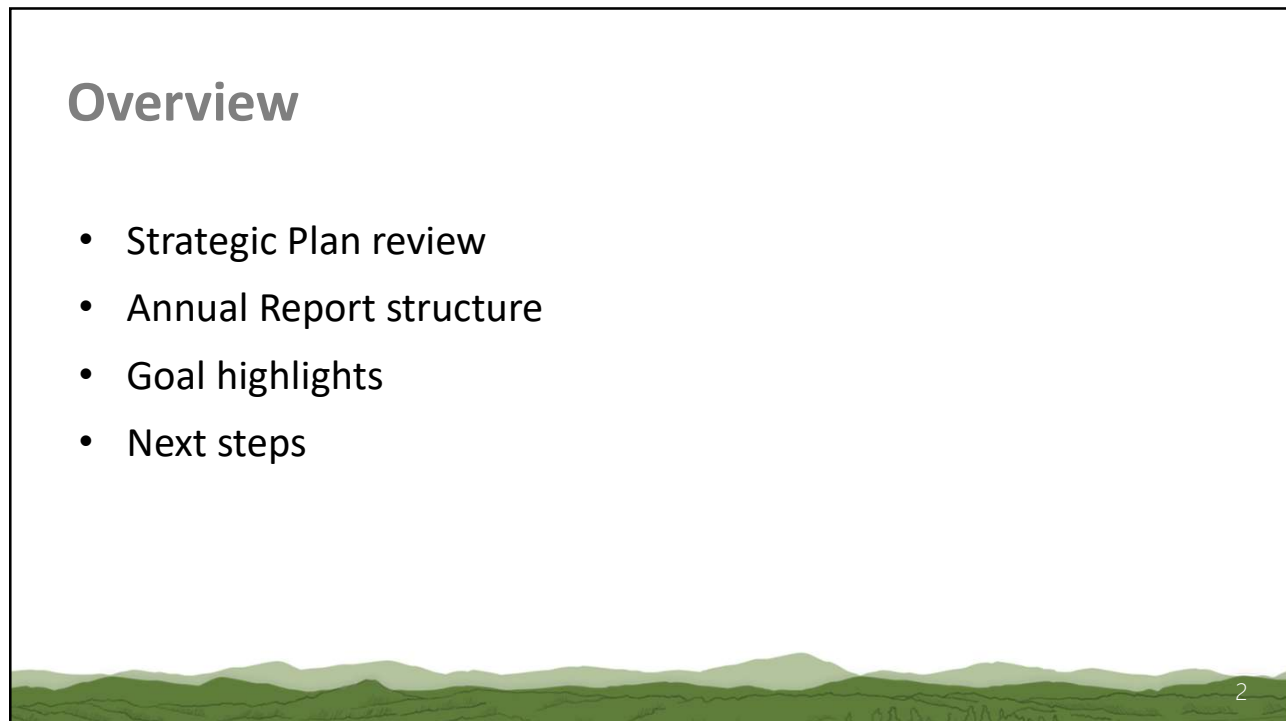




1



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Strategic Plan Connections & Intersections



3

3

Annual Report Format

Structure: Report progress by 15 goals.

Approach: Each goal has key performance indicators, contributing performance measures, and stories to demonstrate related efforts towards progress on the goal.

Key Focus Areas (4)

Strategic Goals (15)

Key Performance Indicators

Performance Measures

Related Efforts

4

4

Data Definitions

Key Performance Indicator (KPI)

Data that directly indicates whether progress is being made on the goal.



For example: The goal, “increase sense of safety” can be directly measured by surveying community member sense of safety and comparing year-over-year trends.

Performance Measure (PM)

Data that provides context, inputs, or outputs that show contributions towards progress on the goal.



For example: The goal, “increase sense of safety” is impacted by criminal activity; including data on specific types of crime rates will measure whether a reduction in those crimes is connected to increasing sense of safety.

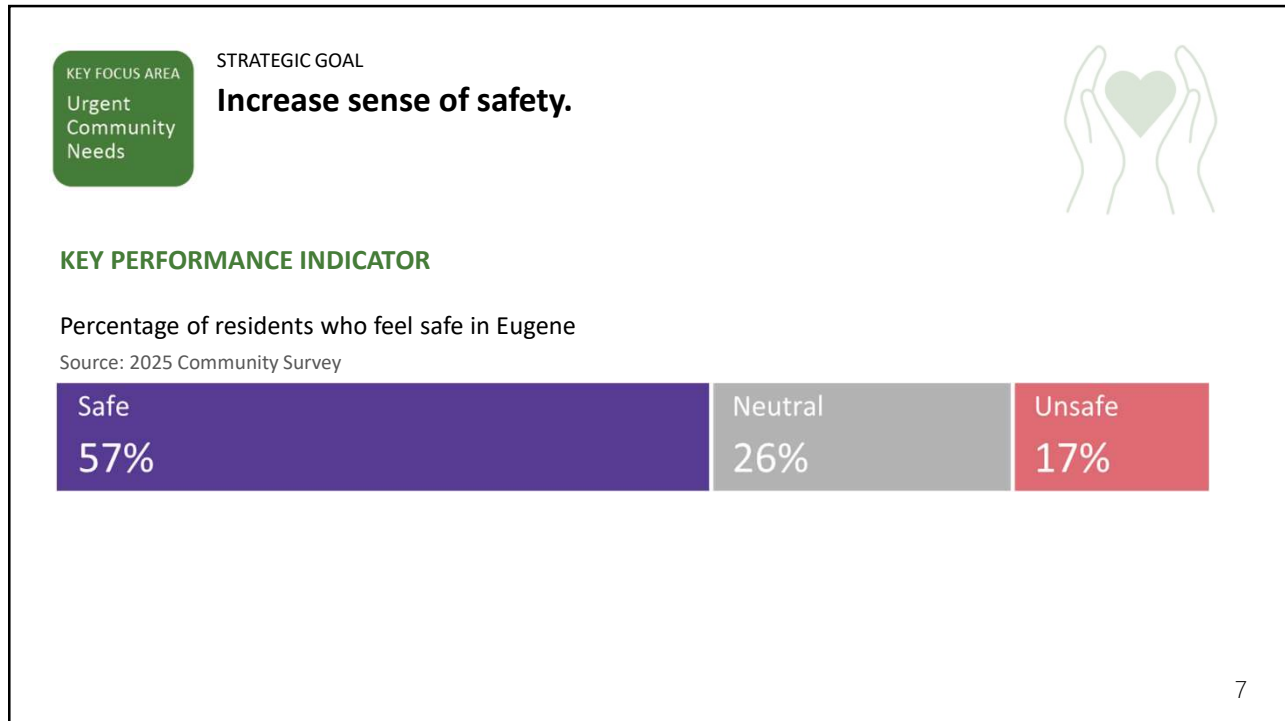
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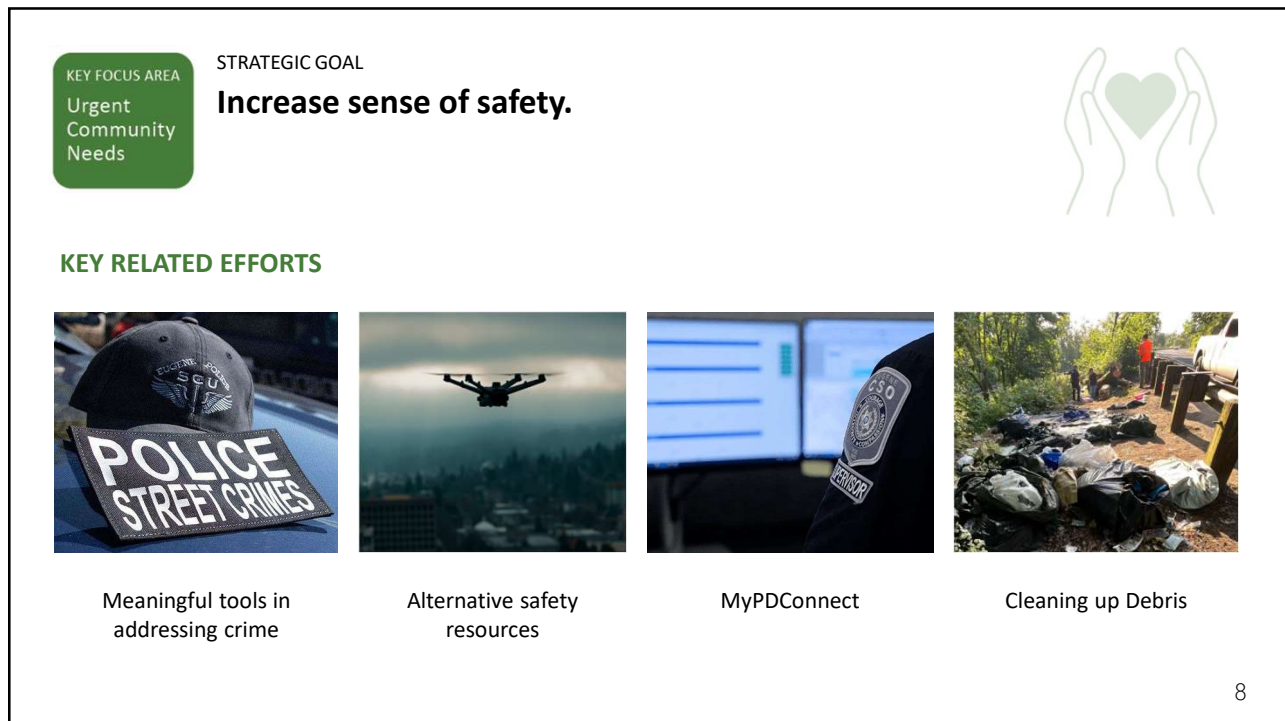
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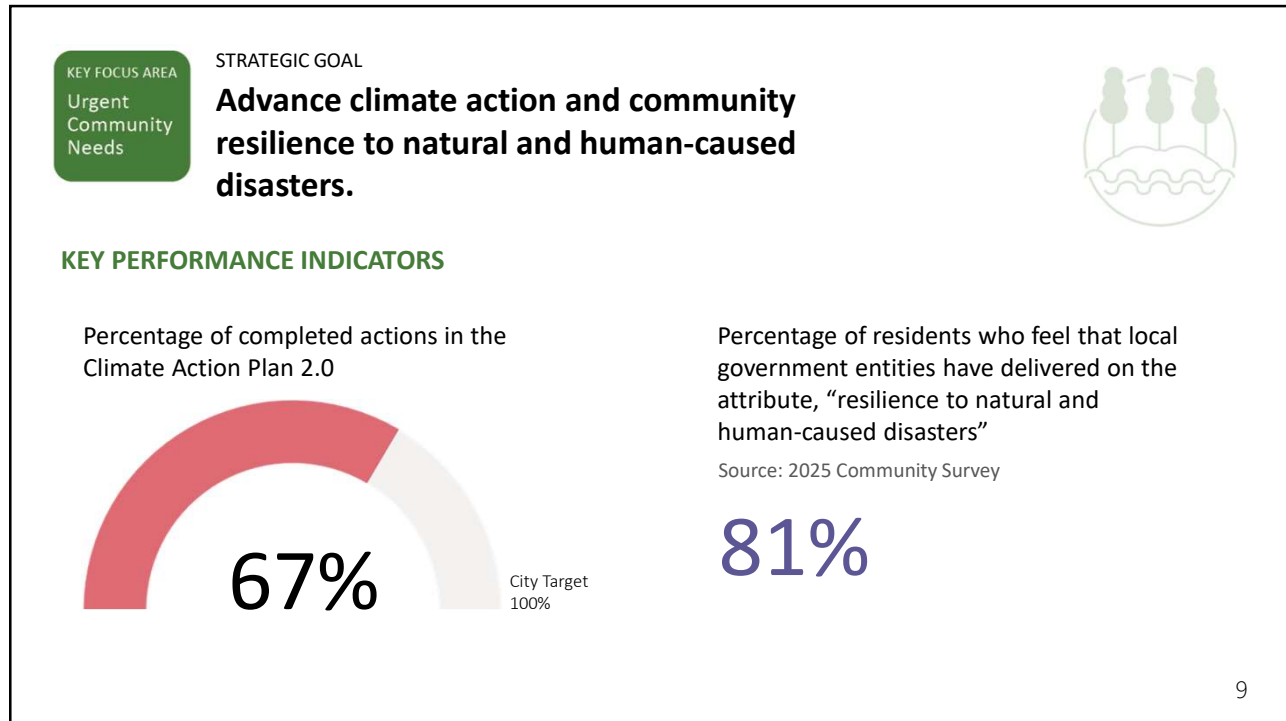
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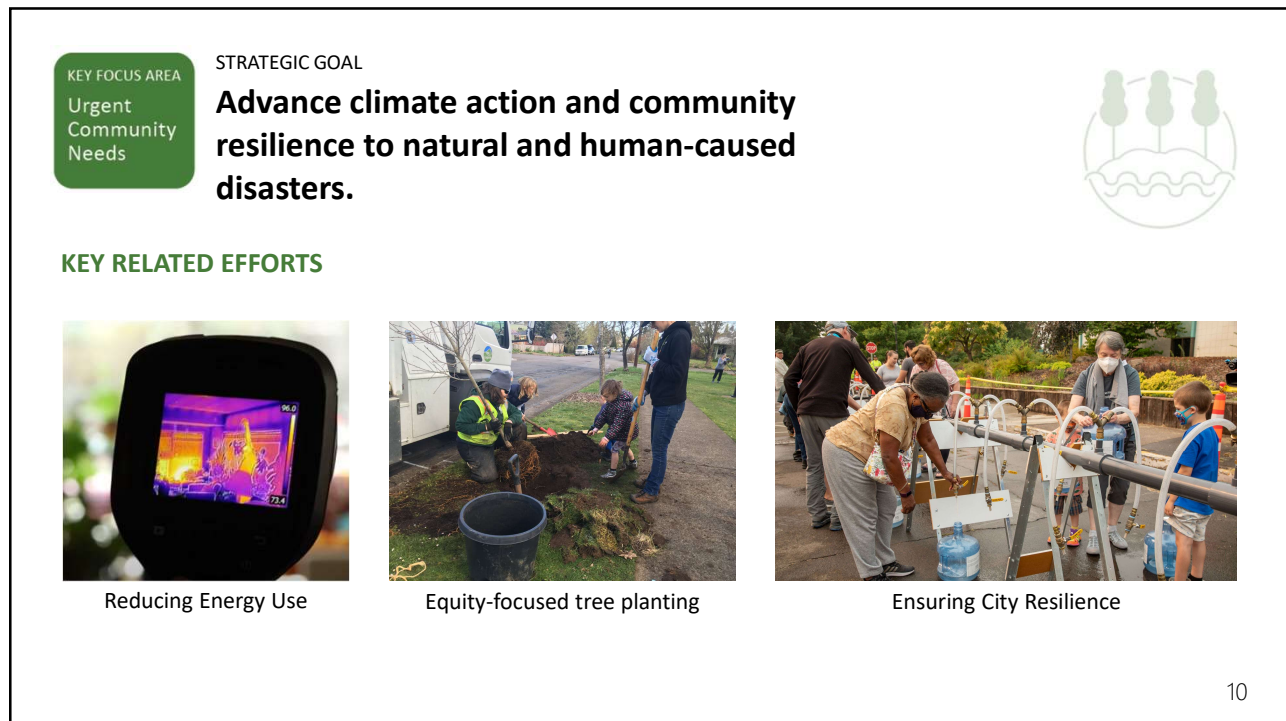
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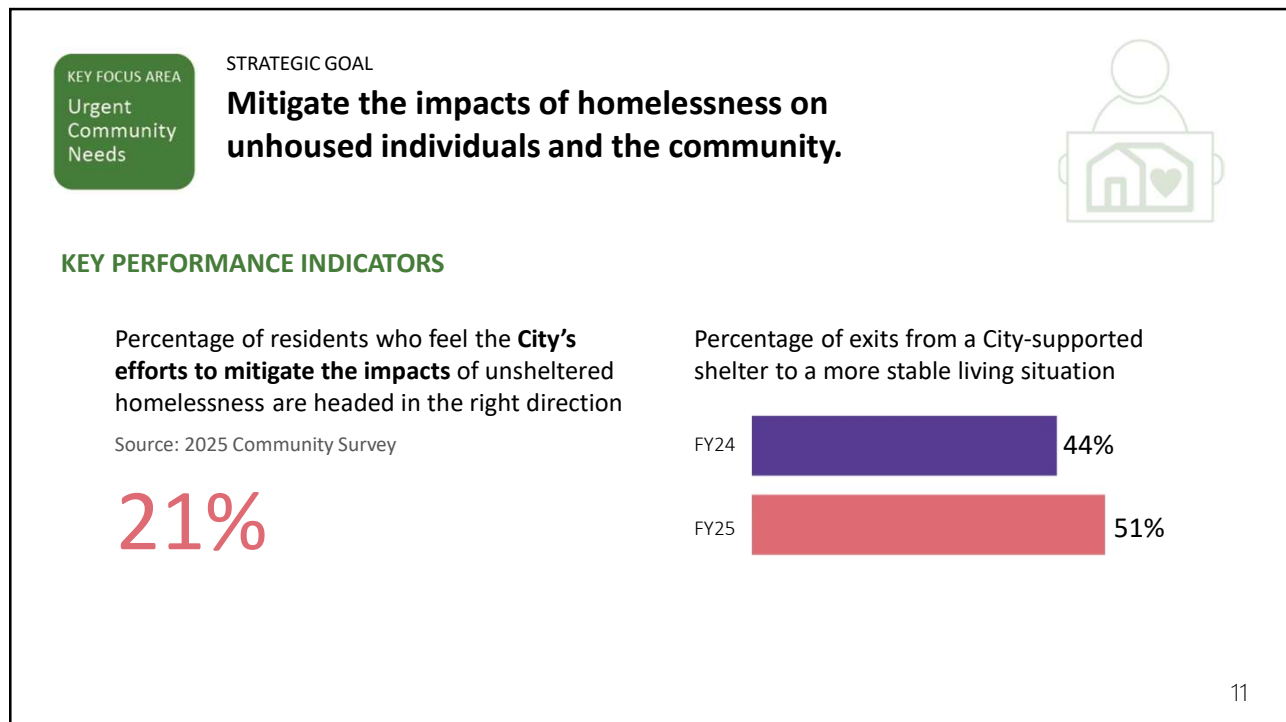
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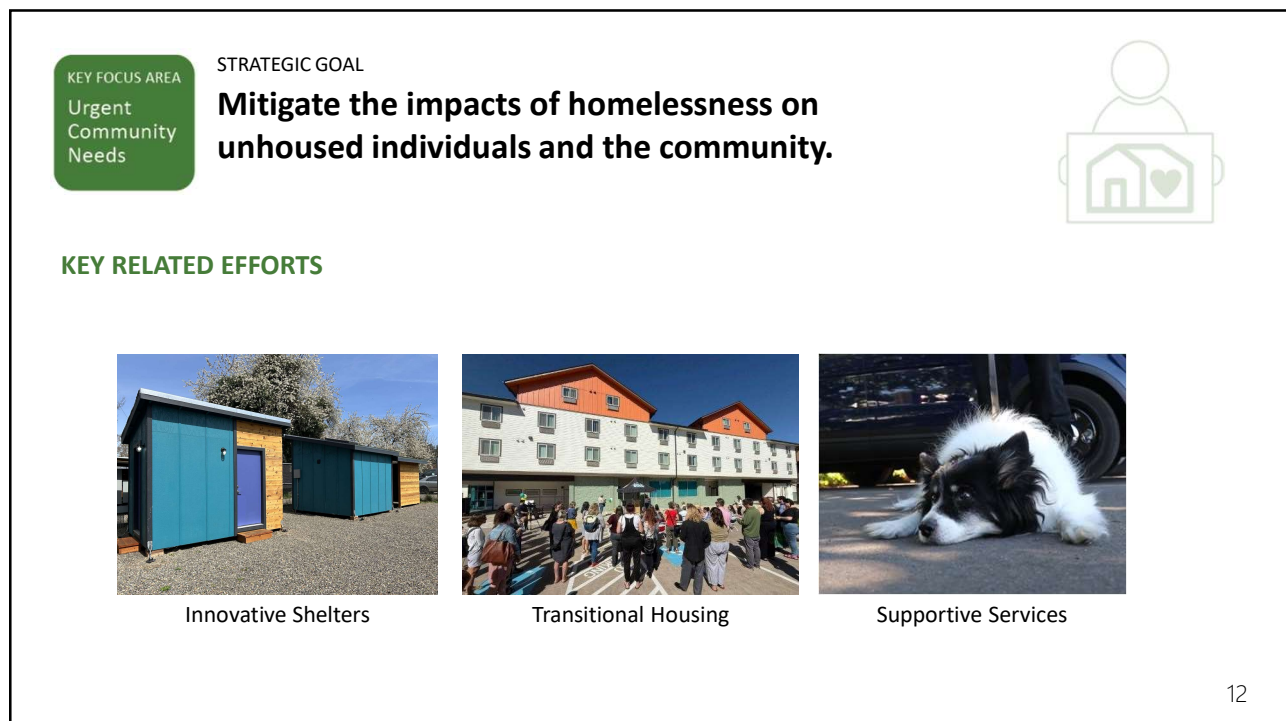
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11



12

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

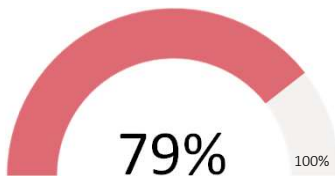
Stabilize the cost of housing.



KEY PERFORMANCE INDICATORS

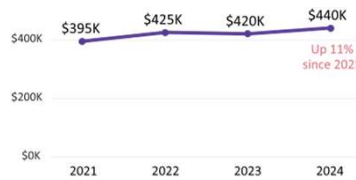
Percentage of housing need met since December 2012

On pace to meet target set in the adopted housing needs analysis

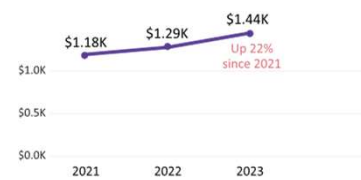


Median sales price of single-unit housing in Eugene

Includes single-unit detached dwellings, manufactured homes, and townhouses



Median gross rent in Eugene



13

13

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

Stabilize the cost of housing.



KEY RELATED EFFORTS



Piloting New Housing



Ollie Court

14

14

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

**Increase the vibrancy, economic vitality,
and livability of Downtown.**



KEY PERFORMANCE INDICATORS

Percentage of residents who feel
Downtown Eugene is vibrant

Source: 2025 Community Survey

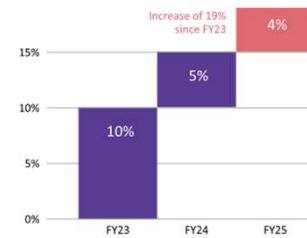
50%

Sense of safety while visiting Downtown Eugene

Source: 2025 Community Survey



Percentage
increase in visits to
Downtown



15

15

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

**Increase the vibrancy, economic vitality,
and livability of Downtown.**



KEY RELATED EFFORTS



Rapid Response Clean-up Team



Downtown Housing

16

16

KEY FOCUS AREA

Urgent Community Needs

STRATEGIC GOALS

Improve support for local businesses and the business environment.

KEY PERFORMANCE INDICATORS

Total number of loans made by the City's Business Loan Program

Between FY19 – FY25

30

Total amount loaned by the City's Business Loan Program

Between FY19 – FY25

\$5.7M

Approximate number of businesses contacted by the City's Business Liaison

FY25

300

17

17

KEY FOCUS AREA

Urgent Community Needs

STRATEGIC GOALS

Improve support for local businesses and the business environment.

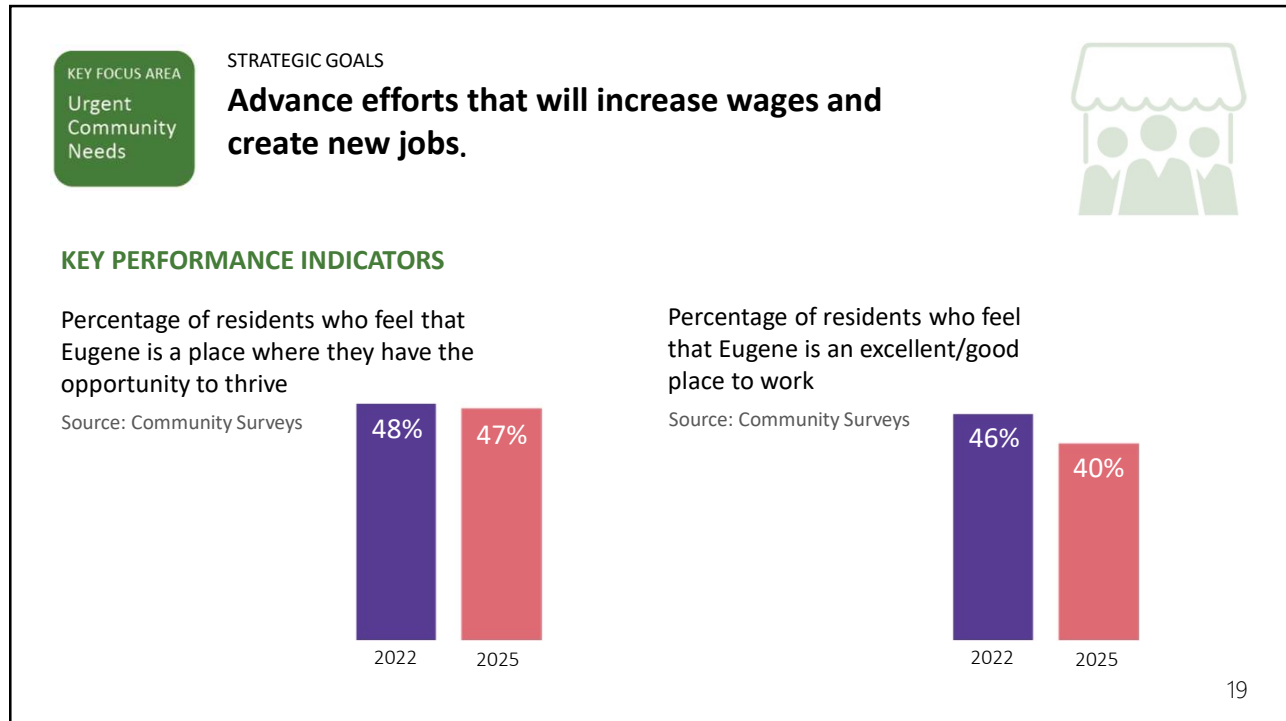
KEY RELATED EFFORTS

Minimizing Construction Impacts

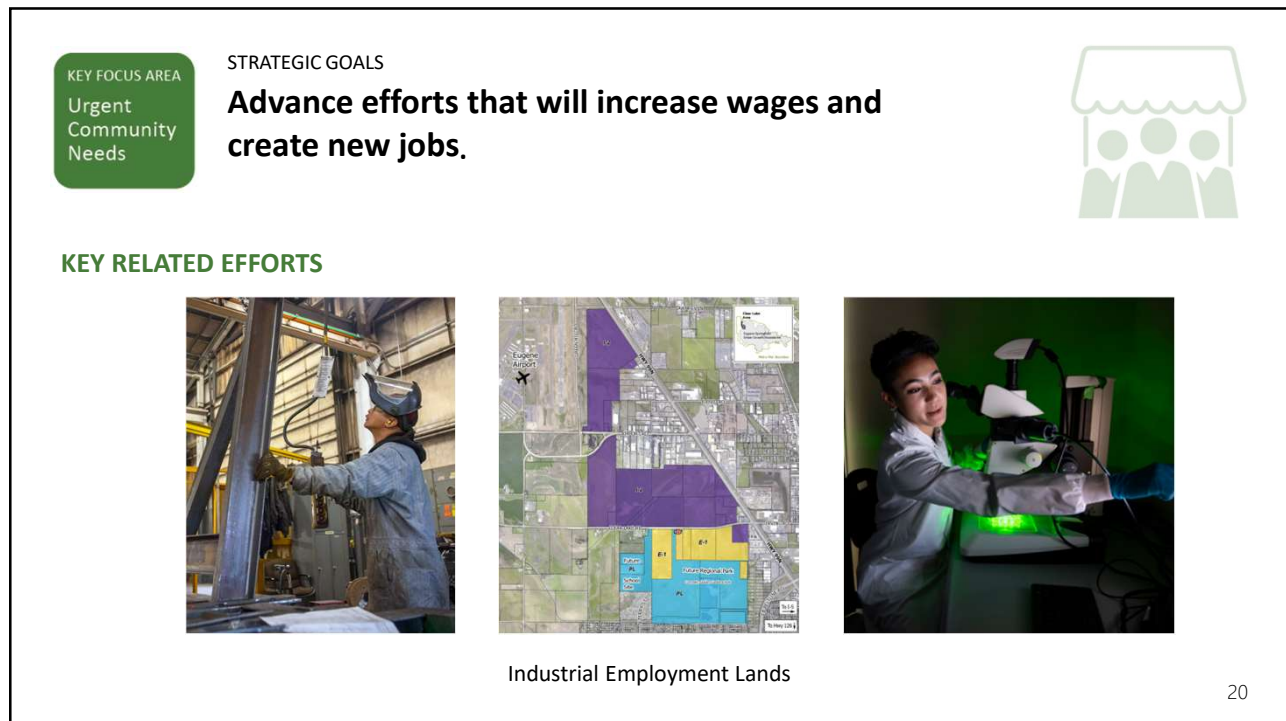
McDonald Theater Marquee

18

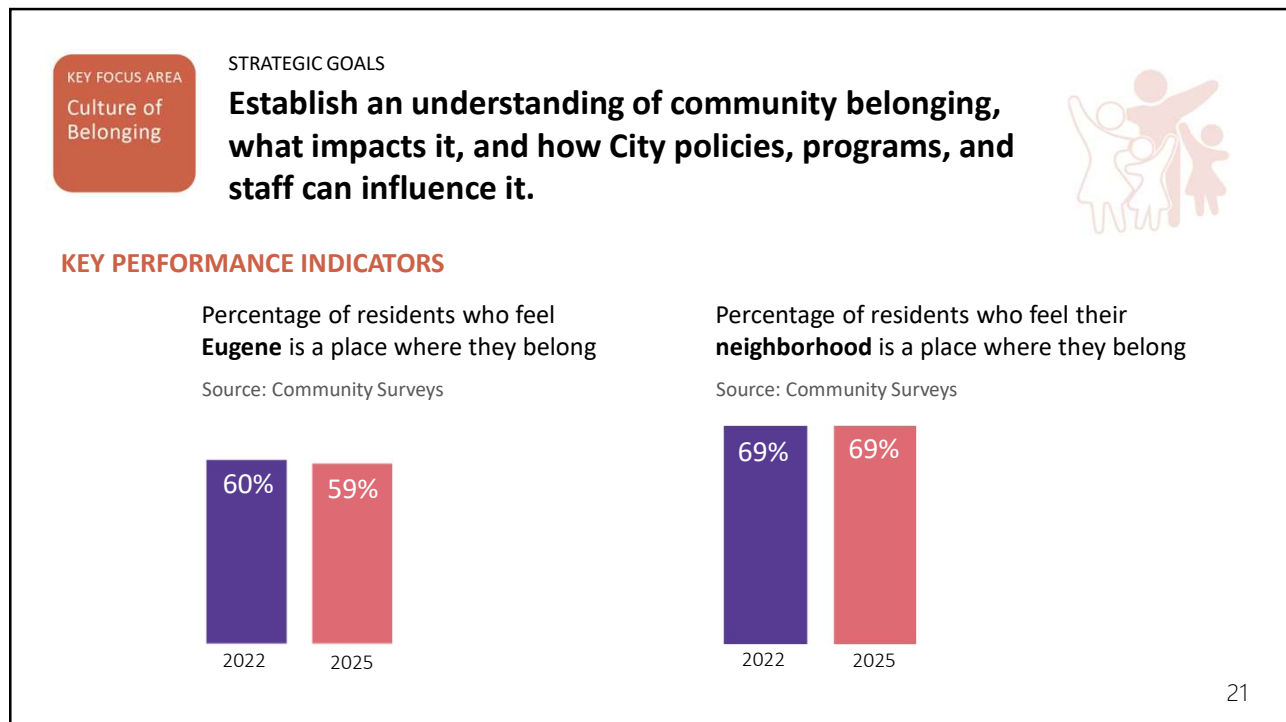
18



19



20



21

21



22

22

KEY FOCUS AREA
Culture of Belonging

STRATEGIC GOALS
Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.



KEY PERFORMANCE INDICATORS

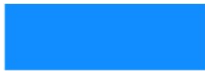
No Key Performance Indicators have been identified for this goal. Below are some related Performance Measures.

Number of hours spent on equity consulting for initiatives and resource groups

Consulting delivered by the City's Office of Equity and Community Engagement

784

Percentage of residents who think the local Eugene government has delivered on the attribute "sense of community"

2022		34%
2025		42%

23

KEY FOCUS AREA
Culture of Belonging

STRATEGIC GOALS
Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.



KEY RELATED EFFORTS



Placemaking in Public Spaces

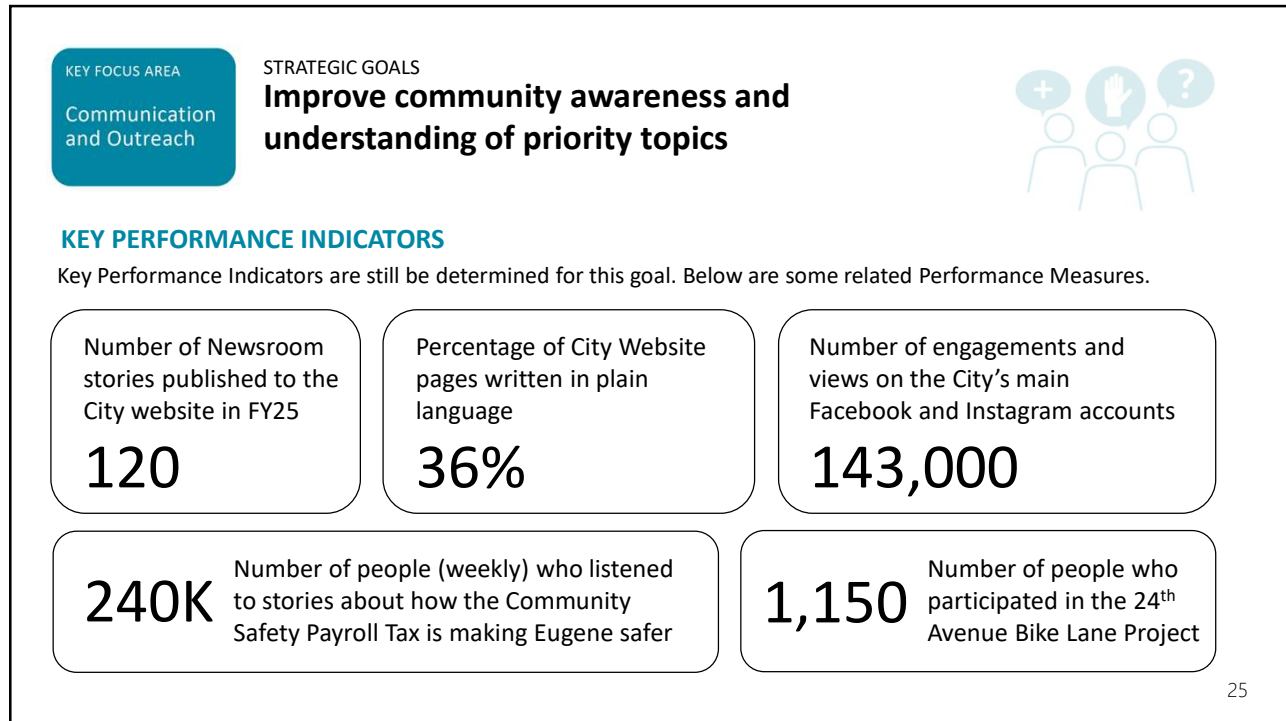


Cultural Collaboration



Youth Empowerment

24



25



26

KEY FOCUS AREA

Communication
and Outreach

STRATEGIC GOALS

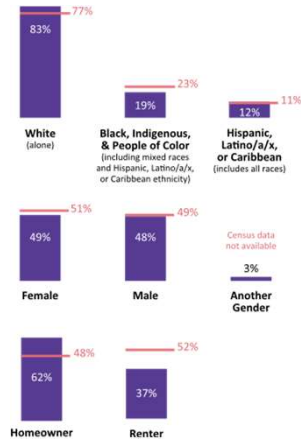
**Engage with a broader cross-section
of the community.**

KEY PERFORMANCE INDICATORS

Percentage of
engagement on 2025
Community Survey by
demographic group

TARGET: 2023
American Community
Survey, US Census
Bureau Data

2025 Community
Survey Data



2025 Community Survey
respondents by ward

TARGET: Equal distribution from each ward
(12.5% per 2021 Ward Redistricting)



27

27

KEY FOCUS AREA

Communication
and Outreach

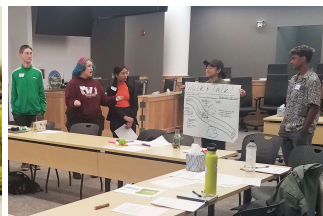
STRATEGIC GOALS

**Engage with a broader cross-section
of the community.**

KEY RELATED EFFORTS



Community Engagement
Preferences



Youth Advisory Council



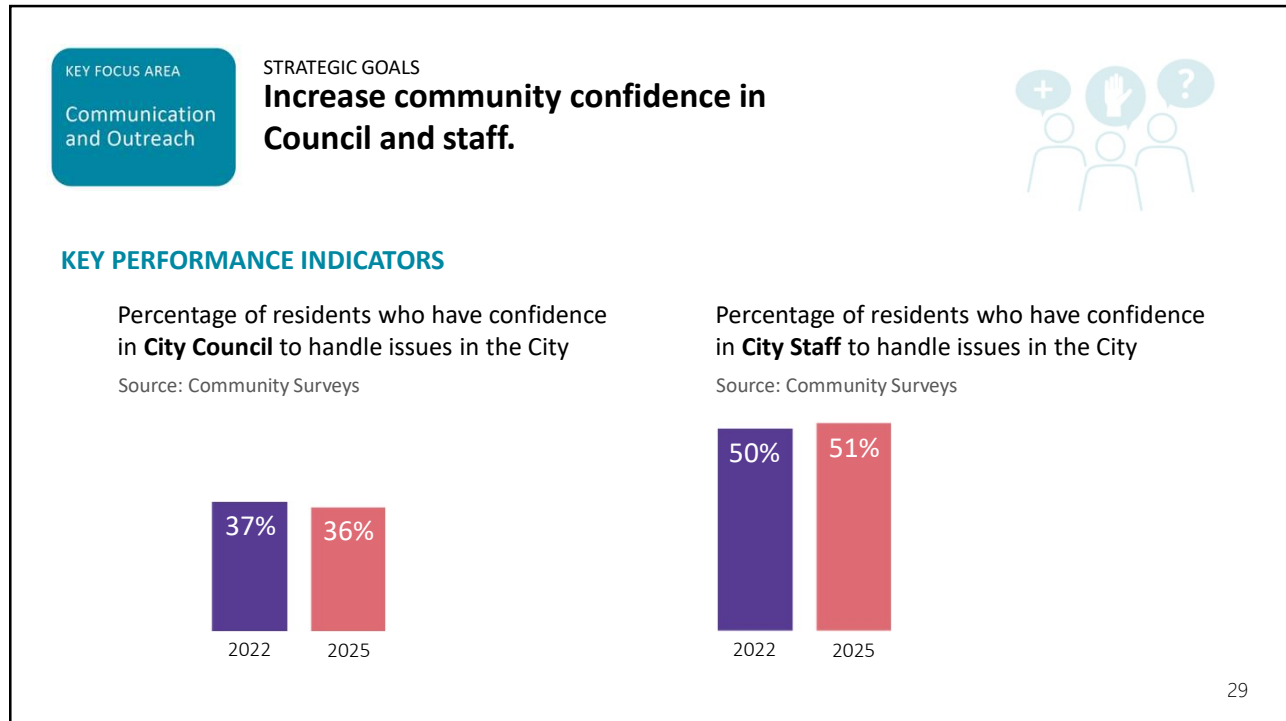
Protected Bike Lane
Engagement



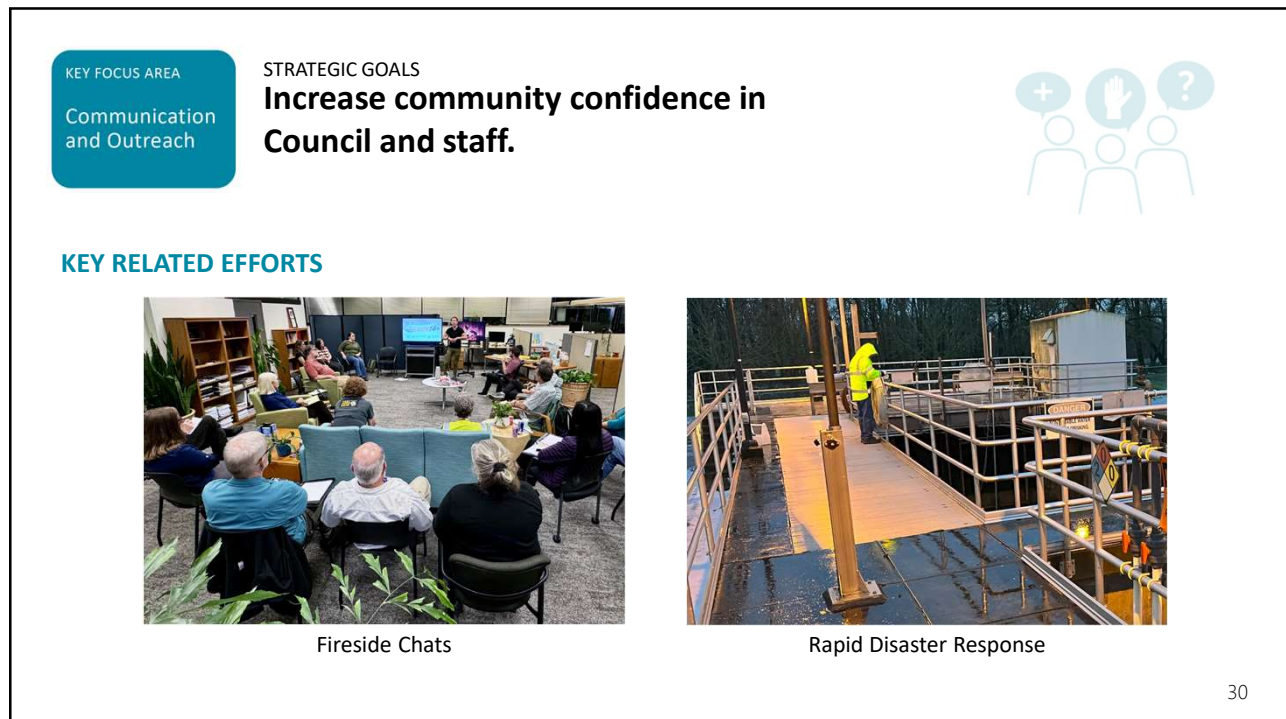
City Welcomes New
Community Members

28

28



29



30

KEY FOCUS AREA

Organizational Wellbeing

STRATEGIC GOAL

Increase employee engagement, wellbeing, and a sense of belonging in the workplace.

KEY PERFORMANCE INDICATORS

Key Performance Indicators are still being identified for this goal. Below are some related Performance Measures.

City of Eugene ranking in “Healthiest Employers of Oregon” assessment for 2024

For organizations with 500-1499 employees

6th

Employee retention rate

Fiscal Year	Retention Rate
FY21	93%
FY22	89%
FY23	92%
FY24	90%
FY25	91%

Percentage of non-union employees who completed and finalized goal outcomes for 2024

85%

31

31

KEY FOCUS AREA

Organizational Wellbeing

STRATEGIC GOAL

Increase employee engagement, wellbeing, and a sense of belonging in the workplace.

KEY RELATED EFFORTS

Oregon Healthiest Employers

Workplace Policy Updates

32

32

KEY FOCUS AREA

Organizational Wellbeing

STRATEGIC GOAL

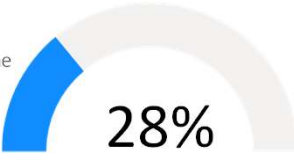
Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.



KEY PERFORMANCE INDICATORS

No Key Performance Indicators have been identified for this goal. Below are some related Performance Measures.

Number of City staff who attended training in process improvement and time management in FY25
 New courses added in FY25
151  **619% increase since FY24**

Percentage of data governance improvements in progress
 Improvements based on Bloomberg's "What Works Cities" criterion within the practice areas of data management, leadership and capacity, and performance & analytics
 **28%**

33

33

KEY FOCUS AREA

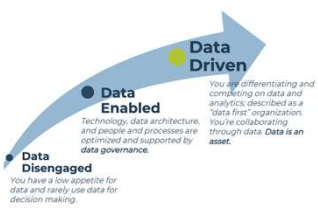
Organizational Wellbeing

STRATEGIC GOAL

Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.



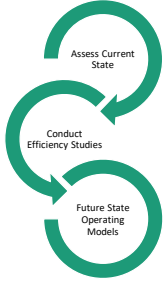
KEY RELATED EFFORTS



Leading with Data



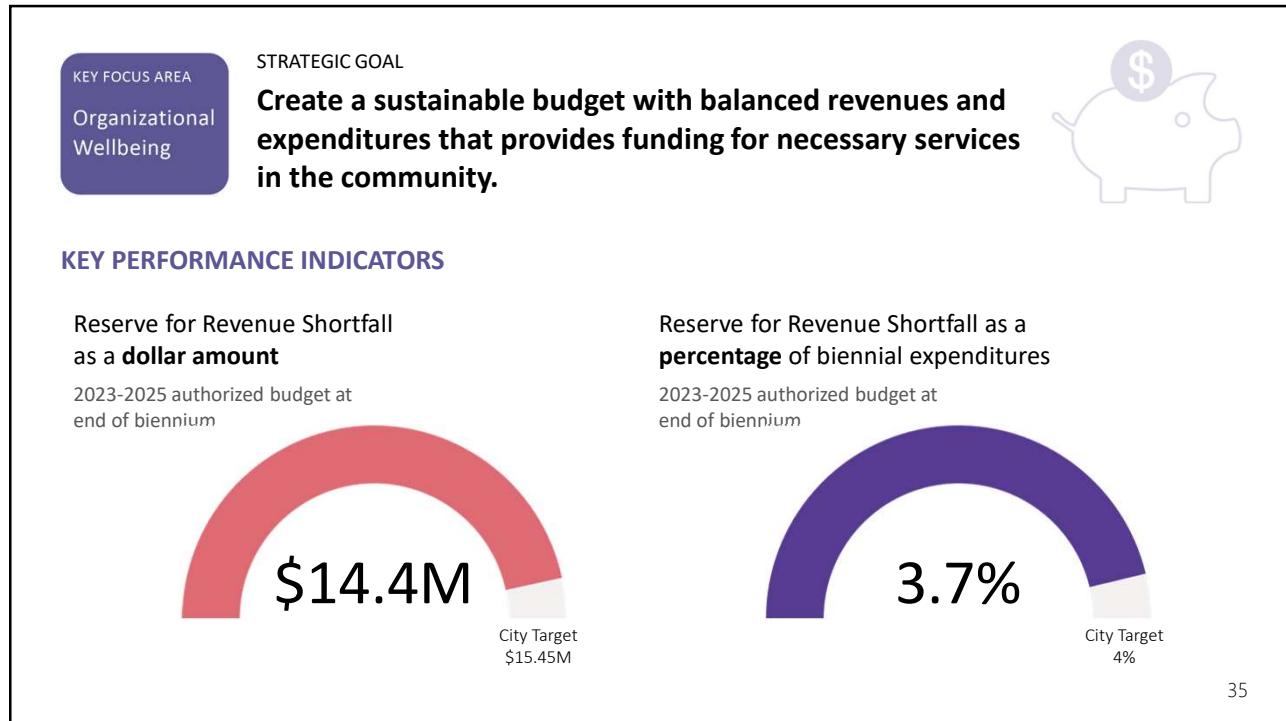
Culture of Continuous Improvement



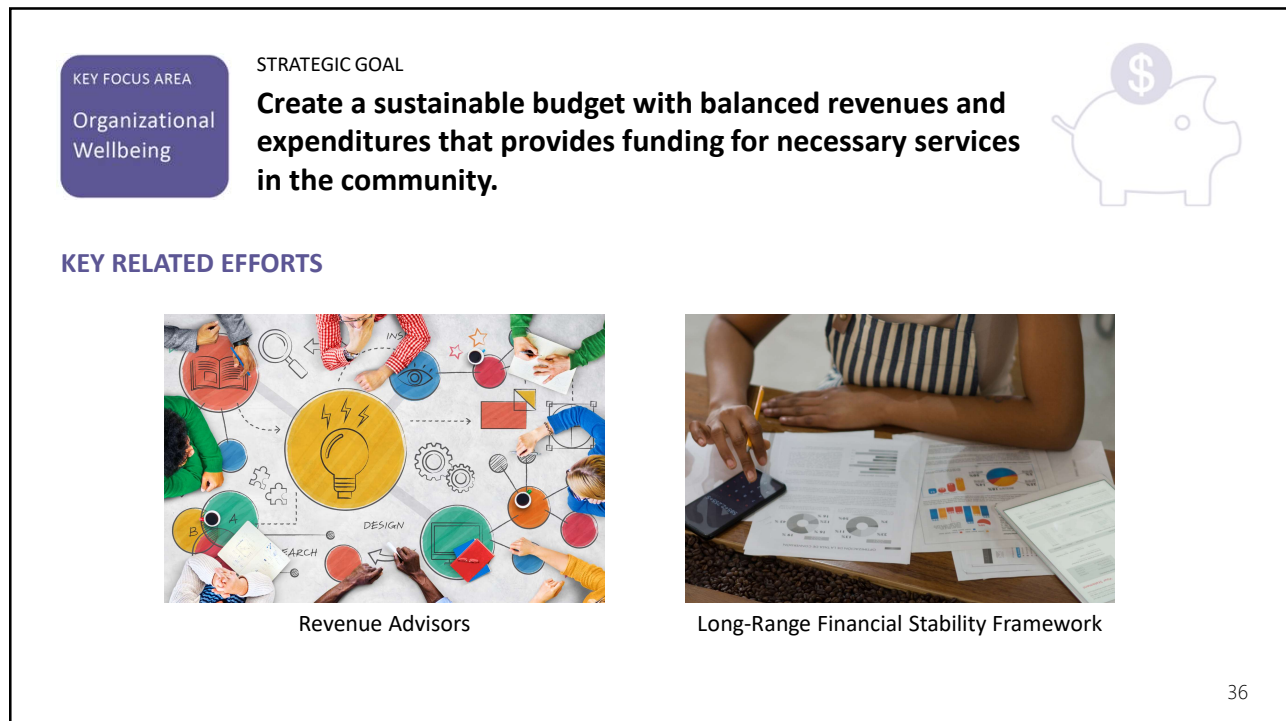
Organizational Assessments

34

34



35



36

Other Impacts of Strategic Plan

- Leverages and drives use of data to inform progress and performance
- Framework for City Newsroom stories
- Creating stronger connections to existing plans
- Strong foundation for legislative efforts
- Informing departmental planning efforts

37

37

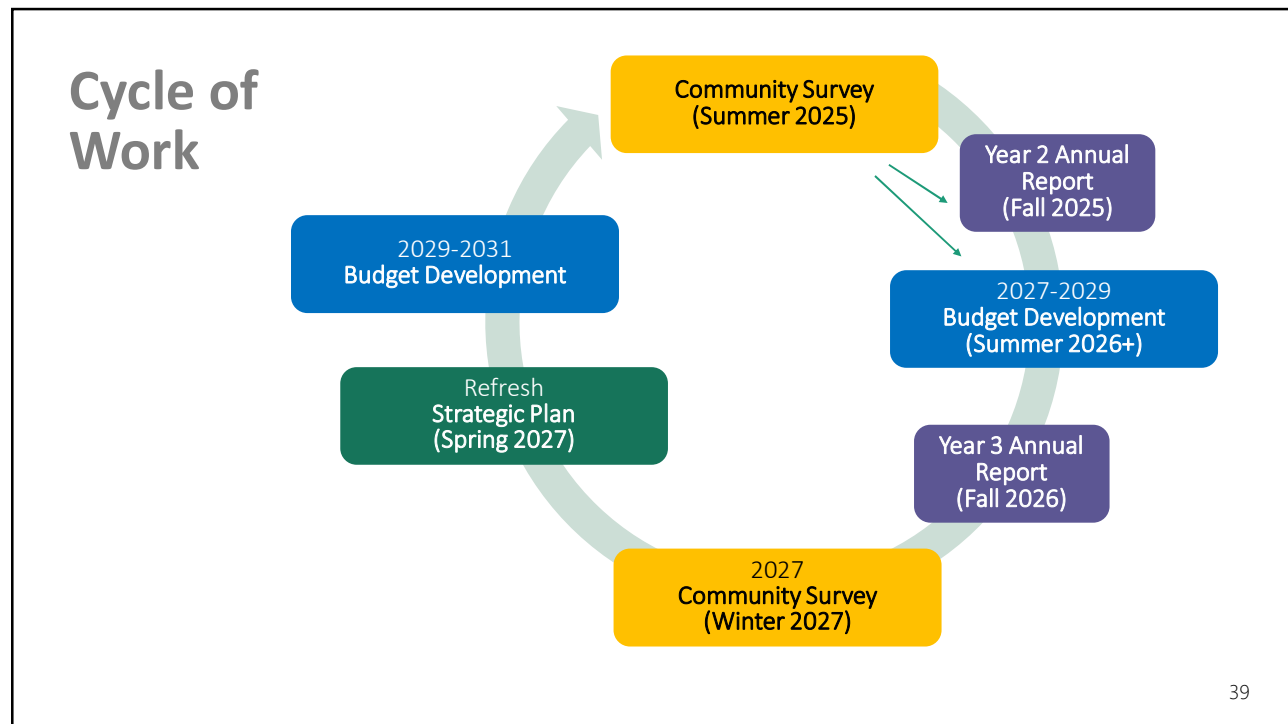
Next Steps

Short Term

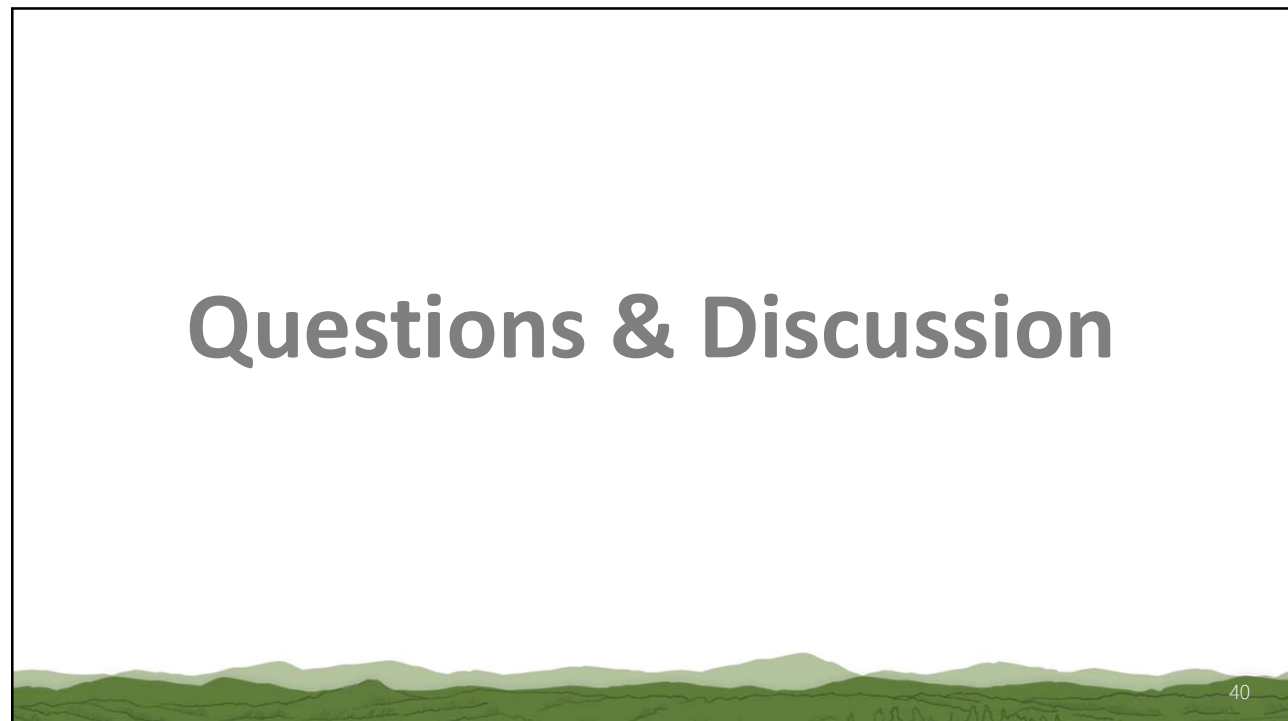
1. Share Annual Report with community and staff
2. Update website with Annual Report
3. Continue to implement data collection and reporting tools to inform key performance indicators
4. Continue to use data to inform program delivery and strategic investments

38

38



39



40