Eugene City Council
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EUGENE CITY COUNCIL AGENDA

September 16, 2026

12:00 p.m. CITY COUNCIL WORK SESSION

City Council Wednesday work sessions are 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 September 16, 2026;
Her Honor Mayor Kaarin Knudson Presiding

Councilors

Lyndsie Leech, President	Eliza Kashinsky, Vice President
Matt Keating	Randy Groves
Alan Zelenka	Jennifer Yeh
Greg Evans	Mike Clark

12:00 p.m. CITY COUNCIL WORK SESSION

1. **WORK SESSION: Long Range Financial Planning**

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El Consejo de la Ciudad de Eugene agradece su interés en estos puntos de la agenda. La sala de reuniones del ayuntamiento es accesible para sillas de ruedas. Para personas con dificultades auditivas, se puede proporcionar un intérprete con 48 horas de anticipación. También se puede proporcionar interpretación al español con 48 horas de aviso. Para organizar estos servicios, contacte a la Oficina del Gerente de la Ciudad al 541-682-5010. Las reuniones del Consejo de la Ciudad se transmiten en vivo por Metro Televisión, Canal 21 de Comcast y se vuelven a emitir durante la semana.

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EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: Long Range Financial Planning

Meeting Date: September 16, 2026	Agenda Item Number: 1
Department: Central Services	Staff Contact: Twylla Miller
www.eugene-or.gov	Phone: 541-682-8417

ISSUE STATEMENT

This work session is a continuation of the Long Range Financial Planning (LRFP) work that occurred before Council break in July. This work session will provide an update on the staff work that has occurred related to service and strategic plan frameworks along with a discussion on future needs and strategic levers. This work session is informational only.

BACKGROUND

The City Council had a series of informational work sessions and a two-day workshop in support of Long Range Financial Planning:

- March 11, 2026: Benchmarking and LRFP Process Overview
- April 8, 2026: LRFP - Economic Development
- May 11, 2026: LRFP Overview and General Financial Education
- May 20, 2026: Financial Policies and Service Framework
- June 8, 2026: Financial Condition Overview
- June 30 & July 1, 2026: Long Range Financial Planning Workshop
- July 13, 2026: Long Range Financial Planning & Strategic Plan
- July 15, 2026: Long Range Financial Planning & Strategic Plan Continued

The City engaged a team from Raftelis to support the City's LRFP workshop and associated work sessions. The Raftelis team participated in the May and June work sessions virtually and the lead facilitator, Nancy Hetrick met individually with the Mayor and Councilors in preparation for the workshop.

Raftelis attended the July 13 work session to support Council's discussion, where Council approved draft budget principles, a service framework, and strategic focus areas. Council also provided additional feedback on strategic focus area strategies. During the July 15 work session Council reviewed and finalized the revised strategies within the strategic plan framework that will serve as a bridge strategic plan for the next two years. A report that summarizes this work and process deliverables is included as Attachment A.

Since July, staff have been working to develop tactics for the Strategic Plan Framework, sort services and programs into the Service Framework, review future service needs, and provide an overview of the frameworks and budget principles to Technical Advisory Group (TAG) 2.0 and the community members that serve on the Budget Committee.

Service Framework

The Service Framework approved by Council at the July 13 work session established the categories below. Staff have sorted current services and programs into these service areas as shown on Attachment B.

Required Services
Programs and services the city must provide to comply with federal or state law, City Charter requirements, court orders, or regulatory requirements.

Essential Services
Programs and service necessary to protect public health, safety critical infrastructure, and continuity of government operations.

Core Community Services
Programs and services that residents reasonably expect their local government to provide and that contribute to community livability, identity, and quality of life.

Strategic Priority Services
Programs and services that advance Council goals, respond to emerging community needs, foster innovation, or create targeted community benefits beyond core service expectations.

Strategic Plan Framework

The Strategic Plan Framework approved by Council at the July 15 work session provides staff with direction and will help ensure budget recommendations align with Council priorities. It includes five strategic focus areas and 19 strategies. Staff have developed 58 tactics representing the organizational work that will occur over the next two years in support of the focus areas and strategies (Attachment C).

Nancy Hetrick from Raftelis and staff will be present at the September 16 work session to provide an overview of the work that has occurred since July to receive feedback. This will include the service framework, strategic plan tactics, information on feedback received from TAG 2.0 and the Budget Committee, future needs, and a discussion of strategic levers.

RELATED CITY POLICIES

The City of Eugene's 2023-2026 Strategic Plan outlined the direction and organizational priorities for the 2023-2026 period. City of Eugene long range financial planning and biennial budget adoption aligned 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.

Within the City's new 2026-2028 Strategic Plan Framework this item supports the **Financial Stability** focus area and strategies:

- Align resources through the City's Service Framework
- Build a long-term financial stability plan

- Strengthen and diversify revenue

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 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 TAG.

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.

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 Councilors Leech, Kashinsky, and Keating, with Mayor Knudson voting as a tiebreaker. Zelenka and Evans absent for the vote).

April 13, 2026 Meeting

As part of Committee Reports and Items of Interest, Councilor Leech proposed a motion related to the Supplemental Budget motion made on April 8, 2026.

> Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to include in Council's June 8th Work Session on unfunded needs, information and an opportunity to discuss the three economic development staff positions costing $800,000 a year.
> Passed 5:3 (Opposed by Councilors Clark, Evans, and Groves)

May 11, 2026 Work Session

This was an informational session where Council received information on the Long Range Financial Planning process, a financial overview and the elements of Long Range Financial Planning.

May 20, 2026 Work Session

This was an informational session where Council received information on Financial Policies and considerations/approaches for drafting a service evaluation framework.

June 8, 2026 Work Session

This was an informational session where Council received information on the city's overall financial condition.

Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to add the business development manager position to the June Supplemental Budget and include the two analyst positions in the 2027-2029 Proposed Budget.
Passed 7:1 (Opposed by Councilor Keating)

June 30, 2026 & July 1, 2026 Workshop
Council discussed draft budget principles, a service framework, and strategic focus areas during their two-day workshop.

July 13, 2026 Work Session
Council reviewed and approved the budget principles, service framework, and the strategic focus areas included within the strategic plan framework. Council provided feedback regarding the strategies to be brought back for subsequent action at the July 15 work session.

Councilor Leech, seconded by Councilor Kashinsky, moved to adopt Attachment A with a change to Number 3, replacing "sustainability" with "stability."
Passed 8:0

Councilor Leech, seconded by Councilor Kashinsky, moved to approve the Service Framework as set forth in Attachment B to this AIS.
Passed 8:0

Councilor Leech, seconded by Councilor Kashinsky, moved to approve the Strategic Focus Areas as set forth in Attachment C to this AIS.
Passed 8:0

July 15, 2026 Work Session
Council reviewed and approved the strategic plan framework strategies.

Councilor Leech, seconded by Councilor Kashinsky, moved to approve the Revised Strategic Plan Framework with the following changes to Attachment A to this AIS, add "and services" to Community Safety's Strategy 4.
Passed 8:0

COUNCIL OPTIONS

None. This item is informational only.

CITY MANAGER'S RECOMMENDATION

None.

SUGGESTED MOTIONS

None.

ATTACHMENTS

A. Long Range Financial Planning Workshop Summary
B. Service Framework Summary
C. Strategic Plan Framework Focus Areas, Strategies and Tactics

FOR MORE INFORMATION

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Staff E-Mail:	tmiller@eugene-or.gov

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CITY OF EUGENE

Long Range Financial Planning Workshop Summary

Workshop held June 30 and July 1, 2026

Follow-up work sessions held July 13 and July 15, 2026

Executive Summary

The City of Eugene held a City Council workshop focused on developing a framework for Long Range Financial Planning on June 30 and July 1, 2026. Follow up sessions were held on July 13 and 15 to review and affirm the outcome of the workshop. The summary report presents the process and outcomes of the workshop. This executive summary presents the final results adopted at the July 13 and 15 meetings. The workshop was planned and facilitated by Raftelis, in coordination with City staff.

Workshop Purpose

The purpose of the workshop, held over two half-days, was to discuss proposed budget principles to guide fiscal decision-making, review and affirm a service framework with definitions that clarify service categories and budget decision considerations, and identify strategic focus areas that reflect the highest-order commitments of City Council. This outcome affirmed by Council on July 15 will be used by staff to develop a sustainable City budget.

Participants

- Mayor Kaarin Knudson
- Councilor Eliza Kashinsky, Ward 1
- Councilor Matt Keating, Ward 2
- Councilor Alan Zelenka, Ward 3
- Councilor Jenifer Yeh, Ward 4
- Councilor Mike Clark, Ward 5
- Councilor Greg Evans, Ward 6
- Councilor Lyndsie Leech, Ward 7
- Councilor Randy Groves, Ward 8
- City Manager Jenny Haruyama

Outcomes

The resulting outcomes of this workshop include:

- Budget Principles
- Service Framework
- City Council Strategic Focus Areas

The executive summary presents these three outcomes. Following sections of the report include a summary of the workshop discussions and images from the graphic facilitation that was used throughout the workshop to synthesize key conversations.

Next Steps

The following actions were identified as next steps to follow the workshop.

Action	Responsible	Timing
Brief TAG 2.0 and citizen Budget Committee members on workshop outcomes	Staff	Over the summer
Sort current City services and programs into the affirmed service framework, incorporating July 13 feedback	Staff	Work session, September 16
Discuss and adopt updated financial policies (first major revision since 2008), alongside the third supplemental budget	Staff, Budget Committee, Council	October/November discussion; December adoption
Build the next biennial budget, weaving in budget principles, service framework, and strategic priorities	Staff	Ongoing
Develop and execute a communications approach to keep the community informed	Staff	Ongoing

Budget Principles

Budget principles give an organization a shared decision-making framework. They create accountability by giving staff and elected officials a common standard against which to measure financial decisions over time. Staff developed a set of proposed budget principles that were reviewed by Council during the workshop.

During their deliberations, Council affirmed the content and intent of the budget principles and discussed an approach to presenting them in a prioritized order, as shown in the following figure. The adopted principles are shown in the image below.

City of Eugene
Budget Principles

1. **Promote transparency and shared understanding.**
   Clearly communicate financial realities, tradeoffs, service impacts, and the rationale for budget decisions with employees, elected officials, and the community.

2. **Prioritize core and essential services.**
   Focus available resources on services that are legally mandated, critical to community health and safety, and foundational to the City's mission.

3. **Advance financial stability through continuous improvement.**
   Regularly evaluate programs, services, and operations to improve effectiveness, eliminate redundancies, maximize value for the community, and ensure the City's long-term financial sustainability while maintaining essential services.

4. **Connect the budget to strategic goals.**
   Direct investments toward programs and services that advance the City's most important long-term goals, and track progress so the community can see the tangible impact of every dollar spent.

5. **Align ongoing commitments with sustainable funding.**
   Avoid adding new ongoing programs, services, or positions without a clearly identified and sustainable funding source.

6. **Invest in the workforce needed to deliver services.**
   Ensure staff have the appropriate resources and support needed to do their jobs effectively.

7. **Strengthen and diversify revenue sources.**
   Pursue opportunities to broaden and stabilize the General Fund revenue base to reduce reliance on any single funding source (Financial Policy C1).

8. **Use one-time resources for one-time purposes.**
   Direct one-time revenues toward capital investments, equipment, limited-duration initiatives, or other non-recurring needs that do not create ongoing financial obligations (Financial Policy C6).

9. **Make decisions with a long-term perspective.**
   Consider the future operational, financial, and service impacts of decisions made to address near-term budget challenges.

10. **Maintain strong financial reserves.**
    Preserve the City's financial stability by maintaining:

    a. An Unappropriated Ending Fund Balance equal to at least two months of operating expenditures (Financial Policy B7).
    b. A Reserve for Revenue Shortfall equal to 4% of operating expenditures.

Service Framework

A service framework is a structured set of criteria that helps a city assess its programs and services consistently and transparently, so that budget decisions reflect a shared understanding of what the organization is obligated to provide, what it chooses to provide, and at what level.

The Service Framework developed by the City and adopted by the Council has two components:

- **Service Categories:** These describe the nature of the service; they are not rankings.
- **Budget Decision Lens:** These elements will guide decisions about whether or to what degree services will be funded.

City of Eugene
Service Evaluation Framework

REQUIRED SERVICES

Programs and services the City must provide to comply with federal or state law, City Charter requirements, court orders, or regulatory requirements.

Key Question:

- Is the service required by law, regulation, charter, or court order?

ESSENTIAL SERVICES

Programs and services necessary to protect public health, safety, critical infrastructure, and continuity of government operations.

Key Questions:

- Does the service protect life, safety, health, or critical infrastructure?
- Would significant service reductions create unacceptable community or organizational risk?
- Is the service necessary for the City to effectively function?

CORE COMMUNITY SERVICES

Programs and services that residents reasonably expect their local government to provide and that contribute to community livability, identity, and quality of life.

Key Questions:

- Does the service contribute to community livability, identity, and quality of life?
- Is the service typically offered to residents of comparably sized cities?

STRATEGIC PRIORITY SERVICES

Programs and services that advance Council goals, respond to emerging community needs, foster innovation, or create targeted community benefits beyond core service expectations.

Key Questions:

- Does the service directly support an adopted strategic goal?
- Does the service address a significant emerging need or opportunity?
- Does the service create measurable benefits that will exceed core service expectations?

Budget Decision Lens

Are there legal, financial, or operational consequences of reducing or eliminating the service?

- Community Impact
- Organizational Impact
- Risk
- Strategic Alignment
- Service Level
- Cost and Sustainability
- Alternative Service Delivery
- Revenue and Cost Recovery

City Council Strategic Focus Areas

These Strategic Focus Areas represent the priorities Council identified as most important to address in the coming biennium. They are intended to bridge from the City's current strategic plan and give staff the clarity and direction needed to build the budget around Council's goals.

This connection matters because the City's budget principles call for the City to connect the budget to strategic goals, directing investments toward the programs and services that advance the City's most important long-term priorities and tracking progress so the community can see the impact of every dollar spent. Likewise, the service framework includes "strategic alignment" as one of its budget decision lenses. Both of these tools depend on having a clear, current set of Council goals. Without them, staff have no consistent reference point for prioritization, and the connection between spending and strategic intent becomes difficult to demonstrate.

During the first workshop, Council identified five Strategic Focus Areas and acknowledged an additional focus on organizational excellence serving as a Citywide focus driven by staff. Through a series of activities, they brainstormed what constitutes success for each Strategic Focus Area, and small groups reviewed the input and identified common themes and potential strategies to make progress. Raftelis synthesized this information into the draft success statements and potential strategies. The outcome of Council's deliberation is the strategic framework presented below. The framework includes five key focus areas with success statements and strategies to focus and prioritize the work of the City.

Financial Stability

Success Statement

Eugene's finances are stable and sustainable, with revenues that keep pace with the cost of delivering services, healthy reserves, and a budget that supports community needs without relying on one-time solutions.

Strategy 1: Align Resources Through the City's Service Framework

Strategy 2: Build a Long-Term Financial Stability Plan

Strategy 3: Strengthen and Diversify Revenue

Community Safety

Success Statement

Eugene is a community where people feel safe, connected, and resilient, with risks reduced through prevention, early intervention, and effective response.

Strategy 1: Strengthen Trust and Transparency

Strategy 2: Ensure Timely, Effective Emergency Response and Resource Allocation for First Responders

Strategy 3: Reduce Crime and Strengthen Code Compliance

Strategy 4: Strengthen Partnerships and Services that Support Behavioral Health, Crisis Response, and Prevention/Early Intervention

Thriving, Livable Community

Success Statement

Eugene is a community where everyone has access to opportunity, welcoming public spaces, and the amenities that support a high quality of life.

Strategy 1: Sustain Eugene's Library, Parks, and Cultural Programming

Strategy 2: Expand Economic and Job Opportunity for Shared Prosperity

Strategy 3: Keep Public Spaces, Parks, and Waterways Clean, Safe, and Accessible

Strategy 4: Advance Community Resilience, Climate Action, and Environmental Stewardship

Housing and Homelessness

Success Statement

Eugene expands housing opportunities for all people and supports a coordinated system that helps those experiencing homelessness achieve long term stability.

Strategy 1: Increase and Accelerate Production of Diverse Housing Types

Strategy 2: Remove Barriers to Housing Production

Strategy 3: Coordinate Regionally on Homelessness Response

Strategy 4: Support Access to Services that Help People Achieve Long-Term Housing Stability

Transportation and Infrastructure

Success Statement

Eugene delivers safe, reliable infrastructure and transportation that supports community growth while moving toward zero roadway deaths.

Strategy 1: Advance Transportation Safety

Strategy 2: Invest in a Connected Multimodal Transportation System

Strategy 3: Modernize and Maintain City Infrastructure to Support Community Needs

Strategy 4: Pursue Funding Partnerships for Infrastructure Investment

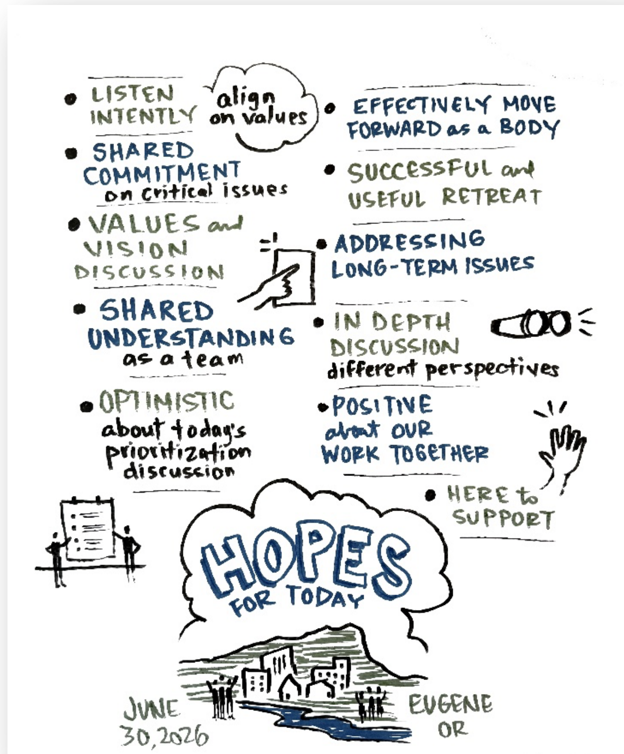
Workshop Day 1 (June 30, 2026)

Welcome and Overview of the Workshop

After brief opening remarks from the Mayor and City Manager, the facilitator welcomed City Council and reviewed the objectives of the workshop:

- Develop budget principles to guide fiscal decision-making
- Affirm elements of the service evaluation framework
- Align Council around key strategic goals

Participants then introduced themselves and shared their hopes for the workshop, captured by the graphic facilitator in the accompanying image.



The facilitator then shared overarching themes from individual Council interviews held prior to the workshop. These include:

- The structural budget challenge is complex and requires a different kind of response
- Councilors expressed the importance of long-term planning; but do not connect to the city's current strategic plan
- It will be important to maintain balance between short- and long-term focus
- Councilors noted the importance of civility and a desire to sustain effective working relationships

Governance

The workshop continued with a discussion of Council governance, focused on what makes the governing body effective and the roles that belong to the elected body.

Participants were asked to share their responses to the prompt When this Council is at its best, what makes that possible? Key themes from the discussion are included below, and captured by the graphic facilitator in the accompanying image.

- **Shared understanding of the problem first.** Accomplishment starts with agreement on what problem Council is actually trying to solve before members debate solutions.
- **Early collaboration, with staff and the community.** Council does its best work when it partners with staff and engages the community early in the process, not after direction has already been set. The fireworks ban was cited as a case where early collaboration made the outcome possible.
- **Honest disagreement, followed by a genuine ability to move on.** Council's strongest work happens when members are willing to disagree openly, then reach a decision and commit to moving forward together rather than revisiting the choice at every turn.
- **A shared value, even when the "how" is contested.** Councilors may differ on approach, but there is a shared belief that everyone at the table wants what is best for Eugene and no one is operating in bad faith.

- **Strong operational support behind the scenes.** Council relies on a broad network of people and solid staff support to be ready to make decisions once it reaches the table.
- **Thoughtful, collegial policy discussion.** Council does its best work when members can see how a given action supports their own concerns, even if their reasons for supporting it differ from a colleague's.

Governance Roles

The facilitator then introduced the six Council Roles that Novak and Nalbandian identified in 2016. This information is contained in the Raftelis "Bridging the Gap" document.

These roles include:

- Setting strategic direction
- Fulfilling a stewardship role
- Being a customer service representative and constituent advocate
- Being a community builder
- Making decisions
- Providing oversight

After discussing the activities associated with each of the different roles, participants discussed which roles come most naturally to them, and what these roles mean in practice for the budgetary decisions ahead.

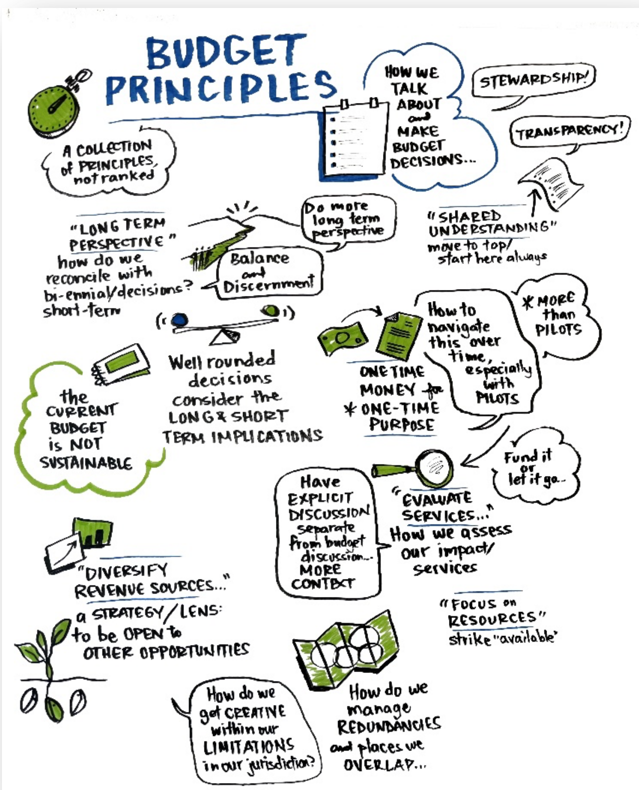
Key themes from this conversation included:

- **Comfort across roles grows with experience.** Longer-tenured members felt comfortable across all the roles, seeing that range as something built over years on Council rather than a natural starting point for everyone.
- **No one can do all roles at full strength at once.** Doing every role extremely well at the same time isn't realistic, since focusing heavily on one role means others get less attention. The goal is showing up for constituents, staff, and the City as a whole, not excelling everywhere simultaneously.
- **The roles surface at different times, not on a fixed schedule.** Council work is inherently unbalanced. Family, job, and Council duties compete constantly, and the six roles pop up unpredictably rather than in equal measure, which means the job is less about big, singular decisions than people assume.
- **The real work often happens after a decision, not at the vote itself.** Even when a councilor disagrees with the outcome, their job afterward is to help make it the best policy possible, not to keep re-litigating it.
- **Constituent Services is constant and always-on.** Councilors are never off the clock, need to navigate multiple constituencies at once, and often face pressure from residents who don't want to hear that an issue is outside the City's jurisdiction and belongs with the County or State instead.

- **Community building matters more given the current moment.** Given the state of things at the world, national, state, and local levels, collective community building carries added weight right now, including sharpening how the City supports community events run by partner organizations.
- **Oversight needs a broader definition**, explicitly including the municipal court judge and police auditor functions, not just its more general sense.
- **A role may be missing from the list: the "bully pulpit."** This could stand on its own or fold into community builder: using Council's voice to call out other layers of government and make clear the City is not complicit when other governments fall short.

Budget Principles

Staff presented a draft set of ten budget principles for Council's review, and the facilitator led a discussion about what changes, additions, or deletions would strengthen them and how Council could use the principles to guide Eugene's financial decisions going forward. Council confirmed early in the conversation that the principles are not listed in ranked order.



Several principles generated substantive discussion:

- **Long-term perspective.** Council raised a tension between thinking long-term and the reality that Eugene budgets biennially. The group leaned toward favoring long-term thinking over near-term budget pressure, rather than treating short-term and long-term priorities as something to balance evenly. Council noted that the City's budget picture is not sustainable over the long run and that this principle should push toward more consistent attention to long-term consequences.
- **One-time resources.** The use of one-time funding prompted a discussion about pilot programs. When a pilot proves effective, the City faces a genuine trade-off: continuing it requires ongoing funding, which may mean giving something up elsewhere. Council also noted that one-time resources often fund emergency responses (animal services, public safety needs), not just pilots, and that the value of preventative work is real even when it is hard to measure in budget terms. Taking away that kind of investment tends to show up later as much larger costs.
- **Revenue diversification.** Council discussed whether the principle on strengthening revenue sources should also point toward actively growing revenue-generating capacity, not just diversifying existing sources. The group noted that when staff bring forward a new project, Council would like to see a revenue-generating component considered as part of it, especially given how much of the General Fund depends on property tax. Council also noted that past ballot measures have limited local control over some revenue sources (transit funding tied to payroll tax was raised as an example), which constrains how much the City can act on this principle without state-level change.

- **Evaluating services and redundancies.** Council discussed how Eugene's service offerings relate to those of overlapping jurisdictions, using Springfield's parks district as an example of a service handled entirely outside the city government. The conversation centered on judgment calls: when City involvement duplicates another jurisdiction's role versus when the City needs to step in because leaving a gap would create a bigger problem down the road.
- **Employee impact.** Council asked where the principles account for staff capacity and wellbeing, specifically whether employees have the resources they need to carry out the City's work, noting that this consideration does not currently show up explicitly in the list.
- **Language edits.** Council flagged that the principle on aligning ongoing commitments with sustainable funding was originally framed negatively ("avoid adding... without a clearly identified funding source") and preferred restating it in the affirmative (clearly identify a sustainable funding source for new ongoing commitments).

When asked how the principles could guide financial decisions, Council indicated a preferred sequence: start with transparency and shared understanding, followed by prioritizing core services, evaluating services for efficiency, and connecting the budget to strategic goals. From there, the principles addressing sustainable funding, revenue diversification, one-time resource use, and long-term perspective serve as stewardship guardrails, and reserves and overall financial sustainability sit at the end as an expression of the City's broader commitment to fiscal health.

Council reached agreement on a revised set of ten principles reflecting this discussion, including the reordered sequence and the language change on ongoing commitments. The final revised principles are included in the executive summary of this report.

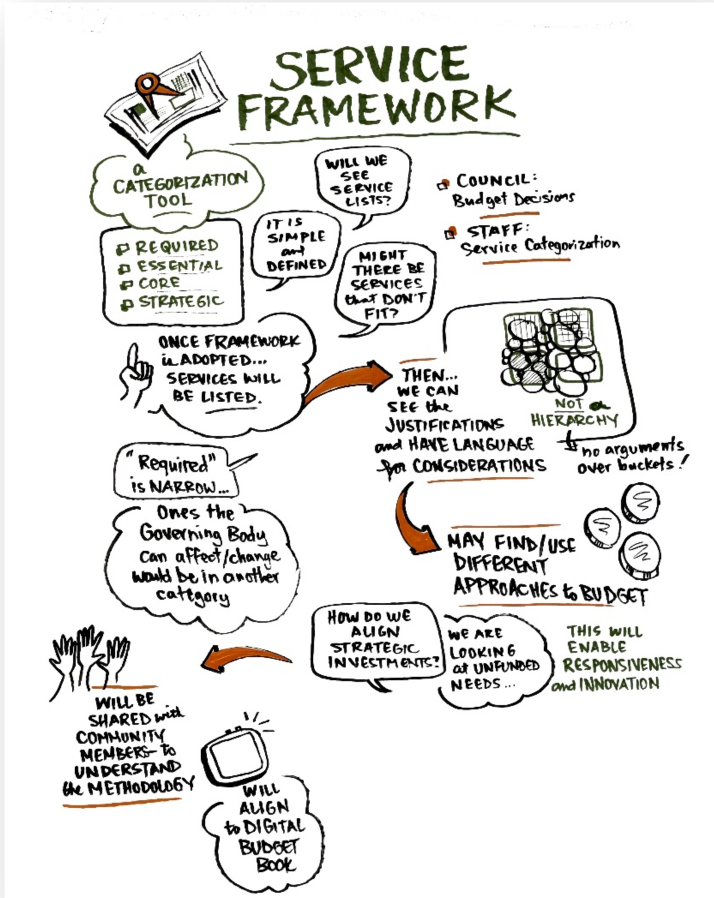
Service Categorization and Budget Lens Framework

The facilitator introduced the proposed Service Evaluation Framework, clarifying up front why the tool matters:

- It grounds budget decisions in shared criteria
- Gives staff guidance when building budget requests
- Bridges political acceptability with administrative sustainability
- Supports long-term financial sustainability
- Makes trade-offs visible rather than leaving them ambiguous

Council was asked whether the service categories needed to change, whether the intent was clear, and whether anything was missing or needed reframing. Their discussion centered on a key clarification of purpose rather than substantive changes to the framework itself. Members were consistent in describing the framework as a categorization tool, not a hierarchy or a scoring system. One member summarized this well: the categories are meant to name what a service is, "not with judgment, just with observation."

Council noted this distinction directly addresses a longstanding pattern of spending significant time arguing over which bucket a service belongs in, particularly the line between "essential" and "core" services, and members expressed hope that shared agreement on the framework will reduce that friction going forward and let discussion focus on harder, more important questions.



The following points shaped how the framework will be applied and refined:

- **Category versus budget lens.** The service categories describes what category a service falls into, not how much funding it should receive. The Budget Decision Lens is the tool that will guide funding trade-offs, and staff will bring more detailed analysis forward with budget recommendations in the spring.
- **A future service list.** Staff will complete a draft sort of City services into the framework's categories and bring it back in the fall, at the program or service level, to show how it would work in practice.
- **Flexibility for edge cases.** Council confirmed some services may reasonably fall into more than one category, and discussed how self-imposed commitments (things the City has written into its own ordinances) differ from services required by outside parties, generally landing under essential or core community services rather than required services.
- **Budget Committee engagement.** Staff plan to meet with citizen members over the summer to walk through the principles, framework, and strategic plan focus areas together, and the budget presentation itself will be designed to show alignment with the framework, principles, and budget lenses.

Council made no changes to the proposed framework. The desired outcome, agreement on the framework's elements and definitions for use in budget development, was met, and the framework is included in the executive summary of this report.

Strategic Planning Part I

The final section of Day 1 gave Council its first opportunity to identify the most important priorities to focus on before the next full strategic plan update, likely two years out. The facilitator framed the conversation around what came out of individual Council interviews and the City's 2025 community survey.

Interview themes included addressing the budget gap, developing long-term revenue solutions, improving housing affordability, public safety, fire governance, homelessness, library and cultural services, economic development and tax base growth, and road infrastructure. The community survey identified similar urgent concerns: homelessness, housing, illegal activity and public safety, city budget and taxes, transportation, and livability.

The facilitator presented six draft "Council areas of interest" that grouped common themes into these categories:

- Financial Sustainability
- Public Safety
- Thriving Community
- Housing and Homelessness
- Transportation and Infrastructure
- Organizational Excellence

Council was asked whether these were the right areas and whether anything was missing. They affirmed that these six broad categories capture the major areas of concern facing the City. The discussion also surfaced a few themes to fold into the categories going forward, including environmental stewardship, renters' rights and rental affordability, and privacy and data considerations, along with a preference for sharper, more concrete language defining what each category means (particularly Thriving Community, which several members felt was too vague as written).

Two points of substance carried the most weight for how this work proceeds:

- **Values, not just goals.** Council noted that the framework should reflect not only what the City wants to achieve, but how it chooses to deliver services, citing the City's preference for a restorative rather than punitive approach in some areas as an example of a value that shapes delivery and sometimes costs more to uphold.
- **Public safety and public health.** Council discussed the relationship between public safety and public health, and agreed public safety should remain its own distinct category. Members noted that naming health as a strategic priority risks creating public expectations the City cannot meet, since Lane County is the region's designated health and human services provider. The priority is strengthening partnerships and navigating that relationship well, not expanding the City's own role.

This conversation set up the format for Day 2: for each area of interest, Council would be tasked to define what success looks like over the long term, then narrow to what it wants to accomplish within the two-year horizon before the next strategic plan.

Workshop Day 2 (July 1, 2026)

Recap and Reflections

To begin the second day of the workshop, the facilitator provided a brief recap of the prior day's activities and asked participants to reflect on what they had accomplished so far. Their responses are captured in the accompanying image from the graphic facilitator.

Strategic Planning Continued – Setting Goals and Defining Success

The facilitator re-introduced a revised set of strategic focus areas for Council, based on the conversation on Day 1. These included:

- Financial Stability (rephrased from Financial Sustainability)
- Community Safety (rephrased from Public Safety)
- Thriving, Livable Community (rephrased from Thriving Community)
- Housing and Homelessness
- Transportation and Infrastructure
- Organizational Excellence (shifting to an overarching, staff-driven focus)

For each focus area (excluding Organizational Excellence[1]), Council members first responded individually to a prompt on sticky notes, asking what success looks like at the end of two years. Council generating a broad, unsorted set of ideas and concerns related to that area. The verbatim post-it notes for each focus arear are included in Appendix A.

Small groups then sorted the resulting notes, identifying shared themes across the individual post-its. Each small group reported back to the full Council, which then discussed the focus area together and worked to refine the key concepts, distinguishing what success looks like from the individual strategies that might help achieve it.

Following the retreat, the facilitation team synthesized this conversation into the draft success statements and potential strategies included in the executive summary of this report. Across the five focus areas, this exercise surfaced a consistent pattern: Council's initial instinct was often to describe the actions the City would take (strategies), rather than the outcome those actions are meant to produce (success). The synthesis

[1] A success statement and strategies for the Organizational Excellence focus area will be developed by staff separately since this focus area primarily addresses the work of the staff team.

process worked to separate these two threads for each area, resulting in a clear success statement (what the City is trying to achieve) paired with a distinct list of potential strategies (how the City might get there), with strategies limited to themes that appeared across multiple, separate post-its rather than single, isolated comments.

The draft success statements and their associated strategies are presented in the Executive Summary of this report.

My "One Thing"

To sharpen direction for staff heading into the next budget cycle, Council members were each asked a single, focused question: what is one thing they hope the City will accomplish over the next two years? The prompt was intentionally narrow, asking each member to name a single priority rather than a full list, and responses were captured live by the graphic facilitator. Several distinct priorities emerged:

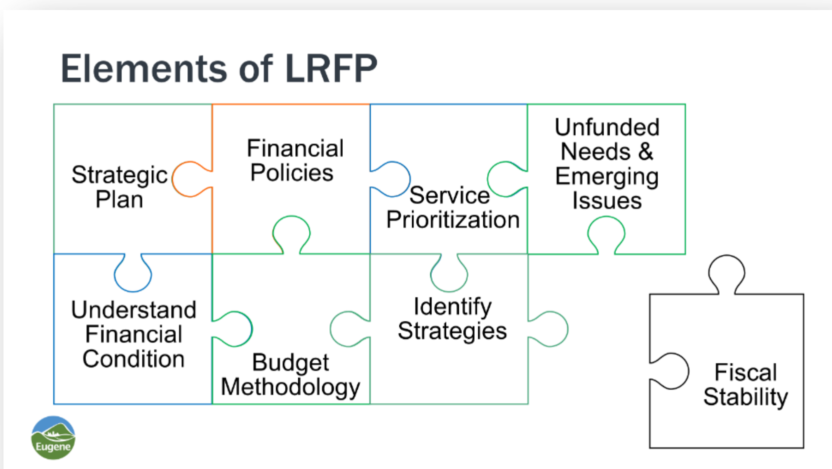
- **Reducing homelessness through investment in services**, with an emphasis on fewer people living on the streets as a direct, visible marker of progress.
- **Financial stability as a foundational priority**, with more than one member describing it as the precondition for everything else the City wants to accomplish, rather than one goal among many.
- **Adequate, dedicated funding for climate action, homelessness, and housing**, named specifically as funding commitments rather than general goals.
- **Housing production as a path to financial sustainability**, reflecting a belief that building enough housing in the community would meaningfully strengthen the City's finances.

- **Economic development through major employers and family-wage jobs**, with a vision of landing significant private-sector investment and job growth as a route to a stronger, more diversified local economy.
- **Finalizing fire governance and funding**, ensuring the right emergency response, the right person, and the right time, once implementation is complete.
- **Telling the City's story**, reflecting a wish to better communicate the City's work and progress to the community.
- **Progress toward a shared, integrated vision**, described by one member as a "quadruple bottom line" bringing together economic, climate, quality of life, and social outcomes specific to Eugene, with success measured by incremental, demonstrated progress toward that larger vision rather than the vision alone.

Taken together, these responses point to financial stability, housing and homelessness, economic development, fire governance, and a more integrated long-term vision as the priorities Council most wants to see tangible progress on within the next two years.

Connecting the Pieces

To close the workshop, staff presented a visual showing how the pieces developed over the two days fit together as part of the City's broader Long-Range Financial Plan: the strategic plan and Council goals, financial policies, service prioritization, budget methodology, and unfunded needs and emerging issues, all working toward the shared goal of fiscal stability. The purpose of this final conversation was to confirm that Council's strategic priorities, the service evaluation framework, and the budget principles are meant to function together as a connected set of tools, not as separate, standalone exercises.



Council reflected on how much ground the two days had covered, and several members noted that the value of this session was in building a shared, high-level vision first, before diving into the more detailed, and likely more difficult, conversations about specific budget levers still ahead. One member drew a distinction between the City's chronic, ongoing budget gap and the crisis moments that tend to dominate attention, noting that the City needs consistent tools to manage the chronic condition rather than only responding to emergencies as they arise. Another noted that pursuing revenue works best as a series of smaller, incremental steps rather than a search for one large solution.

Staff acknowledged that some pieces may still feel disconnected at this stage and framed this workshop as foundational rather than final. The framework, principles, and strategic priorities give staff a consistent basis for evaluating choices and bringing proposals to Council, but the specific decisions about which levers to pursue (cost containment, new revenue, or service delivery changes) will follow in subsequent conversations. Council members also reflected on the value of this process being Council-led rather than staff-led, noting that Council-driven strategic work tends to produce stronger buy-in and more durable outcomes than past efforts have.

Next Steps

Following the workshop, several streams of activity will be taking place.

What the facilitation team is doing: Raftelis will synthesize the workshop's discussions, post-it exercises, and notes into a consolidated set of materials for Council's review, including refinements to the draft success statements and budget principles. The service evaluation framework will be carried forward without modification, since Council made no changes to it during the workshop.

What staff is doing: Following the July 15 meeting, staff will take the affirmed service evaluation framework and sort the City's current set of services and programs into it, to show Council how the framework applies in practice. Staff also plan to brief the Technical Advisory Group (TAG 2.0) and the citizen members of the Budget Committee over the summer, giving them an overview of the work completed at this workshop. Staff are also developing a communications approach to share this work with the broader community, which will continue through the budget development process.

Following Council's summer recess: A Council workshop is planned for September 16, where staff will present the sort of current City services into the affirmed service framework, incorporating any feedback from the July 15 meeting.

Financial policies, largely unchanged since 2008, will come back to the Budget Committee in October and November for discussion of proposed revisions and information on the budget methodology to be used in conjunction with the budget principles and frameworks to develop the 2027-2029 Proposed Budget. Revised financial policies are expected to be adopted by City Council in December alongside the third supplemental budget of the year.

Throughout this period, staff will develop the next biennial budget, weaving in the budget principles, service framework, and strategic priorities from this workshop. Staff noted the budget process itself may look different than in past cycles as a result, though that approach has not yet been finalized.

On the bike rack: During the workshop, Council raised the following open points that will require consideration at a later date:

- Council support staff – dedicated FTE
- Fire department staffing levels – no change in several years

APPENDIX A:

Transcribed Post-Its from Success Statement Exercise

The following sections include verbatim transcription of the post-its written by City Councilors in response to the Success Statement exercise on Day 2.

Transcribed Post-It Notes

Financial Stability

- An excess of regular revenue to achieve all goals
- Service delivery system lives within resources available and prioritized appropriately
- Incentives to hire local work force; Business of Eugene is RESPONSIBLE Business!
- Build a long-term vision for Financial Stability, 10-20 years, 2040-2050
- Revenue growth & expense growth match
- Services and programs are stable across budget cycles
- Aligns appropriate resources to needs; considers long-term with budget cycles; makes strategic investments
- Measurable increase in demand for new business to locate here
- Can provide services community expects without cuts
- Sufficient financial resources/funds to pay for all the services we provide
- A long-term prognosis for excess revenue from growth

Transportation and Infrastructure

- Existing transportation and infrastructure maintained to a reasonable level and new infrastructure is developed only if it can be supported
- Safety hazards corrected (known design problems)
- Reduced maintenance backlog
- Zero bike/pedestrian deaths
- Vision zero goals realized
- Support economic development and investment
- Invest in sustainable infrastructure and support low CO2 options
- Prioritize safety, affordability, equity, and unique population needs
- Recreational system excellence and expansion
- Partnership
- Transportation system and infrastructure that allow the city to work and thrive
- Robust system that allows all options that are convenient (e.g., multi modal system)
- Fewer bike deaths
- Infrastructure maintained before problems
- Sufficient available land and resources for sustainable growth of finances

Community Safety

- Police trust, fire capacity, social service safety net
- Community trusts the info from City is accurate
- City provides info to community in multiple and accessible ways about what we do
- Increase in people's perception of their personal safety in all parts of town
- People can live, work and play without fear of harm (multiple types of harm)
- People can express their opinions

- Trust and belonging, EMS/police safety, alternative response initiative continues, resilience, traffic safety
- Less crime
- Adequate safety services to respond to all types of emergencies
- Reduced vacant properties
- Increased enforcement of code/ordinance violations to reduce "low-level" property crimes
- Right person – right response – right time
- Resources = to scope and magnitude of community demand
- Fast response to safety issues
- Ensure animal services are prioritized – more dog parks!
- Solution focused/preventative lens
- Improved mental health outcomes
- Establish and support behavioral and mental health emergency services (like CAHOOTS)

Housing and Homelessness

- An environment where the folks involved in building want to work and build
- Accelerates production of diverse housing, effectively partners, pursues and supports innovative solutions
- Meeting state housing production targets
- Median income can purchase home
- Rents matching income (word before "matching" appears crossed out and hard to read)
- Vacancy rate up 4%
- Shelter systems capacity strong
- Expand housing stock, build supporting infrastructure, transportation
- Less vacant homes, more affordable housing options, build up, not out
- Adequate system of services for functional zero homelessness.
- Housing is available for all income levels and price per unit is reduced over time as capacity aligns with demand.
- Sufficient affordable housing
- Improve the causes of homelessness, affordable housing, mental health services, substance abuse services
- All our buildable lands are shovel ready
- Robust human services to lift people up and back on their feet to be a productive member of community
- Much higher vacancy rate

Thriving, Livable Community

- Customer service excellence, customer satisfaction, empower caseworkers
- Community is supportive of the services provided - measured
- City uses an equity lens when making decisions
- Sufficient economic/job opportunities for all Eugenians
- All parts of community have resources to thrive.
- Economic resilience, customer satisfaction, empower people
- Thriving downtown
- Recreational/community opportunities for diverse community
- Strong library, recreation, parks, cultural services
- Robust library system

- Many wellness related activities available = library + cultural services
- Parks free from so-called "camping" and safe and open to kids, families, neighbors, pets, and community orgs & members
- Clean, beautiful, accessible public space(s)
- Keep waterways clean - no camping near river
- Climate action & resilience
- Environmental stewardship (clean air, land, & water)
- Library and education opportunities, economic opportunity and investment, sustainability investment, safe public space, arts and culture vitality, partnership

Organizational Excellence (no flip-chart, some post-its were shared separately)

- Innovation through partnership, leadership
- Culture of yes, trust, support workforce, cross-boundary/tiger team role

COE Program and Service Framework Sort

September 2026

Dept	2026 Program Inventory *(higher level for reporting)*	SubPrograms / Services	SERVICE FRAMEWORK SORT Required	Essential	Core Community	Strategic Priority
Central Services	**CS Administration**	Central Services Department Executive Leadership		x		
	City Attorney Legal Services	Administrative and Judicial Legal Proceedings and Appeals		x		
		Civil Litigation Defense Counsel	x	x		
		General Counsel Legal Services and Advice		x		
		Legal Document Preparation	x	x		
		Legal Training		x		
	City Leadership & Community Relations	City Council Meetings and Advisory Bodies	x		x	
		City Recorder's Office	x	x	x	
		City-wide Executive Leadership	x	x		
		Community Safety Payroll Tax - Program Management		x		x
		Intergovernmental Relations				x
		Intergovernmental Tribal Relations				x
		Mayor and City Council Leadership	x			x
		Policy Research, Strategic Planning, and Performance				x
		Public Information, Media and Community Relations		x		x
		Sister Cities			x	
	City Prosecution Legal Services	Appeals from Municipal Court		x		
		Prosecution Services at Municipal Specialty Courts		x		
		Prosecutorial Intake, Review, Arraignments, and Trial Ready Status		x		
		Victim Services	x	x		
		Diversion/Probation Monitoring		x		
	Employee Resources & Risk	Employee Benefits and Wellbeing		x		
		People, Culture, and Development		x		
		Labor Relations, Workforce Relations, and Compliance	x	x		
		Personnel Data	x	x		
		Recruitment		x		
		Employee Safety	x	x		
		Risk Claims		x		
	Equity & Community Engagement	Equity, Accessibility and Human Rights	x		x	x
		Community Engagement			x	x
	Facilities Management	Construction Project Management		x		
		Downtown Maintenance		x		x
		Custodial Cleaning Services		x		
		Facility Maintenance		x		
	Finance Services	Budget Development	x	x		x
		Financial Analysis		x		x
		Accounts Receivable		x		
		Treasury Services		x		
		Financial Audit & Reporting	x	x		
		Payroll	x	x		
		Accounts Payable		x		
		Purchasing & Contract Management		x		
		Payroll Tax - Administration		x		x

COE Program and Service Framework Sort

September 2026

Dept	2026 Program Inventory *(higher level for reporting)*	SubPrograms / Services	Required	Essential	Core Community	Strategic Priority
Central Services cont'd	**Information Technology Services**	Cybersecurity	x	x		
		Data and Database Management		x		
		Application Development		x		
		IT Project and Business Relationship Management		x		
		PeopleSoft Management		x		
		Public Safety & Justice (PSJ) IT	x	x		
		Network Infrastructure		x		
		IT Asset and Service Management		x		
		IT Service Desk		x		
		Telecommunications		x		
	Municipal Court	Community Court			x	x
		Behavioral Health Specialty Dockets/Programs			x	x
		Parking Case Processing		x		
		General Case Processing				x
		Jail Management		x		x
		Probation and Diversion		x		x
	Police Auditor	Police Auditor	x			
	Spay & Neuter Clinic	Spay and Neuter Clinic			x	
Fire and EMS	**Fire & EMS Administration**	Fire & EMS Administration		x		
	Alternative Response	Alternative Response		x		x
	Emergency Medical Services	Ambulance Billing		x		
		Ambulance Services		x		x
		Emergency Medical Services		x		x
	Fire & EMS Training	Fire Operations Training		x		
		Medical Operations Training		x		
	Fire Investigations	Fire Investigations		x		
	Fire Prevention	Fire Code Enforcement		x		x
		Fire Incident Prevention and Mitigation		x		x
	Fire Response	Aircraft Rescue and Firefighting		x		x
		Fire Hydrant		x		x
		Fire Operations Logistics		x		x
		Fire Response		x		x
	Hazmat Response	Hazmat Response		x		x
	Technical Response	Technical Rescue		x		x
	Toxic Rights	Toxic Rights	x			x
	Water Rescue	Water Rescue		x		x
LRCS	**LRCS Administration**	LRCS Department Executive Leadership		x		
	Aquatics	Aquatics			x	x
	Community Center Programming	Youth and Family Recreation			x	x
		Adaptive Recreation			x	x
		Senior Program			x	x
	Outdoor and Community	Outdoor Recreation			x	x
		Athletics			x	x
	Community and Cultural Affairs	Community and Cultural Affairs			x	x
		Downtown Pavilion				x
	Live Arts and Entertainment	Live Arts and Entertainment Venues			x	x
	Library Services	Library Services			x	x
	Public Art	Public Art			x	

COE Program and Service Framework Sort

September 2026

Dept	2026 Program Inventory *(higher level for reporting)*	SubPrograms / Services	Required	Essential	Core Community	Strategic Priority
Planning and Development	**PDD Administration**	Commercial Property Lease Management		x		
	Building Permits & Code Standards	Development Inspections		x		
		Development Permits and Plan Review		x		
		Code Compliance		x		x
	Community Planning	Community and Comprehensive Planning	x			
		Growth Management	x		x	
	Downtown & Riverfront	Downtown/Urban Development				x
	Homeless Services & Community Response	Homeless Services			x	x
		Public Spaces Response			x	x
	Housing Production & Support	Market Rate and Moderate Income Housing				x
		Rental Housing Code Regulation		x		
		Affordable Housing			x	x
	Job Creation & Economic Prosperity	Job Creation and Economic Prosperity			x	x
		Business Licensing		x		x
	Land Use Planning	Land Use Application	x			
		Land Use Code Improvement	x			
	Parking Services	Parking Services			x	
	Waste Prevention	Recycling, Organics, and Landfill Diversion	x			x
Public Works	**PW Administration**			x		
	EUG Airport				x	x
	Emergency Management, Planning	Emergency Management			x	x
	Engineering & Infrastructure Services	Project Design and Delivery		x		x
		Bridge Program	x			x
		Privately Engineered Public Improvement (PEPI)		x		x
		Survey and Mapping Services		x		x
	Fleet Operations and Replacement	Fleet Maintenance & Emergency Response		x		
		Fleet Replacement & Acquisition		x		
		Fueling Services		x		
	Parks & Open Space	Developed Park Maintenance			x	x
		Parks Long-Range Planning			x	x
		Park Safety			x	x
		Parks Engagement and Stewardship			x	x
		Natural Areas Maintenance			x	x
		Shared-Use Path and Trail System			x	x
		Urban Forest			x	x
		Wetland Mitigation Bank			x	
	Radio Communications	Radio Maintenance		x		
	Stormwater System	Street Sweeping	x			x
		Leaf Collection in Right-of-Way		x		
		Stormwater Permitting and Compliance	x			x
		Stormwater Public Piped System Maintenance	x			
		Stormwater System Flooding Emergency Response		x		
		Stormwater Utility Admin		x		
		Natural Stormwater Systems		x		x
		Stormwater Utility Locates	x			
	Sustainability Research & Coordination	Sustainability Research and Coordination			x	x

COE Program and Service Framework Sort

September 2026

Dept	2026 Program Inventory *(higher level for reporting)*	SubPrograms / Services	Required	Essential	Core Community	Strategic Priority
Public Works cont'd	**Transportation System**	Transportation Planning and Traffic Engineering	x			x
		Traffic Operations (Traffic Signals, Signs and Markings)	x			x
		Street and Shared Use Path Lighting		x		x
		Hazards/Obstructions in Right-of-Way		x		x
		Graffiti and Illicit Activity Clean-up in Right-of-Way		x		
		Right-of-Way Emergency Response		x		x
		Streets, Sidewalks and Shared Use Maintenance		x		x
		Transportation Utility Locates	x			
	Wastewater Collection & Treatment	Wastewater Utility Locates	x			
		Wastewater Collection System	x			x
		Wastewater System Emergency Response (SSO)	x			x
		Wastewater System Monitoring	x			x
		Wastewater System Pollution Prevention	x			x
		Wastewater Treatment Plant Maintenance & Operations	x			x
		Wastewater Utility Administration		x		
Police	**Police Administration**			x		
	911 Communications	911 Communications		x		x
	Animal Welfare	Animal Welfare			x	
	Police Investigations	Police Investigations		x		x
	Police Operations Support	Police Operations Support		x		
		Police Training		x		
		Police Records	x			
	Police Patrol	Police Patrol		x		x

City of Eugene 2026-2028 Strategic Plan Framework

This document outlines the five focus areas and 19 strategies approved by City Council in July 2026. It also includes the 58 tactics representing organizational staff work to support the focus areas and strategies.

Financial Stability

Council Success Statement
Eugene's finances are stable and sustainable, with revenues that keep pace with the cost of delivering services, healthy reserves, and a budget that supports community needs without relying on one-time solutions.

Council Strategies & Staff Tactics

- **Strategy 1: Align resources through the City's Service Framework.**
    1. Sort existing services into the service framework.
    2. Align services with available resources using the Council strategic plan framework and budget principles utilizing a new budget methodology.
    3. Incorporate Council's service and strategic plan framework considerations as part of Council deliberations on future service or program level changes.

- **Strategy 2: Build a long-term Financial Stability Plan.**
    1. Develop the Financial Stability Plan and present to Council. The components of the plan will include the strategic plan, financial policies, service framework, future needs assessment, identification of strategies (e.g. cost containment, efficiencies, revenue, economic development, etc.), and financial condition assessment.
    2. Review reserve levels in the General Fund including the Reserve for Revenue Shortfall and update Financial Policies to incorporate funding levels for all General Fund Reserve Components.

- **Strategy 3: Strengthen and diversify revenue.**
    1. Generate a plan to achieve on-going funding to support services currently funded through limited duration revenue sources (e.g., Community Safety Payroll Tax, Parks and Recreation Local Option Levy).
    2. Evaluate short-term revenue options that can bridge funding needs until longer-term economic development strategies are realized.
    3. Evaluate the current fee structure across services and consider developing master fee schedules to achieve efficiencies as part of a cyclical review process.

Community Safety

Council Success Statement
Eugene is a community where people feel safe, connected, and resilient, with risks reduced through prevention, early intervention, and effective response.

Council Strategies & Staff Tactics

- **Strategy 1: Strengthen trust and transparency.**
  1. Create a public-facing dashboard featuring safety-related data from across the organization.
  2. Review existing community engagement and conduct any additional outreach needed to understand trust and transparency issues across demographic groups and create an action plan to address them.
  3. Implement an enterprise-wide single technology platform that allows community members to report issues, request services, and access city information through one centralized interface. Develop new processes to improve the feedback loop and accountability for community members on how reported incidents are resolved.

- **Strategy 2: Ensure timely, effective emergency response and resource allocation for first responders.**
  1. Engage elected and community stakeholders in a renewed Standards of Coverage (SOC) plan to establish modern response time and staffing standards for structure fires, wildfire and medical services to inform investment strategies.
  2. Identify property and funding strategies for a West Eugene police sub-station and fire station 17.
  3. Explore software and infrastructure options to centralize and improve intake and triage of public-initiated requests for non-emergency city services (e.g. AI-directed phone tree software for police/fire/EMS non-emergency line).

- **Strategy 3: Reduce crime and strengthen code compliance.**
  1. Continue targeted enforcement of criminal trespass, the current top police-related call for service (CFS), with the goal of reducing its frequency and relative ranking. Similarly, establish crime reduction targets for the most frequent police-related CFS.
  2. Develop a phased plan to address chronic nuisance properties (vacant/dangerous buildings), including an evaluation of, and recommendations that address the extent of the problem, and the sufficiency of existing regulations, processes, tools and resources.
  3. Strengthen and coordinate proactive, data-driven crime prevention efforts across city departments, public safety partners, community organizations, and community members. Use crime trends and community insights to identify priority areas and address environmental and social conditions that contribute to crime.

- **Strategy 4: Strengthen partnerships and services that support behavioral health, crisis response, and prevention/early intervention.**
  1. Create a Community Safety Continuum Framework by mapping all existing partnerships and utilize the framework to define responsibilities, identify strategic opportunities, and strengthen coordination and impact.

2. Utilize the framework to evaluate the measurable outcomes of partnerships on the community and to guide prioritization of organizational resources.
3. Expand and strengthen the tiered service response system by improving coordination among Co-Responders, Peer Navigators, Neighborhood Service Officers, Park Ambassadors, and other partners to provide a more integrated and effective service response.

Thriving, Livable Community

Council Success Statement
Eugene is a community where everyone has access to opportunity, welcoming public spaces, and the amenities that support a high quality of life.

Council Strategies & Staff Tactics

- **Strategy 1: Sustain Eugene's library, parks, and cultural programming.**
  1. Evaluate long-term funding mechanisms to stabilize library, park, recreation and cultural services and reduce reliance on the General Fund during future budget shortfalls.
  2. Implement life cycle-based asset management for Parks and Open Space to inform condition and needs assessment, prioritize maintenance, and inform system planning.
  3. Incorporate accessibility and equity standards into the Parks and Recreation System Plan update and the LRCS strategic plan, to ensure programs, facilities, and amenities reflect the needs of our diverse community.
  4. Establish consistent measures of equitable access, service impact, and belonging to better understand who the City is reaching, the difference services are making, and how outcomes change over time.

- **Strategy 2: Expand economic and job opportunities for shared prosperity.**
  1. Complete an Economic Development Strategy that identifies the City's priorities and approach to enhance growth within the local and regional economic development ecosystem. The Strategy will be built on Eugene's strategic and competitive advantages and will amplify the importance of a healthy business environment to the overall community.
  2. Update the Economic Opportunities Analysis to identify 20-year land needs for commercial and industrial uses and to inform appropriate updates to the Land Use Code to support those uses.
  3. Develop a sustainable funding model for downtown management-related services, including security, custodial, and marketing services.
  4. Construct wastewater and water infrastructure in Clear Lake area using identified funds.

- **Strategy 3: Keep public spaces, parks, and waterways clean, safe, and accessible.**
    1. Partner with organizations to activate parks and other public spaces through programs that include Art in the Parks and the Downtown Program Fund grants.
    2. Conduct a full evaluation of the Incident Commanders program to determine its effectiveness and opportunities for improvement in coordinating responses to unsheltered homelessness and public space impacts.
    3. Implement a centralized event permitting system that consolidates multiple public points of entry into one clear, easy to navigate space, making it simpler for community members to reserve parks and public areas while reducing fragmented, duplicative processes and inefficiency within the organization.

- **Strategy 4: Advance community resilience, climate action, and environmental stewardship.**
    1. Coordinate resilience/planning/mitigation activities across departments to deliver unified messaging and action planning aimed at limiting the impact of preventable and non-preventable natural disasters, including wildfires.
    2. Implement priority actions from the Urban Forestry Management Plan to expand and safeguard the publicly-managed urban forest — increasing canopy coverage in low-canopy, low Tree Equity Score areas while managing pest pressure, drought stress, and other factors that threaten tree health and long-term canopy resilience.
    3. Pilot clean energy and microgrid technology at the Roosevelt Yard to evaluate feasibility and resilience benefits and inform broader adoption of resilient power technology across the City's facility portfolio.

Housing and Homelessness

<u>Council Success Statement</u>
Eugene expands housing opportunities for all people and supports a coordinated system that helps those experiencing homelessness achieve long-term stability.

<u>Council Strategies & Staff Tactics</u>

- **Strategy 1: Increase and accelerate production of diverse housing types.**
    1. Continue to provide financial incentives for low-, moderate-income, and market rate housing developments.
    2. Evaluate and recommend new funding strategies to expand the production of Affordable Housing and moderate-income housing.
    3. Study the land available for housing and urban growth boundary expansion needs. Implement land use measures to encourage more compact housing development, including around mixed-use centers and transportation corridors.
    4. Adopt a new 8-year housing action plan (2028-2035) to advance housing production, affordability, and choice. The plan will meet state requirements and include a range of tactics from across the City organization to meet Eugene’s diverse housing needs.

- **Strategy 2: Remove barriers to housing production.**
    1. Implement land use, financial, and infrastructure changes to encourage housing production near community assets, including Downtown, and address regulatory and other barriers in specific areas around the city.
    2. Update the 2020 Wastewater Master Plan to include additional Major Collection System Expansion projects to provide service to unserved areas of the City. Once identified, projects will be prioritized based on a ratio of housing units created compared to cost of the project.
    3. Increase transparency around permitting timelines by improving staff access to meaningful data reporting tools, improving communications of permit review status to applicants, and creating public-facing dashboards that show how long it takes to obtain permits.

- **Strategy 3: Coordinate regionally on homelessness response.**
    1. Advocate with regional partners to increase state shelter funding for the regional shelter network to stabilize funding.
    2. Create, in partnership with Lane County, a data-driven homeless services framework that will capture how the system is functioning and inform strategic investments.
    3. Increase coordination with community partners to improve service access for people experiencing unsheltered homelessness.

- **Strategy 4: Support access to services that help people achieve long-term housing.**
    1. Improve stability and outcomes for residents of City-supported shelters by providing collaborative problem-solving and technical support to contracted service providers.
    2. Leverage federal funding and other available resources to continue to fund household stabilization services for low-income residents to help preserve low-income units and prevent homelessness.

Transportation and Infrastructure

<u>Council Success Statement</u>
Eugene delivers safe, reliable infrastructure and transportation that supports community growth while moving toward zero roadway deaths.

<u>Council Strategies & Staff Tactics</u>
- **Strategy 1: Advance transportation safety.**
    1. Explore options for data driven traffic enforcement including implementation of automated red light and/or speed enforcement.
    2. Explore expansion of bicycle safety education in Eugene through additional Recreation programming in public schools, adult bike and e-bike instruction, and illegal e-moto education and outreach.

3. Implement and evaluate pilot programs for lane reductions to improve safety on two key corridors: Patterson Street south of 19th Ave. and 6th and 7th Avenues in downtown Eugene.

- **Strategy 2: Invest in a connected multi-modal transportation system.**
  1. Complete development of multimodal corridor concept plans for River Road and Highway 99 and prioritize infrastructure investments for implementation with available funding.
  2. Develop strategy to address the need for increased sidewalk maintenance and infill across Eugene.
  3. Launch process to update the Eugene 2035 Transportation System Plan and complete significant community engagement.

- **Strategy 3: Modernize and maintain city infrastructure to support community needs.**
  1. Review Asset Management planning processes to provide citywide alignment and complete a citywide inventory of public-facing facilities that documents asset condition and total estimated maintenance costs, incorporates community priorities for how these spaces are used, and integrates the findings into future capital planning and service goals.
  2. Implement life cycle-based asset management at Eugene Airport to inform condition and needs assessment and planning.
  3. Complete a Road Fund operational system review that assesses and prioritizes the needs of transportation services including ongoing maintenance activities and identifies the amount of funding needed to sustain these services.

- **Strategy 4: Pursue funding partnerships for infrastructure investment.**
  1. Develop a Capital Development and Operations plan for Golden Gardens Sports Complex.
  2. Explore and potentially define a partnership with local organization(s) to build a new recreation facility in River Rd./Santa Clara region.
  3. Expand and formalize strategic partnerships for regional infrastructure acceleration as part of the Lift Off EUG initiative.