

ROUGHLY EDITED TRANSCRIPT
CITY OF EUGENE
WORK SESSION
MAY 20, 2026
12:00 P.M.

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>> Mayor Knudson: GOOD AFTERNOON, WELCOME TO THE WORK SESSION. THANK YOU FOR JOINING US FOR THIS HYBRID WORK SESSION. THERE IS NO OPTION FOR PUBLIC COMMENT. THE BROADCAST IS ON COMCAST CHANNEL 21, OR CALLING INTO ONE OF THE PHONE NUMBERS. THANK YOU FOR JOINING US, I NOW CALL THE MAY 20, 2026 EUGENE CITY COUNCIL WORK SESSION TO ORDER. I'LL TURN IT OVER TO OUR CITY MANAGER.

>> THANK YOU, MAYOR. AS YOU KNOW, THIS IS A SECOND INFORMATIONAL WORK SESSION, THAT'S GOING TO LEAD UP TO YOUR LONG RANGE FINANCIAL PLANNING WORKSHOP, TONIGHT YOU'LL RECEIVE INFORMATION ON THE CITY'S FISCAL POLICIES, FROM STAFF AND AN OVERVIEW OF A SERVICE FRAMEWORK STRUCTURE, CONSIDERATION TOOL, WHICH IS REALLY HELPFUL IN THE BUDGET DEVELOPMENT PROCESS, AND ALSO WHEN YOU'RE LOOKING AT SERVICE DELIVERY. AS A REMINDER, THE CITY IS USING RAFTELIS, A COMPANY WHO WILL BE GUIDING US IN THAT DISCUSSION TONIGHT. THANK YOU.

>> GOOD AFTERNOON, MAYOR AND COUNCILORS, I'M TWYLLA MILLER. WE HAVE A GIFT FOR YOU TODAY, YOU HAVE BINDERS IN FRONT OF YOU. THE MATERIALS FROM THE LAST MEETING AND SLIDE DECK ARE HERE EACH TIME WE COME, WE'LL HAVE MORE MATERIALS FOR YOU. AND FINANCIAL POLICIES IN THE FALL. TODAY WE'RE GOING TO HAVE AN

OVERVIEW AGAIN OF THE LONG RANGE FINANCIAL PLANNING PROCESS, AS WELL AS DISCUSSION ON FINANCIAL POLICIES AND THE SERVICE FRAMEWORK THE RAFTELIS TEAM IS WITH US YOU, AND THEY WILL BE HELPING WITH THE OVERVIEW OF TODAY'S PRESENTATION. TODAY'S OBJECTIVES PROVIDE AN OVERVIEW OF THE ELEMENTS OF LONG RANGE FINANCIAL PLANNING, A CHANCE FOR YOU TO IDENTIFY INFORMATION YOU NEED AS YOU THINK ABOUT MOVING FORWARD WITH YOUR WORKSHOP TOPICS THAT WILL COME IN JUNE. JUST A RECAP OF SOME OF THE CONCEPTS WE PRESENTED LAST WEEK. THIS IS YOUR TIME LINE. WE WILL BE BACK ON JUNE 8th TO GIVE A FINANCIAL OVERVIEW. THIS WILL GIVE INFORMATION ON COMMUNITY SAFETY PAYROLL TAX, AND UNFUNDED NEEDS CONSIDERATION AS WE LOOK TO THE FUTURE. AND AGAIN A RECAP OF THE PHASES OF THIS PROCESS. SO AS WE DISCUSSED LAST WEEK, WE ARE IN PHASE ONE. AGAIN, GETTING THAT COMMON UNDERSTANDING OF THE ELEMENTS, INCLUDING A HIGH LEVEL REVIEW OF OUR FINANCIAL POLICIES, TO PROVIDE INFORMATION FOR YOU TO USE IN YOUR WORKSHOP IN JUNE. THIS WILL HELP PROVIDE THE INFORMATION NEEDED TO DEVELOP A SERVICE FRAMEWORK AND ALIGN THE STRATEGIC PLAN. COUNCIL PROVIDING POLICY DIRECTION ON THE SERVICE FRAMEWORK WILL GIVE DIRECTION TO THE CITY MANAGER AND STAFF AS BUDGET DEVELOPMENT BEGINS LATER THIS SUMMER. IN PHASE 2, WE WILL HAVE A DEEPER DIVE ON REVISING OUR FINANCIAL POLICIES, THIS WILL INCLUDE CONVENING THE BUDGET COMMITTEE TO RECEIVE REVISED FINANCIAL POLICY CONSIDERATIONS, TO HAVE A DISCUSSION, RECEIVE PUBLIC COMMENT, AS WELL AS CITY COUNCIL ADOPTING THE FINANCIAL -- REVISED POLICIES BEFORE YOUR WINTER BREAK. I'M CLICKING TOO FAST, HERE WE GO. PHASE THREE, REALLY AGAIN IS OUR TRADITIONAL PROCESS AS SHOWN ON THE SLIDE. THIS INCLUDES THE CAPITAL IMPROVEMENT PROGRAM, AND RELATED TOPICS COMING TO THE BUDGET COMMITTEE AND COUNCIL IN FEBRUARY AND MARCH OF THIS TIME FRAME. THIS DOES SHOW THE TRADITIONAL PROCESS. ONE OF THE STAFF WILL BE WORKING TO DEVELOP A COMMUNITY ENGAGEMENT PROCESS IN RELATION TO THE 2027-2029 BUDGET STRATEGIES, AS WE ENTER THE NEW CALENDAR YEAR, THE ACTIVITIES TO THE RIGHT OF THIS SLIDE MAY LOOK SLIGHTLY DIFFERENT AS WE DEVELOP THAT PROCESS, AND MORE INFORMATION WILL COME. WE HAVE A DELAY HERE. THIS IS A REMINDER OF ALL OF THE ELEMENTS OF LONG RANGE FINANCIAL PLANNING THAT WE TALKED ABOUT LAST WEEK, THESE ARE ALL THINGS WE'RE ALREADY DOING IN THE COURSE OF THE ORGANIZATION, THE FOUNDATIONAL FRAMEWORK IS REALLY TRANSITIONING TO A LONGER RANGE THINKING, TO PROVIDE RESILIENCY AND FLEXIBILITY AS WE LOOK TO THE FUTURE, SO WE HAVE FISCAL STABILITY AS WE KIND OF OPERATE IN A CHANGING WORLD. NEXT WE'LL TALK MORE ABOUT FINANCIAL POLICIES. SO YOU SAW THIS SLIDE LAST WEEK, FINANCIAL POLICIES PROVIDE A CRITICAL FRAMEWORK THAT PROVIDES FINANCIAL MANAGEMENT AND GUIDES FINANCIAL MANAGEMENT OF THE ORGANIZATION AND OUR DECISION

MAKING. COUNCIL'S ROLE IS TO PROVIDE A HIGH LEVEL POLICY DIRECTION AND ADOPT THE POLICY FRAMEWORK. FINANCIAL POLICIES ARE FOUNDATIONAL FRAMEWORK THAT GENERALLY DON'T CHANGE A LOT BETWEEN CYCLES BUT SHOULD BE UPDATED AS NEEDED. AS STRUCTURE CHANGES TO REFLECT NEW INFORMATION, AND INCORPORATE BEST PRACTICES. THIS GRAPHIC SHOWS THE HISTORY OF OUR FINANCIAL POLICIES AT THE CITY OF EUGENE. THE FIRST ITERATION WAS ADOPTED IN 1983, THE CURRENT ITERATION OF POLICIES WERE ADOPTED IN 1996 AND HAS BEEN REVISED A FEW TIMES SINCE THAT TIME. OTHER THAN THE UNAPPROPRIATED FUND BALANCE, WHICH WE ADDED IN 1997 AND UPDATES TO OUR DEBT ISSUANCE GUIDELINES, THE POLICY REVISIONS SINCE 1996 HAVE NOT BEEN MATERIAL. THEY'RE MOSTLY LANGUAGE UPDATES FOR CLARIFICATION OR IN RESPONSE TO LEGISLATIVE CHANGES OR BEST PRACTICES. THE LAST REVISION OCCURRED IN 2007 AND THE LAST BUDGET COMMITTEE REVIEW OCCURRED IN 2013. SO IT'S BEEN SOME TIME SINCE WE'VE TAKEN A CLOSE LOOK AT OUR FINANCIAL POLICIES AS A BODY. OUR USE OF FINANCIAL POLICIES HAS BEEN MORE INTERNALLY FOCUSED WITH THESE POLICIES EMBEDDED IN OUR FINANCIAL STRUCTURE AND PROCESSES THAT WE USE ACROSS OUR ORGANIZATION. THE GOAL WITH THE NEW LONG RANGE FINANCIAL PLANNING PROCESS IS TO HAVE A REGULAR REVIEW CYCLE WITH COUNCIL AND THE BUDGET COMMITTEE, AND TO BE INTENTIONAL ABOUT HIGHLIGHTING POLICIES WHERE APPROPRIATE, AS PART OF COUNCIL DISCUSSIONS AND RELATED ACTIONS.

>> TWYLLA, I'M NOT SEEING THIS IN THE PACKET?

>> IT'S UNDER THE DATE FOR THE CURRENT DATE. THERE SHOULD BE A SLIDE DECK, IF YOU LOOK TO THE TAB

>> Mayor Knudson: ON 5/20 WHICH IS THE SECOND TAB.

>> I GOT, I'M JUST BEHIND.

>> NO WORRIES, THANK YOU. THIS SLIDE IS SHOWING MAJOR CATEGORIES OF OUR FINANCIAL POLICY THESE ARE FOUND IN OUR BUDGET DOCUMENT, AND ARE ALSO IN YOUR AGENDA ITEM SUMMARY AS ATTACHMENT A. WITHIN EACH OF THESE CATEGORIES, THERE'S A RANGE OF POLICIES. I'M NOT GOING TO TALK THROUGH ALL OF THEM I'LL HIT A COUPLE HIGHLIGHTS IN EACH CATEGORY. THIS INCLUDES CITY COUNCIL GOALS AND POLICIES AS WELL AS SERVICE PRIORITIES. ACCOUNTING AND FINANCIAL PRACTICES INCLUDES FINANCIALS, FUND MANAGEMENT AND MARGINAL BEGINNING WORKING CAPITAL. REVENUE AND COLLECTION, REFERS TO SERIAL TAX LEVEES, USING ONE TIME FUNDING FOR LIMITED DURATION SERVICES. CAPITAL IMPROVEMENT POLICIES INCLUDE YOU POLICIES ON OUR CAPITAL IMPROVEMENT PLANNING, BONDS AND THE

CITY'S PHYSICAL ASSETS. AND DEBT AND PHYSICAL ASSET MEANS POLICIES ON OUR BOND RATING, AND DEBT ISSUANCE. OUR DEBT ISSUANCE GUIDELINES ARE PART OF OUR FINANCIAL POLICIES. OUR INVESTMENT POLICIES ARE REFERRED TO IN OUR FINANCIAL POLICIES, BUT THEY'RE ACTUALLY A SEPARATE POLICY OUTSIDE OF THE POLICY THE DOCUMENT, AND IT DOES COME TO COUNCIL, YOUR LAST REVIEW WAS THIS LAST WINTER WHEN WE MADE CHANGES. THESE INCLUDE POLICIES ON ORGANIZATIONAL STRUCTURE, SERVICE LEVELS AND PERFORMANCE STANDARDS, AND MARKET BASED EMPLOYEE COMPENSATION. OTHER POLICIES INCLUDE COMPLIANCE WITH STATE AND FEDERAL REQUIREMENTS, APPOINTMENT OF THE BUDGET COMMITTEE, AND SUPPLEMENTAL BUDGET DIRECTION. STAFF HAD BEEN CONDUCTING A COMPREHENSIVE VIEW OF POLICIES, INCLUDING LOOKING AT BEST PRACTICES, CONSULTING WITH OUR FINANCIAL ADVISER ON DEBT ISSUANCE GUIDELINES, AND CONSULTING WITH ORGANIZATIONAL PARTNERS. AND TO DATE, WE'VE IDENTIFIED POTENTIAL UPDATES IN THE POLL FOLLOWING AREAS. THE FIRST IS A4, WHICH IS SERVICE PRIORITIES, AND I'LL TOUCH UPON THAT IN THE NEXT SLIDE. THE SECOND AREA IS POLICY B11. THIS IS MARGINAL WORKING CAPITAL. THE HIGHEST PRIORITIES FOR MARGINAL BEGINNING WORKING CAPITAL ARE GENERAL CAPITAL PROJECTS, UEFB AND GENERAL FUND CONTINGENCY. MARGINAL BEGINNING WORKING CAPITAL IS RECOGNIZED ON THE FIRST SUPPLEMENTAL OF THE BIENNIUM, TO WHAT WAS ESTIMATED WHEN THE BUDGET WAS CREATED. THE LAST BUDGET CYCLE -- IN THE LAST BUDGET CYCLE, WE INCLUDED ON GOING FUNDING FOR THE GENERAL TRANSFER, THAT'S PART OF THE ON GOING BASE BUDGET AND WOULD NOT NEED MARGINAL BEGINNING FOR WORKING CAPITAL. THIS SHOULD BE AMENDED. THE NEXT CATEGORY IS CATEGORY E, THESE SHOULD BE UPDATED TO REFLECT CURRENT PRACTICES AND STANDARDS. AND THEN WE HAVE OTHER CURRENT POLICIES. THIS IS RECOGNIZING THAT AS YOU HAVE YOUR DISCUSSIONS THIS SUMMER, THERE MAY BE OTHER SPECIFIC POLICIES THAT YOU WOULD LIKE STAFF TO BRING MORE INFORMATION BACK TO YOU ON IN ADDITION TO THE UPDATES WE'RE ALREADY PLANNING TO BRING TO YOU. THESE CAN BE IDENTIFIED AS YOU GO THROUGH YOUR WORKSHOP THIS SUMMER. THERE ARE A NUMBER OF GENERAL ADMINISTRATIVE UPDATES, THE CHANGE TO THE BUDGET, ADDING REFERENCES TO MANY OF OUR CITY DOCUMENTS. AND THE FINAL CATEGORY IS A CONSIDERATION OF ADDING NEW POLICIES THAT MEET BEST PRACTICES, GFOA, IS OUR PROFESSIONAL ORGANIZATION, THERE ARE A NUMBER OF AREAS WHERE THEY HAVE BEST PRACTICES, INCLUDING GENERAL FUND RESERVES, STRUCTURALLY BALANCED BUDGET, ECONOMIC DEVELOPMENT INCENTIVES. STAFF WILL BE REVIEWING THOSE AND BRINGING A RANGE OF ISSUES BACK TO COUNCIL AND COMMITTEE. I'D LIKE TO TOUCH ON A4, SERVICE PRIORITIES. THIS IS SHOWING THE LANGUAGE CURRENTLY WRITTEN IN THE FINANCIAL POLICIES, WHEN THIS LANGUAGE WAS DEVELOPED, WE DID NOT HAVE A

STRATEGIC PLAN HERE AT THE CITY, THIS WAS BACK IN THE '90s. AS PART OF STAFF RESEARCH, WE'VE LOOKED AT OTHER JURISDICTIONS, THERE'S A WIDE RANGE OF APPROACHES, RELATED TO SERVICE PRIORITIES AND/OR CORE AND ESSENTIAL SERVICES AND OTHER FINANCIAL POLICIES. SOME CITIES DO NOT REFERENCE SERVICE PRIORITIES IN THEIR FINANCIAL POLICIES AT ALL. THEY DO REFERENCE THEM IN THEIR COUNCIL GOALS AND POLICIES AND/OR THEIR STRATEGIC PLAN. OTHER JURISDICTIONS TALK ABOUT ESSENTIAL SERVICES IN THEIR FINANCIAL POLICIES, BUT THEY DON'T DEFINE WHAT THOSE ARE. THERE ARE A COUPLE JURISDICTIONS THAT DEFINE ESSENTIAL SERVICES AS THE SERVICES DEFINED IN ORS221.760, THAT'S THE STATUTE THAT DEFINES IF A CITY IS ELIGIBLE FOR STATE SHARED REVENUE. THE SERVICES THEY LIST THERE ARE POLICE AND FIRE PROTECTION, STREET CONSTRUCTION, MAINTENANCE AND LIGHTING, SEWER, STORM WATER, WATER UTILITY, AND PLANNING ZONING AND SUBDIVISION CONTROL. THERE'S REALLY A WIDE RANGE OF APPROACHES WHEN YOU THINK ABOUT WHAT SHOULD BELONG IN A FINANCIAL POLICY VERSUS ELSEWHERE IN THE ORGANIZATION. AS YOU HAVE YOUR WORKSHOP CONVERSATION ON SERVICE FRAMEWORKS, IT WILL HELP TO INFORM HOW WE MIGHT MOVE FORWARD IN CHANGING OUR FINANCIAL POLICY LANGUAGE. ORS221.760, STATE SHARED REVENUE. AND THEN I WANT TO TOUCH BRIEFLY ON BUDGET PRINCIPLES. THEY'RE AGREED UPON PRINCIPLES TO GUIDE BUDGET DEVELOPMENT AND DECISION MAKING. THESE CAN BE FINANCIAL POLICIES THAT ARE HIGHLIGHTED AS PART OF THIS PROCESS, SUCH AS USING ONE TIME FUNDING FOR ONE TIME NEEDS OR RESERVE LEVELS. THERE CAN BE OTHER ELEMENTS EARNING RATED INTO BUDGET PRINCIPLES OUTSIDE OF THE BUDGET POLICIES, SUCH AS HOW BUDGET IMPACTS WILL BE COMMUNICATED. THERE ARE EXAMPLES HERE FROM OTHER CITIES THAT HAVE BEEN USED. AS PART OF YOUR JUNE WORKSHOP, THE CONCEPT OF BUDGET PRINCIPLES WILL BE PART OF THE DISCUSSION AS YOU CONSIDER YOUR SERVICE FRAMEWORK. THAT WILL TRANSITION TO SERVICE FRAMEWORK. THIS IS THE SLIDE WE USED WITH YOU LAST WEEK THAT TALKS A LITTLE BIT ABOUT WHAT A SERVICE FRAMEWORK IS, AND THE COUNCIL ROLE, AND WITH THAT, I'M GOING TO TURN THINGS OVER TO OUR RAFTELIS TEAM, AND THEY'RE GOING TO LEAD US THROUGH THE SERVICE FRAMEWORK OVERVIEW.

>> THANK YOU, TWYLLA, I'M JOINING YOU FROM AN ADJOINING ASSEMBLY ROOM. I'M JOINED THIS AFTERNOON BY JENNIFER TEAL WHO WILL BE ASSISTING WITH THE PRESENTATION OVER OUR TIME TOGETHER. IF I DRIFT AWAY FOR SOME REASON, YOU'RE IN GREAT HANDS. JENNIFER'S BACKGROUND IS BOTH AS FINANCIAL DIRECTOR AND CITY ADMINISTRATOR. WE CORK TOGETHER AT RAFTELIS, LEADING THE TEAM, JENNIFER'S BACKGROUND EXPERIENCE IN FINANCE AND SERVING TO ASSIST ORGANIZATIONS WITH BUDGETS AND FRAMEWORKS SUCH AS EXPERIENCED IN EUGENE. I'M GOING TO PROVIDE A LITTLE BIT OF A

SETUP, THEN I'M GOING TO HAND IT OVER TO HER TO PROVIDE SOME EXAMPLES OF FRAMEWORKS THAT HAVE BEEN APPLIED IN OTHER ORGANIZATIONS. REALLY TO HELP SEE THE CONVERSATION AND GIVE FUEL FROM THOUGHT. AS YOU HEARD FROM TWYLLA IN HER PRESENTATION, THE LAST TIME WE WERE TOGETHER AND THE FIRST PART OF THIS, THERE ARE MANY PUZZLE PIECES THAT CONNECT TOGETHER, IN ORDER TO CREATE A PROCESS THAT'S GOING TO BE WELL DESIGNED AND PROVIDE FOR EFFECTIVE CONSIDERATION BY COUNCIL AS YOU ARE DEBATING YOUR BUDGET OPTIONS. AS WE THINK ABOUT THE BUDGET FRAMEWORK, LET'S SEE, I THINK WE CAN -- I'M NOT SEEING THE PRESENTATION, IF IT'S UP ON THE SCREEN. WE CAN PULL THAT BACK UP.

>> WE CAN SEE IT ON OUR SCREEN IN THE ROOM.

>> CAN YOU SEE THAT? OKAY. COUNCILOR CLARK, YOU CAN SEE IT AS WELL, CORRECT? PERFECT. BEFORE WE GET STARTED, JUST A LITTLE BIT ABOUT WHAT WE MEAN WHEN WE TALK ABOUT A SERVICE EVALUATION FRAMEWORK. I WANT TO MAKE THE NOTE THAT THERE IS NO SINGLE FRAMEWORK, NO SINGLE ANSWER TO HOW AN ORGANIZATION APPROACHES THIS WORK. WHAT WE WANT TO DO IS HELP BE A RESOURCE AND TO SUPPORT YOU ALL IN DEVELOPING A FRAMEWORK THAT IS GOING TO INFORM YOUR DECISION MAKING, BUT ALSO REALLY AID STAFF IN THE DEVELOPMENT OF RECOMMENDATIONS THAT THEY CAN BRING BEFORE YOU. SO A SERVICE EVALUATION FRAMEWORK IS REALLY JUST DEVELOPING A STRUCTURED SET OF CRITERIA, THAT HELPS THE CITY WITH ITS PROGRAMS CONSISTENTLY. WE'RE TALKING ABOUT, WHAT THE CITY DOES, WHY IT DOES IT, AND ALSO IMPORTANTLY, AT WHAT LEVEL. A COUPLE THINGS TO KEEP IN MIND, HAVING A FRAMEWORK DOES NOT MANDATE SPECIFIC CUTS TO SERVICES OR CREATES AN OPPORTUNITY FOR ONE TIME ACTIVITY. REALLY DONE WELL. THIS IS A WAY TO EVALUATE ON AN ON GOING BASIS, THE BUDGET OPPORTUNITIES AND DECISIONS THAT WILL SERVE THE CITY AND THE COMMUNITY BY EXTENSION. ON THE NEXT SLIDE, I WANT TO TALK A LITTLE BIT ABOUT WHY IT MATTERS, AND WHY IT IS HELPFUL. AND WHY WE THINK IT'S IMPORTANT FOR COUNCIL TO HAVE A CONVERSATION AROUND WHAT A FRAMEWORK MIGHT LOOK LIKE FOR THE CITY OF EUGENE. BUDGET DECISIONS ARE GOING TO HAPPEN. THEY'RE GOING TO HAPPEN ONE WAY OR ANOTHER. WHAT WE'RE SUGGESTING IS THAT MAKING AN INTENTIONAL APPROACH, REALLY THINKING THROUGH THE TOOLS AND THE METHODOLOGY THAT WILL INFORM YOUR DECISION MAKING WILL GIVE EVERYBODY MORE CONFIDENCE AND INCREASES TRANSPARENCY FOR THE COMMUNITY AS WELL AS FOR COUNCIL, HOW YOU MOVE FORWARD. WHEN YOU HAVE CLEAR CRITERIA, STAFF AND COUNCIL WILL BE WORKING FROM THE SAME STARTING POINT. THE REASONING BEHIND THE DECISIONS WILL BE VISIBLE, NOT JUST TO INSIDERS, BUT THOSE THAT ARE WORKING TO DEVELOP AND PROCESS THE BUDGET, BUT ALSO TO RESIDENTS WHO WILL

FEEL THE IMPACT. A FRAMEWORK PROTECTS AGAINST ARBITRARY CUTS AND ARBITRARY PROTECTIONS FOR PROGRAMS AND SERVICES. IT HELPS TO REMOVE SOME OF THE POLITICS OUT OF THE INDIVIDUAL DECISIONS THAT WILL BE BEFORE YOU. ON THE NEXT SLIDE, SERVICE EVALUATION FRAMEWORKS AREN'T UNIQUE TO ANY ONE BUDGET METHOD. WE HEARD LAST TIME WE CONVENED, SOME IDEAS AROUND RETHINKING HOW YOU ARE MAKING CHOICES, AND HOW YOU ARE EVALUATING YOUR BUDGET OPTIONS. GOING TO MORE OF A ZERO BASED BUDGETING STRUCTURE, VERSUS A PRIORITY BASED BUDGETING STRUCTURE. A FRAMEWORK DOES NOT PRECLUDE ANY OF THOSE THINGS, THEY CAN BE APPLIED REGARDLESS OF THE METHODOLOGY THAT IS BEING APPLIED. WHAT VARIES IS THE EMIF A SIGNIFICANCE, WHETHER THE FRAMEWORK LEADS TOWARD MANDATED LEVELS OF SERVICE, LEGAL AUTHORITY OR COMMUNITY OUTCOMES. WE'RE GOING TO PROVIDE A SERIES OF EXAMPLES THAT ARE USED IN OTHER COMMUNITIES ACROSS THE COUNTRY. THAT WE'VE HAD THE PLEASURE OF INTERACTING WITH, AND CAN USE AS BEST PRACTICES, REALLY TO SEE WHAT RESONATES. WHAT ARE 134 OF THE INGREDIENTS, THE ELEMENTS THAT ARE GOING TO BE INSTRUCTIVE FOR YOUR CONVERSATIONS. SO I THINK I'VE MADE IT THROUGH WITHOUT HAVING ANY GLITCHES ON MY SIDE. THAT'S THE GOOD NEWS, NOW I'M GOING TO HAND IT OVER TO JENNIFER TEAL, AND SHE'S GOING TO PROVIDE A LITTLE BIT OF AN OVERVIEW, AND SOME OF THE EXAMPLES WE'VE COME UP WITH.

>> THANK YOU, NANCY. I VERY MUCH APPRECIATE THAT EVEN IN THE MIDDLE OF DOING YOUR CIVIC DUTY, YOU'RE HERE DOING ANOTHER CIVIC COMMUNITY. MOST COMMUNITIES USE A BLEND, 9 FIRST IS THIS LEGAL/AUTHORITY BASED CONCEPT. IT'S ASKING WHETHER A CITY IS REQUIRED TO PROVIDE THE SERVICE, AND BY WHOM. IS IT BY LAW, BY CONTRACT, BY COMMUNITY EXPECTATION, AND AT WHAT LEVEL ARE WE PROVIDING THAT SERVICE. THE APPEAL IS THAT IT'S REALLY OBJECTIVE. THE CRITERIA ARE SOMETHING YOU CAN RESEARCH AND UNDERSTAND A DOCUMENT, AND THERE ISN'T AS MUCH GRAY AREA. THE SECOND SET -- THE SECOND LENS YOU MAY USE IN A SERVICE EVALUATION FRAMEWORK, IS REALLY OUTCOME OR PRIORITY BASED. IT'S ASKING HOW WELL A SERVICE ADVANCES GOALS. THOSE THINGS THAT MIGHT BE PART OF YOUR STRATEGIC PLAN, FOR EXAMPLE. NEITHER ONE OF THOSE ALONE TELLS A WHOM STORY, WHICH IS WHY MOST OF THE COMMUNITIES WE'VE LOOKED AT AND MOST OF WHAT WE'RE GOING TO SHARE TODAY SHOWS SOME ELEMENTS OF BOTH, THAT LEGAL OR AUTHORITY BASIS OR OUTCOME BASIS. AS WE WALK-THROUGH THE EXAMPLES, WE HAVE FOUR THAT WE'RE GOING TO SHARE THIS AFTERNOON, I WANT TO FLAG THREE ITEMS FOR YOU TO BE PAYING ATTENTION TO. IN EACH OF THOSE EXAMPLES, THE FIRST IS HOW COMPLEX IS THE FRAMEWORK. WE HAVE SEEN EXECUTED WELL, FRAMEWORKS THAT ARE SIMPLE, WITH JUST A FEW CRITERIA OR A FEW TIERS. PRETTY EASY DEFINITIONS TO UNDERSTAND

FOR EACH OF THEM, AND WE'VE SEEN SUBSTANTIALLY MORE COMPLEX METHODS AND MODELS THAT HAVE QUANTITATIVE SCORING METHODS AND A LOT OF CALIBRATION AND PARTS THAT -- A LOT OF MOVING PARTS, IF YOU WILL. WE KNOW THAT THE MORE CATEGORIES, AND THE MORE CRITERIA YOU HAVE. YOU GET MORE PRECISION IN A MODEL. BUT IT ALSO CREATES A LOT MORE ADMINISTRATIVE WORK, IT CAN BE HARDER TO TRUE UP OR GET CONSISTENT SORT OF EVALUATION ACROSS RADAR. THE SECOND CRITERIA I WANT YOU ALL TO BE LOOKING AT, WHAT'S DRIVING THIS EVALUATION. THIS IS THE BASIS I MENTIONED. SOME OF THE FRAMEWORKS LEAN HEAVILY ON AUTHORITY QUESTIONS, AND OTHERS WEIGH COMMUNITY, PRIORITIES AND OUTCOMES MORE HEAVILY. MOST THAT WE SEE DO BOTH, AND THE QUESTION THEN REALLY BECOMES HOW -- WHAT YOU EMPHASIZE AND WHY BASED ON YOUR COMMUNITY'S SPECIFIC NEEDS. AND THEN THE THIRD ELEMENT I CALL YOUR ATTENTION TO IS LANGUAGE. THIS IS ONE OF THOSE SITUATIONS WHERE SPECIFIC WORDS REALLY MATTER. BECAUSE THEY MEAN SOMETHING VERY REAL AND IMPORTANT FOR THE PEOPLE WHO HEAR THEM AND SEE THEM. AND ALSO, IF YOU DO THIS WELL, THESE ARE WORDS YOU'RE GOING TO HAVE AROUND FOR A WHILE. YOU WANT TO -- YOU WANT ONES THAT YOU WANT TO LIVE WITH, BE TERMS LIKE MANDATED OR DISCRETIONARY MIGHT LAND DIFFERENT WITH YOUR RESIDENTS OR YOUR STAFF OR ALL OF YOU, THAN WORDS LIKE ESSENTIAL OR VALUE ADDED. WE WANT TO MAKE SURE THAT YOU FEEL GOOD ABOUT THE LANGUAGE THAT YOU USE, THAT IT FEELS NATURAL TO YOU. WE WANT TO POINT OUT AS NANCY MENTIONED BEFORE, THERE'S NO ONE BEST WAY, THERE'S INTO SINGLE FRAMEWORK THAT WORKS PERFECTLY FOR EVERY COMMUNITY. THE GOAL IS REALLY TO UNDERSTAND WHAT WORKS FOR YOU. SO THAT YOU CAN CREATE OR ADAPT AN APPROACH THAT FITS YOUR NEEDS, YOUR STYLE, YOUR CULTURE. I HAVE FOUR EXAMS I'M GOING TO SHARE, THE FIRST IS STARTING -- WE'RE GOING TO START SIMPLE AND MOVE TO MORE COMPLEX. WE'VE HAD THE BENEFIT OF WORKING WITH COMMUNITIES ACROSS THE COUNTRY ON HELPING TO DEVELOP SERVICE LEVEL FRAMEWORKS. IN TWO PLACES RECENTLY, EVANSTON ILLINOIS AND WAUKESHA, WISCONSIN, WE FOCUSED ON VERY TIGHTLY DEFINED AND SIMPLE FRAMEWORKS THAT REALLY LOOK AT WHAT IS TRULY MANDATED, WHAT MUST WE PROVIDE BECAUSE OF LEGAL AUTHORITY. WHAT ARE CORE SERVICES THAT MIGHT BE INTRINSIC TO WHO WE ARE AS A COMMUNITY, BUT MIGHT NOT BE LEGALLY MANDATED. AND WHAT ARE VALUE ADDED SERVICES. WHAT ARE THOSE THINGS THAT WE'VE ADDED EITHER INCREASE, ENHANCING A LEVEL OF SERVICE OR ADDING NEW SERVICE OFFERINGS THAT ARE AN OPPORTUNITY TO EVALUATE. WHEN WE LOOK AT A SERVICE LEVEL FRAMEWORK THAT'S THIS SIMPLE AT THAT SORT OF THREE TIERED, LOOKING AT WHAT'S MANDATED AND THE LEGAL AUTHORITY, WE KEEP IN MIND THAT EVEN IF SOMETHING IS MANDATED, IT DOESN'T MEAN WE HAVE TO DO IT THE WAY WE CURRENTLY DO IT. JUST BECAUSE WE'VE ALSO DONE IT THIS WAY, DOESN'T MEAN THAT'S HOW WE

HAVE TO DO IT TOMORROW. THE MANDATED SERVICES ARE SORT OF THE FLOOR, THOSE ARE PROTECTED AND MUST BE CONTINUED, WE CAN STILL HAVE CONVERSATIONS ABOUT EFFICIENCY AND EFFECTIVENESS TO MAKE SURE THAT WE'RE SERVING OUR COMMUNITY IN THE BEST WAY POSSIBLE. AND AS SERVICE LEVEL FRAMEWORK, AS SIMPLE AS THIS, WE GET A REALLY GOOD UNDERSTANDING OF WHAT OUR MANDATE THE ARE, AND WHAT WE MUST PROVIDE, AND WE START LOOKING AT THE TOP AT THOSE VALUE ADDED THINGS AND WORK OUR WAY DOWN. THAT'S HOW WE'VE SEEN THEM PLAY OUT IN EVANSTON AND WAUKESHA. OUR NEXT EXAMPLE FOR YOU TODAY IS INCREASINGLY COMPLEX. YOU'LL SEE THE NUMBER OF BOXES ON THE SCREEN KEEPS GETTING BIGGER, THESE ARE MORE CATEGORIES, RIGHT? THIS FRAMEWORK HERE IS NOT FROM ONE SPECIFIC COMMUNITY, BUT FROM AN EXTENSION PROGRAM AT MICHIGAN STATE UNIVERSITY THAT REACHED OUT AND WORKS WITH COUNTY ORGANIZATIONS. AND THEY CREATED A FRAMEWORK FOR COUNTY -- AS A REFERENCE FOR COUNTIES TO WORK WITH. THIS MODEL ORGANIZATIONS SERVICES BY THE NATURE AND THE SOURCE OF OBLIGATION. THOSE THINGS MANDATED BY LAW, THAT'S THE FLOOR, THOSE ARE THE NON-NEGOTIABLES. AND ARTICULATES ADDITIONAL TYPES OF MANDATES. YOU HAVE THINGS THAT ARE MANDATED BY AGREEMENT OR BY CONTRACT. THESE MIGHT BE TIME LIMITED, YOU HAVE THINGS THAT ARE MANDATED BY RESIDENTS, THOSE THINGS THAT YOUR COMMUNITY ABSOLUTELY EXPECTS FROM YOU, AND EVEN IF THERE ISN'T A LEGAL COMPONENT, THERE'S POLITICAL WEIGHT OR A REAL NEED TO MAKE THAT NEED MET, AND THEN WE HAVE TRULY DISCRETIONARY ITEMS THAT ARE BY DEFINITION A CHOICE. THE DISTINCTION I WANT TO HIGHLIGHT HERE, IS THAT A MANDATE TO PROVIDE A SERVICE JUST BEFORE, IS NOT THE SAME AS A MANDATE THAT SPECIFIES THE LEVEL AT WHICH IT MUST BE PROVIDED. THAT DISTINCTION CREATES REAL ROOM FOR CONVERSATION, EVEN WITHIN THAT MOST CONSTRAINED CATEGORY. OUR NEXT EXAMPLE COMES FROM TORONTO. THIS CONGRESS CONTINUUM LOOKS AT SECOND AND THIRD SECTIONS. IS THE CITY A REGULATOR, A FUNDER, A MANAGER, ARE THEY DIRECTLY PROVIDING THE SERVICE? THAT DISTINCTION REALLY MATTERS, THEIR FLEXIBILITY TO CHANGE THE SERVICE DEPENDS ON HOW IT IS DELIVERED. IS THE SERVICE AT, ABOVE OR BELOW STANDARD SERVICE LEVELS, WHEN YOU THINK IN THE INDUSTRY OR IN THE BEST PRACTICE OF HOW THAT TYPE OF SERVICE IS PROVIDED, ARE WE DOING IT CONSISTENT WITH EXPECTATIONS, ARE WE PROVIDING A HIGHER LEVEL OF SERVICE OR ARE WE NOT MEETING SERVICE NEEDS YET. THIS GIVES US ROOM FOR CONVERSATION AROUND WHAT SERVICES ARE APPROPRIATE FOR US TO PROVIDE AS A COMMUNITY. AND HOW WE SHOULD PROVIDE THEM. IT GIVES OPPORTUNITY TO THINK ABOUT, WHEN YOU PUT THOSE THREE CATEGORIES TOGETHER, HOW YOU CREATE A MORE IN DEPTH ASSESSMENT. IF WE HAVE A TRULY DISCRETIONARY SERVICE, THAT THE CITY IS DIRECTLY DELIVERING WITH STAFF, AND THEY'RE DOING IT AT A LEVEL THAT'S ABOVE AND BEYOND THE STANDARD,

THAT WOULD BE THE TYPE OF SERVICE THAT WOULD BE A GOOD CANDIDATE CONSIDERING SCALING BACK. OUR FINAL EXAMPLE COMES FROM SALT LAKE CITY. AND SALT LAKE CITY TAKES A MUCH MORE QUANTITATIVE APPROACH. THEY HAVE TWO SETS OF CRITERIA, AND EVERY PROGRAM AND SERVICE IS SCORED ACROSS UP TO 9 CATEGORIES, SPLIT BETWEEN THOSE LEGAL AND OPERATIONAL LENSES. AND COMMUNITY OUTCOME LENS. THAT SCORING INFORMS THEIR FUNDING DECISION. WE'RE GIVING STAFF A CONCRETE RECOMMENDATION FOR WHAT TO EXPAND OR SCALE BACK. IT MAKES IT EASIER TO EXPLAIN WHY ONE PROGRAM WAS PRIORITIZED OVER ANOTHER. THE TRADEOFF HERE IS COMPLEXITY. IT REQUIRES A TREMENDOUS AMOUNT OF STAFF TIME, AND A LOT MORE EXPLANATION AND CALIBRATION THAN A SIMPLER MODEL THAT WE'VE LOOKED AT BEFORE. AS WE START TO GET TO THE POINT WHERE WE WANT TO LEARN FROM YOU, WHAT RESONATES AND WHAT YOU APPRECIATE I WANT TO POINT OUT SOME SORT OF OVERARCHING THEME, FROM OUR EXPERIENCE HELPED TO MAKE A FRAMEWORK EFFECTIVE THEY'RE TAILORED TO THE SPECIFIC NEEDS OF THE COMMUNITY THEY SERVE, THEY'RE NOT COPIED WHOLESAL FROM SOMEWHERE ELSE. THEY'RE SIMPLE ENOUGH TO MEET THE NEEDS AND BE USED CONSISTENTLY, BUT PRECISE ENOUGH, THAT THEY ACTUALLY MEAN WHAT YOU NEED IT TO MEAN. ALSO, SIMPLE ENOUGH, THAT TWO DIFFERENT EVALUATORS WOULD REACH THE SAME CON SOLUTION ABOUT THE SAME SERVICE THE DECISIONS THAT GOOD SERVICE EVALUATION FRAMEWORKS PRODUCE, ARE THOSE THAT STAFF CAN EXPLAIN OUT LOUD AND RESIDENTS CAN FOLLOW. THEY'RE BUILT TO LAST MORE THAN ONE BUDGET CYCLE. WE KNOW NO ONE FRAMEWORK IS PERFECT ON THE FIRST TRY, IF IT'S TOO DIFFICULT TO CONTINUE USING IT, IT'S GOING TO QUIETLY STOP BEING USED AT ALL. WITH THAT, CONTEXT, I WANT TO TURN THINGS BACK OVER TO NANCY TO LEARN A LITTLE BIT MORE ABOUT WHAT YOU ALL ARE THINKING BASED ON THIS INFORMATION.

>> Mayor Knudson: THANK YOU,ING JEN, APPRECIATE THE PRESENTATION OF THE DIFFERENT SCENARIOS. WE HAVE A FEW QUESTIONS WE WANT TO GET YOUR FEEDBACK ON. IF THERE ARE THINGS THAT ARE CONCERNING TO YOU, IN TERMS OF SOME OF THE IDEAS THAT WERE PRESENTED OR IF THERE ARE ELEMENTS THAT ARE MISSING, WE WANT TO HEAR EACH OF THOSE THINGS. I SUSPECT IT MAY BE ALSO GAVE YOU IDEAS AROUND HOW BUDGET PRINCIPLES CAN FIND THEIR WAY INTO THE CONVERSATION. AND WHEN WE'RE TOGETHER IN JUNE, WE WILL SET THIS UP. WHAT ELEMENTS OF THE FRAMEWORK ARE OF INTEREST TO YOU. ARE THERE CONCERNS YOU HAVE, AND ARE THERE THINGS YOU'RE MISS SOMETHING MAYBE I WILL TURN IT OVER TO YOU, MAYOR, TO HELP US GUIDE THE CONVERSATION HERE, SINCE I'M AT A LITTLE BIT OF A DISADVANTAGE HERE IN MY JURY ROOM.

>> Mayor Knudson: THANK YOU, NANCY AND JENNIFER, FOR THAT PRESENTATION AND THE QUESTIONS I HAVE TO PROMPT THIS ROUND. COUNCILOR EVANS?

>> Councilor Evans: I APPRECIATE THIS PRESENTATION, I WANT TO KNOW A COUPLE THINGS THAT JUMPED OUT AT ME. BECAUSE WE'RE TALKING ABOUT BUDGETS, WE'RE TALKING ABOUT SERVICE DELIVERIES. A HEAVY EMPHASIS ON A LOT OF THE QUANTITATIVE MEASURES THAT YOU'RE ULTIMATELY EVALUATING. LET ME ASK YOU THIS QUESTION HOW MUCH OF A QUALITATIVE FRAME ARE YOU LOOKING TO INTEGRATE INTO THIS PROCESS. THE REASON I'M SAYING THAT IS BECAUSE I WOULD REALLY LIKE US TO SEE -- BE ABLE TO DO SOME OF THE THINGS, SURVEYS, INDIVIDUAL INTERVIEWS, FOCUS GROUPS, SO THAT WE CAN GET A WELL ROUNDED PERSPECTIVE OF WHAT OUR RESIDENTS WANT, WHAT OUR STAFF WANTS, AND HOW WE'RE GOING TO BE ABLE TO INTEGRATE THOSE PIECES TO -- I THINK -- ALL THE EXAMPLES THAT YOU PRESENTED IN TERMS OF QUANTITATIVE EVALUATION ARE EXCELLENT, AND WE CAN TAKE ANY ONE OF THE THREE OR FOUR YOU PRESENTED AND KIND OF WORK AROUND IT AND MAKE IT OURS. I WANT TO SEE SOME KIND OF QUALITATIVE INFORMATION THAT WE CAN GATHER AND INTEGRATE INTO A FINAL PRESENTATION, IF YOU WILL. ALONG THE LINE OF SEVERAL ITERATIONS IN THE PROCESS.

>> WONDERFUL. I'LL TRY TO RESERVE. NOT TO COMMENT ON EVERYTHING, BUT I MIGHT JUST REMIND COUNCIL, AS WE'RE TALKING ABOUT THE FRAMEWORK AND DIFFERENT ELEMENTS, THE STRATEGIC PLAN AND THE PRIORITIES THAT ARE CONTAINED WITHIN THAT WILL BE ONE OF THE DIMENSIONS THAT WE'LL WANT TO EVALUATE. OFTEN THE STRATEGIC PLAN IS INFORMED BY WHAT YOU JUST DESCRIBED. WHAT IS THE COMMUNITY CARE ABOUT, WHAT ARE THE PRIORITIES, WHAT ARE THE ELEMENT THAT IS NEED TO BE CONSIDERED, THE BALANCE THAT REFLECTS THAT INPUT, TRANSLATES INTO SOME SERVICE PRIORITY AREAS POTENTIALLY, AND PERSPECTIVES OF THE COMMUNITY IS A NICE BALANCE TO THE MORE MANDATED COMPONENTS THAT WERE ALSO INCORPORATED THERE

>> Mayor Knudson: COUNCILOR KASHINSKY.

>> Councilor Kashinsky: THANK YOU. I'LL TALK A LITTLE BIT ABOUT THE POLICIES FIRST. THE -- I REALLY APPRECIATE WHAT'S BEING DONE ON THE POLICIES, YOU CAN TELL WHEN READING THEM, SOME OF THEM WERE WRITTEN BEFORE WE WERE IN OUR CURRENT MEASURE 5 FRAMEWORK, WHEN WE'RE LOOKING AT HOW WE RECEIVE REVENUE BEING SOMEWHAT DIFFERENT THAN WHEN THESE WERE WRITTEN. REGARDING THE FRAMEWORKS, I DO FEEL LIKE THE SORT OF MIXED PIECE THERE, KEEP IN MIND IMPLEMENTING THE FRAMEWORK WILL HAVE A COST, AND THE LEVEL

OF COMPLEXITY CAN MAKE IT HARDER TO ECONOMICALLY IMPLEMENT THE FRAMEWORK. I THINK ONE OF THE BIG QUESTIONS OR CHALLENGES WE SEE. WE HAVE A NUMBER OF DIFFERENT SERVICES, USING FUNDING IN FULL OR IN PART EARMARKED REVENUE IN SOME WAY, AND WHICH SERVICES ARE FUNDED IN THAT WAY. IS IT A SERVICE THAT CAN PAY FOR ITSELF BECAUSE IT BRINGS IN REVENUE IT'S ALSO SOMETIMES BASED ON PAST DECISIONS ABOUT WHAT TOPICS COUNCIL WANTED TO TARGET REVENUE TOWARD.

>> YOU THINK OF THE BOND LEVEE TAX, THAT HAS AN IMPACT ON HOW WE VIEW THOSE SERVICE LEVELS, BECAUSE WE'RE LIKE, WELL, OKAY, WE CAN HAVE A HIGHER SERVICE LEVEL FOR THIS THING, BECAUSE WE HAVE THE MONEY FOR IT, AND THE OTHER GROUP OF THINGS WE DON'T HAVE THAT TEND TO TAKE THE BRUNT OF THE CONVERSATION OF HOW DO WE NAVIGATE THESE SERVICE LEVELS, GIVEN THE EXISTENCE OF THE EARMARKED FUNDING. HOW DO WE INCORPORATE THAT INTO THE DISCUSSION PRIORITIES. I FEEL LIKE THERE ARE THINGS THAT MIGHT GET PRIORITIZED. YOU HAVE THE COMMUNITY COMING BACK SAYING, WHY ARE YOU SPENDING ALL THIS MONEY ON THIS THING WHICH COULD FEEL LIKE A VALUE ADD WHILE CUTTING THESE THINGS HOW DO WE INTEGRATE THAT AND ADDRESS THAT?

>> Mayor Knudson: COUNCILOR GROVES?

>> Councilor Groves: THANK YOU, PRIOR. THANK YOU, NANCY AND JENNIFER. ALWAYS APPRECIATE YOUR WORK HERE. I FIND MY SEARCH ALMOST COMPLETELY AGREEING WITH COUNCILOR KASHINSKY, IN HER SUMMING UP WHAT SHE SEES AND THE ISSUES, AS FAR AS THE SPECIFIC MODELS, FIRST OF ALL, I AGREE WITH COUNCILOR KASHINSKY, I DON'T WANT TO SEE THIS GET TOO COMPLICATED, I THINK THAT GETS IN THE WAY FORWARD I LIKE THE CITY OF TORONTO'S EVALUATION MODEL THEY HAD HERE. I THOUGHT IT WAS A NICE BLEND OF SOME DETAIL. I THINK THAT'S SOMETHING WE REALLY NEED TO BE CAREFUL OF, I SAID IT BEFORE, I WILL SAY IT AGAIN. I ALSO WOULD LIKE TO SEE, IF IT'S NOT THIS TIME. WHAT I'VE WATCHED ALL MY YEARS WITH THE CITY, AND NOW AS AN ELECTED OFFICIAL, WE ALWAYS SEEM TO NIBBLE AT THE EDGES. IF WE START, INSTEAD OF TRIMMING AROUND WHAT WE ALREADY HAVE. IF WE START FROM THE BOTTOM WITH EVERYBODY AT ZERO, AND BUILD UP BASED ON A LENS. THE CITY OF TORONTO PROVIDES A REALLY GOOD LENS ON SLIDE 25. I THINK THAT WOULD HELP US GET TO A POINT. WHATEVER WE TRY TO REDUCE IN THIS COMMUNITY WE HAVE SO MANY VOICES. EVERYBODY HAS AN OPINION OR FIVE. I THINK IT'S IMPORTANT THAT WE LISTEN. AT THE SAME TIME IT WILL BE DIFFICULT TO WORK THROUGH THIS, IF WE HEAR EVERY SINGLE VOICE. WE NEED TO FIND A WAY TO PROCESS THIS IN AN EFFECTIVE MANNER THE BEST FOR OUR COMMUNITY. I'LL LEAVE IT AT THAT FOR NOW. I HAVE MORE I'M LOOKING

FORWARD TO TALKING ABOUT IN OUR ONE ON ONE INTERVIEWS AND WHEN WE START SITTING DOWN AND DIGGING INTO THIS AS A TEAM AND A BUDGET COMMITTEE, I LOOK FORWARD TO THAT AS WELL. THANK YOU VERY MUCH.

>> Mayor Knudson: COUNCILOR KEATING?

>> Councilor Keating: THANK YOU, MAYOR, AND THANK YOU TEAM FOR THE PRESENTATION. I WANT TO APOLOGIZE FOR MY VOICE, MY NOSE STRIP. I'M SUFFERING SEASONAL ALLERGIES AND THEY'RE CERTAINLY AT THEIR PEAK THIS WEEK I HAVE CONCERNS ABOUT TORONTO AND SALT LAKE CITY'S KIND OF GOOD, BETTER, BEST OR LOW, MID, HIGH JUST THREE PRONGED APPROACH. I CAN'T BELIEVE I'M SAYING THIS, BUT I WOULD ADVOCATE FOR MORE OF A STAR VOTING STYLE 5 TIER. ALLOWING FOR A, B, C, D, F GRADING SYSTEM, I DON'T BELIEVE THE THREE -- I DON'T RECOGNIZE THE THREE-PRONGED APPROACH WOULD REALLY BE INFORMATIVE TO COUNCIL. MY QUESTION IS, WHO PROVIDES THE INFORMATION FOR THE PROCESS AND THE OUTCOME, THE ENVIRONMENTAL AND SUSTAINABILITY PIECE, ARE WE LEFT AS POLICY MAKERS TO DETERMINE THOSE PIECES OR SIMILAR TO LCC'S PROCESS, FLASHING BACK TO MY TIME AS A BOARD MEMBER AT LANE. THERE WAS A ROOM REVIEW PROCESS. AND THAT PROGRAM REVIEW PROCESS, WHILE NOT DIRECTLY TETHERED TO THE BUDGETARY PROCESS. WHO PROVIDES THE INFORMATION OF ALL THESE CITIES, DID ANY OF THEM HAVE A SCORING RUBRIC OUTSIDE OF JUST THAT BELOW STANDARD, AT STANDARD, ABOVE STANDARD MATRIX.

>> I WANT TO MAKE SURE I'M FOLLOWING. I LOVE THAT QUESTION, AND I THINK IT ALL STARTS AT THE EASY PART. EVERYTHING FROM THE LIST OF EQUITY AND IMPACT. THEY HAVE A -- WHETHER IT'S A STRATEGIC PLAN, THEIR COUNCIL BODY DECIDED THESE ARE THE FIVE THINGS THAT MATTER MOST TO US. SO THEY'RE OPERATIONAL DEFINITIONS OF THOSE CATEGORIES AS PART OF THEIR STRATEGIC PLANNING FRAMEWORK, AND THEN AT EACH OF THE SORT OF SCORING LEVELS, IF YOU WILL IN SALT LAKE, THEY HAVE DEFINED WHAT OTHER CRITERIA TO GET YOU AT ZERO, 2 OR 4. AND SOME OF THOSE ARE INSIDE THE PLAN, SOME ARE OUTSIDE. AND I THINK, YOU KNOW, IN ECONOMIC DEVELOPMENT, FOR EXAMPLE, WHICH IS ONE OF THEIR CRITERIA THEY HAVE A SET OF ECONOMIC DEVELOPMENT GOALS FROM A DIFFERENT GOAL SETTING PROCESS, IF YOU HAVE A PROGRAM THAT'S ONLY IDENTIFIED AS MEETING TWO OR LESS, YOU WOULD SCORE A ZERO THERE. IF YOU HAD THREE OR FOUR OF THOSE GOALS, YOU WOULD SCORE 2, THERE'S A LOT OF WORK THAT GOES INTO CREATING A SCORING MATRIX, AND TRAINING UP PEOPLE ON HOW TO REVIEW A PROGRAM AND DO THAT WORK. SO WE PUT THAT AS THE MOST COMPLEX ONE AT THE END, IT IS COMPLEX, AND YOU KIND OF WORK UP TO A SYSTEM LIKE THAT ONE. AND I THINK IT'S IMPORTANT

REGARDLESS OF THE METHODOLOGY WHETHER YOU GO ALL THE WAY TO A SALT LAKE CITY END OR MORE OF A PROCESS. THERE'S A LOT OF WORK THAT GOES INTO CREATING CLEAR DEFINITIONS OF YOUR CATEGORIES. HAVING A CLEARLY UNDERSTOOD SET OF GUIDELINES THAT TELLS YOU WHAT IT IS AND WHAT IT ISN'T. SO YOU CAN CONSISTENTLY ACKNOWLEDGE THE SCORE. WE DON'T WANT TO UNDERSELL THE COMPLEXITY AND THE WORK THAT GOES INTO CREATING A SYSTEM THOSE DEFINITIONS ARE SOME OF THE MOST IMPORTANT PARTS OF IT, AND REALLY NEED ATTENTION. THE RATINGS ARE DETERMINED AND STAFF UNDERSTANDS HOW DO I EVEN APPLY THIS, AND MOVE FORWARD WITH IT.

>> IT'S MY UNDERSTANDING, THE FLEXIBILITY WITH THE -- ADOPTING -- IF WE WERE TO ADOPT TORONTO'S MODEL. THERE'S SOME FLEXIBILITY TO HAVE THAT A, B, C, D, F?

>> ABSOLUTELY. WE WOULD RECOMMEND YOU DON'T DEDUCT TORONTO'S MODEL, BUT WE BUILD A MODEL THAT MIGHT BE REFLECTIVE OF THAT. BUT THAT MEETS YOUR SPECIFIC DESIRES AND NEEDS. I WISH WE HAD A MODEL IN A BOX AND YOU COULD -- IT WOULD WORK PERFECTLY.

>> I WOULD HOPE WHATEVER COMMUNITY YOUR TEAM IS PRESENTING TO NEXT, WOULD HAVE A CITY OF EUGENE MODEL THAT WAS ROBUST AND THOROUGH AND EXEMPLIFIED THE BEST OF OUR COMMUNITY. I APPRECIATE THE OPPORTUNITY TO WEIGH-IN.

>> WE TRANSITION TO THE NEXT. ONE OF THE THINGS YOU HEARD IN JENNIFER'S COMMENTS TOO, IS THAT THIS MAY BE AN INCREMENTAL PROCESS, WE MIGHT NEED TO BEGIN AT A PLACE THAT SETS THE FOUNDATION, AND STARTS TO EVALUATE CERTAIN ELEMENTS OF A PROGRAM. AND OVER TIME, YOU MAY FIND DIFFERENT DIMENSIONS THAT ARE IMPORTANT TO INCORPORATE THERE ARE PLENTY OF PATHS TO PURSUE, TO MAKE SURE AT THE END OF THE ROAD, IT'S GOING TO SERVE THE COMMUNITY AND ORGANIZATION WELL GOING-FORWARD.

>> THANK YOU, NANCY. AS COUNCILORS ARE ASKING QUESTIONS IN THESE ROUNDS, FEEL FREE TO ANSWER THEM, THEY'RE DIRECTING THAT QUESTION TOWARD YOU, AND NOT TO STAFF IN THE ROOM. COUNCILOR YEH AND THEN COUNCILOR CLARK?

>> Councilor Yeh: I AGREE WITH WHAT JENNIFER IS SAYING. SOME OF THIS MORE COMPLEX VERSION WE HAVE IN FRONT OF US SOME OF THESE I FIND INTERESTING, AND COULD BE HELPFUL. I THINK WE SHOULD MAYBE NOT GO THE FULL COMPLEXITY ON OUR TRY. AND USE THIS FIRST USAGE TO FIGURE OUT WHAT MORE COMPLEXITY MAKES SENSE TO ADD, RATHER THAN ASSUMING WE WANT ALL THE COMPLEXITY AT THE BEGINNING. AND

FINDING OUT THAT WE DON'T USE ALL OF THAT THAT WE SPENT TIME AND EFFORT TO DO. I ALSO LIKE, STARTING FROM THE BASE OF TORONTOS, IT HAS A LOT OF INFORMATION THAT WOULD BE USEFUL TO ME I DON'T HAVE ANY HEARTBURN ABOUT THE THREE LEVELS OF INDUSTRY BENCHMARKS, THAT'S ONLY ONE DATA POINT TO ME. WHAT I FIND MISSING FROM THIS IS AN UNDERSTANDING OF FACING IT ON INDUSTRY BENCHMARKS IS GREAT AND ALL, I'M INTERESTED IN WHETHER WHAT WE ARE PROVIDING IS MEETING THE NEED IN OUR COMMUNITY WHICH MAY BE DIFFERENT FROM OTHER COMMUNITIES. AND THAT WOULD BE MORE OF A STAFF PERSPECTIVE. IS THIS PROGRAM THAT IS DOING THIS THING, ARE YOU FINDING THAT YOU CAN'T GET TO ALL THE THINGS YOU'RE BEING ASKED TO DO WITH WHAT YOU HAVE OR ARE YOU ABLE TO MEET THE NEED WITH WHAT YOU HAVE. JUST GETTING A SENSE OF THAT, THAT WOULD BE HELPFUL ALONG WITH THE INDUSTRY BENCHMARKS AT LEAST ME PERSONALLY, I WOULD LIKE THAT. I THINK THAT'S IT FOR NOW, THANK YOU.

>> COUNCILOR CLARK.

>> Councilor Clark: THANK YOU, MAYOR. THIS IS A FASCINATING PROCESS, I DON'T ENVY YOU, BUILDING THE MODEL FROM SCRATCH IS THE HARD PART, BUILDING IT RIGHT IS THE THING WHETHER IT WORKED WELL IS A QUESTION OF, HAVE YOU BUILT IS RIGHT, I'M IMPRESSED WITH WHAT I SEE SO FAR, THERE'S SOME I WANT TO ECHO THE WORDS OF MY COLLEAGUES BEFORE ME. WHAT'S MOST INTERESTING TO ME IS HOW WE GET TO AGREEMENTS AROUND DEFINITIONS AT THE START. AND I WILL BE LOOKING FOR HOW WE GET TOOLS FOR POTENTIAL CONFLICT RESOLUTION OF DISAGREEMENT ON --

>> Mayor Knudson: COUNCILOR CLARK, CAN YOU STILL HEAR US? WE'VE LOST YOUR AUDIO. CAN YOU HEAR ON ZOOM?

>> I CAN HEAR HIM.

>> OKAY, YOU'RE BACK.

>> YOU HEARD THE OTHER TWO -- THE FIRST TWO THINGS, THE THIRD THING I WOULD SAY WAS, I'M INTERESTED TO KNOW IF THERE WILL BE A KIND OF FORMATTING FOR EVALUATING STRATEGY FOR MEETING SERVICE NEEDS. IN OTHER WORDS, WE MAY ALL AGREE ON AN OUTCOME, BUT DISAGREE ON THE WAY TO MEET IT. IS THERE A STRATEGY FOR MEETING AN OUTCOME? THAT'S ANOTHER PIECE OF IT FOR ME, SO THANK YOU.

>> I THINK THE DISCUSSION AROUND STRATEGIES ALSO IS CRITICAL TO THE CONVERSATION AROUND THE STRATEGIC PLAN, WHAT ARE YOU TRYING TO ACCOMPLISH, HOW ARE YOU GOING TO GET THERE. HOW DO

YOU EVALUATE THE SERVICES AND LEVEL OF INVESTMENT THAT YOU'RE ABLE TO MAKE TOWARD THOSE THINGS, ALL OF THOSE PIECES NEED TO FIT TOGETHER. IT'S COMPLICATED.

>> HOW DO YOU EVALUATE THE STRATEGY?

>> THAT'S RIGHT.

>> Mayor Knudson: COUNCILOR KASHINSKY?

>> Councilor Kashinsky: YES, THANK YOU. GOING BACK TO A LITTLE BIT OF THE BROADER CONVERSATION AND THE BROADER FRAMEWORK. I FEEL LIKE A LOT OF THIS IS COMING OUT BECAUSE LIKE MANY, MANY JURISDICTIONS AROUND OREGON IS FACING A STRUCTURAL PROBLEM, WHERE LARGELY DUE TO FACTORS SET AT THE STATE LEVEL AND BEYOND OUR CONTROL OUR INCOME IS NOT INCREASING AS FAST AS OUR EXPENSES, WHICH IS PUTTING US INTO A VERY DIFFICULT STRUCTURAL IMBALANCE TYPE SITUATION, THAT HAS BEEN RECURRING AND RECURRING FOR YEARS. AND THAT, YOU KNOW, IN A LARGE SENSE, WHEN I'M LOOKING AT THE HEADLINES RIGHT NOW, WE'VE DONE A GOOD JOB OF MANAGING THAT COMPARED TO SOME PLACES. AND I THINK THAT THE FRAMEWORK KIND OF CONVERSATIONS, AND HOW WE TALK ABOUT THE BUDGET DOES A VERY GOOD JOB OF HELPING US MAKE BETTER DECISION MAKING ABOUT HOW DO WE CRAFT A BUDGET THAT'S GOING TO DO THE BEST WE CAN TO MEET THE CITIES NEEDS. AND ALSO, I'M NOT SURE HOW IT GETS AT THAT BASE STRUCTURAL PROBLEM BEYOND JUST REDUCING SERVICE. BECAUSE IF YOU'RE THINKING ABOUT, OKAY, HERE'S THE SERVICE LEVELS THAT WE CAN AFFORD. HERE'S THAT KIND OF PEACE, WE'RE STILL GOING TO END UP IN THAT SPACE WHERE PROPERTY TAX REVENUE IS GOING UP 3.5% PER YEAR. AND PERS IS GOING UP 8 MILLION PERCENT PER YEAR, OR HOWEVER MUCH IT'S GOING UP. AND HOW DO WE INCORPORATE THAT DISCUSSION OF HOW DO WE ADDRESS THAT PROBLEM BEYOND JUST SORT OF, OKAY, HERE'S HOW WE CRAFT A BUDGET SO WE FEEL LIKE WHEN WE'RE PROPOSING THESE THINGS, WE'RE PROPOSING -- [INAUDIBLE]

>> THANK YOU. I THINK OF THIS AS A CONTINUUM OF WORK. WHEN WE THINK ABOUT PART OF THAT, WHAT ARE THE PUZZLE PIECES OF THE STRATEGIES, DEVELOPING STRATEGIES, AND STRATEGIES CAN MEAN A RANGE OF THINGS, IT CAN MEAN NEW REVENUE, REDUCTIONS, EFFICIENCIES, IT CAN MEAN LONGER TERM THINGS, AND OTHERS, TAX REFORMS. I THINK OF THIS AS SHORT, MID AND LONG. THIS IS REALLY PART OF THIS FOUNDATIONAL LONG RANGE FINANCIAL PLANNING PROCESS, WE'RE GOING TO START HERE, WE KNOW WE HAVE A GAP. AND WE'RE GOING TO START BUILDING THE BUDGET THIS SUMMER. I THINK THROUGH THIS CONVERSATION AND CONVERSATIONS AS WE COME BACK TO FALL,

WINTER, NEXT SUMMER, YOU KNOW, WE'LL CONTINUE TO HAVE SOME OF THOSE SHORT, MID AND LONG TERM STRATEGY CONVERSATIONS, THERE'S GOING TO BE OTHER PIECES COMING. AND KIND OF THE TAKE 2.0 WITH CERTAIN PIECES OF THE WORK, SO I THINK THERE WILL BE A RANGE OF THINGS. THIS FOUNDATIONAL PIECE IS ONE PART OF THAT LARGER PICTURE, BECAUSE YOU'RE CORRECT, THIS GIVES US A FRAMEWORK TO MAKE DECISIONS AS WE LOOK INTO THE NEXT CYCLE, BUT THERE'S LARGER ELEMENTS AT PLAY HERE THAT WE'LL ALSO HAVE TO DISCUSS.

>> Mayor Knudson: THANK YOU, JENNIFER AND NANCY. I HAVE A COUPLE QUESTIONS FOR YOU AS WELL. THE FIRST ONE IS A FOLLOW-UP ON COUNCIL DISCUSSION RELATED TO ESTABLISHING A BASE FRAMEWORK, SO TO SPEAK. AND ADDING COMPLEXITY OVER TIME, I'M CURIOUS IF THROUGH YOUR WORK YOU HAVE EXPERIENCE WITH THAT TYPE OF PROCESS OF ESTABLISHING A BASE CASE CONDITION? OR FRAMEWORK FOR SERVICES. AND THEN JURISDICTION OR MUNICIPALITY TO ADD ADDITIONAL COMPLEXITY AS THEY STEP THROUGH THAT PROCESS. IF YOU HAVE EXPERIENCE WITH THAT, WHAT DOES THE TIME LINE LOOK LIKE. WHAT IS THE WINDOW OF LEARNING AND -- [INAUDIBLE]

>> I THINK WE LOST PART OF THAT QUESTION. IT FADED AWAY FOR US.

>> WE DID. I CAN ANSWER THAT, WE'RE LOOKING AT BUDGET CYCLE BY BUDGET CYCLE. ONE OF THE BENEFITS TO YOU ALL MOVING TO A BIENNIAL PROCESS IS TO TAKE A BREATH BEFORE YOU JUMP INTO THE NEXT ROUND WHAT WE ANTICIPATE SAYING, STARTING WITH A GOOD SET OF DEFINITIONS, WHAT'S THAT LEGAL AUTHORITY. AND HAVING A THOUGHTFUL CONVERSATION, AFTER THE BUDGET CYCLE HAS CONCLUDED. WHAT WENT WELL? DID THAT WORK FOR US, DID IT HIT THE MARK? WHAT WAS MISSING? AND THOUGHTFULLY INCORPORATING AND TESTING ADDITIONAL ELEMENTS FOR THE NEXT CYCLE.

>> Mayor Knudson: WE JUST LOST AUDIO AGAIN IN THE ROOM FROM JENNIFER. AT THE END OF THAT LAST SENTENCE.

>> AM I BACK?

>> YOU'RE BACK AGAIN.

>> OKAY. THE COMMUNITIES THAT ARE LIVING IN THIS SPACE THE MOST STRONGLY ARE ALWAYS IMPROVING, THEY'RE ALWAYS REFLECTING AND ALWAYS EVOLVING. I DON'T HAVE AN EASY ANSWER ON HOW LONG IT WILL TAKE, YOU'LL KEEP BUILDING IT AND REFLECT OVER TIME.

>> I COMPLETELY AGREE, AND I THINK I MENTIONED IN THE LAST COMMENT, THERE ARE OTHER DRIVERS AND FACTORS THAT CONTRIBUTE TO THE SUSTAINABILITY OF THE BUDGET PROCESS IN THE CITY. GIVEN THE EXTERNAL DRIVERS. AS OTHER ELEMENTS SHIFT, CHANGE, MODIFY THEMSELVES, THERE MAY BE OTHER DIMENSIONS THAT HAVE TO BE EVALUATED. THAT IS KIND OF TBD. IT'S KEEPING AN EYE ON THE RADAR OF WHAT'S COMING, THAT REFLECTION BACKWARD, WHAT IS WORKING OF THE FRAMEWORK, ARE THERE ELEMENTS WE'RE BETTING STUCK ON, WE DON'T WANT TO CREATE A SYSTEM THAT IS OVERLY COMPLEX, AND DOESN'T ADD VALUE. JUST AS USING PERFORMANCE MEASURES, IF YOU'RE NOT USING THE DATA, THE INFORMATION YOU'RE GENERATING, IT BEGS THE QUESTION, HOW IS IT BEING HELPFUL AND ARE YOU WASTING TIME DOING SO. I ALSO WANT TO TAKE THIS MOMENT TO INTRODUCE BEN. IF ANYONE WAS WONDERING WHY WE HAVE A NEW PERSON ON THE TEAM, HE'S LISTENING AND PART OF OUR TEAM, HE'S NOT AN IMPOSTER.

>> WELCOME, BEN, THANK YOU FOR JOINING US.

>> I HAVE ANOTHER QUESTION THAT'S A FOLLOW-UP TO WHAT YOU DESCRIBED. I'M WONDERING IF YOU COULD DESCRIBE FOR US AN EXAMPLE. I DON'T KNOW IF YOU NEED TO MAKE IT ANONYMOUS FROM PREVIOUS COMMUNITIES YOU WORKED WITH, AN EXAMPLE OF WHAT YOU JUST DESCRIBED, IN TERMS OF MOVING THROUGH THE FRAMEWORK, REFLECTING ON THAT FRAMEWORK, AND THEN ADJUSTING OR ADAPTING THAT FRAMEWORK TO SOMETHING THAT WAS LEARNED. COULD YOU SHARE WITH US AN EXAMPLE OF WHAT THAT HAS LOOKED LIKE WITHIN YOUR WORK?

>> TO PROVIDE A SPECIFIC EXAMPLE MAY BE CHALLENGING. BUT I WILL KIND OF BROADLY SPEAK TO THAT, AND THAT IS, THOSE ORGANIZATIONS THAT ARE HIGH PERFORMING, CONSISTENTLY MOVING THE NEEDLE FORWARD AND ABLE TO SUSTAIN BUDGET -- BUT OTHER OPERATIONS IN A WAY THAT IS MEETING THE NEEDS OF THE COMMUNITY ARE EQUIPPED TO DO ANNUAL OR EVEN MORE FREQUENT EVALUATION OF PROCESSES. WHAT DOES THAT LOOK LIKE IN PRACTICE? I THINK IT'S EVALUATING THE TOOL, RIGHT NOW THE TOOL IS NOT CREATED, IT'S NOT PART OF THE CULTURE, HOW YOU'RE DELIVERING AND DELIBERATING ON BUDGET DECISIONS. ONCE THAT IS IN PLACE, AND HAVE YOU GONE THROUGH A CYCLE, YOU CAN HAVE THAT TIME TO REFLECT, AND DECIDE, WHAT ARE THE FUNCTIONS, WHAT ARE THE ELEMENTS THAT REALLY HELP US TO UNDERSTAND WHAT'S GOING TO BE IMPORTANT. AND WHAT ARE THE GAPS. ONE OF THE THINGS MENTIONED PREVIOUSLY, IS THE PROGRAM EVALUATION PROCESS, IT'S NOT SOMETHING THAT HAPPENS IN A BLINK THAT TAKES TIME, RESOURCES BEHIND IT. THERE MAY BE ELEMENTS THAT REQUIRE THAT ADDITIONAL DISCIPLINE TO STAY FOCUSED. THE ON GOING REVIEW. I FEEL LIKE I'M NOT ANSWERING YOUR QUESTION DIRECTLY. THE

PROCESS, THE TWEAKING, THE MODIFYING OVER TIME IS REALLY THE BEST PRACTICE THAT WE WOULD ENCOURAGE AND EMBRACING THE SPIRIT OF CONTINUOUS IMPROVEMENT. NOT TO MAKE THINGS MORE COMPLEX. I THINK BEING OPEN TO THAT, AND HAVING THOUGHTFUL CONVERSATIONS ABOUT WHAT'S WORKING IS GOING TO BE THE BEST DRIVER OF THAT LONG TERM SUCCESS. THAT'S NOT A VERY SATISFYING ANSWER TO YOUR QUESTION, MAYOR.

>> I THINK THAT WAS A GOOD START, AND EVEN GIVING US THE OPPORTUNITY TO THINK ABOUT THAT WE ARE BOTH EVALUATING THE TOOL, BUT ALSO, HOW WE USED THE TOOL THAT IS PART OF THE CYCLE. OF REFLECTING UPON HOW MUCH UTILITY WAS PULLED OUT OF THIS TYPE OF PROCESS. MY LAST QUESTION IS, MAYBE SIMPLER OR MAYBE NOT. I WAS CURIOUS IN LOOKING AT THESE EXAMPLES, THANK YOU FOR SHARING WITH US A RANGE OF EXAMPLES FROM OTHER CITIES THAT HAVE IMPLEMENTED A SERVICE LEVEL FRAMEWORK. I'M CURIOUS, FROM STAFF, AND TWYLLA, FROM YOUR PERSPECTIVE, AND OTHERS, I WOULD SAY IT'S QUITE INFORMAL, THEY SEEM TO BE CENTERED ON AN EVANSTON APPROACH, THERE ARE IDEAS ABOUT THINGS WE HAVE TO PROVIDE, AND THEY'RE IN A POLICY DOCUMENT THAT WE'RE NOW UPDATING AND WE HAVEN'T LOOKED AT IN A WHILE, THERE'S A CORE OF WORK. AND THEN VALUE ADDED COMPONENTS, THERE IS A LOT OF COMPLEXITY IN OUR BUDGET GIVEN THE WAY WE FUND DIFFERENT THINGS, I'M CURIOUS IN LOOKING AT WHERE WE'RE STARTING FROM, IF YOU FEEL LIKE WE ARE BEGINNING BECAUSE WE DON'T HAVE AN AGREEMENT ON SHARED LANGUAGE. WE'RE STARTING AT THE BEGINNING OF THIS OR MAYBE WE'VE DONE THIS INFORMALLY, BUT NOT GIVEN OURSELVES THE BENEFIT OF THIS TYPE OF STRUCTURE.

>> THANK YOU, MAYOR. I THINK IT MIGHT BE A COMBINATION, IN THAT AS WE HAD VARIOUS CONVERSATIONS, WE HAVE TALKED ABOUT CORE OF CORE, OTHER PIECES, BUT AS AN ORGANIZATION I THINK GOING THROUGH A PROCESS LIKE THIS IS HELPFUL. ONCE WE HAVE DEFINITIONS, WILL WE BE ABLE TO ANSWER THOSE QUESTIONS, BOTH THAT COUNCIL HAS RAISED AND WHAT IS ESSENTIAL, WHAT IS CORE, WHAT IS MANDATED. WE HAVEN'T HAD A GOOD FRAMEWORK TO ARTICULATE. I THINK IT WILL HELP US BE TRANSPARENT AND CLEAR. AND THEN -- I HAD ONE MORE THOUGHT, AND IT SLIPPED AWAY. I THINK THIS IS NEEDED AND FOUNDATIONAL, AND WILL BE HELPFUL AS WE NAVIGATE THE CHANGING LANDSCAPE IN SOME OF THE SHORT AND LONG TERM STRATEGIES WE NEED TO DEVELOP.

>> MAYBE TWYLLA, I MAY ADD THAT ON TO YOUR COMMENT. ONE OF THE THINGS I'M HEARING IN YOUR COMMENTS AND COULDN'T AGREE MORE, THE FLAME WORK ULTIMATELY SERVES THE COUNCIL TO MAKE THESE DECISIONS, IT'S INTEGRAL TO THE ORGANIZATION, HOW IT'S USED, HOW IT'S IMPLEMENTED, THE LANGUAGE THAT IS SPOKEN AMONG

DEPARTMENT HEADS, AMONG CITY LEADERS, AND THOSE WHO ARE DELIVERING SERVICES. IS REALLY IMPORTANT THIS IS SOMETHING THAT TRANSCENDS THE DECISION MAKING LEVEL, AND IT REFLECTS THE ITERATION OF CULTURE DEVELOPMENT. WHO YOU ARE AS AN ORGANIZATION, HOW THE CITY STAFF OPERATES TOGETHER, REALLY BECOMES A DIMENSION OF WHAT'S GOING TO MAKE THIS SUCCESSFUL, TO MAKE SURE IT'S NOT LOST IN TRANSLATION, AND IT'S NOT BEING INTERPRETED IN WAYS THAT MAY BE CONSTRUED DIFFERENTLY DEPENDING ON WHERE YOU SIT.

>> Mayor Knudson: THANK YOU BOTH, THE CLARITY THAT COMES THROUGH A FRAMEWORK AND A PROCESS LIKE THIS, GUIDING ALL METHODOLOGIES, THAT WAS AN IMPORTANT OBSERVATION. AND I REALLY APPRECIATE THAT. I APPRECIATE THE INTRODUCTION TO THIS WORK. COUNCILOR KEATING?

>> Councilor Keating: BEFORE I DIVE INTO THE SERVICE FRAMEWORK QUESTION, WERE THERE ANY OF THE COMMUNITIES THAT -- DID YOU PRESENT TODAY, EXAMPLES OF WHAT YOU'VE PRESENTED THAT BROUGHT IN A BROADER BASE OF COMMUNITY MEMBERS, INCLUDING BUT NOT LIMITED TO A BUDGET COMMITTEE IN ADDITION TO COUNCIL TO DETERMINE THE SERVICE EVALUATION OF THEIR RESPECTIVE DEPARTMENTS AND PROGRAMS?

>> SO ONE THAT I CAN SPEAK TO BRIEFLY, IS IN THAT WAUKESHA WISCONSIN EXAMPLE. OUR TEAM HELPED TO FACILITATE A PROCESS SOMEWHAT LIKE YOUR TAG APPROACH. WITH A COMMUNITY DRIVEN, SORT OF COMMITTEE, THAT DID A LOT OF EVALUATION, AND DID A LOT OF THAT EXPLORATION AS PART OF THE FRAMEWORK DEVELOPMENT. THERE WAS INVOLVEMENT AT THAT LEVEL OF FOLKS REALLY GETTING SMART ABOUT WHAT THE COMMUNITY DOES AND DOESN'T DO, AND HELPING TO UNDERSTAND AND GET THEIR VOICE IN ON WHAT THINGS ARE MOST IMPORTANT. IF YOU GO TO THE OTHER KIND OF END OF THE SPECTRUM, AND THE SALT LAKE CITY EXAMPLE, WHERE YOU HAD THOSE COMMUNITY PRIORITIES THAT WERE PART OF THE SERVICE EVALUATION FRAMEWORK. THOSE WERE DIRECTLY INFLUENCED BY THEIR STRATEGIC PLANNING PROCESS, WHICH WAS DIRECTLY REFLECTED BY THEIR COMMUNITY STRATEGIC PRIORITY PROCESS. AND THEN THE FRAMEWORK WAS SORT OF BUILT TO SUPPORT THOSE IDEAS.

>> REALLY HELPFUL. I WOULD SUBMIT IT MIGHT BE IN OUR INTEREST TO HAVE THE BROADEST ARRAY OF COMMUNITY MEMBERS DIVING INTO THAT WORK, ALONGSIDE A TAG 2.0. THAT MAY BE THE EXISTING BUDGET COMMITTEE. I WANT TO SHIFT MY OBSERVATION TO THE COUNCIL'S ROLE ON SLIDE 15 IN THE SERVICE FRAMEWORK SLIDE. IT INDICATES THAT COUNCIL'S ROLE IS TO PROVIDE A HIGH LEVEL POLICY DIRECTION. BUT I

ALSO INTERPRET OUR ROLE AS HAVING OBVIOUS STATUTORY AUTHORITY, ESTABLISHED BY ORS, AND RESPONSIBILITIES TO OUR RESPECTIVE COMMUNITIES. AND OUR CONSTITUENCIES. DO YOU SEE THE FRAMING AS COUNCIL'S ROLE, I'M ASKING THIS TO STAFF AND OUR CONSULTANT TEAM, DO YOU SEE THE FRAMING AT THE HIGH LEVEL, 30,000 FOOT IN CONFLICT OR POTENTIAL TENSION WITH THE MODELS THAT HAVE BEEN OUT -- THAT HAVE BEEN LAID OUT IN FRONT OF US, IN WHICH I INFER THAT COUNCILS, RANGING FROM TORONTO TO SALT LAKE CITY TO WAUKESHA WERE DIVING IN AT A PRETTY GRANULAR LEVEL TO DETERMINE WHAT THE SERVICE LEVEL ASSESSMENTS WERE, WHAT -- HOW -- DO YOU SEE THAT POTENTIAL FOR THAT TENSION VERSUS THAT HIGH LEVEL AND MORE GRANULAR APPROACH. AND IF SO, HOW DO YOU PROPOSE TO ALLEVIATE SAID TENSION.

>> SO I DON'T SEE A CONFLICT. I SEE THE COUNCIL ROLE IN MANY OF THESE AREAS AS CREATING THE POLICY GUARDRAILS, AND REALLY HAVING BUY-IN EARLY, THAT WE'RE GOING TO USE THE SERVICE EVALUATION FRAMEWORK. AND WE'RE GOING TO AGREE WITH HOW THESE CONCEPTS ARE DEFINED, AND WHAT CATEGORIES ARE BEING USED TO DETERMINE WHAT BUDGET PROPOSALS COME FORWARD TO US. YOU KNOW, I BELIEVE VERY MUCH FROM THAT POLICY SETTING STANDPOINT, CREATING THE FRAME IS ABSOLUTELY CONSISTENT WITH THE ROLE OF AN ELECTED BODY. WHERE I HAVE SEEN CHALLENGES, AND I -- BASED ON EVEN WHAT I'M HEARING TODAY, AND YOUR VERY DELIBERATIVE APPROACH, I WOULD NOT WORRY. I'M NOT WORRIED, BUT WHERE I HAVE SEEN THINGS GET A LITTLE FUZZY IN SOME COMMUNITIES, IS IN AFTER DEVELOPING A FRAMEWORK, SECOND GUESSING IT AFTER THE FACT, OR DISAGREEING AND SORT OF RELITIGATING HOW THINGS GET ASSIGNED. SO THERE'S A DEGREE OF -- THERE'S A HANDSHAKE, THERE'S A DEGREE OF TRUST THAT GOES INTO -- SO WE'VE REALLY HELPED CREATE THE CRITERIA AND THE FRAME, AND WE TRUST IT WORKS. AND THEN NOW IT'S HAPPENING, AND WE STILL TRUST THAT IT WORKS, I THINK THAT'S WHERE WE CAN SEE THEY'RE BECOMING SOME FUZZY SORT OF ROLE, SITUATIONS WHEN IN THE MIDDLE OF THE PROCESS, THE PROCESS IS GETTING RELITIGATED. I ANTICIPATE THAT BECAUSE WE'RE PROPOSING A VERY COLLABORATIVE PROCESS FROM THE START, STAFF ISN'T JUST HANDING YOU A FRAMEWORK AND SAYING, THIS IS THE FRAMEWORK NOW AND HERE WE DO IT, BECAUSE YOU'RE INVOLVED IN THE DEVELOPMENT OF IT, BECAUSE I DON'T SEE THAT AS BEAK A CHALLENGE.

>> I THINK JUST TO UNDERSCORE THAT TOO, I AGREE. THIS WORK IS IMPORTANT, IT'S COMPLICATED, IT ALSO TAKES ALL HANDS ON DECK. I THINK THAT EVERYBODY AROUND THE TABLE WOULD LIKELY AGREE THAT RESOLVING THE BUDGET CHALLENGES, BUT ALSO LEADING EFFECTIVE SERVICE DELIVERY ON BEHALF OF RESIDENTS IS A TEAM SPORT. YOU ALL HAVE A ROLE TO PERFORM, AND IT'S TOGETHER THAT YOU'LL BE

SUCCESSFUL. ONE OF THE THINGS THAT WE LIKE TO -- YOU WEAR MANY HATS, YOU'RE NOT JUST APPROVING THE BUDGET AND MAKING DECISIONS, IT'S AN IMPORTANT ROLE YOU PROVIDE. YOU ALSO PROVIDE STRATEGIC DIRECTION, OVERSIGHT, YOU ARE REPRESENTATIVES WITH YOUR COMMUNITIES, YOUR TRUSTEES OF PRIOR DECISIONS. AND THAT SPEAKS A LITTLE BIT TO WHAT JEN WAS TALKING ABOUT, HOLDING TRUE AND HONORING PRIOR DECISIONS MOVING FORWARD. ALL OF THESE HATS ARE CRITICAL TO THE LONG TERM SUCCESS AND VIABILITY OF THE ORGANIZATION. EACH OF THESE INFORMS A PORTION OF WHAT WE'RE GOING TO BE TALKING ABOUT THROUGH THIS PROCESS. ONE OF THE OTHER THINGS THAT COMES TO MIND IN SOME OF JENNIFER'S COMMENTS WAS, THE IMPORTANCE AND THE VALUE OF NOT JUST DEFINING THE FRAMEWORK ELEMENTS, WE CAN AGREE WE UNDERSTAND HOW WE'RE DEFINING SERVICE LEVELS, THESE KINDS OF THINGS. WHAT ARE THE NORMS, IN A TEAM SPORT ENVIRONMENT. WHAT ARE THE RULES OF ENGAGEMENT ACROSS THE COUNCIL, ALSO WORKING WITH STAFF, SO THAT THERE IS THE ABILITY TO STEP INTO THE TENSION WHEN IT NEEDS TO, AND WHEN IT'S COMFORTABLE AND IMPORTANT TO DO SO. BUT HOW YOU DO THAT, IS IMPORTANT AS WELL, IT BECOMES PRODUCTIVE, AND DOESN'T BECOME SOMETHING THAT IS DETRIMENTAL TO LONG TERM SUCCESS. THERE'S LOTS THAT WE'LL BE ABLE TO EXPLORE AND TALK ABOUT, AND HOW WE NAVIGATE THIS PROCESS TOGETHER, AND WHEN WE ARE IN THE RETREAT, END OF JUNE, BEGINNING OF JULY, THESE ARE GOING TO BE IMPORTANT CONVERSATIONS, TO MAKE SURE THAT WHATEVER FRAMEWORK AND POLICIES AND STRATEGIC PLAN ELEMENTS, HOW TO WORK THEM EFFECTIVELY, AS A GROUP

>> Mayor Knudson: THANK YOU NANCY, JENNIFER AND BEN FOR JOINING US TODAY. I DON'T SEE ANY OTHER QUESTIONS FROM ANY COUNCILMEMBERS. SO WITH THAT, I'LL SAY WE APPRECIATE THE OPPORTUNITY TO HAVE THIS INTRODUCTION TO OUR POLICIES, FINANCIAL POLICIES AND AN APPROACH TO A SERVICE FRAMEWORK AND ARE LOOKING FORWARD TO THE CONTINUED CONVERSATION OVER SEVERAL MEETINGS. THIS IS OUR ONE AGENDA ITEM FOR TODAY. SO THIS CONCLUDES OUR AGENDA FOR THE 20th OF MAY, AND I NOW CLOSE THE MAY 20th, 2026 CITY COUNCIL WORK SESSION AND WE ARE ADJOURNED.