



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

February 24, 2018

8:45 a.m. CITY COUNCIL RETREAT
Harris Hall, 125 East 8th Avenue
Eugene, Oregon 97401

Meeting of February 24, 2018;
Her Honor Mayor Lucy Vinis Presiding

Councilors

Mike Clark, President
Greg Evans
Emily Semple
Jennifer Yeh

Betty Taylor, Vice President
Chris Pryor
Claire Syrett
Alan Zelenka

8:45 a.m. CITY COUNCIL WORK SESSION
Harris Hall, 125 East 8th Avenue

8:45 a.m. Arrival

9:00 a.m. Opening & Intention for the Day

9:20 a.m. Staff Presentation and Q & A

9:50 a.m. Outcomes Discussion – Public Safety (small group break-out session)

10:20 a.m. Outcomes Discussion – Housing (small group break-out session)

10:50 a.m. Outcomes Discussion – Homelessness (small group break-out session)

11:20 a.m. Break

11:30 a.m. Report Out

12:15 p.m. Closing

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

For more information, contact the Council Coordinator at 541-682-5010,
or visit us online at ***www.eugene-or.gov***.

Area of Focus Summary
City Council Retreat
February 24, 2018

Area of Focus		Current Status	Upcoming Work Sessions/Action	Staff Teams
Housing		Please refer to AIS for February 26 Work Session on Housing Affordability/Missing Middle Housing.	<ul style="list-style-type: none"> • 2/26/18 Work Session on Housing Affordability/Missing Middle Housing • Follow-Up Work Session on Rental Housing (TBD) 	<ul style="list-style-type: none"> • Planning • Community Development
Homelessness		Staff have prepared a brief document that summarizes current efforts and programs (see attached).	<ul style="list-style-type: none"> • 2/26/18 Work Session on Winter Strategies • Approved Work Session (Evans poll) on Rest Stop Siting Policy (TBD) • Follow-Up Work Session on Public Shelter Funding (TBD) 	<ul style="list-style-type: none"> • Many across all departments, with coordinated support from CMO
Public Safety		Please refer to AIS for February 20 Work Session on Community Justice.	<ul style="list-style-type: none"> • 2/20/18 Work Session on Community Justice 	<ul style="list-style-type: none"> • EPD • Municipal Court • Fire
City Hall		Council took action on February 14 to give Lane County until December 1 to resolve legal uncertainty regarding the proposed land swap.		<ul style="list-style-type: none"> • CMO
Parks and Recreation		Bond measure has been referred to the May ballot by City Council. Any further staff discussion on this topic cannot occur until after the election, per elections law.		<ul style="list-style-type: none"> • Parks and Open Space • Recreation
Economic Growth and Stability		Staff have prepared a brief document that summarizes current efforts and programs (see attached).		<ul style="list-style-type: none"> • Community Development • Finance

Climate and Resilience		Internal Climate Action Plans for the Fleet, Fire and Facilities service areas are complete and posted on the web. These provide a roadmap to accomplishing the two internal climate action goals in the CRO. Staff will work on implementing those projects as resources allow. The Community Climate and Energy Action Plan (CEAP) Update, the roadmap to accomplishing the two community goals in the CRO, is underway. We are in the process of hiring a CRO Analyst and finalizing contracts with consultants. Staff have been meeting with executives from Large-Lever Shareholder organizations beginning in late 2017 building project understanding and buy-in. Staff expect to convene Large-Lever Shareholders around the six topic areas covered in the CEAP in early summer. In addition, staff are working with stakeholders from community-based organizations that work with marginalized communities to develop meaningful participation opportunities that add value and build capacity for participants.		<ul style="list-style-type: none"> Many across all departments, with coordinated support from CMO
New Revenue Sources		Please refer to the Revenue Team Final Report from 2/14/14 (on the City's Revenue Team webpage) for the most recent staff work on new revenue sources. Additional work has been done as part of City Council Subcommittees on Park and Recreation Funding, Human Services Funding and Transportation Funding.		<ul style="list-style-type: none"> Finance
Community Engagement		Community engagement is a decentralized function at the City of Eugene. Each department is responsible for programs and projects that require outreach in order to		<ul style="list-style-type: none"> Many across all departments, with coordinated support from CMO

		<p>deliver services that reflect community needs and interests. Staff are guided by the Public Participation Guidelines and the Diversity Equity and Strategic Plan and there is a group of departmental representatives that meet as the Public Engagement Team. This group works on improving public engagement activities and coordination by sharing information and experience, provides support to each other and the City's public engagement efforts, and creates an engagement network that can help support strategic and meaningful community engagement. Recent examples of work completed are the ongoing outreach associated with the Police Chief Recruitment and the Parks and Recreate efforts related to Parks planning.</p>		
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EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Housing Affordability and Missing Middle Housing

Meeting Date: February 26, 2018
Department: Planning and Development
www.eugene-or.gov

Agenda Item Number: C
Staff Contact: Terri Harding
Contact Telephone Number: 541-682-5635

ISSUE STATEMENT

Housing affordability is a critically important issue for our community and many others around the country. In recent years more Eugeneans have struggled to afford housing, with over 40 percent of residents spending more than 30 percent of their household income on housing and utilities. While the City has taken many actions over time to address housing affordability, housing prices have increased rapidly following the Great Recession. This work session is an opportunity to review the City's adopted plans and goals related to housing affordability as well as current opportunities to address regulatory barriers and create additional incentives.

Around the country, communities are trying to address housing affordability issues through a combination of plans, strategies and actions. One strategy is to make small, compatible, and potentially more affordable forms of housing known as 'missing middle' types easier to build. The missing middle types in Eugene include secondary dwelling units, duplexes, triplexes, fourplexes, row houses, and cottage clusters. This work session will also explore the role missing middle housing types could play in helping to address housing affordability issues in Eugene.

BACKGROUND

Many factors affect the affordability of housing. In order to fully understand the problem, we need to continue to study the local housing market trends affecting affordability. In addition, we need to better understand the range of actions we can take that can impact affordability and the cost of housing over time.

Some of the key factors affecting affordability include income, characteristics of the existing housing supply, market trends, and availability of resources to subsidize housing. The supply and cost of land, our land use code, the cost of construction and interest rates affect the affordability of new housing. Eugene's need for housing that costs less than 30 percent of household income—the national standard of affordability—greatly outsizes the supply.

The attached Housing Affordability Infographic was prepared to illustrate some of these facts relating to current needs (Attachment A). Of particular note is that almost half (42 percent) of Eugene households can't afford the median rent of \$890 for a two-bedroom apartment. On the

supply side, there is a deficit—or unmet need—of 13,500 housing units that cost less than \$625 per month. At this point, it is estimated that only one in five households that qualify for housing subsidies actually receive it. These are examples of existing realities that affect thousands of people in our community. Similar to many other cities and regions, Eugene is struggling to address these needs with decreasing federal dollars and limited local funding options. Furthermore—over time, housing affordability has moved from an issue primarily affecting people with low incomes to one that also affects people with moderate incomes.

There are a number of efforts underway to explore new approaches to address housing affordability. Last year, the Housing Policy Board formed task teams to look at two aspects of affordability: expansion of funding for affordable housing and encouraging alternative housing types and financing mechanisms. The recently formed Better Housing Together coalition is organizing around the issue and actively discussing the role missing middle housing could play in offering solutions. The coalition is hosting a community forum on February 21 as a first step. Also, a University of Oregon architecture studio is studying how missing middle types could fit in to Eugene neighborhoods.

Missing middle housing types could offer savings in several ways. As an alternative to conventional detached, single family homes, missing middle homes are typically smaller in size, offer the potential to share walls and reduce construction and energy costs, and could add more housing options in places where services are already available. Small housing types have the potential to offer lower long-term maintenance costs, lower rents, an extra source of income for homeowners, and a lower point of entry for first time buyers. However, we have more to learn about how to achieve these potential benefits of missing middle housing.

The City has a range of important projects underway that relate to housing affordability. These efforts are summarized in the attached matrix (Attachment B). In addition to the City's long-standing subsidized housing program, the City is updating plans, policies and incentive programs that will have both short-term and long-term impacts on housing affordability. The items listed on the matrix are explained below under the following categories: Plans and Policies, Land Use Code and Regulatory Issues, and Incentives and Resources.

Plans and Policies

The Eugene-Springfield 2015 Consolidated Plan, adopted by Council in 2015, includes four primary strategies to expand affordable housing opportunities: (1) creation of new affordable housing units, (2) rehabilitation and preservation, (3) expansion of homeownership opportunities, and (4) removal of barriers. This plan prioritizes the most effective strategies for use of limited federal resources received by the City. The Consolidated Plan will be updated and brought to Council for adoption in 2020.

The second phase of the Envision Eugene Comprehensive Plan is also underway and slated to be adopted in 2019, which will define the City's policy on housing and other important topics. A third important policy document slated for adoption in 2019 is the River Road-Santa Clara Neighborhood Plan. The River Road-Santa Clara Plan presents a near-term opportunity to explore the missing middle conversation within a funded, high-priority community planning process that

will result in adopted policies and implementing actions. The council is scheduled to hold a work session on March 12 to hear about community outreach and next steps in the process.

Two other important, in-progress projects that can help address housing affordability are Urban Reserves planning and the Growth Monitoring Program. Establishing Urban Reserves involves planning for up to fifty years of future land supply. Consistent with the Envision Eugene pillars, our future land supply must be able to be affordably served and support other community values that intersect with affordability, like access to transportation, local services and amenities. The Growth Monitoring Program will monitor land consumption, housing characteristics and costs, and compare them to the assumptions made during adoption of the Urban Growth Boundary. Knowing how the City is growing will enable the City to adjust course fairly quickly in response to conditions in the community.

In addition to policies and programs aimed at addressing the cost of housing, council has recognized that local income levels also have an important role to play in housing affordability. While this work session does not address this topic directly, the Regional Prosperity Plan focuses on the dual goals of raising wages and reducing unemployment, both of which directly impact ability to afford housing. The City is taking many steps to support household prosperity and our local economy.

Some communities have created affordability strategies—or housing action plans—that tie their various plans, projects and programs together in one place. An example of a limited-scope, city-wide strategy is the City of Beaverton's [Housing Action Plan](#). A much larger effort was taken by the City of Seattle with their [Housing Affordability and Livability Agenda](#).

Land Use Code and Regulatory Issues

The City directs the type of housing that can be built, how it must be designed, and what permits are required through our adopted land use code. Some of the land use code standards and processes may present barriers to achieving the City's goal to expand affordable housing opportunities as outlined in the Consolidated Plan. Through several ongoing efforts, there is an opportunity to improve the land use code so that it better aligns with the community's vision and leads to an outcome of more residents living in affordable homes.

Clear and Objective Standards for Housing

Council directed staff to update to the standards for housing development as part of the work following adoption of the Urban Growth Boundary. This update offers an opportunity to identify barriers to housing across the city and propose solutions to improve our code.

Secondary Dwelling Unit Standards

Work is underway to implement Senate Bill 1051, which was passed by the Oregon legislature in 2017 and relates to secondary dwelling units. Council directed staff to complete a first phase of work amending our land use code to allow SDUs in more zones. The second phase will analyze standards regulating SDUs with the goal of encouraging more of this housing type while maintaining reasonable standards for siting and design. This second phase has not yet been scoped and funding has not been identified.

Removing Barriers to Small and Attached Housing Types

As part of the Envision Eugene recommendation in 2012, the council directed staff to look at removing land use code barriers to small, attached and clustered housing types. This work led to the Single Family Code Amendments adopted in 2014. Although this work started with the intention of making small homes easier to build, changes made through the public process ended up adding new restrictions on secondary dwelling units, alley access lots, and other missing middle housing types. The number of SDUs built per year since 2014 has decreased significantly—one was built in 2015 and two were built in 2016.

The River Road-Santa Clara neighborhood planning project includes consultant work to assess barriers and opportunities for housing options along the corridor. The local community will explore ideas and solutions as the plan reaches the phases of Vision and Action Plan preparation this spring and summer. Final decisions about code amendments recommended through the River Road-Santa Clara Neighborhood Plan will be made by the City Council.

Incentives and Resources

Another important way the City can support housing affordability is through incentives and resources to close the gap between the cost of development and the rents people can afford. At this point in time, the City utilizes limited federal resources and also provides land, system development charge grants, and property tax exemptions for affordable housing. The council recently asked the Housing Policy Board to prepare a proposal for a Construction Excise Tax, which would create a flexible local funding source for affordable housing. This proposal will be brought back to the council in April.

Incentives for compact development and secondary dwelling units are proposed in the update to the City's transportation systems development charges (currently in progress). Council is scheduled to discuss the proposal in a work session on February 28.

Other resources include information and assistance. This past year, staff collected information in a [Missing Middle Handbook](#) to explain the concept of "missing middle" and show local examples of these housing types, mostly in pre-war neighborhoods. A walking tour and sample development code are included.

The people who build housing are an important part of the housing affordability puzzle. Currently, the City provides design consultations for many different kinds of projects to help new housing better match the community's vision. The City may wish to consider offering more assistance to local builders who want to provide smaller housing types in a way that fits well into the community.

The better we understand the problem of housing affordability, the more effectively we can focus the City's resources on solutions likely to have meaningful impact. A comprehensive study of the local housing market, including larger influences beyond our community, may give us information we need to put the problem—and its potential solutions—in perspective. The council may wish to

initiate such a study to get a complete picture of the City's best path forward to address housing affordability.

NEXT STEPS

This is an initial work session on the topic of housing affordability and missing middle housing. Next steps will include continuing to work on the efforts summarized in Attachment B. In addition, staff is listening and learning from community members as well as other cities about a range of solutions that might be possible for Eugene. Following this work session, staff will return with any follow-ups the council requests.

COUNCIL OPTIONS

1. Direct staff to address housing affordability through ongoing work.
2. Direct staff to recommend additional actions for the council to consider to address housing affordability.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends council direct staff to return with ideas for potential actions to further housing affordability in Eugene.

SUGGESTED MOTION

Move to direct staff to return with ideas for potential actions to further housing affordability.

ATTACHMENTS

- A. Housing Affordability Infographic
- B. City of Eugene Housing Efforts Matrix
- C. [Missing Middle Handbook](#)

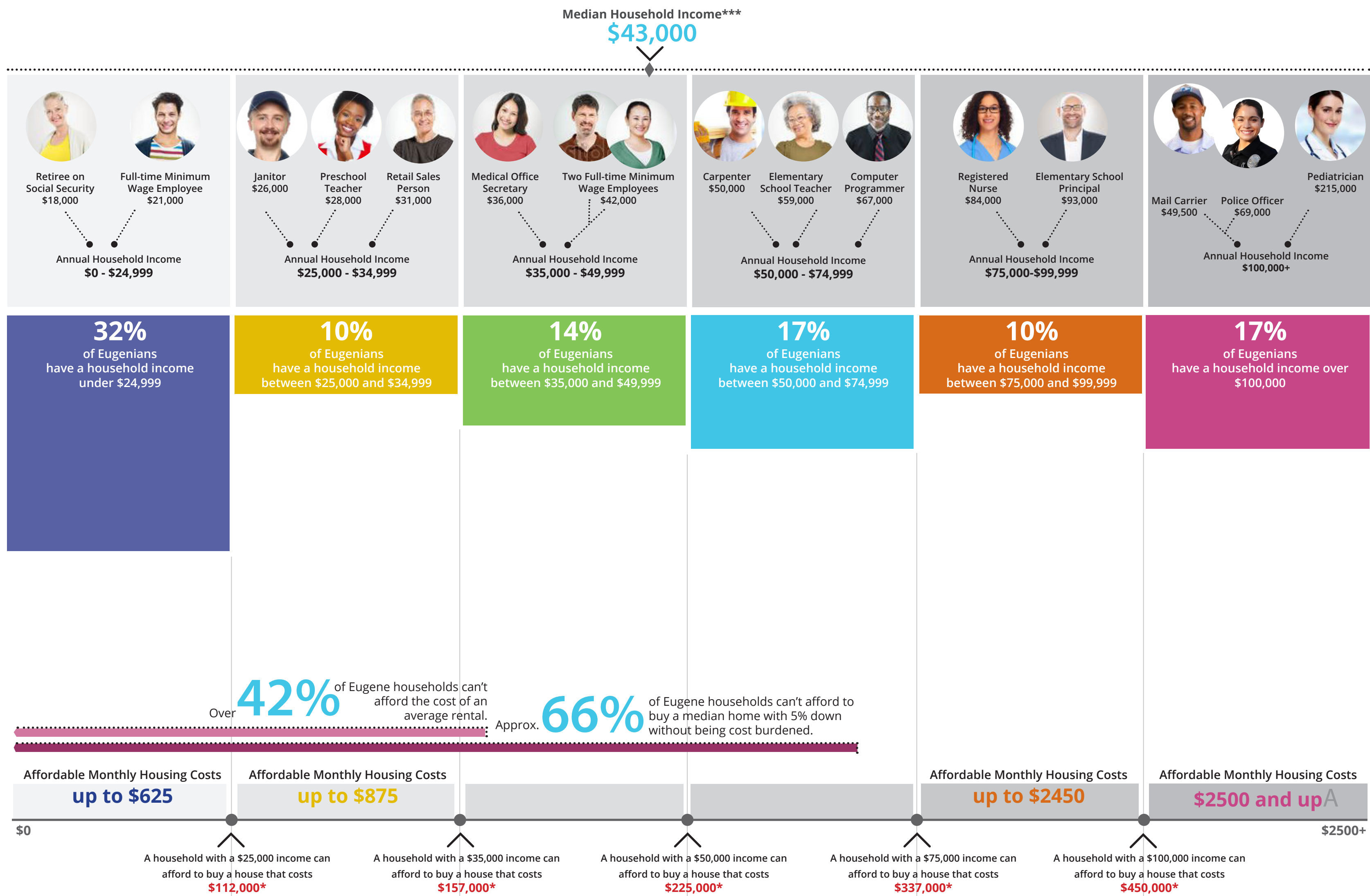
FOR MORE INFORMATION

Staff Contact: Terri Harding, Planning
Telephone: 541-682-5635
Staff E-Mail: terri.l.harding@ci.eugene.or.us

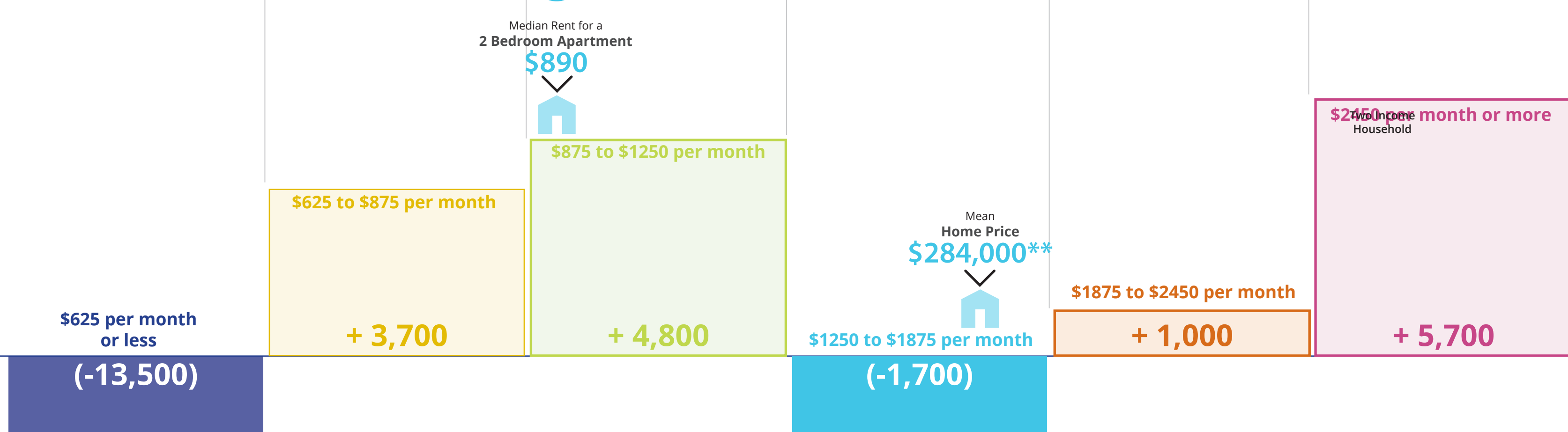
Staff Contact: Stephanie Jennings, Community Development
Telephone: 541-682-5529
Staff E-Mail: stephanie.a.jennings@ci.eugene.or.us

HOUSING AFFORDABILITY IN EUGENE

Who are we talking about?



What kind of housing is available?



What can people afford?

What is "cost burdened"?

A household is considered housing cost burdened when 30 percent or more of its monthly gross income is dedicated to housing. People whose housing costs exceed this threshold of affordability are likely to struggle to pay for other basic needs, forcing difficult trade-offs.

45% of households in Eugene are cost burdened 61% of renters and 28% of home owners.

Housing Costs Have Outpaced Income Growth

↑73% Cost to own

↑48% Cost to rent

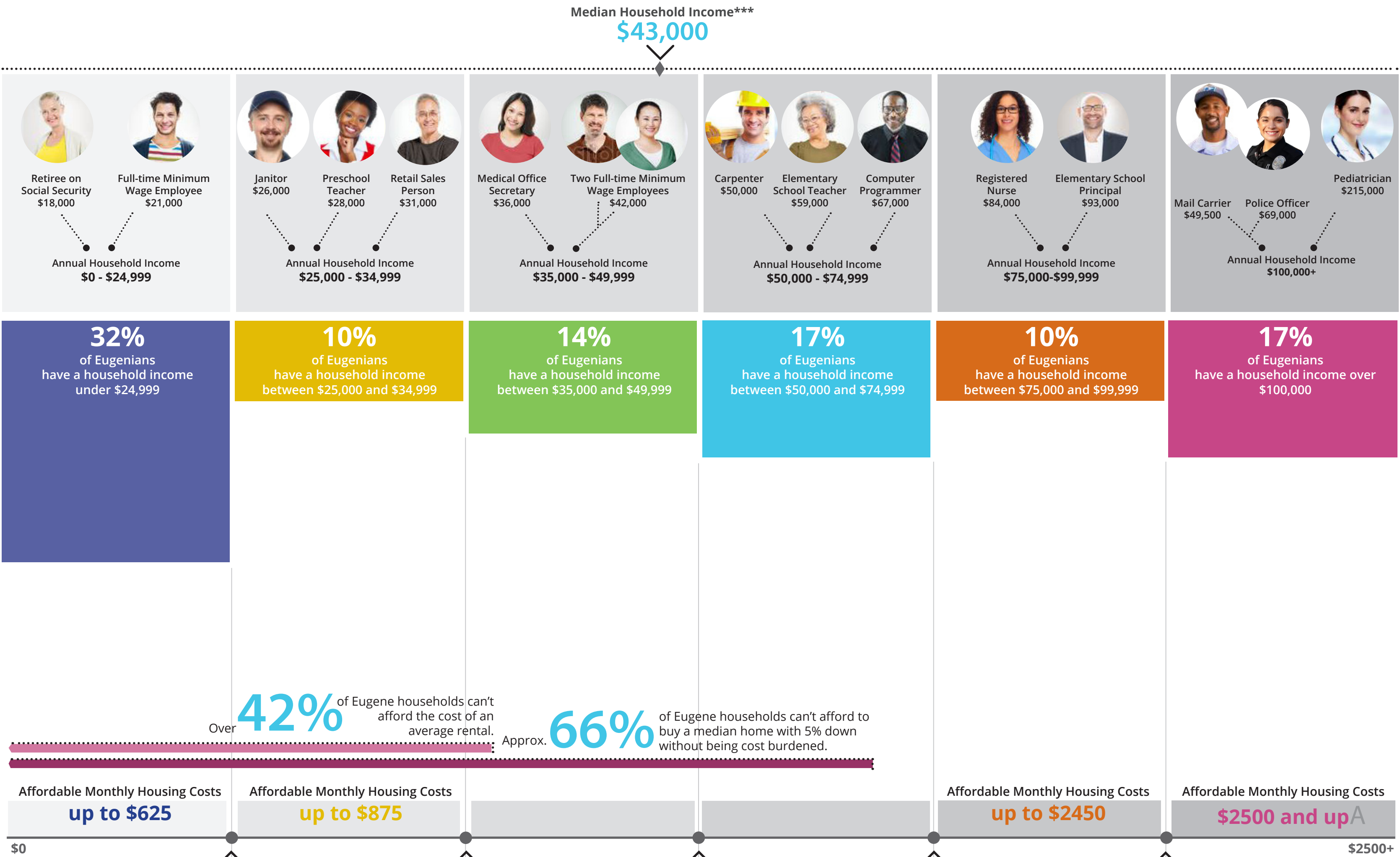
↑28% Affordable Monthly Housing Costs up to \$1,875 Household Income

Based on data from the 2011-2015 American Community Survey 5-Year Estimates, unless otherwise noted.

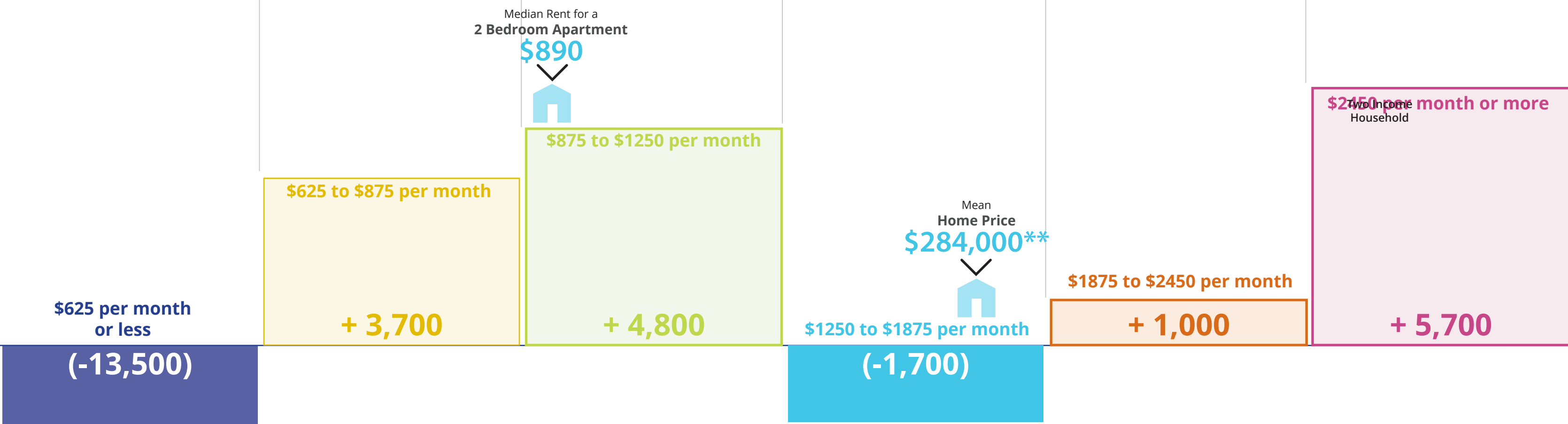
City of Eugene Housing Initiatives	Existing Council Direction Required by State or Federal Agency Project Specific Funding Allocated In Progress				
					Relationship to Affordability and Missing Middle Housing
Plans and Policies					
Housing Consolidated Plan	√	√	√	√	Guiding document determining investment priorities for affordable housing; data collected for this federally-required plan can inform other policies and actions at the local level.
Comprehensive Plan Housing Chapter	√			√	Metro Plan contains state-required land use housing policies; the Eugene Comprehensive Plan offers opportunity to support the Consolidated Plan, include missing middle policies, and fully implement our pillars and community vision. A parcel specific plan diagram will be developed through this project.
River Road-Santa Clara Neighborhood Plan	√		√	√	Neighborhood Plan will implement Envision Eugene in a neighborhood context. Council allocated local funding last year; federal grant secured to fund planning and design work on corridor, including housing market + gentrification study. Potential to pilot missing middle zoning tools within this project.
Urban Reserves Planning	√		√	√	Urban reserves planning is looking at our land supply needs for up to 50 years into the future, in line with our community needs and values including affordability. Proposal due to Council in February 2020.
Growth Monitoring Program	√		√	√	The Growth Monitoring Program will track development trends, land consumption, price and affordability, and compare the results to assumptions made during adoption of the UGB. Report due in February 2021.
Regional Prosperity Plan/EcoDevo Programs	√			√	Goals include raising average wages and reducing unemployment; both impact affordability directly.
Land Use Code					
Land Use Code - Clear & Obj Housing Standards	√		√	√	This update to clear and objective standards for housing was directed by Council, funded and given a timeline of 1 year following UGB acknowledgment. Standards relate to all housing types and price levels.
Land Use Code - Secondary Dwellings (SB 1051)	√				Council directed phase one to meet the bill's timeline. Phase two has yet to be scoped or funded.
Land Use Code - Identify Regulatory Barriers	√		√	√	Council provided direction in 2012 and through Consolidated Plan. Regulatory barrier study/housing market study part of River Road-Santa Clara planning as noted above.
Incentives and Resources					
Construction Excise Tax Proposal	√			√	Council asked Housing Policy Board to develop a proposal for a local funding source for affordable housing; under review currently. Coming back to Council this spring.
Systems Development Charges Incentives	√			√	Council provided direction to incentivize compact development and small housing in 2012; transportation proposal coming to work session 2/28/18. Incentives proposed for compact development and secondary dwelling units.
Missing Middle Handbook				√	A resource for community members to explain missing middle types in Eugene; includes walking tour and sample code.
Design Consultations				√	Design consultations are offered to developers and designers to help projects align with our Community Design Handbook.
Community Initiatives					
Better Housing Together - Community Forum				√	February 21, 2018 community forum
UO Architecture Studio on MM Housing				√	Fall 2017, Winter and Spring 2018

HOUSING AFFORDABILITY IN EUGENE

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45% of households in Eugene are cost burdened 61% of renters and 28% of home owners.

Housing Costs Have Outpaced Income Growth

↑73% Cost to own

↑48% Cost to rent

↑28% Household Income

Based on data from the 2011-2015 American Community Survey 5-Year Estimates, unless otherwise noted.



Addressing Homelessness

CITY OF EUGENE UPDATE, WINTER 2017-18



The City of Eugene works with governmental and community partners on a range of efforts to address homelessness in our community.

In these efforts, the City strives:

1. To address the need for both permanent solutions and more short-term emergency shelter strategies
2. To acknowledge and demonstrate through collaboration that partnerships are essential to successful outcomes
3. To balance livability of neighborhoods with compassionate and humane responses to homelessness and the reality of our current housing and homelessness crisis

Emergency Services and Helping People Move Toward Permanent Housing

Continued Support for Social Services

Support for human services is a critical piece of the City's strategies and efforts in addressing homelessness. The City of Eugene provided \$350,000 in CDBG funds and \$935,000 in FY17 General Fund dollars to the Lane County Human Services Commission to support critical social services that support people who are homeless and in poverty. These resources are combined with other federal, state and local resources received by Lane County to support a range of general and specialized social services including:

1. Community Service Centers in four locations for low-income persons
2. Three Homeless Access Centers for singles, families and youth
3. Hunger relief services including food box distribution and meal sites
4. Early childhood programs
5. Cultural and linguistic access

The resources also support a range of emergency, transitional and permanent housing programs and services provided by a variety of non-profit social service organizations in the community.



2017-18 Winter Strategies

The City of Eugene allocated \$155,000 to the Lane County Human Services Commission to help support winter strategies for unsheltered homeless persons through the Dusk to Dawn program. This season, Human Services Commission funding for winter strategies will support the following programs from November 1 to March 31:

- **Dusk to Dawn:** Approved in December 2015, Dusk to Dawn provides approved sites for people to sleep overnight. City Council approved two new sites for the 2017-18 winter season which has added capacity to the program. A St. Vincent de Paul-owned site for individuals in northwest Eugene, a Lane County-owned site for individuals with vehicles in north Eugene, and a St. Vincent de Paul-owned site for families with children in southeast Eugene will together serve over 110 people nightly. St. Vincent de Paul manages the program for each site.
- **Emergency shelter seasonal warming through the Egan Warming Centers:** For singles and couples without children, Egan Warming Centers offer overnight shelter on nights when the temperature drops to 30 degrees or below. The centers rely heavily on a cadre of volunteers and donated spaces for overnight shelter. In 2016-17, the Egan Warming Centers activated 25 nights and served over 1,600 unique guests.
- **Motel vouchers to assist homeless families with children:** On nights that Egan Warming Centers activate, Catholic Community Services administers motel vouchers for families with children.

Car Camping Program

The City of Eugene's Car Camping program, run in partnership with St. Vincent de Paul, currently hosts over 70 single spaces and eight family spaces at over 42 addresses, both public and private. The City of Eugene provides \$89,000 annually for the program, which has been increased by \$50,000 through the Supplemental Budget the past few years. St. Vincent de Paul administers the program, providing sanitary facilities as well as camper screening and placement.



EUGENE'S CAR CAMPING PROGRAM

- ▶ 70+ SINGLE SPACES
- ▶ 8 FAMILY SPACES

Lindholm Service Station

The City of Eugene provided over \$190,000 in CDBG funds for critical improvements at the Lindholm Center Service Station. Improvements were made to the lavatory, shower and laundry facilities to support increased use by Service Center clients. Construction was completed in December 2016.

Looking Glass Youth Shelter

The City of Eugene Police Department provides \$36,000 annually to the Human Services Commission that goes towards Looking Glass Station 7 to provide shelter services for homeless youth. Station 7 and its Rural Program component operate 24 hours a day to provide crisis intervention services for youth, ages 11 to 17, and their families.

Eugene Community Service Center

The City of Eugene allocated over \$168,000 in CDBG funds for rehabilitation of the Eugene Community Service Center, owned and operated by Catholic Community Services. This facility served over 10,000 people in 2015 and is the largest distributor of food boxes in Lane County. Funds will be used to replace the walk-in freezer/cooler, improve accessibility at the entrance, replace windows and light fixtures to achieve greater energy efficiency, and install an exterior awning to protect clients in inclement weather. Work will commence in 2018.

Rest Stops

Rest stops provide approved sites where people experiencing homelessness can sleep in tents or Conestoga huts, keep their belongings, and receive assistance connecting with social services. Currently, five rest stops managed by local non-profits are in operation, serving up to 92 people at any one time. In December 2016, Council approved one-time funding of \$25,000 for the program, and in February 2017, Council approved the removal of the sunset date for the program. In 2017, City staff created an Outreach Handbook on the Rest Stop and Car Camping programs to provide detailed information about the programs as well as tools to assist community members and neighborhood groups interested in working with staff to increase awareness and identify new potential sites.

**5 REST STOPS CAN
SERVE UP TO 92
PEOPLE**

*Two rest stop residents
distribute firewood to fellow
residents.*





**OPPORTUNITY
VILLAGE EUGENE
CAN SERVE UP TO
35 PEOPLE**

Opportunity Village

A self-managed micro-housing site located on City-owned property, Opportunity Village has been providing low-cost shelter for people experiencing homelessness since August 2013. The site consists of common bath, kitchen and gathering spaces and 29 temporary residential units with capacity to serve up to 35 people at any one time.



Homeless Medical Recuperation Program

The City of Eugene allocated \$108,000 in CDBG funds to rehabilitate ShelterCare's Homeless Medical Recuperation facility. This program provides 19 units of safe supportive emergency housing, including meals and wrap-around services, for medically fragile people discharged from hospitals with no place to go. Funds will be used for exterior repairs, HVAC upgrades, improvements to cold food storage, and to replace the roof. Work will commence in 2018.

Community Justice and Outreach Initiatives

The City of Eugene has launched several programs for which the goals are to intervene and help people connect with resources to address needs which may be contributing to frequent interactions with law enforcement and the criminal justice system. While the following programs serve both those with and without housing, many whom they serve are homeless.

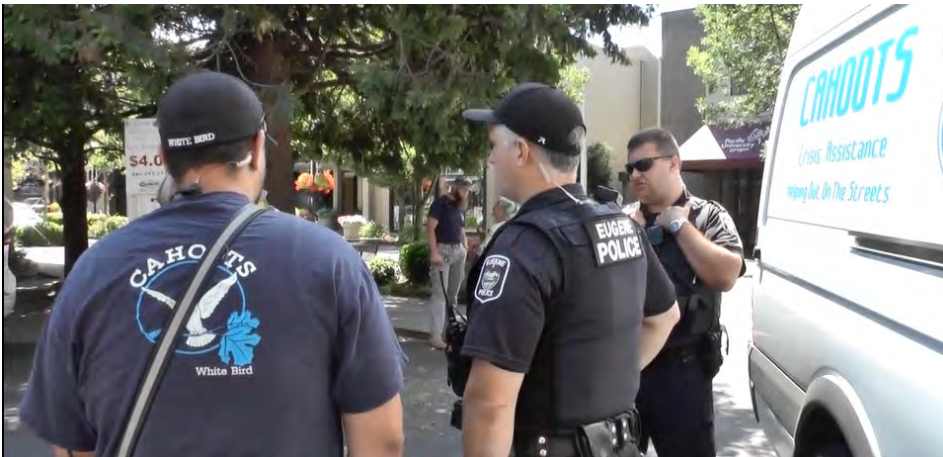
- **Community Court:** Eugene Municipal Court launched Community Court in September 2016 as a program for those who have committed non-violent offenses in the downtown area. Community Court happens once a week in the downtown library, and participants are required to do community service and meet with service providers who can help with housing and a variety of other needs. The program had 51 graduates in its first year, and walk-ins also take advantage of the opportunity to come meet with providers.
- **CAHOOTS:** Crisis Assistance Helping Out On The Streets (CAHOOTS) provides 24/7 mobile crisis intervention and is dispatched through the police non-emergency communications center. Each team consists of a medic and crisis worker who can provide immediate stabilization, assessment, referral, information, and advocacy. The Eugene Police Department contracts with White Bird for CAHOOTS services, providing over \$900,000 in funding and owning and maintaining three vans used for the program.
- **Community Outreach and Response Team (CORT):** A partnership between the Downtown Police Team and CAHOOTS, this team identifies top users of police resources in the downtown area and spends two days a week working with individuals to help them address underlying needs and barriers. CORT has helped 31% of their clients enter housing.
- **Park Ambassadors:** Park Ambassadors work in City parks to help promote safety and quality experiences in the parks system. Ambassadors perform a variety of tasks, including providing information and explaining rules to park visitors, helping maintain clean parks, and connecting with and assisting those who are experiencing homelessness.

Buckley House/Willamette Family Treatment Center

The City of Eugene Police Department contracts with Willamette Family Treatment Center annually in the amount of \$79,000 to provide sobering services.



The Community Court program had 51 graduates in its first year.



The Community Outreach and Response Team has helped 31% of their clients enter housing.



Parks Ambassadors work throughout the City of Eugene's parks and natural areas to help promote safety, cleanliness and positive experiences.

The 15th Night Initiative addresses youth homelessness in Eugene.



15th Night Initiative

The City of Eugene is partnering with the 4J and Bethel School Districts and a number of community partners on the 15th Night Initiative to address youth homelessness. A total of 311 students who are unaccompanied minors experiencing homelessness have been identified in Eugene. The 15th Night's Rapid Alert Network system responded to 120 requests between January and September 2017. The City's Recreation Division is also partnering with 15th Night to provide a variety of recreational experiences, programming and development opportunities for youth participants. Three 15th Night youth were hired this past summer by the Recreation Division following their completion of an internship and job training program.

Looking Glass McKay Lodge

The City of Eugene allocated almost \$425,000 in CDBG funds to rehabilitate McKay Lodge, which is a residential facility for male juvenile ex-offenders. McKay Lodge is owned and operated by Looking Glass and supports 35 youth annually. Funds will be used to renovate the kitchen, replace the roof, replace the HVAC system, and for other interior improvements. Work will commence in 2018.

Whiteaker School

The City of Eugene allocated \$250,000 in CDBG funds to rehabilitate Whiteaker School, which is owned and operated by Head Start of Lane County. At this location, Head Start provides services to almost 200 children and provides over 4,000 meals per month. Funds will be used for roof repairs, kitchen expansion and renovation, and security improvements. Work will commence in 2018.

Homelessness Prevention and Permanent Housing Solutions

Access to permanent affordable housing is critical to both prevent and end homelessness. The lack of affordable housing opportunities is the most significant barrier identified by homeless service providers in their work. Eugene has invested in multiple projects to expand the number of affordable housing units available and to also preserve the existing stock. Eugene invests its federal HOME and CDBG funds for this purpose and also provides local System Development Charge waivers and property tax exemptions.

EXPANDING THE SUPPLY OF AFFORDABLE HOUSING

Over the past year, 64 units of affordable housing were created through completion of one new construction and two acquisition projects. Of the total, 13 units are for homeless persons and 11 units are for youth aging out of the foster care system. Three additional projects with 23 affordable housing units are underway including The Monroe, River Road Apartments, and Youth House. Descriptions of these projects are provided below.

Delta Court

Cornerstone Community Housing used HOME funds to acquire Delta Court, an eight-unit apartment building on Hunsaker Lane. The rehabilitated units serve as transitional housing for homeless families with children.

Bascom Village Phase Two

This new construction project was developed by Housing and Community Services Agency of Lane County (HACSA). It includes 47 affordable housing units and one on-site manager unit. HACSA received HOME funds to support the development, and the land was purchased with CDBG funds. CDBG funds were also used to pay for the street infrastructure for the development.

Bascom Village



North Polk Street Apartments

Neighborhood Economic Development Corporation (NEDCO) acquired a 12-unit apartment building with HOME funds. The apartments were renovated with CDBG funds and other sources. Eleven units are dedicated to housing very-low income youth aging out of foster care and one is for an on-site manager. This is the first project of its kind in Oregon that meets the critical housing needs of youth aging out of foster care.

Youth House

SVdP was awarded HOME funds to acquire a former church building to provide 13 transitional housing units for homeless youth age 16 to 18 and one on-site manager unit. Construction to adapt the building for this purpose has commenced and will be completed in early 2018.



North Polk Street Apartments

AFFORDABLE HOUSING BY THE NUMBERS

► 64
NEW UNITS CREATED

► 23
ADDITIONAL UNITS
UNDERWAY

► 267
UNITS OF EXISTING
AFFORDABLE
HOUSING
REHABILITATED

The Monroe

Liberty Housing Group LLC used HOME funds to acquire a six-unit apartment building in the Whiteaker neighborhood. Veterans will be the target population for these two-bedroom units. Rehabilitation will be completed by the end of December.

River Road Apartments

NEDCO used HOME funds to acquire a four-unit apartment building targeted to very-low income persons living with HIV/AIDS. Building rehabilitation will be completed by the end of December.

HOUSING REHABILITATION PROGRAM

In addition to creating additional affordable housing units, Eugene invested CDBG funds to preserve 267 units of existing affordable housing through its Housing Rehabilitation Program. Specific projects completed or underway are described below.

West Town on 8th

Cornerstone Community Housing received a \$158,000 CDBG loan to repair construction defects that led to a failed roofing system. Rehabilitation was completed in 2017. These repairs preserved 102 affordable housing units in downtown Eugene.



Olive Plaza

Olive Plaza, a 150-unit affordable housing development for very low-income seniors, received a \$360,000 CDBG loan for relocation of residents while significant rehabilitation took place including seismic upgrades and accessibility improvements. Work was completed in September 2017.



Eugene Emergency Home Repair Program

Fifteen very low-income households received assistance through Eugene's emergency home repair and accessibility improvements program totaling \$53,000. These repairs address critical health and life safety issues and prevent displacement and homelessness.

City of Eugene Support for Community Initiatives

Veterans Homelessness

Work to leverage \$3 million in additional federal grant resources that were awarded to St. Vincent de Paul in 2014 resulted in more closely coordinated efforts to address homelessness among veterans, over 400 veterans being housed, and over 50 avoiding imminent homelessness through the local initiative dubbed Operation 365. Since March 2016, 445 homeless veterans on Lane County's By-Name Homeless Veterans List have been housed.

Housing Policy Board

The City of Eugene supports the intergovernmental Housing Policy Board, which acts as a forum for public input into the community issues related to affordable housing. The HPB reviews low-income housing issues and makes policy, funding, and other recommendations regarding affordable housing to Eugene and Lane County governments. The mission of the HPB is to increase the availability of decent, affordable housing for low and very-low income families and individuals in Lane County.

► **445**
HOMELESS VETERANS
HOUSED SINCE 2016

Poverty and Homelessness Board

The Poverty and Homelessness Board (PHB) is an action oriented group of elected officials, community stakeholders, and individuals who represent low-income and homeless people's concerns. The board developed a five-year strategic plan in 2016 that included creating 600 additional housing opportunities for chronically homeless individuals and 300 additional emergency shelter beds, as well as other strategies related to the key goals of increasing housing, shelter, and services, preventing homelessness and poverty, and enhancing public awareness and advocacy. The Mayor of Eugene sits on the PHB as a voting member, and City staff also provide support.

Human Services Commission

The Lane County Human Services Commission (HSC) is the lead agency for the Continuum of Care Plan, coordinating an integrated community safety net delivery system of social services, supportive housing, and healthcare services for low-income and homeless community members. In addition to providing over \$800,000 in annual funding to the HSC for a variety of critical social services, the City of Eugene is represented on the commission by elected officials who join those from Lane County and the City of Springfield.

Recent Council Actions and Resolutions

- In May 2016, the Eugene City Council passed Resolution No. 5153, which affirmed the City of Eugene's support and commitment to the Housing First approach.
- In October 2015, Council approved Resolution No. 5142, acknowledging the current housing and homelessness situation as a crisis and urging state assistance to help address it.
- City Council voted unanimously on February 27, 2017, to remove the sunset dates from the Rest Stop and Dusk to Dawn programs.
- The FY18 City of Eugene budget that Council adopted in June 2017 included adjustments to allocate:
 - o \$154,655 for the Dusk to Dawn program
 - o \$1 million of one-time Comcast Settlement Funds for a shelter

Challenges and Priorities

1. The number of households living in poverty is rising, and the number of affordable market rate housing units is shrinking. Over half of Eugene renters and a third of homeowners have a moderate or severe housing cost burden that places them at risk of homelessness. While Eugene continues to support development of affordable and special needs housing, development has not kept pace with the growth in need.
2. Unauthorized camping in City parks and public right-of-ways is having a taxing impact on the community, the unhoused, and the City. While interdepartmental teams continue to explore and implement strategies to increase public health and safety, and help address the needs of the unhoused, finding workable solutions that meet the magnitude and urgency of the need is a continuing challenge.
3. Education and outreach around the issue of homelessness and City and community efforts are key to increasing awareness and opportunities for partnerships and collaboration within the community.
4. Many efforts and initiatives have been implemented that are helping people meet their basic needs, find shelter, connect with services, and access housing. The City will continue to work with Lane County and other agencies, non-profit organizations, community partners and individuals to identify and support practical, humane, collaborative and sustainable solutions to homelessness.

LEARN MORE: www.eugene-or.gov/homelessness or 541-682-5010

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Community Justice System Update

Meeting Date: February 20, 2018
Department: Central Services Department
www.eugene-or.gov

Agenda Item Number: 3
Staff Contact: Kristie Hammitt
Contact Telephone Number: 541-682-5524

ISSUE STATEMENT

The purpose of this work session is to provide the City Council with an update on the current state of the City of Eugene's public safety and municipal justice system. The session will include an overview of growing service needs, system capacity and the growing gap in delivery of service. This work session will be the first in a series planned to provide council with:

- Information about the service system challenges and gaps;
- Community programs and initiatives aimed at providing off-ramps from the traditional criminal justice system;
- Options for stabilizing and improving services; and
- Plans for community outreach and engagement.

BACKGROUND

Community Justice Initiative Objectives

In 2015 an interdepartmental Community Justice Team was created to find solutions for a number of urgent and important challenges within our public safety and municipal justice system. The overarching goals of this initiative have been to address quality of life public safety issues, offer off-ramps from the traditional system, and support a municipal justice system that holds the most serious offenders accountable. In order to achieve these goals, the team identified seven community justice system objectives:

1. Implement community-based problem solving and restorative justice;
2. Reduce crime and recidivism and minimize repeat customers;
3. Provide individualized treatment for community members;
4. Ensure high system cooperation and compatibility;
5. Strive for quick and swift resolution of cases;
6. Involve, listen to and build trust in the community (including victims); and
7. Work for adaptability of the system and ability to re-evaluate and adjust as needed.

The objectives strive to reach a balance of fairness, accountability and compassion for community members while working to grow the trust of the community. The initiative is intended to create a

system that expands community solutions and removes barriers to provide multiple paths at various contact points that connect community members with needed services, support and alternative resolutions. It uses a problem-solving approach, offering alternatives—or “off ramps”—out of the traditional justice system with the goal of utilizing legal system resources for those cases in need of stronger sanctions or greater accountability.

Current State of the Community Justice System

Despite a number of improvements implemented over the past several years, Eugene’s community justice system continues to experience significant challenges including, but are not limited to:

- A growing population with subsequent growth of public service needs;
- Increasing calls for service from the public;
- Inadequate resource levels in key areas of the Police Department, including the 9-1-1 Communications Center, Evidence Control Unit, Patrol and other service areas;
- Increasing contract costs for and existing jail beds at the Lane County Jail and the City of Springfield Jail;
- Financial stabilization of successful pilot programs such as Community Court and Community Outreach Team (CORT)
- Insufficient resources in the City Prosecutor’s Office to maintain the current level of service

As calls for service in Eugene have increased, those calls often present more complex needs and problems, and the amount of time spent on calls has also increased. With relatively static staffing levels, the impacts are being felt by the community as response times have been increasing and the number of calls that do not receive any response has also grown.

While a number of pilots and small innovative programs have demonstrated success in helping address some of the underlying issues causing the increased pressure on our system, these initiatives have primarily relied on grants, one-time funding, or reallocating existing resources. Our community’s growing needs are outpacing our capacity resulting in critical gaps in our local public safety system.

Additional information about current justice system challenges will be provided to the City Council as part of the work session presentation.

Looking Ahead: Justice System Enhancement Options

The initial focus of the Community Justice Initiative was on identifying and implementing system improvements that can be accomplished within existing operating budget resources. The team also used one-time funding resources provided by the City Council and outside grant funding to stabilize the current system, including reducing case backlog and implementing a pilot Community Court program. Subsequently, the team expanded the scope of its work to include identifying new system enhancements that may require additional recourses in order to achieve better public safety outcomes.

In identifying options to address the current system challenges, the Community Justice Team used the information compiled as part of the Unfunded Needs Assessment process in 2016 and 2017, as well as the staff review of several prior studies and analysis. Each of the options identified through this process was assessed with regard to its impact on achieving the overall system goals. Additionally, the City contracted with 21st Century Policing Consultants LLC (21CP) to assess these options from the standpoint of implementing 21st Century Policing principles, concepts and best practices.

The City Council can expect the future Community Justice System improvement options to address two tracks:

- Short-term: the FY19 Proposed Budget will include several small tactical investments to address the most immediate and pressing Community Justice system needs. The proposed budget will be presented to the Budget Committee in early May 2018. Additionally, staff are working on options for community outreach and engagement around Community Justice system challenges. This approach is consistent with the 21st Century Policing Task Force report that identifies building trust and legitimacy in the community as the first and most important pillar of 21st Century Policing.
- Long-term: Staff will continue work on analyzing long-term system enhancement options that will require additional resources to implement. This process is going forward in tandem with the new Police Chief recruitment, with the expectation that the new Police Chief will have an opportunity to provide input before the proposed strategies and the options to fund them are presented to the City Council for further consideration.

RELATED CITY POLICIES

City Council goals of safe community and effective and accountable municipal government.

COUNCIL OPTIONS

No Council action or recommendations are suggested at this time. Council may choose to direct staff to bring back additional information on specific areas or components of the Community Justice system.

CITY MANAGER'S RECOMMENDATION AND SUGGESTED MOTION

No Council action or motions are suggested. This item is informational only.

ATTACHMENTS

A. Community Justice system enhancements implemented in 2015-2017

FOR MORE INFORMATION

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Over the past three years, the Community Justice Team has been working on advancing the system objectives via several collaborative efforts, the most significant of which are described below:

- Starting in April 2016, Eugene Police Department implemented a pilot Community Outreach Response Team (CORT) program that offers a non-jail alternative to help reduce behavioral crime in the downtown patrol area.
- The Parks and Downtown Safety Initiative has been an ongoing EPD effort in collaboration with other City departments to address public safety concerns associated with parks and the downtown area.
- CAHOOTS expanded hours were implemented starting in November of 2016 in order to extend the coverage from 16 to 24 hours daily.
- Using a combination of federal grant funding and City resources, Eugene Municipal Court implemented a Community Court pilot program to reduce nonviolent crime in the downtown core by matching offenders with social services providers. Program rollout also included outreach to downtown business and property owners.
- Utilizing a grant from the State Justice Institute, Municipal Court staff completed a Caseflow Management Assessment that provided a number of recommendations for improving case management at all stages of the Community Justice process.
- Municipal Court judges and staff, in close coordination with the City Prosecutor's Office, have been working on reducing the existing case backlog. The team has managed to essentially eliminate the portion of the case backlog that is within the City's span of control, which is about 20% of total cases pending.
- Staff completed implementation of a City Prosecutor electronic case management system and started a procurement solicitation process for a new Municipal Court case management system.
- The City Prosecutor's Office was relocated to a larger and more functional space at the Atrium. Two limited duration Assistant City Prosecutors were added by leveraging one-time Community Justice funding and operating budget savings to eliminate case backlog and to handle increased workload.
- Municipal Court staff partnered with the National Center for State Courts to complete an assessment of the existing Mental Health Court program.
- Municipal Court and EPD staff have partnered on conducting additional case review meetings at the Lane County Jail on a trial basis to facilitate faster case resolution.
- Municipal Court staff are working with Lane County and ShelterCare on Frequent Users Systems Engagement (FUSE) project to help match chronically homeless offenders with housing and social services providers.
- The City Attorney's Office staff have been examining possible changes to the City Code that would provide for greater flexibility in responding to certain low-risk offenses.
- Municipal Court staff, in partnership with the Lane County Sheriff's Office, have been working on the implementation of offender assessment tools.
- Staff continue to assess and improve Community Justice system processes and practices on an ongoing basis, including caseflow analysis, case backlog review, analyses of jail bed utilization and other aspects of the system.

Economic Development - Baker's Dozen

A list of 13 items that the City Council identified as priorities for the City's economic development efforts.

1. Investing in Manufacturing Communities Partnership

The City is part of the regional Pacific Northwest Manufacturing Partnership (PNMP), which received federal designation as an Investing in Manufacturing Communities Partnership (IMCP) in 2015. The PNMP has focused on the expansion of the mass-wood products manufacturing, which includes Cross Laminated Timber (CLT). The PNMP is working together to understand how the IMCP program will move forward under the current federal administration.

2. 2021 World Championships

This incredible opportunity to host the world also presents an incredible opportunity to create impactful partnerships and leverage legacy investments for our community. The City is actively working with local, regional, and state partners to deliver the event of a lifetime. A 2021 Project Lead is being selected from within the City to coordinate our work across all City Departments and with the Oregon21 Steering Committee. They will lead our charge to #InspireTheWorld.

We are also focusing time and resources on transformational projects that aim improve our quality of life forever while providing a uniquely Eugene and Oregon experience for athletes and fans from around the world.

- The Downtown Riverfront Redevelopment project – including the creation of a world-class riverfront park.
- Downtown Revitalization that creates a vital and inviting city center and connects the heart of our city to our history along the Willamette River.
- The 20x21 mural project is creating 20 or more outdoor murals in Eugene between now and the World Championships. 20x21 has brought color and life to Eugene's urban landscape to foster pride and contribute to a sense of identity.

3. Regional Accelerator and Innovation Network

RAIN Eugene continues to grow the entrepreneurial ecosystem in the southern Willamette Valley. The Accelerator completed its 5th Accelerator program in October 2017, with 8 participating companies. RAIN Eugene merged with Fertilab, which offers pre-accelerator programs and co-working space, in 2017. The merged organization is able to deliver programs to all levels of startup companies in the region, while making the administration of the organizations simpler. Fertilab has two co-working spaces, one in downtown Eugene and one in downtown Springfield. The organization is working to develop a long-term, sustainable funding strategy.

4. EWEB redevelopment

The City is completing the final administrative steps to purchase the land near EWEB's headquarters building from EWEB. We expect to complete the sale in a few weeks. The City is working with a development firm out of Portland, Williams & Dame, to create a development plan that will create a new urban neighborhood along the Riverfront. Williams & Dame

presented their proposed development plan to City Council in January 2018. The City has begun the design phase for the planned park along the Willamette River that enhances the community's access to the River.

5. Eugene-specific metrics and workforce analysis

City staff completed a project that seeks to increase understanding among City staff and residents about how and what we build in our community affects our City's financial stability, and how that in turn could affect services provided by the City. Staff presented the analysis to Council in 2017 and developed a booklet (paper and on-line) that explores the geographic distribution of property taxes. The electronic version can be found on the City's website: <https://www.eugene-or.gov/3612/Mapping-Value> , Or by going to the City's website and typing "mapping value" into the search bar.

6. Prepare new industrial/employment lands

The state recently approved Eugene's UGB expansion, which will add over 950 acres to the UGB, for jobs, parks, and schools. About 650 of those acres will become developable land for jobs. The Planning Division is beginning the work to create a development strategy for the land and is partnering with Public Works.

7. Telling the story

The City's Economic Development team has been working to increase its communications with the community. Specific efforts include increased posts on social media and more frequent items in the City Council newsletter. We have been issuing about one press release per month in 2017, to update the community on key milestones of our many projects. We have also improved the content on the Community Development Division's webpage.

8. Sustainable funding for Parks and Recreation

After a large community process the Parks and Recreation System Plan draft has been completed. Following that, Council recently referred two Parks and Recreation funding measures to the May 2018 ballot including a \$3.1 million five-year operations and maintenance levy and a \$39.3 million general obligation bond measure.

9. Investment in Creative industries

The City of Eugene recently participated in a national study titled Arts and Economic Prosperity by Americans for the Arts to evaluate the impact the nonprofit arts sector has on Eugene's economy. Utilizing data from 42 Eugene-based arts organizations, the survey concluded that the nonprofit arts and culture sector generates \$62.2 million in total economic activity for Eugene. This activity is generated through \$40.8 million in spending by nonprofit arts organizations themselves and an additional \$21.4 million in spending by arts audiences. The sector also generates \$3.9 million in local and state government revenue and 2,401 full time equivalent jobs.

10. Expand high- speed broadband network

The City and its partners have begun constructing the planned downtown fiber network, and we've named the network "Eugnet". Businesses and property owners within the planned service area can sign up to connect to Eugnet on our website: www.eugnet.org. The open-access network now has six different Internet Service Providers offering service, and customers have a variety of service levels and prices to choose from.

11. Moving Ahead

Eugene and LTD have developed conceptual designs for each of the five transportation corridors – Hwy. 99, River Road, Coburg Road, MLK Blvd, 30th Avenue to LCC. The technical analysis for each corridor is nearly complete. Now, the project team is transitioning into a public outreach phase, with final decision making by the City Council and LTD Board anticipated by the end of 2018.

12. Targeted industry conversations

The City and its regional partners are implementing a "Sector Strategy" approach to identify what different industrial sectors need to grow and prosper in our region. With Sector Strategies, companies within a particular industry provide information about what's working well and what's not working for that industry. Then the many different public agencies that provide services and infrastructure convene to identify how to address the problems. By deliberately convening all the different public agencies, our region is better able to address complex problems by collaborating, instead of each agency trying to address problems by itself. To date, our region has convened the Technology industry and the Food and Beverage industry. We have just begun to engage with the Wood Products industry.

13. Urban Reserves and Planning for Livability

Urban Reserves are a tool to plan for urban growth for up to 50 years in the future. With Urban Reserves, Eugene can strategically plan for long-term growth that is in line with our community vision. The Planning Division is now updating the technical information that will support the planning process. Staff will be coming back to Council this spring, after break, to provide an update on this topic.

Climate Efforts Update

Climate efforts are focused on developing and implementing plans that will help achieve the climate action goals in the Climate Recovery Ordinance (CRO). The following table summarizes the CRO goals and milestones, and the reporting requirements.

2016 CRO Goal	Milestones	Reporting-2 Yr	Reporting-5 Yr
Internal GHG Emissions	By 2020, zero ghg emissions from operations or offset with 15% annual ghg emissions reductions	Status Update 2018, 2020, 2022, etc.	Comprehensive Review 2021, 2026
Fossil Fuel Use a) Internally b) Community Wide	By 2030, reduce fossil fuel use from 2010 levels by 50%, with 2.5% annual reduction.	Status Update 2018, 2020, 2022, etc.	Comprehensive Review 2021, 2026
Reduce Community Wide GHG Emissions	By 2100, total community emissions equate 350PPM level, with 7.6% annual reduction	Status Update 2018, 2020, 2022, etc.	Comprehensive Review 2021, 2026
Reporting actions will include the completion of a ghg and fossil fuel use inventory in 2018 and 2020, utilizing the previous year's data. The five year comprehensive report will be completed in 2021 based on 2020 data and include the ghg/fossil fuel inventory and a review of the progress of action items outlined in the 2018 Climate and Energy Action Plan 2.0 (CEAP 2.0) project.			

CRO Roadmap: The Internal Climate Action Plan (ICAP) and the Community Climate and Energy Action Plan (CEAP) are the roadmaps to accomplishing the climate action goals in the CRO.

ICAP Update Complete:

- Facilities, Fleet and Fire service areas recently published plans that outline specific projects and the associated costs and co-benefits to achieve the operational CRO goals.
- The City focused on the fleet and facilities services areas because they capture nearly all operational fossil fuel use and ghg emissions.
- Staff will work toward implementing the projects in the ICAP as resources allow.

CEAP Update Underway

- The project plan was developed with significant input from the Mayor's CRO Ad Hoc Work Group which included the Mayor, three City Councilors, representatives from the Chamber of Commerce, City executives, and a variety of community stakeholders. The Ad Hoc Work Group endorsed the project plan.
- The planning process includes estimating community wide reductions in fossil fuel use and ghg emissions based on climate actions identified by community partners. This process will lead to a high-level estimate of the community's expected progress on CRO goals over the next 5-10 years.
- Current project efforts include hiring a CRO Analyst, finalizing contracts with consultants, meeting with executives from Large-Lever Shareholder organizations to build project understanding and buy-in, and working with stakeholders from community-based organizations that work with marginalized communities to develop meaningful participation opportunities that add value and build capacity for participants.