

ROUGHLY EDITED TRANSCRIPT
CITY OF EUGENE
SPECIAL MEETING
JANUARY 13, 2026
1:00 P.M.

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>> Mayor Knudson: WELCOME TO THE MEETING. FOR THIS KIND OF MEETING, THERE IS NO OPPORTUNITY FOR PUBLIC COMMENT. THE DOORS TO THE PATIO CAN ALSO BE USED AS NEEDED. THANK YOU ALL AGAIN FOR JOINING US. I NOW CALL THE JANUARY 13, 2026 SPECIAL MEETING OF THE EUGENE CITY COUNCIL TO ORDER, AND I WILL TURN OVER TO THE COUNCIL PRESIDENT TO PRESIDE OVER THE REMAINDER OF THIS SPECIAL MEETING.

>> President Evans: THANK YOU, MAYOR. TURN ON MY SOUND. THANK YOU, MAYOR. BEFORE I TURN IT OVER TO THE RECRUITER SUPPORTING THIS PROCESS, BOB MURRAY AND ASSOCIATES, I'D LIKE TO REMIND EVERYONE OF THE PROCESS TO DATE. PRIOR TO COLLECTING APPLICATIONS, COUNCIL HELD A COMMUNITY LISTENING SESSION TO HEAR FROM THE PUBLIC ABOUT WHAT IS IMPORTANT IN A NEW CITY MANAGER. BOB MURRAY & ASSOCIATES, MET WITH STAKEHOLDERS, HELD A PUBLIC LISTENING SESSION OVER ZOOM. HELD A LISTENING SESSION FOR BOARDS, NEIGHBORHOOD ASSOCIATIONS TO LEARN MORE ABOUT WHAT IS IMPORTANT TO EUGENE. BMA PRESENTED TOP CANDIDATES TO COUNCIL -- [NO AUDIO]

>> President Evans: COUNCIL HELD A MEETING AND MET WITH CANDIDATES. CANDIDATES WERE INTERVIEWED. YEAH, I'M LOUD ENOUGH AS IT IS. DON'T WORRY ABOUT IT, MAYOR.

>> Mayor Knudson: FOR THE RECORDING.

>> President Evans: OH, FOR THE RECORDING. I'LL GO BACK TO WHERE I WAS, I LOST MY PLACE FOR A MINUTE. THIS WEEK, COUNCIL HELD

A MEET AND GREET WITH CANDIDATES, CANDIDATES WERE INTERVIEWED BY THE EXECUTIVE TEAM, WENT ON A COMMUNITY TOUR AND WERE INTERVIEWED BY PARTNER AGENCIES THIS MORNING. THEY'RE HERE NOW FOR HOUR LONG INTERVIEWS WITH US, AND TONIGHT THEY'LL BE INTERVIEWED BY A PANEL MADE UP OF BOARDS AND COMMISSIONS WITH NEIGHBORHOOD ASSOCIATIONS IN THE ROOM TO PROVIDE FEEDBACK TOO. BOB MURRAY AND ASSOCIATES WILL PROVIDE US WITH RANKINGS, INFORMATION FROM THE FULL PROCESS AND OTHER BACKGROUND INFORMATION BEFORE WE BEGIN DELIBERATIONS AND EXECUTIVE SESSION, TOMORROW AT 1:45. WITH THAT, I WILL TURN THIS OVER TO JEFF MORRY FROM BOB MURRAY AND ASSOCIATES.

>> THANK YOU. I KNOW YOU ALL KNOW WHO WE ARE, BUT FOR THE AUDIENCE WHO DOESN'T. MY NAME IS JEFF MORRY, I'M AN EXECUTIVE RECRUITER WITH BOB MURRAY AND ASSOCIATES. IN MY PREVIOUS LIFE I WAS THE CITY OF VANCOUVER POLICE CHIEF. PRIOR TO THAT, I DID 26 YEARS AT THE WASHINGTON COUNTY SHERIFF'S OFFICE, THEN STARTED WORKING WITH BOB MURRAY. WHO DID MY RECRUITMENT AS POLICE CHIEF. IT'S AN HONOR TO BE SELECTED FOR THIS RECRUITMENT.

>> GOOD AFTERNOON, EVERYONE, I'M VALERIE PHILLIPS. I'M THE OWNER AND PRESIDENT OF BOB MURRAY AND ASSOCIATES. I'VE OWNED THE COMPANY FOR ABOUT 12 YEARS, WE SPECIALIZE IN EXECUTIVE RECRUITMENTS, WE CONDUCTED A LITTLE OVER 40 CITY MANAGER RECRUITMENTS IN THREE YEARS, AN HONOR TO HAVE BEEN SELECTED TO TAKE ON THIS IMPORTANT RECRUITMENT FOR YOUR CITY.

>> THANK YOU, VALERIE. I KNOW MOST OF YOU KNOW THIS, BUT FOR THE COMMUNITY, WHEN WE WERE SELECTED TO DO THIS RECRUITMENT, WE STARTED DOING OUTREACH EFFORTS IN EARLY AUGUST TO CANDIDATES WE THOUGHT WERE POTENTIAL GOOD PEOPLE FOR THE CITY OF VANCOUVER. WE OPENED THE RECRUITMENT OFFICIALLY AFTER A BLESSING WITH COUNCIL WITH THE BROCHURE, IN SEPTEMBER, AND IT ACTUALLY CLOSED AFTER SIX WEEKS ON NOVEMBER 3rd. WE HAD ABOUT 50 APPLICANTS THAT APPLIED FROM ALL OVER THE COUNTRY. AND INTERESTINGLY ENOUGH, 17 OF THOSE 15 WERE INTERVIEWED BY VALERIE AND MYSELF, WE BROUGHT MANY OF THOSE CANDIDATES TO YOU IN EARLY DECEMBER, AND THAT RECOMMENDED FINALIST MEETING WAS HELD ON NOVEMBER 24th, AND THEN IN DECEMBER, YOU INTERVIEWED PEOPLE. SO THE INTERESTING THING IS, OUT OF ALL OF THOSE PEOPLE FROM ALL OVER THE COUNTRY, WE HAVE THREE PEOPLE THAT ARE LOCAL NORTHWESTERNERS, I THINK THERE'S A SPECIAL CULTURE THAT BELONGS IN THE NORTHWEST, AND I'M VERY EXCITED TO PRESENT THESE THREE PEOPLE TO YOU. NORMALLY WE WOULD TALK ABOUT CONFIDENTIALITY, AND WHAT STAYS IN THE ROOM NEEDS TO STAY

IN THE ROOM, BUT THIS IS A PUBLIC FORUM. SO I HOPE YOU ENJOY YOUR TIME YOU SPEND WITH THESE CANDIDATES, AND WITH THAT I WILL CLOSE.

>> President Evans: OUR FIRST CANDIDATE, I BELIEVE -- GO AHEAD.

>> JUST AS CLARIFYING, WE ALL HAVE A LIST OF QUESTIONS AHEAD OF US, WE'RE GOING TO GO IN ORDER ON THE LIST.

>> President Evans: CORRECT, GO IN ORDER BY WARD. WHY DON'T YOU GO AHEAD AND INTRODUCE YOURSELF, AND THEN WE'LL GET STARTED.

>> THANK YOU. I AM MATT RODRIGUES, I'M CURRENTLY THE ASSISTANT CITY MANAGER FOR THE CITY OF EUGENE. I'M HAPPY TO TALK TO YOU ABOUT THE CITY MANAGER POSITION.

>> President Evans: CAN YOU TALK INTO THE MIC, MATT, BECAUSE I DON'T THINK EVERYONE'S HEARING YOU.

>> DID I NOT GET PICKED UP, SHOULD I DID IT AGAIN?

>> President Evans: TAKE TWO.

>> THANKS FOR THAT FEEDBACK. I'M MATT RODRIGUEZ, CURRENTLY THE ASSISTANT THE CITY MANAGER FOR THE CITY OF EUGENE, I'M EXCITED TO BE HERE TO HAVE AN TUNE THE TO TALK WITH YOU ABOUT THE CITY MANAGER POSITION, SO THANK YOU FOR HAVING ME.

>> President Evans: OUR FIRST QUESTION WILL BE ASKED BY WARD ONE CITY COUNCILOR ELIZA KASHINSKY.

>> Councilor Kashinsky: HELLO, MATT, GOOD TO SEE YOU. CAN YOU TALK ABOUT WHAT COLLABORATIONS YOU'VE HAD THAT HAVE BEEN PARTICULARLY CONSTRUCTIVE AND ONES THAT HAVE BEEN MORE CHALLENGING.

>> YEAH, THANK YOU COUNCILOR. I THINK THIS IS AN AREA OVER MY 21 YEARS WHERE I'VE HAD AN OPPORTUNITY TO BUILD RELATIONSHIPS WITH OUR COMMUNITY PARTNERS, I'LL TRY TO PICK A COUPLE EXAMPLES, BECAUSE I KNOW WE PROBABLY HAVE A LOT TO DISCUSS HERE. WITH THE CITY IN MY 21 YEARS, I'VE PREDOMINANTLY WORKED IN PUBLIC WORKS AND MOVING UP, INTO TRAFFIC ENGINEER, CITY ENGINEER, AND PUBLIC WORKS DIRECTOR. AND THE LAST TWO AND A HALF YEARS, THE ASSISTANT CITY MANAGER. A COUPLE MAJOR OPPORTUNITIES FOR COORDINATION THAT I'VE BEEN PART OF HAVE BEEN THE DOWNTOWN RIVERFRONT. AND THE ACQUISITION OF OUR CITY HALL, AND BOTH OF

THOSE WERE PREDOMINANTLY RELATIONSHIPS WITH EWEB ON THE FRONT END. AND BEING ABLE TO WORK WITH THEM TO FIND KIND OF MUTUALLY BENEFICIAL OPPORTUNITIES TO WORK TOGETHER. SO NOT ALL NEGOTIATIONS WITH PARTNERS ARE EASY. OFTEN WE MIGHT HAVE INTERESTS THAT ARE SOMEWHAT DIVERGING, THESE PROCESSES WERE ONES WHERE WE COULD FIND COMMON GROUND AND REALLY MOVE THROUGH IT. I'M PROUD OF THE WORK. I ACTUALLY WAS THE LEAD NEGOTIATOR FOR THE PURCHASE OF CITY HALL AS WELL AS THE POLICY ADVISOR FOR THE DOWNTOWN RIVERFRONT PROJECT. THE WORK WITH EWAB TO ACQUIRE THE PROPERTY, AND THE WORK WITH THE DEVELOPERS TO COME IN AND START DEVELOPMENT, WHAT WE'RE STARTING TO SEE POP OUT OF THE GROUND NOW. SOME OTHER INITIATIVES AND OPPORTUNITIES FOR COORDINATION WOULD BE WITH OUR REGIONAL PARTNERS LIKE LANE COUNTY AND THE CITY OF SPRINGFIELD. WE OFTEN HAVE PROJECTS LIKE TRANSPORTATION PROJECTS OR GRANT OPPORTUNITIES WHERE IF IT'S POSSIBLE TO FIND THAT ABILITY TO WORK TOGETHER, IT REALLY BENEFITS THE COMMUNITY OVERALL. AND A COUPLE OF THOSE ARE WORK WITH THE COUNTY TO REALLY TALK ABOUT HOW WE INTENTIONALLY TRANSFER STREETS THAT ARE WITHIN OUR URBAN GROWTH BOUNDARY, BUT MAYBE ON THE EDGE OF OUR CITY LIMITS, AND IT MAKES SENSE, BECAUSE THERE IS A MIX OF CITY AND COUNTY PROPERTY, ESPECIALLY IN THE RIVER ROAD AREA, TO THINK ABOUT HOW WE PARTNER TO INVEST IN STREETS. SO WE HAVE DISCRETIONARY FEDERAL FUNDING AVAILABLE TO US EVERY FEW YEARS. AND WE'VE BEEN ABLE TO WORK WITH THE COUNTY AND IDENTIFY SPECIFIC PROJECTS WHERE WE'RE CO APPLYING AND SAYING, IT MAKES SENSE FOR BOTH OF US TO INVEST IN THIS PROJECT, ONE EXAMPLE WOULD BE HUNSICKER ROAD TO MAKE THIS A SAFE STREET FOR EVERYONE, AND FOR THE CITY TO TAKE IT FROM THE COUNTY. ANOTHER EXAMPLE IS WORKING WITH THE CITY OF SPRINGFIELD AND ACTUALLY ALL OF OUR REGIONAL PARTNERS, BECAUSE IT WAS OUR NUMBER ONE PRIORITY AS PART OF OUR UNITED FRONT LOBBYING EFFORT, WHICH I'LL BRIEFLY SPEAK TO THAT, IF FOLKS DON'T KNOW IS WHEN A NUMBER OF REGIONAL PARTNERS, LOCAL GOVERNMENTS IN LANE COUNTY INCLUDES SOME OF OUR SCHOOL DISTRICTS, INCLUDES SOME SPECIAL DISTRICTS, WE ALL SIT DOWN TOGETHER AND TALK ABOUT WHAT OUR SHARED PRIORITIES ARE, TO TALK TO OUR CONGRESSIONAL AND DELEGATION IN WASHINGTON, D.C., AND OUR SENATORS. THAT TAKES A LITTLE BIT OF GIVE AND TAKE, RIGHT? WE TYPICALLY HAVE ONE NUMBER ONE PROJECT AND PRIORITY WHEN WE GO ON THESE TRIPS, THAT MEANS WE HAVE TO DECIDE WHAT THAT IS, THERE ARE ENDLESS PRIORITIES, BUT IT TAKES US COMING TOGETHER AND AGREEING, ONE OF THOSE WERE FRANKLIN BOULEVARD. FRANKLIN BOULEVARD, NOT ONLY FOR THE CITY OF EUGENE, BUT THE CITY OF SPRINGFIELD, WE WORKED TOGETHER TO -- ACTUALLY, WHISPERING FIELD CREATE A DELEGATION THAT IMPROVED A SECTION IN THE CITY, WHICH IS LARGELY IN FRONT OF THE UNIVERSITY OF OREGON,

TRANSFORMING A FORMER HIGHWAY INTO AN URBAN AND SAFER STREET, AND IN THE CITY OF SPRINGFIELD, IN THE GLENWOOD AREA, THEY'RE TRYING TO DEVELOP. COMING TOGETHER TO PUT TOGETHER A PACKAGE, IN WHICH WE WENT AND ASKED FOR THAT FUNDING. WE TALKED TO OUR LEGISLATORS, WE WERE SUCCESSFUL IN GETTING, AND NOW WE'RE WORKING TOGETHER IN HOW WE DELIVER THAT. THE CITY OF EUGENE IS ACTING AS THE AGENCY DELIVERING THE PROJECT, BECAUSE WE'RE LOCALLY CERTIFIED WITH ODOT AND FHWA TO DELIVER FEDERAL PROJECTS

>> President Evans: SECOND QUESTION, WARD 2 GO FOR IT, COUNCILOR KEATING.

>> Councilor Keating: MATT, THANK YOU FOR BEING HERE THIS AFTERNOON. [NO AUDIO]

>> Councilor Keating: IN AN INCREASINGLY VOLATILE POLITICAL ARENA, HOW WILL YOU WORK WITH THEM AND THE COUNCIL. ARE THERE EXAMPLES THAT MAY HELP COUNCIL UNDERSTAND HOW YOU WILL BE DEALING WITH THESE CHANGES.

>> I THINK THAT'S A REALITY HOW ALL OF OUR PARTNER ORGANIZATIONS -- I JUST HAD A MEETING WITH OUR PARTNERS, AND WE TALKED ABOUT THIS THING. ONE OF THE THINGS THAT IS CHALLENGING WITH THE CURRENT FEDERAL ADMINISTRATION, CLARITY AROUND AVAILABLE FUNDING, AND THERE ARE CHANGES THAT ARE OCCURRING THAT SOMETIMES WOULD LIMIT OUR ABILITY TO ACCESS FUNDING. AND THERE ARE LOTS OF LAWSUITS THAT ARE GOING ON THAT SOMETIMES OPEN THOSE BACK UP, IT'S REALLY HARD TO ACTUALLY PLAN FOR THE FUNDING WE'VE TYPICALLY RELIED ON FOR DECADES. ONE OF THE THINGS THAT I THINK IS IMPORTANT FOR THE CITY MANAGER, AND I WOULD DO IN THIS ROLL IS TO MAKE SURE WE'RE LOOKING AT COUNCIL POLICY, WE'RE LOOKING AT OUR GOALS AND VISION, AND I'M TAKING COUNCIL DIRECTION IN ORDER TO FIGURE OUT HOW TO ENGAGE WITH THAT CHALLENGE. SO THERE ARE SOME EXAMPLES IN THE LAST YEAR OF HOW WE'VE DONE THAT, FOR INSTANCE, WE DID JOIN A FEDERAL LAWSUIT RELATED TO SOME LANGUAGE IN TRANSPORTATION GRANTS THAT WOULD HAVE PROHIBITED US FROM BEING ABLE TO ACCESS THEM. LANGUAGE THAT WOULD HAVE BEEN IN VIOLATION WITH OUR OREGON SANCTUARY LAWS, LANGUAGE THAT WOULD HAVE MADE IT HARD TO ACCEPT FUNDING BECAUSE THERE ARE CLAUSES SAYING IT COULD BE TAKEN BACK FOR ANY REASON AT ALL. AND THAT'S A HIGH LEVEL OF RISK WHEN YOU'RE TALKING ABOUT PROJECTS IN THE TENS OF MILLIONS OF DOLLARS, IT'S A CHALLENGING THING TO BE ABLE TO DO. I KNOW THERE'S ALSO A LOT OF CONCERN IN THE COMMUNITY, AND ESPECIALLY THE IMMIGRANT COMMUNITY ABOUT IMPACTS OF FEDERAL IMMIGRATION ENFORCEMENT.

THAT'S A REALLY TOUGH ONE FOR LOCAL GOVERNMENT, BECAUSE WE DO HAVE A VERY LIMITED ROLE IN THAT. AND OUR ROLE IS TO MAKE SURE THAT WE ARE MEETING STATE LAW, THE OREGON SANCTUARY LAWS AND WE ARE NOT PARTICIPATING IN THAT ENFORCEMENT IN ANYWAY. AND ONE OF OUR ROLES, AND AGAIN, THIS IS WHERE COUNCIL'S DIRECTION REALLY IS IMPORTANT, IN THE WAY THAT WE POSTURE, IS TO UNDERSTAND HOW WE CAN BEST SUPPORT THE COMMUNITY AT LARGE. ESPECIALLY WHEN YOU HAVE A COMMUNITY THAT IS FEELING FEAR ABOUT THE WAY FEDERAL LAW IS BEING CURRENTLY ENFORCED.

>> COUNCILORS, WE'RE GOING TO SWITCH TO CEILING MICS.

>> OKAY, DON'T TURN THESE ON.

>> YOU DON'T NEED TO TURN THEM ON.

>> ALL RIGHT. I'LL SPEAK LOUD. THANKS FOR BEING HERE, MATT. THERE ARE TWO IMPORTANT ISSUES IN EUGENE THAT ARE CRYING OUT FOR MORE FUNDING, CLIMATE CHANGE AND HOMELESSNESS, ADDRESSING HOMELESSNESS. THE ENVIRONMENT OF LIMITED FUNDS AND RESOURCES, AND OTHER COMPETING INTERESTS OTHER THAN THAT, BECAUSE THERE'S SO MANY ISSUES IN PLAY, HOW DO YOU ADDRESS FUNDING FOR THESE IMPORTANT ISSUES?

>> THAT'S A GREAT QUESTION, AND AS YOU KNOW, COUNCILOR, THAT HAS BEEN A SUBJECT OF A NUMBER OF COUNCIL CONVERSATIONS, BECAUSE IT IS A TOUGH NUT TO CRACK. YOU KNOW, I -- I CAN KIND OF SPEAK TO MY EXPERIENCE IN BOTH OF THOSE AREAS, AND MAYBE COME BACK WITH THE FUNDING. WITH THE CITY OF EUGENE, I WAS THE CO PROJECT MANAGER FOR THE INTERNAL CLIMATE ACTION PLAN. I SERVED FOR SIX YEARS AS PART OF THE NATIONAL AMERICAN PUBLIC WORKS ASSOCIATION, CENTER FOR SUSTAINABILITY, WHICH IS THE NATIONAL COMMITTEE LOOKING FOR SUSTAINABLE PRACTICES. IT IS SOMETHING I BELIEVE AND I AUTHORED A CHAPTER IN THEIR OPERATIONS MANUAL ON CREATING A GROWING SUSTAINABLE COMMUNITY. IT'S SOMETHING THAT IS -- I FEEL A LOT OF PURPOSE IN AND RESONANCE WITH. IT IS A CHALLENGE. AND I THINK WE -- WE REALLY IN THE LAST FEW YEARS, GEARED UP TO TRY TO ACCESS FEDERAL POTS OF MONEY THAT NOW ARE NOT AVAILABLE. SO I PERSONALLY THINK, WHEN WE'RE THINKING ABOUT BEING CREATIVE AND TRYING TO NOT TEST THE LIMITS OF WHAT THE COMMUNITY CAN AFFORD, THAT WE NEED TO THINK ABOUT HOW WE'RE JUST -- WE'RE INTEGRATING EVEN FURTHER, THAT WORK INTO EVERYTHING WE DO. AND THAT'S NOT TO DO IT WITHOUT THINKING ABOUT HOW MUCH IT COSTS AND ABOUT THE RETURN ON INVESTMENT WE WOULD GET FOR THOSE INVESTMENTS. I ALSO THINK THERE ARE SOME OPPORTUNITIES TO TALK WITH COUNCIL ABOUT HOW WE MIGHT FUND IT

CREATIVELY, BUT IT'S HARD TO HAVE A SPECIFIC ANSWER ON THAT RIGHT NOW. SO FOR HOUSING AND HOMELESSNESS, I WAS -- ONE OF THE COINCIDENT COMMANDERS FOR OUR UNHOUSED INCIDENT COMMAND STRUCTURE DURING COVID AND COMING OUT OF COVID, AND TRYING TO ADDRESS THE CRISIS OF HOUSELESSNESS THAT WE HAVE, WE'RE STILL WORKING ON. PART OF THAT WORK WAS REALLY TO THINK ABOUT HOW WE ARE PARTNERING AND IDENTIFYING ROLES AND RESPONSIBILITIES WITH OUR ORGANIZATIONS THAT ARE IN THE CITY AND DOING GREAT WORK. IT WAS ALSO WORKING VERY DEEPLY WITH OUR NONPROFITS TO UNDERSTAND WHAT ROLE THEY CAN PLAY, AND HOW THEY CAN SCALE TO HELP ADDRESS THE ISSUE. WE'RE ABLE TO STAND UP 350 NEW SHELTER BEDS AS PART OF THAT PROCESS, AND THEN WE ALSO WORKED ON A NEW STRUCTURE FOR HOW WE HANDLE PUBLIC SPACE MANAGEMENT, AND I THINK THAT PROCESS, AND THAT BALANCE IS SOMETHING THAT WE NEED TO CONTINUE TO TEST. BECAUSE WE NEED TO UNDERSTAND WHAT THE RIGHT BALANCE IS. WITH STATE FUNDING IMPACTS HERE THAT WE'VE HAD THIS LAST YEAR, WHERE WE, IN LANE COUNTY, LOST ABOUT HALF OF OUR SHELTER FUNDING, IT'S BEEN AMAZING HOW OUR SHELTER PROVIDERS HAVE STEPPED UP TO TRY TO FIGURE OUT HOW WE KEEP OPERATIONS RUNNING. AT THE SAME TIME, LOSING THE FUNDING TO THE SERVICE COMPONENT THAT IS THE ENGINE OF HELPING PEOPLE EXIT HOUSELESSNESS. SO WE'RE -- OUR HOMELESS SERVICES TEAM CONTINUES TO BE DEEPLY ENGAGED IN THAT WORK, I MET WITH THEM LAST MONTH TO TALK ABOUT, WHERE CAN WE GO FROM HERE. HOW DO WE CONTINUE TO LOOK AT INTEGRATIVE SOLUTIONS, SUPPORTING THAT WITH OUR NONPROFITS. AND THERE'S OPPORTUNITIES TO LOOK AT THINGS LIKE DETACHED SINGLE ROOM OCCUPANCY UNITS THAT COULD BE FUNDED IN A DIFFERENT WAY. SO THEY MIGHT BE ABLE TO ACCESS OTHER FUNDING FROM THE FEDERAL GOVERNMENT, AND IT MIGHT BE ABLE TO TAKE A VERY MODEST AMOUNT OF INCOME OF THE FOLKS THAT ARE LIVING IN THOSE UNITS TO GO TOWARD IT. IT'S A DIFFERENT MODEL OF HOW WE DO THAT WORK. WE ALSO NEED TO BE -- I KNOW COUNCIL IS ENGAGED IN THIS, REALLY READY TO ENGAGE WITH OUR STATE LEGISLATURE OVER THIS NEXT YEAR, AND WITH STATE GOVERNMENTS AND AGENCIES, BECAUSE THE FORMULA FOR HOW SHELTER FUNDING WILL BE APPORTIONED IS SUPPOSED TO BE RECONSIDERED, AND WE HAVE ONE OF THE MOST COST EFFECTIVE SYSTEMS IN THE STATE, AND WE STILL LOST HALF OF OUR FUNDING. BECAUSE THAT RETURN ON INVESTMENT IS NOT CURRENTLY COUNTED HOW THEY APPORTION FUNDS. THAT IS ONE WAY WE CAN CONTINUE TO GO AFTER FUNDS WITH PARTNERS, TO BRING IT INTO OUR COMMUNITY WHERE WE KNOW WE HAVE A HIGH LEVEL OF NEED.

>> President Evans: COUNCILOR YEH.

>> COUNCILOR YEH: THANK YOU. NICE TO HAVE YOU HERE, MATT. CAN YOU TELL US ABOUT TRIPLE BOTTOM LINES, AND EQUITY IN YOUR WORK.

>> YES, AS I MENTIONED, I THINK SUSTAINABILITY, WHICH REALLY IS BASED ON THE TRIPLE BOTTOM LINE, SO THINKING ABOUT THE ENVIRONMENT, ABOUT PEOPLE AND ABOUT THE ECONOMY ARE CENTRAL TO ANY OF THAT THINKING. THAT HAS BEEN PART OF WHAT I'VE TRIED TO INSTILL IN ANY OF THE WORK I'VE DONE, AS WE CAME UP THROUGH PUBLIC WORKS. I WAS ONE OF THE FIRST FOLKS WHO BEGAN TO PILOT THE USE OF WARM MIX ASPHALT, WHICH HAS A LOWER GREENHOUSE GAS EMISSION COMPONENT TO IT. IT ALSO CAN LAST LONGER BECAUSE IT'S NOT BURNED AT THE TIME. YOU DON'T ALSO GET SMOKE EMISSIONS, IT'S KIND OF AN EARLY INDICATOR HEY, THAT'S BETTER FOR PUBLIC HEALTH, IT'S BETTER FOR THE ENVIRONMENT, AND ACTUALLY IT COSTS LESS AND LASTS LONGER. IT'S A WIN WIN WIN. WE CAN'T ALWAYS FIND THOSE, BUT I THINK WE NEED TO THINK ABOUT THOSE ELEMENTS IN ANY DECISION MAKING WE ARE LOOKING AT. ANOTHER EXAMPLE OF WHERE WE'RE TRYING TO USE THAT LENS IS WITH GOLD SPOKE PARK. FOLKS HAVE OPINIONS ON WHAT THAT PARK SHOULD LOOK LIKE, BUT WHAT ARE THE MATERIALS WE USE IN THE FIELDS. THAT CAN SERVE THE COMMUNITY IN THE BEST WAY. I THINK AS A COUNCIL, HAVE YOU BEEN INTERESTED IN LEARNING ABOUT THOSE ENVIRONMENTS. IN MY ROLE, I THINK I NEED TO GIVE YOU THE BEST INFORMATION TO MAKE THE DECISION. WE BUILT AN ETHIC OF THAT WITHIN THE ORGANIZATION. I THINK I'VE BEEN A PART OF THAT BEING A CONSISTENT ETHIC. AND I ALSO THINK IT MAKES SENSE FOR COUNCIL TO POTENTIALLY REVISIT HOW THEY WANT THAT INFORMATION TO BE BEST PRESENTED TO YOU.

>> President Evans: COUNCILOR CLARK?

>> Councilor Clark: THANK YOU. MATT, THANK YOU FOR BEING HERE, GOING THROUGH ALL THIS. I GET TO ASK THE HARD QUESTION. IS THE FUTURE USE OF ALPR TECHNOLOGY IN EUGENE A GOOD IDEA OR BAD IDEA? AND WHY OR WHY NOT?

>> THANK YOU FOR THAT QUESTION. OBVIOUSLY, WE'RE COMING OFF THE BACK OF A SIX MONTH LONG COMMUNITY CONVERSATION ABOUT USE OF AUTOMATED LICENSE PLATE READING TECHNOLOGY. I WANT TO BIFURCATE THAT A LITTLE BIT, A LOT OF STRONG FEELING IS AROUND THE COMPANY, THE VENDOR THAT WAS PROVIDING THAT. [AUDIO DIFFICULTIES]

>> WE NEED A NEW MICROPHONE.

>> THERE'S A LOT OF STRONG COMMUNITY SENTIMENT, THAT THAT COMPANY WAS NOT THE RIGHT ONE FOR OUR COMMUNITY. THERE WERE ISSUES OF TRUST AND PARTIALLY, THAT'S BECAUSE THAT COMPANY HAD RELEASED SOME LOCAL DATA TO FEDERAL AUTHORITIES WITHOUT THEM KNOWING IT. AND REALLY WANTING US TO MAKE SURE THAT WE WERE KEEPING THE RIGHTS AND PRIVACY OF THE PUBLIC FOREMOST IN MIND. AND I -- AND RIGHTLY SO. SO AS YOU KNOW, WE HAD A DISCUSSION OVER MONTHS ABOUT WHAT THE APPROPRIATE THING TO DO WAS AND COUNCIL DIRECTED OR RECOMMENDED TO THE CITY MANAGER THAT WE TURN THOSE CAMERAS OFF, WHICH WE DID. WE ENGAGED WITH THE VENDOR ABOUT TERMINATING THE CONTRACT, THEIR ANSWER ON REMOVING CAMERAS WASN'T TO OUR SATISFACTION, AND WE TOOK ACTION TO ACTUALLY REMOVE THOSE CAMERAS THEMSELVES UNTIL THEY COULD COME PICK THEM UP. I THINK IN HINDSIGHT, WHAT I WOULD HAVE LOVED TO HAVE DONE, AND IT WOULD HAVE BEEN HARD TO KNOW THIS IN THE MOMENT, BECAUSE I THINK THAT ENERGY REALLY BUILT AFTER WE HAD ALREADY BEEN THROUGH A PROCESS TO IDENTIFY A VENDOR AND HAVE A CONTRACT, IS WHAT THE CONSTRAINTS OF A SYSTEM MIGHT BE THAT MAKE PEOPLE FEEL THEY'RE STILL PROTECTED, BUT ALSO HAVE UTILITY AND VALUE TO LAW ENFORCEMENT, BECAUSE THERE IS A PROVEN VALUE IN THE TECHNOLOGY FOR LAW ENFORCEMENT. BUT I THINK WHAT WE HEARD LOUD AND CLEAR IS THAT FOLKS DON'T WANT THAT TO BE WIDE OPEN. THEY DON'T WANT ACCESS TO BE WIDE OPEN, THEY WANT US TO REALLY THINK ABOUT HOW THAT TECHNOLOGY CAN BE DEPLOYED WITHIN THE FRAMEWORK THAT WE HAVE FOR ACCOUNTABILITY. WE HAVE A VERY STRONG POLICE ACCOUNTABILITY MECHANISM WITH THE POLICE AUDITOR, CIVILIAN REVIEW BOARD AND POLICE COMMISSION THAT HAS POLICY, AND HOW MIGHT WE RETHINK HAVING THE TECHNOLOGY WITH A DIFFERENT VENDOR, WHO WE ASKED DIFFERENT QUESTIONS OF, AND ONE OF THE THINGS WE TALKED ABOUT, IF COUNCIL WERE TO SUPPORT IMPLEMENTING THIS TECHNOLOGY AGAIN, IS VERY SPECIFICALLY ASKING HOW THIS VENDOR IS GOING TO MEET OREGON SANCTUARY LAW, UP FRONT. THE MINUTE IT'S TURNED ON, IF COUNCIL ELECTS TO GO THERE, WHAT DOES IT LOOK LIKE. I AM HOPEFUL WE CAN BRING A PLACE TO BRING THIS TECHNOLOGY BACK. I THINK IN THE STATISTICS CHIEF SKINNER HAS PRESENTED, IT'S IMPACTFUL, NOT ONLY IN THE SPEED OF ADDRESSING CRIMINAL ACTIVITY, BUT WE HAVE LIMITED RESOURCE, RIGHT? EVEN -- WE HAVE LIMITED RESOURCE TO MAKE AN IMPACT ON CRIMINAL BEHAVIOR IN THE COMMUNITY AND IT'S A TOOL THAT CAN BE IMPACTED.

>> President Evans: MATT, I HAVE THE NEXT QUESTION. WHAT SAFEGUARDS DO YOU THINK ARE HE NECESSARY FOR THE USE OF ARTIFICIAL INTELLIGENCE IN RELATED EMERGING TECHNOLOGIES IN CITY WORK?

>> THANK YOU FOR THAT QUESTION. YEAH, AS YOU KNOW, THE PACE OF TECHNOLOGY IS PRETTY FAST RIGHT NOW, I THINK WE'RE TRYING TO UNDERSTAND HOW TO TAKE MANAGED RISK, TO BE THOUGHTFUL ABOUT IT, BUT NOT TO DISCARD TECHNOLOGY OUT OF HAND WHEN IT CAN BE USEFUL. I'LL GIVE A QUICK EXAMPLE ABOUT STARTING TO USE CO PILOT A.I. AS PART OF OUR MICROSOFT SUITE. THIS IS A LITTLE THING. IT'S BASICALLY A TOOL TO DO RESEARCH, TO HELP YOU THINK ABOUT COMMUNICATIONS. THERE ARE USES THAT ARE VERY IMPACTFUL TO PRODUCTIVITY, IF YOU KNOW HOW TO USE THE TECHNOLOGY. SO OUR INTERNAL CITY TEAM SPENT I THINK PROBABLY SIX MONTHS. WE HAD A GROUP COME TOGETHER TO WORK ON A.I. POLICY AND GUIDANCE, TO REALLY UNDERSTAND WHAT THE RISKS WERE, AND WHAT BENEFITS WERE, THE COMMITTEE WENT THROUGH THAT PROCESS, AND HAD A RECOMMENDATION TO A POLICY TEAM, WHICH INCLUDED MYSELF AND CHRISTIE HEM ET, OUR OTHER ASSISTANT THE CITY MANAGER, AS WELL AS MIRA CARIAGER. ONCE WE HAD A CHANCE TO EXPERIMENT WITH, AND FEEL COMFORTABLE WITH IT, WE DEPLOYED IT. I THINK THAT IS ALL TO SAY, I THINK YOU NEED TO STEP IN AND UNDERSTAND THE TECHNOLOGY BEFORE YOU WIDELY DEPLOY IT. AND THIS IS SOMETHING I THINK THAT'S PART OF THE LEARNING BLOCK AS WELL. AS YOU WANT THE MINUTE THAT YOU'RE BRINGING IT OUT, AND YOU'RE INTRODUCING IT INTERNALLY OR YOU'RE INTRODUCING IT TO THE COMMUNITY, WANT IT TO BE CONFIGURED IN THE WAY YOU HAVE INTENTIONALLY PROVIDED IT.

>> President Evans: COUNCILOR LEECH?

>> Vice President Leech: THANK YOU. WHAT SPECIFIC ACTIONS WILL YOU FIRST TAKE TO MOVE OR CONTINUE TO HELP MAKE POLICE FEEL SAFE.

>> WE HAVE A REALLY EXCEPTIONAL CITY ORGANIZATION. THE PEOPLE THAT WORK FOR THE CITY ARE INVESTED, THEY'RE DEDICATED AND THEY SHOW UP EVERY DAY TO WORK WITH OUR COMMUNITY TO MAKE THIS A BETTER PLACE. I TRULY BELIEVE THAT. WHEN I CAME TO THE CITY OF EUGENE, I CAME FROM A RURAL PUBLIC WORKS DEPARTMENT IN NORTHERN CALIFORNIA WHERE THAT WAS NOT A CULTURE, IT WAS NOT A CULTURE OF PEOPLE DOING EXCELLENT WORK AND EVERY DAY, REALLY PUTTING IN THE TIME AND FINDING PURPOSE IN THEIR WORK. IT'S SOMETHING I REALLY APPRECIATED IT, AND WANT TO FOSTER AS THE CITY MANAGER, IF YOU CHOSE ME FOR THE POSITION. THERE ARE A COUPLE THINGS I'D LIKE TO FOCUS ON, AND I TALKED A LITTLE BIT ABOUT THE EXECUTIVE TEAM IN THAT INTERVIEW. ONE IS, I THINK, SINCE THE PANDEMIC. ONE RESULT I THINK OF THE PANDEMIC THAT WE'VE SEEN IS THAT IT IS CAUSED A LITTLE BIT OF FOLKS GOING BACK INTO THEIR WORK. SO WE HAD ALL THESE CITYWIDE REAL AWKWARD ISSUES. WE HAD THE EMERGENCY OPERATION CENTER WHERE WE WERE BRINGING PEOPLE

OUT OF THEIR NORMAL JOBS THE TO DO THIS WORK TO SUPPORT THE COMMUNITY. WE HAD THE SAME THING WITH THE UNHOUSED INCIDENT COMMAND SYSTEM, BRINGING PEOPLE FROM ACROSS THE ORGANIZATION TOWARD THIS PURPOSE. THERE'S A LOT OF POWER IN BEING ABLE TO DO THAT, AND IMPACT THAT YOU CAN HAVE IN A FAIRLY RAPID WAY. AND IT CAN EXHAUST FOLKS. AND SO THE -- I THINK THE HANGOVER OF THAT IN SOME WAY, IS FOLKS WANTED TO GO BACK TO THEIR NORMAL JOB AND FOCUS ON THE WORK THEY DO. SO A SYMPTOM OF THAT, WE'VE LOST A LITTLE BIT OF THE CROSS BOUNDARY COORDINATION, THAT REALLY IS THE MAGIC OF THE WORK THAT WE DO. I THINK THAT WE ALSO MOVED INTO A SPACE WHERE THERE WERE A LOT OF DECISIONS THAT HAD TO BE TALKED ABOUT BY LEADERSHIP. I THINK WE CAN START TO FLOW INFORMATION DOWN TO THE LEVEL APPROPRIATE. IN ORDER TO DO THAT, WE REALLY NEED TO ALIGN. ANOTHER PIECE WE'VE BEEN TALKING ABOUT IS -- IF I'M IN THIS ROLE, OR EVEN IF I'M NOT, HOW I CAN SUPPORT MORE FREQUENT COMMUNICATION WITH OUR CITY STAFF, DIFFERENT WAYS THAT WE'RE ENGAGING. SO THAT THEY FEEL LIKE THEY UNDERSTAND, WHAT ARE THE TOP THINGS WE'RE WORKING ON RIGHT NOW. I THINK WE'VE DONE A GOOD JOB OF BIG PEOPLE TOGETHER WITH ALL CITY MEETINGS, AND TALKING ABOUT CELEBRATING THINGS, AND HAVING SOME HARD CONVERSATIONS, BUT THERE'S A REAL APPETITE FOR FOLKS TO KNOW, WHAT IS LEADERSHIP REALLY FOCUSED ON AND WHY. AND I THINK THAT'S AN OPPORTUNITY TO DO THAT. IF FOLKS FEEL LIKE THEY UNDERSTAND THAT, THEY'RE MORE ALIGNED WITH PRESENCE. IT WILL BE MORE IN ALIGNMENT WITH ACROSS THE ORGANIZATION, THEY'LL FEEL MORE EMPOWERED TO DO THEIR WORK.

>> President Evans: COUNCILOR GROVES.

>> Councilor Groves: THANK YOU, COUNCILOR PRESIDENT. THANK YOU, MATT, FOR SHOWING YOUR INTEREST IN THE POSITION.

>> THANK YOU.

>> Councilor Groves: THIS NEXT QUESTION IS NOT DIRECTED AT ANY SPECIFIC PROJECT PAST OR PRESENT. IF YOU BELIEVE THAT ECONOMIC GROWTH IS VITAL TO OUR STABILITY AND WELL BEING THROUGH TAXES, JOBS AND FEES THAT SUPPORT SERVICES, HOW WOULD YOU RESPOND TO THOSE IN THE COMMUNITY WHO ARE VOCAL IN THEIR OPPOSITION TO GROWTH AND DEVELOPMENT?

>> YEAH, THANK YOU. THE LAST, I THINK SIX MONTHS HAS BEEN FAIRLY EYE OPENING FOR ME IN THIS AREA. YOU KNOW, AS YOU KNOW, ONE OF THE INITIATIVES THAT WE WORKED THROUGH THE FALL AND IS BRINGING TOGETHER THE GROUP OF TECHNICAL EXPERTS ACROSS ORGANIZATIONS IN THE COMMUNITY, BUSINESS LEADERS, FINANCE

EXPERTS, TO TALK ABOUT OUR FINANCIAL SITUATION, AND BENEFIT FROM THEIR KNOWLEDGE, WHEN WE THINK ABOUT THE WORK WE DO. AT ONE POINT THE QUESTION THAT FORMER CITY MANAGER MEDARY ASKED THIS GROUP, WHAT WOULD YOU DO IF YOU WERE ME IN SOME OF THESE SITUATIONS? REALLY TRYING TO HAVE FOLKS UNDERSTAND WHERE WE ARE. IT WAS AN INCREDIBLE EXAMPLE OF HOW, WHEN YOU ARE OPEN, RIGHT, AND COLLABORATIVE, THAT YOU CAN TAKE ADVANTAGE OF THE GOOD IDEAS, THE GOOD WILL AND THE LOVE OF THIS COMMUNITY FROM THE FOLKS THAT ARE PART OF IT, SO I THINK IT'S BEEN A VERY SUCCESSFUL CONVERSATION. COUNCIL HAD THE PRELIMINARY RECOMMENDATIONS, SHARED WITH YOU AND WE'LL BE BACK ON FEBRUARY 9th TO TALK ABOUT A FULL REPORT. I WANT TO WRAP BACK. SOME OF THE WORK WE DID WITH THAT TEAM IS BENCHMARKING WITH OTHER CITIES. ONE OF THE MOST IMPACTFUL STATISTICS THAT I SAW, AND IT'S ACTUALLY A RELATIVELY NEW ONE, IS THAT SINCE 1991 TO TODAY, THE CITY OF EUGENE HAS GROWN JOBS BY 30%. WE BENCHMARK TO, I THINK, FIVE OTHER CITIES, THE NEXT CITY WAS 50%, WHICH IS SPOKANE. THE CITY AFTER THAT WAS SALEM AT 60%. SALEM HAS CREATED TWICE AS MANY JOBS AS WE HAVE, SINCE 1991. YOU CAN START TO LOOK AT SOME OF THE OTHERS, AND IT -- YOU KNOW, IT GUYS UP TO 167%. SOME OF THOSE, THEY HAVE DIFFERENT -- ONE OF THEM HAS BEEN -- THEY HAVE A TOURISM INDUSTRY THAT'S GENERATING JOBS THAT IS A DIFFERENT CONTEXT THAN WE'RE GOING TO OPERATE IN. BUT I THINK IT REALLY STARTED TO IDENTIFY HOW MUCH WE ACTUALLY HAVE BEEN UNDER PERFORMING IN JOB CREATION. WE ARE THE ONLY CITY THAT ADDED LESS JOBS THAN PEOPLE IN THAT TIME LINE THAT WE LOOKED AT. I THINK SOME OF THE OTHER LEARNING THROUGH THAT PROCESS IS THROUGH SOME OF THE FOLKS IN HEALTH CARE THAT PARTICIPATED, IS THAT YOU CAN ACTUALLY SEE THAT TYPE OF IMPACT IN THINGS LIKE OUR HEALTH CARE SYSTEM. AND THE MIX OF PRIVATE PAYERS AND PUBLIC HEALTH CARE, MEDICAID AND MEDICARE. IF YOU DON'T HAVE A HEALTHY BALANCE THERE, IT STARTS TO DESTABILIZE THE HEALTH CARE SYSTEM, AND WE ARE SEEING THAT LOCALLY, AND ADDING MORE LIVING WAGE JOBS WITH BENEFITS ARE A WAY THAT CAN ACTUALLY HELP STABILIZE THAT. IT'S A WAY THAT WE CAN HAVE JOBS BUILD UPON JOBS IF WE'RE ABLE TO CREATE HIGH PAYING JOBS IN THIS AREA. ONE THING THAT'S REALLY EXCITING TO ME IS THIS VISION OF THE SOUTH WILLAMETTE VALLEY INNOVATION CORRIDOR, IT'S VERY CONCEPTUAL, AND FOR THOSE THAT MAY NOT BE FAMILIAR, IT'S USING THE ANCHORS OF OUR RESEARCH UNIVERSITIES OF OREGON STATE AND THE UNIVERSITY OF OREGON, TO REALLY TRY TO FEED THE WORK THEY DO INTO CREATING INNOVATION AND JOBS IN OUR COMMUNITY. THE UNIVERSITY OF OREGON HAS THE NIGHT CAMPUS, WHICH IS REALLY UNIQUE, I THINK. FAIRLY UNIQUE IN THE UNITED STATES, AND IT'S A UNIQUE OPPORTUNITY TO BUILD LIFE SCIENCE JOBS IN OUR COMMUNITY. THE TYPES OF JOBS IN OUR COMMUNITY, THE PEOPLE WOULD SUPPORT. I DO THINK, YOU KNOW -- I'LL SPEAK TO WHERE AS WELL

AS HOW. SO ONE OF THE WAYS THAT WE'RE THINKING ABOUT THIS, IS HOW DOWNTOWN CAN BE IN THE CAMPUS AS WELL. WE'VE HAD A LOT OF CONVERSATIONS ABOUT THE DOWNTOWN AND CITY CORE. THIS IS A PLACE WE'RE LOOKING AT HOW INVESTMENT COULD BE TARGETED THERE. COULD THAT BE -- IS THERE AN OPPORTUNITY FOR HOUSING TO SUPPORT THE JOBS WE WANT TO CREATE THERE, I THINK THAT'S A FOCUS. AND THEN WE'RE ALSO LOOKING AT AREAS OF THE CITY WHERE WE'VE EXPANDED. SUCH AS THE CLEAR LAKE AREA. I KNOW THERE'S MIXED FEELINGS ABOUT COMMUNITY MEMBERS WHETHER OR NOT THAT'S THE RIGHT PLACE TO DEVELOP. I WANT TO TAKE PEOPLE BACK TO THE VERY ENGAGED PROCESS WE WENT THROUGH TO IDENTIFY THAT AS A PLACE TO EXPAND FOR ECONOMIC DEVELOPMENT. IN OREGON, WE HAVE LAND USE LAWS THAT REQUIRE US TO BE INTENTIONAL AND THOUGHTFUL. WE'VE GONE THROUGH THAT, AND THAT IS THE PLACE THAT WE HAVE IDENTIFIED, SO IT -- NONE OF THESE DECISIONS ARE TAKEN LIGHTLY, IT'S BEEN AN INTENTIONAL WORK BY YOU, CITY COUNCIL, AND ALSO INTENTIONAL ENGAGEMENT WITH THE COMMUNITY TO DECIDE THAT'S A PLACE WE SHOULD INVEST. THAT'S THE MESSAGE I WOULD HAVE.

>> President Evans: THANK YOU. MATT, DO YOU HAVE ANY QUESTIONS FOR US?

>> YES. SURE, I DIDN'T KNOW I'D HAVE THAT OPPORTUNITY.

>> EXCUSE ME, PRESIDENT EVANS, THIS IS A GOOD OPPORTUNITY FOR THE REST OF COUNCIL TO ASK FOLLOW-UP QUESTIONS AS WELL. AND WE HAVE MATT UNTIL ABOUT 2:10.

>> IF YOU HAVE FOLLOW-UP QUESTIONS, I'D BE HAPPY TO ANSWER THEM.

>> YOU'RE ON, MATT.

>> I'M ON. THANK YOU FOR THAT. SO ONE QUESTION I HAVE FOR YOU, LOOKING AHEAD, HOW WOULD YOU DEFINE SUCCESS FOR THE NEW CITY MANAGER IN THE FIRST YEAR?

>> President Evans: THANK YOU.

>> TAKE YOUR TIME.

>> President Evans: COUNCILOR ZELENKA?

>> Councilor Zelenka: WHEN SARAH FIRST STARTED, I TOOK HER ASIDE AND SAID, IF YOU CAN MAKE SURE THE CITY IS ON STABLE FINANCIAL FOOTING, AND YOU HAVE A REALLY GOOD UNDERSTANDING OF

THAT AND GET THAT HANDLED, COUNCIL WILL GIVE YOU A LOT OF LEEWAY IN OTHER STUFF, BECAUSE THAT BECOMES THE MOST IMPORTANT THING, WHEN IT'S NOT HAPPENING. AND SO HAVING A FINANCIAL HOUSE IN ORDER IS CRITICALLY IMPORTANT FOR A SUCCESSFUL CITY MANAGER. THAT ENABLES ALL THE OTHER THINGS TO OCCUR. AND THEN KEEPING THE COUNCIL INFORMED, FOLLOWING THE DIRECTION OF COUNCIL, BUT ALSO, MAKING PROGRESS ON THINGS THAT ARE IMPORTANT TO THE COUNCIL. AND HELPING THE COUNCIL FIGURE OUT WHAT'S -- THE CITY MANAGER HAS THEIR IN NOSE TO THE GRINDSTONE, IN CERTAIN AREAS THAT WE DON'T GET TO PLAY IN.

>> APPRECIATE THAT. THANK YOU.

>> President Evans: COUNCILOR GROVES?

>> Councilor Groves: THANK YOU, MR. PRESIDENT. I WAS GOING TO ASK A QUESTION ABOUT FINANCIAL STABILITY, SINCE THAT WAS ALREADY HANDLED BY COUNCILOR ZELENKA. I'LL ASK, IN A SEA OF ISSUES, SOMETIMES CONFLICTING ISSUES, AND A LOT OF DISTRACTIONS, WHAT WILL YOU DO TO HELP KEEP THE COUNCIL ON POINT SO THAT WE STICK TO OUR PRIORITIES AND WORK THROUGH OUR SOMETIMES TIME SENSITIVE ISSUES.

>> YEAH, THANK YOU FOR THAT QUESTION. I KNOW THAT -- I'M SURE THAT AS COUNCILORS, YOU HAVE A LOT OF DEMANDS THAT A LOT OF FOLKS HAVE. THERE ARE LIMITED RESOURCES TO ADDRESS THEM. THERE ARE A COUPLE THINGS THAT ARE ANCHORS. I'M EXCITED FOR THE CONVERSATION ABOUT LONG RANGE FINANCIAL PLANNING THAT WE'LL HAVE WITH COUNCIL THIS EARLY FALL. PART OF THAT WORK, AND SOMETHING YOU'VE ASKED US TO DO IS TO HOLD A WORKSHOP AND BE ABLE TO TALK ABOUT THE FINANCIAL POLICIES WE HAVE, AND PRIORITIES. AND I THINK THAT THAT'S A HELPFUL THING TO REVISIT, IT'S NOT TO SAY THAT COUNCIL WOULD CHOOSE TO CHANGE THEM. BUT I'M AFRAID WE HAVEN'T LOOKED AT THEM IN SOME TIME. IT'S GOOD TO REAFFIRM OR ADJUST AS IT MAKES SENSE TO. ONE THING WE ARE WORKING TO DO AS WELL, BECAUSE WE HAD THIS QUESTION ASKED A LOT, IS TO IDENTIFY AT THE COREST OF COREST OF CORE, WHAT ARE THE THINGS A CITY NEEDS TO PROVIDE TO EXIST? AND THAT'S NOT TO SAY WE WOULD EVER WANT TO HAVE A LEVEL OF SERVICE THERE, BUT IT'S TO REALLY UNDERSTAND, WHAT ARE THE THINGS WE ABSOLUTELY, POSITIVELY NEED TO DO, SO THAT WE CAN HAVE AN INFORMED CONVERSATION ABOUT WHAT IT IS WE WANT TO DO. I'M EXCITED ABOUT THAT, AND I THINK THAT THOSE POLICIES CAN HELP DRIVE ALL THE CONVERSATIONS THAT WE HAVE THROUGHOUT THE YEAR. [INAUDIBLE] THE SECOND IS THE STRATEGIC PLAN, WE HAD OUR FIRST STRATEGIC PLAN THAT WE PUT IN PLACE A COUPLE YEARS AGO. AND WE'RE LOOKING NOW AT UPDATING THE PLAN AND THE

PROCESS TO DO THAT. WE BUILT A STRATEGIC BUDGETING CYCLE AS YOU KNOW, THAT GROUNDS ITSELF IN OUR COMMUNITY SURVEY AND FEEDBACK, HOW WE'RE DOING IN CRUCIAL AREAS THAT THE COMMUNITY IS CONCERNED ABOUT. IT FEEDS INTO A STRATEGIC PLANNING PROCESS, IT TALKS ABOUT WHAT YOU WANT TO SEE, WHAT YOU WANT OUR FOLKS TO BE DOING OUT IN THE COMMUNITY ON YOUR BEHALF, AND THEN IT ALSO FEEDS INTO BUDGET CONVERSATIONS. PART OF THAT THAT WE'RE REALLY CONTINUING TO DEVELOP AND WE HAVEN'T QUITE SEEN YET, WE'RE ALSO BUILDING PERFORMANCE MEASURES INTO THE SERVICES THAT WE PROVIDE TO UNDERSTAND HOW THEY ARE POSITIVELY IMPACTING OR MAYBE THEY'RE NOT IMPACTING IT TO THE POINT WE WANT TO. INTO THOSE STRATEGIC GOALS, SO THAT WE CAN PROVIDE THAT INFORMATION TO YOU, AND IT'S PART OF YOUR THINKING WHEN YOU'RE THINKING ABOUT DECISION MAKING. FOR ME, I THINK THAT THOSE WOULD BE HELPFUL THINGS, AND I THINK THEY WOULD BE THINGS THAT I WOULD BE HELPING TO GROUND US IN AS WE HAVE CONVERSATIONS ABOUT WHAT WE WANT TO DO AS A COMMUNITY.

>> President Evans: COUNCILOR CLARK?

>>Councilor Clark: I'm going to withdraw my question, it was already asked in the mix of what those two guys asked.

>> President Evans: COUNCILOR YEH?

>> Councilor Yeh: I DON'T HAVE A QUESTION, I WANTED TO RESPOND TO YOUR ANSWER. I WOULD EXPECT THE FIRST YEAR, YOU PLANNED AND EXECUTED AN OUTREACH TO OUR COMMUNITY. NOT THAT EVERYONE WOULD AGREE AND LOVE YOU, BUT THAT THERE WAS CONNECTIONS MADE AND PEOPLE FELT LIKE THEY KNEW HOW TO GET A HOLD OF THE NEW CITY MANAGER, THEY UNDERSTOOD THE CONNECTION WITH YOU IN THIS NEW POSITION.

>> I APPRECIATE THAT. THAT WOULD DEFINITELY BE PART OF MY PLAN.

>> Councilor Yeh: I FIGURED.

>> President Evans: COUNCILOR LEECH?

>> Vice President Leech: I WANT TO REITERATE THE VISION OF INTERNAL COMMUNICATION IS ONE OF YOUR GOALS. I WOULD SAY ABSOLUTELY, AND AS WELL AS COMMUNICATING OUR MESSAGE IN WHAT WE'RE DOING TO THE COMMUNITY IN A WAY THAT'S REALLY EASY TO UNDERSTAND AND ACCESSIBLE. THAT'S DEFINITELY A VISION I HAVE FOR THE FIRST YEAR AND BEYOND MUCH I ALSO HAVE A FOLLOW-UP

QUESTION. MANY PEOPLE, INCLUDING MYSELF ARE VERY CONCERNED ABOUT THE FEDERAL ACTION BEING TAKEN AGAINST OUR COMMUNITY MEMBERS. YOU THINK THERE'S MORE THAT WE CAN DO AS A CITY TO BETTER PROTECT OUR COMMUNITY?

>> THANK YOU FOR THAT QUESTION. I KNOW I KIND OF ALLUDED TO IT BEFORE, IT'S A REAL CHALLENGE, AND I KNOW FOLKS ARE REALLY -- SOME FOLKS IN OUR COMMUNITY ARE REALLY LOOKING TO FEEL SUPPORTED AND SAFE, THEY'RE LOOKING FOR LOCAL GOVERNMENT TO ASSIST WITH THAT. I -- IT IS A CHALLENGE, BECAUSE WE HAVE ONLY SO MUCH OF A ROLE. OUR JOB FOR OREGON SANCTUARY LAW IS TO MAKE SURE WE'RE MEETING IT, IT DOES NOT APPLY TO THE FEDERAL GOVERNMENT. WHETHER WE WOULD LIKE IT TO OR NOT. I THINK THAT THE COUNCIL CONVERSATIONS AND EMOTION THAT YOU BROUGHT IS HELPFUL TO THINKING ABOUT WHAT ELSE WE CAN DO. I DO THINK THAT THIS IS A PLACE WE WOULD BE LOOKING FOR COUNCIL INPUT IF YOU WANT TO DO SOMETHING DIFFERENT. SO WE'RE IN THE PROCESS OF REACHING OUT TO LOCAL SERVICE PROVIDERS TO UNDERSTAND WHAT NEEDS THEY MAY HAVE, AS YOU KNOW. AND I THINK THERE'S GOING TO BE A CONVERSATION WITH COUNCIL ABOUT A RESOLUTION THAT AFFIRMS OUR VALUES AND SUPPORT THAT COULD COME BEFORE COUNCIL FOR A VOTE. BESIDES THAT, SOME OF THE WORK WE'VE BEEN LOOKING AT IS TO PROVIDE MORE RESOURCES ON OUR WEBSITE. JUST FOR FOLKS TO UNDERSTAND IF THEY ARE LOOKING FOR HELP AND ASSISTANCE WHERE THEY CAN FIND THAT. AND I ALSO THINK, FOR ME, ONE OF THE THINGS AGAIN -- WHETHER I'M THE CITY MANAGER OR ASSISTANT CITY MANAGER, SOMETHING I'M LOOKING TO DO HERE IN THE NEXT COUPLE WEEKS, IS CONNECT WITH SOME OF OUR COMMUNITY LEADERS. AND -- OR SOCIAL SERVICES AND JUST COMMUNITY LEADERS IN THIS WORK, SUPPORTING IMMIGRANT COMMUNITY TO UNDERSTAND BETTER WHAT THEY'RE EXPERIENCING, AND IF THERE IS A PLACE WE MAY BE ABLE TO PROVIDE SUPPORT IN A WAY THAT ALIGNS WITH COUNCIL DIRECTION AND WHAT YOU'RE TRYING TO ACCOMPLISH.

>> President Evans: COUNCILORS, COUNCILOR KEATING?

>> Councilor Keating: THANK YOU. MATT, TO YOUR QUESTION, HOW WOULD WE DETERMINE YOUR SUCCESS OVER THE FIRST YORE. I WOULD ADD INTERNAL AND EXTERNAL COMMUNICATIONS, FINDING A WAY TO INCREASE INDIVIDUAL COUNCILOR'S ABILITY TO COMMUNICATE OUR INDIVIDUAL WORDS WOULD BE AT THE TOP OF MY LIST. LANDING A FIRE/EMS SOLUTION THAT ENSURES SAFETY AND SERVICES, AND STABILIZATION FOR THE COMMUNITY. ENSURE -- NOT THAT IT WOULD FALL ALL ON YOU, BUT IT WOULD HELP UNDERSCORE YOUR SUCCESS IF THE LIBRARY LEVEE PASSES. JOBS AVAILABLE, CRANES ARE IN THE AREA. AND OUR MOST VULNERABLE ARE NOT CUT INTO FOR THE SEEK OF

BUDGETING PURPOSES. ON THAT POINT, HOW DO YOU SEE IN THE COMING YEAR, A POTENTIAL RETURN OF MENTAL HEALTH AND BEHAVIORAL HEALTH SERVICES. A CAHOOTS 2.0.

>> I'M EXCITED TO SHARE THAT WE ARE WORKING ON THE RFP OR WHAT WE'RE CALLING PEER NAVIGATION, WHICH IS THE GAP WE'VE IDENTIFIED, NOW THAT WE HAVE A NEW SERVICE SET. LANE COUNTY MOBIL SERVICES NOW PROVIDING ASSISTANCE FOR PEOPLE THAT HAVE CHRONIC CHALLENGES. SO PEER NAVIGATION WILL REALLY FOCUS ON WELFARE CHECKS, ON THINGS LIKE WOUND CARE. POTENTIALLY TRANSPORT, I THINK WE'RE LOOKING AT THAT AREA, THAT GAP AND CONNECTION TO SERVICES. HOW DOES THAT -- HOW DOES THAT INTERSECTION WITH SOMEONE POTENTIALLY LEAD TO THEM BEING ABLE TO ACCESS SERVICE IN A DIFFERENT WAY, POTENTIALLY HOUSING. WE HAVE A PILOT OF THAT STARTING DOWNTOWN, WITH SOME LIMITED GRANT FUNDING AND COMMUNITY SAFETY PAYROLL TAX THAT'S HELPED INFORMED THE RFP THAT WE'RE GOING TO PUT OUT THAT HAS A -- IS A PILOT THAT WILL BE HELPING TO COVER A WIDER SWATH OF THE CITY. IT WILL HAVE SOME FOCUS AREAS, BUT AVAILABLE AS NEEDED THROUGHOUT THE COMMUNITY. AS WE WORK THROUGH THAT PILOT, WE'LL BE COMING BACK TO COUNCIL TO TALK ABOUT WHAT WE'VE LEARNED, AND WHAT WE MIGHT NEED TO CONSIDER INVESTING TO KEEP THAT SERVICE RUNNING. I'M EXCITED ABOUT THAT. OUTSIDE WHAT WE PROVIDE, I'M EXCITED THAT THE CRISIS STABILIZATION CENTER IS CONTINUING TO MOVE FORWARD. SO THAT PROJECT IS IN DESIGN RIGHT NOW. IT'S NOT TO SAY THERE AREN'T CHALLENGES WITH IT BEING BUILT AND FINDING THE FUNDING TO OPERATE IT. THE COUNTY PARTNERSHIPS, MADE SIGNIFICANT STEPS TO START MOVING THAT FORWARD, AND I THINK IT WILL BE REALLY IMPACTFUL ON THE COMMUNITY. ONE THING THAT I -- I JUST WANT TO SPEAK TO, SINCE MULTIPLE FOLKS HAVE BROUGHT IT UP ABOUT EXTERNAL COMMUNICATIONS. I COMPLETELY AGREE WITH THAT, AND I'M EXCITED THAT WE HAVE OUR NEW COMMUNICATIONS DIRECTOR. SHE'S BEEN ABLE TO, IN HER SHORT TIME HERE, START TO BUILD THAT VISION OF WHAT WE CAN DO GOING-FORWARD IN A DIFFERENT WAY. ONE OF THE THINGS THAT WE ARE LOOKING TO DO THIS YEAR IS ACTUALLY CREATE A SERIES OF SHORT VIDEOS THAT ARE REALLY DIGESTIBLE FOR FOLKS, PART OF THAT IS INFORMED THROUGH THE LEARNING OF THE TECH PROCESS, HOW WE DO OUR BUDGETING. WHERE OUR REVENUE COMES FROM, HOW IT'S USED, HOW COUNCIL MAKES DECISION WHAT THAT PROCESS IS. SO I THINK THAT MODEL -- AND IT'S SOMETHING COUNCILORS CAN ACCESS WHEN YOU'RE OUT TALKING TO CONSTITUENTS CAN BE POWERFUL. AND THAT'S JUST A FIRST START IN US THINKING ABOUT THAT. WE'VE ALSO TALKED ABOUT EXPLORING HOW WE MIGHT BE ABLE TO GO THINGS LIKE THAT, WHEN WE'RE TALKING ABOUT BUILDING PERMITS. YOU HAVE A NEW BUSINESS TRYING TO LAUNCH IN THE CITY, AND HOW DO YOU HELP THEM

NAVIGATE SOME OF THE COMPLEXITY TO GET THE OUTCOME WE ALL WANT TO ASSIST WITH THAT BUSINESS.

>> President Evans: MATT, I HAVE ONE FOLLOW-UP TO COUNCILOR YEH'S QUESTION ABOUT THE TRIPLE BOTTOM LINE. SO WE KNOW THAT TRIPLE BOTTOM LINES INCLUDE OUR ENVIRONMENT, WHICH YOU ADDRESSED WITH THE SUSTAINABILITY RESPONSE IN YOUR QUESTION, BUT TWO AREAS THAT YOU DIDN'T REALLY TOUCH ON. ONE OF THEM WAS THE EQUITY PIECE. AND THE OTHER ONE WAS ECONOMIC DEVELOPMENT TO ADDRESS ANOTHER QUESTION, BUT I'D LIKE YOU TO BE A LITTLE MORE PRECISE IN THAT, AND MORE SPECIFICALLY, AND WE TALKED ABOUT EQUITY, IS RECRUITMENT AND RETENTION OF STAFF. PARTICULARLY, A DIVERSE STAFF.

>> THANK YOU FOR THAT. YEAH, I -- I APOLOGIZE IF I DIDN'T HIT THAT ONE, THE NAIL ON THE HEAD. I MEANT TO ADDRESS AT LEAST PART OF THAT IN THAT ANSWER. WHAT I CAN ADD TO IS, THERE'S A LOT OF WORK THAT'S BEEN DONE IN THIS ORGANIZATION OVER THE PAST SIX OR SEVEN YEARS TO BUILD ON HOW WE ENGAGE WITH THE EQUITY LENS, HOW WE TAKE FEEDBACK AND IMPLEMENT PROGRAMS. AND I THINK THAT THAT WORK -- WHAT WE ARE TRYING TO DO AND OUR OFFICE FOR EQUITY AND COMMUNITY ENGAGEMENT IS REALLY FOUNDATIONAL PIECE THAT CONSULTS WITHIN THE CITY, BUT WE'RE TRYING TO OPERATIONALIZE THAT WITHIN EVERYTHING WE DO. AND YOU CAN SEE THAT IN SOME OF THE HOUSING WORK THAT'S BEEN DONE BY PLANNING AND DEVELOPMENT, BUILDING A TOOL KIT AROUND EQUITY TO UNDERSTAND HOW TO ENGAGE IN THAT WORK AND WHERE WE MIGHT NEED TO INVEST. YOU CAN SEE THAT IN THE WAY THAT WE'RE LOOKING AT INFRASTRUCTURE. AND WHERE WE'RE PUTTING DOLLARS TO HELP IMPROVE BIKING IN THE COMMUNITY. NOT THAT THERE'S NOT MORE TO DO, WE'RE LOOKING AT AREAS THAT ARE HISTORICALLY UNDERINVESTED TO FIGURE OUT HOW WE BUILD IN THOSE AREAS. FROM AN ECONOMIC PERSPECTIVE, I THINK THERE'S TWO THINGS, RIGHT? THERE'S THE ABILITY TO GROW JOBS AND GROW WEALTH FOR EVERYONE IN OUR COMMUNITY, AND THEN THERE'S JUST MAKING SOUND FINANCIAL DECISIONS. ARE WE ACTUALLY GETTING THE BENEFIT THAT MAKES SENSE FOR THE AMOUNT OF MONEY THAT WE'RE SPENDING ON SOMETHING? AND WHEN WE'VE TALKED ABOUT INVESTMENTS, WE OFTEN HEAR THAT FROM COUNCILORS, AND I APPRECIATE THAT, BECAUSE THAT IS A REALLY IMPORTANT METRIC FOR US TO UNDERSTAND WHEN WE'RE TRYING TO USE THE LIMITED RESOURCES WE HAVE. AND THEN I THINK THE LAST PIECE RELATED TO THAT, IS IS THAT IF WE CAN CREATE MORE ECONOMIC OPPORTUNITY IN THE CITY, OFTEN YOU SEE THE MOST DIVERSE CITIES IN THE COUNTRY ARE THE ONES WITH THE GREATEST ECONOMIC OPPORTUNITY. THAT IS A WAY WE CAN BRING NEW PEOPLE HERE AND KEEP PEOPLE HERE, IF WE'RE CREATING JOBS THAT ARE ATTRACTIVE TO PEOPLE. WHEN YOU THINK ABOUT OUR CITY WORKFORCE,

I THINK IT GETS BACK TO, HOW ARE WE WITH WORKING TO UNDERSTAND WHAT THE CAPACITY IS TO DO WORK, RIGHT? WE HAVE A LOT OF DEMANDS FROM THE COMMUNITY AND RIGHTLY SO, WE ALSO HAVE LIMITED CAPACITY. WE'VE BEEN WORKING PRETTY HARD OVER THE PAST FEW YEARS, DEFINITELY SENSE THE PANDEMIC. I THINK BEING THOUGHTFUL ABOUT TALKING ABOUT NEW PROGRAMS IS IMPORTANT. CAN WE SUPPORT THEM? AND IS THAT GOING TO HELP OUR WORKFORCE HAVE THE WELL BEING THAT WE NEED THEM TO HAVE TO ACTUALLY DO THEIR JOBS IN THE WAY WE WANT THEM TO, ON BEHALF OF THE COMMUNITY? SO I THINK PART OF THAT INTERNAL COMMUNICATION THAT I WAS TALKING ABOUT IS TRYING TO HELP FOLKS HAVE A MORE -- MORE OF AN INTERSECTION WITH A SENSE OF PURPOSE FOR THE WORK WE'RE DOING, IT'S NOT JUST ONE WAY, IT'S ALSO TO BE ABLE TO HEAR FROM THEM, HOW THEY ARE DOING, HOW THEY FEEL LIKE THEY'RE ALIGNED AND WHETHER OR NOT THEY HAVE THE RESOURCES THAT THEY NEED TO DO THEIR WORK. ANOTHER EXAMPLE QUICKLY OF THAT, IS DOING SOME OF OUR INTERNAL ORGANIZATIONAL ASSESSMENTS, SO WE'VE DONE A CENTRAL BUSINESS FUNCTION ASSESSMENT THAT IS CURRENTLY IN THE PROCESS, AND THAT'S LIKE -- ALL OF OUR CENTRAL SERVICES, SO FINANCE, OUR HR, WHICH WE CALL HUMAN RESOURCES, IN MOST OF THE COMMUNITY. OUR RISK SERVICES, OUR I.T. SERVICES, OUR FLEET, OUR FACILITIES TO UNDERSTAND HOW THEY'RE OPERATING, WHETHER THERE ARE OPPORTUNITIES TO HAVE EFFICIENCIES AND A LOT OF THAT IS THROUGH SYSTEMS THAT WE USE. LIKE SOFTWARE WE USE TO AUTOMATE THINGS MORE. ALSO TO SEE WHERE WE NEED HELP. AND THAT IS SOMETHING THAT WE'LL CONTINUE TO DO, AND WE HAVE BEEN DOING HISTORICALLY ACROSS RESOURCES. WE'RE RESOURCING THEM AS MUCH AS CAN, EVEN KNOWING EVERY SERVICE WE PROVIDE, CAN USE MORE FUNDING TO BE IMPACTFUL.

>> President Evans: ARE THERE ANY OTHER QUESTIONS FROM COUNCILORS IN TERMS OF FOLLOW-UP? ANYTHING ELSE YOU HAVE FOR US, MATT? YOU'RE AT THE 10:00 MINUTE WARNING.

>> OKAY, I'LL JUST ADD, IN THE OTHER INTERVIEW, YOU ASKED ME A LITTLE BIT ABOUT WHY I WAS INTERESTED IN THIS POSITION, AND IF IT'S OKAY IN THE LAST MINUTES I WANT TO SHARE THAT. I'VE BEEN PRIVILEGED TO BE AN EMPLOYEE OF THE CITY OF EUGENE FOR OVER 21 YEARS. MY WIFE AND I HAVE TWO BOYS THAT ARE 20 AND 17. THIS IS THEIR HOME, IT'S OUR HOME, IT'S A PLACE WE LOVE. I HAVE SHARED THE STORY OF HOW WE CHOSE TO BE HERE, WHICH WAS VERY INTENTIONAL, AND I'LL SHARE IT AGAIN VERY BRIEFLY. MY WIFE AND I MET IN CHICAGO, WE CAME BACK TO WHERE I GREW UP IN CALIFORNIA, A VERY RURAL AREA. REALIZED THAT WASN'T THE PLACE WE WANTED TO BE, AND WE DECIDED TO CHOOSE THE PLACE THAT WOULD ALIGN WITH OUR VALUES AND WE WOULD FEEL A PART OF THE COMMUNITY. WE GEEKED OUT AND MADE A SPREADSHEET

THAT HAD EIGHT DIFFERENT FACTORS THAT WE SCORED. I'M AN ENGINEER AND SHE LEANS THAT WAY AS WELL. EUGENE CAME OUT WITH THIS REALLY HIGH SCORE. WE THOUGHT, WOW, LET'S CHECK OUT EUGENE. WE CAME ON A RAINY FALL DAY. I WENT FOR A RUN AND FELL IN LOVE. WE NEVER WENT TO ANY OF THE OTHER CITIES. THIS WAS THE PLACE. I WAS LUCKY ENOUGH TO GET A JOB TWO MONTHS AFTER THAT WITH PUBLIC WORKS ENGINEERING, AND I REALLY ENJOYED EVERY MINUTE AND EVERY POSITION I'VE HAD IN THIS ORGANIZATION. I FEEL LIKE THAT EXPERIENCE AND THE CONNECTION AND RELATIONSHIPS I'VE BUILT IN THIS COMMUNITY WILL BE REALLY HELPFUL IN THE NEXT STEPS WE TAKE AS A COMMUNITY AND ROLE AS CITY MANAGER. I UNDERSTAND THIS ORGANIZATION. I UNDERSTAND WHERE WE MIGHT BE ABLE TO MOVE IN DIFFERENT DIRECTIONS OR WHERE MAYBE WE'RE NOT READY FOR CHANGE. AND WE'VE BEEN GOING THROUGH A LOT OF CHANGE, AND I THINK, IN A CITY MANAGER, I THINK WE REALLY NEED TO BE MINDFUL OF THAT, WE NEED TO MAKE SURE WE'RE BRINGING FOLKS ALONG WITH US, SO WE CAN GET THE OUTCOMES WE WANT. SOMETIMES WE NEED TO GO SLOW TO GO FAST. I'M EXCITED ABOUT THAT I THINK I'VE GOT THE SKILLS AND EXPERIENCE TO BE A GREAT CITY MANAGER FOR EUGENE. AND AS I'VE ALSO SAID TO YOU BEFORE, REGARDLESS OF THE OUTCOME, I'M COMMITTED TO THIS ORGANIZATION. AND I'M COMMITTED TO YOU, AND THIS COMMUNITY. I WILL SHOW UP IN THE BEST WAY I CAN TO SUPPORT IT, AND I TRUST YOU TO MAKE THE RIGHT DECISION. SO THANK YOU.

>> President Evans: THANK YOU, MATT, AND WE APPRECIATE YOUR PRESENTATION TODAY.

>> President Evans: I'M NOT THE MAYOR, AND I DON'T PLAY ONE ON TV. THAT'S THE MAYOR. THE CANDIDATE BEFORE US IS JENNY -- YOU'LL HAVE TO TELL ME HOW TO PRONOUNCE YOUR LAST NAME, BECAUSE I AM LOUSY AT THAT. [NO AUDIO]

>> President Evans: OKAY.

>> FOR THOSE AT HOME, IT'S HARUYAMA.

>> President Evans: WELCOME, JENNY. WELCOME TO THIS INTERVIEW SESSION WITH OUR CITY COUNCIL, AND OUR MAYOR HERE. WE'RE GOING TO BE ASKING QUESTIONS IN ORDER OF CITY COUNCIL WARDS. AND WE WILL START OFF WITH WARD 1, AND COUNCILOR KASHINSKY.

>> Councilor Kashinsky: THANK YOU. IT'S GREAT TO GET A CHANCE TO TALK TO YOU ABOUT THIS ROLE. CAN YOU TELL US HOW YOU HAVE BUILT RELATIONSHIPS WITH COMMUNITY PARTNERS AND JURISDICTIONS. AND CAN YOU TALK ABOUT WHICH COLLABORATIONS YOU HAVE BEEN THAT

HAVE BEEN PARTICULARLY CONSTRUCTIVE AND ONES THAT ARE MORE CHALLENGING.

>> THAT'S A GREAT CHALLENGE. MY EXPERIENCE IN BUILDING PARTNERSHIPS RANGES. IN BEAVERTON WE HAVE A NUMBER OF SPECIAL DISTRICTS. WE DO SOME PARKS, BUT NOT ALL PARKS. WE ARE MULTIPLE PARKS DISTRICTS. WE HAVE MULTIPLE WATER DISTRICTS. WE HAVE A FIRE DISTRICT. WE WORK ACTIVELY AS YOU DO WITH THE COUNTY. I'D WANT TO GIVE YOU AN EXAMPLE WITH THE COUNTY, WE ACTIVELY WORK ON SUPPORTIVE HOUSING SERVICE FUND, THAT WAS ALLOCATED THROUGH METRO, IT AFFECTS THREE DIFFERENT COUNTIES, MULTNOMAH, CLACKAMAS AND WASHINGTON COUNTY. THAT FUNDS ALL THE HOMELESS SHELTER NEEDS. WE'VE BEEN BUILDING THIS INFRASTRUCTURE THROUGHOUT THE ENTIRE REGION. SOME OF THOSE CONVERSATIONS ARE AROUND IGA DEVELOPMENT, THAT'S WHERE THE PARTNERSHIP COMES IN. ONE OF THE AREAS THAT WE COLLABORATED BUT ALSO HAD DIFFERENCE OF OPINION. IS IN THE PROVISION OF SERVICES. AND OUR ROLE IN HELPING SELECT WHO THAT WILL BE. WE HAD A SHELTER IN THE COMMUNITY THANKS TO SOME OF THE DOLLARS WE RAISED AT THE STATE AND FEDERAL LEVEL. NO PROPERTY TAX WAS USED. COMING OUT OF THE CITY'S GENERAL FUND, AND SO WE HAD TO BE ABLE TO HAVE A SEAT AT THE TABLE, PART OF THE RFP PROCESS, IN ORDER TO HELP SELECT WHO WAS GOING TO PROVIDE HOMELESS SERVICES. THAT WAS A NEGOTIATION THROUGH THE IGA PROCESS, AS WE DETERMINE WHAT THE TERMS WOULD BE. AND SO WORKING WITH OUR PARTNERS IN THAT WAY SO WE WOULD HAVE A SEAT. THE OTHER WOULD BE HOW THE MONEY IS GIVEN AND FUNDED TO THE CITY. MAKING SURE THAT THE COUNTY WAS SUPPORTIVE IN WORKING WITH THE PROVIDER, ON GOOD NEIGHBOR AGREEMENTS, SO THAT WHEN WE WERE HAVING ISSUES OR IF WE HAD ISSUES WITH THE NEIGHBORHOOD OR THE BUSINESSES THAT THERE WERE AGREEMENTS THAT FOLKS HAD ENTERED INTO. THAT'S SOME OF THE COLLABORATION BETWEEN THE COUNTY AND I. ANOTHER EXAMPLE I WOULD GIVE YOU, WHICH WOULD BE MORE OF AN ECONOMIC DEVELOPMENT RELATED PARTNERSHIP, WOULD BE WITH OTHER PARKS DISTRICT. WE ARE HOME TO THE TRAINING CENTER FOR THE THORNS AND TIMBERS. AND BEAVERTON IS A SPORTS MINDED COMMUNITY, WE HAVE NIKE, COLOMBIA. IT'S IMPORTANT WE WANT TO KEEP THESE FOLKS HERE. WORKING WITH THE PARK DISTRICT, THEY HAD AN OPPORTUNITY TO SELL THEIR PROPERTY IN WHICH THE THORNS USE, AND SO I WORKED WITH THE GENERAL MANAGER TO BE ABLE TO COME UP WITH TERM SHEETS AND NEGOTIATION TACTICS TO BE ABLE TO GET THAT OVER THE GOAL LINE AND ENSURE THE THORNS STAYED HERE. THESE ARE OPPORTUNITIES THAT ARE REALLY IMPORTANT WITH CONNECTION AND MAKING SURE THAT THE LEFT HAND KNOWS WHAT THE RIGHT HAND IS DOING. IF WE WERE TO LOSE THAT, THAT WOULD BE A HUGE LOSS TO THE CITY, AND KIND OF A BLOW TO WHAT OUR CLAIM TO FAVOR IS IN

BEAVERTON. THOSE ARE SOME EXAMS I WOULD GIVE YOU, WHEN WE DON'T AGREE, WE TRY TO WORK THOSE OUT MUTUALLY, LET THE ELECTEDS HAVE THEIR CONVERSATIONS AND THE ADMINISTRATORS STAY OUT OF THAT. THERE'S BEEN SEVERAL INSTANCES WHERE WE'VE HAD TO AGREE TO DISAGREE ON FUNDING STRATEGIES, AT THE END WE TEND TO FOCUS ON THE SHARED PURPOSE WHICH, OBVIOUSLY IS THE COMMUNITY.

>> THANK YOU COUNCIL PRESIDENT. JENNY, NICE TO MEET YOU. IN AN INCREASINGLY VOLATILE ENVIRONMENT, HOW WOULD YOU BALANCE OUR COUNCIL WITH THE FEDERAL ADMINISTRATION WHOSE POLICIES MIGHT BE AT ODDS OR IN DIRECT CONFLICT WITH THE CITY OF EUGENE. ARE THERE EXAMPLES YOU CAN POINT TO THAT MIGHT HELP COUNCIL BETTER UNDERSTAND HOW YOU WILL NAVIGATE THESE CHALLENGES?

>> YES, AND I THINK HAVING AN AGGRESSIVE AND STRONG FEDERAL FRAMEWORK IS IMPORTANT BOTH AT THE STATE AND FEDERAL LEVEL. WE'VE HAD A NUMBER OF EXPERIENCES IN LOSING FEDERAL FUNDING AS A RESULT OF EITHER LANGUAGE THAT WE'VE USED IN CONTRACTS OR ON OUR WEBSITE. WE'VE BEEN CREATIVE IN TRYING TO NAVIGATE SOME OF THE VERBIAGE THAT WE USE. BUT WHAT WE HAVE DONE IS WE'VE BEEN PRETTY STRATEGIC WHEN THOSE THINGS OCCUR. WE HAD BEEN WORKING WITH AN AFFORDABLE HOUSING BOND WITH METRO, TO ESTABLISH A DEEPLY AFFORDABLE SENIOR HOUSING PROJECT. THAT PROJECT LOST FUNDING FROM OUR FEDERAL DELEGATE, WE'VE HAD AN EARMARK OF BETWEEN 2 AND \$3 MILLION, THAT WAS DEVASTATING TO THAT PROJECT, WE DID NOT HAVE THAT MONEY, THE PROJECT WOULD NOT GET OVER THE GOAL LINE. IN ADDITION TO THAT PROJECT, NOT ONLY WOULD IT BE HOUSING, BUT SUBSIDIZED CHILD SCARE ON THE BOTTOM. THAT WAS BY DESIGN. WE AGGRESSIVELY WENT -- THIS WAS LAST SESSION, TO OUR REPRESENTATIVES, AND DESIGNED A STRATEGY AROUND GETTING A CAPITAL CONSTRUCTION GRANT THROUGH. AND WIN OF THE THINGS THAT'S IMPORTANT, I'LL WEAVE IN ECONOMIC DEVELOPMENT. I THINK THAT'S GOING TO BE A THEME FOR THE COMMUNITY. UNDERSTANDING WHAT IS IMPORTANT TO YOUR LOCAL REPRESENTATIVES, PARTICULARLY YOUR GOVERNOR, AND THE GOVERNOR ON HER KIND OF CHECK BOX, SENIOR HOUSING, CHILD CARE. WE'RE A CHILD CARE DESERT, SO THAT'S SUPER IMPORTANT TO US. WE'VE BEEN LEVERAGING THE NEED FOR A LONG TIME. WE HAD AN OPPORTUNITY TO ACTIVATE THE BOTTOM SPACE THAT WAY. MAKING SURE YOUR AGENDA MIRRORS PERHAPS WHAT THE STATE IS LOOKING FOR IS VERY IMPORTANT. THAT'S WHAT PUT US IN A GREAT POSITION TO BE ABLE TO SECURE THAT MONEY. WE WERE NOT IN A POSITION TO TAKE FROM THE GENERAL FUND, WE HAD TO SUPPORT AND BALANCE THE CORE SERVICES LIKE SAFETY, AND WE WANTED TO PRESERVE THAT, WE WEREN'T GOING TO LET GO OF THIS PROJECT. WE WERE SUCCESSFUL IN GETTING THE AMOUNT OF MONEY WE NEEDED TO MAKE SURE THAT

PROJECT IS DONE AND IT WILL BE DONE THIS YEAR. THAT'S ONE APPROACH I WOULD RECOMMEND THAT THE CITY CONSIDER WHEN THEY'RE DEVELOPING THEIR FRAMEWORK. THAT'S GOING TO TAKE A LOT OF WORK WITH THE COUNCIL, WITH THE MAYOR, TO BE ABLE TO BE VERY THOUGHTFUL WHEN YOU'RE PUTTING FORWARD YOUR HOUSING PROJECTS, YOUR CAPITAL PROJECTS, TO TRY TO FIND THAT KIND OF COMMON AREA. BECAUSE WHAT IS IMPORTANT TO THEM AND IMPORTANT TO YOU, THAT'S WHEN THE LIGHTS START TO LIGHT UP. THAT'S HOW WE'RE GOING TO NAVIGATE THROUGH THIS. THE OTHER IS ON YOUR FEDERAL LOBBYISTS, THEY'RE CRITICAL, BECAUSE THEY'RE BOOTS ON THE GROUND AT THE FEDERAL LEVEL. THEY CAN LET YOU KNOW WHAT WORDS TO USE, WHAT GRANTS ARE ACTIVELY BEING NOT THREATENED, FOR US RIGHT NOW, IT'S WORKING ON INFRASTRUCTURE, AND WE SEE AN OPPORTUNITY THERE. I DO THINK IT'S GOING TO TAKE A LOT OF LEGISLATIVE PARTNERSHIPS, WORK WITH GOVERNMENT RELATIONS, AND THIS IS WHERE I THINK THIS COUNCIL, THE MAYOR CAN BE VERY TACTICAL AND KIND OF REVIVING SOME OF THE OREGON 7 CONVERSATIONS AROUND A SHARED LEGISLATIVE FRAMEWORK, BECAUSE COLLECTIVELY, YOU'RE ALSO GOING TO BE ABLE TO DO MORE GOOD, SHAKE MORE TREES. THAT WOULD BE MY TWO CENTS ON THAT, I THINK IT'S A WORK IN PROGRESS. A LITTLE BIT OF COMMENTARY, YOU DON'T KNOW WHAT YOU'RE GOING TO GET EVERY DAY. THE LANDSCAPE IS CONSTANTLY CHANGING, THAT'S SOMETHING WHERE WE HAVE TO BE FLUID, AND BE ABLE TO PIVOT AND ROLL WITH THE PUNCHES. I DON'T KNOW WHAT TO EXPECT OVER THE NEXT SIX MONTHS, LET ALONE THE NEXT MONTH, THE NEXT WEEK. THIS IS GOING TO TAKE A LOT OF FLEXIBILITY BOTH ON MY PART, YOUR PART AND THE COMMUNITY'S PART. [NO AUDIO]

>> MANY IMPORTANT ISSUES IN EUGENE ARE ADDRESSING CLIMATE CHANGE AND HOMELESSNESS. THEY'RE BOTH CRYING OUT FOR FUNDING. SO IN AN ENVIRONMENT WHERE THERE'S LIMITED FUNDING, LIMITED RESOURCES AND MANY OTHER COMPETING INTERESTS, HOW DO YOU ADDRESS FUNDING FOR THESE IMPORTANT ISSUES AND PROGRESS ON THEM?

>> THAT'S A GREAT QUESTION, AND A REALLY TOUGH ONE. BECAUSE THIS KIND OF GETS BACK TO, I THINK, WHERE THE COMMUNITY CONVERSATION IS GOING TO BE -- NEED TO HAVE ON PRIORITIZATION AND DEVELOPING KIND OF A COLLECTIVE PRIORITIZATION THAT CAN COME FROM MY OFFICE TO THE COUNCIL, BUT WITH THE COMMUNITY INPUT. WE'RE GETTING TO A PLACE WHERE EVERYTHING IS IMPORTANT, BUT WE'RE NOT GOING TO BE ABLE TO DO EVERYTHING. BUT WE CAN DO SOME THINGS. SO FOR INSTANCE, ON HOMELESSNESS, WORKING TO PRIORITIZE WHAT'S MOST IMPORTANT, AND THEN FOCUSING ON THOSE THINGS, I THINK IS THE CONVERSATION WE'RE GOING TO HAVE. I MENTIONED EARLIER IN MY COMMENTS ABOUT BUILDING A HOMELESS SHELTER BUT

NOT USING THE CITY'S GENERAL FUND. THIS AGAIN, I'M GOING TO TIE BACK IN TO THE LEGISLATIVE FRAMEWORK. BECAUSE WE WERE SO AGGRESSIVE, GETTING FUNDS FROM THE STATE AND THE FED, IT WON'T HAVE HAPPENED IF WE DIDN'T POSITION OURSELVES IN THAT WAY. THAT'S ONE WAY TO GET THE FUNDS. THE OTHER IS, LET'S GO -- I'M GOING TO TOGGLE A LITTLE BIT AND GO BACK TO THE SUSTAINABILITY QUESTION. RIGHT NOW, WE'RE IN A POSITION IN BEAVER TON, WHERE WE HAVE A 5,000 UNIT DEVELOPMENT. THIS IS OUR LAST LARGE DEVELOPMENT. IT WILL INCREASE THE POPULATION BY 15 TO 30,000 ROUGHLY DEPENDING ON WHAT IS BUILT THERE. WE DESIGNED A COOPER MOUNTAIN PLAN WITH OUR TRANSPORTATION SYSTEM, PLANNING IN MIND WITH OUR SUSTAINABILITY GOALS IN MIND. AND THAT COMES AT A COST. AND IT COMES AT A COST TO THE DEVELOPERS. AND SO WHAT IS HAPPENING RIGHT NOW, WE HAVE BEEN ABLE TO HAVE WIDER CROSS SECTIONS, LARGER SIDEWALKS, STREET MEDIANS THAT HAVE TREE CANOPIES. MAKING SURE THAT WE HAVE EITHER SHUTTLE OR TRANSIT SERVICE, RIGHT? ALL OF THOSE THINGS THAT ARE NEEDED TO HAVE A REALLY GOOD CLIMATE BENEFIT. BUT IT COMES AT A COST, SO RIGHT NOW, THE CHALLENGE IS, DEVELOPERS ARE COMING IN AND GOING TO SAY, THAT'S TOO EXPENSIVE. HOW DO WE RESPOND TO THAT? WE HAVE TO HAVE SOME TRADEOFFS, DO WE WANT THE HOUSING BUILT, YES, WE DO. DO WE WANT THE CLIMATE ACTION BENEFITS? YES, WE DO. WE HAVE TO MEET SOMEWHERE IN THE MIDDLE. NOW WE HAVE A PLAN THAT'S BEING READDRESSSED AND RECONFIGURED, BUT TRYING NOT TO THROW THE BABY OUT WITH THE BATH WATER. WHAT I'M GETTING AT IS THERE'S NO SECRET SAUCE OR SOLUTION. IT'S CALLED COMPROMISE AND PRIORITIZATION, IT'S CHOOSING BASED ON THE COMMUNITY'S INPUT, WHAT THEY'RE WILLING TO PAY FOR, AND WHAT COMES AT THE PRIORITY, AND I THINK THAT THAT'S THE HARDEST CONVERSATION THAT WE'RE GOING TO HAVE HERE. WE'RE GETTING TO THE POINT WHERE -- WITH PROPOSITION 5 AND PROPOSITION 50 WHICH CONSTRAIN US, AS YOU KNOW, WE'RE NOT GOING TO BE IN A POSITION TO HAVE IT ALL, MY JOB FOR YOU IS GOING TO HELP YOU DEVELOP PRIORITIZATION OF THE PROPOSITION AND WE CAN MOVE FORWARD. THAT MAY NOT COMPLETELY ANSWER YOUR QUESTION, BUT I THINK THIS IS AN OPPORTUNITY TO HEAR SOME OF THE REALITIES OF SOME OF THE WORK WE HAVE TO DO COLLECTIVELY TOGETHER TO SECURE CORE SERVICES. I ALSO THINK WORKING WITH YOUR BUSINESS COMMUNITY, BRINGING THEM UNDER THE TENT AND DECISION MAKING IS IMPORTANT. WHEN YOU DO HAVE THOSE REVENUE CONVERSATIONS, AND YOU'RE HAVING THEM FOR THE LIBRARY LEVEE, AND YOU'LL HAVE THEM FOR OTHER THINGS IN THE FUTURE. IT'S IMPORTANT THAT WE HAVE OUR STAKEHOLDERS LISTENING, UNDERSTANDING, PROVIDING INPUT, SO THAT THEY CAN PROUDLY HAVE A SIGN IN THEIR WINDOW SAYING SUPPORT MEASURE X, Y OR WHATEVER IT IS. I THINK PART OF THE ANSWER MAYBE LOOPING BACK ON BOTH THE SUSTAINABILITY AND HOMELESS, IS TO MAKE SURE YOUR STAKEHOLDERS

ARE FULLY BOUGHT IN AND THEY ARE INFORMING OUR ACTIONS. I THINK WE SAW A LITTLE BIT OF CHALLENGE WITH THAT WITH THE FIRE FEE. AND LET'S LEARN FROM THAT AS WE'RE MOVING FORWARD, WHEN WE'RE DEVELOPING SOLUTIONS, WHETHER THEY'RE REVENUE BASED OR REDUCTIONS THAT HAVE TO BE MADE, BECAUSE WE'RE TRYING TO SALVAGE SOMETHING THAT'S FOR THE GOOD OF THE COMMUNITY.

>> Councilor Kashinsky: THANK YOU. SO BLOOD YOU'RE HERE. MY QUESTION IS -- CAN YOU TELL US ABOUT YOUR APPROACH TO USING THE TRIPLE BOTTOM LINE OR AN EQUITY LENS IN YOUR WORK.

>> THANK YOU, I'VE HAD THE OPPORTUNITY IN BEAVERTON TO ESTABLISH AN EQUITY OFFICE, HIRE AN EQUITY OFFICER. AND ALSO STAFF TO BE ABLE TO DO JUST THAT. A COUPLE EXAMS, WE HAVE DEVELOPED A CIP PRIORITIZATION LENS, IN HOW WE RANK CIP PROJECTS TO DETERMINING WHICH PROJECTS COME FIRST, SECOND AND THIRD, A GREAT EXAMPLE IS OUR ROADWAYS IN OUR PAVING, SO LOOKING AT GEOGRAPHIC LOCATION, THE LAST TIME WE'VE DONE SOME OVERLAYS. WHAT THE IMPACT IS, OF NOT DOING THE WORK. WHO LIVES IN THE AREA AND THE DEMOGRAPHIC, AND KIND OF USING THAT AS A LENS TO INFORM. IT'S NOT A PERFECT SCIENCE, BUT IT REALLY HELPED TO PROVIDE SOME INFORMATION AS WE'RE DEVELOPING THIS BROADER BUDGET PRIORITIZATION LENS THAT I WAS TALKING ABOUT EARLIER THAT IS NEEDED. THE OTHER IS THAT WE ALSO, THROUGH THIS PROCESS, DEVELOPED A DOWNTOWN EQUITY STRATEGY, AND THAT WAS REALLY IMPORTANT, BECAUSE NOT ONLY DID THAT HELP US DEAL WITH DISPLACEMENT ISSUES BOTH FOR RESIDENTS AND BUSINESSES, AND DEFINE INCENTIVES TO SUPPORT PEOPLE THAT WERE IMPACTED, IT ALSO PRESENTED A RACIAL EQUITY LENS. TO BE ABLE TO HEAR FROM RESIDENTS WHAT TYPE OF NEIGHBORHOOD SERVING BUSINESSES THEY WANT. WHAT TYPE OF DOWNTOWN FOOD THEY WOULD LIKE TO EAT, AS A RESULT OF A DIRECT BENEFIT FOR THAT, YOU HAVE RESTAURANT ROW, WHICH IS WHAT BEAVERTON IS KNOWN FOR, THAT WAS NOT BY ACCIDENT, IT WAS BY DESIGN. A LOT OF THAT DOWNTOWN EQUITY STRATEGY INFORMED A LOT OF THE FOLKS WE REACHED OUT TO, HOW WE DECIDED TO DESIGN OUR TENANT IMPROVEMENT PROGRAM, WHICH PUMPS A HALF A MILLION DOLLARS IN OUR DOWNTOWN EACH YEAR. IT'S IMPORTANT TO MAKE SURE THAT INCLUSIVE LENS IS WITH YOUR ECONOMIC DEVELOPMENT STRATEGY AS WELL, AND WRAPPING UP, WE'VE ALSO TAKEN A DECISION MAKING LENS INTERNALLY, WE HAVE AN EQUITY INTERNAL TEAM, WHICH WE HAVE NOW NAVIGATED INTO EQUITY CHAMPIONS, AND WE ALSO ARE DEVELOPING A BELONGING ACADEMY, AND THE BELONGING ACADEMY WILL BE OPEN TO BOTH OUR EMPLOYEES AND OUR COMMUNITY, AND IT WILL BE PLACED AND EXPAND ON WHAT'S CALLED BOLD, BOLD IS SOMETHING THAT'S REALLY UNIQUE IN BEAVERTON, FROM AN EQUITY PERSPECTIVE. WE HAVE A HIGH IMMIGRANT AND

REFUGEE POPULATION. ONE OUT OF FIVE PEOPLE ARE FROM ANOTHER COUNTRY, AND ONE OUT OF THREE PEOPLE SPEAK ANOTHER LANGUAGE. WHAT WE'VE DONE IS, WE'VE DESIGNED A PROGRAM WHERE FOLKS -- AND WE WANT TO JUST TARGET FOLKS FROM THE REFUGEE AND IMMIGRANT COMMUNITY, IT'S OPEN TO THE PUBLIC, TO BE ABLE TO HELP THEM FIND ACCESS, UNDERSTAND GOVERNMENT, CREATE A BRIDGE TO LAW ENFORCEMENT, BUT ALSO HELP THEM ADVOCATE AT THE STATE AND FEDERAL LEVEL, BECAUSE A LOT OF TIMES THEY DON'T KNOW HOW TO NAVIGATE SYSTEMS. THAT HAS BEEN OUR WAY TO WORK WITH UNITE OREGON, THAT HAS BEEN THE CONDUIT IN USING OUR CBO'S IN BEING ABLE TO -- SOMETIMES THEY GET THE MESSAGE OUT A LITTLE BETTER THAN WE CAN, AND SHOW US WHERE TO START FOCUSING OUR ENGAGEMENT. THAT'S A GREAT EXAMPLE OF HOW WE'VE BEEN ABLE TO BRING FOLKS THAT DON'T TYPICALLY OR AREN'T TYPICALLY, BRING THEM TO THE TABLE.

>>Councilor Clark: I'm going to ask you a hard question. is the future use of ALPR technology in Eugene a good idea or a bad idea? why or why not?

>> you talking about license plate readers and things of that nature?

>>Councilor Clark: couldn't hear you.

>> license plate readers and things of that nature?

>> correct.

>> I do if it's done correctly. we're embarking on that technology front. we don't have Flock cameras in Beaverton, we are entering into a contract with axon technologies, basically it's a subscription service for all of our police technology. we're going to have to move with A.I., we're going to have to move with technology, particularly in safety, it's already getting out ahead of us. so I think we're at a disadvantage. there's also a number of benefits to having that. I'm going to talk both about license plate readers, but also other technology, because a lot of times these groups that are providing that, they kind of all come together in a subscription model, you can pick them apart the best you can, but you're not going to necessarily get the savings, it kind of doesn't make sense. I do think that making sure we are responsible for where that information goes, we are responsible to protect our residents, and so we've intentionally not gone in the Flock direction because of that, axon does not do that. I know that this topic will be vetted thoroughly by my council because of the security issues p.m. so that's one priority for us. I do think it's a tool for law enforcement. I do think it needs to be used wisely. I don't think it's something that we not use. I think it's the how in which we use it. just like tools, right? you can use them to a fault, or you can use them to have a positive result. the other thing is that A.I. provides so many different opportunities, right? to be able to serve the community. one thing that's very intriguing to us with the axon technology that we're

now implementing, it has translation services, at the tip of your fingerprint, you can hit a button and be able to speak and translate information with someone who English isn't their first language. officers don't have to be bilingual, we don't have to pay for translation service, that's right there in the moment. I think if we're smart about the technology, I think it's an added benefit. it doesn't come without guardrails. I think it's a yes and to your question. but I don't think we can ignore it, and we can put our head under the rock, it's coming. it's here. we're already using it in the city of Beaverton. we've already seen a 10% increase in productivity, so we can get our staff reports out, and I'll just close with one really amazing tool with A.I., is just the ability from an engagement standpoint, you're in a forum, everyone's speaking, we have people taking notes, you can send all that through A.I., they can synthesize it, they can identify the themes. here's what happened over five different meetings over the last month. that's powerful to have that. it's just as powerful for our law enforcement to have that tool as well.

>> I think you've already answered question 6 for me.

>> well, I'm efficient, right?

>> President Evans: LET ME ELABORATE ON, BECAUSE IT'S MY QUESTION, AND ONE OF THE THINGS THAT PROMPTED THIS QUESTION WAS -- I'VE NOTICES IN VARIOUS PUBLICATIONS ACROSS THE COUNTRY, THAT I READ ON A REGULAR BASIS, THAT POLICE OFFICERS ARE STARTING TO USE A.I. TO WRITE THEIR OWN REPORTS. SO MY QUESTION WAS, WHAT SAFEGUARDS DO YOU THINK ARE NECESSARY FOR THE USE OF ARTIFICIAL INTELLIGENCE AND RELATED EMERGING TECHNOLOGIES FOR CITY WORK.

>> THAT'S A GREAT QUESTION, YEAH.

>> President Evans: BUT THERE ARE ISSUES WITH HOW PEOPLE ARE USING IT TO DO REPORTS, AND AGAIN. IS THIS THE TECHNOLOGY OR IS THIS THE PERSON THAT'S WRITING THIS.

>> RIGHT, AND SO PART OF OUR POLICIES GET TO THAT ISSUE. WHERE IT IS A TOOL, BUT IT IS NOT USED TO REPLACE WHAT YOU ARE WRITING. FOR INSTANCE, DON'T USE IT TO WRITE YOUR REPORT, BUT IF YOU WANT GRAMMERLY, YOU WANT SOME SUPPORT IN THAT, FINDING DIFFERENT WORDS, HAVE AT IT. I THINK IT'S IMPORTANT, FOR INSTANCE, THAT THE CHIEF AND THE RANK ABLE FILE TALK ABOUT WHAT GOOD REPORTING LOOKS LIKE, AND HOW TO USE A.I., IF YOU HAVE CO PILOT, CHATGPT, WHATEVER YOUR MODEL IS, THAT IS TO ENHANCE, BUT REMEMBER, THERE'S A DISCLAIMER ON THERE, THAT SAYS, SOME OF THIS MAY NOT BE ACCURATE, SOME OF THIS MAY NOT BE TRUE. I DO HAVE A CONCERN WITH THAT IF YOU ARE GOING TO BE USING THAT, IN THE FIELD, AND YOU'RE SOLELY RELYING ON THAT, BECAUSE THAT IS NOT MAYBE GOING TO CAPTURE EVERYTHING THAT HAPPENS, AND SO, AGAIN, KIND OF

BACK TO WHAT YOU SAID EARLIER, GUARDRAILS, RIGHT? I THINK IT'S IMPORTANT, WHEN WE ARE ROLLING OUT THE TECHNOLOGY, THAT THE POLICY SPELLS OUT THE INTENDED PURPOSE, AND THE INTENDED PURPOSE IS NOT TO USE THAT IN PLACE OF THE WORK THAT STAFF HAS TO DO. IT'S TO ENHANCE, IT'S TO MAKE BETTER. SO FOR INSTANCE, IF I GO BACK TO THE EARLIER EXAMPLE I GAVE YOU ABOUT ENGAGEMENT AND CAPTURING WHAT THE COMMUNITY SAID, YOU CAN'T JUST HAVE A.I. DO THAT AND I'M A STAFFER AND I'M NOT LOOKING AT IT, AND I GIVE THAT TO YOU. THAT'S GOING TO REQUIRE SOMEONE TO READ THROUGH IT, TO MAKE SURE IT'S ACCURATE, IT REFLECTS WHAT IS SAID. IT'S A TOOL TO GET THROUGH THINGS QUICKER, YOU ARE ACCOUNTABLE FOR THE DOCUMENT I GIVE YOU. IT NEEDS TO BE FACTUAL, THERE ARE SOME THINGS THAT COME ALONG WITH THAT, YOU CAN'T TAKE ADVANTAGE OF IN A, ESPECIALLY AS YOU KNOW, STUDENTS IN HIGH SCHOOL AND EVERYTHING, THEY'RE HAVING GUARDRAILS PUT ON THAT AS WELL, I WOULD SAY THAT WOULD BE THE ACCOUNTABILITY YOU WOULD SEE THROUGH ME, FROM MY STAFF, TO MAKE SURE THE DATA YOU'RE GETTING IS ACCURATE, AND YOU'RE NOT GETTING SOMETHING THAT'S JUST HOT OFF THE PRESS FROM THE COMPUTER.

>> President Evans: COUNCILOR LEECH?

>> Vice President Leech: THANK YOU. CAN YOU EXPLAIN WHAT SPECIFIC ACTIONS YOU WOULD TAKE TO CONTINUE MOVING THE CULTURE IN THE DIRECTION OFF EMPLOYEES FEELING APPRECIATED.

>> I WOULD COME IN DOING A LOT OF LISTENING. I HAVE GIVEN THOUGHT TO WHAT I WOULD DO BEFORE COMING, TO DEVELOPING A 30, 60 AND 90 DAY PLAN OF ENGAGEMENT WITH THE ORGANIZATION. I DO THINK A SERIES OF LISTENING SESSIONS ARE ALWAYS REALLY GREAT. MAKING SURE THE ACCESSIBILITY IS THERE. SO WHEN I SAY THAT A LOT OF THINGS THAT HAVE WORKED REALLY WELL FOR ME, HAVE BEEN DOING KIND OF LIKE OFF SITE, ON DIFFERENT CAMPUSES AND HAVING OFFICE HOURS, SO PEOPLE CAN HAVE ACCESS TO YOU. AND THAT'S REALLY EFFECTIVE, WHEN THEY KNOW THE CITY MANAGER IS HANGING OUT IN A CERTAIN PLACE, THEY DO COME AND VISIT. I STARTED THAT STRATEGY THROUGH WHEN WE WERE GOING TO DO SOME REALLY TOUGH BUDGET DECISIONS, THAT WORKED REALLY WELL. I LITERALLY HAD PEOPLE LINING UP TO TALK THROUGH SOME OF THE IMPACTS. I THINK THAT'S IMPORTANT. THE OTHER THING THAT I MAY HAVE MENTIONED WHEN WE FIRST TALKED WAS THIS CONCEPT OF WINDSHIELD TOURS AND WORK ALONGS, AND THOSE ARE REALLY CRITICAL, BECAUSE SOMETIMES PEOPLE DON'T THINK THAT YOU CARE ABOUT THE WORK THAT THEY DO. IF YOU'RE AN ACCOUNTANT AND YOU DO DEBITS AND CREDITS, YOU'RE WORKING ON THE GENERAL LEATHER, THAT MAY NOT BE SEXY TO THE AVERAGE PERSON, BUT IT IS TO THE PERSON WORKING ON IT. I WANT THEM TO GET

THAT RIGHT. I THINK IT'S IMPORTANT TO BE STRATEGIC AND SELECT DIFFERENT WORKERS SO THAT YOU UNDERSTAND HOW THEY WORK. CAN YOU ALSO GET A BETTER SENSE OF THE CULTURE. ONE OF THE THINGS THAT I LEARNED REALLY QUICKLY NAVIGATING THE TRANSITION FROM THE STRONG MAYOR TO THE COUNCIL FORM OF GOVERNMENT, IS HOW CHANGE IMPACTS ORGANIZATIONS. AND HOW BILLIONAIRES FLYING IT -- I DON'T RECOMMEND THAT. YOU HAVE TO GO SLOW TO GO 23569. I ALSO LEARN THAT WHEN YOU'RE IN A SPACE OF CHANGE, IT'S INCREDIBLY IMPORTANT TO HAVE ASSIGNED STAFF THAT ARE THE EARS AND EYES, YOU CAN'T BE EVERYWHERE AS A CITY MANAGER. BOOTS ON THE GROUND, UNDERSTANDING WHAT'S HAPPENING, WHEN, FOR INSTANCE, YOU'RE MAKING A BIG DECISION AS THE MAYOR SAID LAST NIGHT AT THE STATE OF THE CITY, IT'S GOING TO CHANGE, IT'S GOING TO MAKE PEOPLE FEARFUL, ANXIOUS, THERE NEEDS TO BE THIS LEVEL OF PSYCHOLOGICAL SAFETY MADE IN THE ORGANIZATION, SO THAT THEY KNOW THAT THE NEW PERSON THAT'S COMING IN IS GOING TO EMBRACE THE CULTURE, IS GOING TO SUPPORT IT, IS GOING TO ADD VALUE TO, SO FOR ME, DOING THAT IS TALKING, IS GETTING OUT THERE, IS SEEKING TO UNDERSTAND. IT'S NOT CREATING CHANGE RIGHT AWAY, IT'S CREATING INFORMED CHANGE IF THAT'S WHAT'S NEEDED. I THINK THE ACCESSIBILITY, THE APPROACHABILITY, THAT PIECE IS REALLY IMPORTANT, IT'S VERY FASCINATING TO HAVE AN ELECTED OFFICIAL TAKE YOU ON A DRIVE, AND SHOWS WHAT'S IMPORTANT. HAVING STAFF TAKE YOU ON THE DRIVE AND SHOW YOU WHAT'S IMPORTANT, AND A RESIDENT TAKE YOU ON A DRIVE AND SHOW YOU WHAT'S IMPORTANT. THAT WOULD BE A HIGH LEVEL APPROACH OF HOW I WOULD DO, TAKING BITS AND PIECES OF EVERYONE, AND SEEING THAT PERSPECTIVE, AND BLENDING THAT TOGETHER. I WOULD ALSO WANT TO MAKE SURE THAT THERE'S ALSO A LITTLE FUN IN THE ORGANIZATION, BECAUSE THE F WORD IS A GOOD WORD WHEN IT'S USED IN THAT WAY. I WOULD WANT TO MAKE SURE THAT DOESN'T GET LOST. THAT'S SOMETHING FOR ME, YOU'RE IN A TOUGH BUSINESS BEING PUBLIC SERVANTS, YOU CAN'T SOMETIMES TAKE YOURSELF TOO SERIOUSLY, THAT WOULD ALSO BE A COMPONENT OF THAT.

>> President Evans: COUNCILOR GROVES?

>> Councilor Groves: THANK YOU, COUNCILOR PRESIDENT AND THANK YOU, JENNY FOR BEING HERE AGAIN TODAY. I'M GOING TO PREFACE THIS EIGHTH QUESTION WITH, THIS DOES NOT PERTAIN TO ANY SPECIFIC PROJECT GOING ON. THIS IS JUST -- [AUDIO DIFFICULTIES] IF YOU BELIEVE ECONOMIC GROWTH IS VITAL TO OUR STABILITY AND WELL BEING THROUGH THE PROVISION OF JOBS, TAXES AND FEES THAT SUPPORT SERVICES, HOW WOULD YOU RESPOND TO THOSE IN THE COMMUNITY WHO ARE VOCAL IN THEIR OPPOSITION TO GROWTH AND DEVELOPMENT?

>> WELL, I THINK THAT MOST IMPORTANT THING IS TO ASK THEM WHAT THEY WOULD SUGGEST IN PLACE OF THAT, AND LET'S TALK THAT THROUGH. MAYBE I'LL TAKE AN EXAMPLE THAT I THINK THE COMMUNITY IS GRAPPLING WITH, YOU HAVE THE POTENTIAL TO HAVE A LARGE WAREHOUSE HERE. IT ADDS JOBS, THERE'S PROPERTY TAX ASSOCIATED WITH IT, IT HAS GREAT SYNERGY THAT IT WILL BRING. AND THAT'S VERY GOOD, AND THAT'S PART OF THE ECONOMIC DEVELOPMENT STRATEGY IN HAVING THAT HERE. MANY PEOPLE HAVE CHALLENGES WITH THAT SO MY CONVERSATION WOULD BE, IF WE DON'T HAVE GROWTH, THEN WHAT DO WE HAVE IN PLACE, BECAUSE WHAT'S IMPORTANT IS TRANSPORTATION SYSTEMS. YES, A SUSTAINABILITY IMPORTANT, YES. IS HAVING A STRONG COMMUNITY, SAFE COMMUNITY IMPORTANT, YES. HOW DO WE PAY FOR THAT, WHEN MORE PEOPLE ARE COMING, WE WANT MORE HOUSING, AND YOU KNOW THAT PROPERTY TAX DOESN'T PAY FOR ITSELF, I WOULD REALLY WANT IN ALL ESSENCE AND IN A POSITIVE CONSTRUCTIVE WAY, THROW THAT QUESTION BACK ON THE RESIDENTS AND TALK ABOUT, WHAT IS THE OPTION, BECAUSE THE OPTION IS NOT TO GROW, IT'S HOW IN WHICH WE GROW, RIGHT? THERE HAS TO BE A COMPROMISE IN THE MIDDLE OF THAT. I'LL GIVE YOU ONE EXAMPLE THAT I THINK -- IT'S NOT THE CURE ALL, BUT IT MAY BE MEETING IN THE MIDDLE, SO THE CITY MANAGER FOR THE CITY OF TRACY, THIS CITY HAD A LOT OF DISTRIBUTION AND WAREHOUSE COMPONENT TO IT, IN ONE AREA. I ACTIVELY WORKED WITH A DEVELOPER WHO OWNED A LOT OF LAND, THEY WORKED FOR THEIR CLIENTS TO BUILD BUILDINGS AND LEASE THAT SPACE. I WORKED WITH THEM IN ALL KINDS OF DIFFERENT TYPES OF BUSINESSES. AND I INVESTED IN THAT RELATIONSHIP TO STREAMLINE THINGS TO GET IT OVER THE GOAL LINE. WHEN I NEEDED THEM THE MOST, THEY WERE THERE. LO AND BEHOLD, THEY HAD A BIG PROJECT, AND GUESS WHAT THAT WAS? A FIVE STORY AMAZON BUILDING. IT WAS PROBABLY THE THIRD BUILDING IN THE BAY AREA TO BE CONSTRUCTED. 500 JOBS, A LOT OF TECHNOLOGY IN THE BUILDING, AND THEY WOULD NEED A VARIANCE TO BE ABLE TO BUILD IT. THERE WASN'T ANY PROBLEM WITH THEM, I THINK, GETTING THE VARIANCE. THE VARIANCE THEY WOULD BE ABLE TO MEET THROUGH THE PLANNING COMMISSION. I KNEW THIS WAS GOING TO BE A HUGE GAME CHANGER BECAUSE OF THE SCALE AND SCOPE OF THIS. I RECOGNIZED THAT THIS WOULD BE IMPORTANT TO THE COMMUNITY ON A LOT OF DIFFERENT LEVELS AND CONCERNING. SO I WORKED WITH THE DEVELOPER, AND I KNEW THAT WE WERE IN A SIMILAR SITUATION HERE, WHERE IT WASN'T SOMETHING YOU COULD LEGALLY JUST SAY NO. SO WHAT DO WE DO? I TALKED WITH A DEVELOPER AND I SAID, YOU KNOW, I THINK WE CAN GET THE VARIANCE OVER THE GOAL LINE. MY ASK HAS NOTHING TO DO WITH THE VARIANCE. I AM GOING TO ASK YOU TO SIT DOWN WITH ME, AND LET'S WORK THROUGH A COMMUNITY BENEFIT, THAT WE CAN INVEST BACK IN THE COMMUNITY SO SHOW YOUR COMMITMENT AND YOUR INVESTMENT AND YOUR ACKNOWLEDGEMENT THAT THIS IS A BIG DEAL. SO THROUGH NEGOTIATIONS, THIS WAS MY CONVERSATION WITH THE DEVELOPER. IT

WAS NOT STAFF. WE WERE ABLE TO NEGOTIATE \$4 MILLION TO INVEST IN A CIP PROJECT FOR RECREATION. IT WAS A MULTI-GEN FACILITY, THAT IS BEING FINISHED THIS YEAR, SO WE ARE ALSO PLAYING THE LONG RUN HERE, THIS IS NOT SHORT RUN, RIGHT? AND SO IT'S IMPORTANT THAT WE TALK ABOUT TRADEOFFS, AND WE RECOGNIZE THAT WHILE THAT'S NOT GOING TO CURE EVERYTHING. IT COULD BE AN INVESTMENT, LET'S PLAY THIS OUT. IF WE DID SOMETHING SIMILAR HERE, WOULD WE MAKE AN INVESTMENT IN SUSTAINABILITY INITIATIVES? COULD WE MAKE AN INVESTMENT IN CLIMATE ACTION THINGS WE HAVEN'T BEEN ABLE TO DO, THAT HAVE BEEN SITTING ON AN UNFUNDED LIST, WE COULD, BUT WE NEED TO ASK, WE CAN'T ASK IF HE WITH DON'T INVEST AND WE DON'T HAVE THE RELATIONSHIPS AND WE DON'T HAVE THE PARTNERSHIPS. I'M NOT SAYING THAT'S THE SOLUTION, BUT I'M SAYING THIS IS AN APPROACH THAT'S SOMETHING WE MAY NEED TO START EXPLORING OF WHERE CAN WE FIND THE YES AND. YOUR QUESTION IS A GREAT ONE, IT'S NOT EASILY ANSWERED. I'M ALWAYS LOOKING FOR THE MIDDLE GROUND. THAT WOULD BE MY SOLUTION. SO I HOPE THAT ANSWERS YOUR QUESTION.

>> Councilor Groves: THANK YOU.

>> President Evans: COUNCILORS, DO WE HAVE ANY FOLLOW-UP QUESTIONS? COUNCILOR GROVES?

>> Councilor Groves: ME AGAIN.

>> President Evans: AND THEN COUNCILOR ZELENKA AND COUNCILOR LEECH AND COUNCILOR KASHINSKY.

>> Councilor Groves: OUR COUNCIL, LIKE A LOT OF COUNCILS, WE LIVE WITH A LOT OF DISTRACTIONS. HOW WOULD YOU HELP COUNCIL STAY FOCUSED ON OUR PRIORITIES AND CRITICAL ISSUES IN THE SEA OF DISTRACTIONS.

>> EVERY CITY MANAGER'S FAVORITE QUESTION, RIGHT? THAT'S SOMETHING THAT I THINK, YOU KNOW, ALL COUNCILS AND ALL CITIES REALLY STRUGGLE WITH. BUT ONE OF THE THINGS THAT I'VE DONE, AND YOU MAY HAVE IT IN YOUR RULES, THAT I'M ALSO STARTING TO PUT INTO ACTION NOW, IS WHEN COUNCIL ASKS FOR SOMETHING, AND IT'S NOT ON THE WORK PLAN, HAVE YOU PRIORITIES, YOU CAN DEVELOP A COUNCIL WORK PLAN THAT GUIDES MY WORK FOR THE YEAR. MY JOB IS TO MAKE SURE THAT I'M COMING BACK WITH THAT ITEM, ASSUMING THERE'S A MAJORITY THAT YOU WANT TO SEE ON THE AGENDA, AND I'M GOING TO HAVE NEXT TO IT WHAT THE TRADEOFFS ARE, YOU HAVE ASKED COUNCIL FOR ME TO DO THIS PARTICULAR PROJECT AT THIS PRICE TAG. AND AS A RESULT, IT'S GOING TO TAKE THESE TYPE OF RESOURCES WHICH WILL SLOW DOWN THIS PLANNING PROJECT OR THIS PUBLIC WORKS PROJECT.

AND IT MAY COST MONEY. SO HERE'S KIND OF THE PRODUCTIVITY IMPACT OR HERE'S THE DOLLAR AMOUNT. HERE'S THE REPORT. WHAT SAY YOU, COUNCIL, WHAT WOULD YOU LIKE TO DO? I THINK WHEN YOU HAVE THAT INFORMATION IN FRONT OF YOU, IT REALLY HELPS KIND OF REFOCUS WHERE YOUR PRIORITIES ARE, AND THEN YOU HAVE TO CHOOSE, RIGHT? I'M NOT SAYING THAT CHOICE IS GOING TO BE EASY. BUT IT HELPS YOU KIND OF GO, OH, YEAH, WE DID SAY THIS WAS GOING TO BE A PRIORITY, COULD WE MAYBE DOING -- DO THIS AT A LATER TIME WHEN WE HAVE -- ABSOLUTELY. MY COUNCIL HAS BEEN ASKING ME TO DO THAT, WE'VE BEEN ENCOURAGING STAFF TO COME BACK AND SAY, COUNCIL, CAN YOU TELL ME ON YOUR LIST OF PRIORITIES, WHICH ONE IS MOST IMPORTANT. THOSE CAN BE A LITTLE AWKWARD CONVERSATION, BUT THEY NEED TO HAPPEN. THERE ARE SO MANY THINGS THAT ARE PULLING AT YOU AND THE COMMUNITY. THAT WOULD BE IN MY APPROACH, WITH YOUR BLESSING, TO COME BACK AND REMIND YOU OF THE PRIORITIES YOU'VE SET, AND WHAT THE TRADEOFFS ARE, AND WHEN YOU SAY GO LEFT, WE GO LEFT. WHEN YOU SAY RIGHT, WE GO RIGHT.

>> President Evans: COUNCILOR ZELENIKA.

>> COUNCILOR ZELENIKA: THANKS. JENNY, YOU PRESIDED OVER, OR MADE IT THROUGH A REALLY UNIQUE CIRCUMSTANCE, WHERE YOU WENT FROM A STRONG MAYOR TO A STRONG CITY MANAGER FORM OF GOVERNMENT. REFLECTING BACK ON THAT, WHAT ARE THE THREE KEY TAKEAWAYS YOU TOOK AWAY FROM ALL THAT.

>> THERE'S SO MUCH THERE.

>> Councilor Zelenka: YEAH, THAT WAS EASY.

>> I THINK THE ONE THING I WISH I COULD HAVE DONE. BUT THE COUNCIL WAS NOT READY AT THE TIME, THERE WASN'T A STRATEGIC PLAN. I CAME IN WITH NO PRIORITIES, NO HISTORY OF RETREATS, WORK PLANNING, ANYTHING. AND SO WHAT WE HAD TO DO WAS, WE HAD TO TRAIN. WE HAD TO GET THE COUNCIL TO UNDERSTAND WHAT THEIR NEW ROLE WAS. WE HAD TO DEAL WITH THE LOSS AND THE GRIEF OF THAT, BECAUSE IT'S A HUGE LOSS. WE HAD TO TRAIN STAFF. THEY WENT WITH AN INTERIM CITY MANAGER FOR EIGHT MONTHS, AND THERE WAS NO CONVERSATION WITH STAFF, IT WAS ONLY SUPPORTING THE COUNCIL, THERE WAS A HUGE GAP IN KNOWLEDGE IN THE ORGANIZATION. SO IF I HAD TO DO IT OVER, AND LET'S JUST SAY THAT THAT WORK MIGHT HAVE BEEN DONE, I WOULD HAVE SET THE COUNCIL IN A PLACE OF STRATEGIC PLANNING, SOMETHING THAT WOULD GEL THEM TOGETHER, WHERE THEY WOULD HAVE SHARED PURPOSE AND VALUE AND MEANING THAT THEY COULD COALESCE AROUND. THAT WOULD HAVE BEEN HELPFUL, THEY'RE ALL TRYING TO UNDERSTAND THIS NEW THING THAT THEY REALLY DIDN'T

KNOW WHAT THEY HAD TAKEN TO THE COMMUNITY. IT'S AN EVOLVING SITUATION. SO THAT'S ONE. I THINK THE SECOND ONE WOULD BE, AND I KIND OF GOT AT THIS BEFORE, IN MY EARLIER CONVERSATIONS, JUST UNDERSTANDINGS WHAT CHANGE DOES TO A COMMUNITY, TO YOUR STAKEHOLDERS, EVEN YOUR VENDORS, AND THE ORGANIZATION. THE CADENCE OF CHANGE IS SO IMPORTANT TO MANAGE, I CAN'T UNDERESTIMATE THE MEANINGFUL HOW THAT IMPACTS PEOPLE AND THEIR ABILITY TO WORK. MAKING SURE THAT YOU DON'T INTRODUCE TOO MUCH TOO SOON, AND THAT YOU CHECK YOUR EGO TO THE SIDE, AND YOU TAKE IT ALL IN THAT'S REALLY IMPORTANT. ONE OF THE THINGS THAT - - MANY OF THE THINGS THAT HAPPEN, I'VE BEEN -- I HAD THE OPPORTUNITY TO SHARE IT WITH SOME OF THE PANELISTS, IS THAT WHEN WE HAVE THE FORM OF GOVERNMENT CHANGE, WE HAD THE COUNCIL, WE HAD THE MAYOR. AND THEN WE HAD -- WE HAD ME, AND THE MAYOR RAN ON A STRONG -- AND IF SHE WAS HERE, WE TOLD THIS STORY ALL THE TIME, I'M COMFORTABLE IN SHARING IT, SHE RAN ON A STRONG MAYOR PLATFORM AND SHE WON. IT WAS FANTASTIC. AND THEN THE CHARTER ONE, AND IT WAS PASSED, WHAT DO I DO. WE HAVE TO COLLECTIVELY FIGURE OUT WHAT HER ROLE WAS, WHERE SHE WOULD ADD VALUE, I THINK SHE HAD WANTED TO DO OPERATIONS, AND THAT WAS MY JOB. WE FOUND A SPACE OF THIS -- GOVERNMENT RELATIONS PLACE WHERE SHE COULD BE A CATALYST AND A MOVER AND A SHAKER. SOMETHING SHE DOES REALLY WELL. SO IT'S FINDING KIND OF THE ROLES AND DOING THAT TOGETHER, IT WAS NOT EASY, MAKE NO MISTAKE IT WAS TOUGH. THEN THE COUNCIL TURNED OVER. 18 MONTHS IN THE JOB, THE FOLKS THAT REALLY WERE THE CATALYST FOR THE CHARTER SAID, PEACE OUT. AND I WAS LIKE, UH-OH. WE'VE GOT TO COME TOGETHER, AND HOW DO WE ON BOARD THIS COUNCIL THAT'S VERY GREEN. WE TAKE ADVANTAGE OF THAT, THERE'S MORE. THE EXECUTIVE TEAM TURNED OVER. SO I HAD A LOT OF RETIREMENTS. AND THEY ALREADY RETIRED, AND THEY WERE WORKING BACK, THEY STAYED AROUND TO HELP WITH THAT TRANSITION. TO HAVE ALMOST YOUR ENTIRE EXECUTIVE TEAM TURNOVER ON TOP OF YOUR COUNCIL CHANGING. ON TOP OF HELPING A STRONG MAYOR THAT'S NO LONGER A STRONG MAYOR, THAT'S TOUGH. AND I ONLY HAVE ONE PERSON THAT'S FROM THE ORIGINAL STRONG MAYOR ON MY EXECUTIVE TEAM RIGHT NOW. I'VE BEEN ABLE TO REBUILD THAT TEAM THROUGH A DIFFERENT LENS. AND THEN LET'S JUST THROW THE BUDGET ON TOP OF THAT, BECAUSE WE NEED MORE CHANGE. SO THEN YOU HAVE BUDGET ISSUES. WHEN I SAY CADENCE OF CHANGE, THAT'S WHAT I'M TALKING ABOUT. THAT REQUIRES US TO GET OUT OF OUR OWN WAY, LISTEN TO WHAT PEOPLE ARE TELLING US, AND DO THE PROCESS WE NEED TO DO, AND MAKE A DECISION AND OWN IT. AND THEN WE MOVE ON. THE LONGER WE HANG OUT IN THE PROCESS ARENA, THE HARDER IT IS TO ACTUALLY MAKE THE DECISION. SO I'VE LEARNED A LOT THROUGH THAT PROCESS. SOME WAS GOOD, SOME WAS BAD, BUT I LEARNED, AND I THINK THAT'S WHY MY LONGEVITY HAS BEEN WHAT IT'S BEEN. I'M PROUD OF THE WORK -

- I'M GLAD I'M STILL STANDING, I THINK MY MENTAL HEALTH IS PRETTY GOOD. IT'S BEEN -- I THINK, A REALLY GREAT EXPERIENCE. SO I ONLY GOT TO TWO, NOW I NEED TO GET TO THREE. AND I THINK THE THIRD ONE IS -- IT'S REALLY IMPORTANT TO BE CENTERED IN THIS WORK AROUND SERVICE. AND TO NOT LOSE SITE THAT WHEN -- YOU'RE GOING THROUGH ALL OF THESE CHANGES, YOU HAVE TO COME BACK TO SERVICE, AND THAT'S GOT TO BE THE CENTER OF EVERYTHING YOU DO. AND FOR ME, THAT WAS REALLY HELPFUL, BECAUSE I WAS ASKING, WHO DOES THIS IMPACT, WHO AM I SERVING, AND I DID THAT THROUGH AN ORGANIZATIONAL LENS, I DID THAT THROUGH A COMMUNITY LENS, AND THROUGH THE COUNCIL LENS, AND THAT REALLY KIND OF CENTERED ME, WHEN EVERYTHING -- RIGHT NOW, EVERYTHING FEELS LIKE CHAOS OF WHAT'S HAPPENING, THROUGHOUT THE NATION. AND IT'S JUST GROUNDING YOURSELF IN THAT. BECAUSE THAT'S WHAT THE MOST IMPORTANT THING IS TO THIS COMMUNITY. WE ARE IN THE PEOPLE BUSINESS, YOU KNOW THIS. IT TAKES PEOPLE TO SERVE PEOPLE, IF SERVICE ISN'T IN THE ROOT OF EVERYTHING, I THINK WE'RE GOING TO HAVE A PROBLEM. THAT'S MY TED TALK, I'M DONE.

>> President Evans: COUNCILOR LEECH? AND THEN I THINK WE HAVE COUNCILOR KASHINSKY AND COUNCILOR KEATING.

>> Vice President Leech: THANK YOU. YOU TALKED A LOT ABOUT PRIORITIZATION TODAY, I'M HAPPY FOR THAT, THAT'S SOMETHING WE'VE ALL WANTED TO GET INTO MORE WITH OUR STRATEGIC PLANNING. HOW DO YOU PROPOSE THE DEEP AND BROAD UNDERSTANDING OF THE PRIORITIES TO BE ABLE TO SET THAT FOR DECISION MAKING. INCLUDING THOSE WHO DON'T HAVE ACCESS TO BE ABLE TO SPEAK THEIR VOICES? AND WHAT HAPPENS WHEN THOSE PRIORITIES IN THE COMMUNITY FEEL LIKE THEY'RE OPPOSING.

>> YEAH, I THINK THAT'S THE --

>> IF?

>> IF, YEAH. I WANT TO APPRECIATE THE QUESTION. I ALSO THINK IT'S REALLY IMPORTANT THAT WE ALSO HAVE TO GET COMFORTABLE WITH BEING UNCOMFORTABLE, WHEN WE MAKE THE DECISIONS. I WOULD SAY, IN TERMS OF INVITING THE COMMUNITY INTO THE PRIORITIZATION, ONE THING THAT REALLY WORKS IS GIVING THEM KIND OF AN EXERCISE TO GO THROUGH. AND I'VE DONE THIS WITH OTHER COMMUNITIES. THE EXAMPLE IS, A PENNY FOR YOUR THOUGHTS. AND IT IS SO INCREDIBLY EFFECTIVE, I'VE DONE IT WITH STAFF, I'VE DONE IT WITH COMMISSIONERS, AND I'VE DONE IT WITH THE COMMUNITY MEMBERS. BASICALLY HAVE CATEGORIZATION OF SERVICES, YOU MAY HAVE SAFETY ECONOMIC DEVELOPMENT, PARK & REC LIBRARY, HOW YOU ADJUST IT TO YOUR

COMMUNITY. AND YOU BASICALLY GIVE -- AND WE DO IT IN GROUPS, WHICH IS KIND OF FUN. YOU CAN ALSO DO IT INDIVIDUALLY. AND YOU HAVE A CERTAIN SET OF AN AMOUNT OF PENNIES, YOU ASK THE INDIVIDUAL TO SET THE BUDGET. YOU HAVE FIVE CATEGORIES, AND ALLOCATE YOUR PENNIES WHERE YOU THINK THE MOST IMPORTANT THINGS GO. AND THEY HAVE A LIST AND THEY HAVE AN EXPLANATION OF WHAT EACH OF THOSE CATEGORIES ARE, SO THEY SET THEIR BUDGET, YOU GIVE THEM SCENARIOS, AND IF WE WERE -- WE HAD A BIG PROPERTY TAX CAMPUS OPPORTUNITY COME IN, AND THERE'S A WINDFALL OF \$2 MILLION, AND YOU GIVE THEM TWO EXTRA PENNIES, WHERE WOULD YOU PUT THAT? THEY DECIDE TO PUT THEIR PENNIES WHEREVER THEY WANT. NOW WE'VE GOT SOME ECONOMIC CONSTRAINTS GOING UP -- OR GOING DOWN, AND WE HAVE TO CONTRACT, I NEED YOU TO CUT \$4 MILLION FROM THE BUDGET, WHERE ARE YOU GOING TO TAKE THAT? AND THEY HAVE TO DETERMINE, OH, I'M GOING TO TAKE THIS FROM ECONOMIC DEVELOPMENT OR THIS FROM PUBLIC SAFETY. IT BECOMES A LITTLE BIT MORE DIFFICULT. AND THEN YOU KIND OF TURN THE HEAT UP A LITTLE BIT MORE, AND THEY HAVE TO MAKE ANOTHER ADJUSTMENT, AND SO HAVING THEM GO THROUGH THIS PROCESS IS NOT ABOUT GETTING AN AGREEMENT ON EVERYTHING, IT'S ABOUT PERSPECTIVE, WHEN YOU LEAVE THAT EXERCISE, YOU'VE GAINED PERSPECTIVE. YOU MAY NOT AGREE ON THE ISSUE, YOU'VE GAINED PERSPECTIVE, THIS IS NOT AN EASY TASK. THAT WOULD BE MY EXAMPLE OF HOW WE START BRINGING IN THE COMMUNITY OF HOW WE GO THROUGH THAT. AND THEN TALK ABOUT, WHAT WAS HARD, WHAT WAS EASY, WHAT DIDN'T YOU WANT TO DO? TAKE THAT INFORMATION, AND START THREADING IT INTO SOME OF YOUR PRIORITIES YOU HAVE EYE LOT OF DATA ON YOUR COMMUNITY SURVEY, THERE'S SOMETHING ABOUT DOING IT YOURSELF, WHERE IT HELPS YOU PROCESS IT A LITTLE BIT BETTER AS A RESIDENT I THINK THERE ARE WAYS THAT WE CAN GET TO PEOPLE THAT DON'T TYPICALLY COME OUT TO AN EXERCISE LIKE THIS, THIS IS WHERE I WAS TALKING EARLIER ABOUT UNITE OREGON AND OTHER TYPES OF CBO'S IN THE COMMUNITY AND HAVE THEM WEIGH-IN ON WHERE THE BEST PLACE IS TO CONDUCT SOMETHING LIKE THIS GOING TO -- ON SOMEONE ELSE'S TURF OR DOING SOMETHING VIRTUALLY, RIGHT NOW, MANY PEOPLE DO NOT WANT TO LEAVE THEIR HOMES, THEY WANT TO BE ENGAGED DIFFERENTLY, HOW DO WE FIND THAT. MY EXAMPLE IS GIVING SOMETHING TANGIBLE THAT PEOPLE CAN PROCESS AND TACTILE THAT THEY CAN GO, OH, OKAY, I GET IT, IT'S NOT AS EASY AS WHAT I THOUGHT IT WAS, THAT'S MY GOAL. MY GOAL IS PERSPECTIVE, MY GOAL IS NOT NECESSARILY AGREEMENT, BECAUSE I THINK THAT WE'RE NOT ALWAYS GOING TO AGREE. WE GO BACK TO THE HOW, THE HOW IS ALWAYS SUPER IMPORTANT. PEOPLE REMEMBER HOW YOU MADE THEM FEEL, BUT YOU DON'T ALWAYS REMEMBER WHAT YOU SAID AND DID. MAYA ANGELOU IS A WISE WOMAN.

>> President Evans: COUNCILOR KASHINSKY AND THEN COUNCILOR KEATING.

>> Councilor Kashinsky: THANK YOU. I'M ASKING A LITTLE BIT OF A FOLLOW-UP TO COUNCILOR KEATING'S QUESTION FROM EARLIER. I WANT TO GET A LITTLE MORE CLARITY, IF I'M REMEMBERING, YOU TALKED A FAIR BIT ABOUT HOW YOU HAVE COLLABORATED WITH OTHER GOVERNMENT PARTNERS IN PERHAPS LESS EXTRAORDINARY TIMES AND I WANTED TO HEAR WHERE YOU HAVE HAD A DIE YA METRIC SITUATION, AND HOW YOU HANDLED THAT. THE CITY OF EUGENE HAS PASSED ITS OWN SANCTUARY -- HOW YOU WOULD HANDLE THOSE TENSIONS BETWEEN THOSE CLEAR PRIORITIES.

>> JUST ASK FOR FURTHER CLARIFICATION. ARE YOU TALKING ABOUT THE TENSION WITHIN THE COMMUNITY AND NOT NECESSARILY THE PARTNERS ON THAT?

>> Councilor Kashinsky: I CAN SHARE A LITTLE BIT ABOUT WHAT YOU'RE ASKING. LET'S TALK ABOUT WHAT'S HAPPENING, IN WASHINGTON COUNTY, ICE HAS BEEN GROUND ZERO. WE'VE BEEN DEALING WITH IT ON A DAILY BASIS, AND IT'S BEEN TOUGH. SOME OF THE THINGS WE'VE DONE IN RESPONSE. AND I THINK WHAT I REALLY STRUGGLE WITH AS A CITY MANAGER, I WANT TO DO THINGS THAT HAVE ACTION AND THAT AFFECT PEOPLE IN A POSITIVE WAY, AND I STRUGGLE WITH SOME OF THE THINGS THAT WE DO, THAT MAY MAKE US FEEL BETTER, BUT DON'T ACTUALLY DO SOMETHING. SO IT'S REALLY HARD. FOR INSTANCE, ONE OF THE THINGS WE DID IS, WE DECLARED AN EMERGENCY. BUT UNFORTUNATELY, THERE'S NO FUNDING ATTACHED TO THAT. SO THAT WAS A REAL CHALLENGE IN TERMS OF USING THAT TOOL. WHAT WAS REALLY IMPORTANT, IS THAT THE COMMUNITY NEEDED TO HEAR THAT WE KNEW THIS WAS A STATE OF EMERGENCY EMOTIONALLY. AND SO WE WERE KIND OF REDEFINING HOW WE WERE USING THAT TOOL. WE ALSO ARE IN THE PROCESS OF CODIFYING THE SANCTUARY LAW INTO ORDINANCE RIGHT NOW. SO WE'VE DONE THAT. RESPONDING IMMEDIATELY IS IMPORTANT, BUT IT'S ALSO IMPORTANT TO RESPOND THOUGHTFULLY, NOT A KNEE JERK REACTION TO REALLY THINK CLEARLY, ONE OF THE THINGS WE HAVE THE LUXURY OF DOING QUITE FREQUENTLY IS COMPARING NOTES AND WORKING TOGETHER SO WE CAN TRY TO WORK AS ONE, BECAUSE THAT MAKES IT EASIER. OTHER THINGS, WE RELY ON COMMUNITY ACTION TO SUPPORT FOLKS THAT NEED HELP WITH UTILITIES, ONE OF THE THINGS WE IMMEDIATELY DID, WE STREAMLINED YOUR ABILITY TO APPLY. ONCE YOU APPLIED, YOU DIDN'T HAVE TO REAPPLY. YOU USED TO HAVE TO REAPPLY. WE WANTED TO TAKE THAT BARRIER OUT. WE ALSO HAD CAPS ON HOW MUCH MONEY YOU COULD KEEP ASKING FOR. WE REMOVED ALL THE CAPS, YOU CAN KEEP ASKING FOR ASSISTANCE AS LONG AS WE HAVE FUNDING AVAILABLE. WE DID SOME FORECASTING AND MADE SOME

ASSUMPTIONS THAT WE WOULD HAVE ACTUALLY ADEQUATE FUNDING, WE LOOSENED THE PURSE STRINGS ON THINGS LIKE THAT, WE ALSO IMMEDIATELY DID ECONOMIC DEVELOPMENT SUPPORT ON SOME OF THE HARDEST HIT BUSINESSES WORKING WITH THE CHAMBER TO BE ABLE TO PUSH VIDEOS OUT, AND KIND OF LIKE MINI-ADVERTISEMENTS, BUT SUPPORTING VERY SPECIFIC AREAS THAT WE KNEW WERE TARGETED AND WERE REALLY STRUGGLING. SO THOSE ARE KIND OF SOME EXAMPLES OF IMMEDIATE ACTIONS IN TERMS OF WHAT'S HAPPENING. AND THEN WE HAVE TO GO OFF AND DO SOME OF THE MORE STRATEGIC WORK ON THE LEGISLATIVE FRONT, AND HOW DO WE START OPENING DOORS AND PURSE STRINGS TO BE ABLE TO PROVIDE SUPPORT. MY BIGGEST CHALLENGE, NOT BEING ABLE TO HAVE THE FUNDING TO BE ABLE TO PROVIDE LEGAL AID AND RENTAL SUPPORT AND ALL OF THOSE THINGS THAT ARE JUST HURTING PEOPLE DEEPLY, WORKING WITH AT LEAST OUR COUNTY PARTNERS THAT HAVE BEEN PUSHING SOME OF THOSE FUNDING OPPORTUNITIES AS WELL AS OUR PARTNER IN HILLSBOROUGH COUNTY. THAT'S WHAT KIND OF DRIVING ME A LITTLE BIT. I'M FRUSTRATED BECAUSE WE'RE NOT IN A POSITION TO DO THAT, AND I KNOW WE MIGHT BE ABLE TO BE CREATIVE, BUT ONCE THAT OPPORTUNITY AND THAT MONEY IS GONE, WHAT DO I DO WHEN SOMETHING HAPPENS IN THE NEXT MONTH. THAT'S THE WHOLE LIKE FRUSTRATING THING ABOUT ALL OF THIS. I HOPE THAT HELPS ANSWER YOUR QUESTION A LITTLE BIT BETTER.

>> Councilor Kashinsky: YES, THANK YOU.

>> President Evans: COUNCILOR KEATING?

>> Councilor Keating: THANK YOU. MY TWO QUESTIONS GOING BACK TO COUNCILOR KASHINSKY'S QUESTION. I WOULD OFFER THAT WE NEED MORE PENNIES.

>> YES.

>> Councilor Keating: I'M SURE YOU WOULD NOT BE THRILLED IF I PULLED OUT A STACK OF PENNIES AND SAID, CONSULTS FEE THAT'S NOT REGRESSIVE, PROPERTY TAX REFORM. THERE ARE -- LOOKING AT HOW WE TAX CANNABIS, PERHAPS, OR -- I WOULD WANT US TO GET AS CREATIVE AS POSSIBLE ABOUT GROWING THE PIE RATHER THAN CUTTING INTO THE PIE, AND CUTTING THOSE CORE SERVICES YOU TALKED ABOUT, I'D LIKE TO HEAR YOUR THOUGHTS ABOUT WHAT CORE SERVICES ARE, RECOGNIZING THAT OUR COMMUNITY CONTRACTS OUT FOR SOME THINGS THAT I CONSIDER TO BE CORE SERVICES BY STATUTE. ANIMAL SERVICES IN PARTICULAR, WE CONTRACT OUT WITH OUR VALUED PARTNER, GREENVILLE HUMANE SOCIETY. WE CONTRACT OUT SHELTERS, WE USED TO CONTRACT OUT TO CAHOOTS, A BEE LOVED, WELL KNOWN MODEL FOR DELIVERING BEHAVIORAL AND MENTAL HEALTH SERVICES, WHAT ARE

YOUR THOUGHTS ABOUT PROTECTING THOSE CORE SERVICES AND RESURRECTING THAT MENTAL HEALTH BEHAVIORAL HEALTH DELIVERY MODEL HERE IN OUR COMMUNITY. THAT'S GONE THE WAY OF THE DO-DO AND YES, THERE ARE ENTITIES FILLING THAT HOLE, WHAT'S YOUR TAKE. WHAT'S YOUR ANGLE FROM YOUR VANTAGE POINT? WHAT DO YOU SEE IN THE NEXT YEAR OR COMING YEARS IF YOU ARE TO BE CITY MANAGER, WHAT WOULD YOU DO TO HAVE A CAHOOTS 2.0 OR A NEW MENTAL HEALTH/BEHAVIORAL HEALTH SYSTEM?

>> THANK YOU FOR THAT, I THINK IT'S IMPORTANT TO CLARIFY THAT BOTH THINGS NEED TO BE DONE WHERE THERE'S AN OPPORTUNITY TO CONTRACT AND BE MORE EFFICIENT, AND WHERE THERE'S AN OPPORTUNITY TO GROW THE PIE, SO TO SPEAK. IN REVENUE. AND I THINK IT'S A MARRIAGE OF BOTH BUT DONE THOUGHTFULLY, WE ALSO, AS WITH TECHNOLOGY, WE HAD THIS CONVERSATION EARLIER, TECHNOLOGY MAY ALSO BE ABLE TO HELP US BE MORE EFFICIENT AND MAYBE NOT HAVE THAT FTE, AND WE COULD SWITCH THAT FTE OVER TO CAHOOTS OR SOMETHING LIKE THAT, I THINK IT'S IMPORTANT THAT IT'S BALANCED. THE REASON WHY I WAS PROBABLY FOCUSED A LITTLE BIT MORE ON THE REDUCTION IS BECAUSE I AM FULLY AWARE OF THE CLIMATE RIGHT NOW THAT I THINK TAXPAYERS ARE AT, AND I THINK WE NEED TO BE STRATEGIC ABOUT WHEN WE ASK, AND COMMUNICATIVE IN TELLING OUR STORY OF WHAT WE'VE DONE. SO THAT THERE THEY ARE AWARE OF THAT, SO WHEN WE DO LOOK AT GROWING THE PIE AND WE DO WANT TO GROW THAT IN A WAY THAT MAKES SENSE TO CONTINUE TO SUPPORT CORE SERVICES, THAT THERE IS A LITTLE BIT MORE UNDERSTANDING AND PERSPECTIVE AND BUY IN. I ABSOLUTELY AGREE WITH YOU ON THAT. I THINK IN TERMS OF HOW TO BE ABLE TO FUND THINGS LIKE CAHOOTS, YOU'RE GOING TO HAVE TO FIND EITHER AN ADDITIONAL REVENUE SOURCE OR YOU'RE GOING TO HAVE TO FIND AN AREA TO CONTRACT OR FIND SOME TYPE OF CREATIVE WAY IF THAT'S -- IF THAT'S IMPORTANT TO YOU. ONE EXERCISE THAT I THINK WAS REALLY HELPFUL THAT I DID WITH OUR COUNCIL, AND WE WERE FOCUSING JUST ON THE GENERAL FUND IS, WE ITEMIZED ALL OF THE PROGRAMS, THE TASKS UNDER EACH OF THE GENERAL FUND PROGRAMS, AND WE IDENTIFIED WHETHER IT WAS LEGALLY MANDATED, WHETHER IT WAS STATUTORILY REQUIRED, WHETHER THERE WAS AN ORDINANCE THAT THE COUNCIL HAD ADOPTED, AND WE PUT THAT IN KIND OF THE MANDATED POT, WHETHER IT WAS IMPORTANT AND WHETHER IT WAS EXTRAORDINARY, MEANING IT WAS ABOVE AND BEYOND, AND WE SHOWED HOW MANY FTE'S IT TOOK TO PROVIDE THAT SERVICE, HOW MUCH IT COST TO PROVIDE THAT SERVICE, AND WE STARTED THE CONVERSATION THAT WAY SO THAT THEY COULD ACTUALLY SEE WHAT WE WERE PROVIDING, THAT WE ABSOLUTELY HAD TO PROVIDE BECAUSE THE LAW ALLOWED IT OR WE HAD A CONTRACTUAL OBLIGATION OR WE HAD A LABOR CONTRACTUAL OBLIGATION TO DO THAT. AND WE STARTED TO LOOK AT PRIORITIES THROUGH THAT INITIAL LENS. AND I THINK THAT TO

GET TO YOUR POINT, WE DON'T CUT THINGS THAT ARE IMPORTANT, BUT IF THERE ARE FIVE THINGS THAT WE DO THAT ARE IMPORTANT, HOW DO WE CONTINUE TO DO THE THREE REALLY WELL, AND MAYBE THERE ARE TWO THAT WE DON'T DO AS MUCH? THOSE ARE TYPES OF THE PRIORITIZATION THINGS THAT I THINK THAT COUNCILS NEED TO START HAVING THE CONVERSATION AROUND, AND IT'S NOT EASY. TO FUND CAHOOTS, I DON'T HAVE THE CRYSTAL BALL OR THE 8 BALL TO BE ABLE TO FIGURE THAT OUT IN THE MOMENT, BUT I DO THINK, THOUGH, YOU CAN FUND IT THROUGH A SERIES OF EITHER REVENUE ENHANCEMENTS OR TRADEOFFS, AND I THINK IT'S REALLY WHAT THIS COMMUNITY AND COUNCIL WANTS. PART OF THAT CAN BE INFORMED BY DATA, PART OF THAT CAN BE INFORMED BY THE COMMUNITY SURVEY. AND THE COMMUNITY CAN SPEAK, I THINK, YOU KNOW, I WANT TO BE REALLY RESPECTFUL IN THAT, IT'S TOUGH. WE WANT TO HAVE IT ALL, I DON'T THINK THAT'S FEASIBLE. I THINK WE REALLY HAVE TO TALK TO THE COMMUNITY AND HAVE THEM HELP US FIGURE OUT WHAT'S THE MOST IMPORTANT. AND GET CREATIVE AND INNOVATIVE ON HOW WE DO THAT. I AGREE, AND I WOULD LOVE TO FUND CAHOOTS AND FIGURE OUT HOW WE DO THAT FROM A COMMUNITY STANDPOINT. IF THE COMMUNITY WANTS TO BE SUPPORTIVE IN FUNDING THAT, THAT'S FANTASTIC AND WE SHOULD PURSUE THAT.

>> President Evans: COUNCILOR CLARK, DO YOU HAVE ANYTHING? I DO. I NOTICED IN YOUR MATERIALS THAT YOU PARTICIPATED IN A BLOOMBERG HARVARD CROSS --

>> FOUNDRY COLLABORATION.

>> President Evans: AND YOU WERE ABLE TO REDUCE DOWNTOWN HOMELESSNESS BY 80%. ARE YOU A MAGICIAN?

>> NO, IT WAS ENCAMPMENTS IN A SPECIFIC AREA, IN FRONT OF THE LIBRARY AND AFFECTED OUR BUS SHELTER. WE HAVE ZERO ENCAMPMENTS IN FRONT OF IT. WE STILL HAVE ENCAMPMENTS, ABOUT YOU WE REDUCED THEM ON N FRONT OF THE LIBRARY. THERE WERE MULTIPLE TENTS, SO WE HAD TO WORK WITH OUR OUTREACH WORKER. THIS IS WHERE THE COUNTY RELATIONSHIP WAS IMPORTANT, AND THE OUTREACH WORKER, THE OUTREACH WORKER WAS HANDING OUT TENTS WHEN WE GOT THE TENTS TAKEN DOWN, SO THAT WAS THE CIRCULAR ISSUE. THAT WAS THE PROBLEM NUN ONE, THEY HAD TO -- THEY REALLY WANT TO HELP, THAT'S IMPORTANT. WE WANTED TO FIND AVENUES OF, CAN WE GET FOLKS IN A HOTEL? CAN WE FIND TRANSITIONAL HOUSING? THAT'S WHERE OUR COUNTY PARTNER WAS HELPING US. WE HAVE A CLOSE WORKING RELATIONSHIP WITH THE COUNTY, AND WE WERE ABLE TO PULL THIS OFF, WE HAVE -- AT THE TIME, A SIX MEMBER BIKE TEAM THAT ACTIVELY WORKS, AND WE HAVE RESIDENTS THAT COME AND VOLUNTEER AND PROVIDE GIFT CARDS AND OTHER THINGS THAT OUR OFFICERS CAN

ACTUALLY HAND OUT THAT CAN SUPPORT HOUSING, TEMPORARY HOUSING, FOOD AND WHAT NOT, SO WE DO HAVE TOOLS LIKE THAT, BUT PART OF THAT PROCESS WAS BEING ABLE TO TALK TO OUR PART ANYWHERE AND FIGURE OUT HOW WE GET TO YES. I WOULD SAY OVERALL, WE HAD ABOUT -- LESS THAN 10 ENCAMPMENTS IN THAT AREA, AND WE WERE ABLE TO REDUCE THOSE BY 85%, ALL THROUGH BASIC CONVERSATIONS ABOUT VERY SIMPLY, TRYING TO GET PEOPLE IN HOUSING, AND TRYING NOT TO CONTINUE TO HAND OUT TENTS, IF WE COULD FIND A PLACE TO STAY, AND BUILDING THE RELATIONSHIP THAT THE OUTREACH WORKER HAD WITH THE INDIVIDUALS THAT WERE CAMPING. AND THEN OVERTIME, WHEN THE CAMPING ORDINANCE WAS ESTABLISHED, AND WE HAD A LITTLE BIT MORE FLEXIBILITY WITH STATE LAW, IT BECAME EASIER FOR US, BECAUSE WE IMPLEMENTED WHERE YOU'RE ABLE TO SLEEP AT NIGHT, WHAT TIME YOU HAD TO GET UP IN THE MORNING AND MOVE. WE WERE ABLE TO KIND OF COALESCE THIS ALL TOGETHER OVER A PERIOD OF I WOULD SAY, ONE TO TWO YEARS.

>> President Evans: I THINK WE'RE AT TIME NOW. BUT WE WANT TO GIVE YOU THE OPPORTUNITY TO ASK US A QUESTION OR TWO. THAT MAY BE ON YOUR MIND.

>> WOW! OKAY, SO I GUESS FOR YOU, I WOULD LOVE TO HEAR YOUR FEEDBACK ON -- YOU HAVE A STRATEGIC PLAN, IT'S EXPIRING IN '26. I'M REALLY CURIOUS IF YOU HAD THAT PLAN IN FRONT OF YOU RIGHT NOW, AND YOU COULD MAKE ANY CHANGE TO THAT PLAN. WHAT WOULD BE THE FIRST THING THAT YOU WOULD CHANGE TO ADVANCE THE VISION OF EUGENE?

>> President Evans: DON'T ALL SPEAK UP AT ONCE? COUNCILOR ZELENKA

>> COUNCILOR ZELENKA: I WOULD DISTINGUISH THE STRATEGIC PLAN THAT WE HAVE AS AN ORGANIZATION, AND THE COUNCIL PARTIES, THOSE TWO THINGS TO ME ARE PRETTY DIFFERENT. AND THEY DIDN'T OVERLAP A LOT FOR ME. AND SO I WOULDN'T NECESSARILY PUT ALL THAT ON TO THE STRATEGIC PLAN IN CHANGING THAT, I WOULD PUT IT INTO THE CATEGORY OF, LET'S WORK WITH THIS GROUP TO ORGANIZE OUR PRIORITIES AND DO THE THINGS YOU SAID, I WAS TAKEN BY YOUR CREATIVE, INNOVATIVE WAYS OF GETTING AT PRIORITIZATION. THAT WAS VERY HELPFUL, AND THAT'S THE KIND OF STUFF WE WOULD NEED TO DO.

>> President Evans: JENNY, THANK YOU FOR SPENDING THE TIME WITH US, AND WE'LL BE IN TOUCH.

>> THANK YOU. IT WAS GREAT SEEING YOU ALL.

>> ABOUT 15 MINUTES. FIVE MINUTES, I'M SORRY.

>> President Evans: GOOD AFTERNOON, MARTHA AND WELCOME TO THIS INTERVIEW. I'M GREG EVANS, THE CURRENT CITY COUNCIL PRESIDENT, AND I AM PLEASED TO WELCOME YOU HERE, AND LET YOU KNOW WHAT THE NEXT LEVEL OF THE PROCESS IS GOING TO BE. EACH COUNCILOR HAS A QUESTION FOR YOU. WE WILL GO AROUND IN COUNCIL ORDER. AND WE'LL START OFF WITH THE FIRST QUESTION WITH COUNCIL KASHINSKY.

>> Councilor Kashinsky: THANK YOU. AND THANK YOU FOR BEING HERE, AND WELCOME. CAN YOU TELL US A LITTLE BIT ABOUT HOW YOU'VE BUILT RELATIONSHIPS WITH COMMUNITY PARTNERS AND COLLABORATING JURISDICTIONS, AND CAN YOU TALK ABOUT WHAT COLLABORATIONS YOU'VE HAD THAT HAVE BEEN PARTICULARLY CONSTRUCTIVE AND ONES THAT HAVE BEEN MORE CHALLENGING. [NO AUDIO]

>> OKAY. SO PEOPLE CAN ACTUALLY HEAR ME WITHOUT THE MICROPHONE IN VANCOUVER. BUT PEOPLE ONLINE CANNOT HEAR ME. TO YOUR QUESTION, I MEAN, WELL, EVERY POSITION I'VE EVER HAD REQUIRES INTENSIVE COLLABORATION WITHIN THE COMMUNITY AND ALSO WITH OTHER STAKEHOLDERS, WHETHER IT'S OTHER COMMUNITY BASED ORGANIZATIONS, BUSINESS GROUPS, NEIGHBORHOOD ASSOCIATIONS, OTHER NONPROFIT ASSOCIATIONS, AND SO I FEEL LIKE THAT'S MY BREAD AND BUTTER IN MY WORK AS A CITY MANAGER. YOU'RE AWARE, THE PROBLEMS WE FACE ARE NOT ONES WE CAN SOLVE ON OUR OWN. I KEEP HOPING ONE WILL COME UP, BUT SO FAR I HAVEN'T ACTUALLY FOUND ONE. SO I BUILT RELATIONSHIPS WITH OTHER PEOPLE, BEFORE WE GET TO WORK ON SOMETHING. SO I'VE SAID TO THE PANEL EARLIER, I START EVERY NEW PIECE OF WORK WITH WHAT I CALL THE 100 CUPS OF COFFEE STRATEGY. I GET OUT, FAN OUT, GET TO KNOW PEOPLE. I SHOW UP TO NEIGHBORHOOD MEETINGS, I ASK TO BE INVITED TO NEIGHBORHOOD MEETINGS. I GO TO NEIGHBORHOOD ASSOCIATIONS, I JOIN COMMUNITY GROUPS, I MEET WITH ALL OF YOU, COMMUNITY HEADS, DEPARTMENT HEADS TO GET TO KNOW THEM. I THINK IT'S IMPORTANT TO NOT JUST THINK OF IT AS A TRANSITION, BUT RATHER THINK OF IT AS A LONG TERM ON GOING RELATIONSHIP, I ALSO BELIEVE THAT IN ANY EFFECTIVE COLLABORATION, YOU PROBABLY ARE GOING TO RUN INTO THINGS WHERE YOU CAN'T GET EVERYTHING YOU CAN'T. IN FACT THAT'S WHY IT TAKES COLLABORATION. I TRY TO BE REALLY CLEAR WITH ALL OF YOU, AS A CITY COUNCIL, AND WITH THE OTHER AGENCIES I'M WORKING WITH ABOUT THE CORE ISSUES P.M. WHAT REALLY DEFINES THE PROBLEM, AND WHAT DEFINES WHAT SUCCESS WILL LOOK LIKE. I'M NOT GOING TO GET EVERYTHING I WANT IN EFFECTIVE COLLABORATION. THAT'S THE FIRST THING MUCH YOU ALL HAVE PICKED UP -- I'M AN OUTGOING PERSON, I LOVE TO TALK TO PEOPLE. I JOKE, I'M ONLY AFRAID OF SNAKES AND

HEIGHTS. I'M NOT AFRAID OF IDEAS AND INTERESTS. I WANT TO HEAR FROM PEOPLE, WHAT THEY'RE REALLY THINKING ABOUT. THAT'S HOW WE BEGIN TO BUILD PARTNERSHIPS AND WORK TOGETHER. THERE'S A LOT OF STORIES I COULD TELL YOU ABOUT SUCCESSFUL COLLABORATIONS, AND THERE'S A FEW I CAN TELL YOU ABOUT ONES THAT DIDN'T GO SO GREAT. WHEN I WAS AT METRO, WHICH IS THE REGIONAL ENTITY THAT MANAGES THE URBAN GROWTH BOUNDARY IN THE PORTLAND AREA, DOES SOLID WASTE, PARKS, AND VISITOR VENUES, IT HAS A REALLY WEIRD SWEET OF SERVICES. THE MOST NOTORIOUS THING THEY DO IS MANAGE THE REGION'S URBAN GROWTH BOUNDARY. THE AGENCY HAD EXPANDED THE URBAN GROWTH BOUNDARY, ABOUT 10 YEARS BEFORE I GOT THERE. INTO AREAS WHERE NO DEVELOPMENT HAD HAPPENED. AND NO DEVELOPMENT WAS LIKELY TO HAPPEN. YOU HAD POPULATION GROWTH HAPPENING AND EMPLOYMENT GROWTH HAPPENING, BUT NO LAND FOR THAT STUFF TO HAPPEN ON THAT WAS ACTUALLY READY FOR DEVELOPMENT. AND YOU HAD A LOT OF LITIGATION HAPPENING AND A LOT OF UNHAPPY COMMUNITIES THAT WANTED TO SEE LAND BEING MADE AVAILABLE FOR DEVELOPMENT. BOTH FOR JOBS AND HOUSING. AND IN THAT END WE HAD EXTREMELY ACTIVE STAKEHOLDERS FROM THOUSAND FRIENDS OF OREGON AND CONSERVATION GROUPS OF OREGON, TO THE ECONOMIC BUSINESS AND HOME BUILDERS ASSOCIATIONS, THAT WERE AT ODDS WITH ONE ANOTHER ABOUT THE RIGHT PATH FORWARD. SO I ENGAGED WITH MY ELECTED OFFICIALS, BECAUSE THEY FELT EQUALLY FRUSTRATED THEY HAD DONE ALL THIS WORK TO EXPAND THE URBAN GROWTH BOUNDARY. THEY HAD YIELDED LITIGATION, THEY WERE EQUALLY FRUSTRATED. WHAT IS IT WE WANT TO HAVE HAPPEN HERE. WE FIGURED OUT WHAT WE WANTED TO HAVE HAPPEN, AND WE ENGAGED AND THE COMMUNITY. WHAT WOULD SUCCESS LOOK LIKE. WE SORT OF FLIPPING THE PROCESS, BY WHICH URBAN GROWTH EXPANSIONS IN PORTLAND ARE TALKED ABOUT. IT WAS REALLY, WHAT'S THE LEAST IMPACTFUL TO FARMLAND WE EXPANDED IN AREAS THAT WERE NOT THE BEST FARMLAND. PUTTING PIPES IN THOSE AREAS WAS HARD. WE FLIPPED IT ON ITS HEAD, HOW CAN WE THINK ABOUT URBAN GROWTH BOUNDARY EXPANSION? WE WANT TO PROTECT FARMLAND, BUT IS THE LAND WE WANT TO EXPAND INTO READY FOR DEVELOPMENT. DO THEY HAVE MARKET, JURISDICTIONS. WE COLLABORATED WITH THE CITIES AND COUNTIES OF THE REGION, AND THE ADVOCACY GROUPS TO FIGURE OUT A NEW PROCESS. AND NOW THE PROCESS STARTS FROM THE GROUND UP, IT STARTS FROM THE LOCAL JURISDICTIONS THINKING YES, WE DO WANT TO GROW, AND NO WE DON'T. AND APPROACHING METRO, AND SAYING, THIS IS HOW WE WANT TO DO IT. I CAN'T TAKE CREDIT FOR IT, THE CREDIT BELONGS TO ALL THE FOLKS WHO ACTUALLY WERE MEANINGFULLY ENGAGING IN THE PROCESS, BUT I HELPED THE FOLKS INVOLVED DESIGN A PROCESS THAT ALLOWED THEM TO ENGAGE IN A WAY WHERE THEY COULD GET SUCCESSFUL RESOLUTION. ONE THAT DIDN'T WORK SO GREAT. THAT DOESN'T MEAN WE DON'T KEEP TRYING. YOU

KNOW WHAT, I WAS AT THE GORGE COMMISSION. WE WORKED ON A PROCESS TO TRY TO PRESERVE HISTORIC STRUCTURES IN THE GEORGE. AS YOU MAY KNOW, THE GORGE HAS A VERY UNIQUE PRESERVATION SYSTEM. WE WERE FINDING THERE WERE A LOT OF SIGNIFICANT HISTORIC PROPERTIES, AND BY HISTORIC, I MEAN AFTER WHITE SETTLEMENT OF THE GORGE THAT WERE FALLING APART, ESSENTIALLY, AND WE WERE ABLE TO SAVE THEM, WE DESIGNED A STRATEGY TO ALLOW THE OWNERS OF THOSE PROPERTIES TO HOST A SMALL AMOUNT OF COMMERCIAL EVENTS THAT OTHERWISE WOULDN'T BE ALLOWED IN THE SCENIC AREA. WE ENDED UP WITH A PRODUCT, AND THERE WERE REGULATORY CHANGES, THERE WERE ONE OR TWO PROPERTIES THAT WERE ABLE TO TAKE ADVANTAGE OF THE APPROACH. WE DIDN'T CAPTURE ALL THE INTEREST GROUPS IN THE WAY THEY WERE ABLE TO SUPPORT THE OUTCOME. IN THAT PARTICULAR ENTITY, YOU RELY ON THE SUPPORT OF SIX COUNTY GOVERNMENTS TO SUCCEED. ALL SIX COUNTY GOVERNMENTS WEREN'T NECESSARILY ON THE SAME PAGE ABOUT THE RIGHT PATH FORWARD. I WOULD SAY THAT'S ONE WHERE WE CAME UP WITH A GREAT POLICY IDEA, BUT IT WEAN THE A SUCCESSFUL COLLABORATION, AND IT WASN'T EFFECTIVELY IMPLEMENTED AND IT DIDN'T NECESSARILY LEAD TO THE EFFECTIVE RESULT WE WERE AFTER THROUGH THAT PROCESS.

>> President Evans: COUNCILOR KEATING.

>> Councilor Keating: THANK YOU. MARTHA, THANK YOU FOR BEING HERE. IN AN INCREASINGLY VOLATILE POLITICAL CLIMATE, HOW WILL YOU BALANCE THE DESIRES OF OUR COMMUNITY AND COUNCIL'S DESIRES WITH THE FEDERAL ADMINISTRATION WHOSE POLICIES MIGHT BE AT ODDS WITH AND IN DIRECT CONFLICT WITH THE CITY OF EUGENE? AND ARE THERE EXAMPLES OR RELEVANT RECENT OCCURRENCES YOU CAN POINT TO THAT MIGHT HELP COUNCIL BETTER UNDERSTAND HOW YOU WILL NAVIGATE THESE CHALLENGES?

>> THANK YOU FOR THAT QUESTION. I THINK THAT'S A PROBLEM A LOT OF LOCAL GOVERNMENTS ON THE PLANET, CERTAINLY IN AMERICA ARE FACING RIGHT NOW, AND IT'S CERTAINLY ONE WE'RE FACING IN MY CURRENT COMMUNITY. THE DISTINGUISHING DIFFERENCE IS THAT WE'RE NOT LARGE ENOUGH TO RECEIVE CDBG FUNDS, SO UNLIKE EUGENE, WHERE THERE IS A PRETTY SIGNIFICANT AMOUNT OF FEDERAL RESOURCES AT STAKE FROM THE GET GO, WE DON'T FACE THAT CHALLENGE. WE HAD A VERY SERIOUS CONVERSATION IN OUR COMMUNITY IN THE WINTERTIME LAST YEAR, ABOUT WHAT WE WERE HEARING, WE HAVE A SIGNIFICANT FEDERAL LOAN ON A WASTEWATER PROJECT. WE'RE RELIANT ON FEMA DOLLARS WHEN AN ICE STORM HAPPENS. WE HAVE A THREE DAY WEEKEND COMING UP, THEY TEND TO HAPPEN THEN. WE MAINTAIN A WORKING RELATIONSHIP WITH THE

FEDERAL GOVERNMENT, THE BUREAUCRACY, UNDERSTANDING THEY'RE GETTING NEW DIRECTIVES FROM THE WHITE HOUSE IN TERMS OF WHAT WE SHOULD BE DOING. WE HAD A VERY SERIOUS CONVERSATION ABOUT WHAT TO DO WITH OUR DIVERSITY, EQUITY AND INCLUSION STRATEGY. AND I KNOW JURISDICTIONS THROUGHOUT OREGON AND THE WEST ARE HAVING THOSE CONVERSATIONS. I'M SURE YOU'VE SEEN THE LIST OF WORDS YOU'RE NOT ALLOWED TO HAVE IN YOUR PLAN ANY MORE. YOU'RE NOT ALLOWED TO HAVE THE WORD ACCESSIBILITY IN YOUR PLANS ANY MORE, BASED ON WHITE HOUSE DIRECTIVES. WE HAD A SERIOUS CONVERSATION ABOUT WHETHER WE WERE GOING TO ALTER OUR STRATEGIES AROUND -- PARTICULARLY AROUND EQUITY AND EQUITABLE SERVICE DELIVERY. WE'RE NOT A CDBG ELIGIBLE COMMUNITY, WE ULTIMATELY DECIDED WE WEREN'T GOING TO CHANGE THE PLAN OR THE LANGUAGE THAT WE USED TO DESCRIBE IT. AND AT THE SEEM TIME, WE WERE GOING TO DOUBLE DOWN ON OUR EFFORTS TO MAKE SURE OUR WORK WAS GROUNDED IN DATA. BY THAT I MEAN, WE HAVE EXAMPLES OF WHO'S NOT ACCESSING LIBRARY SERVICES AND WHAT THEIR BARRIERS MIGHT BE. AND WHO'S HAVING CHALLENGES USING OUR BICYCLE OR PEDESTRIAN STRUCTURE. WE DECIDED WE DID NOT WANT TO CHANGE OUR VIEWPOINT AROUND OUR GOALS OF TAKING DOWN BARRIERS FOR HISTORICALLY MARGINALIZED COMMUNITIES AND WE DIDN'T WANT TO STOP TALKING ABOUT IT IN THOSE TERMS. BUT WE WANTED TO MAKE SURE THE STEPS WE WERE TAKING WERE DEFENSIBLE. A LOT OF THE THINGS THAT ARE UNDER ATTACK RIGHT NOW ARE OUR MISSION AS LOCAL GOVERNMENTS. OUR MISSION IS TO MAKE SURE EVERY SINGLE PERSON IN OUR COMMUNITY CAN ACCESS THE SERVICES. THAT FOR ME IS NOT AN IDEOLOGICAL ISSUE, IT'S JUST A MISSION ISSUE. IN TERMS OF HOW YOU APPLY IT IN EUGENE, I THINK THE ADDITIONAL LAYER THAT'S TRUE HERE, THAT WE FACED IN MY CURRENT COMMUNITY BUT IS EVEN MORE INTENSE HERE, IS THE COMMUNITY'S EXPECTATIONS AND PRESSURE PLACED ON THE LOCAL GOVERNMENT TO MAKE SURE THAT WE'RE STILL LIVING UP TO THOSE EXPECTATIONS, THAT WE'RE TRULY WORKING TO SERVE EVERY PERSON INCLUDING THOSE FOLKS WHO HAVE BEEN HISTORICALLY MARGINALIZED, I WOULD COLLABORATE WITH YOU, THE CITY ATTORNEY WITH OUR CONGRESS PEOPLE, BECAUSE I WILL SAY, I THINK THOSE FOLKS MAY BE THE HEART OF HOW WE TACKLE THE STUFF WE'RE FACING RIGHT NOW, TO FIGURE OUT HOW WE CAN CONTINUE TO ADVANCE THE WORK, THAT THE CITY COUNCIL HAS IDENTIFIED AND THAT'S A PRIORITY FOR THIS COMMUNITY IN THE FACE OF AN ATTACK ON THE IDEAS THAT UNDERPIN THAT WORK. I HOPE THAT ANSWERED THE QUESTION.

>> President Evans: COUNCILOR ZELENKA?

>> Councilor Zelenka: THANKS, MARTHA. TWO ISSUES THAT ARE IMPORTANT IN EUGENE CLIMATE CHANGE AND ADDRESSING HOMELESSNESS, ARE CRYING OUT FOR FUNDING AS ARE A LOT OF OTHER

THINGS. IN AN ENVIRONMENT OF LIMITED RESOURCES AND COMPETING INTERESTS FOR THAT SCARCE FUNDING. HOW DO YOU ADDRESS THE FUNDING FOR THOSE TWO IMPORTANT ISSUES AND MAKE PROGRESS?

>> GOOD QUESTION.

>> Councilor Zelenka: YEAH, IF YOU HAVE THE ANSWER, YOU WIN THIS.

>> LET ME TAKE THEM ONE AT A TIME. THE ISSUES AROUND CLIMATE, I WOULD SEPARATE INTO MITIGATION AND RESILIENCY STRATEGIES. CANDIDLY I FEEL LIKE WE HAVE SLIGHTLY MORE TOOLS IN OUR OWN DISPOSAL RELATED TO RESILIENCY STRATEGIES. I MEAN, IF WE BELIEVE, WHICH I DO RIGHT NOW, THAT THE NORTHWEST WILL FACE SIGNIFICANT WATER SHORTAGES -- IN FACT, THE BIG WORRY I HAVE ABOUT THIS GLORIOUS WEATHER IS THAT IT'S NOT SNOWING, AND WE STORE OUR WATER IN THE NORTHWEST IN THE FORM OF SNOW. WATER SHORTAGES, BUT ALSO, REALLY CHANGING RAINFALL PATTERNS, LAST MAY WE HAD A STORM IN MY COMMUNITY WHERE WE GOT AN INCH AND A HALF OF RAIN IN 45 MINUTES. NONE OF OUR INFRASTRUCTURE IS BUILT TO ABSORB THAT. I FEEL LIKE WE HAVE MORE TOOLS AT OUR DISPOSAL LOCALLY, IN TERMS OF FINANCING PROJECTS TO DEAL WITH THAT. IT DOESN'T MEAN THE CONVERSATION IS EASY, BUT, FOR EXAMPLE, IF YOU THINK ABOUT STORM WATER CAPACITY, WE RUN THE STORM WATER UTILITY, AND WE HAVE MORE TOOLS AND MORE CONCRETE WAY TO TALK WITH OUR COMMUNITY ABOUT THOSE THINGS. IF WE CAN HAVE MORE EXPLICIT CONVERSATIONS WITH OUR COMMUNITY, WE CAN. AND AS FAR AS MITIGATION, WE NEED TO PARTNER WITH THE FEDERAL GOVERNMENT, WITH THE STATE GOVERNMENT, WITH OUR ELECTRIC UTILITIES, TO TRY TO REDUCE THE AMOUNT OF IMPACT THAT ALL OF US HAVE. I WILL ALSO TELL YOU THAT I LIVE IN AN ALL ELECTRIC HOUSE RIGHT NOW, AS A DELIBERATE MOVE ON OUR FAMILY'S PART, WHEN THE SNOWSTORMS HAPPEN AND THE POWER GOES OUT, IT'S NOT THAT FUN. TO REDUCE THE IMPACT OF TRANSPORTATION CONSULT SHUN, ENERGY USE, WE'RE GOING TO NEED PARTNERSHIPS TO GO THAT. ON HOUSING AND HOMELESSNESS, I FEEL LIKE I'VE SPENT THE LAST 15 YEARS OF MY CAREER WORKING ON THOSE ISSUES. FIRST OF ALL, I SAY THIS ALL THE TIME, AND IT'S CLEAR THE PROBLEM IS PREVALENT IN EUGENE, I'VE SEEN, I WALKED AROUND, I EXPERIENCED IT, IT'S A BIG DEAL, BUT I GUYS HAVE BEEN SOME OF THE MOST LOCAL GOVERNMENT LEADERS IN ALL OF OREGON ON THIS SPACE. FIRST OF ALL, WE NEED TO KEEP INNOVATING IN THIS SPACE. THE CAPITAL STACK FOR AFFORDABLE HOUSING IS TOUGH. AND WITHOUT PARTNERSHIP FROM THE FEDERAL AND STATE GOVERNMENT, YOU'RE EXPECTING LOCAL TAXPAYERS TO RAISE THE CAPITAL. I WORKED AT METRO, WHEN WE RAISED THE FIRST AFFORDABLE HOUSING BOND IN THE COMMUNITY. THE VOTERS WERE SUPPORTIVE. WE WERE STILL ONLY ABLE TO BUILD 4,000 UNITS IN A REGION OF ALMOST 2 MILLION PEOPLE. THE

NEED IS GREAT, AND THE FINANCIAL CAPACITY TO PULL IT OFF IS TOUGH. IN MY CURRENT COMMUNITY, MERCY HOUSING BUILT -- AND WE HELPED SUBSIDIZE, A FAMILY ORIENTED PROJECT. IT TOOK A BUNCH OF PEOPLE COMING TOGETHER TO BUILD THE CAPITAL STACK TO MAKE THAT PROJECT POSSIBLE. WE HAVE ALMOST ANOTHER 100 UNITS UNDER CONSTRUCTION IN VARIOUS CAPACITIES, THE NONPROFIT PARTNERS, THE STATE OF OREGON, SOME LOCAL MONEY, TAX INCENTIVES, THEY ALL HAVE TO GO INTO THE MIX. I THINK WE HAVE TO BE COMMITTED TO IT FOR THE LONG HALL, IT'S NOT GOING TO BE A QUICK FIX. AND, OF COURSE, THEN WHEN SOMEONE FALLS INTO HOMELESSNESS, HELPING THEM GET OUT IS A WHOLE DIFFERENT SUITE OF PROBLEMS.

>> President Evans: COUNCILOR YEH.

>> COUNCILOR YEH: THANK YOU. CAN YOU TELL US ABOUT YOUR APPROACH TO USING A TRIPLE BOTTOM LINE OR EQUITY LENS?

>> I THINK ALL THE PROBLEMS WE FACE IN COMMUNITY REQUIRE US TO THINK ABOUT HOW DO WE -- HOW DO WE LOOK FOR SOLUTIONS WHERE WE ARE SUPPORTING PEOPLE AND SOCIAL EQUITY, WHERE WE ARE DEVELOPING A THRIVING ECONOMY, WHERE WE ARE BEING SENSITIVE TO THE ENVIRONMENT. AND THE TECHNOLOGICAL PACE -- I'M SORRY I ADD THAT IN, NO MATTER HOW MUCH OF MY OWN PERSONAL DEVELOPMENT I SPEND, IT'S GOING FASTER THAN I CAN KEEP UP WITH. I HOPE I'M NOT THE ONLY ONE WHO FEELS THAT WAY. BUT TWO YEARS AGO, I WOULD NOT HAVE TOLD YOU THAT I WOULD USE A.I. TO HELP ME WRITE TALKING POINTS FOR THE MAYOR, I HAVE DONE IT SINCE THEN, AND IT'S AMAZING. MAYBE THE BEST EXAMPLE OF THAT WAS THE ECONOMIC DEVELOPMENT STRATEGY THAT I GOT A CHANCE TO WORK ON WHEN I WAS AT THE CITY OF ASHLAND. I TALKED ABOUT THIS BRIEFLY BEFORE, BUT THAT COMMUNITY, OBVIOUSLY IS HOME TO SOUTHERN OREGON UNIVERSITY, ALSO THE OREGON SHAKES SPEER FESTIVAL, IT'S A SUSTAINABILITY ORIENTED COMMUNITY. IT'S ONE OF THE FIRST LOCAL GOVERNMENTS I KNOW OF THAT DEVELOP ENERGY AND CONSERVATION PROGRAMS AS PART OF THEIR OWN UTILITY OPERATIONS. THE FOLKS WHO LIVE THERE ARE VERY CONCERNED ABOUT THEIR PLANET. WHEN WE STARTED TO BUILD, WE THOUGHT HOW DO WE DO IT IN A WAY WHERE WE CAPTURE ALL THE CREATIVE TALENT THAT'S COMING OUT OF THE OREGON SHAKESPEARE FESTIVAL. AND HOW DO WE DO IT IN A WAY THAT'S SENSITIVE. IT LED TO SOME REALLY THOUGHTFUL APPROACHES, HOW TO CREATE A CREATIVE ZONING APPROACHES, INCENTIVES FOR ENERGY EFFICIENCY. INCENTIVES FOR ALTERNATIVE COMMUTE FUNCTIONS FOR EMPLOYEES IN, IN ADDITION TO HOW DO WE HELP GROW FOLKS WHO HAVE ESSENTIALLY COME OUT OF THE PERFORMING ARTS IN ONE WAY OR ANOTHER. BUT HAVE A GREAT IDEA THAT CAN TURN INTO JOBS THAT CAN CREATE WEALTH FOR PEOPLE IN THE COMMUNITY.

>> President Evans: COUNCILOR CLARK. [NO AUDIO]

>> SO I HAVE BEEN INTRIGUED FOR A WHILE, AND FOR HOW CAN WE USE TECHNOLOGY TO TAKE SOME OF THE DISCRETION AND BIAS OUT OF POLICE WORK. SO RED LIGHT CAMERAS, FOR EXAMPLE, SPEED CAMERAS, MEANS THAT SOMEONE WHO'S GOING 45 IN A 30 MILE AN HOUR ZONE, IT'S A TICKET. WHETHER THEY'RE A WHITE WOMAN OR NOT. I THINK THAT ADDITIONAL COMPLICATIONS OF ALPR ARE THE PRIVACY AND SECURITY ISSUES. IT'S THE SAME REASON WE HAVEN'T SHIFTED TO PAY AS YOU DRIVE INSURANCE OR A VEHICLE MILES TRAVELED TAXING SYSTEM FOR ROADS IN AMERICA, IS BECAUSE WE DON'T WANT THE GOVERNMENT IN OUR CAR. SO I -- AND I HAVE STUDIED WITH SOME INTEREST, WHAT YOU'VE ALL BEEN THROUGH WITH THE DISCUSSION IN THE COMMUNITY ABOUT FLOCK. AND I THINK WHAT WE WOULD NEED TO DO. AND I'M GOING TO NOT ANSWER YOUR QUESTION, BUT I'M NOT DUCKING IT, IS, WE NEED TO ENGAGE THE COMMUNITY IN A CONVERSATION ABOUT WHAT ARE THE SIDE BOARDS THAT WOULD HAVE TO BE IN PLACE TO MAKE THIS TECHNOLOGY SOMETHING THAT THE COMMUNITY COULD ACCEPT. AND BECAUSE I -- I THINK THERE ARE USEFUL LAW ENFORCEMENT APPLICATIONS OF THE TECHNOLOGY. BUT I ALSO UNDERSTAND THE PRIVACY AND SECURITY ISSUES THAT FOLKS IN -- AND LET'S JUST BE CLEAR. AMERICA WAS FOUNDED ON A DISTRUST OF GOVERNMENT. LET US BE CLEAR. THAT IS A CULTURAL -- IT'S A NORMAL THING. IT'S NORMAL, RIGHT, THAT FOLKS WOULD BE AFRAID OF WHAT WILL HAPPEN TO THAT DATA AND WHO WILL USE IT FOR WHAT PURPOSE. AND SO I THINK YOU WOULD ENGAGE THE COMMUNITY AND SAY, ARE THERE SIDE BOARDS THAT COULD BE PUT ON THE USE OF TECH KNOWLEDGE THAT WE THINK WOULD PROTECT OUR PERSONAL PRIVACY INTERESTS AND OUR FEAR ABOUT THE DATA ENDING UP IN THE HANDS OF SOMEONE ELSE WHO'S GOING TO USE IT FOR SOME OTHER PURPOSE? IF YOU CAN'T GET THERE, YOU DON'T DEPLOY IT, WE NEED TO FOCUS ON BUILDING TRUST WITH THE PEOPLE WHO LIVE THERE. WE CAN'T DESIGN SIDE BOARDS THAT BUILD TRUST WITH OUR RESIDENT, WE SHOULDN'T DO IT. HOWEVER, WE CAN -- IT'S A GOOD APPLICATION, BUT IT HAS TO DO SIDE -- TO HAVE SIDE BOARDS.

>> President Evans: MY QUESTION IS IN THE SAME VEIN, IT'S A FOLLOW-UP TO COUNCILOR CLARK'S. WHAT SAFEGUARDS DO YOU THINK ARE NECESSARY FOR THE USE OF ARTIFICIAL INTELLIGENCE AND RELATED EMERGING TECHNOLOGIES IN CITY WORK. AND THE EXAMPLE I'M GOING TO IS, I HAVE READ IN VARIOUS PUBLICATIONS WHERE POLICE OFFICERS, AND MAYBE SOME POLICE DEPARTMENTS ACROSS THE COUNTRY ARE NOW USING A.I. TO WRITE THEIR REPORTS.

>> THAT WAS ONE OF MY FIRST ANXIETIES WHEN I HEARD ABOUT A.I., WE'LL BE USING IT TO WRITE POLICE REPORTS AND USING IT TO SEND OUT

CONFIDENTIAL DATA TO THE UNIVERSE WE WOULD NEVER SEND OUT TO THE UNIVERSE. WE HAVE BEGUN TO DEPLOY A.I. TOOLS IN MY CURRENT ORGANIZATION, ON PURPOSE WITH INTENTION, WE KNOW PEOPLE ARE GOING TO USE IT ANYWAY. LET ME BE CLEAR, PEOPLE ARE GOING TO USE IT ANYWAY, AND SO WE HAVE COLLABORATED WITH CITY EMPLOYEES AND SOME TECHNOLOGY EXPERTS, AND PRIVACY EXPERTS AROUND WHAT ARE THE THINGS WE NEED TO PUT IN PLACE TO MAKE SURE THAT WE'RE NOT SENDING PERSONAL INFORMATION OUT INTO SPACE. AND THERE ARE -- AND THIS IS ANOTHER ONE WHERE I THINK YOU'D WANT TO HAVE A PRETTY CLEAR CONVERSATION ABOUT WHY ARE YOU DOING -- WHAT ARE YOU DOING AND WHY ARE YOU DOING IT? OR AT LEAST BE TRANSPARENT IN A FORUM LIKE THIS, SO FOLKS KNOW WHAT'S GOING ON. ONE TOOL WE'RE USING, IT USES EXCLUSIVELY CITY DATA. SO IT'S ALL OUR DATA. AND SO I JUST TOLD YOU THAT I USE THIS -- I USE THIS TOOL TO HELP THE MAYOR WRITE TALKING POINTS ABOUT A PARK WE WERE OPENING. IT DRAWS ONLY FROM OUR OWN DATA, IT DOESN'T DRAW FROM THE OUTSIDE WORLD. WHICH MEANS IT CAN'T MAKE ANYTHING UP. IN ADDITION TO SENDING CONFIDENTIAL INFORMATION TO SAM ALTMAN, WE SHOULD ALSO BE WORRIED ABOUT A.I.'S HALLUCINATION FEATURES, RIGHT? BECAUSE IT DOES MAKE STUFF UP. THAT'S ONE TOOL THAT WE'VE USED. WE'RE ALSO USING ANOTHER TOOL RIGHT NOW, THAT IS -- DOESN'T SEND ANY INFORMATION OUT. IT MIGHT DRAW INFORMATION IN, SO WE HAVE TO WORRY ABOUT HALLUCINATION, AND WE DO HAVE TO FACT CHECK THE INFORMATION WE GET. BUT ALL THE PRODUCT, THE WORK INCLUDING THE QUERIES THAT WE PUT INTO THE A.I. TOOL ARE OURS. AND WE HAVE TO RETAIN THEM FOR PUBLIC RECORDS PURPOSES. AT THE SAME TIME, THEY'RE NOT GOING TO FEED ANY OTHER LARGE LANGUAGE MODELS THAT ARE OUT THERE IN THE UNIVERSE. I BELIEVE YOU HAVE TO HAVE ETHICAL STANDARDS IN PLACE FOR YOUR STAFF. WE DISCOVERED THAT SOME OF OUR POLICE OFFICERS WERE USING AN A.I. TOOL AND UNFORTUNATELY, IT WAS AN INAPPROPRIATE TOOL WHICH IS WHY I CHANGED TO A DIFFERENT A.I. POOL. YOU HAVE TO LET YOUR STANDARDS AND TRAINING PROGRAMS IN PLACE THAT LET EMPLOYEES KNOW WHAT IS EXPECTED OF THEM. YOU HAVE TO DISCLOSE WHEN YOU USE IT, YOU JUST SIMPLY HAVE TO DISCLOSE. IF YOU READ MY TALKING POINTS FOR THE MAYOR. YOU WILL SEE, THIS WAS PARTIALLY GENERATED ON PROPHECY SEARCH BY A.I. PEOPLE NEED TO KNOW THAT IT IS AN ORIGINAL PRODUCT. LAST BUT NOT LEAST, THERE HAS TO BE A HUMAN AT THE END REVIEWING AND EVALUATING THE WORK THAT'S DONE AT THAT POINT. I WISH I COULD TELL YOU I HAVEN'T PUT A LOT OF THOUGHT INTO THIS, BUT I HAVE. IF YOU DON'T DESIGN A PROCESS THAT MAKES IT POSSIBLE FOR PEOPLE TO USE IT APPROPRIATELY, THEY WILL USE IT INAPPROPRIATELY.

>> President Evans: COUNCILOR LEECH?

>> Vice President Leech: THANK YOU FOR BEING HERE, MARTHA. CAN YOU EXPLAIN YOUR APPROACH TO BUILDING AN ORGANIZATION IN WHICH EMPLOYEES FEEL VALUED. WHAT SPECIFIC ACTIONS WOULD YOU FIRST TAKE TO MOVE OR CONTINUE THE CULTURE IN THAT DIRECTION.

>> THANK YOU. THAT'S A GREAT QUESTION. IT'S ONE OF MY TOP PRIORITIES IS TO MAKE SURE THAT THE FOLKS IN THE ALL THE WORK WE DO, WE DO FOR PEOPLE BY PEOPLE. MAKING SURE THE FOLKS IN THE ORGANIZATION UNDERSTAND THE MISSION HAVE A CLEAR SENSE OF THEIR OWN JOBS AND HOW IT FITS INTO THE BIG PICTURE. FEEL LIKE THEY HAVE THE SKILLS AND ABILITIES TO SUCCEED. GET GREAT SUPERVISION. OTHERWISE WE DON'T GET ANY OF OUR WORK DONE COLLECTIVELY. FOLKS WHO HAVE CHOSEN PUBLIC SERVICE DESERVE -- GIVEN THE SACRIFICES THEY MAKE TO BE IN PUBLIC SERVICE, THEY DESERVE TO FEEL LIKE THEY'RE PART OF SOMETHING BIGGER, BECAUSE THEY REALLY ARE. I USUALLY START WITH MAKING SURE OUR MISSION AND VALUES ARE CLEARLY DEFINED. THE VALUES ARE, WHAT DOES A GREAT PERFORMANCE LOOK LIKE AS AN EMPLOYEE. EVERY ORGANIZATION I'VE EVER WORKED FOR, HAS A MISSION AND CLEAR VALUES, WHETHER WE HAVE ARTICULATED THEM OR NOT. EVERY PLACE I'VE WORKED HAS A STRONG ORGANIZATIONAL CULTURE, IT'S USUALLY A GREAT ONE. USUALLY WITH A LITTLE QUIRK IN IT, YOU HAVE TO WORK ON THAT. MAKE SURE WE HAVE A CLEAR ARTICULATION WHAT IS IT WE'RE ABOUT AS AN ORGANIZATION. AND THEN WHAT IS IT THAT WE VALUE FROM OUR EMPLOYEES IN TERMS OF GOOD PERFORMANCE. AND I CAN TELL YOU THAT THERE'S A CLEAR CULTURE HERE, AND PEOPLE HAVE A CLEAR SENSE OF MISSION AND PURPOSE, WE WOULD MAKE SURE IT'S CLEARLY WRITTEN DOWN AND REPEATED AND REINFORCED AND RECOGNIZED AND CELEBRATED EVERY TIME WE SEE IT IN ACTION. WHERE WAS I, I WAS OUT THIS MORNING FOR A BIKE RIDE, I WAS WATCHING SOME OF YOUR EMPLOYEES TRIM THE SHRUBS ON THE RIVERFRONT PARK. AND IT WAS LIKE, THEY WERE TAKING CLEAR PRIDE, IT WAS BEING DONE SO WELL. IT WAS BEAUTIFULLY ORCHESTRATED. WE WOULD CELEBRATE THAT, THAT'S SOMETHING WE NEED TO DO. ALSO, YOU COLLABORATE WITH YOUR EXECUTIVE TEAM AND YOUR MIDDLE MANAGERS AND YOUR FRONT LINE SUPERVISORS. LET ME ALSO SAY OUTLOUD, CULTURE IS MADE AT THE FRONT LINE. AND THOSE FRONT LINE SUPERVISORS NEED TO MAKE SURE THEY HAVE ALL THE TOOLS, ALL THE SKILLS, ALL THE RESOURCES THAT THEY NEED TO BE SUCCESSFUL, BECAUSE IF THEY'RE NOT SUCCESSFUL, THEN IT DOESN'T MATTER WHAT THE REST OF US DO WHEN WE SIT IN OUR OFFICES. THAT'S THE OTHER THING I WOULD COLLABORATE WITH HR AND THE DEPARTMENT HEADS TO MAKE SURE OUR ENTIRE MANAGEMENT TEAM HAD THE SKILLS, THE RESOURCES THEY NEEDED TO BE SUCCESSFUL. I WOULD ALSO START WITH THE COMMUNITY. GET TO KNOW THE DEPARTMENTS, THE CULTURE. DO SOME RIDE ALONGS, TAKE SOME TIME TO SOAK IN THE ORGANIZATION BEFORE I DID ANYTHING. LIKE I SAID, I LIKE

TO BATHE IN THE ORGANIZATION A LITTLE BIT BEFORE I DEVELOP A PLAN, SO. THERE'S PROBABLY A BETTER WORD THAN BATHE.

>> President Evans: COUNCILOR GROVES.

>> Councilor Groves: THANK YOU. THIS NEXT QUESTION I'M GOING TO ASK, IS NOT PREDISPOSED TO ANY SPECIFIC PROCESS OR PROJECT BEING DEVELOPED IN OUR COMMUNITY. IF YOU BELIEVE ECONOMIC GROWTH IS VITAL TO OUR COMMUNITY'S STABILITY AND WELL BEING THROUGH THE PROVISION OF JOBS, TAXES AND FEES THAT SUPPORT SERVICES, HOW WOULD YOU RESPOND TO THOSE IN THE COMMUNITY WHO ARE VOCAL IN THEIR OPPOSITION TO GROWTH AND DEVELOPMENT.

>> WELL, I'VE BEEN AN OREGONIAN FOR A LONG TIME, I'M NOT A NATIVE. I TOTALLY UNDERSTAND THE IMPULSE THAT WE LOVE IT JUST THE WAY IT IS. WE WANT TO ROLL UP THE GATES. I DON'T KNOW ABOUT YOU, I HAVE MADE A CALIFORNIA JOKE ONCE OR TWICE. MAYBE NOBODY ELSE IN THIS ROOM HAS, I CERTAINLY HAVE. I AM SYMPATHETIC TO THOSE FOLKS WHO ARE CONCERNED ABOUT GROWTH AND COMPLAINING. THIS IS A MAGNIFICENT PLACE JUST THE WAY IT IS TODAY. BUT WE ALSO KNOW BECAUSE WE FLOW THAT COMMUNITIES DON'T STAY THE SAME. THEY EITHER GET BETTER OR THEY DECLINE. AND MY FAMILY IS FROM SUBURBAN DETROIT. THEY'RE GETTING BETTER NOW, BUT FOR A LONG TIME, THEY WERE IN DECLINE, BECAUSE OF WHAT WAS HAPPENING IN THE ECONOMY. AND SO I WOULD PROBABLY DO THE SAME THING I DO WITH EVERYTHING ELSE, WHICH IS, I WOULD TRY TO UNPACK WHAT'S UNDERNEATH THAT, A LOT OF TIMES WHEN WE HEAR THE NO VOICE. NOT EVERY TIME, WE'RE HEARING FOLKS FEAR. WE'RE HEARING -- AND I -- YOU KNOW, I AM WELL KNOWN FOR SAYING, PEOPLE FILL IN BLANK SPACES WITH DARKNESS. WE HAVE TO HELP FOLKS SEE LIGHT AND COLOR. AND WE HAVE TO TALK WITH THEM ABOUT THEIR CHILDREN AND THEIR GRANDCHILDREN AND THEIR NIECES AND NEPHEWS AND WANTING TO KEEP THEM HERE, AND WANTING TO KEEP THEM IN A PLACE WHERE THOSE -- THEIR CHILDREN CAN BE SUCCESSFUL. AND THAT'S HOW YOU DO IT, AND YOU -- YOU DON'T DISMISS THE CONCERN OR TRY TO TALK THEM OUT OF IT, BECAUSE IT'S REAL. AND I DON'T LIKE TRAFFIC. DOES ANYONE LIKE TRAFFIC? RIGHT? I DON'T LIKE NOISE. I DON'T LIKE THE FACT THAT FARRELL'S ISN'T THERE ANY MORE, AND LA PERLA IS GONE. I DON'T LIKE THE FACT THAT CAFE LEECH IS GONE. IT HAPPENS, AND SO THE QUESTION IS, IF WE DON'T HAVE A STRATEGY THAT'S ABOUT RETAINING THE BUSINESS COMMUNITY THAT'S HERE, HELPING THEM GROW, HELPING NEW ENTREPRENEURS START BUSINESSES, GROW THEIR BUSINESSES HERE, AND CHANGE. WHAT WE WILL GET IS DECLINE. SO THAT'S THE CONVERSATION. SO THE QUESTION IS, HOW CAN WE HAVE A DISCUSSION ABOUT CHANGE, BUT PRESERVE THE THINGS WE CARE ABOUT AS A COMMUNITY? WHETHER IT'S OPEN SPACE, WATER QUALITY, OR CLEAN AIR.

HOW DO WE TALK ABOUT WHAT WE'RE NOT WILLING TO LOSE AS PART OF THAT CONVERSATION. BECAUSE I DON'T KNOW ABOUT YOU, BUT I'M NOT WILLING TO LOSE THE OPPORTUNITY FOR MY CHILDREN TO BE ABLE TO LIVE IN OREGON AND HAVE SUCCESSFUL THRIVING LIVES. AND I BET YOU THERE'S A LOT OF FOLKS IN EUGENE WHO FEEL THE SAME WAY.

>> Councilor Groves: THANK YOU. AND THERE ARE.

>> President Evans: DO WE HAVE ANY FOLLOW-UP QUESTIONS FROM COUNCIL? COUNCILOR KEATING?

>> Councilor Keating: I MISS FARRELL'S AS WELL, AND LA PERLA. THEY HAD A GREAT LASAGNA. THERE'S A RESTAURANT THAT IS CLOSED ON TUESDAYS, THEY'RE OPEN TOMORROW AT 11:IF YOU'RE STILL IN TOWN. I'M GOING TO NEED A SECOND ROUND, COUNCIL PRESIDENT, MARTHA, THANKS FOR ANSWERING THESE QUESTIONS. AND I'LL GET A MORE THOUGHTFUL QUESTION TO YOU IN A SECOND.

>> President Evans: COUNCILOR GROVES.

>> Councilor Groves: THANK YOU, COUNCIL PRESIDENT. MARTHA, PROBABLY NOT UNLIKE ALL COUNCILS, WE LIVE WITH A CONSTANT AMOUNT OF NOISE AND DISTRACTIONS.

>> YEAH.

>> Councilor Groves: IN LIVING WITH A SEA OF NOISE AND DISTRACTIONS, HOW WOULD YOU KEEP COUNCIL FOCUSED ON MISSION, PURPOSE AND PRIORITIES?

>> GREAT QUESTION. SO OBVIOUSLY, I'D WANT TO COLLABORATE WITH YOU ON THE DESIGN OF HOW WE WOULD DO THAT. I WOULD WANT TO DESIGN IT IN A WAY THAT YOU ALL SUPPORT IT. I -- FIRST OF ALL, I -- I LOVE YOUR STRATEGIC PLAN. I THINK IT'S WELL THOUGHT OUT. I LOVE THE FACT THAT NOT ONLY DOES IT HAVE EXTERNALLY FACING ISSUES YOU WANT TO WORK ON, YOU ALSO HAVE AN EYE TOWARD THE INTERNAL OPERATIONS OF THE ORGANIZATION OF THE CITY. AS SOMEONE WHO FEELS LIKE I HAVE TO STAND ON A CHAIR AND SHAKE MY FISTS TO GET ELECTED OFFICIALS TO CARE ABOUT INTERNAL OPS, I APPRECIATE VERY MUCH THAT YOU'VE DONE THAT. I WOULD PROBABLY SUGGEST -- AND I ALSO HAVE SEEN IN WHY ARE STRATEGIC PLAN THAT YOU DO HAVE A TOP LIST OF COUNCIL INITIATIVES. I ALWAYS TRY TO HAVE THE COUNCIL -- THINK ABOUT IT THIS WAY. THE MOST PRECIOUS RESOURCE THAT THE CITY HAS ISN'T MONEY, IT ISN'T EVEN STAFF TIME, IT ISN'T EVEN COMMUNITY ATTENTION. IT'S YOUR TIME, THERE'S ONLY SO MUCH OF IT. I HEARD A CITIZEN SAY, YOU HAD 100 MEETINGS LAST YEAR, WOW THAT'S A

LOT. I WOULD LIKE TO THINK ABOUT THE TIME YOU SPEND HERE AS YOUR RESOURCE TO BUDGET. AT THE BEGINNING OF A CYCLE BEFORE GOING -- AND MAYBE ONCE A YEAR. I LIKE TO SIT DOWN WITH YOU IN OPEN SESSION, IN A GOAL SETTING CONTEXT, TALK ABOUT, HOW DO YOU WANT TO SPEND YOUR TIME IN THE UPCOMING YEAR. I HAVE SEEN THAT THEY ALREADY HAVE SOME THINGS ON THE DOCKET. BUT I THINK -- AND YOU ALSO -- I WILL ALSO SAY YOU HAVE TO LEAVE TIME FOR THE STUFF THAT COMES UP, STUFF COMES UP, EVERY YEAR STUFF COMES UP, IT MIGHT BE A WAR HOUSE, IT MIGHT BE -- I DON'T KNOW WHAT IT WILL BE, BUT STUFF WILL COME UP. AND THEN I LIKE TO ALLOCATE, COLLABORATE WITH THE MAYOR AND ALL OF YOU TO SCHEDULE YOUR TIME, MAP IT OUT OVER THE COURSE OF THE YEAR TO FIGURE OUT, HOW ARE WE GOING TO ADVANCE THIS PROJECT. AND THE BIGGEST THREAT TO THE NOISE ISN'T REALLY THE COMMUNITY OR ME, IT'S ALL OF YOU. AND I MEAN THIS WITH AFFECTION. YOU WILL HAVE AN IDEA, RIGHT? YOU WILL HAVE AN IDEA, AND I WANT YOU TO HAVE IDEAS, THAT'S WHY YOU GOT ELECTED, TO ADVANCE AN AGENDA, TO REFLECT THE VALUES OF THE COMMUNITY. TO GET WORK DONE. AND THEN WE HAVE TO HAVE A CONVERSATION, ABOUT WHERE DOES THE IDEA FIT IN. WE HAVE TO BE DISCIPLINED ABOUT IT, I WOULD PROBABLY VISIT WITH YOU QUARTERLY, HERE'S WHAT YOU TOLD ME YOU WANT TO SPEND YOUR TIME ON, WHAT ARE WE DOING FOR THOSE PROJECTS, HOW IS IT GOING FOR YOU? AND THEN WHEN ONE OF YOU HAS AN IDEA, I DON'T KNOW WHAT IT MIGHT BE, SIX NEW PICKLEBALL COURTS NEXT TO -- I'M KIDDING.

>> IN A RESIDENTIAL NEIGHBORHOOD. LESS THAN 50 FEET FROM THE NEAREST HOME. NO, LET'S NOT DO THAT. WE HAVE TO HAVE A REALISTIC CONVERSATION, WHERE DOES THAT FIT IN WITH ALL THE OTHER PRIORITIES THE COUNCIL HAS IDENTIFIED. AND WE HAVE TO BE REAL ABOUT IT.

>> President Evans: COUNCILOR ZELENKA.

>> COUNCILOR ZELENKA: SO MARTHA, YOU HAVE GOBS OF EXPERIENCE, MILWAUKEE, RIVER GORGE, ASHLAND, METRO DOING THESE KIND OF LEADERSHIP ROLES. ALL ALONG THE WAY, YOU'VE BEEN TRYING TO HELP COMMISSIONS AND COUNCILS FIGURE OUT WHAT'S MOST IMPORTANT. WE'RE GOING TO BE GOING INTO A PRIORITIZATION PROCESS. I'M CURIOUS HOW YOU WOULD APPROACH THAT AND THERE'S SOME PEOPLE THAT THINK, POLICE AND FIRE, IF YOU DON'T HAVE THAT THAT'S -- THESE ARE THE ONES AT THE TOP OF THE PINNACLE OF THE HILL, AND EVERYTHING ELSE IS NOISE TO HAVE. THERE'S OTHER PEOPLE THAT THINK THAT ALL OF THIS MILIEU OF DIFFERENT SERVICES IS WHAT MAKES EUGENE WHAT WE LOVE ABOUT IT. HOW DO YOU BALANCE ALL THAT, AND HOW DO YOU HELP US GO THROUGH THE PROCESS, AND THE COMMUNITY AT THE SAME TIME.

>> LET'S BE CLEAR, EVERYTHING THE LOCAL GOVERNMENT DOES, WE DO FOR A REASON. IT SERVES A CONSTITUENCY. SOMEONE IS PASSIONATE ABOUT THAT THING, RIGHT? EVERY -- SO I ACTUALLY DID LISTEN TO YOUR STUDY SESSION. I HEARD THE WORD CORE SERVICES FLOATED -- I GUESS IT'S PHRASE, TWO WORDS. AND IT'S A TOUGH ONE. BECAUSE IT'S NOT THAT SIMPLE. SO WITHIN EVERY SERVICE THAT WE OFFER THERE ARE TRADEOFFS ABOUT THE LEVEL OF SERVICE THAT WE WANT TO PROVIDE. AND SO THAT'S WHERE THE CONVERSATION HAS TO HAPPEN, AND THAT'S WHERE THE CONVERSATION IS HARD. SO LET ME GIVE YOU AN EXAMPLE. IN THE COMMUNITY I GET TO WORK IN RIGHT NOW, WE SEND A POLICE OFFICER TO EVERY CAR BREAK IN TO TAKE THE REPORT IN PERSON. WE HAVE THE RESOURCES TO DO THAT, IT'S A COMMUNITY PRIORITY TO PROVIDE THAT LEVEL OF CUSTOMER SERVICE. THE COMMUNITY ADJACENT TO US DOESN'T HAVE THOSE RESOURCES, THEY REQUIRE ANYONE WHO'S CAR IS BROKEN INTO, TO FILL OUT AN ONLINE REPORT. THAT'S WHERE THE TRADEOFFS ARE. IT'S NOT IN POLICE AND FIRE ARE THE MOST IMPORTANT, BECAUSE OF COURSE PUBLIC SAFETY IS A CORE. IT'S HOW FAST DO YOU WANT A POLICE OFFICER TO GET TO A CALL. WHAT CALLS ARE WE GOING TO SEND AN OFFICER TO, VERSUS SENDING A CSO. AND SO IT'S REALLY HARD, BECAUSE EVERY TIME YOU START IN THAT CONVERSATION, YOU ARE FIRST OF ALL AGAIN SOMEBODY CARES ABOUT THAT THERE'S SOMEBODY IN YOUR COMMUNITY WHO'S GOING TO TALK ABOUT WHY THAT -- YOU COULD ELECT TO MOW THE PARKS EVERY 10 DAYS AS OPPOSED TO EVERY SEVEN. THERE ARE GOING TO BE FOLKS WHO THE COMMUNITY THAT ARE CONCERNED ABOUT THE IMPACT OF THAT, AND THEIR USE OF THE PARKS. AND, OF COURSE, THE THINGS THAT SOME PEOPLE LABEL QUALITY OF LIFE SERVICES ARE SAFETY NET SERVICES FOR OTHER PEOPLE, RIGHT? SO EVERYTHING WE DO IN LOCAL GOVERNMENT. SOME OF YOU HEARD ME SAY THIS EARLIER, IT ENABLES US TO LIVE CLOSER TOGETHER AS HUMANS. IN SOME WAY THAT'S OBVIOUS, PROVIDING SANITARY SEWER SERVICES KEEPS US FROM GETTING CHOLERA. SENDING POLICE AND FIRE OFFICERS TO EMERGENCIES IS OUR INSURANCE POLICY. WE ARE INSURED AGAINST THE WORST THINGS THAT COULD HAPPEN TO US. THE SERVICES WE PROVIDE IN PARKS OR IN LIBRARY ARE EQUALLY IMPORTANT TO ENABLING PEOPLE TO LIVE HEALTHY AND SUCCESSFUL LIVES. I JOKE ABOUT THE FACT I'M REALLY GRATEFUL WITH COVID, I HAD TWO PARKS WITHIN WALKING DISTANCE TO MY HOUSE. I MAY HAVE ACTUALLY KILLED ONE OF MY CHILDREN WITHOUT THE PARKS. I THINK THE PROBLEM IS, WE WANT TO FRAME IT AS IF THERE'S A CLEAR PYRAMID AND SOMETHING IS MOST IMPORTANT. THE REALITY IS, IT'S ALL ABOUT WHAT KIND OF COMMUNITY DO WE WANT TO BUILD, AND WHAT ARE OUR EXPECTATIONS ABOUT THE ROLE OF THE LOCAL GOVERNMENT IN ACHIEVING THAT COMMUNITY VISION. SO I WOULD SET UP THE PROCESS FRANKLY TO FORCE YOU -- I MEAN, LET'S BE CANDID, TO FORCE YOU TO

HAVE THOSE KINDS OF CONVERSATIONS, NOT A CONVERSATION IN THE ABSTRACT, POLICE VERSUS PARKS. THAT'S NOT IT. IT'S THE QUESTION OF, WHAT KIND OF COMMUNITY ARE WE ASPIRING TO, WHAT LEVEL OF SERVICE ARE WE GOING TO PROVIDE TO MOVE TOWARD THOSE EXPECTATIONS. IT WILL BE VERY HARD. AND THAT'S -- BUT I DO THINK THAT WHAT THAT CONVERSATION ENABLES, THOUGH, IF WE GET TO THE POINT WHERE WE'RE NOT WILLING TO COMPROMISE ON THIS SERVICE, IT'S IMPORTANT TO OUR COMMUNITY AND ITS FUTURE. WE CAN HAVE A CONVERSATION WITH THE COMMUNITY ABOUT REVENUE OPTIONS. THEN WE CAN SAY, WE REALLY DEBATED THIS, THIS IS FUNDAMENTAL TO WHO WE ARE AS A COMMUNITY, AND WE NEED TO FIGURE OUT A NEW WAY TO PAY FOR IT.

>> BY TRADEOFFS, DO YOU MEAN IT'S A ZERO SUM GAIN?

>> YOU NEED TO BALANCE THE BUDGET. ONLY THE FEDERAL GOVERNMENT CAN GO INTO DEBT. THERE'S A FINITE AMOUNT OF MONEY AND PEOPLE, IF WE'RE NOT WILLING TO INCREASE THE SIZE OF THE PIE, WE HAVE TO DIVIDE THE PIE UP DIFFERENTLY.

>> President Evans: COUNCILOR KEATING.

>> Councilor Keating: MARTHA, YOU TALKED IN THE PAST WITH THIS BODY ABOUT CHALLENGES THAT YOU HAVE OVERCOME AND LEARNING FROM FAILURE. NO ONE OF US ARE PERFECT, AND I WOULD SUBMIT YOU OFTEN LEARN MORE FROM STAKES THAN YOU DO FROM SUCCESSES. CAN YOU TOUCH ON THAT KIND OF AH-HA MOMENT AND WHAT MAY BE YOUR BIGGEST FAILURE AS A CITY MANAGER IS, AND HOW THAT HAS TRANSLATED INTO FUTURE SUCCESSES?

>> BY PROJECT FAILURE OR PERSONAL FAILURE?

>> Councilor Keating: DEALER'S CHOICE.

>> MAYBE I'LL TELL YOU TWO STORIES. YOU KNOW, I -- YEAH, I'M SOMEONE WHO CAN FORM AN OPINION. I'M SURE YOU PICKED UP ON THAT. I THINK IT'S A QUESTION OF ALIGNING COMMUNITY VALUES WITH THE PRACTICE. I THINK SOMETIMES I CAN SEE SOMETHING REALLY CLEARLY, I'LL TELL YOU A STORY, BUT NOT EVERYBODY SEES IT, OR I FAIL TO ACCOUNT FOR COUNTER VEILING OR FORCES, THAT MAKES ANY SENSE. I'LL TELL YOU A SHORT STORY. AND ACTUALLY, A COUPLE MEMBERS OF THE CITY COUNCIL IN LAKE OSWEGO, THEY SHARE PART OF THE BLAME ON THIS, PART OF IT. WHENEVER THAT HAPPENS, I ACTUALLY TAKE THE BLAME. THAT'S A STORY FOR ANOTHER DAY. OUR SCHOOL DISTRICT HAS A SHRINKING ELEMENTARY AGE POPULATION. ACTUALLY, BECAUSE OF THE WAY TUITION FOR HIGH SCHOOLS AND MIDDLE SCHOOLS WORK, THEY'RE

NOT FACING THE SAME DILEMMA FOR THEIR MIDDLE SCHOOLS OR HIGH SCHOOLS, THEY KNOW THAT IN THE NEXT FIVE YEARS THEY NEED TO CLOSE AN ELEMENTARY SCHOOL, WHICH IS ONE OF THE MOST PAINFUL THINGS ANY COMMUNITY CAN EVER GO THROUGH. I WENT THROUGH IT WHEN I WAS IN ASHLAND AS WELL. THE DISTRICT HAD TO CLOSE TWO SCHOOLS, IT'S HORRIBLE. SO THEY STARTED A PROCESS TO TALK ABOUT SORT OF HOW TO MAKE THE DECISION. AND ONE OF THE SCHOOLS THEY WERE CONSIDERING IS ALONG BOONE'S FERRY ROAD, WHICH IS A SIGNIFICANT ROAD, FROM WILSONVILLE ALL THE WAY INTO PORTLAND THROUGH ONE OF THE MOST LOVELY COMMERCIAL DISTRICTS IN LAKE OSWEGO, THE NEIGHBORHOOD I WOULD HAVE CRUISED IN IF I HAD GONE TO HIGH SCHOOL. MAYBE NONE OF YOU WENT CRUISING, BUT I DID GO CRUISING. AND THAT SCHOOL HAS THE MOST COMMERCIAL REAL ESTATE VALUE, AND THE NEIGHBORHOODS AROUND IT HAVE SORT OF THE MOST FLEXIBILITY TO HAVE THE KIDS GO FROM THAT SCHOOL. THERE'S TWO ADJOINING SCHOOLS THAT ARE NOT A HUGE DISTANCE APART. THEY BEGAN TALKING ABOUT POTENTIALLY CLOSING THAT SCHOOL. AND AT THE SAME TIME, WE HAVE A LIBRARY THAT WAS BUILT IN 1984. WHEN WE BUILT IT, WE KNEW IT WAS TOO SMALL. LIKE A LOT OF CONSTRUCTION IN OREGON IN THE '820s, WE DIDN'T USE THE RIGHT MATERIALS ON THE BUILDING. I DON'T KNOW IF EUGENE'S FACING ANY OF THOSE ISSUES, BUT LET'S JUST SAY, WATER IS BAD.

>> WE HAVE.

>> AND IF IT RAINS SIX MONTHS OF THE YEAR, AND YOU DESIGNED A BUILDING THAT DOESN'T MANAGE WATER PROPERLY, YOU'RE GOING TO HAVE TROUBLE IN OREGON. IT WAS TOO SMALL THE DAY WE OPENED IT, AND WE'VE HAD A LOT OF PROBLEMS WITH THE BUILDING, BECAUSE WE DIDN'T -- BECAUSE IN THE '80s, WE WERE DUMB COLLECTIVELY IN TERMS OF BUILDINGS. SO WE SAW THIS SCHOOL DISTRICT SITE AS AN OPPORTUNITY TO HAVE A CONVERSATION WITH THE COMMUNITY ABOUT A NEW SITE FOR THE LIBRARY. IT'S IN AN URBAN RENEWAL DISTRICT, WE LIKE YOUR LIBRARY, IT'S A HUB OF COMMUNITY ACTIVITY, WE THOUGHT IT WOULD CONTRIBUTE TO THE BUSINESS COMMUNITY IN THE NEIGHBORHOOD. IT WOULD ENABLE US TO DO OTHER STUFF, WE DON'T HAVE OUTDOOR EVENT SPACES IN THE NEIGHBORHOOD. WE THOUGHT, WE CAN COLLABORATE WITH THE PARKS DEPARTMENT AND BUILD AN OUTDOOR PLACE FOR EVENTS. WE STARTED TALKING ABOUT IT. WITHOUT ENGAGING ANY OF THE PARENTS, AND THE CONVERSATION BLEW UP. THE CONVERSATION WAS ALREADY HARD. ANY TIME YOU'RE TALKING ABOUT MOVING PEOPLE'S ELEMENTARY AGE KIDS. I STILL SEE FRIENDS I SEE REGULARLY I MET BECAUSE OUR KIDS WENT TO ELEMENTARY SCHOOL TOGETHER. WE STARTED TALKING ABOUT IT. AND -- BECAUSE WE COULD SEE HOW COOL IT WOULD BE. AND ACTUALLY, IT COULD STILL BE COOL, BUT WE WERE WAY AHEAD OF OURSELVES, THAT'S PROBABLY MY STORY,

SOMETIMES I GET AHEAD OF MYSELF. I COUNT ON THE PEOPLE I WORK WITH, INCLUDING MY ELECTED OFFICIALS, AND AGAIN, MY ELECTED OFFICIALS ALSO SAW IT, THEY THOUGHT IT SOUNDED LIKE A COOL IDEA, WE GOT SUPER EXCITED ABOUT IT, AND MAYBE WE SHOULD HAVE SLOWED DOWN. THAT WOULD BE MY -- I HAVE TO SURROUND MYSELF WITH PEOPLE WHO HAVE TO TELL ME, SLOW DOWN. I AM ALWAYS OPEN TO NEW DATA INFORMATION. I DON'T MIND CHANGING MY MIND. I HAVE NO EGO IN TERMS OF BEING WRONG. BUT SOMETIMES I SEE IT, AND I JUST WANT TO GO FOR IT.

>> President Evans: MARCH THAT DO YOU HAVE ANY QUESTIONS FOR US?

>> OH, I'M SO TIRED. NO, I DON'T THINK I DO. WHAT DID I MISS? I WOULD LIKE TO TELL YOU, THAT I FEEL LIKE I'VE BUILT A CAREER THAT HAS LED ME TO THIS PLACE. AND TO THIS MOMENT. AND I THINK WE COULD HAVE FUN TOGETHER. I MEAN, NOT EVERYTHING WE'RE GOING TO WORK ON IS GOING TO BE FUN, RIGHT? A LOT OF THE PROBLEMS THAT YOU ALL ARE WORKING ON THAT WE WOULD WORK ON TOGETHER WILL BE HARD WORK. BUT I THINK WE COULD DO IT FROM A SPIRIT OF PUBLIC SERVICE AND KNOWING WE'RE BUILDING A BETTER PLACE. I AM ENTHUSIASTIC ABOUT ENGAGED COMMUNITIES, ALTHOUGH, I WAS TELLING SOMEONE YESTERDAY, ABOUT TAKING MY KID TO A GROCERY STORE IN A COMMUNITY I WORKED IN I WISH I HAD A LITTLE ANONYMITY, BECAUSE SHE HAD A TANTRUM IN THE STORE. I WANTED TO GET OUT OF THE STORE AND PEOPLE IN THE STORE WANTED TO TALK TO ME ABOUT CITY BUSINESS. I THINK I BOUGHT BEER THAT TIME. I LIKE WORKING IN PLACES WHERE PEOPLE CARE ENOUGH TO ENGAGE WITH THEIR LOCAL GOVERNMENT. AND THEY HAVE ENOUGH TRUST IN THEIR LOCAL GOVERNMENT TO SHOW UP. I FEEL LIKE THIS WOULD BE A BLAST FOR ALL OF US, NOT EVERY MOMENT. BUT THAT WE WOULD HAVE FUN TOGETHER AND WE WOULD ACCOMPLISH GREAT THINGS FOR EUGENE. SO THANK YOU FOR THE OPPORTUNITY.

>> President Evans: THANK YOU, MARTHA. AND THIS CONCLUDES OUR INTERVIEW.

>> President Evans: ARE YOU GOING TO BRING US OUT?

>> YOU ADJOURN.

>> President Evans: YOU HAVE YOUR SCRIPT.

>> I DO INDEED. I JUST WANT TO SAY FOR THE RECORD, THANK YOU ALL FOR THAT SERIES OF CONVERSATIONS, AND FOR ANYONE IN OUR COMMUNITY WHO WAS ABLE TO LISTEN, INCREDIBLY EDUCATIONAL AND

VALUABLE TIME SPENT. I NOW CLOSE THE JANUARY 13th, 2026 SPECIAL MEETING AND WE ARE ADJOURNED.