The Strategic Plan has an important nexus with Long Range Financial Planning as the City considers how to better integrate council, community and organizational priorities into the budget development process for council consideration. One important step toward this integration is to better align the strategic planning cycle with the City's 2-year budget cycle. The current plan effective dates are July 1, 2023 – June 30, 2027. Extending the current plan by one year to June 30, 2028 and developing an updated plan in late 2027 (that would begin July 1, 2028) would result in the next plan, and any new priorities identified therein, beginning just as efforts to build the FY 29-31 budget are kicking off. This improved alignment will help to ensure that strategic plan priorities inform budget decisions now and into the future.

To ensure that the existing strategic plan goals are still aligned with council, community and organizational priorities, the upcoming LRFP discussions will include an opportunity for Council to provide feedback to inform the organization's focus over the remainder of the plan period.

Staff will provide more information on the LRFP process, the strategic plan, and general financial education at the work session.

## **RELATED CITY POLICIES**

The City of Eugene [Strategic Plan](#) outlines direction and organizational priorities for the 2023-2026 period. City of Eugene biennial budget adoption aligns with the Organizational Wellbeing focus area strategic goal to create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.

## **PREVIOUS COUNCIL DIRECTION**

### [July 14, 2025 Work Session](#)

Councilor Leech, seconded by Councilor Clark, moved to direct the City Manager to create an ad hoc City Manager committee to act as a financial technical advisory panel that will begin work in September 2025, and complete work by a date specified by the City Manager.

Passed: 7:1 (Opposed by Councilor Zelenka)

### [December 8, 2025 Work Session](#)

This was an informational session where Council received an update on the work of the Technical Advisory Group on Fiscal Stability (TAG) and an overview of draft recommendations to date.

### [February 9, 2026 Work Session](#)

This was an informational session where Council received the final recommendations and report of the Technical Advisory Group on Fiscal Stability.

### [March 11, 2026 Work Session](#)

This was an informational session where Council received information on how Eugene benchmarks to comparable cities and the next steps in the long-range financial planning work for council in the spring of 2026.

May 11, 2026 Work Session – Item 1

[April 8, 2026 Work Session](#)

This was a work session focused on Economic Development.

Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to begin implementation of Strategic Recommendations on Economic Development from the TAG and to add three related positions to the Supplemental Budget.

Passed 4:3 (Opposed by Leech, Kashinsky, and Keating, with Mayor Knudson voting as a tiebreaker). Zelenka and Evans absent for the vote.

**COUNCIL OPTIONS**

None. This item is informational only.

**CITY MANAGER'S RECOMMENDATION**

None.

**SUGGESTED MOTION**

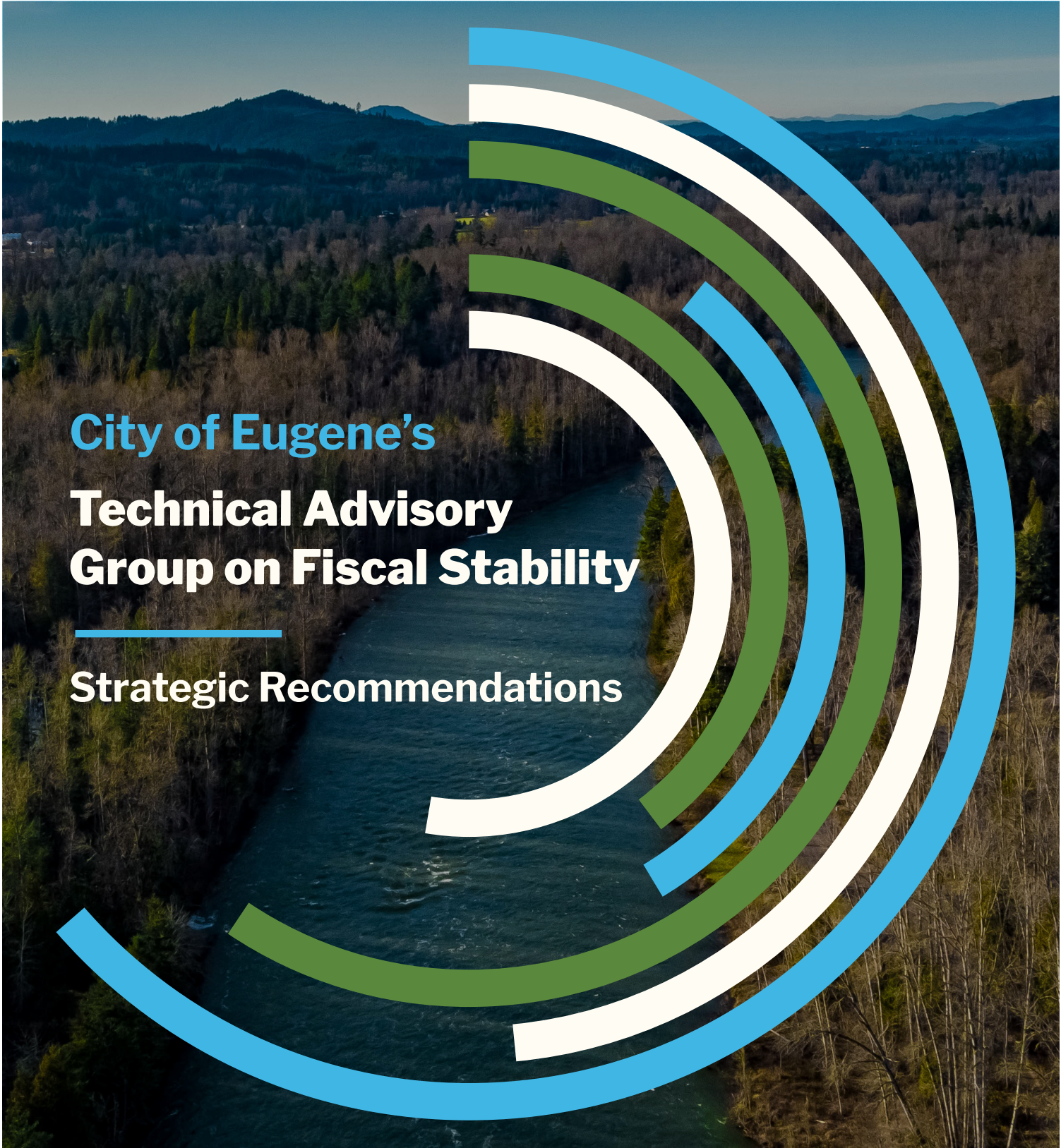
None.

**ATTACHMENTS**

- A. Technical Advisory Group on Fiscal Stability Strategic Recommendations
- B. 2023-2026 Strategic Plan

**FOR MORE INFORMATION**

Staff Contact: Twylla Miller, Chief Financial Officer  
Phone: 541-682-8417  
Staff E-Mail: [tmiller@eugene-or.gov](mailto:tmiller@eugene-or.gov)



# City of Eugene's Technical Advisory Group on Fiscal Stability

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## Strategic Recommendations



SME Consulting

May 11, 2026 Work Session - Item 1

# Strategic Recommendations

The TAG developed the following recommendations to stabilize the City of Eugene’s budget and to grow the City in a fiscally sustainable way. The recommendations that follow should be considered as parts of a whole strategy. The TAG offers this strategic framework as a guidepost, recognizing that the timelines and details may be adjusted as the recommendations are implemented.

## FISCAL GOAL

The “north star” fiscal goal of \$10 million per year is an approximation of the City’s forecasted structural deficit, a number that is projected to grow annually. **A combination of operations efficiencies, reductions, savings, and new revenues will be needed to close the gap.** Longer-term, the economic development strategy recommended below should also deliver measurable fiscal impact in the form of increased property tax or payroll tax revenues.

## CONSIDERATIONS FOR NEW REVENUE

If it is determined that a new revenue source is needed to close the short-term budget deficit, that decision should only come after all efforts have been made to minimize current expenditure levels and efficiencies have been made. Additionally, any new revenue source should be done in an equitable manner that impacts the community as evenly as possible and not imposed on select or smaller groups of taxpayers. Lastly, any new revenue-generating tax or fee structure should also have a portion of that new revenue source allocated and dedicated toward economic development efforts and not done solely to fill current budget shortfalls or constraints.

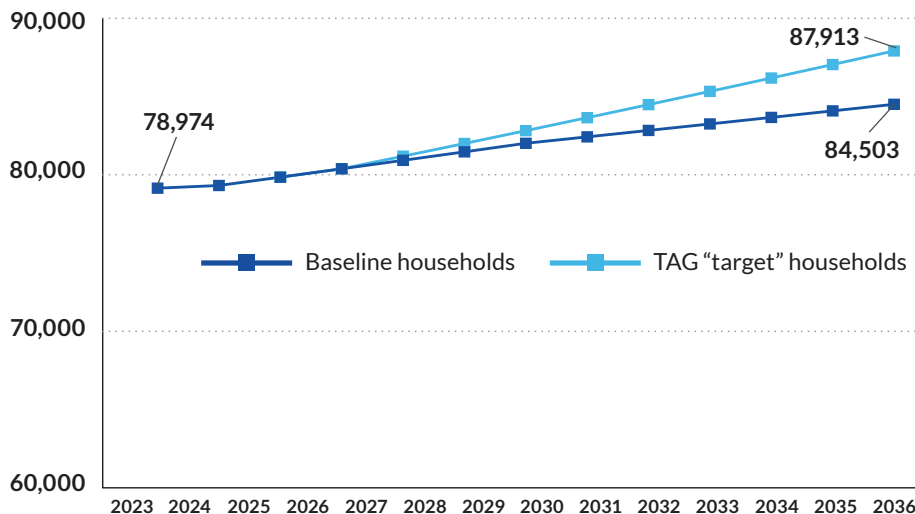
## ECONOMIC DEVELOPMENT TARGETS AND “DAY TWO”

The TAG concludes that the City must pursue **fiscal sustainability and economic growth concurrently**, as they are two sides of the same coin. A stable budget is a prerequisite for economic growth, and sustained growth is necessary to ensure long-term fiscal health. The TAG developed a target to measure economic development impacts and to emphasize the importance of economic growth to the City’s tax base. The \$25 million in new revenue cited below comes from assumed, modest increases to baseline growth projections (Exhibit 22 and Exhibit 23).

### EXHIBIT 22

#### Baseline v. TAG “Target” Households, City of Eugene

Source and notes: Baseline Households, Census; Growth rates, SME based on PSU Population Research Center forecast of the Eugene UGB. TAG “Target” shows households growing at a 1% instead of the baseline rates shown in the table.



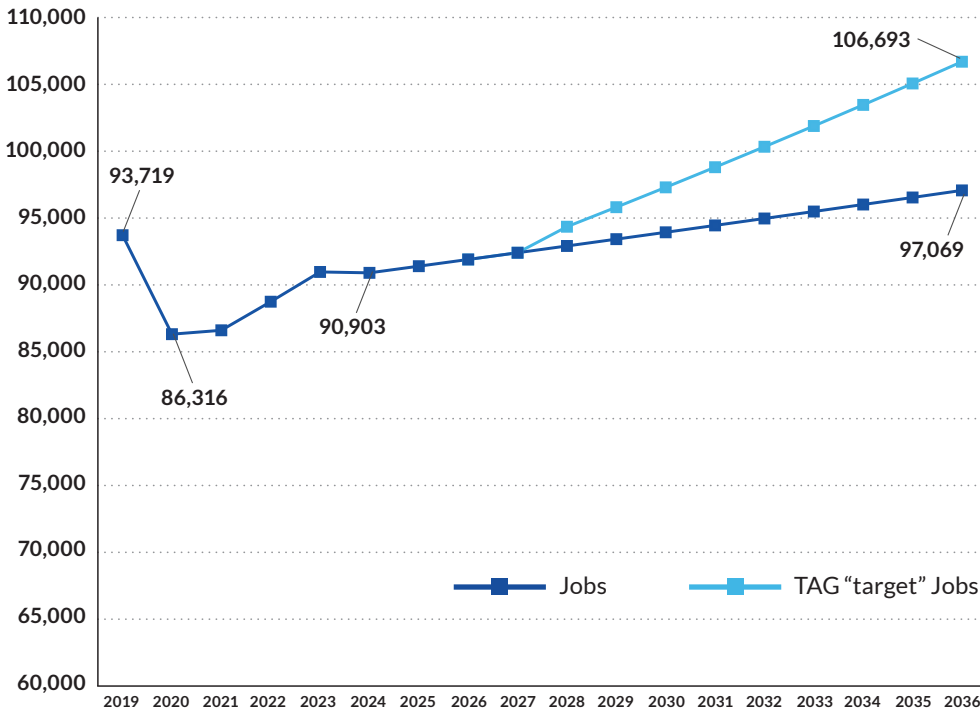
#### Historical and Forecasted Annual Population Growth Rates

	BASELINE	TAG “TARGET”
2020-25	0.2%	
2025-30	0.7%	1.0%
2030-35	0.5%	1.0%
2035-55	0.4%	
2055-70	0.5%	

**EXHIBIT 23**

**Baseline v. TAG “Target” Jobs, City of Eugene**

Source and notes: Baseline: Actual jobs subject to Community Safety Payroll Tax 2019-2024, data provided by City of Eugene staff. Projected jobs, SME calculations based on Lane County projected growth in employment, PSU Population Research Center. TAG “Target” projects job growth of 1 percent on top of the baseline.



Historic Annual Employment Growth by Size of Firm, UGB; Forecasted Lane County Employment Growth; TAG “Target”

	BASELINE	TAG “TARGET”
2014-2024	0.5%	
1 to 4	1.0%	
5 to 9	0.7%	
10 to 19	0.3%	
20 to 49	0.8%	
50 to 99	2.2%	
100 to 249	0.5%	
250 or more	-2.7%	
2024-2034	0.5%	1.5%

Economic growth will fuel this job creation and household formation and allow the tax base to expand in alignment with cost growth for schools, pensions, and infrastructure. But most importantly, growth is a way to maintain and improve quality of life for the City's residents – tax revenues are but one positive outcome of growth. **Economic growth means shared prosperity, with impacts felt in better schools, more and higher-paying jobs, and improved livability.** As the key to a better Eugene, economic growth must be a focus of the City, both to fix its structural budget challenges, and not to fall further behind.

In implementing the recommendations below related to economic development, the City should continue to engage with the business community and other stakeholders to develop and refine economic growth targets. The City should also conduct research to better understand baseline growth and, more importantly, to understand what other cities are doing to promote economic growth, both on their own and with regional partners. The TAG recommends the necessary work to implement these recommendations occurs in a “day two” process on economic development, establishing an advisory group to inform the City’s efforts, facilitate regional coordination, guarantee inclusive perspectives, and maintain accountability.



# Closing the Gap | OPERATIONAL EFFICIENCIES & REDUCTIONS

## FISCAL GOAL

### COMBINED TARGET

at least \$10 million annually within 5 years

#### SUMMARY

### Operational Efficiencies and Reductions

Identify and **achieve ongoing, annual cost-savings to the general fund** in the form of efficiencies, savings, and reductions.

### Revenues

After achieving savings goal and extensive education/engagement, implement **new revenue with a goal of closing any remaining structural gap**. Evaluate and select revenue options based on considerations below.



### 6-24 months

- 1 Identify "core" City services which are essential, then align the budget with stated priorities.
  - a. Update the Financial Policies and Procedures Manual to define City service priorities.
  - b. Create a service prioritization framework to align the budget with realistic revenue projections.
  - c. Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations.
- 2 Engage an outside expert to conduct an assessment of operations to determine ways that the City might operate more efficiently and lower costs. This will provide important data to make difficult decisions, and also provide transparency to the public for future decisions.
- 3 Streamline processes to improve turn-around times for planning and development; proactively identify ways to minimize regulations.

### 2-3 years

- 4 Update the City's long-term strategic plan to focus on reinforcing the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.
- 5 Identify strategies to reduce employee costs and collaborate with partners to provide services more cost-effectively.

### 5-10 years

- 6 City government continues to operate leanly and with a culture of efficiency to deliver services that align with redefined strategic priorities.

# Closing the Gap | REVENUES

## FISCAL GOAL

### COMBINED TARGET

at least \$10 million annually within 5 years

#### SUMMARY

#### Operational Efficiencies and Reductions

Identify and achieve **ongoing, annual cost-savings to the general fund** in the form of efficiencies, savings, and reductions.

#### Revenues

After achieving savings goal and extensive education/engagement, implement **new revenue with a goal of closing any remaining structural gap**. Evaluate and select revenue options based on considerations below.



#### 6-24 months

- 1 Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in.
- 2 Before implementing a new revenue, consider the following:
  - a. Efforts made to minimize expenditure levels and increase efficiency.
  - b. New source should impact the greater community as evenly as possible and not selectively target individual or small groups of taxpayers.
  - c. A portion of the new revenue should be dedicated toward economic development efforts to create long-term shared prosperity.

#### 3-5 years

- 3 Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals, including potential FTE or targeted investments.

#### 5-10 years

- 4 Five years after revenue implementation, conduct review to assess whether the new option is still necessary to stabilize the budget and whether it is achieving economic development goals.

# Growing the Economy | ECONOMIC DEVELOPMENT

## ECONOMIC AND FISCAL GOAL

### TARGET

**Economic output generating 14,000 jobs and \$25 million in tax revenue within 10 years**

**6-24 months**

- 
- 1 Identify an Economic Development Strategic Advisory Team (Day 2) to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort.
  - 2 Initiate strategic economic development planning process:
    - a. Conduct analysis to understand Eugene's strategic and competitive advantages.
    - b. Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses.
    - c. Work with public and private partners to define clear roles in moving this work forward.
    - d. Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote engagement in the wider community (i.e., good paying jobs, ability to keep young people in the community, overall thriving community).
    - e. Articulate partnerships (Knight campus, regional partners, etc.) and bring along our public partners (EWEB, education system, and healthcare) to show strong infrastructure to support growth.
  - 3 Identify needed resources for implementation, including staff and other investments.

**2-3 years**

- 4 Begin to coordinate and align with regional partners to enhance strategic advantage.
- 5 Enhance business retention and expansion, clearly identifying what infrastructure is needed.
- 6 Market competitive advantage to actively recruit employers.
- 7 Look at ways to support housing expansion as an economic development tool.

**3-5 years**

- 8 Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential.
- 9 This is a dynamic process that needs to be developed and maintained over time.
- 10 Advocate for state-level reforms on regulations, education, taxes, and revenues.

**5-10 years**

Target of cumulative, gross total of \$25 million in new property tax and payroll tax revenue due to new jobs.

City of Eugene

# 2023-2026 STRATEGIC PLAN



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Appendix



## Interim Land Acknowledgment

Since time immemorial, the Kalapuya people have been the Indigenous stewards to our region, building dynamic communities, maintaining balance with wildlife, and enacting sustainable land practices. This land acknowledgement is a way of resisting the erasure of Indigenous histories and to honor Native communities by inviting truth and reconciliation. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their Indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. As we consider the impacts of colonization, we also acknowledge the strength and resiliency of displaced Indigenous people. The City of Eugene is built within the traditional homelands known as Kalapuya Ilihi. Kalapuya descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians of Oregon, they continue to make contributions in our communities here and across the land. We express our respect for the inherent political sovereignty of all federally recognized Tribal Nations and Indigenous people who live in the State of Oregon and across the nation.

For more information, visit:

[www.eugene-or.gov/5083/Intergovernmental-Tribal-Relations](http://www.eugene-or.gov/5083/Intergovernmental-Tribal-Relations)

# INTRODUCTION

“The community is at an inflection point, facing urgent needs amidst unprecedented uncertainty and challenge. We need to approach those needs in a new way.

This team is passionate, capable, caring and innovative. As public servants, we are responsible for delivering better results. We have the opportunity to meet our unique needs to build a safe community where everyone belongs. We can achieve this by tapping the collective wisdom and talent of our community to ensure clear direction, allocation of resources, and better outcomes.

People will want to stay and continue the journey.”

Results statement created by Councilors and staff at the strategic planning retreat, Fall 2022



### Top 5 Issues for the City to Address to Improve Quality of Life

Issues are listed in priority order as indicated by respondents to the 2022 Community Survey.

1. Homelessness
2. Housing
3. Crime and Safety
4. Cleanliness of Public Spaces
5. Transportation

### Process

In August 2022, the City of Eugene conducted a community survey to gather input from Eugene residents on a variety of issues and topics. The survey was intended to help inform City goal setting and prioritization and shape the organizational strategic planning process and budgeting efforts. Over 1,700 community members responded to the 2022 survey. The survey results provided community member sentiments about quality of life, what they value in the community and some of the top issues they see as important to the future of Eugene.

In consideration of the community feedback, and the City’s financial and workforce conditions, this strategic plan was developed by the Eugene City Council and City staff, in conjunction with Bailey Strategic Innovation Group. The City’s strategic planning process was designed to outline the overall direction of the organization’s focus for the next four years.



## The Plan

The Strategic Plan centers on four key focus areas:

- Urgent Community Needs
- Communication and Outreach
- Culture of Belonging
- Organizational Wellbeing

Within each area are associated strategic goals and relevant high-impact actions, and each strategic goal aligns with the City Council's Vision, Values, Goals, and Outcomes. A high-impact action is one that will generate noticeable impact toward a strategic goal(s) once accomplished. These actions are intended to be cross-departmental and will be supported through numerous actions generated and executed at the department level.

This plan is designed to position the organization to focus on issues identified by the community and the organization as top priorities and will provide guidance for our programs and services, recognizing resource constraints.

The Strategic Plan is designed to be a “living document”. In addition to generating department-level actions that support the high-impact organization actions, all actions will be measured to assess progress toward reaching the strategic goals. Ongoing evaluation and reporting will allow for adjustments to be made, process improvements to occur, and will set a solid foundation to inform future programmatic and resource decisions. The success of our strategies will lie in the execution and implementation of the actions moving forward and will require the collaborative efforts of the entire organization.

## The Role of City

The City of Eugene's programs and services play an essential role not only in promoting community prosperity and wellbeing, but also in addressing important challenges and opportunities. However, the complexity of issues such as housing, homelessness and public safety means that our actions alone will not fully address the needs. Factors such as State and Federal legislation and funding as well as larger economic or societal trends will continue to impact our efforts. For this reason, the Strategic Plan primarily focuses on City of Eugene efforts, with the recognition that to be successful, some actions will need to be accomplished in partnership with other entities.



# CITY CONTEXT

## Population

TOTAL POPULATION

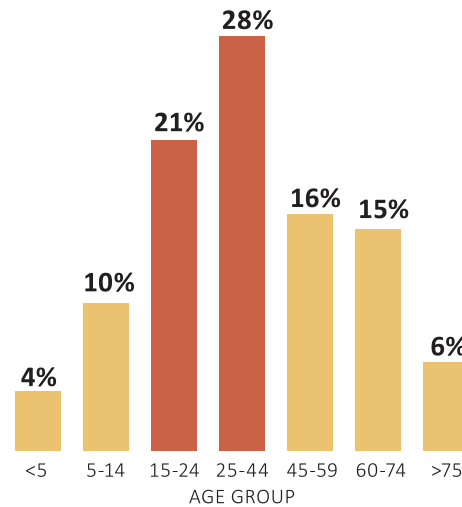
**173,278**

↑ **1.7%**  
FROM 2020

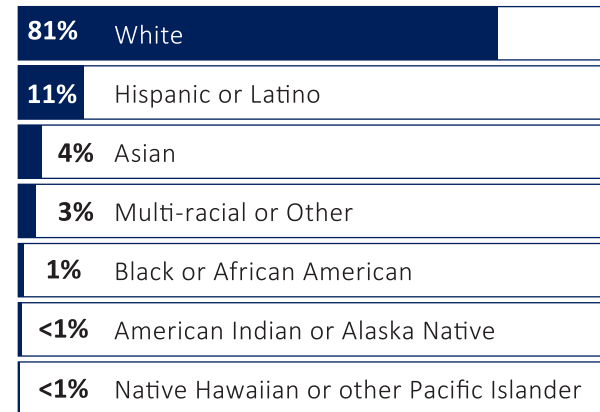
Aging affects the needs and lifestyle choices of residents.

Population Data Source: U.S. Census Bureau, ACS 2021 5-Year Estimates Data Profiles.

POPULATION BY AGE GROUP



POPULATION BY RACE/ETHNICITY



## Housing

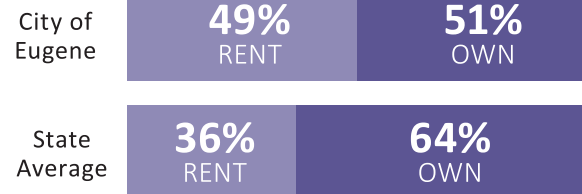
MEDIAN SALES PRICE

**\$395,000**

↑ **18%**  
FROM 2020

TOTAL HOUSING UNITS

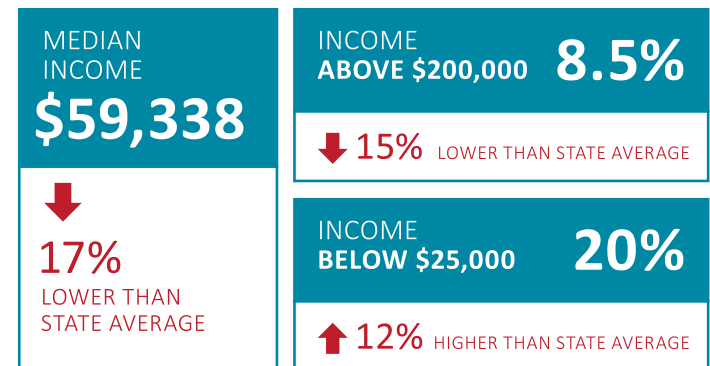
**78,322** **95%** OCCUPIED



Housing and Income Data Source: U.S. Census Bureau, ACS 2021 1-Year Estimates Data Profiles and Lane County Regional Land Information Database.

## Income

Household income is a key data point in evaluating a community's wealth and spending power.



# CITY COUNCIL VISION, VALUES, GOALS

The City Council's Vision, Values, Goals document represents the highest level of policy guidance for the City of Eugene. Updated most recently in 2021, it expresses the Council's vision for the community and helps to inform the Strategic Plan.

## City Council Vision and Values

We are all Eugene.

We value all people, encouraging respect and appreciation for diversity, equity, justice, accessibility, and well-being. We recognize and appreciate our differences and embrace our common humanity as a source of our strength.

We are responsible stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open spaces, livable and safe neighborhoods, and foster a thriving downtown, including stable and accessible infrastructure.

We encourage a strong, safe, sustainable, and vibrant economy, fully utilizing our educational and cultural assets.



## City Council Goals

### Safe Community for Community Wellbeing

A community where all people are safe, valued, and welcome, and our systems and infrastructure are resilient and secure.

### Sustainable and Accountable Development

A community that meets its present environmental, economic, and social needs while planning for and investing in the ability of future generations to meet their own needs.

### Accessible and Thriving Culture, Parks and Recreation

A community where arts and outdoors are integral to our social and economic well-being and are welcoming to all.

### Equitable, Effective, Accountable Municipal Government

A responsive government that is transparent and open; we listen and work collaboratively and fairly with the community, providing accessible, equitable, effective, and efficient services to achieve measurable and positive outcomes.

### Fair, Stable and Adequate Financial Resources

An innovative government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.

Full document available online:

[www.eugene-or.gov/DocumentCenter/Home/View/4808](http://www.eugene-or.gov/DocumentCenter/Home/View/4808)

## STRATEGIC PLAN KEY FOCUS AREAS

Through a process of discovery and collaboration, the City of Eugene identified four key focus areas for this strategic plan.



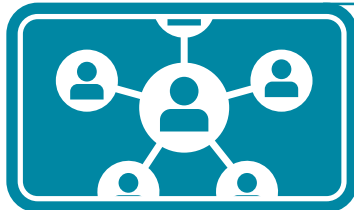
### Urgent Community Needs

We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.



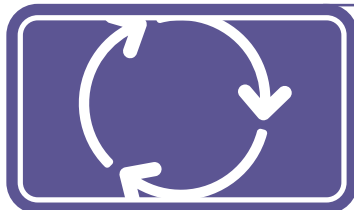
### Culture of Belonging

We are cultivating a community where everyone feels included, respected, and valued as they are. A community united in uplifting the diversity of identities and experiences to provide equitable access to resources and opportunity.



### Communication and Outreach

We will be a city that informs, listens, and understands what the community wants and needs, and a community that understands, participates, and has confidence in what their city is doing.



### Organizational Wellbeing

The City organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent, and room for innovation, where we can measure progress and shift when needed. We will establish a sustainable foundation to ensure employee retention and development, to support council, and create capacity to accomplish strategic goals.

# CITY COUNCIL OUTCOMES WITHIN STRATEGIC PLAN

The 2021 goals and outcomes created by City Council are shown below; outcomes in colored boxes are prioritized within this strategic plan period and are addressed within various goals and actions in the plan. Outcomes in uncolored boxes are addressed by ongoing organizational work, and may be supported by the plans and processes listed in the Appendix.

COUNCIL GOALS	<b>Safe Community for Community Wellbeing</b>	<b>Sustainable and Accountable Development</b>	<b>Accessible and Thriving Culture, Parks, and Recreation</b>	<b>Equitable, Effective, Accountable Municipal Government</b>	<b>Fair, Stable, and Adequate Financial Resources</b>
COUNCIL OUTCOMES	Greater sense of safety.	Increased access and options to housing and shelter.	Accessible, inclusive, and equitable to our diverse communities.	Inclusive and equitable systems and services.	A long-term sustainable budget.
	Improved resilience for natural and human caused disasters.	Increased jobs and prosperity and decreased unemployment.	Invest in arts and culture as an economic engine.	Transparent and interactive communication.	New or expanded revenue sources.
	Increased response to, and decreased incidents of, hate and bias crimes.	Encourage and sustain downtown, transit corridors, and riverfront growth.	Preserve strength in arts, culture, and the outdoors.	Public engagement that involves the community broadly.	Accessible and transparent financial information.
	Improved safety of transportation system.	Support resilient small and local business environment.		Strengthen public, private, and intergovernmental relationships.	
	Increased security of information technology systems.	Enhanced natural landscape and green infrastructure systems.			
	Decreased property crime, visible and accessible police presence, better police/community relations.	Refresh and sustain Triple Bottom Line Lens.			

**Strategic Plan Focus Area Key**

- Urgent Community Needs
- Culture of Belonging
- Communication and Outreach
- Organizational Wellbeing

## STRATEGIC GOALS AND HIGH-IMPACT ACTIONS

The goals and high-impact actions of this strategic plan are connected across all key focus areas. Actions in “Urgent Community Needs” may have an impact on goals in that focus area as well as in others. As an organizational plan, all actions are serving to support the whole.

Other examples of connections between focus areas include:

- Our efforts to create a culture of belonging in Eugene will have an impact on increasing the overall sense of safety. Similarly, increased feelings of safety help to create a place where everyone can feel belonging.
- How the community receives information about, and engages with, our work to address urgent community needs will be impacted by the success of our communications and outreach efforts. Understanding and addressing future urgent needs will also depend on effective communication and outreach.
- The overall wellbeing of our most important asset, our workforce, will have an impact on all of the focus areas. An engaged staff team is more efficient and effective in delivering the programs and services that will help to achieve our strategic goals.





# URGENT COMMUNITY NEEDS

**Council Goal:**  
Safe Community for Community Wellbeing.

**Council Outcome:**  
Greater Sense of Safety.


STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p><b>Increase sense of safety.</b></p> <div data-bbox="134 846 663 1198" style="background-color: #e0f2f1; padding: 10px; border-radius: 10px;"> <p><b>i</b> The level of personal safety a person feels is greatly affected by their surrounding environment, regardless of the presence of criminal or illegal behaviors. The success of this strategic goal will also rely on perceptions of safety that are related to community belonging and spaces that feel welcoming to everyone.</p> </div> <div data-bbox="134 1203 663 1461" style="background-color: #e0f2f1; padding: 10px; border-radius: 10px;"> <p><b>📄</b> While not encompassing all of the City’s efforts related to safety, the <a href="#">Community Safety Initiative</a> provides strategic guidance as well as details on actions funded by the <a href="#">Community Safety Payroll Tax</a>.</p> </div>	<ul style="list-style-type: none"> <li>• Evaluate community safety efforts, based on community member experiences, to understand impacts to the Community Safety Initiative program.</li> <li>• Develop prevention services to encourage youth to adopt healthy lifestyles (resulting in decreased youth violence and risk-related behaviors) and facilitate intervention services to connect youth experiencing housing insecurity to needed resources.</li> <li>• Focus efforts to make community spaces feel safe, clean, inclusive, and welcoming to all, including, but not limited to, programming and activation.</li> <li>• Hire additional police officers and community service officers to increase capacity to respond to calls for service, spend more time relating to the public, and increase capacity for alternative response.</li> <li>• Complete an evaluation of the Eugene Police Department to assess needs around diversity, equity, and inclusion of staff, and resulting impacts on the community.</li> <li>• Complete Fire Department governance review and assessment to align all fire and emergency medical services with the health and safety needs of the growing community.</li> </ul> <div data-bbox="730 1365 1209 1451" style="display: flex; align-items: center; margin-top: 20px;"> <p>Identified as a “top quality of life issue” by respondents to the 2022 Community Survey.</p> </div>



# URGENT COMMUNITY NEEDS

**Council Goal:**  
Safe Community for Community Wellbeing.

**Council Outcome:**  
Improved resilience for natural and human caused disasters.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p><b>Advance climate action and community resilience to natural and human-caused disasters.</b></p> <div data-bbox="142 1235 674 1464" style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; margin-top: 20px;">  <p>The <a href="#">Climate Action Plan 2.0</a> contains more information on the City's efforts to address climate and community resilience in both the short and long-term.</p> </div>	<ul style="list-style-type: none"> <li>• Decrease transportation-related emissions and make the transportation network diverse and adaptable through continued implementation of the <a href="#">Eugene 2035 Transportation System Plan</a> and related compact development actions in <a href="#">Envision Eugene</a>.</li> <li>• Continue to implement strategies from the <a href="#">Climate Action Plan 2.0</a> (CAP 2.0) to improve and enhance efficiency and resilience of buildings in Eugene, including City-owned facilities.</li> <li>• Continue investment in wildfire preparedness and resilience strategies through updates and implementation of the <a href="#">Eugene-Springfield Wildland-Urban Interface Plan</a> and the <a href="#">Community Wildfire Protection Plan</a>.</li> <li>• Increase the average City-wide urban tree canopy to cool surrounding areas and add shade, reduce flooding, and remove pollutants through updating and implementing the <a href="#">Urban Forest Management Plan</a>, with a focus on areas of the City with low levels of canopy coverage.</li> <li>• Increase resilience of water management through partnership and development of water conservation plans as part of community efforts to prepare for drought.</li> <li>• Continue to prepare for natural disasters through implementation of the <a href="#">Natural Hazards Mitigation Plan</a> and the <a href="#">Emergency Operations Plan</a>.</li> </ul>



# URGENT COMMUNITY NEEDS

**Council Goal:**  
Sustainable and Accountable Development.

**Council Outcome:**  
Increased access and options to housing and shelter.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p><b>Mitigate the impacts of homelessness on unhoused individuals and the community.</b></p> <div data-bbox="132 894 653 1187"> <p><b>i</b> Unhoused individuals face a multitude of challenges each day, and homelessness has significant impacts on the broader community. The City works closely with Lane County and other regional partners to provide safe shelter options.</p> </div> <div data-bbox="132 1206 653 1464"> <p><b>📄</b> While not encompassing all of the City’s efforts related to homelessness, the <a href="#">Housing Implementation Pipeline</a> provides strategic guidance and has more information on specific actions to address homelessness.</p> </div>	<ul style="list-style-type: none"> <li>• Provide support to contracted providers to increase their capacity to operate shelter sites and provide supportive services.</li> <li>• Increase safety and stability for sheltered and unsheltered individuals through connection to, and utilization of, supportive services.</li> <li>• Participate in efforts to create an effective and integrated system of homeless supportive services in the region.</li> <li>• Increase community engagement in addressing homelessness by cultivating non-traditional partnerships that support people experiencing homelessness through the continuum of unsheltered to housed.</li> <li>• Coordinate City programs and the broader homeless services system to improve capacity to efficiently and effectively respond to the impacts of unsanctioned camping on community safety.</li> <li>• Develop and refine organizational protocols related to homelessness and increase coordination with, and utilization of, alternative response services.</li> </ul> <div data-bbox="730 1370 1205 1451"> <p><b>+</b> Identified as a “top quality of life issue” by respondents to the 2022 Community Survey.</p> </div>



# URGENT COMMUNITY NEEDS

**Council Goal:**  
Sustainable and Accountable Development.

**Council Outcome:**  
Increased access and options to housing and shelter.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p><b>Stabilize the cost of housing.</b></p> <div data-bbox="130 643 659 1187"> <p><b>i</b> Housing development takes time and any changes that the City makes today may take years to manifest. Additionally, the City is only one piece of this puzzle. Developers, architects, contractors, mortgage providers, non-profit groups, Oregon state government and the US federal government all play roles in building and providing housing.</p> <p>While facilitating the development of more housing options is an important part of addressing these goals, housing affordability is also impacted by jobs and wages in the community.</p> </div> <div data-bbox="130 1203 659 1458"> <p><b>📄</b> While not encompassing all of the City’s efforts related to housing, the <a href="#">Housing Implementation Pipeline</a> provides strategic guidance and has more information on specific actions to address housing.</p> </div>	<ul style="list-style-type: none"> <li>• Support efforts to preserve and construct Affordable Housing units (rental and homeownership), Permanent Supportive Housing units, and Moderate-Income Housing units; includes developing local funding strategies.</li> <li>• Develop Affordable Housing units with innovative funding strategies that specifically support protected classes’ access to housing.</li> <li>• Develop Anti-Displacement Plan to ensure that the process of housing stabilization does not come at the cost of any one portion of the community.</li> <li>• Lobby the federal and state government for funding on tax credits and other housing investments, identifying opportunities to promote racial equity consistent with City values.</li> <li>• Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to increase the supply of housing.</li> <li>• Monitor growth trends and continue to plan for the housing land supply necessary to accommodate the existing deficit as well as the need resulting from population growth.</li> <li>• Seek funding for infrastructure extensions to serve land planned for housing in our buildable lands inventory.</li> </ul> <div data-bbox="726 1370 1205 1451"> <p><b>+</b> Identified as a “top quality of life issue” by respondents to the 2022 Community Survey.</p> </div>



# URGENT COMMUNITY NEEDS

**Council Goal:**  
Sustainable and Accountable Development.

**Council Outcomes:**  
Encourage and sustain downtown, transit corridors, and riverfront growth.  
Support resilient small and local business environment.  
Increase jobs and prosperity, and decreased unemployment.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p><b>Increase the vibrancy, economic vitality, and livability of downtown.</b></p> <p><b>Improve support for local businesses and the business environment.</b></p> <p><b>Advance efforts that will increase wages and create new jobs.</b></p> <div data-bbox="132 1047 625 1464" style="background-color: #e0f2e0; padding: 10px; border-radius: 15px; margin-top: 20px;"> <p><b>i</b> Downtown Eugene is the social, economic and cultural heart of our community, so our focus on this area is of strategic importance. However, our ability to attract and retain the employers that create economic opportunity depends on the livability of our entire community. For this reason, the City will seek ways to leverage all of our programs and services to enhance livability.</p> </div>	<ul style="list-style-type: none"> <li>• Continue programs to foster a safe, welcoming, clean, and walkable downtown.</li> <li>• Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to support commercial activity.</li> <li>• Conduct proactive and responsive outreach to existing businesses in Eugene to understand and respond to their needs.</li> <li>• Improve Eugene’s business environment and reputation as a place to do business, including improving overall community livability.</li> <li>• Collaborate with local partners on programs and strategies that support the retention and growth of existing business as well as the recruitment of new businesses.</li> <li>• Collaborate with local partners on programs and strategies that support the entrepreneurial ecosystem.</li> <li>• Work with economic sector members and advocates to support existing and new businesses in recruitment, job training, and retraining for new employment opportunities.</li> </ul>



## COMMUNICATION AND OUTREACH

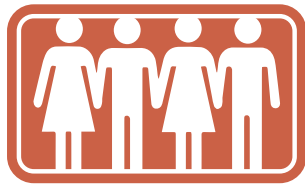
**Council Goal:**  
Equitable, Effective, Accountable Municipal Government.

**Council Outcomes:**  
Transparent and interactive communication.  
Public engagement that involves the community broadly.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p><b>Improve community awareness and understanding of priority topics.</b></p> <p><b>Engage with a broader cross-section of the community.</b></p> <p><b>Increase community confidence in council and staff.</b></p>	<ul style="list-style-type: none"> <li>• Conduct outreach to understand how the community currently receives their city news and information, what they are interested in, and how and when they want to receive it.</li> <li>• Develop and enhance communication tools to engage the community on priority topics, and actively inform the community about the organization’s efforts.</li> <li>• Conduct a regular community survey (in addition to other targeted surveys) to hear from the community and utilize responses to assess changes over time.</li> <li>• Implement a coordinated approach to city-wide communications, staff resources, and media assets.</li> <li>• Sustain efforts to streamline and improve community engagement and provide staff with tools for communicating with a diverse public.</li> </ul>



These strategic goals and actions address the rapidly evolving media and communications landscape and focus on creating more regular and targeted engagement opportunities for community members.



## CULTURE OF BELONGING

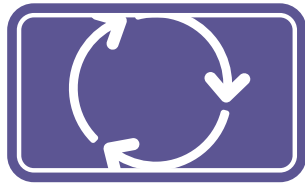
**Council Goals:**

Accessible and Thriving Culture, Parks, and Recreation.  
Equitable, Effective, Accountable Municipal Government.

**Council Outcomes:**

Accessible, inclusive, and equitable to our diverse communities.  
Inclusive and equitable systems and services.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p><b>Establish an understanding of community belonging, what impacts it, and how City policies, programs, and staff can influence it.</b></p> <p><b>Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.</b></p> <div data-bbox="132 1133 667 1464" style="background-color: #f9e7d3; padding: 10px; border-radius: 15px; margin-top: 20px;"> <p><b>i</b> Understanding what creates a sense of belonging for community members is complex and highly individualized. These strategic goals and actions emphasize that understanding and creating a sense of belonging is essential to our community's livability and prosperity.</p> </div>	<ul style="list-style-type: none"> <li>• Identify the current sense of belonging experienced by community members and use it as a benchmark for future assessments. Based on findings, identify and implement subsequent actions that would increase belonging.</li> <li>• Collaborate with local partners to document and share the region's history and community members' stories and experiences through projects and access to resources.</li> <li>• Increase engagement efforts with people from the most marginalized groups to increase participation from these groups on boards, commissions, panels, and other City-sponsored entities.</li> <li>• Examine and address barriers to service and program use by individuals from the most marginalized groups as a way to increase participation.</li> <li>• Support opportunities for City leadership to engage with and hear from all community members.</li> </ul>



## ORGANIZATIONAL WELLBEING

**Council Goal:**

Fair, Stable, and Adequate Financial Resources.

**Council Outcomes:**

A long-term sustainable budget.  
New or expanded revenue sources.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p><b>Increase employee engagement, wellbeing, and sense of belonging in the workplace.</b></p> <p><b>Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.</b></p> <p><b>Create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.</b></p> <div data-bbox="132 1144 682 1464" style="background-color: #e0e0e0; padding: 10px; border-radius: 15px; margin-top: 20px;"> <p><b>i</b> The City, like other cities in Oregon and across the nation, has been impacted by challenges that affect our most important asset: our workforce. These goals and actions respond to those challenges by seeking efficiencies and focusing on both short- and long-term financial planning.</p> </div>	<ul style="list-style-type: none"> <li>• Evaluate and make recommendations on current organizational processes, policies, and procedures around hiring, belonging, and development, with an emphasis on building diversity of thought and experience into projects and programs.</li> <li>• Continue to pursue and support policies, practices, and procedures that advance overall worker wellbeing, including flexibility in meeting employee needs due to the changing workplace and moving toward sustainable workloads.</li> <li>• Implement actions and develop tools and resources to ensure that organizational work aligns with the Strategic Plan (e.g., action planning, performance measures, process improvement, Priority Based Budgeting).</li> <li>• Identify and implement short-term solutions (revenues and service adjustments) to address funding gaps in the 2023-2025 biennium.</li> <li>• Develop a long-term, comprehensive financial plan for the organization, including addressing structural revenue issues across funds.</li> </ul>

## APPENDIX

Through this plan period the organization will focus on actions and goals that make an impact in the Key Focus areas. The following long-term plans contain goals, actions, and measures that continue to sustain efforts that support all Council goals and outcomes.



### Plans Referenced within the Strategic Plan:

- Climate Action Plan 2.0: [www.eugene-or.gov/4284/Climate-Action-Plan-20](http://www.eugene-or.gov/4284/Climate-Action-Plan-20)
- Community Safety Initiative: [www.eugene-or.gov/3946/Community-Safety-Initiative](http://www.eugene-or.gov/3946/Community-Safety-Initiative)
- Community Safety Payroll Tax: [www.eugene-or.gov/4281/Community-Safety-Payroll-Tax](http://www.eugene-or.gov/4281/Community-Safety-Payroll-Tax)
- Community Wildfire Protection Plan (CWPP): [www.lanecounty.org/UserFiles/Servers/Server\\_3585797/File/Lane%20County%20CWPP%20-Final.pdf](http://www.lanecounty.org/UserFiles/Servers/Server_3585797/File/Lane%20County%20CWPP%20-Final.pdf)
- Emergency Operations Plan: [www.eugene-or.gov/documentcenter/view/17722](http://www.eugene-or.gov/documentcenter/view/17722)
- Envision Eugene: [www.eugene-or.gov/760/Envision-Eugene](http://www.eugene-or.gov/760/Envision-Eugene)
- Eugene 2035 Transportation System Plan: [www.eugene-or.gov/3941/2035-Transportation-System-Plan](http://www.eugene-or.gov/3941/2035-Transportation-System-Plan)
- Eugene-Springfield Wildland-Urban Interface Plan: [www.eugene-or.gov/4930/Wildland-Urban-Interface-WUI](http://www.eugene-or.gov/4930/Wildland-Urban-Interface-WUI)
- Housing Implementation Pipeline: [www.eugene-or.gov/4889/Housing-Implementation-Pipeline-HIP](http://www.eugene-or.gov/4889/Housing-Implementation-Pipeline-HIP)
- Natural Hazards Mitigation Plan: [www.eugene-or.gov/DocumentCenter/View/48415/Eugene-SpringfieldAreaMJNHMP2020](http://www.eugene-or.gov/DocumentCenter/View/48415/Eugene-SpringfieldAreaMJNHMP2020)
- Parks and Recreation System Plan: [www.eugene-or.gov/2885/System-Plan](http://www.eugene-or.gov/2885/System-Plan)
- Urban Forest Management Plan: [www.eugene-or.gov/DocumentCenter/View/56902/Eugene-Urban-Forest-Management-Plan-1992](http://www.eugene-or.gov/DocumentCenter/View/56902/Eugene-Urban-Forest-Management-Plan-1992)
- Vision Zero Action Plan: [www.eugene-or.gov/4270/Vision-Zero](http://www.eugene-or.gov/4270/Vision-Zero)

### Additional Resources

- 2022 Community Survey: [www.eugene-or.gov/5009/Community-Survey](http://www.eugene-or.gov/5009/Community-Survey)
- 2023- 2025 City of Eugene Adopted Budget: [www.eugene-or.gov/106/Budget](http://www.eugene-or.gov/106/Budget)
- City Council Vision, Values, Goals, and Outcomes: [www.eugene-or.gov/DocumentCenter/Home/View/4808](http://www.eugene-or.gov/DocumentCenter/Home/View/4808)
- Office of Equity and Community Engagement Rights Assistance Program (hate and bias crimes): [www.eugene-or.gov/529/Hate-and-Bias](http://www.eugene-or.gov/529/Hate-and-Bias)