ROUGHLY EDITED TRANSCRIPT
CITY OF EUGENE
WORKSHOP
JUNE 30, 2026
1:00 P.M.

Captioning Provided by:
LNS Captioning
www.LNSCaptioning.com
Phone: (503) 446-4555

* * *

This text, document, or file is based on live transcription. Communication Access Realtime Translation (CART), captioning, and/or live transcription are provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings. This is NOT the official record of the proceedings.

* * *

>> MAYOR KNUDSON: GOOD AFTERNOON, EVERYONE. WELCOME TO THE WORKSHOP. THANK YOU FOR JOINING US IN THIS HYBRID MEETING FORMAT. THERE IS NO OPPORTUNITY FOR PUBLIC COMMENT AND THOSE WISHING TO ACCESS CAN DO SO BY WATCHING THE LIVE STREAM AVAILABLE ON OUR WEBSITE, THE BROADCAST ON COMCAST CHANNEL 21.

THANK YOU AGAIN FOR JOINING US TODAY AND I CALL THE JUNE 30TH, 2026, WORKSHOP OF THE EUGENE CITY COUNCIL TO ORDER.

I WILL TURN IT OVER TO OUR CITY MANAGER TO INTRODUCE THE TEAM AND TODAY'S TOPIC AND LEAD US THROUGH TODAY'S WORKSHOP ON LONG-RANGE FINANCIAL PLANNING.

>> THANK YOU, GOOD AFTERNOON, COUNCIL.

I WANTED TO LEAVE A FEW PARTING THOUGHTS BEFORE WE TURN IT OVER TO LEAD US THROUGH THE CONVERSATION TODAY AND AS YOU KNOW WE HAVE SPENT A GREAT DEAL TALKING ABOUT THE CITY FINANCIAL CONDITION, DISCUSSING THE CHALLENGES BUT BOTH OPPORTUNITIES I HAD.

TODAY AND TOMORROW ARE ABOUT TAKING THE NEXT STEP TOGETHER.

THIS IS NOT ABOUT SOLVING EVERY PROBLEM FACING THE CITY, IT IS ABOUT BUILDING A SHARED FRAMEWORK FOR DECISION-MAKING, ONE THAT HELPS ALIGN YOUR PRIORITIES, CONNECT RESOURCES AND PROVIDE A CLEAR DIRECTION AND PATH FORWARD.

TODAY WE HAVE A LOT TO COVER. WE ALSO HAVE AN IMPORTANT OPPORTUNITY TO WORK AS OUR GOVERNING BODY, FOCUSING ON THE LONG-TERM AND ESTABLISH A FOUNDATION THAT IS GOING TO GUIDE DIFFICULT BUT NECESSARY DECISIONS IN THE MONTHS AHEAD.

I APPRECIATE YOUR WILLINGNESS TO BE HERE AND THINK THOUGHTFULLY AND LISTEN TO ONE ANOTHER AND APPROACH THE WORK WITH CURIOSITY AND A COMMITMENT TO THE COMMUNITY.

I AM GOING TO TURN IT OVER TO HAVE OUR REPRESENTATIVES INTRODUCE THEMSELVES.

>> I AM GOING TO STAND UP.

[AUDIO ISSUES] GOOD AFTERNOON. NANCY.

HERE JOINED WITH JENNIFER, JULIE, WE ARE HERE TO HELP SHAPE AND GUIDE THE CONVERSATION TODAY.

AS JENNY MENTIONED, BUILDING ON THE CONVERSATIONS YOU HAVE HAD, THE WORK THAT OCCURRED IN THE WORK SESSIONS.

I WANT TO EXTEND APPRECIATION FOR EACH OF YOU GIVING TIME TO MEET TO SHAPE THE AGENDA AND THE CONTENT WE WILL BE DISCUSSING AND REVIEWING TOGETHER.

TODAY IS THE EVOLUTION OF CONVERSATIONS WE HAVE HAD THIS FAR AND I AM HOPING YOU ARE ENERGIZED BY WHAT WE ARE GOING TO SPEND TIME DOING AND THE DIFFERENT SETTINGS, THE FORMAT WE ARE USING TODAY AND TOMORROW, WE WANT TO MAKE SPACE FOR CONVERSATION. WE DON'T HAVE TO MAKE DECISIONS IN TERMS OF FORMALITY BUT WE WANT TO INFORM THOSE NEXT STEPS.

WE WILL GO THROUGH A SERIES OF DIFFERENT TOPICS AND CONTENT AND I INVITE YOU TO SHARE YOUR PERSPECTIVES, I WILL SERVE AS THE MASTER OF CEREMONIES TO MAKE SURE WE ARE MOVING ALONG AS WE NAVIGATE OUR WAY THROUGH.

FOR THE RECORD AND FOR A REMINDER, QUICK INTRODUCTIONS.

JENNIFER TEAL, YOU MET DURING OUR WORK SESSIONS.

AND HELPED PUT TOGETHER SOME OF THE MATERIALS THAT INFORM THE CONVERSATIONS PRIOR TO TODAY.

>> JENNIFER TEAL, DELIGHTED TO BE HERE.

MY CAREER PRIOR TO DOING THIS WITH STRATEGIC PLANNING AND FACILITATION WORK WAS AS A LOCAL GOVERNMENT FINANCE DIRECTOR IN A COMMUNITY WORKING ITS WAY OUT OF THE RECESSION.

>> WE GET ALONG REALLY WELL.

>> MY ROLE IS TO LISTEN YOUR CONVERSATIONS AND I WILL CREATE A CAPTURE AND IN A NONLINEAR WAY TO FACILITATE YOUR CONVERSATIONS TODAY BUT ALSO AS WE MOVE FORWARD THROUGH THE CONTENT IF THERE IS ANYTHING APPEAR THAT

ISN'T RIGHT THAT YOU WANT TO SEE, LET ME KNOW AND I CAN ADD TO IT.

>> THIS BUILDS ON SOME OF THE CONVERSATIONS WE HAVE HAD PREVIOUSLY EACH OF THOSE ACTIVITIES WE WILL WORK ON TODAY.

LASTLY, WE WANT TO ALIGN COUNCIL AROUND SHARED GOALS, THESE ARE GOING TO BE CONSTRUCTIVE TO THE FRAMEWORK AND INSTRUCTED TO THE NEXT COUPLE YEARS OF BUDGET DEVELOPMENT.

OUR HOPE IS WE WILL BEGIN THAT CONVERSATION TODAY AND DIVE DEEPER INTO THE CONVERSATION TOMORROW. THAT IS WHERE WE ARE PACING FOR THOSE OBJECTIVES FOR OUR TIME TOGETHER.

I WANT TO MAKE SURE WE FEEL INCLUDED AND AT THE TABLE AND DO SOME INTRODUCTIONS SO IT IS NOT JUST -- IF YOU WILL INDULGE WE HAVE INTRODUCED OURSELVES BUT IF WE COULD DO QUICK AROUND THE TABLE WITH A FEW QUESTIONS WE ARE INTERESTED IN HEARING FROM, HOW LONG HAVE YOU BEEN SERVING COME OF THE CITY IS NICE FOR THE PUBLIC TO BE REMINDED BUT INTERESTED IN HOW YOU ARE SHOWING UP TODAY, FEELING ABOUT THE WORK WE HAVE AHEAD AND IMPORTANTLY WHAT I WORRY -- WHAT ARE YOUR HOPES OVER THE NEXT TWO DAYS?

JULIE WILL CAPTURE SOME OF THOSE COMMENTS AS WELL.

I WILL ASK FOR VOLUNTEERS TO GET US STARTED AS WE WORK OUR WAY THROUGH.

>> GROVES: GOOD AFTERNOON, RANDY GROVES, CITY COUNCILOR, BUT WARD 8, SOUTHWEST EUGENE.

A YEAR AND 1/2 INTO MY SECOND TERM, FOUR YEARS EACH.

PRIOR TO THAT I WAS THE FIRE CHIEF IN EUGENE AND EUGENE, SPRINGFIELD AND I WORKED OVER 36 YEARS DOING THAT. PRIOR TO BEING ON COUNCIL I WAS ON THE BUDGET COMMITTEE.

FOR A YEAR.

I AM OPTIMISTIC ABOUT BEING HERE TODAY. I THINK THIS IS AN IMPORTANT STEP WE NEED AND HAVE NEEDED TO TAKE AND I HOPE WE ARE ABLE TO GET INTO PRIORITIZATION OR THE DISCUSSION OF HOW WE ARE GOING TO PRIORITIZE.

OPTIMISTIC ABOUT THAT AND WHAT WAS LESS QUESTION?

>> YOUR HOPES FOR OUR TIME TOGETHER.

LOVE IT, GREAT.

>> YEH: I AM THE CITY COUNCILOR FOR WARD 4. I WAS APPOINTED IN 2017. I HAVE BEEN ON FOR A WHILE.

I AM ALSO VERY OPTIMISTIC ABOUT TODAY. I FEEL LIKE IF WE WALK AWAY WITH A GENERAL SHARED UNDERSTANDING OF WHAT WE ARE GOING TO BE DOING AND WHERE WE ARE GOING TO BE GOING AS A TEAM, THIS WILL BE WELL WORTH THE TIME WE SPEND.

SPEND HERE TODAY.

>> LEECH: I AM A COUNCILOR FOR WARD 7. I AM VERY EXCITED TODAY, WE HAVE NEVER HAD THIS OPPORTUNITY TO HAVE A MUCH HIGHER-LEVEL CONVERSATION ABOUT OUR VALUES AND VISION GOING INTO THE BUDGET.

IT IS USUALLY REALLY TALKING ABOUT THE NITTY-GRITTY AND COMING INTO A BUDGET WHERE MOST OF THE TIME WE HAVE TO MAKE A LOT OF CUTS SO LOOKING AT THIS AS A HIGHER LEVEL, I AM FEELING OPTIMISTIC WE CAN COME TOGETHER AND CREATE SOME GOOD PLANNING FOR THE FUTURE.

>> I LOVE THAT, TOO. WE ARE GOING TO ELEVATE IN THE BALCONY IS HOW WE ARE GOING TO EXPLORE THIS TODAY.

>> MAYOR KNUDSON: THANK YOU FOR BEING HERE, I HAVE BEEN THE MAYOR OF EUGENE FOR ABOUT A YEAR AND HALF.

SHOWING UP TODAY, COMING OUT OF COMMITTEE CONVERSATIONS WHERE I FEEL LIKE DESPITE ALL SWIRLING AROUND THE COMMUNITY THERE IS A LOT OF OPTIMISM AND HOPE FOR WHAT WE ARE ABLE TO ACCOMPLISH AND A LOT OF PEOPLE WHO FEEL GOOD ABOUT OUR STEADINESS AND THE DEMONSTRATION OF VALUES THROUGH OUR WORK. I AM ALSO EXCITED TO HAVE THE OPPORTUNITY FOR A WORKSHOP.

[AUDIO ISSUES] WE WERE HEADING INTO A REMARKABLE YEAR OF TRANSITION SO THIS IS THE FIRST TIME I HAVE BEEN ABLE TO HAVE A WORKSHOP WITH MY CLOSEST COLLEAGUES AT THE CITY AND ELECTED OFFICIALS AND I AM GLAD THIS DAY AND TIME IS HERE AND I AM GLAD WE WERE ABLE TO ALL BE HERE TOGETHER IN PERSON TODAY AND TOMORROW.

>> PERFECT, THANKS.

>> KASHINSKY: I REPRESENT WARD ONE DOWNTOWN AND SOUTH AND WEST OF DOWNTOWN, I HAVE BEEN ON COUNCIL FOR A YEAR AND 1/2 AND PRIOR TO THAT WAS ON THE BUDGET COMMITTEE AND SOME OTHER BOARDS AND COMMISSIONS FOR ABOUT SEVEN YEARS AND A FEW YEARS BEFORE THAT ON OTHER COMMITTEES.

I AM LOOKING FORWARD TO TODAY AND TOMORROW, I THINK IT IS GOING TO BE A GOOD OPPORTUNITY TO HAVE SOME IN-DEPTH DISCUSSIONS WITHOUT A TIMER SAYING YOU HAVE TO STOP TALKING AFTER TWO MINUTES.

I AM REALLY HOPING WE CAN BRING DIFFERENT PERSPECTIVES TO OUR CONVERSATION, IT HAS BEEN GOOD TO HAVE STEADINESS IN THESE CONVERSATIONS AND HOW WE HAVE THESE CONVERSATIONS, AS WE ARE TRYING TO PROBLEM SOLVE SOME IN-DEPTH PROBLEMS COMING AT IT WITH A DIFFERENT PERSPECTIVE I THINK IS GOING TO BE HELPFUL.

>> GREAT, THANK YOU.

>> EVANS: CITY COUNCILOR FOR WARD 6, NORTHWEST EUGENE.

THE AIRPORT LIVES IN MY BACKYARD.

AS WELL AS A COUPLE OTHER THINGS THAT I THINK ARE CRITICAL TO US MOVING FORWARD AS A CITY.

HOW AM I SHOWING UP TODAY?

I AM OPTIMISTIC.

I THINK ALL OF US HAVE BEEN THROUGH PROBABLY AT LEAST 200 OF THESE KINDS OF WORKSHOPS OR DIFFERENT PIECES ON THIS.

IN VARIOUS ROLES THROUGHOUT OUR CAREERS.

I AM A RETIRED EDUCATOR, 29 YEARS.

I AM WANTING TO HAVE DEEPER CONVERSATION ABOUT WHAT OUR FUTURE LOOKS LIKE MOST PARTICULARLY IN TERMS OF OUR LONG-TERM ISSUES WE HAVE TO ADDRESS. WE ARE IN A VERY INTERESTING TIME RIGHT NOW.

WITH THINGS GOING ON AT THE NATIONAL AND STATE LEVEL THAT ARE AFFECTING US ON A MUNICIPAL LEVEL.

>> THANK YOU.

>> ZELENKA: I HAVE BEEN ON THE COUNCIL FOR 19 1/2 YEARS.

I GUESS I START DISAPPOINTED IN THIS IN A DECISION MADE BY JENNY AND CATHERINE IN A BUREAUCRATIC FASHION [AUDIO ISSUES] I THINK THAT WAS NOT IN THE BEST INTEREST OF THIS BODY.

NOT HAVING HER FEEL WELCOME I THINK WAS [AUDIO ISSUES] I AM LOOKING FORWARD TO WORKING WITH YOU ALL, EIGHT OTHER PEOPLE TO HAVE THAT HAPPEN [AUDIO ISSUES].

>> THANK YOU.

>> KEATING: HELLO, WELCOME TO EUGENE. I AM COUNCIL REPRESENTING WARD 2. I AM THE LIAISON TO THE REGIONAL AIR PROTECTION AGENCY. I SERVE AS THE BOARD CHAIR AND DISPATCHED TO BE ONE OF OUR TWO VOICES ON THE HUMAN

SERVICES COMMISSION ALONGSIDE THE COUNCIL PRESIDENT AND I AM OPTIMISTIC WE COME OUT OF THIS WORKSHOP WITH A SHARED COMMITMENT AROUND ISSUES INCLUDING BUT NOT LIMITED TO FIRE SAFETY, PUBLIC SAFETY, ANIMAL SERVICES, MENTAL HEALTH, HOUSING, BEHAVIORAL HEALTH, THE CRITICAL NEED FOR TRAFFIC COMING AND PEDESTRIAN, BIKE AND VEHICULAR TRAFFIC SAFETY ARE ON TOP OF MIND.

AND AROUND THE CORNER, INDEPENDENCE DAY THIS WEEKEND, I ATTENDED A COMMUNITY EVENT IN SOUTH EUGENE YESTERDAY.

IT WAS A FIRE WISE COMMUNITY EVENT, THERE IS NOTHING BUT PRAISE I AM HEARING IN THE COMMUNITY ABOUT WHAT THIS COUNCIL DID TO BAN THE PROHIBITION OR THE BANNING THE USE AND SALE OF FIREWORKS IN OUR COMMUNITY AND I WANT TO APPRECIATE OUR PARKS AND OPEN SPACE TEAM FOR THE FORWARD FACING MESSAGING AROUND FIREWORKS SAFETY AND FIRE AWARENESS NOT TO SET OFF FIREWORKS THIS WEEKEND BOTH ON PUBLIC PROPERTY OR PRIVATE PROPERTY.

LOOK FORWARD TO WORKING WITH YOU ALL.

>> I'M GOING TO INVITE THE CITY MANAGER AND CITY ATTORNEY TO COMMENT AS WELL.

I CAUGHT YOU OFF GUARD.

>> CLARK: [AUDIO ISSUES] WARD 5, NORTH CENTRAL EUGENE.

I HAVE SERVED SHY OF 20 YEARS AND TWO YEARS BEFORE THAT ON THE BUDGET COMMITTEE.

HOW AM I SHOWING UP TODAY, LATE.

I APOLOGIZE.

IT WAS BEYOND ME I WAS TRYING TO CONNECT MYSELF A LITTLE WHILE AGO.

MY HOPES ARE THAT WE FIND A WAY TO EFFECTIVELY MOVE FORWARD AS A BODY, RECOGNIZING A MORE EFFECTIVE WAY TO LIVE WITHIN THE CONSTRAINTS OF OUR REALITY.

FINANCIAL CONSTRAINTS.

HOW TO DO THAT AND STILL DELIVER SERVICES EFFECTIVELY FOR OUR COMMUNITY.

>> THANK YOU, ALL RIGHT.

>> I HAVE BEEN HERE A WHOPPING 2 1/2 MONTHS. I THINK HOW I AM SHOWING UP IS TO LISTEN INTENTLY, TO THE COUNCIL AND I AM VERY ENCOURAGED BY EVERYONE'S WILLINGNESS TO PARTICIPATE IN MY HOPES ARE WE IDENTIFY WHERE OUR ALIGNMENT IS AROUND VALUES AND THE COUNCIL COMES OUT WITH CLARITY AROUND THEIR COLLECTIVE GOALS.

>> I AM NOT A SPRINT, CITY ATTORNEY HERE FOR SUPPORT.

>> THANKS FOR SHOWING UP FOR SUPPORT AND THE EXPECTATION IS TO SUPPORT.

WE ARE GOING TO ROUND IT OUT. WE HAVE MEMBERS OF THE EXECUTIVE TEAM LISTENING TO HEAR THE CONVERSATION LIVE, ALSO WE HAVE OTHERS JOINING US VIRTUALLY.

WHAT I WOULD LIKE TO SAY IS THANK YOU FOR SHOWING UP AND GIVING US THE OPPORTUNITY TO HEAR WHERE YOU ARE AND WHAT YOU WANT TO DO MOVING FORWARD.

THERE HAS BEEN A LOT OF CONVERSATION OVER YEARS AND OVER MONTHS RELATIVE TO THE CONVERSATION OF FINANCIAL SUSTAINABILITY, THIS IS A MILESTONE LOOKING FORWARD SO I WANT TO INVITE YOU TO TRUST THE PROCESS TODAY AND TOMORROW.

NOW THAT WE ARE LISTENING CAREFULLY AND WE WILL BE RETURNING ON THE 13TH OF JULY TO BRING THAT BACK.

SOMETIMES PROCESS IS MESSY, I MAY SAY THAT TWO OR THREE TIMES AND THAT IS OKAY, WE WANT THE CONVERSATION TO HAPPEN SO WE CAN LISTEN CAREFULLY AND KNOW WHERE PEOPLE ARE AND THE PERSPECTIVES YOU ARE SHARING SO WE CAN BRING THAT BACK.

TRUSTING THE PROCESS AND RECOGNIZING THIS IS NOT GOING TO BE A TWO DAY CHECK THE BOX WE ARE DONE SITUATION. THIS IS SETTING YOU UP FOR CONTINUED AND FUTURE SUCCESS.

THANK YOU. BECAUSE WE ARE IN A WORKSHOP HERE IS THE AGENDA.

YOU SAW THIS IN THE MEMO WE SENT. WE ARE GOING TO DO A LITTLE BIT AROUND ROLES AND THE IMPORTANCE WHICH I KNOW YOU RECOGNIZE. STRONG, GOOD GOVERNANCE TO BE ABLE TO ACHIEVE THE RESULTS YOU ARE STRIVING FOR AND THE COMMUNITY DESERVES. WE WILL TALK ABOUT THAT FIRST.

THEN WE WILL DIVE INTO BUDGET PRINCIPLES AND THE SERVICES FRAMEWORK.

WE PROVIDED ADVANCED COPIES OF THE INFORMATION THAT WE WILL EXPLORE AND WE WANT TO MAKE SURE IT LANDS FOR ALL OF YOU AND MAKE SENSE AND IS CLEAR, FEELS INTENTIONAL AND WORKABLE TO WHAT IS GOING TO BE NECESSARY FOR HAVING IMPORTANT CONVERSATIONS AND MAKING DIFFICULT DECISIONS IN THE FUTURE. WE WILL SPEND THE MAJORITY OF OUR TIME AND WE WILL, TIME PERMITTING, WRAP UP THE CONVERSATION WITH THE FIRST PART OF OUR STRATEGIC PLANNING CONVERSATION AROUND WHAT ARE THE BIG ROCKS, WHAT ARE THE THINGS THAT ARE COLLECTIVELY SHARED AND IMPORTANT TO PRIORITIZE OVER THE NEXT COUPLE YEARS AS YOU ARE MAKING CHOICES FOR THE BUDGET BUT ALSO BALANCING THAT WITH WHERE DO YOU WANT TO GO LONG-TERM AND THAT WILL BE PART OF WHAT WE HAVE TO NAVIGATE THROUGH OUR CONVERSATIONS THIS AFTERNOON, WHAT DO WE NEED TO DO IN THE NEAR TERM AND NOT LOSE SIGHT OF WHERE WE WANT TO GO LONG-TERM.

THAT IS THE BALANCE WE NEED TO STRIKE. THAT IS OUR AGENDA, STRAIGHTFORWARD.

SOME NORMS FOR OUR TIME TOGETHER, AS WAS MENTIONED, I FORGET WHO MENTIONED IT, WE ARE NOT GOING TO BE DOING TIME TO.

TWO MINUTES, THREE MINUTES, WE WANT TO HAVE A COLLECTIVE CONVERSATION.

I WILL DO MY BEST TO BE AN EIGHT AND LET YOU DO THAT DURING OUR TIME TOGETHER BUT THIS IS YOUR TIME SO WITH THAT WE NEED TO AGREE COLLECTIVELY WE ARE GOING TO MOVE THINGS FORWARD BECAUSE WE HAVE A LOT WE WANT TO COVER. WE CAN SPEND OUR TIME ON PROBABLY ANY OF THESE TOPICS AND FEEL LIKE WE HAD MORE TO DISCUSS.

WE WILL HAVE TO BE INTENTIONAL OF HOW WE NAVIGATE THROUGH THE CONVERSATIONS.

SOME OF THE NORMS I WOULD INVITE OUR LISTENING TO ONE ANOTHER, THIS IS A CHANCE TO HAVE A CONVERSATION.

YOU CAN'T DO THAT IN A TYPICAL MEETING. IT IS A DIFFERENT SET UP, SETTING, THIS IS A LUXURY AND AN OPPORTUNITY TO DO THAT WITH YOUR COLLEAGUES.

ALONG WITH THE CITY MANAGER, ATTORNEY AND OTHERS IN THE ROOM.

LISTENING TO EACH OTHER, ENGAGING, WE WILL TAKE BREAKS BUT TRY TO SUSPEND THE THINGS GOING ON ELSEWHERE IN OUR LIVES BECAUSE WE ARE BUSY PEOPLE.

AND BE PRESENT FOR THE CONVERSATION, STAY FOCUSED AND SHARE YOUR PERSPECTIVES.

DIFFERENCES OF VIEW, PERSPECTIVES, REFLECTING BACKGROUND AND VALUES AND THAT IS PART OF WHAT WE WANT TO LEAN INTO AND EMBRACE DURING OUR TIME TOGETHER SO WE CAN FIGURE OUT WHERE THERE IS ALIGNMENT AND HOW TO NAVIGATE THE PATH FORWARD.

WE WILL LISTEN FOR CONSENSUS ON THOSE ITEMS SO WE CAN BRING US BACK TO YOU AND I LIKE TO INCLUDE THIS LAST NORM, WE CAN ALSO RELAX AND ENGAGE IN A WAY THAT IS FULFILLING AND EVEN PERHAPS FUN. WE ARE NOT GOING TO DO ANYTHING CRAZY, DON'T GET WORRIED ABOUT THAT.

ENJOY THE EXPERIENCE, LEAN INTO IT AND I THINK WE ARE GOING TO HAVE A PRODUCTIVE TIME TOGETHER.

ANYTHING ELSE THAT WOULD BE HELPFUL TO BRING INTO THE ROOM?

>> IF WE HAVE A QUESTION, WHO WE DIRECT THAT TO?

>> THE MAYOR IS GOING TO BE A PARTICIPANT. PLEASE IF THERE ARE QUESTIONS YOU CAN COME THROUGH ME.

ARE YOU SINGING?

THROWING THINGS, THAT IS ALSO GOOD. WE HAD A CONVERSATION ABOUT THAT.

NOW THROWING THINGS, BE KIND, ALL THE BASIC VIRTUES ARE PRESUMED.

WE ARE GOING TO TAKE HIS CANDY AWAY IF HE STARTS THROWING THINGS.

ANYTHING ELSE WE NEED TO BE ATTENTIVE TO IN TERMS OF HOW WE ARE SHOWING UP TODAY?

OKAY.

ALSO WANT TO LET YOU KNOW WE USE A TOOL CALLED BIKE RACK, YOU HAVE PROBABLY HEARD A TERM LIKE THAT.

PARKING LOT, WHATEVER, A PLACE TO CAPTURE THINGS THAT MAYBE NEED FOLLOW-UP, TIME, OR SOMETHING THAT REQUIRES MORE THAN WE HAVE TIME FOR IN OUR WORKSHOP TODAY AND TOMORROW.

WE HAVE IT, A PLACE TO CAPTURE THOSE THINGS SO IF WE HAVE A TOPIC COMING UP, WE DON'T WANT TO LOSE THE THREAD, WE WANT TO COME BACK TO IT OR IT REQUIRES MORE EFFORT, WE WILL MAKE SURE TO WRITE IT DOWN AND I INVITE ANY OF YOU TO SAY I THINK WE NEED TO BIKE RACK THAT IF WE ARE GETTING DERAILED.

YOU CAN ALSO SUGGEST IT. THAT WILL HELP US TO KEEP US MOVING FORWARD.

THAT WILL BE HELPFUL.

I THINK THOSE ARE ALL OF OUR SET OF LOGISTICS.

IN TERMS OF THE PREP LEADING UP TO TODAY, JENNY MENTIONED IN HER OPENING REMARKS, THIS IS NOT THE FIRST STEP, YOU HAD A SERIES OF THREE INFORMATIONAL SESSIONS WITH

OUTSTANDING PRESENTATIONS TO REMIND COUNCIL AND BRING YOU UP TO SPEED ON THE CITY'S FINANCIAL CONDITION, INTRODUCE SOME IDEAS AROUND EVALUATION FRAMEWORKS THAT COULD INFORM HOW YOU ARE MOVING FORWARD AND THE FINANCIAL CONDITION.

AND FINANCIAL POLICIES UPDATE, A LOT OF GOOD FOUNDATION. I KNOW YOU HAVE IT IN YOUR BINDERS WITH YOUR INFORMATION. THIS IS BUILDING FROM THAT.

JUST WANT TO REMIND EVERYBODY THERE HAS BEEN SOME BACKGROUND PROVIDED.

I HOPE IT FEELS LIKE AND THE EXTENSION OF THE WORK.

I MENTIONED WE HAD A CONVERSATION, YOU WILL SEE A COUPLE PLACES WHERE I HAVE TRIED TO INCORPORATE SOME OF THE FEEDBACK I HEARD AND I WANT TO BRING BACK SOME OF THE THINGS THAT STOOD OUT.

THESE ARE HIGH-LEVEL THEMES.

THE THINGS, THE PRIORITIES YOU CARE ABOUT.

SOME OF THE THINGS AN ACKNOWLEDGMENT, THE BUDGET CHALLENGE IS COMPLEX AND IT DEMANDS AN APPROACH, THERE IS INTEREST IN NOT JUST DOING THE SAME OLD THING IN ORDER TO NOT RESOLVE THE PROBLEM. IT IS COMPLEX, THERE ARE A LOT OF DRIVERS, A LOT OF THINGS THAT ARE NOT NECESSARILY IN YOUR CONTROL.

THERE ARE THINGS TO KEEP IN VIEW SO AS WE THINK ABOUT HOW TO ADDRESS THOSE CHALLENGES, WE WILL HAVE TO EXPLORE THAT AS WELL.

THE COMPLEXITY AND LONG-TERM NATURE OF THE PROJECT DEMANDS A FRESH APPROACH.

YOU EXPRESS AN APPRECIATION FOR NOT LOSING SIGHT OF LONG-TERM AS YOU SOLVE YOUR BUDGET.

HAVING A LONG-TERM VISION, VIEW IS IMPORTANT. THERE IS A PLAN AND THERE WERE DIFFERENT DEGREES OF PARTICIPATION AND EXPERIENCE WITH THAT.

IT IS COMING TO THE ENDPOINT OF ITS TENURE SO 2023-2026, THERE IS SOME AGREEMENT TO BUILD A BRIDGE AS YOU WORK THROUGH THIS BUDGET.

BUDGET CHALLENGES, BEFORE DOING ALL THE STRATEGIC PLANS.

THIS IS AN OPPORTUNITY FOR ALL OF YOU SPECIFICALLY TO PUT YOUR HANDS ON WHAT IS GOING TO BE MOST IMPORTANT TO SPEND TIME ON AND BEST RESOURCES TO GIVE YOU SOME OWNERSHIP AND THOSE GOALS FOR THE NEXT COUPLE YEARS.

BRIDGING THAT STRATEGIC PLAN INTO PIECES.

BALANCING THE SHORT-TERM SOLUTIONS AND LONG-TERM GOALS YOU MAY HAVE IS ANOTHER THEME AND RECOGNIZING SO WE ARE INTENTIONAL OF HOW TO DO THAT AND WE SET UP THE AGENDA TO ALLOW US TO DO THAT.

AND WE HEARD ABOUT THE APPRECIATION FOR YOUR COLLEAGUES, WORKING TOGETHER, THE CIVILITY AND RESPECT, DIFFERENCES OF OPINION ARE GREAT BUT WHEN YOU SHOW UP WITH EUGENE IN MIND AND BEST INTENTIONS AND WORKING TOGETHER, THAT IS IMPORTANT.

NAMING AND ACKNOWLEDGING THAT IS IMPORTANT AND A GREAT PLACE TO START. THOSE ARE SOME OF THE OVERARCHING THEMES THAT EMERGED IN THE CONVERSATIONS.

IF ANYBODY HAS ANY REACTION, I WOULD INVITE THAT.

HOPEFULLY YOU ARE LIKE YES, I AGREE. THAT WOULD BE THE GOAL.

OKAY.

WE WANT TO START OFF ON THE SUBJECT OF GOVERNANCE.

RECOGNIZING IT IS REALLY IMPORTANT AND SETS THE TONE, PROVIDES DIRECTION TO STAFF AND IS FUNDAMENTAL IN LONG-TERM SUCCESS.

WHEN THINGS ARE NOT FUNCTIONING WELL, YOU CAN SEE THE EVIDENCE OF THAT IN SO MANY PLACES.

YOU HAVE A GREAT PLACE TO START FROM, I MENTIONED EARLIER THIS HANDOUT AND I WANT YOU TO TAKE A PEEK WHEN YOU HAVE

A CHANCE BUT WE WILL GO THROUGH SOME OF THAT AND HAVE CONVERSATION THIS AFTERNOON.

FIRST OF ALL, I LIKE TO BEGIN WITH THE REMINDER THAT GOVERNANCE IS A TEAM SPORT.

NO ONE IS GOING TO BE SUCCESSFUL, GOING ALONE AS AN ELECTED BODY YOU ARE 18.

YOU HAVE CURRENT PLAYERS, DIFFERENT EXPENSES, THAT MAKES MAGIC HAPPEN AND IS A TEAM SPORT THROUGH YOUR CITY MANAGER AND WITH LEADERSHIP AND CITY, IT IS A TEAM SPORT SO KEEPING THAT LENS IN MIND AND RECOGNIZING NO ONE GETS TO HAVE THE MAGIC WAND INDIVIDUALLY IS IMPORTANT.

I WANTED TO GIVE YOU AND THE OPPORTUNITY TO REFLECT ON YOUR OBSERVATIONS OF WHEN THINGS HAVE GONE WELL.

SO WHEN COUNCIL IS AT ITS BEST, WHAT ARE THE THINGS THAT MAKE IT POSSIBLE?

WHAT ARE THE THINGS THAT COME TO MIND FOR ALL OF YOU?

CURVEBALL.

ACCOMPLISHMENT, GETTING THINGS DONE. OKAY, MOVING YOUR BEST, THE THINGS THAT CONTRIBUTE TO THAT?

>> KASHINSKY: I THINK IT STARTS WITH HAVING A SHARED IDEA OF THE PROBLEM WE ARE TRYING TO SELL.

>> OKAY CLARITY OF THE PROBLEM.

DITTO, ALL RIGHT.

CLARITY TO ACTION.

>> KEATING: I WOULD ADD COLLABORATION AND COMMUNICATION EARLY IN THE PROCESS.

AT THE TOP OF THIS, TODAY, I MENTIONED THE FIREWORKS BANNED FROM YEARS AGO.

THAT WAS, COUNCIL WAS ABLE TO ACHIEVE THAT UNANIMOUSLY BECAUSE OF THE EARLY WORK WITH THE POLICE CHIEF AND THE FIRE CHIEF AND CITY MANAGER, COLLABORATING WITH COUNCIL LEADERSHIP AND COUNCILORS INTERESTED IN THE SUBJECT AND GETTING THE IMPORTANT COMMUNITY ENGAGEMENT SO I WOULD UNDERSCORE THE COLLABORATION, COMMUNITY, EARLY AND THAT IS WHEN I HAVE SEEN COUNCIL OPERATE AT ITS BEST.

>> BUILD CONFIDENCE AND OPENNESS IN TERMS OF BEST SOLUTIONS.

OKAY.

IF I DO THAT, JUST TELL ME, YOU NEED TO STOP.

WHAT ELSE?

>> YEH: I THINK OUR BEST WORK IS WHEN WE ARE WILLING TO DISAGREE AND BE OPEN AND HONEST ABOUT WHERE OUR PERSPECTIVES ARE DIFFERENT AND WE ARE ABLE TO WORK THROUGH THAT TO GET TO HOPEFULLY A BETTER FINAL CONCLUSION.

>> THAT IS AN EXCELLENT POINT.

>> ZELENKA: THERE HAVE BEEN TIMES WHEN AS A COMMUNITY AND A CONSEQUENCE, AS A COUNCIL AT THIS TABLE, DISAGREEMENT ON HOW TO MOVE FORWARD ON DIFFICULT DECISIONS.

SOMETIMES THE ONES FOR ME THAT LOOK LIKE SUCCESS ARE WHEN WE GET THROUGH THE FIRST STAGE AND MAKE AN AGREEMENT AND THEN AGREE TO MOVE ON TO THE NEXT STEPS AND WORK WITH EVERYBODY DOESN'T AGREE WITH THAT BUT WHAT ARE THE NEXT BEST CHOICES AS A RESULT OF THAT DECISION?

WHEN WE AGREED TO MOVE FORWARD ON THE ALIGNMENT OF MX OUT WEST 11 AND FIFTH AND SIXTH, WE HAD TO DECIDE WHETHER WE WERE GOING TO GO DOWN ONE WAY OR ANOTHER WAY.

WHEN WE DECIDED TO MOVE FORWARD WITHOUT PROJECT, THIS WAS MANY YEARS AGO.

WE HAD TO GO THROUGH A DECISION WHETHER WE GO DOWN 11TH THE HALLWAY OR GO DOWN SIXTH AND SEVENTH HER PART OF THE WAY AND WE WERE ABLE TO GET PAST THE FIGHT ABOUT WHETHER OR NOT WE DO IT, WHICH IS THE BEST ALIGNMENT FOR THE COMMUNITY AND THE SECOND DECISION WAS UNANIMOUS, THE FIRST WAS NOT.

>> THAT IS GREAT. A COUPLE THINGS I AM HEARING. FIRST OF ALL, WORKING THROUGH AND TROUBLESHOOTING TOGETHER TO HOPEFULLY COME UP WITH A BETTER SOLUTION THAT ADDRESSES THE CRITICAL NEEDS AND DIFFERENT PERSPECTIVES BUT ALSO TAKING THAT AND MOVING TOWARDS ACTION. NOT GETTING STUCK IN A WAY THAT CAN SOMETIMES HAPPEN. IF THINGS ARE HARD OR DIFFERENCES OF OPINIONS, IT IS EASY TO GET STUCK.

THE COMMITMENT TO WHAT IS OUR BEST PATH FORWARD AND WE WILL MAKE FORWARD PROGRESS IF WE NEED IT LATER.

FORWARD MOMENTUM AND BUILDING POLICY THROUGH DIFFERENT EXPERIENCES.

LOVE THAT.

>> LEECH: THIS COUNCIL DOES NOT JUST WORK IN THIS COUNCIL, IT TAKES SO MANY PEOPLE, ALL THE PEOPLE, THE DEPARTMENTS, WE WORK BEST WHEN WE HAVE THIS SHARED VISION AND ARE ABLE TO COME TOGETHER SO BY THE TIME WE GET HERE, SOMETIMES WE MIGHT ONLY BE ABLE TO SAY WHAT WE HAVE TO SAY IN A MINUTE OR TWO MINUTES.

WE DON'T HAVE A LOT OF TIME TO DISCUSS SO WE DEPEND ON QUALITY OPERATIONAL SUPPORT TO BE ABLE TO MAKE THOSE DECISIONS. I THINK WHERE WE ARE RIGHT NOW IS IMPORTANT TO BE ABLE TO CONTINUE TO HAVE THAT SHARED VISION EVEN IF WE DON'T ALWAYS AGREE.

WHEN WE GET TO THE ENDPOINT WE CAN COME TOGETHER AND SAY THIS IS THE NEXT BEST STEP.

>> LOVE THAT, USING THE BROADER TEAM.

TEAM SPIRIT. GOOD.

>> I THINK WHEN THERE ARE DIFFERENT PERSPECTIVES ON HOW TO ADDRESS THE PROBLEMS WE ARE FACING AND THE BEST METHODOLOGY, THERE IS THAT GENUINE DESIRE TO DO WHAT IS RIGHT FOR EUGENE AND TO HELP EUGENE BE SUCCESSFUL.

EVEN IF WE ARE DISAGREEING ABOUT WHAT NEEDS TO HAPPEN THERE IS THAT SHARED VALUE OF TRYING TO DO WHAT IS BEST FOR THE COMMUNITY.

THAT CAN HELP IT MAKE IT FEEL LIKE NO ONE HAS ILL INTENT.

AND BEING ABLE TO COME AT IT FROM THIS PERSPECTIVE OF WORKING TOWARDS THE SAME GOAL EVEN IF WE DON'T AGREE OF HOW TO GET THERE.

THE CONVERSATION IS MUCH MORE PRODUCTIVE.

>> ALLOWS A CONVERSATION HAPPEN.

MAYOR, ANYTHING YOU WANT TO ADD?

>> MAYOR KNUDSON: I WAS THINKING ABOUT SEVERAL DIFFERENT CONVERSATIONS IN THE LAST YEAR AND 1/2 WHEN I HAVE SEEN THIS BODY DO SOME THOUGHTFUL DISCUSSION TOGETHER TO GRAFT A POLICY SOLUTION.

I DO THINK EVERYONE AROUND THE TABLE IS COLLEGIAL, ORIENTED TOWARDS PARTNERSHIP AND COLLABORATION AND PROBLEM SOLVING.

AND ALSO I THINK SOMETIMES IT IS HELPFUL WHEN WE HAVE AN UNDERSTANDING OF THE POLICY ACTIONS AS BEING PRODUCTIVE AND USEFUL FOR A WHOLE VARIETY OF REASONS AND WE MIGHT ACTUALLY HAVE DIFFERENT PRIMARY REASONS FOR WANTING TO MOVE FORWARD WITH A PARTICULAR POLICY BUT IF THERE IS UNDERSTANDING OF HOW THAT ACTION REINFORCES DIFFERENT SETS OF CONCERNS AND DIFFERENT AREAS OF CONCERN ACROSS OUR COMMUNITY, THOSE ARE MOMENTS THAT ALSO FEEL

POSITIVE BECAUSE PEOPLE CAN SEE CONCERNS REFLECTED IN THE DELIBERATION AND ACTION FROM THE COUNCIL.

>> MORE BROADLY IMPACTFUL.

>> MAYOR KNUDSON: AND WE MIGHT HAVE DIFFERENT REASONS GOING DOWN THE SAME PATH TOWARDS THE SAME GOAL AND ONE-PERSON PRIMARY REASON MIGHT BE SOMEBODY'S TERTIARY REASON OR DISTANT SECONDARY REASON BUT IN A LOT OF CASES THAT IS NOT AS IMPORTANT AS THE FACT WE ARE WORKING FOR THE GOAL FOR THE COMMUNITY.

>> THAT IS GREAT.

THANK YOU, I THINK IT IS NICE TO BE REFLECTIVE ABOUT WHAT HAS CONTRIBUTED TO SUCCESSFUL GOVERNANCE TO DATE SO BRINGING THAT INTO THE ROOM, YOU KNOW THIS BUT YOU ARE GOVERNING AS A BODY AND IT'S IMPORTANT AND MAY BE MORE CRITICAL IN SOME OTHER ORGANIZATIONS AND PERHAPS HERE BUT IT IS A GOOD REMINDER WHERE YOU ARE ORGANIZED AND ELECTED, IT CAN BE, WE ARE BRINGING THE VOICE AND THE PERSPECTIVE OF YOUR CONSTITUENTS BUT TO THE CONVERSATION AROUND THE CITY AS A WHOLE.

THE VALUE IS YOU HAVE A DEEPER CONNECTION POTENTIALLY AND CAN REPRESENT THOSE VOICES BUT ALWAYS KEEPING IN MIND YOU ARE GOVERNING FOR THE ENTIRE CITY.

THIS HAS BEEN ALLUDED TO A LITTLE BIT BUT GOVERNANCE IS IMPORTANT WHEN THERE ARE CHOICES, VALUE PROPOSITIONS AT PLAY WHICH IS SOMETHING, WHAT HAPPENS IN FRONT OF A COUNCIL BECAUSE IT IS THE BIG, MESSY ISSUES YOU GET TO TACKLE.

IT WAS CLEAR AND EASY, IT WOULD BE RESOLVED. SO GOOD GOVERNANCE AND THE MUTUAL RESPECT YOU SHOW ONE ANOTHER IS THAT MUCH MORE IMPORTANT WHEN THINGS GET TENSE AND HEATED SO IT IS A HELPFUL REMINDER.

THIS IS A DIAGRAM WE LIKE TO REMIND AND BRING INTO THE ROOM THAT EMPHASIZES BOTH THE ROLES AND IMPORTANCE OF

U.S. POLICYMAKERS AND THE ORGANIZATION AS DELIVERING ON THE OPERATIONS AND WHERE TO FOCUS AND HOW TO MAKE THINGS HAPPEN.

SO YOU WILL SEE POLITICAL ACCEPTABILITY, WHERE THERE IS AGREEMENT ON POLICY, VALUES, DIRECTION, WHERE THERE IS CONSENSUS ON COUNCIL'S POLITICAL ACCEPTABILITY. THERE MAY BE THINGS YOU AGREE YOU WANT TO DO FOR THE COMMUNITY.

THEN YOU ALSO NEED TO HAVE THE WHEREWITHAL IN THE ORGANIZATION, THE CAPACITY, BANDWIDTH TO MAKE IT HAPPEN. THE ADMINISTRATIVE SUSTAINABILITY IS THAT CAPACITY.

THE RESOURCES, THE EXPERTISE, THAT ARE AVAILABLE TO DELIVER ON THOSE THINGS SO THE COMBINATION OF WHERE THERE IS CAPACITY COUPLED WITH POLITICALLY ACCEPTABLE OVERLAP, THAT IS WHERE THINGS ARE GETTING DONE SO THE GOAL HERE IS TO TRY TO OVERLAP AS MUCH AS POSSIBLE AND THIS IS SOMETHING, THIS PHILOSOPHY IS SOMETHING WE WANT TO KEEP IN VIEW AS WE THINK ABOUT THE BUDGET FRAMEWORK AND THE BUDGET PROCESS YOU ARE NAVIGATING BECAUSE YOU BRING A DIFFERENT PERSPECTIVE AND IT'S REPRESENTING YOUR CONSTITUENTS, THE POLITICAL LENS IF YOU WILL.

BALANCING AND RINGING IN THE VALUES YOU SEE AS IMPORTANT FOR YOUR COMMUNITY. YOU MAY HAVE A THOUGHTFUL, WELL REASONED, ANALYTICAL RECOMMENDATION FROM A PROFESSIONAL BUT YOU ARE BRINGING A DIFFERENT LENS AND TOGETHER THOSE PIECES THAT ARE GOING TO MOVE THINGS FORWARD.

I THINK WHEN WE TALK ABOUT THE FRAMEWORK THAT MIGHT BECOME SOMETHING THAT IS IMPORTANT.

TALKING ABOUT ROLES, THIS YOU NOW.

THIS IS SORT OF TRADITIONAL, COUNCIL SETS ROLES, THEY SET VISION, PROVIDE DIRECTION, YOU WILL DO THAT WITH SETTING THE GUARDRAILS AROUND BUDGET PRINCIPLES, PROVIDING GUIDANCE ON THE FRAMEWORK AND STAFF IS THERE TO DELIVER ON WHAT YOU ARE ASKING THE VISION AND GOALS YOU HAVE LAID OUT.

THE CONNECTION BETWEEN THE TWO IS CITY MANAGER, BUILDS THE BRIDGE BETWEEN THEM.

SO SPECIFIC STEPS, THE HOW SOMETHING WILL BE ACCOMPLISHED COMES THROUGH STAFF AS IT HAS BEEN DETERMINED BY COUNCIL.

ONE OF THE THINGS WE WANT TO SPEND A LITTLE BIT OF TIME WITH AND THIS WILL BE HELPFUL AS WE ARE NAVIGATING THE ROLES YOU PERFORM RELATIVE TO THE BUDGET AND POLICY, STAFF IMPLEMENTS, THAT IS BASIC. THAT IS IMPORTANT BUT BASIC.

THERE ARE OTHER HATS YOU WHERE AS COUNCILORS.

FOR YOUR COMMUNITY THAT ARE IMPORTANT TO THINK OF.

AN ESTEEMED PROFESSOR OF PUBLIC ADMINISTRATION, THE ASSOCIATION OVERSEEING GOVERNMENT, MANAGEMENT, TOGETHER, PUT TOGETHER THIS FRAMEWORK AROUND THE SIX ROLES THAT COUNCILMEMBERS WHERE.

AND NAMING THEM CAN SOMETIMES BE INSTRUCTIVE BECAUSE WE HAVE THINGS WE GRAVITATE TOWARDS, THINGS THAT ARE STRONG SUITS, THAT MOTIVATE US.

YOU NEED TO BE ABLE TO PULL IN ALL OF THEM. I AM GOING TO GO THROUGH THESE QUICKLY.

THEY ARE IN YOUR HANDOUT IF YOU WANT TO REVIEW AT ANY ADDITIONAL LEVEL BUT THE FIRST IS SETTING DIRECTION.

THIS IS WHAT YOU DO.

BEING STRATEGIC, THINKING LONG-TERM, WHAT IS THE FUTURE VISION FOR OUR COMMUNITY, THE GOALS WE WANT TO ACCOMPLISH, SETTING THAT LONGER-TERM VIEW AND THIS CAN HAPPEN IN ANY NUMBER OF WAYS. MAYBE IT IS ABOUT THE CAPITAL PROGRAM, CLIMATE, COMMUNITY VISION, HITS A LOT OF THINGS.

YOU PUT ON THAT LENS, THIS IS THE BALCONY VIEW OF WHERE YOU WANT TO GO.

FULFILLING A STEWARDSHIP ROLE.

YOU ARE ALSO ALLOCATING THE BUDGET FOR THE CITY.

BIANNUALLY, ANNUALLY, YOU EVALUATE WHERE YOU ARE AND LOOKING AT THESE THINGS, HONORING AND STEWARDS OF PRIOR DECISIONS.

SO YOU CAN KEEP MOMENTUM AND KEEP MOVING FORWARD SO COLLECTIVELY HONORING WHERE THE CITY IS AND HAS BEEN AND WHERE YOU ARE GOING INTO THE FUTURE. THAT IS A HAT SOMETIMES YOU HAVE TO PUT ON AND REMIND YOURSELVES YOU ARE DOING THAT.

CUSTOMER SERVICE REPRESENTATIVE, THIS IS A COMMON ONE. THIS IS WHEN YOU HAVE A CONSTITUENT THAT CALLS AND SAYS THERE IS A LIGHT OUT ON MY STREET.

CAN YOU HELP ME?

YOU RECEIVE THOSE CALLS.

THAT IS OFTENTIMES A NATURAL GO TO PLACE FOR NEWLY ELECTED REPRESENTATIVES BECAUSE YOU ARE CLOSE TO THE CONVERSATION, FAMILIAR, YOU GET THOSE CALLS AND THAT IS AN IMPORTANT ROLE.

YOU ARE NOT GOING TO GO FIX THE LIGHT BUT YOU CAN HELP AND BE THE CHAMPION TO GET THE PERSON TO THE RIGHT PLACE TO RESOLVE THE ISSUE OR PUT IT INTO A SYSTEM TO GET FIXED.

THAT IS A HAT YOU WHERE AND AS YOU ARE AT THE GROCERY STORE, YOU ARE BUYING APPLES AND SOMEONE IS ASKING YOU QUESTIONS.

YOU ARE ENGAGING IN A REPRESENTATIVE WAY.

COMMUNITY BUILDER.

CONVENING, SOMEBODY MENTIONED THAT, THAT IS ANOTHER ROLE YOU PLAY.

WHETHER IT IS WITH NONPROFITS, COMMUNITY ORGANIZATIONS, THE SCHOOL DISTRICT, COUNTY, YOU ARE A CONVENIENCE AND FOR SOME THIS IS WHAT LIGHTS A FIRE. THIS IS WHY I DO THIS TO BRING PEOPLE TOGETHER TO SOLVE BIGGER PROBLEMS, REGIONAL FOCUS, IT IS ONE OF MANY HATS.

THIS IS IMPORTANT.

IN LIGHT OF THE BUDGET CHALLENGES, THAT IS MAKING DECISIONS, WHICH SOUNDS BASIC BUT IT IS NOT.

IT IS QUITE DIFFICULT.

AND THE TYPES OF DECISIONS YOU ARE ASKED TO MAKE, IT TAKES TIME, ATTENTION AND PERHAPS COMPETING VALUES AND WE WANT TO BE EFFICIENT BUT WE WANT TO BE INCLUSIVE.

THERE ARE GOING TO BE SOME TRADE-OFFS, THERE ARE THINGS TO THINK ABOUT. WE ARE ACCOUNTABLE WHAT WE WANT TO MAKE SURE WE GIVE INDEPENDENT RIGHTS. THERE ARE DIFFERENT LENSES YOU NEED TO PLAY INTO.

THAT MAKE MAKING DECISIONS CHALLENGING AND THAT IS WHY THE COLLABORATION AND HEARING LOSS PERSPECTIVES IS IMPORTANT.

IT'S AN IMPORTANT HAT AND SOMETIMES THIS IS THE ONE THAT IS HARD.

IT IS EASIER, I WANT MORE INFORMATION AND I CAN'T QUITE GET THERE, WHAT DOES THAT SERVE?

AND LASTLY YOU PROVIDE OVERSIGHT. YOU ARE COLLECTIVELY THE BOSS FOR THE CITY MANAGER AND THIS IS IMPORTANT, THIS MIGHT NOT BE A TOP OF MIND ALL THE TIME THERE IS STILL A LEARNING HAPPENING BUT IT'S AN IMPORTANT ROLE AND SELECTING A CITY MANAGER IS A BIG DEAL BECAUSE IT SETS THE TONE FOR SO MUCH OF WHAT IS GOING ON.

WANTED TO BRING THESE DIFFERENT LENSES IN BECAUSE CHANCES ARE QUITE GOOD SOMETHING COMES MORE NATURALLY TO YOU, IT'S IMPORTANT TO TALK ABOUT THAT AND THINK WHERE DO YOU GO?

WHERE DO YOU SEE YOUR ROLE BECAUSE WE WANT TO MAKE SURE WE ARE NOT MISSING OUT ON THE THINGS THAT ARE IMPORTANT IN MOMENTS LIKE NOW WHEN YOU HAVE TO MAKE DIFFICULT DECISIONS.

CURIOUS TO HEAR ABOUT THE ROLES THAT COME NATURALLY TO YOU, I FEEL LIKE I AM IN THE ZONE AND WHAT IS IMPORTANT AS YOU ARE NAVIGATING THE BUDGET DISCUSSION, FINANCIAL

SUSTAINABILITY, ESTABLISHING GOALS, WHAT ARE THE THINGS THAT ARE IMPORTANT?

>> KEATING: WE HAVE AN IMPORTANT OVERSIGHT ROLE IN REGARDS TO THE EMPLOYEES, THE JUDGE AND POLICE AUDITOR.

SLIDE NUMBER 6 I WOULD BE REMISS.

I JUST WANT TO UNDERSCORE THAT.

ON SLIDE NUMBER 3, TO BE A CUSTOMER SERVICE REPRESENTATIVE AND WHEN I AM NOT ON COUNCIL, I AM CHIEF OF STAFF TO SENATOR MANNING AND THAT IS A ROLE I GRAVITATE TOWARDS.

I HAVE A WISH LIST AND I THINK THIS IS A BIKE RACK PIECE.

EVEN IF THIS CITY IS EVER FLUSH I WOULD SO LONG FOR AND DESIRE THE NEED FOR COUNCIL SUPPORT STAFF ON OUR DAY TODAY.

OUR STAFF WHO PUT TOGETHER THESE MEETINGS ARE STELLAR, THEY ARE A+, YOU ARE AWESOME. I SO WISH WE COULD HAVE AN EXTRA 1-2 FTE, LET'S SAY IT TWO, TO HELP US NAVIGATE AND BETTER MASTER OUR SCHEDULE AND CONSTITUENT RESPONSES IN THE EMAIL SPACE.

I MAKE MYSELF ON PUBLIC AND THAT IS NOT ADVISABLE.

BUT I THINK THE BEST CONSTITUENT RESPONSE I HAVE IS WHEN SOMEONE CALLS OR TEXTS AND I CAN PUT THEM IN THE RIGHT DIRECTION. I THINK THERE IS A GAP OF CONSTITUENT SERVICES THAT FOLKS ARE GETTING AND I WOULD HOPE ONE DAY WE CAN HELP FILL THAT GAP WHEN THIS CITY IS IN A BETTER FINANCIAL POSITION.

>> THE TOP OF THAT YOU LEAD WITH THE FOCUS ON CUSTOMER SERVICE.

PEOPLE BRING TO THE TABLE PERSONAL, PROFESSIONAL EXPERIENCE AND IT SOUNDS LIKE THAT IS A DRIVER BECAUSE THAT IS WHAT YOU DO SO IT IS A GO TO AND YOU ARE LOOKING

FOR SOLUTIONS SO THAT IS HELPFUL TO KEEP IN MIND YOUR GO TO IS HOW DO WE SERVICE THE QUESTIONS THAT ARE EMERGING.

OKAY, OTHERS, WHAT FEELS MOST COMFORTABLE?

>> I AM COMFORTABLE WITH ALL OF THEM.

>> YOU RECOGNIZE AND SEE YOURSELF NAVIGATING EACH OF THOSE.

>> I HAVE BEEN IN ALL THOSE ROLES FOR A NUMBER OF YEARS. IT WASN'T ALWAYS COMFORTABLE.

SCOTT RAISES AN INTERESTING POINT. I SEE A PATTERN OF NEW COUNCILMEMBERS VERSUS THOSE WHO HAVE BEEN SERVING FOR A LONG TIME, WHERE THE FOCUS IS, IT CHANGES OVER TIME AND DEPENDING ON THE NEED, WHERE YOUR MOTIVATION MIGHT RESIDE.

>> I WILL ADD THIS, COMMUNITY BUILDING IS REALLY IMPORTANT.

WHERE WE ARE AS A WORLD, COUNTRY, STATE, THERE IS A LOT OF DIVISIVENESS SO WE NEED TO FIND WAYS TO BRING PEOPLE TOGETHER AND FOCUS ON COMMONALITIES.

>> OKAY, GREAT.

>> LEECH: I GUESS BOUNCING OFF OF COUNCILOR KEATING'S COMMENTS, IF I WAS DOING ALL OF THOSE WHILE IT WOULD BE MORE THAN A FULL-TIME JOB. THIS IS A PART-TIME SITUATION, MOST OF US HAVE TO HAVE A FULL-TIME JOB ON TOP OF THAT.

IF I AM FOCUSED ON ONE AREA HEAVILY IN A MOMENT, IT MEANS SOME OF THESE OTHER PIECES GET LEFT BEHIND.

WE DO NOT HAVE TIME TO ADDRESS EVERY SINGLE ONE ALL THE TIME.

I THINK THAT IS WHAT HE IS REFERRING TO IN TERMS OF IF WE HAD SUPPORT STAFF OR A STRUCTURE THAT HELPED US MANAGE SOME OF THOSE PIECES IT MIGHT HELP US BE MORE EFFECTIVE IN EACH AREA, I CAN'T BE OUT IN THE COMMUNITY 40 HOURS A WEEK, I CAN'T BE ON COUNCIL LOOKING AT STRATEGY, I HAVE BEEN THINKING OF THAT IN A LOT OF WAYS, THESE LAST FEW YEARS THAT I WANT TO SHOW UP IN THE ABSOLUTE BEST WAY I POSSIBLY CAN FOR MY CONSTITUENTS BUT ALSO FOR THE WHOLE CITY, FOR STAFF, SO HOW DO WE MANAGE THAT AND WHERE IS OUR FOCUS AND HOW ARE WE WORKING TOGETHER AS A TEAM TO BE ABLE TO DO THOSE THINGS AND I THINK ABOUT THAT AND EVEN FROM -- MARY AND I WERE TALKING ABOUT THIS A WHILE BACK.

WE OFTEN SPONSOR AS A CITY, CERTAIN EVENTS IN THE COMMUNITY. OVER THE YEAR AND WE DON'T NECESSARILY EVEN HAVE A STRATEGIC DIRECTION OF WHERE ARE WE SHOWING UP AND HOW ARE WE MAKING THAT EQUITABLE ACROSS THE COMMUNITY, WHERE ARE WE PUTTING OUR BUDGET FOR SOME OF THAT COMMUNITY BUILDING, HOW DOES IT FEEL, EVEN WARDS AND COMMISSIONS, HUMAN RIGHTS COMMISSIONS SPONSOR SOME OF THOSE AND WE SHOW UP TO THOSE, CHAMBER OF COMMERCE, I HAVE BEEN TO ONE'S WHERE IT IS JUST ME BUT THE WHOLE COUNCIL WAS INVITED OR THE WHOLE COUNCIL WAS INVITED AND ALMOST ALL OF US SHOW UP AND WHERE DO WE SEE THAT.

I WOULD LOVE TO CONTINUE TALKING ABOUT EVEN FINE-TUNING THOSE PIECES AND WHEN WE ARE TALKING ABOUT OVERALL STRATEGY IN EACH OF THESE AREAS.

>> YOU RAISE SO MANY IMPORTANT POINTS AND ENUMERATE ALL OF THOSE, IT IS ALMOST OVERWHELMING WE HAVE TO DO ALL THOSE THINGS AND HOW CAN WE DO ALL THOSE THINGS WHEN WE ARE A SMALL BUT MIGHTY GROUP.

PART OF THAT IS RECOGNIZING THE BROADER TEAM. ALSO BEING THOUGHTFUL AND INTENTIONAL AROUND IN THIS MOMENT, WHAT DO WE NEED TO DO?

WE NEED TO FOCUS ON BEING STRATEGIC, WE NEED TO TAKE THE LONG VIEW, PUT THAT HAT ON AND THERE MAY BE SOME THAT

WANT TO GO THERE SO THEY ARE GOING TO STEP IN QUITE EASILY AND MAYBE OTHERS, I KNOW THAT IS GOING TO BE SOMETHING SOMEONE ELSE IS OWING TO BE DRIVING FOR AND I CAN FOCUS ON THESE AREAS I CAN CONTRIBUTE TO.

YOU CAN PLAY DIFFERENT POSITIONS AND COVER COLLECTIVELY.

I THINK THE IMPORTANT PART IS TO RECOGNIZE THE UNIVERSE OF DIFFERENT HATS BECAUSE THEY SERVE DIFFERENT PURPOSES.

AND RECOGNIZE WHEN YOU NEED TO LEAN IN ON ONE VERSUS THE OTHER.

SOMETIMES YOU HAVE THE PERSONALITY OF THOSE WHO WANT TO DO LONG-TERM BRAINSTORMING. IT FEELS GOOD, I WANT TO DO THOSE THINGS AND HAVE THOSE CONVERSATIONS, THAT NEEDS TO BE BALANCED WITH SOMEONE WHO IS GOING TO BE ABLE TO SUPPORT AND HELP DECISION-MAKING.

THAT IS GREAT, HOW DO WE MOVE THAT FORWARD?

TOGETHER, YOU CAN BENEFIT FROM BOTH.

NO ONE IS SUGGESTING YOU DO ALL OF THESE ALL THE TIME, AND POSSIBLE.

I THINK BEING ALERT AND AWARE AND FLEXING OVER TIME, WHAT IS GOING TO BE USEFUL TO THE CONVERSATION, USEFUL TO THAT MOMENT, CAN BE HELPFUL. THAT IS SORT OF THE REASON FOR BRINGING THIS IN, ACKNOWLEDGE YOU HAVE A LOT ON YOUR PLATE AND HOW DO YOU MANAGE THAT?

>> GROVES: I WAS GOING TO SAY ALL OF OUR EXECUTIVE MANAGERS WORK IN THAT ARENA ALL THE TIME.

YOU HAVE TO BE ABLE TO GO BACK AND FORTH. YOU MAY BE MORE COMFORTABLE IN SOME AREAS THAN OTHERS BUT YOU HAVE TO BE A LEVEL OF PROFICIENCY AND ALL OF THEM.

>> [AUDIO ISSUES]

>> ZELENKA: I AGREE WITH WHAT RANDY SAID, YOU HAVE TO BE COMFORTABLE OTHERWISE IT IS GOING TO BE A LONG FOUR YEARS.

AS A COUNCILOR, ESPECIALLY A WORKING COUNCILOR.

YOU HAVE FAMILY, WORK, YOU HAVE COUNCIL AND YOU ARE TRYING TO BALANCE THOSE THINGS AND ONE IS ALWAYS OUT OF BALANCE.

ALWAYS FEEDING ONE TO THE DETRIMENT OF THE OTHER TWO. THE SAME IS TRUE WITH THESE SIX.

SOME WILL POP UP AND THEY NEED TO BE THE ONES YOU FOCUS ON.

NUMBER 5, DECISION-MAKING IS KIND OF WHAT PEOPLE THINK AS THE TRADITIONAL ROLE OF THE COUNCIL BUT THAT IS ONLY THE BEGINNING OF THE ROLE AND EVERYBODY THINKS THEY ARE GOING TO MAKE THESE PROFOUND DECISIONS ABOUT THE FUTURE OF THE CITY, I AM TALKING ABOUT PARKING, THE IMPORTANT PART COMES AFTER THE DECISION IS MADE.

AND ONCE THE DECISION IS MADE, THEN YOU HAVE TO BE THINKING ABOUT THE OTHER FIVE THINGS AND WHAT BECOMES THE BEST INTEREST OF THE COMMUNITY AND THE INSTITUTION, TOO.

HOW DO YOU MAKE THIS THE BEST POLICY POSSIBLE.

FOR INSTANCE, I DON'T LIKE -- I LOST THAT VOTE.

AFTER THOSE WERE TAKEN, IT IS THE PROCESS OF HOW DO YOU MAKE THEM THE MOST AND BEST POLICIES WE HAVE?

SO THEY WORK AND CREATE BENEFIT.

>> THAT IS THE MOVE FORWARD PART.

ONCE A DECISION HAS BEEN MADE, LET'S GO MAKE IT THE BEST. MAKE IT WORK FOR THE MOST PEOPLE.

>> EVANS: I FOCUS ON NUMBER 3/6. OUR DAY-TO-DAY INTERACTIONS WITH OUR CONSTITUENTS IS SOMETHING THAT

HAPPENS, I REMEMBER, DO I WANT TO USE THIS, I WILL USE THIS EXAMPLE.

SEVERAL YEARS AGO I RAN INTO AN OLD NEIGHBOR OF MINE.

I LIVED IN JUST ABOUT EVERY PART OF THE CITY OVER THE LAST 40 YEARS.

I RAN INTO SO-AND-SO AND SUCH AND SUCH, THAT IS MY COUNCILOR.

I WAS TALKING TO THIS COUNCILOR ABOUT TRYING TO TALK TO THIS PARTICULAR ISSUE THAT I WAS HAVING AND THE COUNCILOR SAID NO, I AM OFF THE CLOCK.

AND MY RESPONSE TO THAT WAS WE ARE NEVER OFF THE CLOCK.

OKAY.

TRUST ME, YOU GO TO THE STORE, YOU DRIVE DOWN THE STREET, SOMEBODY IS ALWAYS GOT AN ISSUE AND MOST THE TIME THEY ARE MAD ABOUT SOMETHING.

YOU HAVE TO NAVIGATE AND NEGOTIATE MULTIPLE CONSTITUENCIES.

THERE ARE CONSTITUENCIES THAT MAY APPROACH ME SEPARATE FROM WHAT THEY WOULD APPROACH OTHER COUNCILORS BECAUSE OF OTHER RELATIONSHIPS THAT WE HAVE WITHIN THE COMMUNITY.

SO THE QUESTION BECOMES HOW DO YOU MANAGE THAT, BALANCE THAT, HOW DO YOU GIVE AN EFFECTIVE RESPONSE TO SOMEBODY?

PEOPLE DO NOT WANT TO BE TOLD NO.

ESPECIALLY IF THEY HAVE A PROBLEM OR SAY THIS IS NOT MY AREA OF EXPERTISE.

THIS IS NOT WHAT A CITY COUNCILOR DOES. THIS IS WHAT A COUNTY COMMISSIONER DOES.

OR THIS IS WHAT A CONGRESSPERSON DOES.

WE HAVE A LOT OF PEOPLE OVER THE YEARS WHO EITHER HAVE NOT LEARNED CIVICS OR PRETEND THEY DON'T KNOW CIVICS.

AND THEY COME TO US AND THEY WANT US TO FIX EVERYTHING WE DO NOT HAVE THE JURISDICTION OR THE POWER TO BE ABLE TO FIX AND IT REALLY HARD EXPLAINING THAT TO PEOPLE WHO SEE YOU, YOU ARE THEIR ELECTED OFFICIAL AND THEY WANT YOU TO FIX IT.

>> THAT JUST GOES TO SHOW THE CUSTOMER REPRESENTATIVE ROLE, THAT IS OUT AND ABOUT.

THAT IS NOT ALWAYS EASY AND SOMETIMES YOU ARE OUT THERE AND PART OF THAT MIGHT BE ATTEMPTING TO SUCCESSFULLY OR UNSUCCESSFULLY EDUCATE AND HELP TO SUPPORT KNOWLEDGE FOR SOLUTIONS. AND SOMETIMES IT IS REFERRING THEM TO THE RIGHT PLACES.

>> EVANS: I WILL GO TO THE GROCERY STORE AND I PULL A CARD OUT AND I SEE MIKE'S FACE LOOKING UP AT ME. PEOPLE SAY -- I SAY SEE THAT DUDE THERE.

>> WHAT I WAS SAYING IS WHEN YOU ARE OUT AND ABOUT YOU ARE PUT INTO THAT ROLE AND THAT IS GREAT, BRING IT, OTHERS ARE LIKE HERE WE GO. THAT IS FINE.

DIFFERENT PERSONALITIES. BUT WHEN YOU COME BACK AND YOU ARE SITTING HERE AND CONTEMPLATING POLICY, DECISION, THEN YOU WEIGH THOSE COMMENTS IN BUT YOU ARE MAKING THE DECISIONS SO YOU HAVE TO CHANGE OUT OF THAT IN THE FIELD PERSPECTIVE AND RING IT BACK TO A STRATEGIC PERSPECTIVE OR DECISION-MAKING PERSPECTIVE.

IT IS A SWITCH AND EASY TO STAY POSITIONED WITH A HAT.

THAT IS WHAT HAPPENS MOST OFTEN. I AM JUST SUGGESTING THE IDEA THAT SOMETIMES YOU NEED TO SAY NOW WE ARE GOING TO SWITCH HATS AND DO SOMETHING A LITTLE DIFFERENT.

>> [AUDIO ISSUES]

>> KEATING: I DO SEE A ROLE THAT IS MISSING FROM THIS LIST.

THE MAYOR MIGHT HAVE A LARGER MICROPHONE THAN THE EIGHT OF US.

YOU CAN MAKE AN ARGUMENT THAT IS BEING A COMMUNITY BUILDER.

CALLING OUT ACTIONS OF OTHER LAYERS OF GOVERNMENT, IT MIGHT NOT BE ON OUR AGENDA, IT MIGHT NOT BE A DECISION THAT IS IN FRONT OF US.

STAYING SILENT, ONE COULD MAKE THE ARGUMENT MEANS WE ARE COMPLICIT OR NOT TAKING, WE ARE NOT SEIZING THE MOMENT TO RISE TO THE OCCASION OF THE DAY.

I'D LIKE TO HEAR FROM YOU IF -- IS THAT A STEWARDSHIP ROLE --

>> I THINK HOW YOU ENGAGE WITH THE COMMUNITY, BROADCASTING OR ENGAGING CAN TOUCH EACH OF THESE THINGS.

HOW ARE YOU USING IT?

IF YOU THINK ABOUT STRATEGIC DIRECTION, MAYBE IT IS CHAMPIONING AND BEING OUT THERE WITH LAYERS OF GOVERNMENT IN ORDER TO INFORM STRATEGIC DIRECTION SO IT IS A METHOD, IS IT A HAT?

MAY BE.

THAT COULD BE SOMETHING THAT IS IMPORTANT. CERTAINLY HOW YOU SHOW UP AND ENGAGE AND HOW YOU BRING MESSAGES OUT TO THE COMMUNITY, IS REALLY IMPORTANT.

YOU ALL KNOW THIS AND CUSTOMER REPRESENTATIVE IS CERTAINLY ANOTHER AVENUE WHERE THAT CAN SHOW UP AND HAPPEN.

ALL RIGHT, SHOULD WE TAKE A QUICK STAND UP BREAK AND GET TO BUSINESS ON PRINCIPLES OR WANT TO KEEP GOING?

>> MAYOR KNUDSON: COUNCIL ANY REQUESTS FOR A BRIEF BREAK?

>> LET'S DO A FIVE.

>> MAYOR KNUDSON: THE CITY COUNCIL IS GOING TO TAKE A FIVE-MINUTE BREAK AND WE WILL BE RIGHT BACK.

WE WILL BE BACK AT 2:10.

[BREAK UNTIL 2:10]

>> MAYOR KNUDSON: WE WILL TURN THINGS BACK OVER TO NANCY.

>> OKAY, WE ARE GOING TO SHIFT GEARS AND TALK ABOUT BUDGET PRINCIPLES, BUDGET PRINCIPAL'S BEING HIGH-LEVEL, COUNCIL DIRECTED AROUND THE GUARDRAILS OF HOW TO APPROACH BUDGET.

AS IS BEING DEVELOPED, SOME UNDERLYING PRINCIPLES THAT WILL HELP TO INFORM STAFF. WE WILL DO THAT AND TALK ABOUT THE FRAMEWORK BUT I WANT TO GIVE IT OVER TO TWYLA TO TALK ABOUT THE PRINCIPLES.

>> THANK YOU, GOOD AFTERNOON, MAYOR AND COUNCILORS, TWYLA, YOUR CHIEF FINANCIAL OFFICER, THE BUDGET PRINCIPLES WE DRAFTED FOR YOU FOR YOUR CONSIDERATION AND CONVERSATION TODAY ARE A COUPLE PIECES, SOME ARE KEY FINANCIAL POLICIES THAT ARE IN YOUR FINANCIAL POLICIES THAT AS WE THINK ABOUT FINANCIAL MANAGEMENT AND BUDGET DEVELOPMENT FOR THE CITY, THEY ARE REALLY IMPORTANT. WHEN WE THINK ABOUT MAINTAINING STRONG RESERVES, USING ONE-TIME RESOURCES FOR ONE-TIME PURPOSES AND SOME OF THOSE PIECES AND OTHERS ARE NOT NECESSARILY A FINANCIAL PRINCIPLE BUT PIECES AS WE THINK ABOUT LONG-TERM FINANCIAL SUSTAINABILITY, THINKING ABOUT THE DECISIONS WE NEED TO MAKE IN THE SHORT, MID AND LONG-TERM TIME FRAMES, THEY ARE KEY PRINCIPLES OR TENANTS WE THINK ARE HELPFUL AS WE LOOK TOWARDS THE NEXT TWO YEARS.

AS I THINK ABOUT BUDGET PRINCIPLES, IT IS A FRAMEWORK OR PIECE OF THE FRAMEWORK WE USE IN CONJUNCTION SO WE

HAVE FINANCIAL POLICIES, OUR BUDGET PRINCIPLES, WE ALSO HAVE THE FRAMEWORK AND WE WILL USE ALL OF THESE PIECES TOGETHER.

SO I AM NOT GOING TO GO THROUGH EACH ONE. THE ONE ON THE TOP, THE PRIORITIZATION OF CORE AND ESSENTIAL SERVICES, YOU WILL TALK ABOUT THAT AS WE TALK ABOUT THE SERVICE FRAMEWORK, THAT IS A KEY PART AS WE TALK ABOUT THE CATEGORIES.

AND YOUR SERVICE FRAMEWORK. WE CAN CHANGE THAT TO REFERENCE THE SERVICE FRAMEWORK YOU GIVE US FEEDBACK ON BUT WE WILL TALK ABOUT WHAT WE MEAN BY CORE AND ESSENTIAL SERVICES WHEN WE TALK ABOUT THE FRAMEWORK SHORTLY.

THESE ARE SOME OF THOSE KEY PIECES THAT ARE HELPFUL TO GUIDE THE CITY MANAGER AND EXECUTIVE TEAM AND STAFF AS WE THINK ABOUT WHAT ARE THE GUIDEPOSTS AS WE THINK ABOUT DEVELOPING A BUDGET.

>> HAVING CLEAR BUDGET PRINCIPLES IS SOMETHING MANY GOVERNING BODIES PUT INTO PLACE AND HELPS TO SET THE TONE AND EVALUATE CHOICES WHEN THEY COME BEFORE YOU AND YOU ARE GETTING PRESSURE YOU CAN USE THE PRINCIPLES TO HELP GUIDE YOUR CONVERSATIONS.

IN YOUR PACKET THERE IS ADDITIONAL DETAIL, THIS IS THE SHORTHAND VERSION OF THE 10 PRINCIPLES THAT WERE PROPOSED.

WE WANT TO GET YOUR THOUGHTS, REACTIONS, QUESTIONS, CHANGES, DELETIONS, THINGS THAT WOULD STRENGTHEN, HOW THESE COULD BE USEFUL TO YOU AS AN ELECTED BODY AND I WILL GO BACK TO THE OTHER ONES.

THANK YOU.

SO COMMENTS, REACTIONS.

YES, IT IS TURNED ON. ARE YOU HEARING ME BETTER?

>> MAYOR KNUDSON: MAYBE A CLARIFYING QUESTION.

AS PROPOSED BUDGET PRINCIPLES, IS THIS UNDERSTOOD TO BE A COLLECTION OF DYNAMICALLY BALANCED PRINCIPAL'S OR A RANKED ORDER OF BUDGET PRINCIPAL FROM TOP TO BOTTOM?

>> THEY ARE NOT NUMERICALLY SYNC WITH. THEY ARE A COLLECTION OF PRINCIPLES THAT COULD USE BULLETS PERHAPS. SOMETIMES IT IS EASIER TO REFER TO THEM AS PRINCIPAL NUMBER 7 AS WE TALK ABOUT THIS, THAT WOULD BE UP TO YOU.

>> MAYOR KNUDSON: THANK YOU, I WANTED TO ADD THAT CLARIFYING NOTE.

>> CLARK: HOW WOULD YOU RECOMMEND WE RECONCILE ITEM NUMBER 7 WITH THE NATURAL REALITY WE WORK IN BIANNUAL BUDGETS?

IT IS MY OPINION WE HAVE FOR A VERY LONG TIME BEEN EXTREMELY SHORT-TERM IN OUR THINKING ABOUT OUR BUDGETING.

AND NOT AS LONG-TERM STRATEGICALLY THINKING ABOUT ALL THE DECISIONS WE MAKE.

HOW CAN WE RECONCILE THAT?

>> THAT IS PRECISELY WHY HAVING THIS MIGHT BE HELPFUL.

IT SHINES SOME LIGHT INTO THE CONVERSATION AND AS HE MAKE DECISIONS, ARE YOU THINKING ABOUT THE LONG-TERM INFRASTRUCTURE NEEDS.

WHICH IS A LONG-TERM PROBLEM POTENTIALLY.

ARE YOU THINKING ABOUT THOSE RATHER THAN SHORT-TERM FIXES, IMAGINING A VISION OR SET OF GOALS YOU WILL COLLECTIVELY COME TO HELP INFORM THE BUDGET DECISIONS WITHIN A TWO-YEAR CYCLE THAT HELPS YOU MOVING FORWARD. SOME OF THE THINGS YOU WANT TO WORK ON TAKE MULTIPLE YEARS.

BUT YOU NEED TO FUND THEM ON A SHORTER TIMEFRAME SO THAT IS THE BALANCE WE MENTIONED.

KEEPING A LONG VIEW IN SIGHT WHILE INFORMING WHAT ARE WE GOING TO ACCOMPLISH.

>> YEH: I WILL ADD PART OF THAT LONG-TERM VIEW OR LONG-TERM PERSPECTIVE ON WHAT FEELS LIKE SHORT-TERM DECISIONS IS THINKING ABOUT -- I AM MAKING THINGS UP SO I HOPE I DON'T SAY SOMETHING THAT IS REAL.

WE GOT A GRANT TO MAKE THIS COOL THING.

IT DOESN'T EVEN COST US MONEY.

HOW MUCH WILL BE SPENT IN STAFF TIME AND MAINTENANCE AND WILL WE HAVE TO REPLACE IT AND DO WE HAVE TO HAVE A SPECIAL ATTACHMENT TO DO MAINTENANCE. THERE ARE THOSE THINGS THAT PLAY INTO IT FEELS LIKE A SHORT-TERM DECISION BUT IT HAS -- NOW WE OWN IT FOREVER, LONG-TERM IMPLICATIONS.

THAT, WHAT ARE THE LONG-TERM THINGS WE SHOULD BE THINKING ABOUT IF WE MAKE THIS DECISION, IS A GREAT WAY TO BRING THAT LONG-TERM FOCUS INTO THE CONVERSATION.

>> CLARK: IT SEEMS LIKE A LONG-TERM FAVOR OVER THE SHORT-TERM IMPLICATIONS. IS THAT WHAT IS INTENDED WITH NUMBER 7?

IN OTHER WORDS ONE MIGHT CONSIDER IT IS WISER TO PRIORITIZE THE LONG-TERM IMPLICATIONS THAN IT IS FOR SHORT-TERM FIX. NOT THAT I AGREE OR DISAGREE WITH EITHER OF THOSE POINTS BUT I AM ASKING THE QUESTION.

ARE YOU SUGGESTING WE ALWAYS FAVOR THE LONGER-TERM IMPLICATIONS?

>> THEY ARE CHOICES YOU NEED -- YOU NEED TO MAKE WELL-ROUNDED DECISIONS THAT CONSIDER THE LONG-TERM IMPLICATIONS BUT ALSO ADDRESS THE SHORT-TERM NEED AND MAYBE WE NEED TO CLARIFY THE INTENT IN TERMS OF THE DESCRIPTION SO IT IS NOT INTERPRETED IN DIFFERENT WAYS.

SO CURRENTLY WE HAVE IT DEFINED AS CONSIDER THE FUTURE IMPACT OF DECISIONS MADE TO ADDRESS NEAR-TERM BUDGET CHALLENGES.

MAYBE THERE NEEDS TO BE SOMETHING THAT SPEAKS TO THE LONG-TERM GOALS.

THAT YOU ARE PURSUING IN THE SHORT-TERM INVESTMENTS THAT ARE REQUIRED.

THIS IS WHY WE HAVE THIS CONVERSATION. THESE ARE NOT SET IN STONE.

>> CLARK: FORGIVE ME, I WILL END BY SAYING OUR ENTIRE BUDGET IS UNSUSTAINABLE LONG-TERM.

IN ITS CURRENT FORM.

COULD YOU BE MORE DETAILED ABOUT WHAT THAT GOAL INTENDS TO DO?

>> IT'S A PRINCIPAL, IF IT IS SOMETHING THAT IS GOING TO HARMFULLY IMPACT THE ABILITY TO RESOLVE A SHORT-TERM ISSUE, IF THAT IS THE CONCERN, WE NEED TO TALK ABOUT WHAT IS THE PRINCIPLE THAT WILL ADDRESS THAT AND IF THIS FEELS LIKE IT IS OVERREACHING, AND UNSUSTAINABLE, THAT IS A PROBLEM WE NEED TO TALK ABOUT.

>> I WONDER, IT COULD BE ABOUT BALANCING SHORT-TERM DECISIONS WITH A LONG-TERM PERSPECTIVE.

>> CLARK: I THINK THAT IS IMPORTANT FOR THIS WHOLE PROCESS.

THAT IS WHY I HIGHLIGHT THAT.

>> THIS IS THE WHOLE POINT.

>> KASHINSKY: I WANT TO TALK A LITTLE BIT ABOUT ITEMS FOUR AND SIX, ONGOING COMMITMENTS WITH SUSTAINABLE FUNDING AND ONE-TIME RESOURCES FOR ONE-TIME PURPOSES, EVER SINCE I JOINED BUDGET COMMITTEE THE REFRAIN HAS BEEN ONE-TIME MONEY FOR ONE-TIME EXPENSES AND THOSE HAVE HEARD IT FOR ABOUT A DECADE OR TWO LONGER THAN I HAVE.

WHAT I HAVE SEEN WITH FACT IS A LOT OF TIMES WHAT THAT MEANS IS IT IS NOT LIKE WE ARE MAKING A CAPITAL INVESTMENT WHERE WE BUY ONE THING AND IT IS DONE BUT USING THAT FOR PILOT PROGRAMS, TO FILL GAPS THAT HAVE BEEN CREATED SO WILL WE USE MONEY TO SUSTAIN FOR A YEAR OR TWO AND WE RUN INTO A CHALLENGE WHEN THE PILOT PERIOD, THE ONE-TIME EXPENDITURE FOR THE PILOT IS DONE, NOW THAT THIS SERVICE THE COMMUNITY HAS COME TO RELY ON IS CONTINUING THE ONE-TIME FUNDING, SAYING WE SPENT THE MONEY, FEELS LIKE A SERVICE CUT.

BECAUSE THE PILOT WAS SUCCESSFUL, IT DID THE THING WE WANTED IT TO DO AND WE WOULD LIKE IT TO CONTINUE GOING BUT WE DON'T HAVE THE RESOURCES AND SOME OF THIS IS IN TIMES WHERE WE ARE FACING BUDGET CHALLENGES, I FEEL LIKE WE ARE GOING TO NEED TO GET CREATIVE AND TRY NEW THINGS AND SEE IF THERE ARE WAYS TO MEET COMMUNITY CHALLENGES AND HOW DO WE BALANCE THAT ONE-TIME MONEY PEACE, BEING ABLE TO DO PILOTS, WITH THESE ADDING ONGOING PROGRAMS BECAUSE I FEEL LIKE THAT IS GOING TO CREATE A LOT OF -- WE CAN SOLVE THE BUDGET PROBLEMS BY SAYING STRICT WITH ONE TIME MONEY, NOT ADDING NEW THINGS BUT THAT DOESN'T NECESSARILY GIVE US THE SPACE TO ADDRESS SOME OF THE COMMUNITY PROBLEMS WE ARE TRYING TO USE THE BUDGET TO SOLVE.

I AM NOT SURE WHAT THE ANSWER TO THAT IS BUT THINKING ABOUT HOW DO WE NAVIGATE THAT PIECE BETTER SO IT IS NOT A WE HAVE INVESTED ONE-TIME MONEY IN PILOTING A SOLUTION FOR A DOWNTOWN CLEANLINESS OR WHATEVER AND NOW WE HAVE TO PULL THAT BACK BECAUSE WE BUDGETED FOR THREE YEARS.

>> THAT PROBABLY NEEDS TO BE PART OF THE CONSIDERATION WHEN YOU PILOT PROGRAM IN TERMS OF IDENTIFYING LONG-TERM SOLUTIONS, IF THAT IS SOMETHING THAT IS GOING TO BE SUCCESSFUL.

LET'S STAY ON THIS TOPIC AND I SEE COUNCILOR KEATING.

REACTIONS OR COMMENTS?

>> MAYOR KNUDSON: THIS IS BUILDING ON THAT POINT, I WILL ADD EVEN THOUGH IT CONNECTS TO ANOTHER PRINCIPAL.

SOME OF WHAT I HEAR YOU SAYING IS WHEN WE HAVE THE OPPORTUNITY TO DO A SHORT-TERM PILOT OR ONE YEAR PILOT WITH ONE-TIME FUNDS, WE MIGHT FIND OURSELVES WITH AN EFFECTIVE PROGRAM AND I THINK MAYBE A QUESTION TO CONSIDER WITH THE GROUP WOULD LOOK AT EVALUATION OF ALL SERVICES AND PURSUE EFFICIENCIES, THAT SPEAKS TO THE DESIRE FOR EFFICIENT UTILIZATION OF RESOURCES WHICH IS THE HEART OF THE PRINCIPAL.

I THINK WE ARE SEEKING EFFECTIVENESS. WE ARE NOT ONLY SEEKING EFFICIENCY.

WHEN THERE IS SOMETHING WE MIGHT DO THAT IS AN EFFECTIVE PROGRAM, IT COULD BE THAT IS AN OPPORTUNITY TO MELT THROUGH IN THE NEXT BUDGET CYCLE, THERE IS A NATURAL QUESTION ABOUT THE RUNWAY AND THE ASPECT OF THE HOW, IS IT A ONE-TIME PROGRAM OR MIGHT IT BE A BETTER APPROACH THAN SOMETHING ELSE WE ARE DOING AND AS A TRANSITIONAL PROGRAM SO I WANT TO LEAVE THAT OPPORTUNITY OPEN BECAUSE I THINK LOOKING AT OTHER JURISDICTIONS AND OTHER COMMUNITIES AND HOW THEY UTILIZE ONE-TIME RUNS, IT IS A CHALLENGE AND SOMETIMES THE FUNDS ARE TINY, THEY DON'T COME CLOSE TO COVERING THE COST OF A FULL PROGRAM.

OTHER TIMES THEY ARE MEANT TO OVERCOME THE CAPITAL CONSTRUCTION AND ALLOW FOR A DIFFERENT PATH TO EXIST.

I THINK ONE OF THE REASONS FOR THIS WORKSHOP IS TO BE ABLE TO OPEN UP SOME OF THESE BIGGER PICTURE QUESTIONS ABOUT HOW WE ASSESS OUR EFFECTIVENESS AS WELL AS EFFICIENCY AND WE GET TO LEARN AS A COMMUNITY AND DO THINGS DIFFERENTLY BASED ON WHAT WE LEARNED THAT IS POSITIVE OR WHAT WE LEARNED THAT IS NEGATIVE.

>> SETTING EXPECTATIONS, TRYING DIFFERENT WAYS, PATHS AND GIVING PERMISSION TO STAFF TO LOOK AT EVALUATING PROGRAMS WITH FRESH EYES.

>> ZELENKA: THAT IS A VERY GOOD POINT.

WHEN I VOTE YES ON A PILOT, THE REASON IT IS A PILOT IS BECAUSE WE ARE NOT SURE ABOUT WHETHER OR NOT IT WILL WORK, IF IT IS A GOOD IDEA OR HOW EFFECTIVE OR THE LAST PART, WILL IT MAXIMIZE VALUE, HOW MUCH DOES IT PROVIDE THE COMMUNITY SO WE TRY THESE THINGS AND SOMETIMES WE FIND THEY REALLY WORK AND THEN IT IS THE TRADE-OFF GAME, SOMEWHERE IS PROBABLY TRADE-OFFS.

ABOUT THAT WORKED, BETTER THAN WE THOUGHT. NOW WE HAVE TO FUND IT OR LET IT GO.

AND WE HAVE TO MAKE A TRADE-OFF WITH SOMETHING ELSE BECAUSE THE BUDGET IS ZERO-SUM AND WE HAVE TO BALANCE THE BUDGET.

EVERY BUDGET.

YOU EITHER ADD THIS AND TAKE SOMETHING AWAY OR DON'T ADD IT.

IT ALWAYS COMES BACK AS A DECISION BUT PILOTS ARE INTENDED TO GIVE US THE INFORMATION WE DON'T KNOW BECAUSE WE ARE NOT GOING TO GO OUT OF THE CHUTE AND SAY LET'S MAKE THAT DECISION NOW BECAUSE WE DON'T KNOW.

WHAT THE EFFECTIVENESS OR THE OUTCOMES ARE.

THEY ARE SUPPOSED TO SET US UP.

>> KASHINSKY: THIS MAY BE A PIECE I MISSED BEING NEW AND BEING INVOLVED IN BUDGET DISCUSSIONS BUT NOT NECESSARILY THE DISCUSSIONS BUT I FEEL LIKE A LOT OF TIMES THE PILOT CONVERSATIONS COME BACK AS THROUGH THE BUDGET PROCESS.

SO IT IS NOT NECESSARILY AN ASKED WITH A CONVERSATION OF THIS PROGRAM WAS SUPER SUCCESSFUL AND WE WANT TO CONTINUE AND LET'S TALK ABOUT THE TRADE-OFFS ON THE SIDE OF THE BUDGET CONVERSATION BUT COMES BACK AS PART OF HERE IS ONE-TIME FUNDING THAT IS NOT CONTINUING AND DOES THAT MEAN THE PROGRAM DOESN'T CONTINUE SO MAYBE THAT IS A PIECE IS PULLING OUT SOME OF THOSE DISCUSSIONS IF IT ISN'T

HAPPENING, TO BE SEPARATE FROM BUDGET DISCUSSIONS AND MORE PROGRAMMATIC DISCUSSIONS.

OBVIOUSLY INCLUDING THE BUDGET COMPONENT IN THEM BUT HAVING THAT BE A MORE PROACTIVE DECISION ABOUT THE PROGRAM, NOT SEPARATE FROM BUT OUT WITH MORE CONTEXT THAN JUST THIS COSTS $30,000 A YEAR OR WHATEVER THE NUMBER IS.

AND AS PART OF THE FUNDING ADJUSTMENT, IF THERE IS A PROGRAM THAT WORKS OR DOESN'T WORK, EITHER DIRECTION AND THE NEXT BUDGET THAT COMES THROUGH, WHAT IS THE TRADE-OFF AND EXPLAINING WE PILOTED THIS, WE WERE SUCCESSFUL SO WE ARE GOING TO RECOMMEND A BUDGET THAT EXPANDS BUT REMOVES THIS.

TO BE EXPLICIT IN THAT OR WE TRY TO, TURNS OUT IT DIDN'T TOUCH AS MANY PEOPLE AS WE EXPECTED SO NOW IT IS -- IT IS NOT JUST THE DOLLARS BUT THE ADJUSTMENT AROUND THE SOLUTION.

>> LEECH: COMING OFF THIS CONVERSATION, WE HAVE TALKED ABOUT THE VALUE OF PREVENTION WORK AND HOW HARD IT IS TO MEASURE PREVENTATIVE WORK THAT CAN BE VERY EFFICIENT AND EFFECTIVE, COST SAVINGS, LONG-TERM THAT YOU DON'T NECESSARILY KNOW UNLESS YOU HAVE MANY YEARS OF TRACKING, SOMETIMES THESE THINGS, WHAT IS THE VALUE OF PREVENTING A FIRE, WHAT IS THE VALUE OF ADDRESSING MENTAL HEALTH BEFORE IT BECOMES EXTREMELY COSTLY DOWNSTREAM.

FOR ME THE VALUE REALLY IS IN THAT PREVENTATIVE WORK AND WE SHOULD BE FOCUSED ON THAT EVEN ONE IT IS NOT SUPER APPARENT IN THE BUDGET AT ALL TIMES AND THAT IS REALLY DIFFICULT AS WE SIT DOWN AND SAY WE HAVE TO MAKE THESE CUTS, I AM ALWAYS GOING TO ADVOCATE FOR THAT PREVENTATIVE WORK TO CONTINUE BECAUSE YOU TAKE IT AWAY AND A FEW YEARS FROM NOW YOU ARE GOING TO SEE DRASTIC COST INCREASES BECAUSE OF THE NEED RISING. I DON'T KNOW HOW TO FIT THAT INTO A BUDGET PRIORITY.

I WOULD LIKE TO SEE US TALKING ABOUT IT AND HAVE IT SOMEWHERE.

>> KEATING: I SEE THE RESOURCES AS BEING MORE THAN PILOT PROJECTS. THESE ARE OFTEN EMERGING OR EMERGENCY ISSUES. MATTERS OF LIFE AND DEATH.

EMERGENCY SHELTER.

ANIMAL SERVICES, HOW WE GOT CREATIVE WITH CSI DOLLARS AND REALLOCATING OR ALLOCATING IN A MORE CREATIVE MANNER FOR OUR CONTRACT PARTNER, GREENHILL.

WHICH I WOULD ARGUE IS A CORE AND ESSENTIAL SERVICE.

IT HAS A STRONG PUBLIC SAFETY COMPONENT. WHICH BRINGS ME TO A QUESTION ON OUR HANDOUT, ESSENTIAL SERVICES HAS AN ASTERISK, ARE WE DENOTING SERVICES WE HAVE TO DELIVER BY STATUTE?

>> THE REASON FOR THAT HERE IS BECAUSE THAT PRINCIPAL MIGHT NEED TO BE REVISITED AFTER WE LOOK AT THE FRAMEWORK, WHICH IS WHAT YOU ARE LOOKING AT.

THAT TALKS ABOUT PRIORITIZING COURT AND ESSENTIAL SERVICES, THOSE REQUIRED, MANDATED AND WE WILL TALK ABOUT THOSE DEFINITIONS BUT IT IS ALSO POSSIBLE THAT PRINCIPAL COULD BE SOMETHING TO REFLECT ON, THE WHOLE OF THE FRAMEWORK TO USE THAT AS A TOOL AND GUIDE.

>> KEATING: HEALTHY. GREAT. ON THE NUMBER 5 PIECE, DIVERSIFY REVENUE SOURCES, AM I INTERPRETING THAT WRONG IF I READ THAT AS IMPROVING AND INCREASING REVENUE-GENERATING OPPORTUNITIES. FOR EXAMPLE, LAST WEEK STAFF BROUGHT TO US A HOME ENERGY SCORE CONCEPT THAT COUNCIL GAVE THE THUMBS-UP FOR STAFF TO BRING BACK A PLAN TO OPERATIONALIZE AND THERE WERE MORE THAN ONE COUNCILORS AROUND THE TABLE, MYSELF INCLUDED WHO ASKED FOR SOME REVENUE-GENERATING PIECES FROM NETWORK.

LIKE A PERCENTAGE OR FEE OF THE WHATEVER IT IS FOR A HOME ENERGY SCORE GOING TOWARDS STABILIZING THAT WORK BUT ALSO LOOKING AT A SMALL PERCENTAGE THAT COULD GO TOWARDS OTHER PIECES, THE CLIMATE CRISIS LOCALLY OR PUTTING DOLLARS TOWARDS THE AFFORDABLE HOUSING TRUST FUND. IF WE WERE TO AMPLIFY A NEED FOR ANY TIME THE STAFF

SAYS OR COMES TO US WITH A PROJECT IN MIND THAT WE WOULD WANT TO SEE A REVENUE-GENERATING COMPONENT, WOULD THAT FALL UNDER STRENGTH AND DIVERSIFY REVENUE SOURCES BUCKET?

>> I THINK WHAT WE ARE SEEING AND WHAT I AM HEARING IS, THE SHORT ANSWER IS LOOK AT WHAT ARE THE REVENUE SOURCES, SOME OF THESE I THINK AS WE ARE TALKING WITH THE STRATEGIES AND ACTIONS TOWARDS FISCAL SUSTAINABILITY, WHICH IS THE GOAL OR A GOAL YOU HAVE, SOME OF THESE ARE STRATEGIES TO PURSUE THOSE AND THAT IS LOOKING AT ADDITIONAL REVENUE OPTIONS, SOURCES, IT CAN COME FROM DIFFERENT PLACES, IT CAN COME FROM DIFFERENT PROGRAMS OR WHATEVER, MAYBE GRANT FUNDING, FEES, SOME OTHER METHOD.

THAT IS A STRATEGY FOR INCREASING REVENUE.

AS A PRINCIPAL IT IS ALSO SUGGESTING TO ALWAYS KEEP IN VIEW THE OPPORTUNITIES FOR STRENGTHENING AND IMPROVING THE REVENUE SIDE OF THE LEDGER AND THAT IS HOW I INTERPRET THIS.

>> I WOULD AGREE WITH WHAT YOU ARE SAYING, THAT LENS WHEN WE THINK ABOUT THE GENERAL FUND AND PROPERTY TAX REVENUE BEING A HIGH COMPONENT OF THAT.

OF BEING OPEN AS WE THINK SHORT, MID AND LONG TERM, WHAT OPPORTUNITIES THAT MAY MAKE SENSE AS WE CONSIDER A RANGE OF STRATEGIES.

>> ONE OF THE THINGS WE CAN DO, THIS IS THE FIRST AT-BAT THAT MIGHT NEED REFINEMENT.

MAYBE ONCE WE HAVE GONE THROUGH THE CONVERSATIONS AROUND THE FRAMEWORK AND AS WE LOOK AT THE GOALS YOU WANT TO PURSUE AND MAKE SURE ARE NAMED AND DEFINED.

PUT DISCUSSION ON THIS AFTER BECAUSE HE BELIEVES THINGS FALL INTO THE WHAT ARE WE GOING TO DO ACTIONABLE ITEMS

AND MAYBE THINGS NEED TO BE REFINED TO REFLECT THE FRAMEWORK YOU LAND ON.

WE CAN ALWAYS COME BACK TO THE CONVERSATION AND PRINCIPLES WITH FRESH EYES AND MAKE ADJUSTMENTS BASED ON THIS CONVERSATION WE ARE HAVING.

>> ZELENKA: NOT ALL OF THESE END UP BEING MAXIMIZED, THEY ARE A SET OF PRINCIPLES TO WORK OFF OF.

LIKE THE LAST ONE, CONNECTING THE BUDGET TO GOALS, ADVANCING LONG-TERM GOALS AND SEEING THE TANGIBLE IMPACT OF EVERY DOLLAR SPENT.

BUT NEVER SEEING THAT HAPPEN, THERE ARE OVER 40 SERVICES AND NOT ALL ATTACHED TO OUR LONG-TERM GOALS BUT GOALS THE CITY AND THINGS THAT OCCUR THAT ARE VERY IMPORTANT AND NEED TO BE MAINTAINED.

[AUDIO ISSUES]

>> IF I COULD ADD, AS WE LOOK AT BUNCH OF RENTABLE'S AND HOW YOU WILL USE THEM, BEYOND TODAY WHILE WE TALK ABOUT WHAT THEY ARE BUT THINKING ABOUT THE NEXT TIME YOU HAVE A BUDGET ADJUSTMENT IN FRONT OF YOU OR THE NEXT TIME THERE IS A BIG CONVERSATION WHERE YOU HAVE TO MAKE HARD CHOICES AND A PHYSICAL COMPONENT IS ON THE LINE.

JUST LIKE YOU SAID, NOT EVERY DECISION IS GOING TO -- THERE IS NOT A PERFECT CHECKLIST, DID IT DO THIS, YES, DID IT DO THAT?

NO. IF YOU HAVE CONSENSUS AS A BODY THAT YOU BELIEVE YOU SHOULD BE STRENGTHENING AND DIVERSIFYING REVENUE SOURCES AND ALIGNING ONE-TIME RESOURCES WITH ONE-TIME EXPENDITURES AND PROMOTING TRANSPARENCY, WHEN SOMETHING COMES IN FRONT OF YOU, YOU HAVE A VOCABULARY WHERE PREVIOUSLY YOU MAY HAVE HAD DIFFERENT WAYS OF SAYING THINGS THAT WERE IMPORTANT AND NOW YOU CAN BE LIKE THIS DOESN'T SIT RIGHT WITH ME BECAUSE IT DOESN'T ALIGN OUR COMMITMENTS, IT GIVES YOU A VOCABULARY, A GOOD STARTING PLACE FOR A CONVERSATION.

YOU MIGHT MAKE A DECISION THAT RUNS COUNTER TO A BUDGET PRINCIPAL BUT AT LEAST YOU HAVE TALKED ABOUT HOW IT RUNS COUNTER AND HE MADE THE CHOICE THAT IS IMPORTANT IN THIS MOMENT. RATHER THAN MAKING THE CHOICE AND NOT TALKING ABOUT HOW IT ALIGNS WITH YOUR PRINCIPLES.

I THINK THE OPERATIONALIZE, HOW THEY COME INTO PLAY LATER, THERE ARE NO PERFECT DECISIONS BUT HERE IS HOW WE TALK ABOUT DECISIONS.

CAN WE AGREE THIS IS HOW WE TALK ABOUT DECISIONS.

IF THAT HELPS, I DON'T KNOW, IT MIGHT HELP CLARIFY SOME OF THOSE POINTS.

>> [AUDIO ISSUES]

>> YEH: I AM WONDERING WHERE CONSIDERATIONS AROUND PERSONNEL, LIFE EXPERIENCE WOULD FALL INTO?

BUDGET NUMBERS TELL A STORY OF HOW SOMEONE, WORK EXPERIENCE, WILL THEY HAVE MONEY TO DO THE THING THEY HAVE BEEN ASKED TO DO, WILL THEY HAVE ENOUGH COWORKERS TO DO THE THING THEY HAVE BEEN ASKED TO DO OR WILL THEY NOT?

I THINK AS WE MAKE BUDGET DECISIONS, THAT IS SOMETHING WE SOMETIMES TALK ABOUT BECAUSE WE CARE ABOUT OUR EMPLOYEES, THEY ARE ONE OF OUR BIGGEST ASSETS BUT I DON'T KNOW THAT IS REFLECTED HERE.

IT IS NOT JUST ABOUT, THAT IS NOT AN EFFICIENCY.

I DON'T KNOW IF IT IS IN HERE BUT I WOULD HOPE THAT IS SOMETHING WE CAN CONSIDER AS WE MAKE CHOICES.

>> ZELENKA: TALKING ABOUT NUMBER 7, I THINK SOMEONE SAID BALANCING THE SHORT-TERM DECISION-MAKING WITH PERSPECTIVE, THAT IS A BIG REWRITE.

>> DO OTHERS AGREE WITH AT CHANGE?

>> ONE MORE TIME?

>> ZELENKA: BALANCING SHORT-TERM DECISION-MAKING WITH LONG-TERM PERSPECTIVES.

>> SAY MORE.

>> ZELENKA: THAT IS WHAT WE WERE TALKING ABOUT.

[AUDIO ISSUES]

>> CLARK: I WAS SAYING I WAS ASKING HIM TO CLARIFY IF THEY THOUGHT THAT WAS THE PERSPECTIVE WE SHOULD HOLD WHILE DOING IT AND YOU ARE SAYING I ACTUALLY THINK WE NEED TO BE THINKING ABOUT LONG-TERM CONSEQUENCES MORE FREQUENTLY AND MORE THAN WE CURRENTLY DO.

>> ZELENKA: I THINK THAT IS WHAT THIS SAYS. WHEN YOU MAKE A SHORT-TERM DECISION, YOU HAVE TO TAKE INTO CONSIDERATION LONG-TERM PERSPECTIVE.

>> CLARK: RIGHT, I WOULD SAY IT IS NOT A PRINCIPAL WE SHOULD BALANCE THE TWO BUT A PRINCIPAL DO MORE CONSIDERATION OF THE LONG-TERM IMPLICATIONS.

THE SUBTLE DIFFERENCE.

>> ZELENKA: BALANCING DOESN'T ALWAYS MEAN TO ME, COULD BE LIKE THIS.

>> BRINGING US BACK, I WANT TO MAKE SURE WE HAVE YOUR PERSPECTIVE. AS WRITTEN TO MAKE DECISIONS WITH LONG-TERM PERSPECTIVES, IF THAT MEANS WE NEED TO DO MORE OF THAT YOU ARE SAYING YES, PLEASE.

>> ZELENKA: YES.

>> OKAY.

>> KASHINSKY: [AUDIO ISSUES] WHERE IT TALKS ABOUT REDUNDANCIES.

ONE DYNAMIC THAT WOULD BE WORTH EXPLORING IS HOW ARE EXPENDITURES RELATING TO THOSE OTHER JURISDICTIONS.

WE HAVE OTHER GOVERNMENTAL JURISDICTIONS WITH OVERLAPPING GEOGRAPHIC SPACE THAT HAS EXPLICIT RESPONSE ABILITIES FOR DIFFERENT ITEMS.

SO FOR EXAMPLE THE SCHOOL DISTRICT IS IN CHARGE OF SCHOOLS AND WE ARE NOT IN CHARGE OF SCHOOLS.

MANY OF THOSE JURISDICTIONS ARE FACING BUDGET CHALLENGES AS SEVERE OR MORE SEVERE THAN WE ARE.

SO HOW DO WE NAVIGATE THE QUESTION OF WHEN ARE WE DUPLICATING SERVICES AND THINGS WE SHOULDN'T BE DOING BECAUSE IT IS SOMEONE ELSE'S ROLE VERSUS WHEN ARE WE SUPPLEMENTING BECAUSE IF WE DON'T SUPPLEMENT, THE THING ISN'T GOING TO GET DONE AND IT'S GOING TO HAVE A NEGATIVE IMPACT FOR THE COMMUNITY.

AND MAKE OTHER SERVICES ON OUR PART MORE EXPENSIVE BECAUSE WE HAVE TO DEAL WITH THE GAPS SOMEWHERE ELSE, HOW DO WE NAVIGATE THE POTENTIAL FOR REDUNDANCY BETWEEN JURISDICTIONS BECAUSE I THINK THERE IS A LEVEL OF OUR CONSTITUENTS ASK US TO DO A THING AND WE WANT TO DO THAT THING SO MAKING SURE WE CONSIDER HOW THAT FALLS IN THE BROADER CONTEXT OF ALL THE DIFFERENT STATE, COUNTY, SCHOOL DISTRICTS, LCC, HOW ALL OF THOSE PIECES ARE WORKING TOGETHER FOR THE PURPOSES OF PROVIDING THE TOTALITY OF THE SERVICES [AUDIO ISSUES].

>> ZELENKA: I AGREE ENTIRELY.

I WAS GOING TO SAY WOULD IT BE A SUBCATEGORY [AUDIO ISSUES].

>> WHEN WE COME BACK AT THE FRAMEWORK, WE CAN LOOK AT THE QUESTIONS AND THINK ABOUT WHETHER OR NOT IT STARTS TO POINT TO THE DIRECTION OF EVALUATING, CAPACITY, DELIVERY, ALL THOSE THINGS.

OWNERSHIP, WHO OWNS DIFFERENT RESPONSE ABILITIES TO THE COMMUNITIES AND

>> [AUDIO ISSUES]

>> EVANS: I AM TRYING TO WRAP MY HEAD AROUND NUMBER 5 AND THAT IS STRENGTHENING AND DIVERSIFY REVENUE SOURCES WE HAVE CLEAR LIMITATIONS GOING BACK 35 YEARS AGO WHEN BALLOT MEASURE FIVE PAST AND LATER 47 AND A COUPLE OTHER THINGS AT THE STATE LEVEL THAT TOOK AWAY LOCAL CONTROL OF OUR BUDGETS.

AND HAS PUT MORE RESPONSE ABILITY IN THE HANDS OF THE STATE AND IN OTHER CASES IN THE HANDS OF THE FEDERAL GOVERNMENT.

WE HAVE LIMITATIONS THAT WE CAN'T WORK AROUND.

SO THE QUESTION IS, HOW DO WE GET CREATIVE ABOUT BUILDING OR EXPANDING OUR REVENUE BASE. AT THE SAME TIME ALSO UNDERSTANDING THOSE LIMITATIONS AFFECT OUR CONSTITUENTS WHETHER THEY ARE INDIVIDUAL HOMEOWNERS OR BUSINESSES THAT OWN PROPERTY BUT MOST OF EVERYTHING IS BEING PAID OUT OF THE PROPERTY TAX POOL.

AND IN SOME CASES, WE ARE NOT IN A SITUATION LIKE MEDFORD IS WITH TRANSIT.

TRANSIT IS PAID OUT OF PROPERTY TAXES.

OUR TRANSIT IN EUGENE AND IN PORTLAND IS PAID OUT OF PAYROLL TAX.

THAT WAS DONE BACK IN 1970, SPECIFICALLY TO BE ABLE TO FUND A SUSTAINABLE AND ROBUST SYSTEM FOR THE TWO LARGEST AREAS IN THE STATE.

WHAT WE HAVE NOW IS NO WAY OF CHANGING WITHOUT STATE ACTION, GOVERNOR, LEGISLATURE, SAYING WE HAVE TO DO THINGS DIFFERENTLY AND WE ARE NOT THE ONLY JURISDICTION OR MUNICIPALITY IN THIS SITUATION.

IT IS TRUE ACROSS THE STATE OF OREGON, TRUE ACROSS THE COUNTRY.

NOW WE ARE CONTINUALLY BEING TOLD BY OUR STATE AND FEDERAL GOVERNMENT, YOU HAVE TO ASSUME THESE RESPONSE ABILITIES THAT WE WERE PARTNERING WITH AND WE ARE NO LONGER YOUR PARTNERS.

>> [AUDIO ISSUES]

>> I THINK THE CONVERSATION AROUND REVENUE, SOLUTIONS, TO THE FINANCIAL CHALLENGE IS COMPLEX AND THERE ARE THINGS THAT ARE GOING TO REQUIRE [AUDIO ISSUES] THERE ARE OTHER THINGS THAT ARE CRITICAL DRIVERS TO HOW YOU ARE GOING TO RESOLVE THIS ISSUE AND NOT JUST EUGENE.

THESE ARE BROADER PROBLEMS.

SO WITHIN THAT AND WE ARE JUMPING AHEAD A LITTLE BIT ON SOME OF THE STRATEGIES OF THINGS TO DO. THERE MAY BE A NEED FOR DELIBERATE, INTENTIONAL ADVOCACY FOR CHANGING DIRECTIONS. MAYBE THAT IS SOMETHING THAT IS PURSUED. NOW IT IS NOT A BUDGET PRINCIPAL BUT COULD BE WARRANTED GIVEN YOU HAVE LESS CONTROL CURRENTLY THEN YOU WOULD HAVE OTHERWISE.

>> KEATING: TOGGLING BACK AND FORTH BETWEEN THE SLIDE DECK AND ATTACHMENT, THEY ARE AT YOUR DESK.

THEY EXPAND ON THESE CONCEPTS.

IT CAUGHT MY ATTENTION THAT ONE OF THEM IS WRITTEN IN THE NEGATIVE.

I DON'T THINK IT IS AS POWERFUL BUT NOT AS PALATABLE TO ME WHEN I READ NUMBER 4 ABOUT OUR COMMITMENTS WITH SUSTAINABLE FUNDING. MY SUGGESTION WOULD BE RATHER THAN HAVE IT BE THE ONLY ONE OF THESE THAT SAYS WE NEED TO AVOID DOING SOMETHING WOULD BE TO CLEARLY IDENTIFY SUSTAINABLE FUNDING SOURCES FOR ONGOING PROGRAMS, SERVICES OR POSITIONS RELATED TO NEW OR ONGOING SERVICES.

RATHER THAN JUST RIGHT OUT OF THE GATE SAY WE SHOULD AVOID DOING SOMETHING, IT IS INEVITABLE. WE ARE GOING TO -- AS TIMES CHANGE, WE ARE GOING TO HAVE TO GET CREATIVE

AND FIND NEW, ONGOING PROGRAMS OR SERVICES OR POSITIONS.

WE JUST DID THAT WITH THE ECONOMIC DEVELOPMENT POSITION.

I DON'T THINK WE ARE VOTING ON THIS TODAY BUT MY SUGGESTION WOULD BE TO FIND A WAY TO MORE POSITIVELY SAY WHAT I THINK IT IS TRYING TO SAY IS THAT WE NEED TO IDENTIFY ONGOING, SUSTAINABLE FUNDING.

>> IF YOU FLIP THE SENTENCE AND BEGIN WITH CLEARLY IDENTIFY SUSTAINABLE FUNDING SOURCES PRIOR TO ADDING PROGRAMS, SERVICES, POSITIONS, YOU HAVE DONE THAT.

>> KEATING: THANK YOU, GREAT.

NUMBER 1, WHEN WE TALK ABOUT CORE AND ESSENTIAL SERVICES, THAT REALLY IS SOMEWHAT SUBJECTIVE.

THERE WOULD BE EIGHT OF US WITH EIGHT DIFFERENT OPINIONS ABOUT WHAT CORE AND ESSENTIAL SERVICES ARE.

NEVERTHELESS I WANT TO RECOGNIZE AND RESPECT THEY ARE CORE AND ESSENTIAL SERVICES.

I WOULD SUBMIT REMOVING THE WORD AVAILABLE MAKES THAT SENTENCE STRONGER THAT WE SHOULD FOCUS RESOURCES ON SERVICES THAT ARE LEGALLY MANDATED, CRITICAL TO THE CITY MISSION, NOT DO IT AS AN AFTERTHOUGHT AND FOCUS AVAILABLE RESOURCES.

I AM INFERRING THAT WOULD MEAN WE WOULD PRIORITIZE OTHER THINGS FIRST AND WHATEVER IS AVAILABLE WE PUT TOWARDS OUR CORE AND ESSENTIAL SERVICES.

MY SUGGESTION WOULD BE STRIKE THE WORD AVAILABLE AND CUT TO THE CHASE AND FOCUS ON RESOURCES.

>> I THINK THE INTENT WAS TO SUGGEST LIMITED RESOURCES BUT I THINK YOUR POINT IS STRONG.

NOT DOING OTHER THINGS FIRST AND WHATEVER IS LEFT OVER, APPLY.

GOOD POINT.

ANY OTHER BIG IDEAS, MAYOR?

>> MAYOR KNUDSON: JUST WANT TO SHARE A COUPLE THOUGHTS AND TAKE NOTES ON HOW WE HAVE BEEN DISCUSSING THIS AND ONE IS THINKING ABOUT HOW THIS WILL BE USEFUL TO US AND OTHERS INTO THE FUTURE.

AND WITH THAT IN MIND, I HAD A BIT OF A THOUGHT EXPERIMENT OF HOW WOULD I WALK INTO THIS INFORMATION IF I WANT TO CLEARLY EXPRESS THE VALUES OF OUR CITY THROUGH OUR BUDGETING PRINCIPLES?

I TOOK PROMOTE TRANSPARENCY AND SHARED UNDERSTANDING TO THE TOP OF THE LIST.

I THINK EVERY BUDGET CONVERSATION WE WANT TO BEGIN WITH A SHARED UNDERSTANDING OF WHAT ARE REQUIRED AND ESSENTIAL SERVICES ARE AND HOW WE ARE ALIGNING OUR EFFORTS.

I WOULD MOVE THAT TO THE FRONT AND I THINK PRIORITIZING THOSE REQUIRED AND ESSENTIAL SERVICES AND FOCUS RESOURCES ON THOSE AND EVALUATE ALL SERVICES AND PURSUE EFFICIENCIES OR EFFECTIVENESS, HOWEVER THAT IS REWORKED.

THEN THINKING ABOUT HOW WE CONNECT OUR BUDGET TO STRATEGIC GOALS, THAT POINT AT THE OUTSET DRAWS CLEAR LINKS BETWEEN THE STRATEGIC PLANNING DOCUMENTS AND OTHER POLICY-SETTING CONVERSATIONS OF COUNCIL TO THE BUDGETING PRINCIPLES ANYTHING FOR ANYONE ELSE COMING TO THIS INFORMATION FOR THE FIRST TIME, THAT COULD BE HELPFUL AND FROM THERE, THERE IS A SET OF PRINCIPLES ALIGNING ONGOING COMMITMENTS WITH SUSTAINABLE FUNDING, STRENGTHENING AND DIVERSIFY REVENUE SOURCES, USE ONE-TIME RESOURCES FOR ONE-TIME PURPOSES, MAKING DECISIONS WITH THE LONG-TERM PERSPECTIVE, THOUGH SPEAK TO A STEWARDSHIP RESPONSIBILITY THAT THE BODY HOLDS AND WRAPPING WITH THE POINT ABOUT MAINTAINING STRONG FINANCIAL RESERVES AND ADVANCING FINANCIAL SUSTAINABILITY, THOSE ARE OVERARCHING COMPONENTS THAT GO ALONG WITH OUR RESPONSIBILITIES BUT FOR OTHER PEOPLE COMING TO THIS

THEY MIGHT NOT SAY AS MUCH ABOUT THE VALUES OF THE ORGANIZATION AND THE BODY THESE PRINCIPLES ARE RELATED TO.

>> COMMENTS ON THAT?

I APPRECIATE BRINGING IN THE WORD OF STEWARDSHIP, THAT IS PART OF WHAT IS EMBEDDED IN ALL OF THIS.

TO BE ABLE TO DO THAT, YOU ARE PROVIDING GUARDRAILS ON HOW YOU APPROACH THESE CONVERSATIONS.

WITH THAT, WHY DON'T WE PAUSE THE CONVERSATION BUT WE HAVE BEEN TAKING NOTES. WE CAN BRING BACK SOME IDEAS.

IF NOT, CERTAINLY ON THE 13TH. WE CAN BRING PIECES TOGETHER TO MAKE SURE WE HAVE REFLECTED ADEQUATELY THE INTENT OF THE CONVERSATION AND IT WILL BE A USEFUL TOOL. AT THE END OF THIS IT NEEDS TO BE SOMETHING YOU WILL LOOK TO AND USE AND STAFF CAN USE AS A LENS THAT IS IMPORTANT TO YOU.

OKAY, WE ARE GOOD TO MOVE ON?

CAN WE KEEP GOING?

LET'S MOVE THIS IN TO THE IMPORTANT CONVERSATION, I WILL BRING YOU BACK A COUPLE INFORMATION SESSIONS BEFORE WE RUN MODELS AS FOOD FOR THOUGHT.

AROUND HOW OTHER ORGANIZATIONS HAVE APPROACHED EVALUATING PROGRAMS AND THINKING THROUGH BUDGET PROPOSALS, DECISIONS, WE HAD CONVERSATION AND THERE WAS AGREEMENT AND I HEARD ABOUT THIS IN THE INTERVIEWS. TO NOT OVERCOMPLICATE IT.

TO MAKE IT A USEFUL TOOL TO INFORM THE CONVERSATION AND ALLOW TIME TO TEST DRIVE AND EVOLVE AND TWEAK IT OVER TIME TO MAKE SURE IT SERVES THE PROPER NEED.

WITH THAT IN MIND, WITH THE BUDGET PRINCIPLES, SETTING OVERARCHING DIRECTION, MOVING INTO THE FRAMEWORK, THIS ALLOWS US TO THINK ABOUT HOW TO OPERATIONALIZE THE CONVERSATION AROUND LOOKING AT BUDGET CHOICES.

THINKING ABOUT THE PROGRESS AND THE WHY TO GET US BACK INTO THIS CONVERSATION.

THERE WAS AGREEMENT HAVING A FRAMEWORK AND SHARED LANGUAGE ABOUT HOW TO APPROACH THIS AND THEIR DEFINITIONS ARE IMPORTANT FOR SURE.

IT IS GOING TO BE VALUABLE TO HOW THE CONVERSATION AMONG COUNCILORS BUT ALSO AMONG COUNCIL AND STAFF CAN PROCEED.

IT IS AN IMPORTANT TOOL THAT STAFF, THE DEPARTMENT LEVEL, EXECUTIVE TEAM LEVEL WILL USE AND APPLY TO MAKE SURE THEY ARE HONORING THE APPROACH YOU LAY OUT.

THIS IS AN OPPORTUNITY TO BUILD THE BRIDGE BETWEEN THE CONVERSATION AROUND POLITICAL ACCEPTABILITY AND THOSE THINGS THAT ARE IMPORTANT TO YOU ALL AS STRATEGIC GOALS, WITH THE RESOURCES THAT ARE AVAILABLE ADMINISTRATIVELY.

SUPPORTING LONG-TERM, FINANCIAL SUSTAINABILITY AND TO THE TRANSPARENCY QUESTION, MAYOR, HAVING A FRAMEWORK LIKE THIS ALLOWS FOR THE CONVERSATION OF TRADE-OFFS, EXPLAINS THE REASONS BEHIND THE RECOMMENDATIONS BEFORE YOU.

YOU MAY DECIDE TO GO WITH THEM OR YOU MAY PROVIDE A LENS THAT WOULD BE YOUR DECISION AT THE TIME OF ADOPTING THE BUDGET.

BUT LARGELY INFORMED BY THE WORK THAT COMES BEFORE YOU. WE ARE REMOVING THE AMBIGUITY AND LACK OF VISIBILITY.

WE ARE TRYING TO GET EVERYBODY INTO THE SAME TENT TO THINK ABOUT HOW TO NAVIGATE THESE PROBLEMS.

THE FRAMEWORK YOU HAVE IN YOUR PACKET IS THE SAME AS THE NEXT ATTACHMENT THAT CAME IN THE PREP WORK.

FRAMEWORK THAT HAS TWO KEY COMPONENTS. THE FIRST IS CATEGORIZING LOOKING WITH A CRITICAL EYE AT THE PROGRAMS AND SERVICES THAT ARE DELIVERED BY THE CITY, NOT WITH RANKING OR PRIORITY BUT AS OBJECTIVELY AS ONE CAN.

TO DEFINE AND CATEGORIZE THE PROGRAMS. THIS IS NOT ABOUT THIS IS BETTER THAN THIS ONE BUT WHAT IS REQUIRED OR NOT REQUIRED SO CATEGORIZATION AND THE SOFTER LENS BUT

EQUALLY IMPORTANT, CONSIDERATIONS THAT NEED TO BE INCORPORATED, THOSE ARE THE BUDGET DECISION CONSIDERATIONS THINGS LIKE IMPACT, NUMBER AND VOLUME, THE ORGANIZATIONAL IMPACT TO DELIVER THE SERVICE, IF THERE IS A RISK INVOLVED.

THESE IMPORTANT CRITERIA WOULD BE APPLIED AFTER THE PROGRAMS AND SERVICES SO OUR CHARGE TODAY IS TO WALK THROUGH THE FRAMEWORK AND THINK ABOUT THE QUESTIONS THAT COULD BE CONSIDERED WHEN LOOKING AT HOW TO CATEGORIZE SOMETHING.

THE DEFINITIONS AND QUESTIONS TO MAKE SURE IT IS CLEAR AND MAKES SENSE, THERE IS NOT SOMETHING CRITICAL MISSING, IT IS NOT A SCIENCE PROJECT. THERE IS AN ELEMENT OF ASSESSMENT THAT HAS TO BE INVOLVED BUT IT CAN BE AN ANALYTICAL TOOL THAT STAFF CAN REVIEW AND WE HAVE SOME ADDITIONAL EYES ON THE EXECUTIVE TEAM BEFORE IT COMES TO YOU SO IT IS ADEQUATELY INFORMED.

>> ZELENKA: THIS IS A CATEGORIZATION TOOL?

>> CORRECT, WHEN WE LOOK AT THE DEFINITIONS, WHAT IS BEING PROVIDED AND WHAT IS DRIVING IT. HOW DO YOU CHARACTERIZE IT, NOT PLACING A JUDGMENT OF BETTER OR WORSE. IT IS JUST DRIVEN BY.

DEPOSITING THEM INTO DIFFERENT BUCKETS BUT CAN BE APPLIED WITH THE DECISION CRITERIA.

WE ARE NOT APPLYING SCORING, JUST TRYING TO KEEP IT SIMPLE AND ALLOW IT TO BE A DISCUSSION EVALUATION TOOL.

FOUR CATEGORIES.

I DON'T KNOW IF YOU WANT TO MAKE ANY POINT, I WILL WALK THROUGH WHAT WE PUT TOGETHER.

SO FOUR CATEGORIES.

THAT ARE INCLUDED AND THESE ARE NOT SIMILAR FROM THE MODELS WE LOOKED AT TOGETHER.

THE TORONTO MODEL WAS ONE YOU MIGHT RECALL, WE HAD THE MOST ENERGY AROUND IT.

SIMILAR TO THAT BUT RELATIVELY SIMPLE. EASY TO FOLLOW FRAMEWORK.

THE FIRST IS REQUIRED SERVICES.

WITH THE DEFINITION THAT SAYS PROGRAMS AND SERVICES, THE CITY MUST PROVIDE TO COMPLY WITH FEDERAL STATE LAW, CITY CHARTER REQUIREMENTS, COURT ORDERS, REGULATORY REQUIREMENTS.

THERE IS A DEFINED BACKBONE TO HOW THESE WOULD BE CATEGORIZED TO PUT THEM HERE. CONSIDERATIONS, THINKING ABOUT HOW TO EVALUATE, THE QUESTION IS, IS THE SERVICE REQUIRED BY LAW, CHARTER OR COURT ORDER. THIS IS PRETTY CUT AND DRY.

THAT IS THE FIRST CATEGORY. I WILL GO THROUGH THESE AND ASK US TO ZOOM OUT AND WE CAN DO BROADER REFLECTIONS.

THE SECOND CATEGORY WE HAD WE CALLED ESSENTIAL SERVICES.

WITH A DEFINITION HERE MEANING PROGRAMS AND SERVICES NECESSARY TO PROTECT PUBLIC HEALTH, SAFETY, CRITICAL INFRASTRUCTURE AND CONTINUITY OF GOVERNMENT OPERATIONS.

WE HAVE QUESTIONS HERE THAT WE WOULD HAVE ASKED STAFF TO GO THROUGH TO EVALUATE THE DEFINITION.

DOES THE SERVICE PROTECT LIFE, SAFETY, HEALTH, CRITICAL INFRASTRUCTURE, WOULD SIGNIFICANT SERVICE REDUCTIONS CREATE UNACCEPTABLE COMMUNITY OR ORGANIZATIONAL RISK AND IS THE SERVICE NECESSARY FOR THE CITY TO EFFECTIVELY FUNCTION?

THIS IS WHERE -- THESE ARE QUALITATIVE QUESTIONS, THERE IS GOING TO BE SOME NEED FOR DELIBERATE CONVERSATION AROUND WHAT THOSE ARE, WHY THINGS ARE CATEGORIZED ONE WAY OR ANOTHER BUT AS A JUMPING OFF POINT, IT HELPS TO SORT PROGRAMS INITIALLY. THE OTHER CONSIDERATIONS WOULD

HELP TO INFORM WHERE PROGRAMS AND SERVICES ARE CATEGORIZED.

THE NEXT CATEGORY WE CALL CORE COMMUNITY SERVICES.

THE DEFINITION YOU HAVE, PROGRAMS AND SERVICES THAT RESIDENTS EXPECT LOCAL GOVERNMENT TO PROVIDE AND CONTRIBUTE TO COMMUNITY LIVABILITY, IDENTITY AND QUALITY OF LIFE?

SOMETHING IS HAPPENING OVER HERE.

[AUDIO ISSUES] IT DOESN'T SAY IT ON MY COMPUTER SCREEN. THESE ARE THINGS, MAYBE PROGRAMS THAT ARE UNIQUE TO YOU, JANE, ARE DEVELOPED OVER TIME, CULTURAL SERVICES, SOME OF THOSE PROGRAMS PEOPLE HAVE COME TO APPRECIATE AND EXPECT WITHIN THE COMMUNITY.

FOR EACH OF THESE WE COULD HAVE CONVERSATIONS AND QUESTIONS AROUND LEVEL OF SERVICES AND THESE OTHER DIMENSIONS BUT THE INITIAL SORT IS THESE FOUR BUCKETS.

QUESTIONS THAT WOULD BE ASKED, DOES THE SERVICE CONTRIBUTE TO LIVABILITY, IDENTITY AND QUALITY OF LIFE?

IS THE SERVICE TYPICALLY OFFERED TO RESIDENTS OF COMPARABLY SIZED CITIES.

WHAT JUDGMENT BUT JUST OBSERVATION, WHEN THERE IS SOMETHING UNIQUE AND SPECIFIC, A CORE COMMUNITY SERVICE, MAYBE THAT IS HERE BUT YOU BRING IN THE LENS OF IS THIS A TYPICAL SERVICE HE WOULD SEE IN OUR COMMUNITY?

ANOTHER POINT OF INFORMATION, A LOT OF THIS IS POINT OF INFORMATION FOR EVALUATION AND CONVERSATION.

LAST, WE HAVE STRATEGIC PRIORITY SERVICES, THIS STARTS TO SPEAK TO THE ALIGNMENT ELEMENT WITH COUNCIL GOALS WHICH WE WILL SPEND MORE TIME ON. THE STRATEGIC PRIORITY SERVICES, PROGRAMS AND SERVICES THAT ADVANCE COUNCIL GOALS, RESPOND TO EMERGENCY COMMUNITY NEEDS, FOSTER INNOVATION AND CREATE TARGETED, COMMUNITY BENEFITS BEYOND CORE SERVICE EXPECTATIONS.

SO THAT EXTRA LEVEL, AS A COUNCIL FOCUSED ON MOVING FORWARD, MOVING THE NEEDLE IN SOME AREA THAT MAY BE HAS

CREATED A PROGRAM OR SERVICE LEVEL BEYOND WHAT IS TYPICAL AND THIS IS NOT A BETTER OR WORSE BUT A CATEGORY.

DOES THE PROGRAM SERVICE, DOES THE SERVICE SUPPORT AND ADOPT A BUDGET GOAL, DOES THE SERVICE ADDRESS THE SIGNIFICANT EMERGING NEED OR OPPORTUNITY AND DOES IT CREATE MEASURABLE BENEFITS THAT WILL EXCEED CORE SERVICE EXPECTATIONS.

THAT IS THE DRAFT OF THE FRAMEWORK.

WITH THE BUDGET CONSIDERATIONS, WE WANT TO OPEN UP FOR CONVERSATION AND REACTION, RECOGNIZING THIS IS NOT AN EMPIRICAL FORMULA, MODEL BUT A TOOL TO ASSESS AND INFORM THE CONVERSATIONS.

>> GROVES: I LIKE THIS, I LIKE THAT IT IS SIMPLE, WELL-DEFINED, IT DOESN'T HAVE 15 STEPS.

WE CAN GET THIS DONE AND I LIKE THE DEFINITION, BETWEEN ESSENTIAL AND CORE SERVICES, WHICH I THINK ACCURATELY CAPTURE SOME OF THE WORK. WE HAVE GOTTEN WRAPPED AROUND THE AXLE MANY TIMES OVER THE YEARS ON WHAT IS A CORE SERVICE AND EVERYTHING IS A CORE SERVICE. THAT DOESN'T HELP WITH PRIORITIZATION.

THIS MAKES A LOT OF SENSE TO ME. I WILL BE INTERESTED TO HEAR WHAT MY COLLEAGUES SAY.

>> KASHINSKY: I HAVE SO MANY QUESTIONS, I WILL PROBABLY WANT A SECOND ROUND.

>> WE WILL START WITH AN IDEA AND LET THERE BE DISCUSSION.

>> KASHINSKY: BROADLY AS A GROUPING IT MAKES A LOT OF SENSE TO ME.

I DO, I SEE THE DECISIONS WILL BE VERY IMPORTANT, SERVICE LEVELS, AND RISKS AND THINGS LIKE THAT, ALMOST MORE IMPORTANT THAN WHERE IT FALLS IN THESE FOUR CATEGORIES.

JUST AS A CLARIFYING QUESTION, ORGANIZATIONAL NEEDS, THINGS THAT PEOPLE AND THE COMMUNITY MAY NOT THINK OF SOMETHING WE SHOULD BE SPENDING MONEY ON BUT LIKE

PAYROLL, RUNNING PAYROLL, THAT WOULD HAVE FALLEN UNDER ESSENTIAL SERVICES BECAUSE WE WOULDN'T BE ABLE TO RUN THE CITY WITHOUT HAVING PAYROLL.

OKAY, THAT ANSWERS THAT.

ARE WE ULTIMATELY GOING TO SEE A LIST OF THE SERVICES AND WHERE THEY ARE, A COUPLE YEARS AGO WE HAD SERVICE LISTS THROUGH A DIFFERENT PROGRAM AND LENS AND THAT IS THE GOAL TO HAVE THAT LIST OF SERVICES.

>> THANK YOU.

ONCE WE HAVE THIS CONVERSATION, STAFF WOULD TAKE THE DRAFT FRAMEWORK AND WE TAKE OUR CURRENT SERVICE AND SORT INTO THESE CATEGORIES AND WE COULD RING THAT BACK TO YOU IN THE POLICY COULD SEE HOW THAT WOULD BE OPERATIONALIZED.

>> KASHINSKY: THAT IS EXCITING TO HEAR.

I FEEL LIKE THIS IS A SILLY QUESTION.

WHAT HAPPENS IF THERE IS A SPECIFIC SERVICE THAT DOESN'T FALL UNDER ANY OF THESE THINGS?

IT IS SOMETHING -- EVERYBODY IS GOING TO SAY THEIR SERVICE IS A CORE SERVICE BUT IF WE LOOK AT IT AND SAY THIS ISN'T ESSENTIAL, IT DOESN'T MEET THE CORE SERVICE NEEDS.

IT IS A THING WE HAVE BEEN DOING FOR 50 YEARS.

>> THAT MIGHT BE A COMMUNITY EXPECTATION AND THAT CATEGORY OF WE HAVE BEEN DELIVERING IT, SHOULD WE?

IF IT IS NOT CORE, ESSENTIAL AND NOT PRIORITY ALIGNED, IT MIGHT BE SOMETHING SOME PORTION OF THE COMMUNITY HAS COME TO EXPECT.

>> KEATING: MAYBE IT WARRANTS A QUESTION WHO ELSE CAN DELIVER THIS SERVICE?

MAYBE THERE ARE NOT-FOR-PROFIT OR FOR-PROFIT PARTNERS WHO ARE DOING A SIMILAR SERVICE AND THAT IS A QUESTION I DON'T SEE ASKED IN ANY OF THESE BUCKETS?

>>KASHINSKY: IT IS UNDER THE DECISION LENS.

>> KEATING: THANKS.

>> THE FIRST STEP IS CATEGORIZATION. THE SECOND STEP WOULD BE APPLYING THE BUDGET DECISION CRITERIA WHICH INCLUDES RELATIVE SERVICE LEVEL, OTHERS THAT ARE DELIVERING THE SERVICE, IS THERE REVENUE RECOVERY OPTIONS WE SHOULD BE CONSIDERING?

THERE ARE OTHER DIMENSIONS AFTER THEY HAVE BEEN CATEGORIZED WOULD BE APPLIED.

>> GROVES: [AUDIO ISSUES] I WOULD SAY ON PAYROLL AND THE BUDGET OFFICE, WOULDN'T THOSE BE REQUIRED SERVICES?

THERE ARE MANDATES WE HAVE.

>> THERE ARE CERTAIN THINGS, PAYROLL, BUDGET, ANNUAL COMPREHENSIVE FINANCIAL REPORT, ANYTHING THAT WOULD HAVE A LEGAL REQUIREMENT WOULD BE IN REQUIRED BUT THERE MAY BE OTHER THINGS SUCH AS ACCOUNTS PAYABLE, WE HAVE TO PAY OUR VENDORS, WE ARE REQUIRED, WE NEED TO PAY OUR VENDORS BUT THERE IS NOT A LEGAL MANDATE.

>> KASHINSKY: THEY GET MAD.

>> THERE IS NOT A STATUTORY REQUIREMENT SUCH AS PREPARING A BALANCED BUDGET.

>> AS TO THE EXPLICIT NATURE, NOT JUDGMENT BUT THE SOURCE OF HOW THEY ARE CATEGORIZED.

>> ZELENKA: THAT QUESTION HAS COME UP OVER THE YEARS MANY TIMES.

WHEN WE HAVE LOOKED AT IT, VERY FEW, IF ANY, I THINK THERE IS NONE THAT FALL INTO THAT CATEGORY.

WHERE IT COMES INTO, IT DEPENDS ON WHERE YOU SIT AND WHAT YOUR OPINION IS.

IF YOU THINK THERE IS A LOT OF WASTE AND INEFFICIENCY IN GOVERNMENT, THERE MAY BE NUMEROUS THINGS THE CITY GOVERNMENT DOES THAT YOU DON'T THINK SHOULD FIT IN ANY OF THESE CATEGORIES.

AND YOU DON'T THINK THEY SHOULD BE DONE.

ON THE OTHER HAND THERE IS ANOTHER CONSTITUENCY THAT THINKS THERE SHOULD BE BECAUSE WHY ALL THESE SERVICES ARE IN THE BUDGET IN THE FIRST PLACE, THEY HAVE BUILT IN CONSTITUENCIES.

AND A LOT OF THAT WASTE AND INEFFICIENCY HAS GONE BY THE WAYSIDE OVER THE LAST 15-18 YEARS FOR CUT $94 MILLION OUT OF THE BUDGET.

THE STAFF WENT THROUGH AND FIGURED OUT ALL THOSE THINGS AND GOT RID OF THEM WHETHER OR NOT YOU LIKE THE SERVICE OR NOT DOESN'T MEAN IF IT'S IN ONE OF THESE CATEGORIES.

A QUESTION I HAD WAS WHAT ABOUT THE ONES THAT ARE CROSSCUTTING?

ACROSS DIFFERENT ONES. THERE ARE LOTS OF THINGS, THE BUDGET PROCESS, IT IS A REQUIREMENT BUT IT IS ALSO AN ESSENTIAL SERVICE BUT A COMMUNITY SERVICE AND A STRATEGIC PRIORITY SERVICE BECAUSE THAT IS HOW WE IDENTIFY AND IMPLEMENT THEM.

HOW DO YOU DEAL WITH WHERE YOU ARE GOING TO HAVE, TO ME IT IS FINE TO HAVE THAT SHOW UP IN FOUR PLACES.

EVERY SERVICE HAS TO FIT IN ONE OF THESE CATEGORIES BECAUSE PARTS OF IT ARE OVER HERE, PARTS ARE OVER HERE.

THAT IS THE COMPLEX NATURE OF -- THERE ARE SO MANY THINGS [AUDIO ISSUES].

>> KASHINSKY: SPEAKS TO IF YOU HAVE BROUGHT SERVICE AREAS THAT HAVE DIFFERENT DIMENSIONS TO IT, MAYBE HAVE DIFFERENT UNITS YOU CAN DELIVER THE SAME TYPE OF PROGRAM BUT IT'S A LITTLE DIFFERENT OR FUNDED DIFFERENTLY, AT MIGHT BE AN ADD, COMMUNITY ADD SO I CAN SEE WHERE THEY WOULD FALL IN FRONT BUCKETS.

THE FIRST IS TO GET CLARITY AROUND WHAT WE HAVE AND THE IMPORTANT CONSIDERATIONS IS LIKE OKAY, WHAT SHOULD WE BE DOING?

>> ZELENKA: WE CAN ARGUE ABOUT THAT, THAT WAS MY QUESTION.

THERE ARE CHARTER REQUIREMENTS, WE DON'T HAVE CHARTER REQUIREMENTS, YES, WE DO.

THE POLICE AUDITOR, I DON'T KNOW ABOUT ANY CORE, THERE IS REGULATORY REQUIREMENTS ALL OVER THE PLACE.

[AUDIO ISSUES]

[NO AUDIO]

>> GROVES: HOW WOULD WE CHARACTERIZE SELF-IMPOSED MANDATES?

IN OTHER WORDS, THE CITY CREATED AN ORDINANCE ABOUT PROGRAMS WE ARE GOING TO DO AND WE ARE GOING TO DO IT.

HOW DO YOU CATEGORIZE SELF-IMPOSED NECESSITIES?

>> THE WAY WE ARE LOOKING AT THIS IS THE REQUIRED WOULD BE NARROW BUT IF THERE IS CODE OR ORDINANCE, SOMETHING THIS BODY COULD CHANGE, IT WOULD FIT INTO THE APPROPRIATE CATEGORY WHETHER IT IS ESSENTIAL SERVICE OR CORE COMMUNITY SERVICE BECAUSE THAT IS SOMETHING YOU DON'T HAVE TO GO TO THE VOTE OF THE PEOPLE AND CHANGE THE CHARTER, WE DON'T HAVE TO CHANGE THE STATE OR FEDERAL REGULATION, THE BODY COULD MAKE THOSE CHANGES.

WE WERE TRYING TO KEEP REQUIRED, NARROW, AS TO THOSE THINGS OUTSIDE OUR CONTROL. WE WOULD SORT THOSE AS APPROPRIATE BY THE OTHER DEFINITIONS.

>> GROVES: OKAY.

IT IS TECHNICALLY REQUIRED BY AN OUTSIDE BODY?

THE CHARTER?

THANK YOU.

>> THE OUTSIDE BODY BEING THE PEOPLE.

>> KEATING: THANK YOU FOR DEFINING THE ALTERNATIVE SERVICE DELIVERY, I AM BETTER ABLE TO WRAP MY HEAD AROUND THAT.

THE QUESTION UNDER THE ESSENTIAL SERVICES, NUMBER 3, IS THIS NECESSARY FOR THE CITY TO EFFECTIVELY FUNCTION, IS A DIFFICULT BUT IMPORTANT.

I WOULD SUBMIT THAT QUESTION CAN AND SHOULD BE ASKED BEFORE MY TIME ON COUNCIL AND BEFORE JOSHUA'S TIME, THE CITY DID SOMETHING CALLED CART RACING.

I BELIEVE IT WAS PARKED UNDER THE CULTURAL SERVICES BUDGET.

I KNOW WHERE THIS IS, WE PARTNERED WITH THE CITY TO PROMOTE THE RACES.

THE CART RACES IF PARKED UNDER THE AFOREMENTIONED CULTURAL SERVICES BUDGET WOULD FALL UNDER THE CORE COMMUNITY SERVICES, THE LIBRARY BEING A CORE VALUE, FUNCTION.

AT SERVICE CLEARLY, AT LEAST FROM MY PERSPECTIVE AND POINT OF VIEW ISN'T NECESSARY FOR THE CITY TO EFFECTIVELY FUNCTION.

I THINK WE COULD RUN IF IT FROM ASKING THAT DIFFICULT QUESTION BEYOND THE ESSENTIAL SERVICES AND ASKING OUR CORE COMMUNITY SERVICES AS WELL WITHOUT CUTTING INTO THE MISSION OF THE CORE COMMUNITY SERVICES.

BUT IN 26 YEARS WE ARE NOT IN THE SAME FINANCIAL PLACE WE WERE YESTERYEAR.

AS HARD AS THAT IS I WOULD WANT US TO ASK THE QUESTION AS WELL.

>> THAT IS THE LEVEL OF SPECIFICITY WITH WHICH YOU WANT TO EVALUATE SOME OF THE SERVICES, HOW THEY ARE CATEGORIZED.

>> KEATING: HOW WOULD ONE TREAT THE ARGUMENT THAT COUNCIL MIGHT MAKE WHILE A SERVICE MIGHT NOT BE CORE OR REQUIRED, LACK OF PROVIDING IT WOULD NECESSITATE ANOTHER SERVICE MORE EXPENSIVE TO TAKE PLACE.

>> I WANT TO TAKE US BACK TO THIS SLIDE.

THERE IS A DIFFERENT LENS YOU BRING TO THE CONVERSATION, AFTER THIS ACTIVITY, THIS EXERCISE HAS BEEN COMPLETED, THE SERVICES ARE CATEGORIZED, ADDITIONAL ANALYSIS HAS BEEN APPLIED.

ULTIMATELY YOU ARE LOOKING AT OTHER VARIABLES.

STAFF IS TRYING TO ANTICIPATE THOSE BUT ULTIMATELY YOU ARE GOING TO HAVE TO BRING THAT COMMITTEE PERSPECTIVE TO THE DECISIONS THAT ARE MADE.

>> GROVES: WE DO THAT ALL THE TIME. I AM ASKING FOR THE RESOLUTION. IT IS A TYPICAL ARGUMENT WE WILL GET INTO AND IT IS CIRCULAR IN NATURE, IF WE DON'T DO THAT, THIS WILL BE MORE EXPENSIVE.

I WANT TO AVOID THOSE ARGUMENTS. IS THERE A STRUCTURAL WAY TO AVOID THOSE ARGUMENTS, THAT WAS A BETTER QUESTION.

>> I THINK THAT MIGHT BE WHERE THIS BUDGET DECISIONS LENS PLEAS OF THE FRAMEWORK COMES IN THE ORDER.

IT IS NOT SO MUCH WHICH CATEGORY DOES IT FALL IN, IS IT A REQUIRED SERVICE BUT AS STAFF AND THE EXECUTIVE TEAM ARE EVALUATING ITEMS BEFORE THEY COME BEFORE YOU, THEY ARE ASKING QUESTIONS LIKE WHERE IT IS LISTED AS COMMUNITY IMPACT, THOSE ARE THE QUESTIONS AND THE TYPES OF CONVERSATIONS THEY SHOULD BE HAVING.

IT IS LIKE PAYING INSURANCE PREMIUMS. IF WE DON'T PAY INSURANCE PREMIUMS, WE HAVE THIS HIGHER RISK OF XY AND Z HAPPENING. THESE ARE IN THIS PROPOSED FRAMEWORK, PART OF THE BUDGET DECISIONS THAT ARE BEING APPLIED BEFORE A PROPOSAL WOULD COME BEFORE YOU. AND THOSE CONVERSATIONS SHOULD BE HAD.

SO THE GOOD INFORMATION IS AVAILABLE.

TO HELP YOU ALL.

>> KASHINSKY: A FOLLOW UP TO THAT TO MAKE SURE I AM UNDERSTANDING. WHEN WE LOOK AT THESE CATEGORIES, WE ARE NOT JUST GOING TO GET THIS IS A REQUIRED SERVICE.

WE MIGHT ALSO GET SOME INFORMATION AROUND THESE BUDGET LENSES, WHICH MIGHT INCLUDE SOMETHING LIKE THERE IS A RISK IF YOU STOP PROVIDING FIRE PREVENTION SERVICES YOU WILL HAVE MORE FIRES AND YOU'LL HAVE TO PAY MORE MONEY.

AND THAT MIGHT BE INCLUDED AS PART OF THE INFORMATION.

>> I THINK OF THIS AS TWO STEPS. THE FIRST IS SORTING ALL OUR PROGRAMS AND SERVICES INTO THIS FRAMEWORK AND THAT IS WHAT WE WOULD ANTICIPATE BRINGING BACK TO YOU IN THE FALL SO YOU CAN SEE HOW DOES THIS, WHAT IS THE OPERATIONALIZATION, THERE IS THE LENS THE ORGANIZATION WILL GO THROUGH A PROCESS AND PART OF THE BUDGET THAT COMES BACK TO YOU THAT IS WHERE WE WOULD BRING THIS BACK TO YOU AND HELP YOU UNDERSTAND SOME OF THE TRADE-OFFS AND DECISIONS BEING PROPOSED FOR YOUR CONSIDERATION.

>> KASHINSKY: WE WOULD GET THAT INFORMATION WHERE WE WERE LOOKING TO CHANGE THIS, MAYBE NOT FOR HERE IS THE RISK IF YOU STOP RUNNING PAYROLL.

>> CORRECT.

>> [AUDIO ISSUES]

>> ZELENKA: ALMOST ALL THE SERVICES HAVE A JUSTIFICATION FOR THEM.

END UP HAVING THAT AS THE BASIS I GUESS ONE OF THE QUESTIONS I HAD WERE THE BUDGET LENS, MAYBE THE WAY I WAS THINKING ABOUT IT, YOU CATEGORIZE THESE AND NAME THEM BUT IT DOESN'T TALK ABOUT MUCH.

YOU CAN MEET A COURT ORDER WITH AS MUCH OR THIS MUCH.

THAT IS THE BUDGET LENS. HOW MUCH ARE WE GOING TO PUT IN THAT BUCKET AND HAVING THIS NOMENCLATURE IS HELPFUL IN DESCRIBING IT BUT IT IS NOT HELPFUL IN THE POLITICAL DECISION ABOUT HOW MUCH FOR EACH OF THESE DIFFERENT THINGS.

THAT IS THE TRICKY PART OF BUDGET.

BUT WHEN WE DO BUDGETS. WE END UP TAKING WHAT WE HAVE DONE BEFORE AND CARRY IT FORWARD AND THERE IS A LITTLE BIT OF WIGGLE ROOM, MOST OF THE TIME WE MAKE CUTS, 15 OUT OF THE LAST 18 SO THERE IS NOT VERY MUCH DISCRETIONARY CHANGING MINDS ABOUT THIS OR THAT, THAT ACTUALLY HAPPENS WITHIN THE BUDGET.

THIS IS MY 30TH BUDGET, YOU CAN SEE A LOT OF THAT. THAT DOESN'T REALLY HAPPEN BECAUSE INSTITUTIONS DON'T WORK LIKE THAT.

PEOPLE DON'T WORK LIKE THAT, YOU DON'T START ANGRY CREATE AND ASK QUESTIONS ABOUT EVERYTHING YOU DO, YOU MOVE IT FORWARD AND YOU HAVE THIS PLACEHOLDER THAT IS THE STARTING POINT AND YOU TWEAK IT.

AND THE TWEAKING PART IS REALLY SMALL.

ONE YEAR WE ARE OVER $7000 FOR THREE HOURS.

>> YOU HAVE EXPRESSED WHY THIS IS HARD, THERE ARE CHOICES BEING MADE.

STARTING WITH A LANGUAGE AND A SHARED SET OF -- A SHARED APPROACH HELPS TO ALTER THE CONVERSATION A LITTLE BIT. YOU GIVE A DIFFERENT STARTING POINT AND THE DECISION CRITERIA, CONSIDERATIONS, THAT IS THE ANALYSIS THAT HAS TO HAPPEN INTERNALLY.

THAT HAS TO HAPPEN THROUGH STAFF.

UNDERSTANDING WE MAY BE REQUIRED TO DELIVER XY OR Z OR PROVIDE A SERVICE BUT NOTHING SPEAKS TO THE HOW MUCH.

OTHER CONSIDERATIONS ARE GOING TO HAVE TO BE BROUGHT IN.

ARE THERE OTHER LONG-TERM CONSEQUENCES OF NOT FUNDING AT THIS LEVEL, ARE THERE PROVIDERS DOING THIS AS WELL?

THERE ARE LOTS OF VARIABLES THAT ARE GOING TO NEED TO SURROUND THE CONVERSATIONS AFTER THEY HAVE BEEN CATEGORIZED.

NETWORK HAS TO HAPPEN AT THE STAFF LEVEL AND COME UP AND THROUGH.

>> THAT IS CORRECT, THE OTHER THING WHEN WE THINK ABOUT LONG-RANGE FINANCIAL PLANNING, YOU ARE CORRECT WE HAVE USED A BASELINE INCREMENTAL BUDGET APPROACH GENERALLY FOR MANY YEARS.

STAFF ARE LOOKING AT ALTERNATE APPROACHES THIS CYCLE IN CONJUNCTION WITH THE BUDGET PRINCIPLES AND THE FRAMEWORK AND THE PLAN REFINEMENT YOU ARE GOING TO LOOK AT TODAY AND TOMORROW.

WE ARE HOPING TO APPLY THIS TO PERHAPS A DIFFERENT BUDGET APPROACH WHEN WE BRING THE BUDGET BACK TO THIS

BODY IN THE SPRING, WE ARE ABLE TO TALK ABOUT CHOICES AND SOME OF THE LAYERS IN A DIFFERENT WAY THAN WE HAVE BEFORE.

>> ZELENKA: THE FACT THAT THE BUDGET IS ZERO-SUM MAKES YOU DO THAT IF YOU HAVE TO ADD OR SUBTRACT. YOU HAVE TO.

>> I SEE THREE HANDS.

CAN WE COME AROUND THE HORN THIS WAY.

>> I HAVE SPOKEN, I WILL GO LAST.

>> GROVES: WHERE IN THIS CONVERSATION ABOUT SERVICES DO WE GET TO STRATEGIC INVESTMENTS?

I GO BACK TO STRATEGIC INVESTMENTS BECAUSE WHEN WE START LOOKING AT THE LONGER-TERM SUSTAINABILITY OF THE BUDGET, THE SUSTAINABILITY OF OUR SERVICE DELIVERY, WE HAVE TO CONTINUALLY INVEST IN CERTAIN THINGS TO MAKE SURE WE ARE OPERATIONAL.

IF THE FIRE CHIEF SAYS WE NEED TO MAKE AN INVESTMENT IN LETTER TRUCKS OR WHATEVER THE CASE MAY BE OR BLS, ALS, AMBULANCE SERVICES, HOW DO WE LOOK AT FACTORING IN THE LONG TERM IMPLICATIONS AND IMPACT OF THOSE INVESTMENTS AND GOING BACK TO WHAT COUNCILOR LEECH SAID EARLIER, PREVENTION IS PROBABLY THE BEST CURE FOR MAINTENANCE OF A LOT OF THESE THINGS AND WHAT HAS HAPPENED AND WHAT IS CONTINUING TO HAPPEN TO GIVE YOU A QUICK EXAMPLE. THIS IS NOT LONG.

MY DAUGHTER-IN-LAW WORKED FOR FEMA FOR 10 YEARS.

LAST YEAR SHE GOT LAID OFF AND SHE WAS ONE OF THE PEOPLE THAT WOULD GO FROM HER BASE IN TAMPA TO LOUISIANA, TO TEXAS, TO ALL THESE PLACES, OTHER PLACES IN FLORIDA THAT HAVE NATURAL DISASTERS.

WE ARE SITTING HERE ON A POTENTIAL NATURAL DISASTER AS FAR AS EARTHQUAKES ARE CONCERNED OR EVEN TSUNAMIS.

WE HAVE DONE SOME OF THESE INVESTMENTS BUT I DON'T THINK WE HAVE DONE ENOUGH OF THESE INVESTMENTS TO ENSURE THE KIND OF PUBLIC SAFETY THAT IS EXPECTED BY OUR CONSTITUENTS ACROSS THE BOARD.

MY QUESTION GOES INTO HOW DO WE ALIGN THE STRATEGIC INVESTMENTS WITH THE SERVICES THAT WE CONTINUALLY NEED TO INVEST IN OVER THE SHORT TERM AND EVENTUALLY OVER A LONGER PERIOD OF TIME OVER THE LONG-TERM SO WE CAN HAVE SOME SURETY WE HAVE A REALISTIC AND APPROPRIATE RESPONSE TO THOSE KINDS OF DISASTERS AND OTHER THINGS THAT HAPPEN THAT NOBODY EXPECTS BUT YOU HAVE TO ANTICIPATE BECAUSE THEY ARE GOING TO HAPPEN AND THEY HAVE HAPPENED.

>> I THINK THIS IS THE LONG VIEW AND THE IMPORTANCE OF TALKING ABOUT WHAT ARE THE STRATEGIC PRIORITIES, GOALS, SO YOU DON'T WANT TO LOSE THE LONG VIEW BECAUSE IT MIGHT COST MORE BUT YOU ARE NOT EQUIPPED TO RESPOND TO COMMUNITY NEEDS, THAT YOU CAN'T ANTICIPATE POTENTIALLY.

CATEGORIZING IT, IT FITS INTO THE STRATEGIC IRONY SERVICES TO BE SURE BUT IT IS PART OF THE CONVERSATION AROUND WHAT DO YOU WANT TO FUND AND ARE YOU FINDING ALTERNATIVE METHODS TO OFFSET THOSE COSTS.

>> GROVES: WHAT DO YOU HAVE TO FUND?

WE KNOW WE ARE GOING TO HAVE TO HAVE VEHICLE REPLACEMENT. WE KNOW WE HAVE TO HAVE EQUIPMENT REPLACEMENTS.

WE HAVE TO UPGRADE CERTAIN AREAS AND CERTAIN THINGS BECAUSE TECHNOLOGY HAS CHANGED AND CONTINUES TO EVOLVE AND CHANGE.

HOW DO WE STRATEGICALLY PLAN FOR THOSE INVESTMENTS THAT ARE ONGOING?

NOT ONLY DO WE HAVE TO MAKE THOSE INVESTMENTS FOR WHAT WE ARE DOING CURRENTLY AND WHAT WE DO DAY TODAY BUT WE HAVE TO LOOK AT THOSE INVESTMENTS OVER THE LONGER,

BROADER TERM OF HOW DO WE SUSTAIN THOSE AS WE MOVE FORWARD. HOW DO WE PAY FOR STUFF?

THAT WE NEED TO PAY FOR?

>> GOING BACK TO THE PRINCIPLES, A LOT OF WHAT WAS DESCRIBED, THE NECESSITY OF IDENTIFYING HOW YOU ARE GOING TO MANAGE THOSE GOING FORWARD AND THE CONVERSATION AROUND STRATEGIC GOALS, WHAT YOU WANT TO FOCUS ON THE NEXT TWO YEARS AND BEYOND, THESE ARE THE THINGS THAT NEED TO BE IDENTIFIED BECAUSE IF THERE IS A STRATEGIC INVESTMENT OR A GOAL YOU WANT TO PURSUE COLLECTIVELY, THAT IS HIGH NEED AND CRITICALLY IMPORTANT, THAT MEANS THERE IS PROBABLY TRADE-OFFS.

HOW YOU FUND THAT IF YOU DON'T HAVE ADDITIONAL REVENUE MEANS TRADE-OFFS PERHAPS FOR SOMETHING ELSE.

THAT IS THE BROADER BUDGET DISCUSSION.

IT NEEDS TO BE PART OF THE EQUATION WHEN YOU ARE FIGURING OUT HOW YOU ARE GOING TO ADOPT YOUR BUDGET.

>> I THINK WHAT I WOULD ADD TO THAT AS PART OF THE LONG-RANGE FINANCIAL PLANNING, AS PART OF THE WORK WE ARE DOING, WE HAVE DONE A SCAN, WE WILL BRING THAT INFORMATION BACK TO THE EXECUTIVE TEAM AND SOME HIGH-LEVEL INFORMATION, MOST LIKELY WHEN WE BRING YOU THE CIP IN THE WINTER.

WE ARE LOOKING AT WHAT IS THE RANGE OF NEEDS ACROSS THE ORGANIZATION AND WHAT ARE POTENTIAL LEVERS DEPENDING ON WHAT THEY NEED IS THERE MIGHT BE A DIFFERENT LEVER OR STRATEGY SO I THINK THE ORGANIZATION IS LOOKING AT ALL THOSE THINGS AND THIS WILL BE INCORPORATED INTO THE INTERNAL PROCESS AND WHAT WE BRING BACK AS PART OF THE BUDGET.

>> EVANS: I APPRECIATE THAT, WHEN WE START TALKING ABOUT FUNDING THESE UNFUNDED NEEDS OVER TIME, THOSE NEEDS KEEP EVOLVING AND CHANGING.

TO THE POINT WHERE I DON'T THINK WE ARE IN A POSITION TO KEEP UP WITH THOSE CHANGES RIGHT NOW.

THAT IS A BIG CONCERN FOR ME BECAUSE, AGAIN, YOU START LOOKING AT CHIEF SKINNER, WE ARE NOT ASKING YOU TO KEEP DRIVING THE SAME POLICE CAR YOU HAD IN 1970.

BUT YOU ARE GOING TO GET THE SUVS AND THE OTHER VEHICLES THAT YOU NEED TO KEEP UP WITH THE CHANGES IN THE COMMUNITY AND KEEP UP WITH THE CRIMINALS.

THEY HAVE NEEDS, TOO.

THEY PLAN AS WELL.

>> [AUDIO ISSUES] IDENTIFYING AND RECOGNIZING WHAT THE NEEDS ARE, THEY ARE GOING TO HAVE TO HAVE DISCUSSIONS AROUND CAPACITY TO FUND AND PRIORITIES AND INVESTMENT AND THAT IS GOING TO BE [AUDIO ISSUES].

>> MAYOR KNUDSON: ONE THOUGHT IS THERE IS A CONNECTION BETWEEN SOME OF OUR STRATEGIC PLANNING WORK AND OTHER ADVOCACY AND I THINK YOU REMINDED ME HOW IMPORTANT IT IS THAT OUR GOALS AND OUR STRATEGIES AND THE FRAMEWORK WE ARE USING TO APPROACH THE WORK WE DO IS IMPORTANT FOR THAT TO BE TRANSPARENT TO OUR PARTNERS BECAUSE A LOT OF THE EXAMPLES WE ARE SHARING ARE ENORMOUS, MULTIJURISDICTIONAL CHALLENGES AND THERE NEEDS TO BE COORDINATION IN ORDER FOR US TO ADDRESS AND THERE IS A TYPE OF PRESSURE THAT CITIES ARE UNDER IN THAT WE CATCH ALL THE OTHER LAYERS AT EVERY LAYER OF GOVERNMENT THAT ISN'T MEETING NEEDS, WE CATCH THE UNMET RESPONSE ABILITIES.

THAT PRESENT A PARTICULAR TYPE OF CHALLENGE BUT IN THAT CONTEXT, I THINK IT IS IMPORTANT AND LOOKING AT OTHER JURISDICTIONS AND CITIES AND THE WAY THEY APPROACH THESE OPPORTUNITIES AND AS WE LOOK BACK AT THIS LAST 20 YEARS, AND WE THINK ABOUT THIS NEXT 20 YEARS, HOW DO WE WANT TO SITUATE THE CITIES, SERVICE, CATEGORIZATION FRAMEWORK AND BUDGET PRINCIPLES SO WE CAN BE POSITIONED TO BE MORE RESPONSIVE TO CONTEXT AND OUR COMMUNITY NEEDS.

WE WANT TO BE RESPONSIVE TO OUR CONSTITUENTS AND RESPONSIVE TO CONTEXT THAT IS CHANGING AND I THINK IT IS POSSIBLE FOR THE CITY TO BE, TO THINK BIGGER IN TERMS OF HOW WE MIGHT APPROACH SOME OF THE CHALLENGES WE ARE FACING IN WAYS THAT ARE DIFFERENT FROM AN IDEA WE BEGIN FROM A BUDGET AND WE ARE BARELY ADJUSTING AROUND THE EDGES OF THAT. THAT MAY NOT BE THE WAY WE HAVE DONE IT IN SEVERAL PREVIOUS CYCLES FOR GOOD REASON. I TELL PEOPLE ALL THE TIME ABOUT HOW WELL-RUN THE CITY OF EUGENE IS AND OFFER AND THE ABUNDANT NUMBER OF EXAMPLES OF THAT WORK.

IT DOES SEEM AS WE LOOK INTO THIS NEXT 20 YEARS THERE ARE DIFFERENT OPPORTUNITIES AND AREAS OF STRATEGIC FOCUS WHERE THIS COUNCIL AND OTHER FUTURE COUNCILS MIGHT WANT TO SAY WE MAKE PROGRESS IN THIS AREA OR WANT TO MAKE PROGRESS OR WE WANT TO SEE OURSELVES REFLECTING THIS VALUE MUCH MORE CLEARLY AND THESE THREE BODIES OF WORK AND THIS TYPE OF PROCESS I THINK IS A WAY TO BRING THAT FORWARD AND NOT JUST FEEL AS THOUGH IT HAS BEEN THIS WAY AND WE WILL DO OUR BEST TO KEEP PADDLING WITH THE CURRENT.

THAT IS AN IMPORTANT PART OF THE WORK BUT IT IS NOT ALL THE WORK WE HAVE TO DO.

>> THAT STRATEGIC HAT INKING ABOUT THE FUTURE AND HOW WE GET THERE AND MAYBE THE MODEL LOOKS DIFFERENT DEPENDING ON WHAT IT IS YOU ARE TALKING ABOUT.

>> MAYOR KNUDSON: NOT A WHOLESALE CHANGE. SOMETIMES WE THINK IT IS THIS WAY OR THIS WAY AND IT'S BLACK OR WHITE, THERE ARE WAYS TO THINK ABOUT AS WE DO OTHER THINGS, TESTING, INNOVATION, TESTING CHANGE AND WORKING ON IT, THAT WOULD BE INNOVATIVE TO WORK ON IT.

>> GROVES: THANK YOU, I WANT TO SAY I APPRECIATE WHAT WAS JUST SAID AROUND SERVICES.

THE FIRE DEPARTMENT, FOR EXAMPLE, IT HASN'T GROWN IN STAFFING SINCE 1981.

BY WELL OVER 80,000. SINCE THAT TIME, THAT IS SOMETHING WE NEED TO ADDRESS SO I WANT TO PUT A BIKE RACK, PUT A PIN IN IT.

I CAN GO INTO MORE DETAIL LATER. I HAVE A GOOD UNDERSTANDING OF WHAT IT MEANS ON THOSE BAD DAYS.

WHAT I REALLY WANTED TO ASK, I APPRECIATE THIS PROCESS WE ARE IN.

I CAN SEE YOU ARE TRYING TO HELP US BUILD A TOOLKIT TO TAKE INTO THE PROCESS AND HOPEFULLY HELP OUR EFFECTIVENESS AND BE EFFICIENT IN DOING SO. MY QUESTION AND I DON'T KNOW IF THIS IS FOR OUR CITY MANAGER OR CFO.

THIS IS GREAT WE ARE GETTING THIS INFORMATION BUT WHEN WE GET DOWN TO THE BUDGET PROCESS, THE COUNCILORS THAT ARE PART OF THE BUDGET COMMITTEE BUT WE WILL HAVE A COMMUNITY MEMBERS. IS THERE A PLAN TO GIVE THEM AN ABBREVIATED VERSION SO IF WE ARE USING TERMINOLOGY, THEY ARE GOING TO UNDERSTAND WHAT WE ARE TALKING ABOUT.

>> THANK YOU, WE WILL TALK ABOUT NEXT STEPS TOMORROW BUT ONE OF THE THINGS WE WERE HOPING TO DO, STAFF WAS, WE ARE HOPING TO MEET WITH THE CITIZEN MEMBERS THIS SUMMER TO TAKE THE PRINCIPLES AND THE FRAMEWORK YOU DEVELOP HERE AS WELL AS YOUR REFINING PLAN FOCUS AND SHARE THAT WITH THAT GROUP AND IT WILL BE AN INFORMATIONAL MEETING WHERE THEY CAN GIVE FEEDBACK BUT INFORMATION TO BRING THEM ALONG.

>> GROVES: THAT HAS BEEN GOING THROUGH MY MIND, WE WILL ONLY BE HALFWAY EFFECTIVE IF WE DON'T BRING THEM ALONG.

>> I THINK WHEN WE DESIGN THE BUDGET PRESENTATION WE ARE GOING TO COLLECTIVELY DESIGN IT IN A WAY WHERE YOU CAN SEE THE WORK PRESENTED TO YOU AND I THINK THAT IS REALLY IMPORTANT.

SO THE COMMUNITY UNDERSTANDS THE METHODOLOGY IN WHICH YOU HAVE PROVIDED GUIDING PRINCIPLES TO US TO BE ABLE TO DEVELOP A BUDGET, RECOMMENDED BUDGET, I THINK THAT WILL

BE IMPORTANT AND SEE HOW THE BUDGET LENS WAS APPLIED AND YOU GET TO DO THAT WORK AS WELL.

THAT IS WHERE THE VENN DIAGRAM COMES IN PLACE.

>> GROVES: THANK YOU, CITY MANAGER. I SEE THE VALUE IN THIS.

APPRECIATE IT.

>> YEH: I HAD A COUPLE QUESTIONS. I AM WONDERING WHAT LEVEL OF DETAIL YOU ARE INTENDING TO BREAK THINGS DOWN BY CATEGORY.

LIKE AT THE LEVEL OF THE CART RACES AND ITS OWN LINE ITEM OR CULTURAL SERVICES?

>> IT WOULD BE SOME LEVEL IN BETWEEN. THERE WAS A COMMENT EARLIER ABOUT WITHIN A PROGRAM OR SERVICE THERE MIGHT BE MULTIPLE LAYERS, YOU MAY HAVE REQUIREMENT, SOMETHING THAT IS ESSENTIAL AND YOU MAY HAVE SOMETHING MORE. OUR TEAM HAS BEEN THINKING ABOUT HOW WOULD WE TAKE THE FRAMEWORK AND HELP SORT THOSE SO IT WILL BE NOT AT THE CART RACE LEVEL, AT A HIGHER LEVEL BUT IT WON'T BE AT LIBRARY OR CULTURAL, IT WILL BE AT A LOWER LEVEL, SOME MIDRANGE.

>> YEH: THAT IS HELPFUL, IF I UNDERSTAND THIS, THESE CATEGORIES ARE NOT HIERARCHICAL, ESSENTIAL SERVICES ARE NOT BETTER THAN CORE COMMUNITY SERVICES. THEY ARE BUCKETS.

AND THEREFORE IN A SENSE, MAYBE IT DOES NOT SUPER MATTER WHICH CATEGORY IT FALLS INTO SO I WOULD NOT NEED TO ARGUE THAT SOMETHING WAS AN ESSENTIAL SERVICE OR CORE COMMUNITY SERVICE BECAUSE WE MIGHT SEE THOSE THINGS DIFFERENTLY.

BECAUSE THEY ARE GOING TO BE LOOKED AT IN BUNCHES, IRRELEVANT TO WHAT CATEGORY.

LIKE HOW THEY GET RANKED, IF THEY ARE RANKED, IT WILL NOT MATTER WHAT BUCKET THEY FELL INTO.

>> IT IS INSTRUCTIVE, IT'S A JUMPING OFF POINT FOR SOME OF THE CONVERSATIONS. IF SOMETHING IS REQUIRED --

>> YEH: IT IS DIFFERENT THAN THE OTHERS?

>> THE LENS IS APPLIED, THAT IS ESSENTIAL.

TO UNDERSTAND COMPARABILITY AND STAFFING LEVELS AND RISK AND ALL THESE OTHER FACTORS BUT IT IS A LENS AND IT IS GOING TO BE HELPFUL FOR YOU TO KNOW ALSO WHEN WE GO THROUGH THE CONVERSATION AROUND HIGHEST NEED PRIORITY, THE THINGS YOU WANT TO FOCUS ON.

HOW DOES IT FIT IN THE CONVERSATION, YOU HAVE THE EXECUTIVE TEAM LISTENING BECAUSE THEY WANT TO UNDERSTAND HOW YOU ARE APPROACHING THIS AND HOW YOU UNDERSTAND IT BECAUSE THIS IS A TEAM SPORT.

STAFF WILL DEVELOP THE RECOMMENDATIONS AND INFORM THE CONVERSATION THAT COMES BACK ULTIMATELY.

>> YEH: IF WE CAN AGREE ON THAT AND WE WON'T ARGUE MY THING IS AN ESSENTIAL SERVICE, I CAN BUY INTO THIS. THIS MAKES SENSE AND I CAN MOVE AHEAD AND FEEL CONFIDENT AT COLLECTIVELY WE WILL MAKE GOOD DECISIONS.

HISTORICALLY WE HAVE SPENT A LOT OF TIME ARGUING ABOUT WHAT BUCKET THINGS FALL INTO AND THAT BEING SUPER IMPORTANT AND IF WE CAN MOVE AWAY FROM THAT, THIS IS GOING TO HELP US DO THAT, I THINK IT IS GOING TO BE WHAT WE NEED.

>> THE BUCKET IS NOT THAT SHORTHAND FOR THE ANSWER. THERE IS MORE THAT GOES TO IT.

>> KASHINSKY: FOLLOWING UP, MAYBE FROM THAT CONVERSATION, MAYBE NOW SETTING ASIDE REQUIRED SERVICES, THE ESSENTIAL AND THE CORE IS ALMOST WHAT QUESTIONS ARE WE ASKING ABOUT THAT SERVICE.

WHICH COMMITTEE MEMBERS FOR THE CORE COMMUNITY SERVICES ARE GOING TO MISS THIS SERVICE OR VALUE THIS SERVICE FOR THE STRATEGIC PRIORITIES, IT IS THE THINGS THAT WE ARE MAYBE NOT DOING NOW BUT WE WON'T ACCOMPLISH OUR GOALS IF WE DON'T DO THEM SO IT IS ALMOST LIKE THIS SET OF QUESTIONS SURROUNDING THEM IS DIFFERENT BASED ON WHAT CATEGORY BUT THE CATEGORY ITSELF IS HELPING US GUIDE WHAT QUESTIONS ARE THE MOST RELEVANT.

THAT IS MAYBE HOW I STARTED THINKING ABOUT IT AS SOON AS YOU BROUGHT UP YOUR COMMENT.

>> KEATING: YES, AND. SOME OF THOSE REQUIRED SERVICES WAS ALLUDED TO EARLIER, COULD BE DROWNED BY UNDERFUNDING.

THEY ARE REQUIRED BY STATUTE BUT THE FISCAL AMOUNT ISN'T DETERMINED BY STATUTE.

IS WHY SOME OF THESE TOOLS ARE SO CRITICALLY IMPORTANT TO ARTICULATE WHY INVESTING OR INVESTING GREATER, REINVESTING IN SAID SERVICES THAT ARE REQUIRED AND NOT LET THEM DIE ON THE VINE IS PARAMOUNT.

>> ZELENKA: BUT THEN IT GETS TO THE HARD PART, WHICH IS HOW MUCH, YOU DON'T USE THE SERVICE AND YOU DON'T LIKE THE SERVICE.

YOU THINK THE VALUE SHOULD BE LOWERED WHEN THIS PERSON THINKS IT IS INCREDIBLY IMPORTANT.

I HAVE RUN INTO PEOPLE THAT DON'T THINK THE LIBRARY IS IMPORTANT AT ALL. THAT IS SERVICE THAT IS NICE TO HAVE, I THINK THAT IS RIDICULOUS.

BUT I HAVE COME ACROSS THOSE PEOPLE.

AND THAT IS WHERE THE COUNCIL COMES IN AND HAS TO DETERMINE WHERE ALL THAT GOES.

TO ME ALL OF THOSE END UP BEING IMPORTANT AND THEY ALL END UP BEING FUNDED AND THE WHOLE INSTITUTIONAL INERTIA OF THE BUDGET MOVING FORWARD HELPS KEEP THEM IN PLACE.

TO TWEAK IT AND CHANGE IT, I HAVE NEVER SEEN IN 30 YEARS OF DOING THIS, THIS WHOLESALE CHANGE THE WAY WE HAVE LOOKED, TRIED TO NUMEROUS TIMES BUT IT HAS NEVER ACTUALLY [AUDIO ISSUES] THE BUDGET CRUISES ALONG AND IS TWEAKED [AUDIO ISSUES].

AND JUST FOR CLARIFICATION, THIS IS A PUBLIC MEETING BEING MEMORIALIZED, ANY COMMUNITY MEMBER OR BUDGET COMMITTEE NUMBER COULD REVIEW AND WE HAVE EIGHT BUDGET COLLEAGUES, I DON'T SUSPECT THEY WILL BE WATCHING EIGHT HOURS OF COUNCIL WORKSHOP SESSIONS BUT NEVERTHELESS THESE MEETINGS ARE MEMORIALIZED AND AVAILABLE TO THE PUBLIC INCLUDING OUR BUDGET COMMITTEE MEMBERS.

>> WE WILL TALK ABOUT COMMUNICATION AND HOW THOSE WILL HAPPEN, TOMORROW.

>> MAYOR KNUDSON: ONE OF THE THINGS I THOUGHT WAS REALLY HELPFUL IN ONE OF OUR WORK SESSIONS HITTING UP TO THE WORKSHOP WAS THE OBSERVATION WITH THE FRAMEWORK AND ALSO THE BUDGET DECISION-MAKING LENSES, ONE OF THE TEST CASES WAS TWO DIFFERENT PEOPLE WHO FEEL DIFFERENTLY ABOUT AN INVESTMENT, WE USE THESE TOOLS AND WOULD LIKELY COME TO THE SAME AGREEMENT OR THE SAME CONCLUSION OR MUCH CLOSER TO THE SAME CONCLUSION AND I THINK IN OUR PROCESS AND HOW WE WORK TOWARDS CHOICES ABOUT HOW THE CITY INVESTS RESOURCES, HAVING THAT SUPPORT IN THE PROCESS COULD ELIMINATE A LOT OF THE ENERGY SPENT WHERE AGREEMENT IS EASY TO FIND AND WE CAN FOCUS ON THE AREAS WHERE WE HAVE TO SPEND MORE IN TERMS OF CONVERSATION.

>> THE ANALYSIS, THE CONVERSATION, THE RECOMMENDATIONS DONE WILL BE GROUNDED IN THE FRAMEWORK YOU ARE TALKING ABOUT TODAY. YOU CAN HAVE CONFIDENCE IN THE DISCIPLINE THAT HAS BEEN TAKEN FOR YOUR OWN CONVERSATION.

>> KEATING: THAT IS HELPFUL, WORKING WITH VENDORS, WHO ARE BY STATUTE, OBLIGATED TO FUND BUT NOT DETERMINED AT WILL LEVEL.

SO THIS HELPS FUND WHAT IS GOING TO COME TO US WITHOUT HAVING TO HAVE THAT FIGHT.

>> [AUDIO ISSUES]

>> LEECH: ONCE WE SETTLE ON THIS STRUCTURE AND MOVING FORWARD, THE BUDGET ITSELF AND IN PARTICULAR THE ONLINE BUDGET THAT WILL BE AVAILABLE TO THE PUBLIC, WILL IT BE RESTRUCTURED AS WELL?

INTO SOME OF THE FRAMEWORK [AUDIO ISSUES] REGARDING PRINCIPLES BECOMES TRANSPARENCY, THAT CAN BE REFLECTED IN THIS FRAMEWORK?

>> THAT IS A GREAT QUESTION, I WOULD IMAGINE AS THE CITY MANAGER MENTIONED, THIS WOULD BECOME -- ALL OF THESE THREATS, THE PRINCIPAL, THE FRAMEWORK WILL BE WOVEN THROUGH THE PROCESS AND WE WOULD ARTICULATE THE BUDGET AND HAVE THINGS IN THE BUDGET DOCUMENT ITSELF THAT WOULD BE REFLECTIVE.

I DON'T KNOW EXACTLY WHAT IT WILL LOOK LIKE BUT WE WILL GET THERE.

>> LEECH: SOUNDS LIKE A LOT OF WORK, THANK YOU.

>> I THINK THERE IS ALWAYS A LOT OF WORK REGARDLESS.

>> KEATING: TAKING THAT TRANSPARENCY PEACE AND PUTTING IT TO THE TOP AND PROMOTING TRANSPARENCY AND A SHARED UNDERSTANDING, THE CITY USED TO HAVE A BUDGET TOOL BY WHICH COMMITTEE MEMBERS COULD GO ONLINE AND PLAY WITH THE BUDGET. THAT IS WHOLLY TRANSPARENT.

DO WE SEE US GOING DOWN THAT PATH AGAIN IN THIS RESTRUCTURING OF THIS BUDGET FRAMEWORK?

IS THAT WHAT I AM HEARING?

IS THAT LEVEL OF ENGAGEMENT ON THE TABLE?

>> WHAT I WOULD SAY IS THE TOOL WE HAD BEFORE, ALL OF THE FUNCTIONALITY WHERE YOU CAN DO SOME DRILLING AND LOOK AT DIFFERENT CUTS OF THE BUDGET, THAT IS IN OUR NEW DIGITAL BUDGET BOOK. IT LOOKS AND FEELS DIFFERENT BUT I WOULD SAY SUBSTANTIVELY THE SAME FUNCTIONALITY IS IN THE NEW TOOL. STAFF WILL LOOK AT OUR DIGITAL BUDGET TO SEE HOW WE CAN ALIGN THIS WORK.

SO IT IS CLEAR.

WE ARE WORKING GENERALLY ON EDUCATION TO THE COMMUNITY, OTHER TOOLS THROUGH OUR WEBSITE OR BUDGET VIDEOS OR DIFFERENT THINGS. THERE IS A VARIETY OF WAYS WE CAN USE DIFFERENT TOOLS TO HELP DURING THE PUBLIC ALONG.

>> WHAT I AM HEARING AND I AM GOING TO CHECK MY ASSUMPTIONS.

THE DEFINITION OF FRAMEWORK SEEMS TO BE OKAY, NO MAJOR MODIFICATIONS.

THE QUESTIONS ARE AROUND WHAT NEXT, HOW DOES THIS SHOW UP, HOW DO YOU APPLY IT, WHICH IS A LOT TO BE DETERMINED. THE WORK THAT FOLLOWS NEXT, IS NOT THUMBS UP WE ARE COMFORTABLE WITH WHERE WE ARE TODAY WITH THE FRAMEWORK?

ANY CONCERNS?

[AUDIO ISSUES] LET'S DO THIS. LET'S TAKE A SHORT BREAK. LET'S FIGURE OUT WHAT IS HAPPENING WITH THE COMPUTER AND THE PRESENTATION.

THEN WE WILL COME BACK AND WHAT I WANT TO DO TODAY RELATED TO THE GOALS IS SHARE BACK WHAT I HEARD IN THE CONVERSATION AND HOW THAT FITS IN WITH THE COMMUNITY

SURVEY AND OTHER PIECES TO TALK ABOUT THE BIG ROCKS TODAY, WE WILL GO DEEPER TOMORROW BUT I WANT TO MAKE SURE WE CAN T THAT UP THIS AFTERNOON BEFORE WE CONCLUDE.

OKAY, IT IS 3:49, TOP OF THE HOUR?

OKAY.

>> MAYOR KNUDSON: EUGENE CITY COUNCIL WILL TAKE A 10 MINUTE BREAK AND WE WILL RESUME AT 4 PM.

[BREAK UNTIL 4 PM]

>> MAYOR KNUDSON: WE ARE BACK AT OUR CITY COUNCIL WORKSHOP AND I WILL HAND IT BACK.

>> ARE WE ON?

OKAY, GREAT.

THAT WAS A GREAT CONVERSATION, THANK YOU FOR ALL THE INPUT.

A REMINDER WE ARE LISTENING, GATHERING THE NOTES, THE FRAMEWORK SEEMS SOLID, A BUNCH OF PRINCIPLES, WE HAVE SOME ADJUSTMENTS WE WILL MONT TO MAKE.

WE WILL BRING THIS BACK THE 13TH OF JULY WITH FRESH EYES, REVISITED AND WITH SOME REFINEMENTS BASED ON THE CONVERSATION.

TODAY WHAT I WOULD LIKE TO DO IS OPEN UP THE CONVERSATION AROUND THE KEY INTEREST AREAS FOR THE BODY, FOR THE COUNCIL TODAY SO NAMING THE BIG BLOCKS, THE HEADLINES WE WANT TO EXPLORE TOMORROW WHERE WE WILL GO IN DEEPER AROUND WHAT IS SUCCESS, WHAT DO YOU WANT TO ACCOMPLISH OVER THE NEXT TWO YEARS AS A LINES TO THE BUDGET SO THE BALANCE BETWEEN THE LONG-TERM BUT ALSO WHAT DO YOU WANT TO PRIORITIZE SO TODAY BIG ROCKS, I WANT

TO BRING BACK TO YOU THE THINGS I HEARD AND BEFORE I WALK THROUGH THIS AND YOU HAVE A PLAN, I MENTIONED THIS BUT I WANT TO TALK ABOUT STRATEGIC PLANNING. THIS IS THE BRIDGE FROM YOUR STRATEGIC PLAN TO A FEATURE STRATEGIC PLAN.

GIVING ALL OF YOU THE OPPORTUNITY TO SAY THESE ARE THE THINGS WE CARE ABOUT COLLECTIVELY THAT ARE IMPORTANT TO FOCUS ON UNTIL THAT TIME [AUDIO ISSUES] LOT OF ALIGNMENT WITH THE URGENT NEEDS IN THE CURRENT PLAN, A LOT OF ALIGNMENT TO THE THINGS THAT WERE IDENTIFIED THROUGH THE COMMUNITY SURVEY BUT LET'S WALK THROUGH THOSE.

IN THE THEMES HERE ARE SOME OF THE THINGS THAT STOOD OUT TO ME AS MENTIONED MULTIPLE TIMES. IN SOME CASES IT WAS A COUPLE TIMES AND OTHER TIMES IT WAS UNIVERSAL.

ADDRESSING THE BUDGET GAP, SURPRISE, SURPRISE.

WE HAVE WORK SESSIONS, WE ARE HAVING A WORKSHOP SO NOT SURPRISED THAT WOULD BE TOP OF MIND, ADDRESS THE BUDGET GAP.

IDENTIFYING LONG-TERM REVENUE SOLUTIONS.

THAT TIES BACK TO THE BUDGET CONVERSATION.

THAT WAS ONE OF THE AREAS THAT CAME THROUGH AND IN DIFFERENT WAYS. THAT LOOKS DIFFERENT, THAT CAN BE PLANNING FOR FUTURE ECONOMIC DEVELOPMENT REVENUE, OR IT CAN BE OTHER REVENUE SOLUTIONS IN THE NEAR-TERM.

THAT WAS SOMETHING ON PEOPLE'S MINDS. TALK WITH THE DETAILS AND BETWEEN THESE TOMORROW. IMPROVING HOUSING AFFORDABILITY.

AVAILABILITY, ACCESS TO HOUSING, IS A BIG PROBLEM, CHALLENGE.

PUBLIC SAFETY, FUNDING, FIRE GOVERNANCE WAS A SPECIFIC AREA AND IS IN THE AREA YOU HAVE BEEN EXPLORING AND WORKING ON.

PUBLIC SAFETY, TRAFFIC SAFETY ARE RELATED TO THAT.

THE CAPACITY AND RESPONSE, PERCEPTIONS OF SAFETY, PREPAREDNESS, THAT AREA.

GOVERNANCE I MENTIONED, HOMELESSNESS, AND THE AREA OF CONCERN, AN ISSUE THAT IS IMPORTANT TO ADDRESS, NOT LOSING THE QUALITY OF LIFE AMENITIES AROUND THE LIBRARY, CULTURAL SERVICES, HOW TO MANAGE THAT AND INCREASING ECONOMIC DEVELOPMENT AND GROWING THE SPACE, RECOGNIZING THAT TAKES TIME BUT IF YOU DON'T START AND HAVE A PLAN TO MOVE FORWARD YOU ARE MISSING POTENTIAL PEOPLE.

HOW DO YOU START WITH THE PIECES IN PLACE OR REMOVE BARRIERS.

THAT COULD BE GETTING IN THE WAY OF ECONOMIC DEVELOPMENT AND THEN WROTE INFRASTRUCTURE.

FIXING ROAD INFRASTRUCTURE SO SOME OF THAT INVESTMENT NEED. THOSE WERE SOME OF THE THINGS THAT CAME THROUGH THE INTERVIEW CONVERSATIONS.

THAT I HAD WITH EACH OF YOU. I WANT TO BRING THEM BACK BUT ALSO THOUGHT IT MIGHT BE HELPFUL TO SEE FROM THESE THEMES HOW THEY ALIGN WITH SOME OF THE THEMES THAT CAME THROUGH THE COMMUNITY SURVEY THAT WAS ADMINISTERED LAST YEAR AND IN 2022, A LOT OF SIMILARITY, ON PEOPLE'S MINDS, HOMELESSNESS, HOUSING, PUBLIC SAFETY, THE BUDGET, TRANSPORTATION, THOSE WERE ALL IN THE -- URGENT NEEDS, SHORT-TERM PRIORITIES FROM THE COMMUNITY PERSPECTIVE, LIVABILITY WAS IN THAT 3-5 YEAR HORIZON. THAT IS SOMETHING THAT IS ON PEOPLE'S MINDS. THOSE WERE THE THINGS THAT EMERGED THROUGH THE COMMUNITY SURVEY.

ALWAYS HELPFUL AND AFFIRMING WHEN I SEE THE SIMILARITIES BETWEEN WHAT I HEAR IN INTERVIEWS AND WHAT I SEE IN THE COMMUNITY SURVEY. LOT OF ALIGNMENT.

WITH THIS AS WE THINK ABOUT THE PROCESS, HOW TO TFM THE APPROPRIATE AND MEANINGFUL CONVERSATION FOR ALL OF YOU IN TERMS OF WHAT DOES SUCCESS LOOK LIKE, LONG TERM, WHAT ARE THE SHORT-TERM AREAS OF NEED AND INVESTMENT YOU WANT TO MAKE, THOSE PRIORITIES OVER THE NEXT TWO YEARS, LOOKING AT ALL OF THIS IT SEEMED LIKE THERE WERE NATURAL BUCKETS THAT STARTED TO TAKE SHAPE.

I WANTED TO POSE THESE AND I WANT TO LOOK AT THOSE AND SEE IF THEY FEEL LIKE THEY COVER THE AREAS WE CARE ABOUT, RECOGNIZE THAT BEYOND THE CATEGORIES TO CONTINUE THAT WITH NOMENCLATURE, WHAT THAT LOOKS LIKE IS IMPORTANT AND SOMETHING WE CAN TALK ABOUT TOMORROW.

HERE ARE SOME POTENTIAL AREAS, THE STRATEGIC PLAN AND LOTS OF WORD LANGUAGE THAT COMES WITH IT, FOR PURPOSES OF TODAY THESE WERE THE AREAS OF INTEREST THAT WE CAN TALK ABOUT AND HOW THEY ARE DEFINED AND HOPEFULLY YOU CAN READ SOME OF THOSE.

THERE SEEMS TO BE A CLEAR SIGHT OF ROCKETS.

THE FIRST BEING FINANCIAL SUSTAINABILITY.

NOT A BIG SURPRISE.

OVER TO THE RIGHT YOU CAN SEE WHERE THE THEMES WE HEARD, THAT IS WHERE THEY ARE REFLECTED. WE HAVE SOME GUIDELINES AS TO WHAT WE MIGHT WANT TO TALK ABOUT. SO WITH FINANCIAL SUSTAINABILITY, REVENUE OPTIONS, COST-CONTAINMENT, SERVICE DELIVERY ALTERNATIVES, THOSE ARE SOME OF THE THINGS THAT MIGHT SHOW UP WHERE YOU WOULD WANT TO PRIORITIZE.

PUBLIC SAFETY, ANOTHER BUCKET.

THAT INCLUDES ALL SAFETY.

FIRE GOVERNANCE, WHICH IS GOING TO TAKE TIME TO WORK ON, EMERGENCY PREPAREDNESS, COMMUNITY TRUST BUILDING, WORKING THROUGH HOW TO ENGAGE EFFECTIVELY THROUGH SAFETY WITH THE COMMUNITY AND TRAFFIC.

ADDRESSING THE CONCERNS PEOPLE HAVE AROUND TRAFFIC SAFETY.

ANIMAL SERVICES COULD EASILY FALL.

EXACTLY, THEY COULD BE THRIVING SERVICES.

THE NEXT IS THRIVING COMMUNITY AND THIS IS THAT ROD QUALITY OF LIFE BUT SPEAKS TO THE PRINCIPLES AND VALUES THAT HAVE BEEN EXPRESSED THROUGH YOUR CURRENT STRATEGIC PLAN AND SOME OF THE THINGS YOU ARE FOCUSED

ON IN THE INTERVIEWS WE HAD. THIS INCLUDES THINGS FROM ECONOMIC DEVELOPMENT AND MAKING SURE YOU HAVE A VIBRANT, THRIVING ECONOMY.

TO THOSE CULTURAL AMENITIES, LIBRARY, CULTURAL SERVICES, CLIMATE ACTION COULD BE PART OF A THRIVING COMMUNITY AND LONGING AND ENGAGEMENT.

[AUDIO ISSUES] SEEM TO BE THE AREAS THAT MIGHT RESONATE WITHIN THAT CATEGORY.

HOUSING AND HOMELESSNESS, THESE COULD BE SEPARATE OR TOGETHER.

AND PUT THEM TOGETHER BUT THAT INCLUDES AFFORDABLE HOUSING, NAVIGATION, HOW TO GET PEOPLE TO THE SERVICES THEY NEED OR ARE AVAILABLE.

WHETHER IT IS THE COMMUNITY, NONPROFIT GROUPS, AND THAT CONTINUUM OF CARE. NEXT, WE HAVE TRANSPORTATION, INFRASTRUCTURE, ROADS, LOOKING AT THE INFRASTRUCTURE OF TECHNOLOGY, MODERNIZING TECHNOLOGY AND GENERAL ASSET MANAGEMENT. THIS IS LOOKING AT THE LONG VIEW AND REPLACEMENT OF FACILITIES AND OTHER RESOURCES.

THE LAST ONE DIDN'T COME UP AS STRONGLY THROUGH THE CONVERSATIONS OTHER THAN WHAT I HAVE HEARD AROUND THE IMPORTANCE OF CUSTOMER SERVICE, GETTING YES, BREAKING DOWN THE BARRIERS THAT MIGHT GET IN THE WAY AND THE IMPORTANCE OF PARTNERSHIP.

THINKING THAT BUCKET MAYBE IS SOMETHING THAT IS HELPFUL, USEFUL FOR STAFF TO SPEND TIME ON AND THINK WHAT IS ORGANIZATIONAL EXCELLENCE, WHAT DOES IT LOOK LIKE AND HOW DO WE PRIORITIZE OR LOOK AT THAT IF THAT IS SOMETHING COUNCIL BELIEVES IS IMPORTANT.

IN MY BRAIN ANYWAY, IT SEEMED LIKE THOSE WERE BROAD BRUSH STROKES THAT REFLECTED WHAT I HEARD.

I DON'T WANT TO OVERSIMPLIFY AND I WANT TO MAKE SURE YOU ARE COMFORTABLE WITH THAT FRAMING. IF THERE ARE THINGS YOU WANT TO CHANGE [AUDIO ISSUES].

>> ZELENKA: THE ONE THAT SEEMS MISSING TO ME AS ENVIRONMENTAL STEWARDSHIP.

IT MIGHT FIT UNDER THRIVING COMMUNITY.

IF YOU DON'T HAVE GOOD ENVIRONMENTAL STEWARDSHIP [AUDIO ISSUES].

>> ORIGINALLY WAS CLIMATE ACTION, MAYBE IT NEEDS TO BE REFRAMED A LITTLE BIT.

>> KEATING: NOT TO BE THE BAD GUY HERE.

I THINK LIBRARY CULTURAL SERVICES IS ITS OWN BUCKET BACK TO THE CART CONVERSATION.

[AUDIO ISSUES] IN FRONT OF US IT IS LIBRARY AND CULTURAL.

IT IS NOT THE SAME DELIVERY, ONE IS LIBRARY, BUT YET THERE ARE DIFFERENT CATEGORIES WITHIN THE SAME BUDGET, OVERALL, OVERARCHING BUDGET AND [AUDIO ISSUES] PARDON THE SNARK, ASK FOR ANIMAL SERVICES AND PUBLIC SAFETY. IT IS IN THE IMPORTANT PIECE.

I HEAR WHAT YOU ARE SAYING ABOUT THE THRIVING COMMUNITY PEACE BUT IT GOES BACK TO WHAT STATUTE WE ARE DELIVERING AND DELIVERING WITH A NOT-FOR-PROFIT VENDOR BUT IT'S AN INTEGRAL PART OF THE SERVICES THE MUNICIPALITY DELIVERS AND WHAT I WOULD LIKE TO SEE, AND THAT PUBLIC SAFETY --

>> KEEP IN MIND, THANK YOU. I MADE A NOTE. THE BUCKETS ARE REALLY INTENDED TO INFORM A CONVERSATION AROUND WHAT IS IMPORTANT, WHAT ARE THE PRIORITIES OF THE COUNCIL?

AND DOES NOT NECESSARILY NEED TO CAPTURE ALL OF THE SERVICES BEING PROVIDED OR REFLECTED, DEPARTMENTAL STRUCTURE. WE WANT TO FOCUS ON THE OUTCOMES.

OTHER REACTIONS?

>> KASHINSKY: I AM INTERPRETING [AUDIO ISSUES] I DON'T HAVE MY MICROPHONE ON.

I THINK THIS FALLS UNDER SOME OF THE OTHER COMMENTS, I AM INTERPRETING THE TINY BLUE TEXT AS BEING REPRESENTATIVE

EXAMPLES OF THE THINGS THAT MIGHT FALL IN THOSE BUCKETS WHILE RECOGNIZING FOR EXAMPLE AFFORDABLE HOUSING IS DIFFERENT FROM HOUSING AFFORDABILITY AND THESE ARE NOT TRYING TO CAPTURE EVERYTHING THAT MIGHT FALL INTO THESE BUCKETS BUT JUST REPRESENTATIVE, IS THAT CORRECT?

>> [AUDIO ISSUES] LOOKING AT THE LARGE BUCKET FIRST, THE FRAMING, THE WRITING TO THE RIGHT, THOSE WERE THE THINGS I MADE NOTE OF AND THE THEMES AND THAT WERE IN THE SURVEY.

THEY ILLUSTRATE SOME OF THE THINGS YOU HAVE HEARD ABOUT. IT IS NOT INTENDED TO BE THE ANSWER BUT THESE ARE THE THINGS WE HEARD AND SEEMED TO NEST IN THESE AREAS FOR TOMORROW.

USING THE BUCKETS, WE WILL CALL THEM BUCKETS.

WE WOULD WALK THROUGH IF WE ARE TALKING ABOUT PUBLIC SAFETY, LET'S USE THAT AS AN EXAMPLE.

LONG TERM, WHAT DOES SUCCESS LOOK LIKE?

WHAT ARE YOU STRIVING FOR AND HAVE CONVERSATION AROUND THAT AND HAVE A CONVERSATION ABOUT GIVEN THAT, WHEN YOU THINK ABOUT THE HORIZON, THE SHORT-TERM TO LONG-TERM, WHAT DOES SUCCESS LOOK LIKE?

WHAT DO YOU WANT TO WORK ON?

THAT MAYBE ELEMENTS OF THIS, THERE MAY BE THINGS YOU CAN MOVE FORWARD ON SO IF YOU TALK ABOUT ECONOMIC ELEMENT, MAYBE THERE ARE STEPS YOU ARE INTERESTED IN PURSUING OVER THE NEXT TWO YEARS IN ORDER TO ACHIEVE THAT LONG-TERM GOAL.

THAT IS THE BALANCE WE ARE TRYING TO NAVIGATE.

THE CONVERSATION TOMORROW WITHIN WHATEVER FRAMEWORK WE USE IS WHAT DOES SUCCESS LOOK LIKE, WHAT DOES THAT MEAN TO YOU AND WHAT ARE THE THINGS YOU WANT TO PRIORITIZE OR WORK ON AND WE WILL TALK ABOUT HOW THAT SHOWS UP AND DEPENDING ON WHERE THERE IS ENERGY, WE CAN DO SOME PRIORITIZATION OR UNDERSTAND WHERE YOU SIT AND WHAT SEEMS TO BE BUBBLING UP. DOES THAT HELP?

>> CLARK: KIND OF, AS LONG AS IT STARTS WITH THE BROAD CATEGORY AND ALLOWS THE CONVERSATION TO NATURALLY NARROW DOWN. A LOT OF MY FIRST REACTION WHEN I READ THIS WAS THAT THIS WAS A SET OF PRESCRIPTIONS FOR HOW TO TALK ABOUT OR HOW TO MOVE FORWARD WITH THESE SUBJECT MATTER AND I DISAGREE STRONGLY WITH THIS AS A BLUEPRINT AND THAT IS WHAT I WANTED.

>> I WAS TRYING TO HONOR WHAT I HEARD AND SHOW THAT HOW IT REPRESENTS ITSELF IN TERMS OF MAJOR BUCKETS AND WE WILL DEFINE THAT IN THE INTERVIEWS.

IT IS NOT THE ANSWER, IT IS STARTING, THE FRAMING FOR THE CONVERSATION, WHICH WE WILL HAVE TO WORK THROUGH TOMORROW TO DEFINE WHAT DOES SUCCESS LOOK LIKE AND THAT IS GOING TO INFORM WHAT DO WE WANT TO DO, SOME OF THESE MAY BUBBLE IN, SOME MAY NOT END THERE MIGHT BE SPECIFIC ELEMENTS OF SOME OF THOSE AREAS.

THE BLUE AREAS.

>> CLARK: I LOOK FORWARD TO THAT CONVERSATION.

>> I WANT TO KNOW ON THE LEFT, BLACK CATEGORIES, DO THOSE COVER THE TOPICS THAT ARE ON YOUR MIND AS IMPORTANT.

>> KEATING: YES.

EVERY COUNCILOR HERE HAS BEEN A RENTER, I AM THE ONLY CURRENT RENTER AND I WOULD BE REMISS, YES.

YES, WE SHOULD FIX THAT.

I WOULD BE THRILLED TO DO THAT.

I WOULD BE REMISS IF I DIDN'T NOTE UNDER THE HOUSING AND HOMELESSNESS RECOGNIZING THIS IS NOT EXHAUSTIVE, RENTER RIGHTS, MORE THAN HALF OF THE COMMUNITY DOES RENT.

SO RENTAL AVAILABILITY, WE HAVE MOVED THE NEEDLE ON THIS IN MY TIME ON COUNCIL FROM 2% VACANCY TO NORTH OF FOUR AND HAVE PERCENT VACANCY.

THERE ARE SOME SUCCESSES WE CAN POINT TO BUT NATURALLY WE GO TO LIGHT BLUE ABOUT WHAT ARE OUR PRIORITIES AND I THINK HAVING A ROBUST CONVERSATION AROUND RENTAL ACCESS, RENTAL AFFORDABILITY AND RENTERS' RIGHTS, SHOULD BE PART OF THE CONVERSATION TOMORROW AND BEYOND.

>> THE CONVERSATION AROUND HOUSING AFFORDABILITY VERSUS AFFORDABLE HOUSING, BROADENS THAT A LITTLE BIT SO I APPRECIATE THAT.

WE ARE GOING TO NARROW IN WHAT WE ARE GOING TO DO.

>> KASHINSKY: WITH THE CLARIFICATION THERE WILL BE DISCUSSION ABOUT WHAT IS ON THE TINY BLUE LETTER SIDE, I FEEL LIKE THESE BUCKETS CAPTURE MOST OF WHAT I SEE AS THE PRIORITIES COMING FORWARD THAT WE NEED TO FOCUS ON AND HOW WE FOCUS ON THEM, WHAT ARE THE SUBCATEGORIES IS SUBJECT TO MUCH DEBATE.

BUT AS A BROAD FRAMEWORK, THOSE SIX CATEGORIES SEEM LIKE THEY WOULD CAPTURE MOST OF THE THINGS WE WOULD SEE OR I WOULD SEE AS PRIORITIES. I WON'T SPEAK FOR OTHERS.

>> MAYOR KNUDSON: I AGREE THE CATEGORIES HERE CAPTURE A LOT.

I AM TRYING TO THINK ABOUT A CIRCUMSTANCE IN WHICH I WERE TO TAKE THESE TO ANOTHER PARTNER, ORGANIZATION, AGENCY, JURISDICTION, PLACE IN THE WORLD AND SAY THIS IS HOW THE CITY OF EUGENE POSITIONS THEMSELVES.

I HAVE A COUPLE THOUGHTS ABOUT THAT.

ONE OF THEM IS I AM NOT SURE, SUSTAINABILITY IS A WORD AND MEANS A LOT OF THINGS.

USING IT IN THE CATEGORIZATION WITH FINANCIAL SUSTAINABILITY IS A PARTICULAR TYPE OF CHOICE AND IS ACCURATE THAT WE ARE SEEKING FINANCIAL SUSTAINABILITY.

AND ALSO THAT DOESN'T QUITE HIT RATE FOR ME.

I THINK WE ARE THINKING ABOUT STABILITY, STEWARDSHIP, RESPONSE ABILITY, WE ARE THINKING ABOUT A LOT OF THINGS

THAT RELATE TO GOOD GOVERNANCE AND A WELL-RUN ORGANIZATION THAT SERVES A BREADTH OF COMMUNITY NEEDS.

SUSTAINABILITY AS PART OF THAT BUT WHY IT IS IN MY MIND IS I WERE TO TALK WITH OTHER PEOPLE RIGHT NOW AND I DO ALL THE TIME, SOME OF THE AREAS I WOULD WANT TO SPEND TIME TALKING ABOUT, WHAT WE ARE DOING INTERESTING AND IMPORTANT WORK, IN HOUSING, ADDRESSING THE NEEDS OF THE UNHOUSED POPULATION, HOUSING AND HOMELESSNESS IS CENTRAL BUT SO IS THE WORK OF THINKING ABOUT SUSTAINABLE DEVELOPMENT AND ECONOMIC DEVELOPMENT AND THE FUTURE OF WAGES AND JOB OPPORTUNITY IN THIS COMMUNITY AND THINK ABOUT WHERE THAT FITS INTO THIS PICTURE AS WE HAVE CONVERSATIONS WITH OTHER STAKEHOLDER GROUPS AND DIFFERENT AREAS OF CONCERN IN OUR COMMUNITY, WE ARE HOPING WE CAN STEP FORWARD IN A THOUGHTFUL AND MEANINGFUL WAY IN OUR ECONOMIC DEVELOPMENT WORK THAT HAS A WHOLE HOST OF IMPACTS. I WOULD EXPECT THAT TO LIFT UP AND EXPECT FOR PARKS AND RECREATION AND CLAIMANT WORK, CLIMATE RELATED WORK AND RESILIENCE TO BE STRONGER.

IT DOESN'T FEEL TO ME LIKE THESE AREAS ARE CRITICAL AS A COMPANION TO THE OTHER DEVELOPMENT WORK WE ARE DOING AND THAT HAS TO BE PART OF HOW WE ARE THINKING ABOUT OUR STRATEGIC GOALS, THESE WILL HELP TO GUIDE STRATEGIC INVESTMENTS.

AND THESE ARE MY OBSERVATIONS AND LOOKING AT THIS GROUP AND THINKING HOW IS THE CITY OF EUGENE SHOWING UP IN A WAY THAT IS DIFFERENT FROM 50 OTHER CITIES AND THOSE AREAS WE ARE SEEING AS QUITE DISTINCT AND WOULD WANT TO SEE US AS STRONGER IN THIS POSITIONING AT THIS LEVEL SO THE WORK THAT FOLLOWS CAN BE STRONGER.

>> GREAT INPUT.

>> KEATING: WHILE WE ARE ADDING SOME OTHER WISHLIST PIECES.

AN AREA OF INTEREST THAT I SEE AS A POTENTIAL GAP THAT CAN AND MAYBE SHOULD BE WOVEN INTO THESE CONVERSATIONS IS ENSURING LIVING WAGES.

WORKERS RIGHTS AND SUPPORTING THE LOCAL WORKFORCE.

THAT OVERARCHING COMMUNITY BENEFIT PIECE AND I RECOGNIZE I AM MAKING THIS ARGUMENT HOLDING THE WORLD'S MOST VOLUNTARY INVASION OF PRIVACY IN MY HAND, PRIVACY, AI AND DATA CONCERNS, POSSIBLY IN THE THRIVING COMMUNITY OR PUBLIC SAFETY SPACE, WE HAD A DETAILED WORK SESSION ON THE MATTER BUT IT'S CLEARLY ON TOP OF MINE.

WE ARE TALKING ABOUT COUNCIL INTERESTS, I WOULD BE REMISS IF I DIDN'T MENTION THOSE TWO PIECES.

>> GROVES: I APPRECIATE WHAT COUNCILOR KEATING IS SAYING, MY THOUGHT WOULD BE CAREFUL ABOUT GETTING TOO GRANULAR AND GENERAL STATEMENTS, I AM GOING TO GUESS THERE IS GOING TO BE SPACE FOR THE GRANULAR APPROACH DISCUSSION LEADER, I CAN LOOK AT THE CLAIMANT PIECE AND I AGREE WITH COUNCILOR ZELENKA, WE HAD A CONTAMINATION PROBLEM SO ENVIRONMENTAL PROTECTION IS DIFFERENT THAN CLAIMANT.

AT SOME POINT WE HAVE TO NARROW IT BACK DOWN.

DON'T GO AS DEEP AS CARTS OR THE WHEELS ON THE CARTS.

THANK YOU.

>> THIS MAY HAVE TO BE A MODEL TOMORROW.

>> YEH: I AM WONDERING IF PUBLIC SAFETY SHOULDN'T BE PUBLIC HEALTH AND SAFETY.

THROW THAT OUT THERE BECAUSE I THINK PUBLIC SAFETY IS A CERTAIN, I AM TRYING TO THINK OF MYSELF AS A CITIZEN, I REREAD THIS AND IT MEANS A CERTAIN, SPECIFIC THING IN OUR CULTURE AND HOW WE USE THAT TERM BUT I THINK WE ARE TRYING TO BUILD INTO THAT OTHER THINGS BESIDES POLICE AND FIRE.

OR MAYBE CRISIS SERVICES.

MAYBE ANIMAL SERVICES. MAY BE OTHER THINGS.

I THINK THAT CONCEPT, IT IS NOT JUST YOUR PHYSICAL, SOMEONE IS GOING TO STAB ME, IT IS MORE THAN THAT.

I ALSO MLK WITH GIANT BUCKETS AND WE WILL WORK IT OUT.

>> KASHINSKY: I WOULD AGREE, MAYBE NOT PUBLIC SAFETY BUT AN ELEMENT THAT AGAIN IS LIKE IT IS NOT TRADITIONALLY UNDER EUGENE'S UMBRELLA BUT IT IS BEING FOLDED INTO MORE OF OUR WORK IN VARIOUS WAYS.

AND IT DOESN'T QUITE FIT INTO PUBLIC SAFETY. I SEE SOME OF THE THINGS WITH THE PEER NAVIGATION AND CONTINUUM OF CARE UNDER HOUSING AND HOMELESSNESS.

IT IS ONE OF THOSE THINGS THAT IS AN UNDERLYING PEACE FOR A LOT OF THESE DIFFERENT TOPICS THAT ISN'T REALLY BEING -- IT IS HARD TO FIGURE OUT WHERE IT FITS.

IN THAT HEALTH PEACE BEYOND THE SAFETY SIDE OF IT.

>> EVANS: I RESPECTFULLY DISAGREE ON THAT ONE.

WE HAVE -- LANE COUNTY IS OUR HEALTH AND HUMAN SERVICES PROVIDER.

AND ONE OF THE THINGS WE HAVE GOTTEN, IN MY OPINION, WE HAVE GOTTEN IN TROUBLE WITH OVER THE YEARS IS BEING ABLE TO BE THE BACKFILL FOR THE COUNTY, NOT BEING ABLE TO MEET ITS OBLIGATIONS AND RESPONSE ABILITIES AS FAR AS HEALTH AND HUMAN SERVICES ARE CONCERNED AND UNDERSTANDING THESE SERVICES CROSSOVER FROM THE MUNICIPAL SIDE FROM THE COUNTY, TO THE STATE AND WE HAVE TO HAVE BETTER, STRONGER PARTNERSHIPS WITH OUR PARTNERS THAN WHAT WE CURRENTLY HAVE RIGHT NOW.

BUT ALSO REQUIRES THINGS THAT ARE OUT OF OUR CONTROL IS, WE DON'T CONTROL OUR PARTNERING COUNTY. WE HAVE TO FIGURE OUT HOW WE NAVIGATE VERY INTERESTING RELATIONSHIP THAT WE HAVE WITH OUR PUBLIC PARTNER IN THAT RESPECT.

WE REALLY CAN'T AFFORD TO GET THEM ANGRY AT US. WE CAN'T AFFORD TO BE ANGRY AT THEM, WHATEVER THE CASE MAY BE.

WE HAVE TO KEEP THAT LINE OF COMMUNICATION OPEN.

YOUR SPOUSE GETS MAD AT YOU AND SAYS I DON'T WANT TO LOOK AT YOU RIGHT NOW.

YOU CAN GO SLEEP ON THE COUCH.

WE HAVEN'T BEEN ABLE TO GET TO THAT POINT WITH SOME OF OUR PARTNERS.

IS ONE OF THE THINGS I THINK PART OF THIS IS WE HAVE TO FIGURE OUT.

HOW DO WE IMPROVE THE RELATIONSHIP THAT WE HAVE WITH OUR AGENCY PARTNERS TO BE ABLE TO DELIVER THE HIGHEST LEVEL AND BEST QUALITY SERVICES THAT WE CAN TO OUR CONSTITUENTS.

>> LEECH: I DEFINITELY AGREE, WHETHER WE CALL IT PUBLIC HEALTH AND SAFETY OR PUBLIC SAFETY, THAT WORD ISN'T MY MAIN CONCERN AND I UNDERSTAND THE COUNTY HAS THE UMBRELLA OF PUBLIC HEALTH.

WHO RESPONDS TO A SUICIDE, IT IS OUR TEAM RIGHT THERE. WHO RESPONDS TO SOMEONE IN CRISIS, WE DO.

OUR POLICE AND FIRE, WE ARE OPERATING IN PUBLIC HEALTH EVERY DAY.

SO BY DENYING THAT IS NOT PART OF OUR UMBRELLA IS INCORRECT.

WE ARE THE FIRST PEOPLE WHO ARRIVE ON EVERY SCENE, NOT NECESSARILY, NOT THE COUNTY NECESSARILY.

SO WE HAVE TO THINK ABOUT HOW ARE WE ADDRESSING NOT, HOW ARE WE BEING EFFICIENT?

WE KNOW WE JUST LOST A HUGE ELEMENT OF OUR COMMUNITY LAST YEAR IN CAHOOTS.

WE HAVE A LOT OF INNOVATIVE AND AMAZING ALTERNATIVE RESPONSE MODELS.

ALREADY EMBEDDED IN OUR TEENS.

I THINK IT IS INCREDIBLY IMPORTANT WE CONTINUE HAVING A CONVERSATION AND HAVE IT DEEPLY BECAUSE OUR COMMUNITY IS REALLY COMMUNICATING TO US AND DEMANDING FROM US THAT WE ADDRESS THAT BECAUSE THE PERSON THAT IS THE RIGHT PERSON TO RESPOND TO EACH LEVEL OF CRISIS MEANS THAT WE CAN ADDRESS IT THE RIGHT WAY AND WE CAN ADDRESS IT THE WRONG WAY. AND THE RIGHT WAY WILL BE MORE COST-EFFECTIVE, WE ARE LOOKING AT THE BUDGET, IT IS GOING TO BE MORE COST-EFFECTIVE.

WE ADDRESS IT THE WRONG WAY AND IT WILL LEAD TO MORE ALONG THE ROAD. I WORKED IN THIS COMMUNITY FOR 15 YEARS AND I KNOW THIS.

WHAT ARE WE DOING TO MAKE SURE WE ARE PROTECTING OUR BUDGET, PROTECTING OUR DEPARTMENT, MAKING SURE THE RIGHT PERSON SHOWS UP AT THE RIGHT PLACE AND THE RIGHT TIME.

AND I THINK WE COULD LOOK AT ALL OF THOSE PIECES AND DETERMINE THAT BECAUSE RIGHT NOW WE HAVE A ONE TIME, FUNDED PROGRAM FOR PEER NAVIGATION AND WE DON'T KNOW WHAT IS GOING TO HAPPEN NEXT AND THE COMMUNITY IS REALLY ASKING US TO GIVE THEM ANSWERS ABOUT WHAT IS GOING TO HAPPEN NEXT WITH THAT.

I WOULD LIKE US TO MAKE SURE THAT IS EMBEDDED IN THESE.

>> AS WE ARE, TOMORROW DEFINING WHAT DOES SUCCESS LOOK LIKE?

WE HAVE BROUGHT CONVERSATION AROUND WHAT WE WANT TO DO AND WHAT ARE YOU GOING TO PURSUE, MAYBE THAT IS STRENGTHENING PARTNERSHIPS, MAYBE THAT IS BUILDING -- HOW THEY ARE FRAMED AND COMMUNICATED, I APPRECIATE YOUR COMMENTS BECAUSE IT DOES MATTER AND IT DOES SEND A MESSAGE ABOUT WHAT ARE WE FOCUSED ON.

WE CAN HAVE THE CONVERSATIONS AND SEE WHAT EMERGES IN TERMS OF WHAT IS REPRESENTED AND COMFORTABLE WITH THE CONVERSATION BUT I THINK THE FUNNEL APPROACH WITH THAT VISUAL IS IMPORTANT. WE WANT TO START WITH THE BIG

CONVERSATION AND WE ARE GOING TO WANT TO KEEP THAT IN VIEW AND THINK ABOUT REASONABLY, WHAT DOES SUCCESS LOOK LIKE TWO YEARS FROM NOW?

MAYBE WE BUILD A RELATIONSHIP WITH THE COUNTY WE DIDN'T HAVE BEFORE.

WHATEVER IT MIGHT BE WE CAN NAME THOSE THINGS AND THAT GIVES A ROADMAP.

WE HAD LOTS OF QUESTIONS. DID YOU HAVE A QUICK FOLLOW-UP?

>> ZELENKA: I THINK PUBLIC SAFETY SHOULD BE ITS OWN THING. THRIVING COMMUNITY, I DON'T KNOW IF I LIKE THAT ONE AS MUCH AS I THINK OF THAT AS QUALITY OF LIFE AND THE MOBILITY ISSUES.

OR ENHANCING NOT AS OPPOSED TO THRIVING COMMUNITY AND I LIKE THE IDEA OF PUBLIC HEALTH IS NOT THE RIGHT WORD BUT MAYBE HEALTHY COMMUNITY AS A SEPARATE CATEGORY, CLIMATE CHANGE, ENVIRONMENTAL STEWARDSHIP, ENVIRONMENTAL SAFETY, HUMAN SERVICES, THAT ALL CREATES A HEALTHY COMMUNITY.

THAT IS SOMETHING WE ALL DO WITHIN THE CITY.

[AUDIO ISSUES] EVEN IF YOU ARE IN YOU REGULATORY OR PARTNERSHIP SO ADDING HEALTHY COMMUNITY AND MAYBE CHANGING QUALITY OF LIFE OR LIVABILITY.

>> YES, I WANTED TO SAY, I UNDERSTAND OUR PEOPLE RESPOND TO HEALTH CALLS AND MEDICAL CALLS BUT I THINK THERE IS SO MUCH CONFUSION IN THE PUBLIC OF WHAT WE DO AND WHAT WE DON'T DO.

IF WE PUT TITLES DOWN AS HEALTH AS ONE OF OUR MISSIONS THAT IS NOT FUNDED, ALL WE ARE DOING IS MAKING OUR BUDGET PROBLEM WORSE.

I AGREE WITH WHAT COUNSELOR EVAN WAS SAYING, IT DOESN'T CHANGE WHAT WORK WE DO IN THE FIELD IF WE GET TOO FAR DOWN THE ROAD IT WILL CREATE MORE EXPECTATIONS FROM THE PUBLIC.

I THINK WE NEED TO BE CONSCIOUS, WE CAN'T AFFORD WHAT WE ARE DOING.

IF WE ARE TAKING ON, WE ARE ALSO THE HOUSING AUTHORITY, HEALTH IS COUNTY AND STATE.

WE HAVE SEEN PARTNERS THAT ARE HAPPY TO LET US TAKE ON RESPONSE ABILITY WHEN WE STEP UP AND DO IT AND IT NEVER GOES AWAY.

THAT IS PART OF OUR BUDGET PROBLEM. THANK YOU.

>> I SAW HANDS.

I THINK PART OF THIS CONVERSATION ISN'T JUST ABOUT WHAT ARE THESE GOALS AND WHAT ARE THESE CATEGORIES BUT ALSO WHAT ARE THE OVERLYING VALUES ABOUT HOW DO WE DELIVER SOME OF THESE SERVICES I LOOK, I THINK ABOUT THE MUNICIPAL COURT AND THE PROGRAMS IN THEIR WHICH IS A CONSCIOUS CHOICE ON THE PART OF EUGENE TO SAY OKAY, WE ARE GOING TO GO WITH WHERE APPROPRIATE, IT IS NOT ALWAYS APPROPRIATE BUT WHERE APPROPRIATE WE WILL GO WITH A MORE RESTORATIVE JUSTICE VIEW FOR MINOR OFFENSES THEN PUNITIVE.

THAT IS A VALUE WE SEE IN LOTS OF DIFFERENT PLACES THROUGH THE WAY WE DELIVER THESE SERVICES AND I FEEL LIKE THAT IS ONE OF THE PIECES THAT IS MAYBE BEING, MAYBE MISSING FROM SOME OF THIS IS HOW DO WE CAPTURE THOSE VALUES AND HOW WE APPROACH THESE PROBLEMS AND SERVICES?

SOMETIMES LEAVING THOSE VALUE IS SHORT-TERM MORE EFFICIENT BUT MAYBE THAT SOMETHING THAT HAS A SHORT-TERM EFFICIENCY AND SOMETIMES IS GOING TO BE LIKE OKAY, WE ARE GOING TO DO THIS THING IN A WAY THAT COSTS MORE BECAUSE IT IS HELPING US LIVE A VALUE AND THAT IS A CONSCIOUS CHOICE AND I DON'T NECESSARILY SEE AND HEAR WHERE WE ARE CAPTURING SOME OF THOSE COMMUNITY ENGAGEMENT, WE DO A LOT MORE COMMUNITY ENGAGEMENT AROUND LOTS OF THINGS THAN I HAVE SEEN IN MANY OTHER COMMUNITIES. A LOT OF TIMES IT IS LIKE OKAY WE ARE MAKING THIS CHANGE AND WE ARE GOING

TO SLAP IT ON THE WEBSITE AND NO ONE IS GOING TO COME TO PUBLIC COMMENT AND I FEEL LIKE THAT ADDS EXPENSE TO SOME OF OUR PROCESSES SO HOW DO WE CAPTURE THAT IN THIS PROCESS?

>> I THINK WE NEED TO BE A LITTLE BIT CAREFUL ON EXPECTATIONS AT THIS POINT IN THE PROCESS.

I THINK IF YOU ARE EMBARKING ON A FULL, FRESH, STRATEGIC PLAN, IT OPENS UP CONVERSATION FOR VALUES, THOSE GUIDING PRINCIPLES, [AUDIO ISSUES].

THERE IS A BIGGER CONVERSATION AND I THINK IN THIS MOMENT WHAT WE WANT TO TRY TO DO IS NAME, TO BRIDGE TO NEXT WHAT ARE THE THINGS YOU WANT TO HONE IN AND FOCUS ON AND DEFINE WHAT ARE WE GOING TO DO THE NEXT TWO YEARS.

ZERO IN MORE NARROW IN TERMS OF WHAT WE ARE ABLE TO ACCOMPLISH [AUDIO ISSUES] THIS MIGHT HAVE TO HAPPEN AT A LATER DATE WHEN THERE IS A WHOLE STRATEGIC PROCESS IN PLACE.

>> CLARK: YOU SAID THAT VERY WELL. I WAS GOING TO SAY THAT THE LAST 20 MINUTES HAVE DONE A WONDERFUL JOB OF ILLUSTRATING WHAT I THINK THE PROBLEM IS.

WHICH IS THAT WE DON'T HAVE A CLEAR, UNIFYING VISION OF WHAT THE RIGHT JOBS FOR THE CITY OF EUGENE R. WE ALL HAVE DIFFERENT IDEAS ABOUT WHAT IS THE MOST IMPORTANT SERVICES ARE, WE DON'T HAVE A SHARED VISION I THINK WE CAN ALL POINT TO AND SAY I AGREE, WE DO THAT GO THAT IS MOST IMPORTANT. I AM NOT SURE WE CAN SAY THAT.

EVERYBODY HAS THEIR OWN, DIFFERENT OPINION OF WHAT WE SHOULD DO AND MY OPINION THAT IS PART OF WHY WE ARE IN A BUDGET POSITION BECAUSE WITH RESPECT TO MY FRIEND, WE ARE IN FACT TRYING TO DO TOO MUCH.

MORE THAN THE CITY SHOULD BE DOING.

AND CAN AFFORD TO DO.

AND DOING SOME OF THE ROLES OF OTHER MUNICIPALITIES AND GOVERNMENTS THAT WE SHOULDN'T DO.

THIS IS THE IMPORTANT, PRIORITY DISCUSSION TO HAVE.

>> KEATING: RECOGNIZING THE CONVERSATION HAS EXHAUSTED OUR AWESOME NOTETAKER.

THANK YOU, I HAVE BEEN TAKING PICTURES, I HOPE THAT IS OKAY. I LOVE THE WORK. IT'S INSPIRING.

TO PIGGYBACK OFF SOME OF WHAT MY COLLEAGUES ARE SAYING, I THINK PUBLIC SAFETY, KEEPING PUBLIC SAFETY AND ROD AND PUTTING THINGS WE ALL FEEL SHOULD BE IN THE PUBLIC SAFETY BUCKET IS MORE APPROPRIATE BUT I AM PICKING UP ON WHAT THE COUNCILOR IS GOING DOWN.

WHAT I HAVE HEARD FROM OTHERS IS THE THRIVING COMMUNITY PEACE IS SO VAGUE.

AND I HOPE MY SUGGESTION -- IT IS NOT JUST MY SUGGESTION BUT WHAT I AM HEARING, I HOPE THIS BETTER DEFINES AND ALLOWS FOR FLEXIBILITY IN THAT BUCKET.

IT IS A LIVABILITY BUCKET AND INVESTMENTS IN COMMUNITY BUCKET, THE ECONOMIC DEVELOPMENT PIECE IN PARTICULAR.

THE CLIMATE ACTION, SUSTAINABILITY, CONVERSATION THE LIBRARY AND CULTURAL SERVICES, THOSE ARE INVESTMENTS IN UNITY.

REFRAMING OR RETHINKING THIS ONE BUCKET THAT WE SEEM TO HAVE CONSTERNATION OVERCOME A WELLNESS CAN AND SHOULD BE IN THAT LIVABILITY OR THRIVING COMMUNITY BUCKET. WE CAN DEBATE ABOUT THE DETAILS OF WHAT IS IN IT BUT I DON'T THINK THRIVING COMMUNITY IS CUTTING IT IS WHAT I AM HEARING.

>> OKAY, WHAT WE WILL DO THIS EVENING, REFLECTIVE OF THIS CONVERSATION, WE CAN COME BACK AND PROVIDE SOME GUIDANCE ON HERE IS WHAT THIS MIGHT LOOK LIKE.

AND START FRESH. ARE WE COMFORTABLE WITH THE IDEA OF FRAMING THE CONVERSATION FROM BROAD KITS, THIS IS

INSTRUCTIVE. WE CAN TRY TO WORDSMITH TOGETHER, IT IS PROBABLY GOING TO BE MORE PRODUCTIVE TO SAY HERE IS WHAT WE HAVE HEARD, WHAT DO YOU THINK?

I THINK THERE ARE SOME WORDS BUT I THINK WE DEFINE IT AND WE CAN ADJUST, WE CAN DO SOME SHAPE SHIFTING IN TERMS OF WHAT DOES SUCCESS LOOK LIKE?

MAYBE THAT SIGNALS THIS IS A WORD WE NEED TO DESCRIBE, THAT CAN HAPPEN AND WE WANT TO MAKE SURE WE ARE OPEN TO HEARING THAT.

I AM HEARING WE ARE OKAY WITH A CONSTRUCT AND WE WILL DO SOME REFINEMENT AND BRING THAT BACK IN THE MORNING AND WHAT YOU CAN ANTICIPATE IS WE WILL TALK ABOUT THESE AND START OFF BY DOING SOME INDIVIDUAL REFLECTIONS ON WHAT DOES SUCCESS LOOK LIKE WITH PUBLIC SAFETY, WRITE IT DOWN AND HAVE SOME GROUP CONVERSATION AROUND LET'S DEFINE NOT AND WE WILL NARROW IT IN AND TRY TO GIVE A SHORTER HORIZON ABOUT WHAT DO YOU WANT TO DO?

GIVEN THE AUTHORITY, CAPACITY, RESOURCES, PRIORITY, WHAT DOES SUCCESS LOOK LIKE KNOWING YOU CAN'T DO EVERYTHING, WE WILL PUT THOSE UP AND IF WE NEED TO DO SOMETHING TO FIND OUT WHERE THERE IS CONSENSUS, WE WILL DO THAT.

WE WILL SEE HOW WE ARE MOVING OUR WAY THROUGH.

DOES THAT SOUND COMFORTABLE IN TERMS OF PROCESS FOR TOMORROW?

[AUDIO ISSUES] I AM NOT DOING THE EDITING, I AM DOING THE FRAMING AND LET YOU WORK THROUGH THOSE AND THROW PAPER AND STUFF, I DON'T KNOW. WE ARE NOT DOING THAT.

IF WE CAN CLOSE OUT TODAY, IF WE COULD DO A QUICK AROUND THE TABLE, HOW ARE YOU FEELING ABOUT WHERE WE ARE KNOWING WHAT WE HAVE COMING TOMORROW.

AND IF THERE IS COURSE CORRECTION YOU THINK WOULD BE IMPORTANT, I WOULD LOVE TO HEAR IT. THAT WOULD BE TERRIFIC AND WE WILL STOP FOR TODAY, START FRESH WITH FRESH MORNING VIGOR AND BREAKFAST.

WHO WANTS TO GET STARTED WITH HOW WE ARE FEELING ABOUT WHERE WE ARE AND THE DAYS WORK TODAY?

>> MAYOR KNUDSON: I AM FEELING REFLECTIVE. LOTS TO REFLECT ON FROM THIS CONVERSATION.

FEELING VERY REFLECTIVE.

>> KASHINSKY: LOOKING FORWARD TO TOMORROW.

>> WE ARE COMING BACK.

>> ZELENKA: I THOUGHT IT WAS A GOOD START.

[AUDIO ISSUES] IT WILL HAPPEN AFTER.

>> KEATING: I AM DEEPLY APPRECIATED.

WANT TO SAY THANK YOU TO YOU AND YOUR TEAM AND THANK YOU TO MY COLLEAGUES FOR AN ENGAGING FIRST DAY.

I HOPE YOU GOT TO GET A GOOD FEEL FOR OUR PRIORITIES, CONGENIALITY, -- THANK YOU.

AND OUR PERSONALITIES AND I HAVE SAID PRIORITIES. I WANT TO THANK STAFF. THERE IS A WHOLE TEAM HERE AND STUFF BEHIND THE SCENES THAT MAKE THIS HAPPEN AND YOU DON'T GET THANKED ENOUGH. THANK YOU, STAFF, FOR KEEPING US AFLOAT, ON THE AIR AND KEEPING US LEGAL.

>> GROVES: DITTO ON EVERYTHING MATT SAID, I AGREE WITH THAT AND THANK YOUS.

I AM A LITTLE APPREHENSIVE, I WAS FEELING GOOD BUT I FEEL LIKE WE BACKSLID AND ONE OF MY BIGGEST FEARS IS THAT WE ARE GOING TO END UP WITH 100 NUMBER 1 ITEMS.

WE CAN'T DO THAT.

I AM CONCERNED WE ARE GOING TO TAKE ON MORE RESPONSE ABILITIES THAN WHAT WE HAVE AND THAT IS GOING TO COST MONEY WE DON'T HAVE, I AM WORRIED ABOUT THAT.

I AM TRUSTING THE PROCESS AND I AM HOPING THAT YOU GET ON YOUR HORSE AND STEER THE HERD BACK ANOTHER DIRECTION. THANK YOU.

>> I APPRECIATE THE HONESTY OF THE CONCERNS.

>> CLARK: I FEEL LIKE HE DOES IN A SIMILAR WAY.

I WILL SAY I WAS FEELING VERY OPTIMISTIC AT FIRST AND NOW I AM IN MORE CONCERN.

BUT I AM SAYING THAT OUT LOUD AS A CHALLENGE TO YOU FINE FOLKS BECAUSE I THINK WE HAVE AS A GROUP, IDENTIFIED THE ISSUE FOR YOU TO VERY CLEARLY.

I AM LOOKING FORWARD TO THE HELP YOU WILL BE ABLE TO PROVIDE US TOMORROW IN HOW TO STRUCTURALLY THINK OF SOLUTIONS. THANK YOU.

>> WE WILL DO OUR PART AND DO OUR BEST.

FOR EVERYONE TO BE ACCOUNTABLE TO WHAT WE ARE ABLE TO REASONABLY PRIORITIZE.

>> YEH: I THINK THIS WAS WORTH TAKING 1/2 DAY OFF.

THINKING ABOUT THE WORK I DIDN'T GET DONE TODAY.

I THINK AT THE END OF THE DAY WHEN YOU DRILL SUPER DOWN TO WHAT DOES SUCCESS LOOK LIKE?

THERE IS A LOT OF AGREEMENT AT THIS TABLE, WE MIGHT NOT ALWAYS AGREE ON HOW TO GET THERE BUT THE GOALS AT THE END, I THINK WE HAVE A LOT OF AGREEMENT AND IF WE START THERE AND WE GO BACKWARDS, I THINK WE WILL HAVE A LOT OF SUCCESS IN FINDING THINGS THAT WE CAN ALL BE PROUD TO SUPPORT IN OUR COMMUNITY AND AT THE END OF THE DAY WE HAVE TO BALANCE OUR BUDGET SO WE DON'T GET TO SPEND MORE THAN WE HAVE SO THERE ARE GUARDRAILS TO HELP GUIDE US ALONG THE WAY IN SOME WAYS.

SO THAT IS ALSO HELPFUL, I THINK.

I BELIEVE THIS TEAM CAN DO THIS.

>> LEECH: THANK YOU, I AM REALLY APPRECIATIVE, I KNOW IT IS NOT EASY TO FACILITATE SOMETHING LIKE THIS. I APPRECIATE ALL THE WORK THAT HAS LED UP TO THIS MOMENT TO MAKE US SIT AND HAVE THIS CONVERSATION.

I AM GRATEFUL FOR THE OPPORTUNITY TO HAVE GOOD, DEEP CONVERSATIONS.

EVERY GROUP HAS TO GO THROUGH THE SAME PROCESS, YOU HAVE TO STORM A LITTLE BIT, WE ARE IN STORMING, THAT IS A GOOD THING, IT IS NATURAL AND THEN WE START TO NORM.

TOMORROW, I THINK WE HAVE PLENTY OF TIME TO DO THAT AND I AM LOOKING FORWARD TO THE END OF THE PROCESS AND OPTIMISTIC, MORE OPTIMISTIC NOW THAT WE WILL COME OUT OF THIS WITH PRODUCTS.

I WAS LIKE OKAY, EIGHT HOURS IS NOT ENOUGH TIME.

TO GET ALL THE DELIVERABLES YOU SAID YOU WERE GOING TO RELEASE AND I WAS LIKE I DON'T KNOW ABOUT THIS BUT I HAVE A LOT OF OPTIMISM, THANK YOU.

>> THE PROCESS IS MESSY.

WE GET TO COME BACK ON THE 13TH SO WE HAVE A WINDOW TO CLEAN THINGS UP.

COUNCILOR EVANS?

>> EVANS: YOU KNOW, I NEED MORE TIME TO CANOODLE THIS THAN ANYTHING ELSE.

I THINK BASICALLY MY INITIAL OBSERVATIONS ARE THAT I THINK THIS IS A GOOD PROCESS, I APPRECIATE THE WAY YOU HAVE LAID OUT THE FRAMING FOR THIS.

I AM LOOKING FORWARD TO OUR CONVERSATION TOMORROW.

>> THAT IS A GREAT PLACE TO BE AT THIS POINT.

>> I AM INSPIRED BY LISTENING TO YOU TODAY, IT DOES SEEM A LITTLE MURKY TO YOUR STORMING POINT BUT THIS IS THE PROCESS.

TRUST THE PROCESS, HOLD THE VISION IS WHERE I WOULD ENCOURAGE YOU BUT IT IS VERY INSPIRING. THIS IS A MEANINGFUL FIRST STEP AND YOU TOOK IT BRAVELY, BOLDLY AND I AM PROUD TO BE PART OF THIS TEAM.

THANK YOU.

>> OKAY, WE WILL CONCLUDE.

WE WILL RECONVENE, THERE IS BREAKFAST AT 8:30, RIGHT?

AND START TIME IS 9:30.

>> MAYOR KNUDSON: YES.

>> JUST CONFIRMING.

ALL RIGHT, HAVE A WONDERFUL EVENING.

GET SOME REST BECAUSE WE ARE GOING TO COME BACK AND WORK HARD TOMORROW.

>> MAYOR KNUDSON: THANK YOU FOR JOINING US. I CLOSE JUNE 30TH, 2026, CITY COUNCIL WORKSHOP AND WE WILL BE BACK HERE TOMORROW MORNING STARTING 9:30 WEDNESDAY, JULY 1ST. WE ARE ADJOURNED.