

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

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>> MAYOR KNUDSON: GOOD AFTERNOON AND WELCOME TO THE SEPTEMBER 10, 2025, CITY COUNCIL WORK SESSION, AND THANK YOU FOR JOINING US IN THIS VIRTUAL FORMAT TODAY.
FOR WORK SESSIONS LIKE THIS ONE, THERE IS NO OPPORTUNITY FOR PUBLIC COMMENT, AND THOSE WISHING TO ACCESS THE MEETING CAN DO SO BY WATCHING THE LIVE STREAM AVAILABLE ON OUR WEBSITE, THE BROADCAST ON COMCAST CHANNEL 21, OR CALLING INTO ONE OF THE PHONE NUMBERS LISTED FOR THIS MEETING ON THE PUBLIC WEBCAST AND MEETINGS MATERIALS OF THE CITY OF EUGENE WEBSITE.
THANK YOU AGAIN FOR JOINING US.
I NOW CALL THE SEPTEMBER 10, 2025, MEETING TO ORDER.
AND I'LL TURN TO THE CITY MANAGER TO INTRODUCE US TO THE COMMUNITY SURVEY.

>> MEDARY: THANK YOU.

AS YOU KNOW, WE STARTED THE COMMUNITY SURVEY BACK A COUPLE OF YEARS AGO, AND EXCITED TO BE GIVING YOU MORE RESULTS FROM THE NEXT ONE.

THIS AND THE NEXT TOPIC ARE BOTH GOING TO BE PRESENTED BY JASON DEDRICK.

BOTH OF THEM ARE TIED VERY MUCH TO THE WAY WE'VE BEEN TRYING TO GET INTO A RHYTHM WITH THE COMMUNITY AND YOU AND THE BUDGET, SO IT FEELS REALLY GOOD TO BE BACK AND REPORTING ON THAT.

WE KNOW YOU'LL HAVE A LOT OF QUESTIONS ON BOTH TOPICS, SO LOOKING FORWARD TO THE CONVERSATION.

WITH THAT, I'LL TURN IT OVER TO YOU, JASON.

>> DEDRICK: THANK YOU, SARAH.

GOOD AFTERNOON.

I'M JASON DEDRICK, FROM THE CITY MANAGER'S OFFICE.

I AM GOING TO DIVE RIGHT INTO OUR DOUBLEHEADER, I GUESS.

EXCITED ABOUT BOTH OF THESE TOPICS.

I'M GOING TO GET MY SCREEN SET UP HERE.

AND WE'LL GET GOING.

OK.

CAN I GET A CONFIRMATION THAT'S LOOKING GOOD?

GREAT.

ALL RIGHT.

SO I'M GOING TO DIVE RIGHT IN ON OUR COMMUNITY SURVEY RESULTS.

BOTH OF THESE WORK SESSION TOPICS ARE CONNECTED AS THE SURVEY HELPS TO INFORM THE ANNUAL REPORT.

SO HOPEFULLY BOTH THE SURVEY AND ANNUAL REPORT WILL BE HELPFUL WITH YOU GOING FORWARD WITH ALL OF YOUR WORK SESSIONS COMING UP THIS FALL.

I'LL REVIEW WHERE YOU'LL GO WITH THIS PRESENTATION.

I'LL SORT OF REVIEW THE GOALS OF THE SURVEY, WHY WE DO THE

COMMUNITY SURVEY, THE METHODOLOGY OF THE SURVEYS, WHO RESPONDED TO THE SURVEY, AND REALLY SPEND THE BULK OF THE TIME ON RESULTS.

REALLY KIND OF TOUCHING THE HIGH LEVEL RESULTS AS YOU CAN SEE FROM THE PACKET, THERE'S HUNDREDS OF PAGES, LOTS OF RESULTS. SO I'LL JUST BE COVERING THE HIGH LEVEL ITEMS AND THEN I'LL COVER NEXT STEPS AS RELATES TO THE SURVEY.

AS A REMINDER, WE HAVE DELIBERATELY CREATED A CYCLE AROUND OUR WORK RECENTLY THAT REALLY STARTED WITH THE COMMUNITY SURVEY INFORMING THE STRATEGIC PLAN, AND SO NOW WE'RE RETURNING WITH THE COMMUNITY SURVEY THIS YEAR THAT IS INFORMING OUR YEAR TWO ANNUAL REPORT ON THE STRATEGIC PLAN.

BOTH OF THEM WILL INFORM BUDGET DEVELOPMENT THAT WILL BEGIN LATER THIS YEAR AND EARLY INTO NEXT YEAR.

WE'LL RETURN THIS TIME NEXT YEAR WITH THE YEAR THREE ANNUAL REPORT ON THE STRATEGIC PLAN.

THE DATE FOR OUR NEXT COMMUNITY SURVEY IS TBD, BUT LIKELY OVER THE WINTER.

KIND OF LATE '26, EARLY '27.

WE WILL THEN USE THAT INFORMATION TO INFORM A REFRESH OF THE STRATEGIC PLAN, THE STRATEGIC PLAN SUNSETS IN JUNE OF '27.

AND THEN THE SURVEY AND THE STRATEGIC PLAN WILL THEN ROLL BACK INTO INFORMING OUR '29-'31 BUDGET.

SO WE INTEND ON STAYING ON SOME KIND OF CYCLE LIKE THIS GOING FORWARD.

SO DIVING INTO THE METHODOLOGY OF THE SURVEY, THE SURVEY WAS DEVELOPED BY STAFF AND RTC, OUR CONSULTANT.

A LOT OF WORK WAS DONE ON THE 2022 SURVEY, PROBABLY 2/3 TO 3/4 OF THE QUESTIONS IN THIS YEAR'S SURVEY WERE A REPEAT FROM 2022.

SO THE SURVEY ADMINISTRATION THIS YEAR, WE HAD THE IDENTICAL SURVEY INSTRUMENT ADMINISTERED IN TWO WAYS.

BECAUSE THE DEMOGRAPHICS FOR THOSE TWO SAMPLES ARE DIFFERENT, WE KEEP THE RESULTS FROM THOSE TWO SURVEYS SEPARATE.

AND GENERALLY IN THE PRESENTATION, ANY OF THE DON'T KNOW RESPONSES TO QUESTIONS HAVE BEEN REMOVED UNLESS I NOTE OTHERWISE.

SO THE FIRST WAY THAT WE ARE -- OR ONE WAY THAT WE OFFER THE SURVEY WAS AVAILABLE TO ALL COMMUNITY MEMBERS ON THE TEAM FROM JULY 10 TO AUGUST 3.

WE HAD 477 RESPONDENTS TO THE SURVEY.

THE RESULTS WERE RELATIVELY SIMILAR TO THE REPRESENTATIVE SURVEY THAT I'LL TALK ABOUT IN A MINUTE.

HOWEVER, THE DEMOGRAPHICS WERE PRETTY DIFFERENT, AND I'LL ALSO TALK ABOUT THAT IN A MINUTE.

THE REPRESENTATIVE SURVEY, THIS IS WORKING WITH OUR CONSULTANT. THEY WERE MAILING THE SURVEY TO RANDOMLY SELECTED COMMUNITY MEMBERS EARLY IN JUNE.

THE INTENTION OF THAT RANDOM SELECTION IS TRYING TO MATCH THE DEMOGRAPHICS OF OUR COMMUNITY AS CLOSELY AS POSSIBLE, AND ALSO MAKE SURE THAT WE HAD AT LEAST 100 COMPLETED SURVEYS FROM EACH OF

THE CITY COUNCIL WARDS, WHICH WE DID.

WE HAD 942 RESPONDENTS, THAT REPRESENTED A 16% RESPONSE RATE.

WHILE THAT MAY SEEM LOW, IN TALKING TO OUR CONSULTANT THEIR AVERAGE RESPONSE RATE FOR COMMUNITIES IS 12%, AND THIS RESPONSE RATE IS ONE OF THE HIGHEST THAT THEY'VE SEEN.

SO WE ARE -- THEIR CONCLUSION IS THAT WE'RE A COMMUNITY THAT'S ENGAGED AND WANTS TO BE INVOLVED IN THE THINGS THAT WE'RE DOING.

THE REPRESENTATIVE SURVEY BECAUSE OF ITS CLOSE MATCH TO THE CENSUS DATA WILL BE THE FOCUS OF THE REMAINDER OF THE PRESENTATION IN TERMS OF RESULTS.

SO IN LOOKING AT THAT DEMOGRAPHIC INFORMATION, REALLY COMPARING THE REPRESENTATIVE SURVEY TO OUR CENSUS ON SOME KEY DEMOGRAPHIC FACTORS, YOU CAN SEE CLOSELY MATCHING BIEND ARE YOU WITH OUR COMMUNITY, CLOSELY MATCHING BY INCOME, PRETTY CLOSELY MATCHING ON COMMUNITY MEMBERS THAT IDENTIFY AS BIPOC.

AND THEN THE HOMEOWNER A LITTLE HIGHER THAN THIS SURVEY.

IT'S PRETTY COMMON WHEN THEY ARE REACHING OUT TO PEOPLE VIA ADDRESS, IT OVERTARGETS HOMEOWNERS IT'S A TRICKY PROBLEM TO SOLVE.

WITH THE WARDS, WE HAD A TIGHT RANGE BETWEEN 11% AND 14% IN OUR WARDS.

ON THE RIGHT, YOU CAN SEE THE SURVEY THAT WAS AVAILABLE TO ANYONE IN THE COMMUNITY ON ENGAGE EUGENE.

YOU CAN SEE THE RESPONDENTS WERE MORE LIKELY TO BE FEMALE, MORE LIKELY TO BE HIGHER INCOME, LESS LIKELY TO IDENTIFY AS BIPOC, AND

MORE LIKELY TO BE HOMEOWNERS.

AND THEN THERE WAS ALSO A WIDER RANGE IN WHERE SURVEY RESPONDENTS LIVE IN THE COMMUNITY IN TERMS OF COUNCIL WARDS.

SO AT THE HIGHEST LEVEL, SOME OF THE MAJOR THEMES FROM THIS YEAR'S SURVEY WAS THAT THERE WAS LITTLE CHANGE FOR MANY OF THE QUESTIONS AND ITEMS CARRIED OVER FROM 2022.

SOME CHANGES, WHICH I WILL TALK ABOUT, BUT MOSTLY RELATIVELY MINOR.

HOMELESSNESS IS EMERGING A BIT MORE AS THE DOMINANT ISSUE, AND THIS RELATES TO THE NEW SECTIONS OF THE SURVEY THAT WE HAD AROUND SAFETY BELONGING IN DOWNTOWN, WHERE WE HADN'T ASKED QUESTIONS AROUND THOSE AREAS BEFORE.

ACROSS ALL THREE OF THOSE, HOMELESSNESS WAS A KEY VARIABLE.

AND THEN CONCERNS RELATED TO THE ECONOMY AND JOBS EMERGED A LITTLE BIT MORE ACROSS MULTIPLE QUESTIONS THAN THEY DID AS CONCERNS IN 2022.

SO LOOKING AT SORT OF THE HIGH LEVEL, HOW OUR COMMUNITY MEMBERS ARE EXPERIENCING EUGENE, MOST ARE PRETTY SATISFIED WITH THEIR LIFE OVERALL, THEIR QUALITY OF LIFE AND THEIR NEIGHBORHOOD AND EUGENE OVERALL, AND 2/3 FEEL LIKE EUGENE IS A GOOD OR EXCELLENT PLACE TO LIVE.

ALL OF THESE ARE UP SLIGHTLY SINCE 2022.

SO REGARDLESS OF SOME OF THE FOLLOWING DATA ON HOW PEOPLE ARE FEELING ABOUT ISSUES IN THE COMMUNITY, OVERALL, PEOPLE'S LIVES ARE GOING RELATIVELY WELL.

SO WE ASKED IN AN OPEN ENDED QUESTION, WHAT'S THE MOST IMPORTANT

THING THE CITY CAN DO TO IMPROVE QUALITY OF LIFE IN THE COMMUNITY?

AND THEN PEOPLE COULD WRITE IN ANY RESPONSE THEY WANT.

HOMELESSNESS WAS THE DOMINANT RESPONSE.

SO SOMEHOW ADDRESSING ACTIONS RELATED TO HOMELESSNESS.

THIS IS THE SAME NUMBER ONE ITEM WE SAW IN 2022.

HOWEVER, THE GAP BETWEEN IT AND THE OTHER RESPONSES IS MUCH WIDER THAN IT WAS IN 2022.

CRIME AND SAFETY MOVED DOWN A BIT FROM 2022, AND CITY INEFFECTIVENESS MOVED UP THE LIST COMPARED TO 2022.

WE ASKED HOW EUGENE IS AS A PLACE TO LIVE COMPARED TO FIVE YEARS AGO.

YOU CAN SEE THE DATA FROM THIS YEAR ON THE TOP AND THE DATA FROM 2022 ON THE BOTTOM.

A SMALLER PERCENTAGE OF COMMUNITY MEMBERS FEEL THAT THINGS ARE WORSE OR MUCH WORSE COMPARED TO FIVE YEARS AGO.

A LARGER PERCENTAGE FEEL THAT EUGENE IS ABOUT THE SAME, AND A SMALL PERCENTAGE INCREASE IN TERMS OF HOW FOLKS ARE FEELING, THINGS ARE BETTER OR MUCH BETTER COMPARED TO FIVE YEARS AGO.

SO THIS IS DATA THAT HAS ROOM FOR IMPROVEMENT BUT IS TRENDING IN THE RIGHT DIRECTION.

QUESTIONS RELATED TO ECONOMIC PROSPERITY.

LARGE MAJORITY OF OUR COMMUNITY MEMBERS SELF IDENTIFY AS LIVING COMFORTABLY OR DOING OK FINANCIALLY.

ONLY 40% SAY THAT EUGENE IS A GOOD OR EXCELLENT PLACE TO WORK,

DOWN 6% FROM THE LAST SURVEY.

AND ONLY 30% SAY THE VALUE THEY RECEIVE FOR THEIR CITY TAX DOLLARS AND FEES IS GOOD OR EXCELLENT.

THAT'S DOWN SLIGHTLY BY 1% FROM 2022.

WE HAVE A FEW QUESTIONS THAT WE CAN BENCHMARK AGAINST REGIONAL AND NATIONAL DATA.

EUGENE AS A PLACE TO LIVE.

YOU CAN SEE FAIRING, YOU KNOW, RELATIVELY BETTER COMPARED TO THE REGION AND THE NATION.

EUGENE AS A PLACE TO WORK, AT 40%, NOT AS GOOD AS CITIES ACROSS THE REGION OR THE NATION.

AND IN TERMS OF THE VALUE RESPONDENTS FEEL THEY RECEIVE FOR TAXES AND FEES, 30% SIMILAR BUT LOWER TO WHAT CITIES ACROSS THE REGION ARE REPORTING.

WE ALSO ASKED HOW MUCH CONFIDENCE RESPONDENTS HAVE IN CITY COUNCIL AND CITY STAFF, SEPARATE QUESTIONS.

THESE NUMBERS CHANGE THE ONLY 1% ON BOTH DIMENSIONS OVER THE LAST THREE YEARS.

AND YOU CAN SEE THAT TRUST IN OUR COMPETENCE AND COUNCIL WAS VERY SIMILAR TO CITIES ACROSS THE REGION AND U.S., AND CONFIDENCE IN CITY STAFF IS HIGHER THAN ACROSS THE REGION AND THE U.S.

THE SURVEY CONTAINS A LIST OF 25 ATTRIBUTES.

THESE ARE THINGS THAT PEOPLE MIGHT FIND IMPORTANT IN A COMMUNITY.

IT'S IMPORTANT TO KNOW IT'S NOT A LIST OF EVERY CITY SERVICE OR EVERYTHING THAT WE DO BUT THINGS THAT ARE PART OF THE COMMUNITY

MEMBERS' EXPERIENCE.

SO IT INCLUDES THINGS LIKE TRANSIT OR K-12 EDUCATION.

SO RESPONDENTS COULD RATE EACH OF THE 25 ATTRIBUTES BY HOW IMPORTANT THEY FEEL THESE ITEMS ARE TO HAVE IN A COMMUNITY AND HOW GOVERNMENT IN EUGENE IS DELIVERING ON THESE.

AND SO WHEN WE COMPARE THE IMPORTANCE TO THE DELIVERY, WHAT WE GET IS WHAT WE CALL THE EXPECTATION GAP, THE DIFFERENCE BETWEEN HOW IMPORTANT SOMETHING IS AND HOW WE'RE DELIVERING.

MOST OF THE 25 ITEMS HAD A VERY SMALL CHANGE COMPARED TO 2022.

A FEW HAD A LARGER OR WORSE GAP COMPARED TO THREE YEARS AGO.

CAREER OPPORTUNITIES, AVAILABILITY OF JOBS.

A COUPLE OF THE ECONOMIC DEVELOPMENT THINGS I MENTIONED EARLIER.

AND QUALITY OF K-12 EDUCATION AND AFTER SCHOOL PROGRAMS.

A COUPLE HAD A BETTER OR SMALLER GAP COMPARED TO 2022.

DIVERSITY, EQUITY, INCLUSION AND LEADERSHIP IN ADDRESSING CLIMATE CHANGE.

WHEN WE LOOK AT WHICH OF THESE ITEMS HAVE THE LOWEST SATISFACTION, INCH THE LARGEST EXPECTATION GAP, YOU CAN SEE THAT AFFORDABLE HOUSING AND PERSONAL SAFETY AND CAREER OPPORTUNITIES WERE THE TOP THREE.

THE TOP FIVE ARE IDENTICAL TO THREE YEARS AGO, JUST A SMALL REORDERING OF THOSE.

AND THEN IF WE LOOK AT THE ITEMS WITH THE HIGHEST SATISFACTION, THAT IS THE SMALLEST EXPECTATION GAP, ARTS AND CULTURE, INSTITUTIONS, DIVERSITY, EQUITY AND INCLUSION, WORK, EVENTS AND SOCIAL ACTIVITIES

RANK AS THE TOP THREE.

YOU CAN SEE THAT THREE OF THESE ITEMS ARE THE SAME FROM 2022.

AND A COUPLE OF NEW ONES HAVE COME IN THERE.

SO 59% OF OUR RESPONDENTS SAID WE'RE HEADED IN THE WRONG DIRECTION ON THE ISSUE OF HOMELESSNESS, UP FROM THREE YEARS AGO.

WE ASKED WHY IS THE CITY HEADED IN THE WRONG DIRECTION.

FOR FOLKS WHO RESPONDED THAT THINGS WERE HEADED IN THE WRONG DIRECTION, THESE WERE THE THINGS THAT WE SAW.

THESE RESPONSES ARE SIMILAR TO WHAT WE SAW THREE YEARS AGO, AND NOT REALLY ANYTHING TOO NEW OR GROUNDBREAKING HERE FOR US.

WE ALSO ASKED A QUESTION TO HELP US WITH ONE OF OUR STRATEGIC PLAN GOALS, WHICH IS TO MITIGATE THE IMPACTS OF UNSHELTERED HOMELESSNESS BOTH ON THE UNHOUSED AND THE HOUSED COMMUNITY MEMBERS.

YOU CAN SEE THAT 49% FEEL THAT EFFORTS TO MITIGATE IMPACT HOMELESSNESS ARE GOING IN THE WRONG DIRECTION.

SIMILARLY, WE ASKED ABOUT HOUSING.

49% SAID HOUSING WAS HEADED IN THE WRONG DIRECTION, DOWN SLIGHTLY FROM 51% IN 2022.

OPEN-ENDED QUESTION FOR THOSE WHO SAID WE'RE HEADED IN THE WRONG DIRECTION, WRITE IN ANYTHING THAT THEY WANT.

HOUSING COSTS AND AFFORDABILITY WAS THE NUMBER ONE RESPONSE.

THIS WAS ALSO THE NUMBER ONE RESPONSE IN 2022.

HOWEVER, MUCH LIKE ON THE HOMELESSNESS QUESTION EARLIER, THE GAP HERE IS LARGER BETWEEN HOUSING COSTS AND AFFORDABILITY AND THE

OTHER ITEMS THAN WHAT WE SAW THREE YEARS AGO.

WE ASKED IN AN OPEN-ENDED WAY, WHAT ARE YOUR TOP CONCERNS FOR THE COMMUNITY OVER THE NEXT YEAR.

AND SO PEOPLE COULD WRITE IN THEIR NUMBER ONE, NUMBER TWO, AND NUMBER THREE RESPONSE.

WHEN WE COMBINED ALL OF THOSE AND LOOK AT THE COLUMN ON THE LEFT, YOU CAN SEE THE TOP ITEMS HERE, HOMELESSNESS, HOUSING, LEGAL ACTIVITY, SAFETY, CITY BUDGET TAXES, AND TRANSPORTATION.

HOMELESSNESS AND HOUSING AS ONE AND TWO ARE THE SAME AS THREE YEARS AGO.

A NEW ITEM HERE IS CITY BUDGET AND TAXES, WHICH WAS NOT IN THE TOP FIVE THREE YEARS AGO.

ASKING THE SAME QUESTION, URGENT CONCERN, AGAIN PEOPLE COULD WRITE IN THEIR RESPONSE OVER THE NEXT THREE TO FIVE YEARS, COMBINING THE NUMBER ONE, NUMBER TWO, AND NUMBER THREE IN THE LEFT-HAND COLUMN YOU CAN SEE HOMELESSNESS, CITY BUDGET/TAXES, HOUSING, ILLEGAL ACTIVITY, AND SAFETY.

HOMELESSNESS WAS THE NUMBER ONE ITEM THREE YEARS AGO.

HOWEVER, NEW TO THE LIST IS THE CITY BUDGET/TAXES ITEM, AND YOU CAN SEE THAT COMING ALL THE WAY UP ON THE LIST AS NUMBER TWO THIS YEAR. SO BUDGET AND TAXES ARE MUCH MORE SEEMINGLY AT THE FOREFRONT OF FOLKS' MINDS THAN IT WAS THREE YEARS AGO.

WE ASKED A NEW SET OF QUESTIONS AROUND BELONGING TO ASSIST WITH THE STRATEGIC PLAN GOAL THAT WE HAVE AROUND BELONGING.

YOU CAN SEE HERE THAT NEARLY 70% OF RESPONDENTS SAY THEIR

NEIGHBORHOOD IS A PLACE THEY FEEL THEY BELONG, AND ALSO 59% FEEL THAT EUGENE IS A PLACE THEY FEEL THEY BELONG.

ONE DIMENSION OF BELONGING WE FIND FROM NATIONAL RESEARCH IS HOW COMFORTABLE PEOPLE FEEL EXPRESSING OPINIONS IN THEIR COMMUNITY. 58% FEEL COMFORTABLE WITH THAT.

HOWEVER, 24% DO NOT FEEL COMFORTABLE EXPRESSING THEIR OPINIONS IN EUGENE.

SO WE ASKED IN AN OPEN-ENDED WAY, WHAT ARE YOUR POSITIVE EXPERIENCES RELATED TO YOUR SENSE OF BELONGING IN EUGENE? PEOPLE COULD WRITE ANYTHING THEY WANTED.

THERE WAS A REAL THEME IN THREE OF THE TOP FOUR ITEMS HERE AROUND FRIENDS AND FRIENDLINESS.

WHICH IS GREAT, AND WE'LL TALK ABOUT THAT.

THAT WILL COME UP AGAIN AT THE END OF MY PRESENTATION.

THE OTHER IMPORTANT THING ABOUT THIS LIST WHEN WE THINK ABOUT OUR STRATEGIC PLAN GOAL AROUND BELONGING IS WHERE THE IS NEXUS BETWEEN WHAT THE CITY DOES AND HOW PEOPLE EXPERIENCE BELONGING. YOU CAN SEE THAT PEOPLE MENTION ASSOCIATIONS, SPECIFICALLY CULTURAL OFFERINGS, PARKS, SATURDAY MARKET, AND NATURE AND OPEN SPACES.

SO THINGS THAT THE CITY DOES DO HAVE AN IMPACT ON BELONGING AND THESE ARE IMPORTANT TO MAINTAIN TO HAVE THAT SENSE OF BELONGING FOR COMMUNITY MEMBERS.

ON THE FLIP SIDE, WE ASKED WHAT ARE YOUR NEGATIVE EXPERIENCES RELATED TO YOUR SENSE OF BELONGING.

AGAIN, A WRITE-IN QUESTION.

NUMBER ONE ANSWER BY QUITE A BIT WAS RELATED TO HOMELESSNESS. NATIONAL RESEARCH ON TOPICS LIKE THIS SHOWS US THAT IF YOU CARE VERY MUCH ABOUT AN ISSUE IN YOUR COMMUNITY, AND THAT ISSUE ISN'T TRENDING IN THE DIRECTION YOU WOULD LIKE, IT WILL OFTEN DECREASE YOUR SENSE OF BELONGING IN THE COMMUNITY.

SO I'M NOT ULTIMATELY TOO SURPRISING GIVEN HOW IMPORTANT OF AN ISSUE THAT IS TO OUR COMMUNITY AND THE FACT THAT FOLKS FEEL WE'RE NOT HEADING IN THE RIGHT DIRECTION.

LOOKING AT THE LIST FOR ITEMS WHERE THERE'S A NEXUS WITH CITY ACTIONS AND PROJECTS, YOU CAN SEE CRIME THERE AT NUMBER TWO. THE TOO EXPENSIVE TO LIVE IN EUGENE IS A BIG COMPONENT OF HOUSING RELATED TO IT.

DOWNTOWN, TRASH AND GRAFFITI, UNSAFE DRIVING.

THERE ARE THINGS THE CITY CAN POTENTIALLY IMPACT THAT WOULD HELP WITH THESE NEGATIVE EXPERIENCES OF BELONGING.

WE ASKED A SERIES OF QUESTIONS AROUND SAFETY THAT WE HAD NOT ASKED BACK IN 2022.

BASICALLY, AROUND SEVEN DIFFERENT SAFETY SITUATIONS IN OUR COMMUNITY, HOW SAFE DO PEOPLE FEEL.

THE BLUE BARS ARE VERY SAFE.

THE DARK BLUE AND THE LIGHT BLUE BAR IS SAFE.

COMBINING THE TWO BLUE BARS, YOU CAN SEE THAT PEOPLE FEEL MOST

SAFE WHEN WALKING ALONE IN THEIR NEIGHBORHOOD DURING THE DAY.

WE WERE REALLY FOCUSED ON THIS IN EUGENE OVERALL.

57% OF RESPONDENTS FEEL SAFE IN EUGENE OVERALL.

THAT'S IMPORTANT BECAUSE IT'S RELATED TO ONE OF OUR STRATEGIC PLAN GOALS.

LOOK AT THE BAR RIGHT BELOW THAT, WALKING ALONE IN YOUR NEIGHBORHOOD AT NIGHT.

THAT NUMBER WHICH IS -- WHAT IS THAT, AROUND 55%, IS ACTUALLY TRACKING ABOUT ON PAR WITH NATIONAL AVERAGE FOR A NUMBER LIKE THAT.

SO WE'RE ACTUALLY LOOKING AT FINDING SOME OTHER NATIONAL DATA TO COMPARE THESE OTHER ITEMS WITH AS WELL.

AND YOU CAN SEE AT THE BOTTOM IN TERMS OF THE SETTING OF THE SEVEN THAT WE PROVIDED THAT FEELS THE LEAST SAFE IS VISITING DOWNTOWN EUGENE.

AND WE'LL TALK MORE ABOUT DOWNTOWN IN A MINUTE.

WE ASKED HOW FEELINGS OF SAFETY HAVE CHANGED OVER THE LAST YEAR.

57% SAY THEIR FEELINGS HAVE STAYED THE SAME.

35% DECREASED.

OPEN-ENDED QUESTION, WHAT MAKES YOU FEEL LESS SAFE IN EUGENE?

THE TOP ITEMS ARE HOMELESSNESS, PUBLIC HARASSMENT AND AGGRESSION, MENTAL HEALTH AND ERRATIC BEHAVIOR, AND GENERAL ANXIETY AND PERCEPTION OF THREATS.

WHAT'S THE MOST IMPORTANT ACTIONS THAT THE CITY CAN TAKE TO

IMPROVE SENSE OF SAFETY? AGAIN, A WRITE-IN QUESTION.

YOU CAN SEE THAT INCREASING LAW ENFORCEMENT PRESENCE AND ACTION WAS THE NUMBER ONE RESPONSE.

ANOTHER, A THEME EMBEDDED WITHIN THESE RESPONSES WERE THINGS LIKE COMMUNITY POLICING OR NEIGHBORHOOD POLICING, WANTING TO SEE OFFICERS OUT IN THE COMMUNITY WHEN THEY ARE NOT RESPONDING TO CALLS.

ADDRESSING HOMELESSNESS IS NUMBER TWO, AND EXPANDING AND RESTORING CRISIS AND MENTAL HEALTH SERVICES.

CAHOOTS WAS A STRONG THEME IN THAT ITEM.

WE ASKED A FEW QUESTIONS AROUND DOWNTOWN.

3/4 OF RESPONDENTS ARE VISITING DOWNTOWN ONCE OR MORE A MONTH OR MORE THAN HALF ONCE OR MORE A WEEK.

WE ASKED ABOUT THE DIRECTION THEY FEEL DOWNTOWN IS GOING.

36% SAY IT'S GETTING WORSE.

39% STAYING THE SAME.

OPEN-ENDED QUESTION, WHAT COULD THE CITY DO TO ENCOURAGE YOU TO VISIT DOWNTOWN MORE OFTEN? INCREASE SENSE OF SAFETY AND AN ITEM RELATED TO HOMELESSNESS WERE THE TOP TWO.

ALSO INCLUDED, MORE, BETTER AND DIVERSE RETAIL AND FREE AND EASIER PARKING.

OVER THE LAST THREE WEEKS, WE CONDUCTED FOUR FOCUS GROUPS WITH RESPONDENTS TO THE REPRESENTATIVE SURVEY.

BASICALLY, THE END OF THE SURVEY WE ASKED ANYONE TO SUPPLY THEIR

EMAIL IF THEY WOULD LIKE TO PARTICIPATE IN A FOCUS GROUP.

SO THOSE FOLKS SELF-SELECTED IN.

WE HAD AROUND 50 PARTICIPANTS.

WANTED TO QUICKLY WALK THROUGH THE THEMES THERE.

WE BASICALLY USED THE FOCUS GROUPS AS A WAY TO DIG DEEPER ON TOPICS WE WANTED TO LEARN A LITTLE MORE ABOUT THE RESULTS.

SO ON SAFETY, WHEN WE ASKED WHAT COMES UP MOST FOR PEOPLE AROUND SAFETY, AGGRESSIVE BEHAVIOR, WHETHER IT BE OUT IN THE COMMUNITY.

THINGS LIKE BIKE PATHS, SIDEWALKS, DOWNTOWN CAME UP, AGGRESSIVE BEHAVIOR FROM OTHER INDIVIDUALS.

THE LACK OF CAHOOTS CAME UP AS SOMETHING THAT MAKES PEOPLE FEEL LESS SAFE.

DIRECTLY TIED TO THAT AGGRESSIVE BEHAVIOR ITEM.

AND LICENSE PLATE CAMERAS CAME UP IN BOTH DIRECTIONS.

WE HAD FOCUS GROUP MEMBERS SAYING THAT THEY FELT SAFER WITH THE CAMERAS AND OTHERS SAYING THEY FEEL LESS SAFE WITH THE CAMERAS.

WE ASKED WHAT WOULD INCREASE PEOPLE'S VALUE FOR THEIR TAXES AND FEES.

THEY TALKED ABOUT MORE COMMUNICATION ABOUT THE BUDGET AND SPENDING PRIORITIES.

THEY SAID ANYTHING DOWNTOWN THAT WOULD HELP WOULD HAVE THEM FEEL A GREATER VALUE, AND THEN CONTINUING PROGRAMS THAT ARE REAL COMMUNITY AMENITIES LIKE RECREATION PROGRAMS, LIBRARIES, POOLS, PADS AND PARKS, ALL THINGS THAT CONTINUING THOSE MAKES THEM FEEL

AS THOUGH THEY ARE GETTING GOOD VALUE FOR THEIR TAXES.

WE ASKED WHAT WOULD INCREASE TRUST AND CONFIDENCE IN THE CITY.

GREATER ACCESS TO CITY LEADERSHIP, WHETHER THAT'S IN PERSON OR VIA EMAIL, ADDITIONAL COMMUNICATIONS AND TRANSPARENCY ARE ON WHAT THE CITY IS DOING.

AND THEN ITEMS LIKE THE ACTUAL FOCUS GROUP.

THEY SAID THINGS LIKE THIS, THIS VERY FOCUS GROUP, THAT MAKE ME TRUST AND HAVE HIGHER TRUST IN THE CITY.

FINALLY, WE ASKED HOW PEOPLE WOULD LIKE TO RECEIVE INFORMATION.

THEY TALKED TO US A LOT ABOUT MORE FOCUS OR ACTIVE COMMUNICATION VERSUS THINGS LIKE A WEBSITE, WHICH ARE PASSIVE.

SO REGULAR UPDATES, WHETHER THAT'S OPT-IN EMAILS OR A ONE STOP SHOP FOR WHAT'S GOING ON THIS WEEK OR THIS MONTH.

THESE ARE ALL THINGS WE LEARNED ABOUT EARLIER THIS YEAR, AND WE HAVE BEEN WORKING ON SOME OF THESE ITEMS ALREADY.

WRAPPING UP FINALLY WITH THE GOOD QUESTION AT THE END OF THE SURVEY, THE GOOD NEWS, WHAT MAKES EUGENE SPECIAL, A WRITE-IN RESPONSE.

SAME FOUR KEY CATEGORIES AS WE'VE SEEN.

THE STRONG NEXUS BETWEEN WHAT THE CITY DOES AND WHAT MAKES EUGENE SPECIAL.

NEXT STEPS FOR THE SURVEY WILL BE SHARING THESE RESULTS WITH THE COMMUNITY.

THEY ARE NOW POSTED ON OUR WEBSITE, AND WE'LL ALSO SHARE RESULTS WITH STAFF TO HELP INFORM SERVICE DELIVERY ACROSS THE

ORGANIZATION.

AND WITH THAT, I'LL TURN IT OVER TO THE MAYOR FOR QUESTIONS AND DISCUSSION.

>> MAYOR KNUDSON: THANK YOU, JASON.

A LOT WE'RE COVERING HERE, AND WE'VE GOT ABOUT 20 MINUTES OR SO FOR THIS AGENDA ITEM BEFORE WE GO INTO THE RELATED DISCUSSION WITH THE STRATEGIC PLAN.

SO JUST TO START FOR THIS FIRST ROUND, IF WE COULD HAVE A MINUTE FOR REALLY CLARIFYING QUESTIONS TO MAKE SURE THAT EVERYBODY'S WORKING WITH THE SAME BASIC UNDERSTANDING OF WHAT JASON JUST PRESENTED.

THANK YOU FOR THAT QUICK, COMPREHENSIVE OVERVIEW, JASON.
COUNCILLORS IN THE QUEUE, ANY CLARIFYING QUESTIONS?

ALL RIGHT.

WE'LL DIVE RIGHT IN.

>> DEDRICK: SORRY.

I THINK I MISSED THAT.

ARE WE HEADING STRAIGHT INTO THE ANNUAL REPORT?

I DIDN'T THINK SO.

>> MAYOR KNUDSON: THANK YOU.

COUNSELOR GROVES.

>> GROVES: I DIDN'T HAVE A CLARIFYING QUESTION.

I HAD A BIGGER THING I WANTED TO RAISE.

I'M STILL FRUSTRATED THAT COUNCIL HAS NO INPUT INTO HOW THE SURVEY IS DESIGNED AND THE QUESTIONS THAT ARE ASKED.

AND GOING BACK A NUMBER OF YEARS WHEN I WAS AN EXECUTIVE MANAGER, I WAS FRUSTRATED THEN.

QUESTIONS WERE BEING ASKED, AND WE'RE ALWAYS TOLD, IT'S TOO LATE TO GIVE INPUT OR NO, WE HAVE TO KEEP IT THE SAME WAY IT'S BEEN FOR TRENDING, WHICH I DO UNDERSTAND.

BUT THEN WHEN IT'S REDONE, THERE'S NOT ENOUGH TIME TO INCORPORATE YOUR INFORMATION.

MY QUESTION IS, IF I WERE TO ASK EACH EXECUTIVE MANAGER TODAY FOR A CANDID, OFF THE RECORD RESPONSE TO HOW MUCH INPUT THEY FEEL THEY HAVE IN THE SURVEY, WHAT WOULD I HEAR? WHAT DO YOU THINK I WOULD HEAR?

>> DEDRICK: I WILL BRIEFLY ANSWER THAT QUESTION, AND SEE IF CITY MANAGER HAS ANY RESPONSE.

WE ENGAGE STAFF ACROSS THE ORGANIZATION AS WELL AS OUR COMMUNICATION STAFF ON DEVELOPING THE SURVEY, AND THEN THE EXECUTIVE TEAM HAS THE OPPORTUNITY, PRETTY LENGTHY THIS TIME AROUND, TO REVIEW QUESTIONS, SUGGEST NEW QUESTIONS, WORK WITH STAFF IN THEIR AREAS WHERE WE SAY WE'RE GOING TO ASK NEW QUESTIONS, FOR EXAMPLE, AROUND DOWNTOWN.

SO THE EXECUTIVE TEAM CERTAINLY HAVE THE OPPORTUNITY TO ENGAGE IN THE QUESTIONS.

HOW MUCH THEY MAY HAVE ACTUALLY DONE THAT IS HARD TO KNOW, BUT WE CERTAINLY DID GET FEEDBACK FROM THE EXECUTIVE TEAM.

>> GROVES: WELL, I HOPE IT'S BETTER THAN IT WAS IN THE PAST, BECAUSE I HAVE COLLEAGUES FROM THE PAST THAT WOULD ANSWER THAT QUESTION VERY DIFFERENTLY THAN YOU JUST DID.

THEY SEE IT MORE THE WAY I DO.

PART OF THE SURVEY IS TO HELP THE EXEC TEAM AND THE DEPARTMENTS KNOW HOW TO BEST DELIVER THEIR SERVICES.

AND IF THEY ARE NOT INCLUDED IN THAT PROCESS, WE'RE FALLING SHORT OF WHAT WE NEED TO DO FOR GAINING THIS INFORMATION FROM THE TRUST.

I ACTUALLY THINK THE SURVEY PROCESS IS IMPORTANT.

BUT I FEEL IT'S -- WE'RE UNDERUTILIZING IT, AND I THINK WE NEED TO COME UP WITH A BETTER WAY.

AND THEN GETTING BACK TO -- AS A COUNCILLOR NOW, I THINK IT'S VERY IMPORTANT THAT COUNCIL HAS INPUT OVER WHAT KIND OF QUESTIONS WE ARE ASKING.

WE'RE THE ONES THAT ARE CHARGED WITH RUNNING THE CITY FROM A POLICY STANDPOINT.

AND HOW CAN WE MAKE GOOD POLICY IF WE'RE NOT INVOLVED IN HOW THE SURVEY IS STRUCTURED AND WHAT QUESTIONS WE ARE ASKING? SO I DON'T KNOW IF ANY OF MY COLLEAGUES HERE AGREE WITH THAT, BUT I DEFINITELY

WANT TO GET ON THE RECORD EXPRESSING MY CONCERNS AND
FRUSTRATION ABOUT THIS.

THANK YOU.

>> MAYOR KNUDSON: COUNCILLOR YEH.

>> YEH: THANK YOU.

THANKS, MAYOR.

JASON, THANK YOU SO MUCH.

I THINK THESE SURVEY RESULTS ARE NOT SURPRISING, BUT ARE ALWAYS
VERY HELPFUL.

AND WHILE I DO THINK IT'S GOOD TO GET FEEDBACK FROM STAFF AND FROM
COUNCIL, AT THE END OF THE DAY, THE WAY QUESTIONS ARE WORDED AND
HOW THEY ARE DONE ARE VERY IMPORTANT.

I WANT TO BRING IN AND CONSULT AS MUCH AS WE CAN.

I WOULD NOT BE COMFORTABLE WITH US MAKING QUESTIONS, I GUESS, BUT
CERTAINLY HAVING OUR FEEDBACK AROUND AREAS THAT WE'RE LOOKING
FOR MAKES A LOT OF SENSE.

I JUST WANTED TO SHARE SOME THOUGHTS ABOUT ONE OF THE SECTIONS.
OUR BELONGING SECTION.

I KNOW IT'S ALWAYS DIFFICULT TO GET FOLKS TO ANSWER THESE, BUT I FEEL
LIKE THIS IS A SECTION THAT COULD REALLY BENEFIT FROM HAVING AN
EMPHASIS ON FOLKS IN OUR COMMUNITY WHO ARE UNDERSERVED OR WHO
MIGHT BE IN MINORITY POPULATIONS.

LET'S JUST FACE IT, YOU KNOW, THE WORLD IS BUILT TO MAKE SOMEONE
LIKE ME FEEL COMFORTABLE AND FEEL LIKE I BELONG ALMOST

EVERYWHERE I GO, RIGHT? SO HOW I FEEL ABOUT HOW I BELONG IN OREGON OR IN THE CITY IS LESS -- WILL BRING LESS SURPRISES TO ME OR BE LESS VALUABLE TO ME AS A CITY COUNCILLOR THAN KNOWING HOW SOME OF OUR POPULATIONS WHO HAVE NOT ALWAYS FELT LIKE THEY BELONG ARE FEELING.

I HOPE THAT MAKES SENSE.

I KNOW THAT COULD BE DIFFICULT IN THIS KIND OF SURVEY WHERE YOU'RE TRYING TO BALANCE DIFFERENT GROUPS AND MAKE IT, YOU KNOW, USEFUL. BUT THAT'S MY FEEDBACK THAT I WOULD SHARE ON THAT SECTION.

OTHERWISE, GREAT WORK.

I REALLY APPRECIATE IT.

AND I THINK IT'S GOING TO BE REALLY USEFUL FOR US.

>> MAYOR KNUDSON: CITY MANAGER, WERE YOU COMING IN TO ANSWER A SPECIFIC QUESTION?

>> MEDARY: I'LL GO LAST.

THANKS.

>> MAYOR KNUDSON: COUNCILLOR ZELENKA.

>> ZELENKA: THERE'S A LOT TO BE HOPEFUL ABOUT IN SURVEY AND THERE'S SOME POSITIVE THINGS.

THE QUALITY OF LIFE SLIDE, 82% VERY SATISFIED WITH THEIR LIFE, UP 4%.

QUALITY OF THEIR NEIGHBORHOOD IS VERY GOOD, UP 5%.

QUALITY OF LIFE IN EUGENE, UP 5%.

QUALITY OR GOOD PLACE TO LIVE, UP 4%.

THOSE ARE INCREDIBLY POSITIVE THINGS.

THAT'S WHY PEOPLE THEY HERE BECAUSE IN A MOBILE ECONOMY, PEOPLE CAN GO ANYWHERE THEY WANT.

AND THERE'S A LOT TO BE SAID FOR LIVING IN EUGENE.

HAVING SAID ALL OF THAT, NOT SURPRISING THE THINGS THAT WE NEED TO WORK ON.

THE THREE THINGS THAT POP UP WERE THE SAME ONES THAT WE'VE SEEN OVER THE YEARS.

HOMELESSNESS, HOUSING, AND SAFETY.

AND WE'VE BEEN WORKING ON ALL OF THEM.

I THINK ALL THREE OF THOSE THINGS WE'VE IMPROVED PRETTY -- WE MOVED THE NEEDLE ON THEM AND MOVED THEM IN A POSITIVE DIRECTION.

APPARENTLY NOT ENOUGH.

AND UNFORTUNATELY, ALL THREE OF THOSE THINGS ARE IMPACTED BY TWO THINGS.

PEOPLE'S PERCEPTION AND WHAT GETS INFILTRATED FROM THE OUTSIDE OF EUGENE INTO THAT PERCEPTION, AND HOW THAT IMPACTS US.

I MEAN, WE'VE SEEN PEOPLE SAY EUGENE IS LESS SAFE WHEN IN FACT OUR CRIME HAS GONE DOWN, AND IT IS STATISTICALLY SAFER.

BUT THE PERCEPTION IS NOT.

AND I THINK THAT HAS TO DO WITH A LOT OF INFLUENCE ON MEDIA, SOCIAL MEDIA AND THINGS LIKE THAT.

THE OTHER THING THAT MAKES THOSE DIFFICULT TO DEAL WITH IS THE FACT THAT THEY HAVE BAKED FOR SO LONG THAT THEY ARE VERY WORLD CLASS, HARD PROBLEMS TO DEAL WITH.

AND THEY ARE NOT SOLUTIONS THAT COME TO MIND QUICKLY.

THEY ARE THINGS THAT YOU HAVE TO WORK ON OVER TIME.

AND WE'RE NOT GOING TO SEE BIG JUMPS IN PEOPLE'S PERCEPTIONS OF THE HOMELESSNESS, HOUSING AND SAFETY BECAUSE YOU -- THE REALITY IS YOU CAN'T MAKE BIG JUMPS IN THOSE THINGS.

YOU KNOW, WITH HOMELESSNESS AND HOUSING, YOU KNOW, ESPECIALLY WITH HOMELESSNESS, THAT'S THE SYMPTOM.

THE PROBLEMS ARE LACK OF HOUSING, LACK OF MENTAL HEALTH SERVICES, LACK OF SUBSTANCE ABUSE SERVICES.

AND WE'RE 50TH OUT OF 50 STATES IN SOME OF THOSE THINGS.

AND THOSE THINGS MAKE IT VERY DIFFICULT FOR US TO ACTUALLY DEAL WITH THOSE PROBLEMS.

BUT WE KEEP CHUGGING AWAY AND WE MAKE PROGRESS, AND I THINK IF PEOPLE REALLY LOOKED AT WHAT WE WERE DOING, THEY WOULD BE IMPRESSED BY WHAT WE DO BECAUSE WE DO I THINK BETTER THAN MOST CITIES IN THE WEST.

>> MAYOR KNUDSON: COUNCILLOR CLARK.

>> CLARK: THANK YOU, MAYOR.

JASON, THANK YOU FOR YOUR HARD WORK AND ALL THE STAFF THAT WORKED WITH YOU ON THIS.

I THINK THIS WAS QUITE AN EFFORT.

I DIDN'T HEAR ANYTHING TOO SURPRISING, BUT I WANT -- I WANTED TO ECHO MY COLLEAGUE, COUNCILLOR GROVES, IN THAT THERE ARE A NUMBER OF THINGS THAT I WISH I COULD BE INVOLVED IN DESIGNING THE QUESTIONS

FOR, OK? AND IT WOULD BE TO DRILL DOWN ON A COUPLE OF THE PROBLEMS TO GET AT WHAT I THINK ALAN IS REFERENCING.

AND I KNOW THAT SOME OF THE OTHER QUESTIONS -- OR SOME OF THE THINGS THAT YOU DID WITH IN YEAR'S SURVEY GET AT SOME OF WHAT I'M LOOKING FOR A LITTLE BIT MORE.

AND FOR ME, IT'S MORE ALONG THE LINES OF WHAT ARE THE PUBLIC'S EXPECTATIONS IN CERTAIN ISSUE AREAS AND HOW DO THEY MEASURE WHAT WE'VE DONE GIVEN THOSE EXPECTATIONS.

SO FOR EXAMPLE, THERE'S NOTHING SURPRISING IN LEARNING THAT HOMELESSNESS IS THE BIGGEST CONCERN.

WHAT WE DON'T KNOW IS WHAT DO MOST PEOPLE EXPECT THE CITY COUNCIL TO DO ABOUT HOMELESSNESS.

DO THEY EXPECT THAT WE WOULD REMOVE BY FORCE PEOPLE FROM THE PUBLIC SPHERE? DO THEY EXPECT US TO PROVIDE HOUSING FOR THOSE THAT DON'T HAVE IT? THAT LEVEL OF EXPECTATION DIFFERENCE AS COMPARED TO WHAT WE'RE ACTUALLY EFFORTING AT, I THINK, IS SOMETHING THAT I WOULD LIKE TO KNOW MORE ABOUT THAN WE'RE MEASURING.

SO I'M NOT EXACTLY SURE HOW TO DRILL DOWN ON THAT WITH THE INFORMATION WE ALREADY HAVE FOR THIS YEAR, THIS GO ROUND, BUT MORE ABOUT PUBLIC EXPECTATION VERSUS REALITY WOULD BE IMPORTANT FOR ME.

THANK YOU.

>> MAYOR KNUDSON: COUNCILLOR KEATING.

>> KEATING: THANK YOU, MAYOR.

THANK YOU, JASON AND COLLEAGUES.

A PIECE THAT JUMPED OUT AT ME, AND I'M SEEKING SOME CLARIFICATION, WAS THE FOLKS SEEMINGLY SEEMED OR FELT THEY WERE SAFE IN THEIR OWN NEIGHBORHOODS DURING THE DAY.

IT DIPPED AT NIGHT, AND BY AND LARGE THERE WAS A MAJORITY -- THERE ARE A MAJORITY OF EUGENIANS WHO DON'T FEEL SAFE DOWNTOWN, WALKING AROUND DOWNTOWN.

IS THAT AN ACCURATE SNAPSHOT, JASON?

>> DEDRICK: YES.

>> KEATING: THANK YOU.

HAS THAT IMPROVED OR HAS THAT GONE SAFE SINCE THE LAST TIME THE SURVEY WAS CONDUCTED?

>> DEDRICK: THESE WERE QUESTIONS THAT WE DID NOT ASK IN 2022. SO THIS IS OUR FIRST DATA PLAN ON THOSE SAFETY QUESTIONS.

>> KEATING: I APPRECIATE THAT.

I ASK BECAUSE COUNCIL HAS TAKEN ACTION SUCH AS PROHIBITING UNAUTHORIZED CAMPING WITHIN 1,000 FEET WITHIN A LIBRARY OR PUBLIC INSTITUTION, AND I HAVE SEEN MARKED IMPROVEMENT SINCE COUNCIL SUPPORTED THAT ORDINANCE, BUT IT'S DIFFICULT TO GAUGE WITH THE SURVEY BECAUSE THOSE QUESTIONS AREN'T PRESENTED TO MY KNOWLEDGE BEFORE HAND OR IN A PREVIOUS SURVEY, SO THAT'S HELPFUL. ARE THERE QUALITATIVE PIECES TO THOSE SURVEY RESULTS THAT MIGHT

INDICATE -- HANG ON -- SORRY.

WERE THERE PIECES THAT THE COMMUNITY ADDED TO THOSE SURVEY RESULTS THAT MIGHT HELP INFORM, SUGGEST, OR DIRECT COUNCIL TO GO IN A CERTAIN DIRECTION TO ABATE THE ISSUE OR TO MAKE OUR DOWNTOWN CORE BOTH FEEL AND BE MORE SAFE TO OUR COMMUNITY?

>> DEDRICK: GREAT QUESTION.

WHEN YOU SEE SORT OF THE PRESENTATION OF RESULTS HERE AROUND THE OPEN-ENDED QUESTIONS, IT'S REALLY JUST CAPTURING THE TOP THEMES.

WITHIN THAT, THERE'S A LOT OF RICHNESS.

SO WHEN SOMEBODY SAID, YOU KNOW, I WANT TO FEEL SAFER DOWNTOWN. THEY DIDN'T JUST SAY THAT.

THEY SAID 200 WORDS AROUND THAT.

SO OUR DOWNTOWN STAFF ARE GOING TO BE WORKING MORE TO DIG DEEPER INTO WHAT PEOPLE ACTUALLY SAID TO DRAW OUT THOSE THEMES A LITTLE BIT MORE AND REALLY WHAT WE CAN BE DOING.

I WOULD SAY ANOTHER PIECE THAT IS HELPFUL AROUND THIS THAT WE FOUND WERE THE FOCUS GROUPS WE CONDUCTED.

WE REALLY KIND OF SQUEEZED THOSE IN HERE BETWEEN THE RESULTS AND THIS WORK SESSION, BUT THEY WERE REALLY, REALLY HELPFUL TO ADD RICHNESS TO SOMETHING LIKE WHY IS HOMELESSNESS A SAFETY ISSUE FOR YOU.

AND WE HEARD A LOT, IT'S NOT THE PRESENCE OF PEOPLE THAT ARE

UNHOUSED.

IT IS AGGRESSIVE BEHAVIOR THAT THEY RUN INTO OUT OF MAYBE THE ONE OUT OF 100 FOLKS THAT ARE UNHOUSED THAT THEY INTERACT WITH.

SO ACROSS THE FOCUS GROUPS, THAT AGGRESSIVE BEHAVIOR, SOMEONE APPROACHING YOU IN A PARKING LOT, YELLING AT ATTITUDE YOU -- YELLING AT YOU ON A BIKE PATH.

IT WAS STRIKING HOW STRONG OF A THEME THAT AGGRESSIVE BEHAVIOR PIECE WAS TO FEELINGS OF SAFETY BOTH OUT IN THE COMMUNITY AND DOWNTOWN.

SO IT'S THE QUALITATIVE WRITTEN ANSWERS AS WELL AS CONVERSATIONS WITH SMALL GROUPS OF PEOPLE THAT I THINK CAN BE REALLY ILLUSTRATIVE ON SOME OF THIS STUFF.

>> KEATING: THANK YOU.

I APPRECIATE IT.

I HAVE SOME THOUGHTS BUT THIS IS NOT THE WORK SESSION TO BE FLOATING THEM.

I'LL CRAFT THOSE AND FLOAT THOSE.

BUT IT'S VERY INFORMATIVE.

THANK YOU, JASON.

>> MAYOR KNUDSON: CITY MANAGER.

>> MEDARY: THANK YOU, MAYOR.

I WANTED TO JUMP IN BECAUSE JASON OFFERED ME A CHANCE TO SAY SOMETHING ABOUT THE EXEC TEAM.

AND I DO WANT TO SAY WE DID HAVE THE SAME CONVERSATION BACK IN 2022 THAT SOME OF YOU WANTED TO BE MORE DIRECTLY INVOLVED.

THE MAJORITY ACTUALLY DIDN'T WANT TO GET INTO THE WEEDS OF IT.

SO WHEN WE CAME INTO THIS SURVEY, I WILL JUST SAY I DON'T THINK THE EXECUTIVE TEAM HAS EVER BEEN MORE INVOLVED OR THE DEPARTMENTS HAVE EVER BEEN MORE INVOLVED.

I THINK JASON AND ABBY IN PARTICULAR HAVE REALLY DONE A GOOD JOB OF MAKING SURE WE ARE DOING THAT.

IN ADDITION, WE MADE EXTRA EFFORTS TO INVITE EACH OF YOU IN IF YOU WANTED TO BE MORE INFORMED BEFORE WE EVEN STARTED.

I DON'T KNOW IF YOU TOOK JASON UP ON THAT.

BUT I WANT TO GIVE JASON CREDIT FOR TAKING THAT FEEDBACK FROM 2022. NOT BRINGING IT AS A WORK SESSION ITEM BECAUSE THE MAJORITY DIDN'T ACTUALLY EXPRESS THAT INTEREST BUT TRYING TO INVOLVE YOU.

SO IF WE'RE NOT GETTING IT RIGHT, WE CAN ALWAYS ADJUST IT AS WE GO INTO THE NEXT ONE.

IN OUR ONE-ON-ONES, IF YOU HAVE IDEAS ABOUT HOW TO DO THAT THAT'S DIFFERENT ABOUT WHAT WE DID THIS YEAR, WE'LL BE HAPPY TO HEAR THAT. THANKS.

>> MAYOR KNUDSON: THANK YOU.

I WILL JUST ADD ONE QUICK QUESTION AND THEN A COMMENT.

JASON, JUST TO CLARIFY FOR ANYONE WHO'S FOLLOWING ALONG AT HOME, THIS IS THE COMMUNITY SURVEY.

WE HAVE COMPLETED THE LAST ONE IN 2022.

THIS ONE WAS JUST COMPLETED FOR 2025.

IS THIS THE ONLY WAY THAT THE CITY OF EUGENE GATHERS INFORMATION ABOUT PROJECTS AND PLANS AND WORK THAT WE ARE DOING DAY-TO-DAY IN THIS COMMUNITY?

>> DEDRICK: IT IS NOT.

AND I THINK -- GREAT QUESTION, MAYOR.

AND I THINK WE REALLY TRY TO EMPHASIZE THAT WITH THE COMMUNITY SURVEY.

IF WE WERE TRYING TO ASSESS HOW THE COMMUNITY FEELS ABOUT OUR SERVICES, WE WOULD BE PULLING IN OTHER SURVEYS THAT INDIVIDUAL DEPARTMENTS DO, OTHER ENGAGEMENT THAT HAPPENS ACROSS THE ORGANIZATION, OTHER FEEDBACK THAT WOULD GET -- REALLY THAT CREATES THE FULL PICTURE OF WHAT'S GOING ON IN OUR COMMUNITY.

SO THIS IS INTENDED TO BE MORE OF A HIGHER LEVEL, HOW THE COMMUNITY IS EXPERIENCING OUR COMMUNITY.

AND WE KNOW THAT FOR EXAMPLE INDIVIDUAL DEPARTMENTS DO SOME OF THEIR OWN SURVEYING AND ENGAGEMENT AS WELL, AND THAT HELPS A THE BIT MORE.

SO IT IS NOT A ONE-STOP SHOP THAT HELPS US UNDERSTAND HOW WE CAN BEST DELIVER OUR SERVICES.

WHILE IT IS A GREAT TOOL, IT IS NOT THE ONLY TOOL.

>> MAYOR KNUDSON: THANK YOU.

I SEE MORE COUNSELORS IN THE QUEUE SO I'LL HOLD COMMENT.

COUNSELLOR GROVES.

>> GROVES: THANK YOU.

WE WERE INVITED IN, BUT IT WAS AFTER THE QUESTIONS WERE DONE AND THE RESULTS WERE IN.

AT LEAST THAT'S WHAT I REMEMBER.

I THINK COUNCILLOR CLARK PROVIDED SOME GOOD EXAMPLES.

WE ARE TALKING WITH PEOPLE EVERY DAY, AND WE HEAR A LOT OF THINGS THAT MAYBE YOU'RE NOT SEEING OR HEARING.

AND I THINK HAVING THAT INPUT FROM COUNCIL -- I'M NOT TRYING TO SIT DOWN AND WRITE THE QUESTIONS.

I JUST THINK WE SHOULD BE HAVING SOME INPUT IN, YOU KNOW, WHAT THE QUESTIONS ARE AND TO BE ABLE TO EXPLAIN WHAT WE'RE TRYING TO GET AT.

WHAT WE THINK WE NEED TO PROVIDE GOOD GOVERNANCE FOR OUR CITY. THAT'S WHAT I'M LOOKING FOR.

NOT TO BE A JUNIOR SURVEY AUTHOR, WRITER, BUT I DO THINK THAT WE HAVE SOME SUBSTANCE THAT WE NEED TO BE GETTING AT, AND I THINK WE'RE THE RIGHT PEOPLE TO BE INVOLVED.

THAT'S MY POINT.

>> MAYOR KNUDSON: AND COUNCILLOR KEATING.

>> KEATING: THANK YOU, MAYOR.

I TOOK THE SURVEY.

AND I HOPE I DIDN'T SKEW THE RESULTS, BUT I'M PLEASANTLY SURPRISED TO HEAR THAT MY ANSWERS MIRRORED THE VAST MAJORITY OF COMMUNITY

MEMBERS THAT PARTICIPATED.

SO THERE WERE NO SURPRISES.

BUT BEFORE WE CLOSE THIS WORK SESSION, I DID WANT TO ASK ONE CLARIFYING QUESTION AND POSSIBLY A REQUEST BASED ON THE ANSWER. JASON, DID THE SURVEY RESULTS DIFFER DRAMATICALLY BY CITY COUNCIL WARD?

>> DEDRICK: WE ARE JUST KIND OF DIGGING INTO THAT INFORMATION.

THERE DEFINITELY ARE SOME DIFFERENCES BASED ON COUNCIL WARD, AND WE ARE GOING TO BE SHARING THAT DATA WITH YOU SO THAT YOU CAN SEE THOSE DIFFERENCES SO THEY'LL HELP INFORM HOW YOU MIGHT ENGAGE WITH YOUR CONSTITUENTS.

WE'LL BE VERY CAREFUL TO NOTE WHEN WE PRESENT THAT TO YOU THAT THERE CAN BE DIFFERENCES AND THERE CAN BE DIFFERENCES THAT ARE STATISTICALLY SIGNIFICANT.

WE'LL BE CLEAR WHICH ONES ARE DIFFERENT FROM WARD TO WARD.

SO, YES, WE'LL GET YOU THAT INFORMATION.

>> KEATING: THAT'S VERY HELPFUL.

THANK YOU.

THAT WAS GOING TO BE MY FOLLOW-UP, SO WE CAN SEE HOW THOSE ANSWERS DO DIFFER BY WARD.

AND RESPECTING THE ANONYMITY, I DON'T WANT TO SEE THEIR INDIVIDUAL ANSWERS BUT IS IT POSSIBLE TO GET A BREAKDOWN OF WHO PARTICIPATED VIA COUNCIL WARD?

I WOULD VERY MUCH LIKE TO SIMPLY JUST SEND A THANK YOU.

>> DEDRICK: I DON'T THINK IT'S POSSIBLE BECAUSE ACTUALLY WE DON'T KNOW WHO FILLED OUT THE SURVEY, AND THAT'S SORT OF THE WHOLE IDEA. BUT I MEAN, IT DOESN'T TOTALLY HELP WITH YOUR QUESTION.

WHAT WE CAN SHARE WITH YOU IS A MAP THAT SORT OF GEOLOCATES WHERE THE INDIVIDUALS WERE SO YOU CAN SEE THE DISTRIBUTION ACROSS THE COMMUNITY OF WHERE THOSE WERE. SO WE CAN SHARE THAT WITH YOU.

>> KEATING: THANK YOU.

>> MAYOR KNUDSON: THANK YOU, COUNCILLORS.

I REALLY JUST APPRECIATE THE INTRODUCTORY SLIDE THAT YOU SHARED, JASON, WITH THE INPUT TO THE COMMUNITY SURVEY, HOW VALUABLE THIS IS IN INFORMING BUDGETING PROCESS AND THE ALLOCATION OF RESOURCES AND THE WAY THAT THE CITY IS WORKING EVERY DAY, AND THAT CONTINUALLY TURNING LOOP OF INFORMATION FROM THE NEXT SURVEY, HOW THAT WILL FEED INTO THE NEXT STRATEGIC PLAN UPDATE AND OUR CONTINUED WORK FROM THERE.

SO THANK YOU VERY MUCH FOR THAT CONTEXT AS WELL.

THAT CONCLUDES OUR FIRST AGENDA ITEM FOR TODAY.

SO WE WILL MOVE ON TO THE SECOND, WHICH IS TURNING IT TO THE CITY MANAGER FOR AN UPDATE ON THE 2023-2026 STRATEGIC PLAN ANNUAL REPORT.

>> MEDARY: I'M GOING TO TURN IT RIGHT TO YOU, JASON, ALTHOUGH YOU PROBABLY WANT SOME WATER.

>> DEDRICK: ALL RIGHT.

LET ME SHARE MY SCREEN, AND WE'LL GET THESE SLIDES GOING.
ALL RIGHT.

IS THAT LOOKING GOOD?

>> MAYOR KNUDSON: LOOKS GOOD.

>> DEDRICK: GREAT.
ALL RIGHT.

SO I'M GOING TO GIVE YOU A HIGH LEVEL OVERVIEW OF OUR YEAR TWO ANNUAL REPORT OF OUR FOUR-YEAR STRATEGIC PLAN.
THE REPORT IS REALLY ROBUST, AS YOU CAN SEE FROM THE PACKET, AND THERE'S A LOT THERE.
THIS IS REALLY GOING TO BE A BRIEF TOUR OF THE HIGHLIGHTS OF THE REPORT.
SO OVERVIEW OF WHERE WE'LL GO HERE, I'LL GIVE YOU A QUICK SORT OF RECAP OF WHAT THE STRATEGIC PLAN IS AND HOW IT'S STRUCTURED, HOW THE ANNUAL REPORT ITSELF IS STRUCTURED.

THEN WALK THROUGH EACH OF THE 15 GOALS AND TOUCH ON SOME KEY HIGHLIGHTS FOR EACH GOAL, AND THEN TALK ABOUT NEXT STEPS WITH THE STRATEGIC PLAN.

SO AS A REMINDER, THE PLAN IS BASED AROUND FOUR KEY FOCUS AREAS. COMMUNICATION AND OUTREACH, URGENT COMMUNITY NEEDS, CULTURAL BELONGING, AND ORGANIZATIONAL WELL-BEING.

THREE OF THOSE FOUR, WITH THE EXCEPTION OF ORGANIZATIONAL WELL-BEING, ARE OUTWARDLY FACING AND REALLY ARE SORT OF THE LARGE BUCKETS OF WORK THAT WE'RE DOING THAT WE'RE SAYING, ARE PRIORITIES FOR THIS PLANNING PERIOD.

WHILE IT'S IMPORTANT TO NOTE THESE ARE SEPARATE, THEY OVERLAP A LOT.

THINGS WE MAY DO AROUND URGENT COMMUNITY NEEDS MAY ADVANCE SOME OF OUR GOALS AROUND CULTURAL BELONGING.

THE ANNUAL REPORT ITSELF IS STRUCTURED BY THE STRATEGIC GOALS. WE HAVE THE FOUR KEY FOCUS AREAS.

AND ACROSS THOSE ARE 15 STRATEGIC GOALS.

EACH GOAL IN THE ANNUAL REPORT CONTAINS KEY PERFORMANCE INDICATORS AND PERFORMANCE MEASURES, WHICH I'LL TALK ABOUT IN A MINUTE.

THIS IS PART OF OUR EFFORT TO BECOME MORE DATA DRIVEN IN HOW WE ASSESS PERFORMANCE AS AN ORGANIZATION.

AND THEN EACH STRATEGIC GOAL IN THE ANNUAL REPORT ALSO CONTAINS INFORMATION ON RELATED THINGS THAT WE'RE DOING.

A COUPLE OF NOTES ON THE PLAN.

FIRST, IT'S NOT EVERYTHING THAT WE DO AS AN ORGANIZATION.

IT IS SIMPLY THE THINGS THAT WE'VE IDENTIFIED AS PRIORITIES.

SO THERE'S A LOT OF OTHER WORK HAPPENING IN OUR ORGANIZATION

THAT'S NOT IDENTIFIED IN THE PLAN, AND WE ARE SUSTAINING OUR EFFORTS ON THOSE THINGS.

THE STRATEGIC PLAN IS ALSO DYNAMIC.

AS WE LEARN THINGS FROM THE COMMUNITY SURVEY, IF WE NEED TO TAKE A SLIGHTLY DIFFERENT DIRECTION ON SOMETHING, WE WILL.

AND SO IT IS MEANT TO BE DYNAMIC.

SO I TALKED ABOUT THE DATA PIECE FOR EACH STRATEGIC PLAN GOAL WE HAVE KPI'S AND PERFORMANCE INDICATORS.

IT'S REALLY MEANT TO BE THE ONE TO THREE DATA POINTS THAT WILL TELL US ARE WE MAKING PROGRESS ON THAT GOAL OR AREN'T WE.

FOR EXAMPLE, WE HAVE A GOAL TO INCREASE SENSE OF SAFETY.

WE CAN MEASURE THAT DIRECTLY BY SURVEYING COMMUNITY MEMBERS BY SAYING HOW SAFE DO YOU FEEL AND TRACKING IT OVER TIME.

THAT'S AN EXAMPLE OF A REALLY SOLID KEY PERFORMANCE INDICATOR.

EACH GOAL HAS DATA TO HELP US WITH THAT, DATA THAT PROVIDES CONTEXT OR SHOWS OTHER THINGS THAT MIGHT BE RELATED TO THE KEY PERFORMANCE INDICATOR.

SO, AGAIN, IF THE EXAMPLE IS INCREASED SENSE OF SAFETY, SOME OF OUR CRIME DATA MIGHT BE HELPFUL TO UNDERSTAND THE CONTEXT OF SAFETY IN THE COMMUNITY.

SO FROM HERE FORWARD, I'LL HAVE TWO SLIDES FOR EACH OF THE 15 GOALS.

I'LL BE COVERING THESE PRETTY QUICKLY.

BUT JUST GIVE YOU A REAL SENSE OF THE GOAL FOR EACH.

SO THIS GOAL INCREASING SENSE OF SAFETY, OUR KPI IS REALLY THAT HOW SAFE PEOPLE FEEL IN THE COMMUNITY.

SOME OF OUR KEY EFFORTS AROUND THIS INCLUDE SOME NEW TOOLS IN ADDRESSING CRIME.

THESE ARE CHANGES IN STATE LAW RELATED TO DRUG POSSESSION, AS WELL AS OUR LANE COUNTY DEFLECTION PROGRAM AND OUR ABILITY TO USE THAT PROGRAM.

THE ALTERNATIVE AND SAFETY RESOURCES ARE DRIVEN BY OUR COMMUNITY SAFETY PAYROLL TAX FUNDS, DRIVING IMPROVEMENTS IN THE DOWNTOWN TEAM, THE STREET CRIMES UNIT, COMMUNITY SERVICE OFFICERS, CO-RESPONDER PROGRAM AT LANE COUNTY.

MY PD CONNECT IS AN ONLINE REPORTING PORTAL TO HELP REDUCE CALLS TO 911.

AND A LOT OF WHAT WE HEARD FROM THE COMMUNITY OR SOME OF WHAT WE HEARD IS RELATED TO TRASH AND DEBRIS.

SO THE WORK THAT WE'RE DOING TO CLEAN UP DEBRIS IN THE COMMUNITY TRACKS BACK TO HOW FOLKS FEEL AROUND SAFETY.

I'LL MENTION THIS ONE MORE TIME, BUT FOR EACH GOAL, THESE ARE JUST KIND OF THE HIGHLIGHTS.

THERE ARE LOTS OF OTHER THINGS WE ARE DOING AS AN ORGANIZATION IN SUPPORT OF EACH OF THESE GOALS.

SO THE NEXT GOAL IS AROUND ADVANCING CLIMATE ACTION AND

RESILIENCE AS A COMMUNITY.

OUR KPI ON THIS IS REALLY HOW WE'RE DOING ON OUR CLIMATE ACTION PLANS SO THAT YOU CAN SEE WE'RE ABOUT 2/3 OF THE WAY TOWARDS OUR TARGET THERE IN TERMS OF COMPLETING ALL OF THOSE ACTIONS.

AND THEN FOLKS ARE FEELING PRETTY GOOD AROUND HOW GOVERNMENT IN EUGENE IS DELIVERING ON RESILIENCE AS A COMMUNITY.

SO SOME OF OUR KEY EFFORTS HERE INCLUDE THE SCORE PROGRAM WITH SOME OF OUR COMMUNITY PARTNERS.

HELPING REDUCE ENERGY USE THROUGH HOME ENERGY ASSESSMENTS.

OUR FOCUSED TREE PLANTING TO BRING SHADE TO AREAS THAT DON'T HAVE IT, INCREASING RESILIENCE AND INCREASING CLIMATE.

AND INSURING OUR OWN RESILIENCE AS AN ORGANIZATION, CAN WE RESPOND WHEN EMERGENCIES ARISE.

SO ADDING SOLAR PANELS ALLOWS US TO BE ABLE TO POWER OUR RESPONSE WHEN THERE MIGHT NOT BE POWER IN THE COMMUNITY.

OUR NEXT GOAL IS AROUND MITIGATING THE IMPACTS OF HOMELESSNESS.

THIS GOES BACK SPECIFICALLY TO A QUESTION WE ASKED IN THE SURVEY, WHICH IS HOW FOLKS FEEL WE'RE DOING ON OUR EFFORTS TO MITIGATE THE IMPACTS OF UNSHELTERED HOMELESSNESS.

THAT'S ONE OF OUR KPI'S AS IS POSITIVE EXITS FROM CITY SUPPORTED SHELTERS, WHICH ARE TRENDING IN A GOOD DIRECTION.

SO CONTINUED WORK ON OUR SHELTERS AND SUPPORTIVE SERVICES ARE REALLY HELPING TO KEEP THAT TREND POSITIVE, AROUND POSITIVE EXITS FROM THOSE SHELTERS.

SO CONTINUING INNOVATIVE SHELTER APPROACHES AND BRINGING

SUPPORTIVE SERVICES TO INDIVIDUALS IN THOSE SETTINGS THAT WILL HELP THEM MAKE THOSE POSITIVE EXITS.

AND THEN OUR WORK WITH PARTNERS AROUND TRANSITIONAL HOUSING SO THAT AS PEOPLE ARE MOVING UP THAT LADDER TOWARDS PERMANENT HOUSING THERE ARE OPTIONS THERE AS WELL.

STABILIZING THE COST OF THE HOUSING.

IMPORTANT TO NOTE FOR THIS AS WELL AS SOME OF THE OTHER GOALS, THERE ARE PRETTY IMPORTANT NATIONAL AND STATED FACTOR THAT IMPACT OUR ABILITY TO MAKE PROGRESS ON THIS GOAL.

WHAT CAN THE CITY DO? ONE OF THE KPI'S IS HOW WE ARE DOING ON MEETING OUR ADOPT HOUSING NEEDS, CURRENTLY SITTING AT 79% OF MEETING THAT NEED.

AND YOU CAN SEE THE DATA HOW WE'RE TRENDING ON HOME PURCHASE PRICES AS WELL AS RENT PRICES.

THE GOAL IS TO SEE THAT LINE FLATTEN AND STABILIZE.

SOME OF OUR KEY EFFORTS AROUND HOUSING INCLUDE PILOTING NEW TYPES OF HOUSING.

MOST NOTABLY THE CITY PROJECT AT 1059 WILLAMETTE, WHICH IS A MIXED INCOME DEVELOPMENT.

AND THEN A FORMER CITY PROPERTY WITH CITY SUBSIDIES AND OTHER LOCAL SUBSIDIES HELPING TO SUPPORT THAT HOMES FOR GOOD DEVELOPMENT.

NEXT GOAL IS INCREASING THE VIBRANCY, ECONOMIC VITALITY AND LIVEABILITY OF DOWNTOWN.

WE HEARD FROM THE SURVEY THAT DOWNTOWN IS A MAJOR AREA OF

INTEREST IN THE COMMUNITY.

AND SO YOU CAN SEE WE'VE GOT DATA THERE ON HOW VIBRANT PEOPLE FEEL DOWNTOWN IS.

YOU CAN SEE WE ARE INCREASING OUR VISITS TO DOWNTOWN OVER THE LAST THREE YEARS, AND THEN YOU SAW THE DATA AROUND SAFETY.

SO SOME OF THESE KEY EFFORTS WITH SAFETY BEING RELATED TO THINGS LIKE TRASH AND DEBRIS AGAIN, OUR RAPID RESPONSE TEAM AND THEIR EFFORTS TO RESPOND IN AS LITTLE AS 30 MINUTES IN MOST CASES TO CALLS FOR SERVICE DOWNTOWN IS REALLY HELPING WITH THAT.

AND THEN OF COURSE THE DOWNTOWN CORE HOUSING INITIATIVE, WHICH YOU'RE FAMILIAR WITH, IS REALLY A KEY FOCUS, BRINGING PEOPLE DOWNTOWN INTO HOUSING REALLY HELPING WITH THAT.

NEXT GOAL IS IMPROVING SUPPORT FOR LOCAL BUSINESSES IN THE BUSINESS ENVIRONMENT.

OUR KEY PERFORMANCE INDICATORS HERE ARE REALLY AGAIN FOCUSED ON THE LEVERS WE HAVE AS AN ORGANIZATION, SO OUR BUSINESS LOAN PROGRAM IS REALLY INTEGRAL, AS IS THE WORK OF OUR CITY'S BUSINESS LIAISON, WHO IS REACHING OUT TO BUSINESSES AS WELL AS BEING A CONDUIT OR A CONTACT POINT FOR ORGANIZATIONS IN THE BUSINESSES. SO SOME OF THAT WORK WITH OUR BUSINESS LIAISONS HAS BEEN PROACTIVE WITH PUBLIC WORKS ENGINEERING TO HELP MINIMIZE CONSTRUCTION IMPACTS ON LOCAL BUSINESSES AND DOING THAT WORK AHEAD OF WHEN CONSTRUCTION OCCURS SO THAT THAT REALLY SUPPORTS THEIR BUSINESSES.

AND THEN RECENT WORK WITH THE CITY'S FACADE IMPROVEMENT LOAN

PROGRAM BROUGHT SOME FUNDS TO THE MCDONALD THEATER FOR THEIR NEW MARQUEE.

NEXT GOAL IS AROUND ADVANCING WAGES AND CREATE NEW JOBS.

SOMETHING THAT IS DEPENDENT ON NATIONAL AND STATEWIDE TRENDS, BUT WE DID SEE FROM OUR SURVEY THAT ISSUES AROUND WAGES AND JOBS ARE INCREASINGLY OF CONCERN FOR COMMUNITY MEMBERS.

SO ANYTHING THAT WE CAN DO WITH THE LEVERAGE WE HAVE AS AN ORGANIZATION BECOMES REALLY IMPORTANT.

PROBABLY OUR MOST IMPORTANT EFFORT AROUND THIS IS THE WORK THAT WE'RE DOING OUT IN THE CLEAR LAKE AREA WITH THE NEW STATE FUNDING TO BRING INFRASTRUCTURE TO THAT AREA AND BRINGING THAT INFRASTRUCTURE HELPS TO POTENTIALLY DOUBLE THE JOB CAPACITY OF THESE LANDS.

SO THIS IS A GOOD EXAMPLE OF USING THE TOOLS WE HAVE AS A CITY TO TRY AND CREATE NEW JOBS.

MOVING TO OUR CULTURAL BELONGING FOCUS AREA, THIS STRATEGIC GOAL IS REALLY AROUND BETTER UNDERSTANDING BELONGING.

THAT WAS REALLY THE FOCUS OF BRINGING NEW QUESTIONS INTO THE SURVEY TO BETTER UNDERSTAND THE CITY'S NEXUS WITH BELONGING.

AND SO YOU CAN SEE FROM THIS DATA OUR KEY PERFORMANCE INDICATORS, DOING WELL IN TERMS OF BELONGING BUT CERTAINLY ROOM FOR IMPROVEMENT.

SO AGAIN UNDERSTANDING COMMUNITY BELONGING, WHETHER THAT'S THE COMMUNITY SURVEY DATA OR AS WE CONTINUE TO DIG INTO THE RESULTS FROM FOCUS GROUPS OR MAYBE CONVENE ADDITIONAL FOCUS GROUPS

SPECIFICALLY FOCUSSED ON BELONGING, WE CAN LEARN MORE ABOUT WHAT WE CAN DO.

WE ARE IMPROVING COMMUNITY OUTCOMES BETWEEN PARTNERSHIPS AND WORKING ON HEALTH EQUITY FOR MEMBERS AND BRINGING PROGRAMS TO PORTIONS AND GROUPS IN OUR COMMUNITY THAT HAVEN'T ALWAYS HAD PROGRAMMING AVAILABLE TO THEM.

NEXT GOAL IS AROUND STRENGTHENING RELATIONSHIPS WITH THE WHOLE COMMUNITY, WITH EMPHASIS ON THE INCLUSION OF MOST MARGINALIZED GROUPS.

THERE IS A CENTER FOR THIS WORK IN OUR OFFICE OF COMMUNITY ENGAGEMENT THAT REALLY IS HAPPENING ACROSS OUR COMMUNITY, AND STRENGTHENING RELATIONSHIPS WITH THE WHOLE COMMUNITY REALLY HELPS TO DELIVER ON THAT, HOW MUCH PEOPLE ARE FEELING A SENSE OF COMMUNITY.

SO SOME OF OUR KEY EFFORTS HERE INCLUDE PLACE MAKING AND PUBLIC SPACES, BRINGING IN ART.

CULTURAL COLLABORATION WITH OTHER COMMUNITY ARTS ORGANIZATIONS, AND THEN OUR YOUTH EMPOWERMENT WORK.

THE NEW TEEN CENTER AT WASHINGTON PARK IS A GREAT EXAMPLE OF BRINGING NEW OPPORTUNITIES TO PORTIONS OF OUR COMMUNITY THAT MAY HAVE NOT HAD THEM BEFORE.

MOVING INTO OUR COMMUNICATIONS AND OUTREACH KEY FOCUS AREA, THIS GOAL IS IMPROVING COMMUNITY AWARENESS AND UNDERSTANDING OF PRIORITY TOPICS.

WE'VE BEEN DOING A LOT OF WORK AROUND THIS, WHETHER IT'S POSTING

NEWSROOM STORIES, ENGAGEMENT ON SOCIAL MEDIA, OR JUST THE ENGAGEMENT WE DO ON MANY OF THE CITY PROJECTS THAT WE HAVE. AND SOME OF THE KEY EFFORTS HERE INCLUDE THE CONTINUED CITY NEWSROOM WORK AND REALLY LINKING THE CITY NEWSROOM TO OUR STRATEGIC PLAN GOALS WE ARE GETTING NEWS AND INFORMATION OUT TO THE COMMUNITY AROUND THINGS RELATED TO THE STRATEGIC PLAN GOALS. A COUPLE OF PRIORITY TOPICS FOR THE COMMUNITY INCLUDE CLIMATE RESILIENCE AND WILDFIRES AND STORM PREPAREDNESS.

SO A LOT OF WORK OVER THE LAST YEAR TO BRING INFORMATION TO THE COMMUNITY ON THOSE TOPICS.

AND THEN WE'RE ALWAYS HAVE AN ONGOING OF CAMPAIGNS AND GREAT EXAMPLES LIKE THE COMMUNITY SAFETY PAYROLL TAX PUBLIC SERVICE ANNOUNCEMENTS WHICH REACHED OVER 250,000 PEOPLE WEEKLY.

AND THEN THE FIRE FACTS ENGAGEMENT CAMPAIGN WHICH WAS REACHING OVER 50,000 PEOPLE WITH MORE INFORMATION ON BOTH OF THOSE CAMPAIGNS.

OUR NEXT GOALS AROUND ENGAGING ON A BROADER CROSS SECTION OF THE COMMUNITY.

THIS IS BASED ON THE COMMUNITY SURVEY, AND ONE OF OUR KEY TOOLS, ARE WE REALLY ACCESSING THE OPINIONS OF THE BROADEST CROSS-SECTION AND MOST REPRESENTATIVE CROSS-SECTION OF OUR COMMUNITY AS WE CAN.

YOU SAW THE SURVEY DATA ON BEING ABLE TO MATCH THE CENSUS DATA PRETTY CLOSELY.

SOME KEY EFFORTS HERE INCLUDE THAT COMMUNITY ENGAGEMENT

PREFERENCES SURVEY THAT NEARLY 1,000 COMMUNITY MEMBERS FILLED OUT EARLIER THIS YEAR.

IT HELPS US TO UNDERSTAND HOW THEY WANT TO BE ENGAGED WITH IMPORTANT WORK ON THE URBAN GROWTH STUDIES LAST YEAR AND MENTAL HEALTH.

PROTECTED BIKE LANE PROJECTS OVER THE LAST YEAR.

AND THEN INCREASING OUR EFFORTS TO REACH OUT TO NEW COMMUNITY MEMBERS WITH A NEW MEMBER WELCOME PACKET THAT HELPS THEM UNDERSTAND HOW TO GET AROUND IN OUR COMMUNITY.

NEXT GOAL IS AROUND INCREASING CONFIDENCE IN COUNCIL AND STAFF. WE ALREADY SAW THIS DATA IN TERMS OF LITTLE CHANGE FROM 2022 BUT CERTAINLY AN AREA FOR IMPROVEMENT.

SOME KEY EFFORTS HERE INCLUDE THE FIRESIDE CHATS THAT OUR OFFICE OF EQUITY AND COMMUNITY ENGAGEMENT HAVE BEEN ORGANIZING AND HEARING FROM THE PARTICIPANTS IN THE FOCUS GROUPS THAT THESE KIND OF SMALL SETTINGS WHERE THEY CAN TALK DIRECTLY WITH STAFF IS A GREAT WAY FOR THEM TO INCREASE CONFIDENCE IN THE CITY.

AND THEN HOW WE RESPOND TO COMMUNITY EMERGENCIES AND EVENTS IS AN IMPORTANT WAY TO BUILD CONFIDENCE.

SO OUR QUICK EFFORTS DURING THE MARCH 2025 FLOOD WERE REALLY APPRECIATED BY THE COMMUNITY.

MOVING INTO OUR FINAL FOCUS AREA, THESE ARE THE INTERNALLY FOCUSED GOALS.

THIS IS INCREASING EMPLOYEE WELL-BEING AND SENSE OF BELONGING.

YOU CAN SEE WE RANK SIXTH IN THE STATE AS THE HEALTHIEST EMPLOYER

IN OREGON.

OUR RETENTION RATE IS A KEY PERFORMANCE INDICATOR HERE.

IF STAFF ARE ENGAGED, HAVE A HIGH WELL-BEING AND A HIGH SENSE OF BELONGING, THEY ARE MORE LIKELY TO STAY WITH THE ORGANIZATION.

SO SOME KEY WORK HERE INCLUDES TRYING TO MOVE UP THAT LIST OF OREGON'S HEALTHIEST EMPLOYERS WITH A BUNCH OF DIFFERENT ACTIONS.

AND THEN OVER THE PAST YEAR WORKING ON UPDATING MANY OF OUR WORKPLACE POLICIES.

NEXT GOALS AROUND IMPROVING ORGANIZATIONAL PROCESSES TO INCREASE EFFICIENCY, BALANCE WORKLOAD AND MEET PRIORITIES.

A BIG PORTION OF THIS WORK IS REALLY THE STRATEGIC PLAN AND HOW WE ARE WORKING AS AN ORGANIZATION TO PROGRESS ON THOSE GOALS.

WE'RE ALSO DOING A LOT OF WORK AROUND EFFICIENCY AND PROCESS IMPROVEMENT.

ALSO WHICH IS REFLECTED OUR KEY PERFORMANCE INDICATOR AS WELL AS MOVING TOWARDS BEING A DATA-LED ORGANIZATION.

YOU CAN SEE ONE OF THOSE EFFORTS HAS BEEN WORKING ON DATA GOVERNANCE, USING DATA LIKE THE COMMUNITY SURVEY TO BE DATA DRIVEN IN THE DECISIONS THAT WE'RE MAKING, WORKING HARD TO CREATE A CULTURE OF CONTINUOUS IMPROVEMENT.

OVER 10% OF OUR STAFF HAVE NOW TAKEN CONTINUOUS IMPROVEMENT TRAINING SO REALLY LOOKING TO CONTINUE TO INCREASE THAT NUMBER.

AND ORGANIZATIONAL ASSESSMENT WORK, BRINGING IN OUTSIDE CONSULTANTS TO HELP REVIEW HOW WE DO OUR WORK, KIND OF DEPARTMENT BY DEPARTMENT, AND LOOK FOR EFFICIENCIES AND WAYS WE

CAN DO THINGS BETTER.

AND THEN FINALLY OUR LAST GOAL IS AROUND CREATING A SUSTAINABLE BUDGET.

THIS IS WORK THAT YOU ALL HAVE BEEN VERY MUCH INVOLVED WITH, AND OUR RESERVE FOR REVENUE SHORTFALL BECOMES THE KEY PERFORMANCE INDICATOR FOR THIS.

THIS HAS BEEN A MAJOR BODY OF WORK FOR YOU OVER THE LAST YEAR, AS WELL AS FOR THE COMMUNITY THROUGH THINGS LIKE THE REVENUE ADVISERS.

AND THEN THE LONG RANGE FINANCIAL STABILITY WORK THAT HAS BEEN HAPPENING AND WILL CONTINUE THIS FALL IN ENGAGING THE COMMUNITY IN THAT.

IT WAS CLEAR FROM THE FOCUS GROUP THAT MORE COMMUNICATION AND TRANSPARENCY AROUND OUR BUDGET IS REALLY IMPORTANT TO THE COMMUNITY.

SO ASIDE FROM JUST PROGRESSING ON THE GOALS ITSELF, THERE WERE OTHER IMPACTS OF OUR STRATEGIC PLAN.

IT'S REALLY AS I MENTIONED HELPING TO LEVERAGE AND DRIVE USE OF DATA TO INFORM PROGRESS AND PERFORMANCE.

IT'S GREAT TO HAVE A GOAL, BUT GOOD GOALS ARE MEASURABLE GOALS.

AND SO WE'RE WORKING REALLY HARD TO MEASURE OUR PROGRESS SO WE CAN REPORT ON IT.

IT'S BECOME A FRAMEWORK FOR OUR CITY NEWSROOM STORIES.

IT'S HELPING TO CREATE STRONGER CONNECTION TO PLANS LIKE THE HOUSING IMPLEMENTATION PIPELINE AND SERVING AS A STRONG

FOUNDATION FOR OUR LEGISLATIVE EFFORTS.

GREAT TO GO TO THE STATE CAPITAL OR TO D.C. AND SAY HERE ARE OUR STRATEGIC PLAN AND HERE ARE OUR PRIORITIES AND IT'S ALSO HELPING TO INFORM OUR DEPARTMENTAL EFFORTS AS WELL.

WHERE ARE WE HEADED IN THE SHORT-TERM WITH THIS WORK? WE'LL BE SHARING THIS ANNUAL REPORT WITH COMMUNITY.

IT'S POSTED ON THE WEBSITE.

WE'LL ALSO ENGAGE STAFF WITH THIS.

AND STARTING TO WORK OVER THE NEXT TWO YEARS, THE FINAL TWO YEARS OF THE PLAN, ON AREAS WHERE WE MIGHT NOT BE SEEING AS MUCH PROGRESS AS WE LIKE, BRINGING TOGETHER DEPARTMENTS TO SEE HOW WE CAN LEVERAGE GREATER PROGRESS.

SO WE HAVE THAT REPORT ON OUR WEBSITE.

WE ARE CONTINUING TO WORK WITH DATA TO HELP INFORM KEY PERFORMANCE INDICATORS AND REALLY INFORM PROGRAM DELIVERY ACROSS ORGANIZATIONS.

AND FINALLY JUST BRINGING BACK THIS SLIDE FROM THE FIRST PRESENTATION, HOW THIS WORK CONTINUES TO CYCLE.

THE PLAN ITSELF SUNSETS IN JUNE OF 2027, SO WE'RE HALFWAY THROUGH. AND WITH THE COMMUNITY SURVEY THAT WE'LL DO AGAIN LATE NEXT YEAR OR EARLY IN '27, THAT WILL HELP WITH HOW WE REFRESH THIS STRATEGIC PLAN AND DECIDE WHAT WE WANT TO DO IN TERMS OF OUR STRATEGIC GOALS.

AND WITH THAT, I'LL TURN IT BACK OVER TO THE MAYOR.

>> MAYOR KNUDSON: THANK YOU, JASON.

THANK YOU FOR THAT PRESENTATION.

I WILL NOW OPEN THE FLOOR FOR COUNCIL DISCUSSION.

COUNCILLOR KASHINSKY.

>> KASHINSKY: THANK YOU.

AND THANK YOU, JASON, FOR YOUR PRESENTATION.

I HAD A QUESTION ABOUT PLACES WHERE EITHER OUR KEY PERFORMANCE INDICATORS OR OUR METRICS MAY NOT BE FULLY REPRESENTING THE GOAL.

AND SO I THINK THAT'S A COUPLE OF DIFFERENT PLACES WITH CLIMATE.

WE ARE MAKING REALLY GOOD PROGRESS AT ACCOMPLISHING THE THINGS THAT ARE IN THE CLIMATE ACTION PLAN, AND MY UNDERSTANDING IS THAT EVEN IF WE ACCOMPLISH ALL OF THOSE THINGS THAT ARE IN THE CLIMATE ACTION PLAN, THAT MAY NOT NECESSARILY GET US TO OUR CLIMATE REDUCTION GOAL.

AND AS WELL WHEN WE LOOK AT HOUSING AND HOUSING AFFORDABILITY, I KNOW THAT THAT GOAL WAS SET BASED ON A VERY PRESCRIPTIVE STATE METRIC OF LIKE HOW WE DO THAT MATH TO SAY WHAT IS OUR HOUSING NEED.

THAT'S CHANGED.

IT'S A MUCH HIGHER NUMBER NOW.

AND SO, YOU KNOW, I'M WONDERING HOW WE ARE APPROACHING PLACES WHERE WE ARE DOING THE ACTIONS THAT WE SAID THAT WE WOULD DO TO ACHIEVE THIS GOAL, AND THOSE ACTIONS ARE NOT GOING TO NECESSARILY GET US TO THAT GOAL.

>> DEDRICK: GOOD QUESTION.

A COUPLE OF DIFFERENT RESPONSES.

ONE IS THAT, YOU KNOW, AS I MENTIONED, IT'S MEANT TO BE A DYNAMIC PLAN THAT CAN CHANGE OVER TIME.

WE ALSO ARE, YOU KNOW, REALLY SORT OF FIRST SHOT AT A STRATEGIC PLAN.

WE ARE LEARNING SOME THINGS AROUND HOW TO WRITE GOALS, STATEMENTS, HOW TO WRITE GOALS THAT ARE EASILY MEASURABLE. THERE ARE SOME GOALS THAT WE CURRENTLY HAVE IN THE PLAN THAT ARE CHALLENGING TO DEVELOP KEY PERFORMANCE INDICATORS FOR.

AND THERE ARE SOME WHERE WE HAVE SOME DATA, BUT THERE MIGHT BE SOME DIFFERENT DATA THAT WE NEED.

THE OTHER THING THAT I'LL SAY IS THAT FOR SOME OF THESE ITEMS AS SPECIFICALLY RELATES TO THINGS LIKE SAFETY OR DOWNTOWN OR BELONGING, WHERE WE'RE ASKING QUESTIONS FOR THE FIRST TIME, WE REALLY DON'T QUITE HAVE THE TREND DATA YET TO KNOW HOW WE'RE TRACKING ON THOSE GOALS.

SO IT'S GOING TO BE ON SOME OF THESE ISSUES A LONGER-TERM PROCESS TO KNOW HOW WE'RE PROGRESSING.

BUT I WILL SAY AGAIN SORT OF AS A DYNAMIC PLAN, WE ARE ALWAYS LOOKING TO SAY, ARE THESE GOING TO GET TO THE GOAL, IS THE GOAL TRACKING THE WAY WE THOUGHT, AND DO THE PLANS, SUCH AS THE HOUSING IMPLEMENTATION PIPELINE, DO THOSE PLANS NEED TO BE

ALTERED IN SOME WAY?

SO THE APPROACH WE ARE TAKING WITH THE STRATEGIC PLAN IS TREATING IT AS DYNAMIC.

IT'S TOUGH TO BE IN STRATEGIC MODE WITH LONG-TERM PLANS BECAUSE THINGS CHANGE SO QUICKLY.

SO I THINK WE ARE REALLY TRYING TO BE RESPONSIVE TO THAT NOTION OF QUICKLY DETERMINING IF WE'RE NOT HEADING IN THE RIGHT DIRECTION AND THEN TRYING TO RE-ASSESS.

>> KASHINSKY: OK.

THANK YOU.

THAT'S REALLY HELPFUL.

I WILL SAY THAT OVERALL, READING THROUGH IT, READING THE PROGRESS THAT'S BEING MADE TOWARD MANY OF THESE GOALS, IS REASSURING.

THANK YOU.

>> MAYOR KNUDSON: COUNSELOR LEECH.

>> LEECH: THANK YOU, JASON, BOTH FOR THE PRESENTATION AND MEETING WITH ME YESTERDAY TO GO OVER IT.

I UNDERSTAND THAT OUR INPUT WITHIN THE SURVEY ACTUALLY IS EMBEDDED WITHIN OUR STRATEGIC PLAN, THAT WE HAD THE OPPORTUNITY TO CREATE THAT AND CREATE THESE GOALS AND THEN THERE'S SO MANY PIECES OF THE SURVEY THAT ARE WITHIN THAT.

AND SO I APPRECIATE THAT.

BUT I ALSO UNDERSTAND KIND OF THE DESIRE OF SOME OF THE OTHER COUNCILLORS TO PROVIDE ADDITIONAL INPUT.

I THINK THAT'S BECAUSE WE AS COUNCILLORS HAVE A VERY LIMITED ABILITY TO COMMUNICATE WITH OUR COMMUNITY OR WITHIN THE NEIGHBORHOOD ASSOCIATIONS.

SO I THINK IF WE DID HAVE A BETTER TOOL FOR COMMUNICATION, WE WOULD BE LESS LIKELY TO ASK TO BE INVOLVED IN THIS PROCESS A LITTLE BIT MORE.

BUT MY QUESTION -- MY MAIN QUESTION IS, I REALLY APPRECIATE KIND OF THE ECONOMIC DEVELOPMENT PIECE, THE FOCUS ON WANTING TO BRING IN, YOU KNOW, GOOD QUALITY JOBS, BUT ALSO THAT'S SO TIED TO KIND OF OUR HOUSING CRISIS.

HOW MUCH HOUSING WE NEED.

IF WE ARE BRINGING IN A LOT MORE JOBS, ARE WE PROJECTING A HIGHER NEED FOR HOUSING?

HAS THERE BEEN ANY WORK ON THAT, AN INCREASE OF NEED AS WE PROJECT -- AS WE ARE LIKE DEVELOPING THE CLEAR LAKE AREA?

I THINK THERE'S AN OPPORTUNITY THERE FOR BRINGING IN REALLY LARGE SCALE NUMBERS OF GOOD QUALITY JOBS.

BUT WHAT DO WE NEED AND ARE WE GOING TO BE PREPARED FOR THAT?

>> DEDRICK: I WILL SAY THAT I'M NOT WELL ENOUGH VERSED IN THE WORK THAT'S HAPPENING AROUND THAT.

I WANT TO LET THE CITY MANAGER HERE IF SHE HAS ANYTHING SHE'D LIKE

TO WEIGH IN WITH.

>> MEDARY: CAN YOU REPEAT THE LAST PART OF IT?

SORRY.

I WAS DISTRACTED ANSWERING ANOTHER QUESTION.

>> LEECH: YEAH.

WE'RE TRYING TO BRING IN SAY IN THE CLEAR LAKE DEVELOPMENT AREA,
THERE'S AN OPPORTUNITY FOR LARGE AMOUNTS OF ADDITIONAL JOBS BEING
BROUGHT TO OUR COMMUNITY.

DO WE PROJECT THAT THOSE JOBS ARE GOING TO EQUATE TO A NEED FOR
ADDITIONAL HOUSING?

ARE WE PREPARED FOR THAT BEING SO BEHIND KIND OF OUR HOUSING
NEEDS?

>> MEDARY: SORRY.

I WASN'T SURE ABOUT THAT LAST PART, WHERE THEY INTERSECTED.

SO WHEN WE DO OUR URBAN GROWTH BOUNDARY STUDY AND OUR URBAN
LAND STUDY, WE ARE PROJECTING BOTH THINGS.

LAND WE NEED FOR JOBS AND LAND WE NEED FOR HOUSING.

SO THEY ARE A LITTLE BIT TIED TOGETHER.

AND WE GET A LOT OF THAT INFORMATION FROM THE STATE, WHO'S DOING
THAT WORK.

SO IT SHOULD BE CONNECTED.

AND WHEN WE COME BACK WITH OUR URBAN STRATEGIES WORK, TALK MORE ABOUT THIS, WE CAN DIVE DEEPER INTO THAT FOR YOU.

>> LEECH: THANK YOU.

OVERALL, REALLY EXCELLENT WORK.

IT WAS REALLY PROMISING BOTH OF THE PRESENTATIONS HAD A LOT OF AMAZING INFORMATION, AND IT IS GOOD TO SEE US MEETING A LOT OF OUR GOALS AND SURPASSING THEM.

SO I APPRECIATE YOUR WORK.

>> MAYOR KNUDSON: COUNCILLOR ZELENKA.

>> ZELENKA: FIRST OF ALL, I JUST WANTED TO COMPLIMENT JASON.

THESE PRESENTATIONS HAVE BEEN EXCELLENT.

EXCELLENT SLIDES.

NOT OVERLY CLUTTERED.

THE PACE WAS GREAT.

CLARITY WAS SUPER.

I CAN GIVE YOU AN EXAMPLE OF VERY EFFECTIVE COMMUNICATION.

A CITY MANAGER SHOULD USE THIS WORK SESSION AS A CITY STAFF PRESENTATION WORKSHOP BECAUSE IT'S EXTREMELY WELL DONE.

SO HATS OFF TO YOU, JASON.

THANK YOU FOR ALL OF YOUR HARD WORK AND THE PEOPLE THAT HELPED YOU PUT IT TOGETHER.

YOU KNOW, KPI'S AND MEASUREMENT OF PROGRESS ARE CRITICALLY

IMPORTANT IN THIS AREA.

AND THEY'RE VERY DIFFICULT TO DO.

AND HATS OFF TO THE WORK THAT WE'VE BEEN DOING OVER THE YEARS TO BE ABLE TO HAVE ALL OF THIS MEASUREMENT AND QUANTIFICATION OF THIS STUFF.

ON SLIDE 11, THE PERCENTAGE OF PEOPLE THAT ARE HOMELESS THAT EXIT TO STABILIZED HOUSING.

51%.

WOW.

THAT'S AMAZING.

WHEN THEY GET INTO THESE THINGS THAT IT ACTUALLY WORKS.

I WOULD HAVE SAID IT WAS SINGLE DIGITS, BUT IT'S NOT.

AND ON SLIDE 13, THE MEDIAN PRICE OF HOUSING IS UP 11%.

RENT IS UP 22%.

THE PROBLEM WITH THOSE IS THEY'RE NOT THAT MUCH UNDER OUR CONTROL, BUT THEY ALSO PRESENT A PROBLEM AND A CHALLENGE.

IT'S GOOD IF YOUR HOUSE VALUE GOES UP AND YOU OWN A HOUSE, BUT IF YOU'RE TRYING TO BUY A HOUSE, IT'S TERRIBLE.

AND RENT GOING UP 22% IN JUST THREE YEARS IS PRETTY SIGNIFICANT.

19% INCREASE IN DOWNTOWN VISITS.

EVEN THOUGH THE PERCEPTION OF SAFETY DOWNTOWN IS DOWN, WE STILL HAVE AN INCREASE, WHICH IS PRETTY INTERESTING.

THE BUSINESS PROGRAM THAT WE'VE BEEN DOING ON SLIDE 17 IS GREAT.

THE FACT THAT WE DELIVERED ON OUR SENSE OF COMMUNITY IS UP 19% -- OR UP 9% IS REALLY INTERESTING TO ME.

AND THEN THE SLIDE ABOUT ALL THE THINGS THAT WE TELL PEOPLE ABOUT IS, YOU KNOW, HOW DO WE TELL OUR STORY.

IT'S VERY -- IT'S HARD TO TELL OUR STORY.

THERE'S SO MUCH CLUTTER AND CLATTER GOING ON THAT IT'S DIFFICULT TO DO.

I MEAN, DAY ONE, MIKE AND I HAVE BEEN TALKING ABOUT TELLING OUR STORY BETTER.

WE ARE, BUT IT'S STILL INCREDIBLY DIFFICULT TO DO.

THE CONFIDENCE IN COUNCIL COMPARED TO NATIONAL, WE'RE DOING REALLY GOOD.

IT'S GREAT TO BE ABLE TO TRACK OUR PROGRESS.

>> MAYOR KNUDSON: COUNCILLOR EVANS.

>> EVANS: THANKS, MAYOR.

AS USUAL, JASON, EXCELLENT WORK.

MY QUESTION HAS TO GO BACK MORE TO THE DEI SIDE OF THINGS.

AND CAN WE GET SOME CLARIFICATION ON WHAT WE MEAN IN TERMS OF BELONGING?

I KNOW THAT THIS IS A THEME THAT HAS BEEN BROUGHT INTO THE DEI FRAMEWORK OVER THE LAST FIVE YEARS OR SO.

BUT WHEN WE'RE TALKING ABOUT THIS SURVEY AND THE INFORMATION THAT

WE'RE GATHERING IN TERMS OF WHAT -- HOW PEOPLE FEEL THAT THEY BELONG IN THIS CITY, HOW THEY FEEL IT'S HOME, THOSE ARE THE ISSUES THAT I WANT TO GET SOME CLARITY ON IN TERMS OF HOW WE'RE GATHERING THAT DATA, HOW WE'RE MEASURING THAT DATA, AND HOW ARE WE ASSESSING WHETHER PEOPLE FEEL MORE CONNECTED TO THE COMMUNITY OR LESS CONNECTED TO THE COMMUNITY THROUGH THAT LENS OF BELONGING.

>> DEDRICK: GREAT QUESTION.

THE BELONGING QUESTIONS THAT WE INCLUDED IN THE SURVEY WERE BASED ON A NATIONAL TOOL CALLED THE BELONGING BAROMETER, WHICH HAS BEEN UTILIZED NATIONALLY FOR MANY YEARS, DEVELOPED BY RESEARCHERS WHO DO BELONGING WORK.

AND THOSE 10 QUESTIONS ARE BASED ON THE METRICS THAT OVER TIME THEY FOUND MOST IMPACTED PEOPLE'S SENSE OF BELONGING IN A SETTING, WHETHER THAT BE AT WORK, WITH THEIR FRIENDS, OR IN THIS CASE WITH A COMMUNITY.

THAT WAS WHY WE CHOSE THOSE QUESTIONS AND TO INCLUDE THOSE IN A SURVEY, AND WE ARE WORKING ON AGGREGATING THOSE RESULTS SO WE CAN COMPARE OURSELVES TO NATIONAL DATA AROUND BELONGING.

SO THOSE ARE GREAT, SORT OF QUANTITATIVE TOOLS.

I WOULD SAY WE LEARN EVEN MORE QUALITATIVELY WITH PEOPLE AROUND BELONGING SO THAT OPEN-ENDED QUESTIONS WE ASKED SIMILAR TO THE QUESTION EARLIER WHAT WE CAN LEARN ABOUT DOWNTOWN, I JUST GAVE

YOU SOME OF THE HIGH LEVEL THEMES OF THOSE OPEN-ENDED BELONGING QUESTIONS.

OUR STAFF IS GOING TO BE DIGGING DEEPER INTO THE ANSWERS TO THOSE QUESTIONS TO REALLY GET WHAT PEOPLE ARE EXPERIENCING AROUND BELONGING AND WHAT THEY WOULD LIKE TO CHANGE.

SO BETTER UNDERSTANDING THOSE QUALITATIVE QUESTIONS, DOING THINGS LIKE FOCUS GROUPS AND OTHER REALLY CONVERSATIONAL SETTINGS TO TALK ABOUT BELONGING.

THAT'S ONE OF THOSE THINGS THAT DOES -- QUANTITATIVE DATA IS GREAT, BUT QUALITATIVE CONVERSATION HELPS YOU TO GET TO THE REAL HEART OF WHAT BELONGING IS.

>> EVANS: AND THEN CONNECTED WITH THIS, AND THIS WILL BE MY LAST POINT FOR YOU TO TRY TO ADDRESS WITH THIS, JASON, IS, YOU KNOW, THE LAST FEW WEEKS OR SO, AND THEN AS LATE AS EARLIER THIS MORNING, WE ALL GOT AN EMAIL ABOUT DOWNTOWN BUSINESSES STILL FEELING NOT COMFORTABLE, THEIR WORKERS OR CUSTOMERS ARE NOT COMFORTABLE COMING INTO THE DOWNTOWN SPHERE, AND FOR SOME OF THOSE BUSINESS OWNERS ASKING, YOU KNOW, WHAT MORE DO WE NEED TO DO AND HOW WE NEED TO DO IT IN TERMS OF IMPROVING THE PERCEPTION OF PUBLIC SAFETY IN THE DOWNTOWN CORE.

>> DEDRICK: I WILL SAY THAT OUR -- THE DATA THAT WE HAVE FROM THE COMMUNITY SURVEY WILL -- OUR DOWNTOWN TEAM IS ALREADY WORKING WITH THAT DATA, AGAIN TO SORT OF LOOK AT ALL THE RICHNESS THAT'S

UNDER THE HOOD OF THOSE RESPONSES TO UNDERSTAND WHAT SPECIFIC THINGS COMMUNITY MEMBERS MENTIONED THAT WE CAN DO AROUND DOWNTOWN.

SO IT'S A GREAT EXAMPLE OF WHERE OUR STAFF TEAMS ARE GOING TO DO MORE WORK WITH THIS DATA THAN WE'RE DOING TO REALLY INFORM SERVICES.

SO THEY HAVE THAT INFORMATION, AND I KNOW THEY'RE LOOKING AT IT AND SEEING WHAT MAYBE WE CAN DO DIFFERENTLY.

>> EVANS: I ONLY BRING THIS UP BECAUSE WE HAVE A DEFINITE GAP IN PERCEPTION VERSUS WHAT THE NUMBERS ARE THAT ARE COMING OUT OF THE POLICE DEPARTMENT IN TERMS OF RATES OF CRIME AND, YOU KNOW, THE IMPACT THAT CRIME HAS IN OUR COMMUNITY.

SO I DON'T EXPECT YOU TO RESPOND, BUT I'M JUST SAYING.

THOSE ARE SOME OF THE THINGS THAT ARE CREATING SOME OF THE GAPS THAT WE HAVE IN PERCEPTION AND WHAT'S REAL.

>> DEDRICK: QUICKLY, WE DO HAVE -- AGAIN, THERE'S SORT OF LIKE **END**LESS PERMUTATIONS OF THINGS WE CAN DO WITH THIS DATA, BUT THERE IS INFORMATION AROUND SPECIFIC DEMOGRAPHIC GROUPS AND THEIR EXPERIENCE AROUND DOWNTOWN AND HOW THEY DIFFER THAT WILL ALSO POTENTIALLY HELP US TARGET OUR ACTIONS OR DO DIFFERENT THINGS.

FOR EXAMPLE, COMMUNITY MEMBERS THAT ARE YOUNGER AND NEWER TO EUGENE ACTUALLY FEEL MORE SAFE DOWNTOWN THAN COMMUNITY

MEMBERS THAT ARE OLDER AND HAVE BEEN HERE LONGER.

SO LITTLE SORT OF NUGGETS LIKE THAT IN THE DATA ARE GOING TO HELP TO INFORM WHAT WE CAN DO THAT WILL BE MEANINGFUL TO ALL PORTIONS OF OUR COMMUNITY.

>> MAYOR KNUDSON: COUNCILLOR ZELENKA.

>> ZELENKA: THAT LAST LITTLE NUGGET IS REALLY INTERESTING.

MAYBE IT HAS TO DO WITH HOW BAKED-IN YOUR PERCEPTION IS AND HOW ENTRENCHED PEOPLE ARE IN CHANGING THEIR PERCEPTION.

IT'S ALWAYS BEEN INTERESTING TO ME THAT PEOPLE -- PERCENTAGE OF PEOPLE FEEL UNSAFE GOES UP AS CRIME GOES DOWN, WHICH DOESN'T SEEM TO EQUATE, BUT -- AND IT'S ABOUT PERCEPTION.

AND PEOPLE'S PERCEPTIONS ARE THEIR REALITY.

SO THAT'S WHAT WE REALLY NEED TO DEAL WITH.

THE REASON I RAISED MY HAND, THOUGH, WAS, YOU KNOW, WITH MY STAFF, WE HAVE BEEN TRYING TO HONE IN ON HOW DO WE MAKE WHAT WE DO MORE EFFECTIVE AND MORE EFFICIENT, THE E AND E OF PROGRAMATIC DELIVERY.

EFFECTIVENESS AND EFFICIENCY IS KIND OF WHAT WE WANT TO REALLY FOCUS ON.

AND IT'S REALLY HARD TO DO.

IT'S DIFFICULT TO IDENTIFY THINGS THAT MAKE WHAT WE DO MORE EFFECTIVE AND MORE EFFICIENT.

IT'S ALSO REALLY, REALLY HARD TO IDENTIFY KPI'S AROUND EFFECTIVENESS AND EFFICIENCY.

AND HOW DO YOU ASSESS PEOPLE'S -- GETTING BACK TO PERCEPTION AGAIN, WHAT'S THE BANG FOR THE BUCK THAT THEY GET? AND EVEN THOUGH YOU'RE MAKING IMPROVEMENTS, YOU MIGHT NOT BE GET PERCEPTIONS IN EFFICIENCY AND EFFECTIVENESS.

I THINK MAYBE, JASON, YOU CAN ADDRESS THAT A LITTLE BIT, MAYBE THE CITY MANAGER, ABOUT HOW DO WE HONE IN ON THAT MORE?

HOW DO WE GET KPI'S THAT ACTUALLY REFLECT HOW WE'RE DOING ON THAT AND THE PROGRESS WE'RE MAKING?

AND I KNOW IT'S DIFFICULT.

THIS IS NOT A YES OR NO QUESTION.

ANY THOUGHTS?

>> DEDRICK: ONE OF THE THINGS THAT WE'RE MANAGING OUT OF OUR STRATEGIC PLANNING AND PERFORMANCE PROGRAM IS WORKING ON CONTINUOUS IMPROVEMENTS.

WE ARE OFFERING TWO LEVELS OF TRAINING FOR OUR STAFF AROUND KIND OF SKILLING UP AND WHAT CONTINUOUS IMPROVEMENT IS AND HOW TO BRING IT TO THEIR WORK AND TO START MEASURING IMPROVEMENTS THAT OCCUR.

SO A BIG PART OF PROCESS IMPROVEMENT IS REALLY COLLECTING DATA ON HOW YOU CURRENTLY DO SOMETHING SO THAT WHEN YOU HAVE AN INNOVATION OR CHANGE THE WAY YOU DO SOMETHING, LET'S SAY PROCESS PERMITS, YOU CAN MEASURE IF YOUR WORK MADE IT MORE EFFICIENT TO

DELIVER SOMETHING THAT WAS MORE EFFICIENT.

SO WE'RE WORKING REALLY HARD ON BRINGING THOSE TOOLS TO STAFF.

IT'S NOT THAT WE WERE AT ZERO ON THAT AS AN ORGANIZATION, BUT WE ARE REALLY TRYING TO BE MORE INTENTIONAL ABOUT THAT.

ALSO WORKING ON A SUITE OF CHANGE MANAGEMENT TOOLS THAT STAFF CAN USE TO MAKE THOSE CHANGES WHEN WE FIND THAT CHANGE IS NEEDED.

IT'S ALL PART OF ALSO BECOMING MORE OF A DATA-LED ORGANIZATION.

SO YOU CAN DO THINGS, BUT IF YOU CAN'T MEASURE WHAT YOU'RE DOING, HOW DO YOU KNOW THE THINGS YOU'RE DOING ARE HAVING THE IMPACT YOU WANT TO HAVE?

SO THAT IS ALSO PART OF THE STRATEGIC PLANNING.

THERE ARE A SUITE OF THINGS WE ARE TRYING TO BRING TO OUR STAFF TO REALLY THINK DIFFERENTLY ABOUT THE WAY THAT WE WORK AROUND EFFICIENCY AND EFFECTIVENESS.

SARAH, DO YOU HAVE ANYTHING TO ADD?

>> MEDARY: I WAS THINKING ABOUT THINGS WE WERE TRYING TO COMMUNICATE AND DO THROUGH THE STRATEGIC PLAN.

THERE'S A FINE LINE BETWEEN ARE WE -- WHAT WE'RE MEASURING AND ACTUALLY HOW PEOPLE FEEL THAT IMPACT, WHICH IS A LITTLE BIT -- A LITTLE NUANCED TO WHAT JASON SAID.

FOR EXAMPLE, WE CAN GET MORE EFFICIENT AND EFFECTIVE WITH CRIME PREVENTION STRATEGIES OR CRIME RESPONSE IN THE DOWNTOWN.

BUT IF IT STILL DOESN'T FEEL GOOD, IT'S A LOT OF WORK ON COUNTING

THOSE NUMBERS THAT DON'T ACTUALLY MEASURE HOW PEOPLE FEEL.
SO THAT'S WHAT WE'VE BEEN MOSTLY TRYING TO FIGURE OUT, IS HOW DO
YOU REALLY DO WHAT YOU'RE DOING IN A WAY THAT INTERPRETS HOW THE
COMMUNITY IS FEELING ABOUT IT.

>> ZELENKA: YEAH.

IT'S VERY DIFFICULT TO DO.

AND IT'S ALSO A CONUNDRUM ABOUT WHEN METRICS GO UP OR GO
BENEFICIAL OR GOOD, AND PERCEPTION GOES THE OPPOSITE WAY OF THAT,
YOU'RE GOING TO THROW UP YOUR HANDS AND GO, WOW, WE WERE MAKING
PROGRESS BUT PEOPLE AREN'T SEEING IT.

HOW DO WE DO THAT?

IT KIND OF GETS BACK TO THAT TELLING YOUR STORY PART AND HOW
DIFFICULT THAT IS AND BEING ABLE TO PROVIDE THE ACTUAL DATA ABOUT
WHAT'S HAPPENING THAT CAN IMPACT PEOPLE'S PERCEPTIONS.

SOME ARE JUST BAKED.

MAYBE THAT'S PART OF THAT ORIGINAL LITTLE TIDBIT THAT YOU GAVE,
JASON, ABOUT YOUNGER PEOPLE FEELING MORE SAFE THAN OLDER PEOPLE.
MAYBE IT HAS TO DO WITH THE YOUNGER YOU FEEL YOU FEEL INVINCIBLE,
AND SO YOU SHOULD FEEL SAFER.

>> MAYOR KNUDSON: COUNCILLOR YEH.

>> YEH: I JUST WANTED TO FOR THE STRATEGIC PLAN STEP BACK A LITTLE BIT AND THANK THE CITY MANAGER FOR LEADING THIS EFFORT.

I THINK THAT THIS STRATEGIC PLAN GOING FORWARD IS A LEGACY THAT AT SOME POINT PROBABLY YOU WILL NO LONGER GET CREDIT FOR, NONE OF US WILL, BUT IT WILL STILL BE THERE AS SUCH A USEFUL TOOL AS WE GO FORWARD IN IT.

YOU KNOW, AS I'M LISTENING TO ALL OF MY COLLEAGUES AND ALL OF THIS, JUST REALLY USEFUL INFORMATION WE'RE GOING TO BE GETTING OUT OF THIS.

AND I'M THINKING ABOUT YOU LEAVING.

IT'S JUST MAKING ME REMEMBER HOW VALUABLE YOUR LEADERSHIP HAS BEEN.

AND SOME OF THE JUST REAL KEY THINGS THAT YOU HAVE BROUGHT TO US. SO I JUST WANTED TO EMBARRASS YOU A LITTLE AND SAY THAT.

BUT NOW I'M GOING TO HOP BACK TO THE SURVEY.

I KNOW, JASON, YOU'VE BEEN TALKING A LOT ABOUT HOW THE STAFF IS REALLY GOING TO DIG INTO THIS INFORMATION.

COUNCILOR CLARK WAS TALKING ABOUT IT MORE EARLIER ABOUT SOME OF THE SPECIFIC THINGS THAT PEOPLE SAY TO KIND OF UNDERSTAND WHAT IS BEHIND THEIR INTEREST IN SOME OF THESE AREAS.

AND I'M WONDERING IF THAT IS GOING TO COME BACK TO US IN SOME FORM AND HOW WE'RE GOING TO CIRCLE BACK ON SOME OF THAT.

>> DEDRICK: GOOD QUESTION.

I THINK IT'S LIKELY TO COME BACK TO YOU WHEN YOU HAVE WORK SESSION TOPICS ON THOSE ITEMS.

I'M SURE NEXT TIME YOU TALK ABOUT DOWNTOWN, STAFF WILL BE PEPPERING WHAT THEY ARE TALKING TO YOU ABOUT WITH WHAT THEY LEARNED FROM THE SURVEY.

CHIEF SKINNER, AROUND SAFETY, HE'LL PROBABLY BE REFLECTING ON WHAT THEY MAY BE TAKING AWAY FROM THE SURVEY.

I THINK THAT'S ONE WAY YOU WILL HEAR IT, WHICH IS AS THOSE TOPICS COME TO YOUR WORK SESSION TABLE, STAFF WILL BE BRINGING FORWARD WHAT THEY LEARNED AND HOW IT'S INFLUENCED WHAT THEY ARE PRESENTING AND THINKING ABOUT.

>> YEH: OK.

THAT'S REALLY INTERESTING.

SOME OF THESE TOPICS I THINK ARE REALLY IMPORTANT.

I'M NOT SURE IF WE HAVE WORK SESSIONS THAT ARE GOING TO BE RELATED ON THAT, AND I SUPPOSE THAT'S MORE OF A SCHEDULING, YOU KNOW, COUNCILLOR LEADERSHIP SITUATION.

BUT IT WOULD BE REALLY NICE TO HAVE SOME OF THIS INFORMATION IN A TIMELY MANNER, ESPECIALLY AROUND SAFETY AND HOMELESSNESS, SOME OF THOSE THINGS THAT ARE REALLY AT THE TOP OF THE LIST SO WE CAN START -- YOU KNOW, A LOT OF OUR CONVERSATIONS, MAYBE THE TOPIC ISN'T SPECIFICALLY ABOUT THESE THINGS BUT THEY ARE INTERWOVEN INTO SO MANY THINGS WE DO IN THE CITY.

IT WOULD BE NICE TO GET THAT INFORMATION WHEN IT'S AVAILABLE.

I REALIZE THAT'S GOING TO TAKE TIME.

I'M SURE THERE'S A LOT OF DIGGING THAT STAFF HAS TO DO.

BUT, YEAH.

I WOULD REALLY APPRECIATE GETTING IT WHEN WE CAN.

EVEN IF IT'S JUST A MEMO, AND THEN IT STARTS WEAVING INTO SOME STUFF.

I DON'T KNOW.

THANK YOU SO MUCH.

>> MAYOR KNUDSON: THANK YOU, COUNCIL, FOR THAT DISCUSSION AND STAFF FOR THESE PRESENTATIONS, REFLECTING ON WHAT A FEW OF OUR CITY COUNCILLORS JUST MENTIONED, AND JASON, WHAT YOU OFFERED IN RESPONSE, I'LL JUST OBSERVE THAT, YOU KNOW, THE VALUE OF A STRATEGIC PLAN RATHER THAN A PLAN GETS TO I THINK OF WHAT COUNCILLOR ZELENKA WAS TALKING ABOUT RELATED TO EFFICIENCY AND EFFECTIVENESS.

AND I THINK WHEN WE THINK ABOUT WHAT WE'RE MEASURING AND WHAT WE COLLECT, AND CLOSING THE GAP IN OUR SHARED UNDERSTANDING OF HOW WE'RE DOING AND BETTER UNDERSTANDING WHAT PEOPLE ARE EXPERIENCING IN OUR COMMUNITY, THIS CONVERSATION, THIS WORK SESSION, TODAY BETWEEN THE COMMUNITY SURVEY AND THIS OVERVIEW AND UPDATE TO OUR STRATEGIC PLAN IS REALLY HELPFUL IN THAT WORK. A LOT OF TRANSPARENCY WITH A LOT OF INFORMATION AND DATA THAT WE'RE COLLECTING, BOTH GOOD NEWS AND CHALLENGING FEEDBACK. AND THEN A LOT OF INFORMATION ABOUT HOW WE'RE CHARTING A COURSE IN THIS WORK AND TRYING TO COORDINATE SO THAT THE EXPERIENCE PEOPLE HAVE IS TRULY IMPROVED AND WE'RE NOT JUST GATHERING DATA

THAT TELLS US IT IS, BUT WE'RE SEEING IT ON THE GROUND IN OUR COMMUNITY.

THANK YOU, EVERYONE.

THANK YOU FOR THAT DISCUSSION.

THIS CONCLUDES OUR AGENDA FOR TODAY, AND SO I NOW CLOSE THE SEPTEMBER 10TH, 2025, CITY COUNCIL WORK SESSION, AND WE ARE ADJOURNED.