



City Council

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www.eugene-or.gov

EUGENE CITY COUNCIL AGENDA

July 24, 2024

12:00 p.m. CITY COUNCIL WORK SESSION

City Council Wednesday work sessions are held using virtual meeting technology.

Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

Meeting of July 24, 2024; Her Honor Mayor Lucy Vinis Presiding

Councilors

Matt Keating, President

Jennifer Yeh

Mike Clark

Lyndsie Leech

Randy Groves, Vice President

Alan Zelenka

Greg Evans

Emily Semple

12:00 p.m. CITY COUNCIL WORK SESSION

1. WORK SESSION: Strategic Plan Annual Report

2. WORK SESSION: City Manager Updates

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.

July 24, 2024 Work Session

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Strategic Plan Annual Report

Meeting Date: July 24, 2024
Department: Central Services
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Jason Dedrick
Contact Telephone Number: 541-682-5033

ISSUE STATEMENT

The City of Eugene's 2023-2026 Strategic Plan guides organizational efforts to advance the City Council's Vision, Values, Goals and Outcomes and the community's priorities. This first annual report provides an update on progress to date. This work session is informational only.

BACKGROUND

The Eugene City Council's current Vision, Values, Goals and Outcomes, last updated June 28, 2021, guides the work of the City organization.

During the summer of 2022, the City conducted the first comprehensive Community Survey since 2012. The results from this survey provided an insight into the community's experiences and values at the time and informed the development of the strategic plan. These insights, combined with the outcomes of a Strategic Planning Workshop in the fall of 2022 and additional staff efforts, formed the basis for the strategic plan. The final plan was presented to Council in a work session on July 26, 2023 and council approved the direction outlined in the plan.

The Plan: Key Focus Areas

Through a process of collaboration and iteration, the City of Eugene identified four key focus areas for the strategic plan: (1) Urgent Community Needs; (2) Communication & Outreach; (3) Culture of Belonging; (4) Organizational Wellbeing. These key focus areas are defined as follows:

- *Urgent Community Needs* - We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.
- *Culture of Belonging* - We are cultivating a community where everyone feels included, respected and valued as they are. A community united in uplifting the diversity of identities and experiences to provide equitable access to resources and opportunity.
- *Communication & Outreach* - We will be a city that informs, listens, and understands what the community wants and needs, and a community that understands, participates, and has confidence in what their city is doing.

- *Organizational Wellbeing* - The city organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent, and room for innovation, where we can measure progress and shift when needed. We will establish a sustainable foundation to ensure employee retention and development, to support Council, and create capacity to accomplish strategic goals.

The Plan: Strategic Goals and High-Impact Actions

The plan contains fifteen strategic goals and forty-four high-impact actions that support the City's four key focus areas. Goals and high-impact actions were sourced from existing plans, where appropriate, such as the Climate Action Plan 2.0 and the Housing Implementation Pipeline. Additional high-impact actions were surfaced through discussion of existing and planned departmental work that supports the focus areas.

A high-impact action is one that once accomplished, will generate noticeable impact toward the strategic goals. These actions are intended to be cross-departmental and are being supported through numerous actions generated and executed at the department level.

Following completion of the plan, staff from across the organization developed a more comprehensive list of actions that support the strategic goals as part of individual departmental action planning processes. This included developing metrics for each of these actions that will be the foundation for future reporting on plan progress.

The Annual Report

The first annual report for this plan period focuses on organizational progress related to the forty-four high-impact actions. As we begin to collect more organizational and community metrics, subsequent annual reports will include performance trends over time, as well as other performance indicators and benchmarks. The report is organized by the plan's four key focus areas. Each focus area has a summary page that lists related strategic goals, followed by some key data points and then organizational efforts and examples from the past year related to the high-impact actions.

Next Steps

Following this work session, staff will share the Annual Report with the community and City organization. This will include an updated website that will feature infographics and data from the Annual Report, ultimately moving toward a dashboard format.

Staff from across the City will continue efforts to advance the organizational goals outlined in the plan. In addition, council will continue to have quarterly work sessions highlighting different portions of the plan.

The next Community Survey will occur in spring 2025, with the next annual report to be presented to Council in September, 2025.

PREVIOUS COUNCIL DIRECTION

[September 21, 2022, Work Session](#)

City Council received a presentation regarding the results of the Community Survey, which informed the City's strategic plan.

[September 23, 2022 Workshop](#)

City Council, executive team, and staff participated in a 2-day facilitated workshop to develop the framework and draft plan informed by the council's priorities, the community survey results, and the current financial and workforce conditions.

[September 24, 2022 Workshop](#)

City Council, executive team, and staff participated in a 2-day facilitated workshop to develop the framework and draft plan informed by the council's priorities, the community survey results, and the current financial and workforce conditions.

[January 23, 2023, Work Session](#)

City Council received an update on the strategic planning process and progress since the workshop in September.

[July 26, 2023, Work Session](#)

City Council received a presentation of the strategic plan and approved the direction outlined in the plan.

Councilor Groves, seconded by Councilor Zelenka, move to approve the direction outlined in the strategic plan set forth in Attachment A to the AIS.

Passed 6:1 (Opposed by Councilor Clark)

COUNCIL OPTIONS

Information only.

CITY MANAGER'S RECOMMENDATION

None.

SUGGESTED MOTION

None.

ATTACHMENTS

- A. City of Eugene 2023-2026 Strategic Plan
- B. City of Eugene 2023-2026 Strategic Plan Annual Report (July 2023-July 2024)

FOR MORE INFORMATION

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City of Eugene

2023-2026 STRATEGIC PLAN



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Appendix



Interim Land Acknowledgment

Since time immemorial, the Kalapuya people have been the Indigenous stewards to our region, building dynamic communities, maintaining balance with wildlife, and enacting sustainable land practices. This land acknowledgement is a way of resisting the erasure of Indigenous histories and to honor Native communities by inviting truth and reconciliation. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their Indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. As we consider the impacts of colonization, we also acknowledge the strength and resiliency of displaced Indigenous people. The City of Eugene is built within the traditional homelands known as Kalapuya Ilihi. Kalapuya descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians of Oregon, they continue to make contributions in our communities here and across the land. We express our respect for the inherent political sovereignty of all federally recognized Tribal Nations and Indigenous people who live in the State of Oregon and across the nation.

For more information, visit:

www.eugene-or.gov/5083/Intergovernmental-Tribal-Relations

INTRODUCTION

“The community is at an inflection point, facing urgent needs amidst unprecedented uncertainty and challenge. We need to approach those needs in a new way.

This team is passionate, capable, caring and innovative. As public servants, we are responsible for delivering better results. We have the opportunity to meet our unique needs to build a safe community where everyone belongs. We can achieve this by tapping the collective wisdom and talent of our community to ensure clear direction, allocation of resources, and better outcomes.

People will want to stay and continue the journey.”

Results statement created by Councilors and staff
at the strategic planning retreat, Fall 2022



Top 5 Issues for the City to Address to Improve Quality of Life

Issues are listed in priority order
as indicated by respondents to the
2022 Community Survey.

1. Homelessness
2. Housing
3. Crime and Safety
4. Cleanliness of Public Spaces
5. Transportation

Process

In August 2022, the City of Eugene conducted a community survey to gather input from Eugene residents on a variety of issues and topics. The survey was intended to help inform City goal setting and prioritization and shape the organizational strategic planning process and budgeting efforts. Over 1,700 community members responded to the 2022 survey. The survey results provided community member sentiments about quality of life, what they value in the community and some of the top issues they see as important to the future of Eugene.

In consideration of the community feedback, and the City's financial and workforce conditions, this strategic plan was developed by the Eugene City Council and City staff, in conjunction with Bailey Strategic Innovation Group. The City's strategic planning process was designed to outline the overall direction of the organization's focus for the next four years.



The Plan

The Strategic Plan centers on four key focus areas:

- Urgent Community Needs
- Communication and Outreach
- Culture of Belonging
- Organizational Wellbeing

Within each area are associated strategic goals and relevant high-impact actions, and each strategic goal aligns with the City Council's Vision, Values, Goals, and Outcomes. A high-impact action is one that will generate noticeable impact toward a strategic goal(s) once accomplished. These actions are intended to be cross-departmental and will be supported through numerous actions generated and executed at the department level.

This plan is designed to position the organization to focus on issues identified by the community and the organization as top priorities and will provide guidance for our programs and services, recognizing resource constraints.

The Strategic Plan is designed to be a "living document". In addition to generating department-level actions that support the high-impact organization actions, all actions will be measured to assess progress toward reaching the strategic goals. Ongoing evaluation and reporting will allow for adjustments to be made, process improvements to occur, and will set a solid foundation to inform future programmatic and resource decisions. The success of our strategies will lie in the execution and implementation of the actions moving forward and will require the collaborative efforts of the entire organization.

The Role of City

The City of Eugene's programs and services play an essential role not only in promoting community prosperity and wellbeing, but also in addressing important challenges and opportunities. However, the complexity of issues such as housing, homelessness and public safety means that our actions alone will not fully address the needs. Factors such as State and Federal legislation and funding as well as larger economic or societal trends will continue to impact our efforts. For this reason, the Strategic Plan primarily focuses on City of Eugene efforts, with the recognition that to be successful, some actions will need to be accomplished in partnership with other entities.



CITY CONTEXT

Population

TOTAL POPULATION

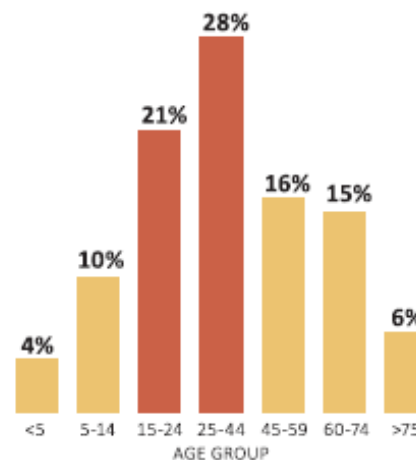
173,278

↑ **1.7%**
FROM 2020

Aging affects the needs and lifestyle choices of residents.

Population Data Source: U.S. Census Bureau, ACS 2021 5-Year Estimates Data Profiles.

POPULATION BY AGE GROUP



POPULATION BY RACE/ETHNICITY

81%	White
11%	Hispanic or Latino
4%	Asian
3%	Multi-racial or Other
1%	Black or African American
<1%	American Indian or Alaska Native
<1%	Native Hawaiian or other Pacific Islander

Housing

MEDIAN SALES PRICE

\$395,000

↑ **18%**
FROM 2020

TOTAL HOUSING UNITS

78,322 **95%** OCCUPIED

City of Eugene

49% RENT **51%** OWN

State Average

36% RENT **64%** OWN

Housing and Income Data Source: U.S. Census Bureau, ACS 2021 1-Year Estimates Data Profiles and Lane County Regional Land Information Database.

Income

Household income is a key data point in evaluating a community's wealth and spending power.

MEDIAN INCOME
\$59,338

↓ **17%**
LOWER THAN STATE AVERAGE

INCOME ABOVE \$200,000 **8.5%**

↓ **15%** LOWER THAN STATE AVERAGE

INCOME BELOW \$25,000 **20%**

↑ **12%** HIGHER THAN STATE AVERAGE

CITY COUNCIL VISION, VALUES, GOALS

The City Council's Vision, Values, Goals document represents the highest level of policy guidance for the City of Eugene. Updated most recently in 2021, it expresses the Council's vision for the community and helps to inform the Strategic Plan.

City Council Vision and Values

We are all Eugene.

We value all people, encouraging respect and appreciation for diversity, equity, justice, accessibility, and well-being. We recognize and appreciate our differences and embrace our common humanity as a source of our strength.

We are responsible stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open spaces, livable and safe neighborhoods, and foster a thriving downtown, including stable and accessible infrastructure.

We encourage a strong, safe, sustainable, and vibrant economy, fully utilizing our educational and cultural assets.



City Council Goals

Safe Community for Community Wellbeing

A community where all people are safe, valued, and welcome, and our systems and infrastructure are resilient and secure.

Sustainable and Accountable Development

A community that meets its present environmental, economic, and social needs while planning for and investing in the ability of future generations to meet their own needs.

Accessible and Thriving Culture, Parks and Recreation

A community where arts and outdoors are integral to our social and economic well-being and are welcoming to all.

Equitable, Effective, Accountable Municipal Government

A responsive government that is transparent and open; we listen and work collaboratively and fairly with the community, providing accessible, equitable, effective, and efficient services to achieve measurable and positive outcomes.

Fair, Stable and Adequate Financial Resources

An innovative government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.

Full document available online:

www.eugene-or.gov/DocumentCenter/Home/View/4808

STRATEGIC PLAN KEY FOCUS AREAS

Through a process of discovery and collaboration, the City of Eugene identified four key focus areas for this strategic plan.



Urgent Community Needs

We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.



Culture of Belonging

We are cultivating a community where everyone feels included, respected, and valued as they are. A community united in uplifting the diversity of identities and experiences to provide equitable access to resources and opportunity.



Communication and Outreach

We will be a city that informs, listens, and understands what the community wants and needs, and a community that understands, participates, and has confidence in what their city is doing.



Organizational Wellbeing

The City organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent, and room for innovation, where we can measure progress and shift when needed. We will establish a sustainable foundation to ensure employee retention and development, to support council, and create capacity to accomplish strategic goals.

CITY COUNCIL OUTCOMES WITHIN STRATEGIC PLAN

The 2021 goals and outcomes created by City Council are shown below; outcomes in colored boxes are prioritized within this strategic plan period and are addressed within various goals and actions in the plan. Outcomes in uncolored boxes are addressed by ongoing organizational work, and may be supported by the plans and processes listed in the Appendix.

COUNCIL GOALS	COUNCIL OUTCOMES				
	Safe Community for Community Wellbeing	Sustainable and Accountable Development	Accessible and Thriving Culture, Parks, and Recreation	Equitable, Effective, Accountable Municipal Government	Fair, Stable, and Adequate Financial Resources
	Greater sense of safety.	Increased access and options to housing and shelter.	Accessible, inclusive, and equitable to our diverse communities.	Inclusive and equitable systems and services.	A long-term sustainable budget.
	Improved resilience for natural and human caused disasters.	Increased jobs and prosperity and decreased unemployment.	Invest in arts and culture as an economic engine.	Transparent and interactive communication.	New or expanded revenue sources.
	Increased response to, and decreased incidents of, hate and bias crimes.	Encourage and sustain downtown, transit corridors, and riverfront growth.	Preserve strength in arts, culture, and the outdoors.	Public engagement that involves the community broadly.	Accessible and transparent financial information.
	Improved safety of transportation system.	Support resilient small and local business environment.		Strengthen public, private, and intergovernmental relationships.	
	Increased security of information technology systems.	Enhanced natural landscape and green infrastructure systems.			
	Decreased property crime, visible and accessible police presence, better police/community relations.	Refresh and sustain Triple Bottom Line Lens.			

Strategic Plan Focus Area Key

Urgent Community Needs	Communication and Outreach
Culture of Belonging	Organizational Wellbeing

STRATEGIC GOALS AND HIGH-IMPACT ACTIONS

The goals and high-impact actions of this strategic plan are connected across all key focus areas. Actions in “Urgent Community Needs” may have an impact on goals in that focus area as well as in others. As an organizational plan, all actions are serving to support the whole.

Other examples of connections between focus areas include:

- Our efforts to create a culture of belonging in Eugene will have an impact on increasing the overall sense of safety. Similarly, increased feelings of safety help to create a place where everyone can feel belonging.
- How the community receives information about, and engages with, our work to address urgent community needs will be impacted by the success of our communications and outreach efforts. Understanding and addressing future urgent needs will also depend on effective communication and outreach.
- The overall wellbeing of our most important asset, our workforce, will have an impact on all of the focus areas. An engaged staff team is more efficient and effective in delivering the programs and services that will help to achieve our strategic goals.





URGENT COMMUNITY NEEDS

Council Goal:
Safe Community for Community Wellbeing.

Council Outcome:
Greater Sense of Safety.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p>Increase sense of safety.</p> <div data-bbox="243 771 722 1094"> <p>i</p> <p>The level of personal safety a person feels is greatly affected by their surrounding environment, regardless of the presence of criminal or illegal behaviors. The success of this strategic goal will also rely on perceptions of safety that are related to community belonging and spaces that feel welcoming to everyone.</p> </div> <div data-bbox="243 1094 722 1343"> <p>d</p> <p>While not encompassing all of the City's efforts related to safety, the Community Safety Initiative provides strategic guidance as well as details on actions funded by the Community Safety Payroll Tax.</p> </div>	<ul style="list-style-type: none"> • Evaluate community safety efforts, based on community member experiences, to understand impacts to the Community Safety Initiative program. • Develop prevention services to encourage youth to adopt healthy lifestyles (resulting in decreased youth violence and risk-related behaviors) and facilitate intervention services to connect youth experiencing housing insecurity to needed resources. • Focus efforts to make community spaces feel safe, clean, inclusive, and welcoming to all, including, but not limited to, programming and activation. • Hire additional police officers and community service officers to increase capacity to respond to calls for service, spend more time relating to the public, and increase capacity for alternative response. • Complete an evaluation of the Eugene Police Department to assess needs around diversity, equity, and inclusion of staff, and resulting impacts on the community. • Complete Fire Department governance review and assessment to align all fire and emergency medical services with the health and safety needs of the growing community. <div data-bbox="779 1247 1213 1321"> <p>+ Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.</p> </div>



URGENT COMMUNITY NEEDS

Council Goal:
Safe Community for Community Wellbeing.

Council Outcome:
Improved resilience for natural and human caused disasters.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p>Advance climate action and community resilience to natural and human-caused disasters.</p> <div data-bbox="285 1247 760 1455">  <p>The Climate Action Plan 2.0 contains more information on the City's efforts to address climate and community resilience in both the short and long-term.</p> </div>	<ul style="list-style-type: none"> • Decrease transportation-related emissions and make the transportation network diverse and adaptable through continued implementation of the Eugene 2035 Transportation System Plan and related compact development actions in Envision Eugene. • Continue to implement strategies from the Climate Action Plan 2.0 (CAP 2.0) to improve and enhance efficiency and resilience of buildings in Eugene, including City-owned facilities. • Continue investment in wildfire preparedness and resilience strategies through updates and implementation of the Eugene-Springfield Wildland-Urban Interface Plan and the Community Wildfire Protection Plan. • Increase the average City-wide urban tree canopy to cool surrounding areas and add shade, reduce flooding, and remove pollutants through updating and implementing the Urban Forest Management Plan, with a focus on areas of the City with low levels of canopy coverage. • Increase resilience of water management through partnership and development of water conservation plans as part of community efforts to prepare for drought. • Continue to prepare for natural disasters through implementation of the Natural Hazards Mitigation Plan and the Emergency Operations Plan.



URGENT COMMUNITY NEEDS

Council Goal:
Sustainable and Accountable Development.

Council Outcome:
Increased access and options to housing and shelter.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p>Mitigate the impacts of homelessness on unhoused individuals and the community.</p> <p>i Unhoused individuals face a multitude of challenges each day, and homelessness has significant impacts on the broader community. The City works closely with Lane County and other regional partners to provide safe shelter options.</p> <p>d While not encompassing all of the City's efforts related to homelessness, the Housing Implementation Pipeline provides strategic guidance and has more information on specific actions to address homelessness.</p>	<ul style="list-style-type: none"> • Provide support to contracted providers to increase their capacity to operate shelter sites and provide supportive services. • Increase safety and stability for sheltered and unsheltered individuals through connection to, and utilization of, supportive services. • Participate in efforts to create an effective and integrated system of homeless supportive services in the region. • Increase community engagement in addressing homelessness by cultivating non-traditional partnerships that support people experiencing homelessness through the continuum of unsheltered to housed. • Coordinate City programs and the broader homeless services system to improve capacity to efficiently and effectively respond to the impacts of unsanctioned camping on community safety. • Develop and refine organizational protocols related to homelessness and increase coordination with, and utilization of, alternative response services. <p>+ Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.</p>



URGENT COMMUNITY NEEDS

Council Goal:
Sustainable and Accountable Development.

Council Outcome:
Increased access and options to housing and shelter.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
<p>Stabilize the cost of housing.</p> <p>i Housing development takes time and any changes that the City makes today may take years to manifest. Additionally, the City is only one piece of this puzzle. Developers, architects, contractors, mortgage providers, non-profit groups, Oregon state government and the US federal government all play roles in building and providing housing.</p> <p>While facilitating the development of more housing options is an important part of addressing these goals, housing affordability is also impacted by jobs and wages in the community.</p> <p>d While not encompassing all of the City's efforts related to housing, the Housing Implementation Pipeline provides strategic guidance and has more information on specific actions to address housing.</p>	<ul style="list-style-type: none"> • Support efforts to preserve and construct Affordable Housing units (rental and homeownership), Permanent Supportive Housing units, and Moderate-Income Housing units; includes developing local funding strategies. • Develop Affordable Housing units with innovative funding strategies that specifically support protected classes' access to housing. • Develop Anti-Displacement Plan to ensure that the process of housing stabilization does not come at the cost of any one portion of the community. • Lobby the federal and state government for funding on tax credits and other housing investments, identifying opportunities to promote racial equity consistent with City values. • Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to increase the supply of housing. • Monitor growth trends and continue to plan for the housing land supply necessary to accommodate the existing deficit as well as the need resulting from population growth. • Seek funding for infrastructure extensions to serve land planned for housing in our buildable lands inventory. <p>+ Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.</p>



URGENT COMMUNITY NEEDS

Council Goal:
Sustainable and Accountable Development.

Council Outcomes:
Encourage and sustain downtown, transit corridors, and riverfront growth.
Support resilient small and local business environment.
Increase jobs and prosperity, and decreased unemployment.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p>Increase the vibrancy, economic vitality, and livability of downtown.</p> <p>Improve support for local businesses and the business environment.</p> <p>Advance efforts that will increase wages and create new jobs.</p> <div data-bbox="189 982 651 1372"> <p>i Downtown Eugene is the social, economic and cultural heart of our community, so our focus on this area is of strategic importance. However, our ability to attract and retain the employers that create economic opportunity depends on the livability of our entire community. For this reason, the City will seek ways to leverage all of our programs and services to enhance livability.</p> </div>	<ul style="list-style-type: none"> • Continue programs to foster a safe, welcoming, clean, and walkable downtown. • Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to support commercial activity. • Conduct proactive and responsive outreach to existing businesses in Eugene to understand and respond to their needs. • Improve Eugene's business environment and reputation as a place to do business, including improving overall community livability. • Collaborate with local partners on programs and strategies that support the retention and growth of existing business as well as the recruitment of new businesses. • Collaborate with local partners on programs and strategies that support the entrepreneurial ecosystem. • Work with economic sector members and advocates to support existing and new businesses in recruitment, job training, and retraining for new employment opportunities.



COMMUNICATION AND OUTREACH

Council Goal:
Equitable, Effective, Accountable Municipal Government.

Council Outcomes:
Transparent and interactive communication.
Public engagement that involves the community broadly.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p>Improve community awareness and understanding of priority topics.</p> <p>Engage with a broader cross-section of the community.</p> <p>Increase community confidence in council and staff.</p>	<ul style="list-style-type: none">• Conduct outreach to understand how the community currently receives their city news and information, what they are interested in, and how and when they want to receive it.• Develop and enhance communication tools to engage the community on priority topics, and actively inform the community about the organization's efforts.• Conduct a regular community survey (in addition to other targeted surveys) to hear from the community and utilize responses to assess changes over time.• Implement a coordinated approach to city-wide communications, staff resources, and media assets.• Sustain efforts to streamline and improve community engagement and provide staff with tools for communicating with a diverse public.



These strategic goals and actions address the rapidly evolving media and communications landscape and focus on creating more regular and targeted engagement opportunities for community members.



CULTURE OF BELONGING

Council Goals:

Accessible and Thriving Culture, Parks, and Recreation.
Equitable, Effective, Accountable Municipal Government.

Council Outcomes:

Accessible, inclusive, and equitable to our diverse communities.
Inclusive and equitable systems and services.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p>Establish an understanding of community belonging, what impacts it, and how City policies, programs, and staff can influence it.</p> <p>Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.</p> <div data-bbox="212 1073 705 1383"> <p>i Understanding what creates a sense of belonging for community members is complex and highly individualized. These strategic goals and actions emphasize that understanding and creating a sense of belonging is essential to our community's livability and prosperity.</p> </div>	<ul style="list-style-type: none"> • Identify the current sense of belonging experienced by community members and use it as a benchmark for future assessments. Based on findings, identify and implement subsequent actions that would increase belonging. • Collaborate with local partners to document and share the region's history and community members' stories and experiences through projects and access to resources. • Increase engagement efforts with people from the most marginalized groups to increase participation from these groups on boards, commissions, panels, and other City-sponsored entities. • Examine and address barriers to service and program use by individuals from the most marginalized groups as a way to increase participation. • Support opportunities for City leadership to engage with and hear from all community members.



ORGANIZATIONAL WELLBEING

Council Goal:
Fair, Stable, and Adequate Financial Resources.

Council Outcomes:
A long-term sustainable budget.
New or expanded revenue sources.

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
<p>Increase employee engagement, wellbeing, and sense of belonging in the workplace.</p> <p>Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.</p> <p>Create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.</p> <div>  <p>The City, like other cities in Oregon and across the nation, has been impacted by challenges that affect our most important asset: our workforce. These goals and actions respond to those challenges by seeking efficiencies and focusing on both short- and long-term financial planning.</p> </div>	<ul style="list-style-type: none"> • Evaluate and make recommendations on current organizational processes, policies, and procedures around hiring, belonging, and development, with an emphasis on building diversity of thought and experience into projects and programs. • Continue to pursue and support policies, practices, and procedures that advance overall worker wellbeing, including flexibility in meeting employee needs due to the changing workplace and moving toward sustainable workloads. • Implement actions and develop tools and resources to ensure that organizational work aligns with the Strategic Plan (e.g., action planning, performance measures, process improvement, Priority Based Budgeting). • Identify and implement short-term solutions (revenues and service adjustments) to address funding gaps in the 2023-2025 biennium. • Develop a long-term, comprehensive financial plan for the organization, including addressing structural revenue issues across funds.

APPENDIX

Through this plan period the organization will focus on actions and goals that make an impact in the Key Focus areas. The following long-term plans contain goals, actions, and measures that continue to sustain efforts that support all Council goals and outcomes.



Plans Referenced within the Strategic Plan:

- Climate Action Plan 2.0: www.eugene-or.gov/4284/Climate-Action-Plan-20
- Community Safety Initiative: www.eugene-or.gov/3946/Community-Safety-Initiative
- Community Safety Payroll Tax: www.eugene-or.gov/4281/Community-Safety-Payroll-Tax
- Community Wildfire Protection Plan (CWPP): www.lanecounty.org/UserFiles/Servers/Server_3585797/File/Lane%20County%20CWPP%20-Final.pdf
- Emergency Operations Plan: www.eugene-or.gov/documentcenter/view/17722
- Envision Eugene: www.eugene-or.gov/760/Envision-Eugene
- Eugene 2035 Transportation System Plan: www.eugene-or.gov/3941/2035-Transportation-System-Plan
- Eugene-Springfield Wildland-Urban Interface Plan: www.eugene-or.gov/4930/Wildland-Urban-Interface-WUI
- Housing Implementation Pipeline: www.eugene-or.gov/4889/Housing-Implementation-Pipeline-HIP
- Natural Hazards Mitigation Plan: www.eugene-or.gov/DocumentCenter/View/48415/Eugene-SpringfieldAreaMJNHMP2020
- Parks and Recreation System Plan: www.eugene-or.gov/2885/System-Plan
- Urban Forest Management Plan: www.eugene-or.gov/DocumentCenter/View/56902/Eugene-Urban-Forest-Management-Plan-1992
- Vision Zero Action Plan: www.eugene-or.gov/4270/Vision-Zero

Additional Resources

- 2022 Community Survey: www.eugene-or.gov/5009/Community-Survey
- 2023- 2025 City of Eugene Adopted Budget: www.eugene-or.gov/106/Budget
- City Council Vision, Values, Goals, and Outcomes: www.eugene-or.gov/DocumentCenter/Home/View/4808
- Office of Equity and Community Engagement Rights Assistance Program (hate and bias crimes): www.eugene-or.gov/529/Hate-and-Bias



City of Eugene
**Strategic Plan
Annual Report**

July 2023 - July 2024



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Land Acknowledgment

Since time immemorial the Kalapuya people have been the Indigenous stewards to our region, building dynamic communities, maintaining balance with wildlife, and enacting sustainable land practices. This land acknowledgement is a way of resisting the erasure of Indigenous histories and to honor Native communities by inviting truth and reconciliation. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their Indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. As we consider the impacts of colonization, we also acknowledge the strength and resiliency of displaced Indigenous people. The City of Eugene is built within the traditional homelands known as Kalapuya Ilihi. Kalapuya descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of Siletz Indians of Oregon, they continue to make contributions in our communities here and across the lands. We express our respect for the inherent political sovereignty of all federally recognized Tribal Nations and Indigenous people who live in the State of Oregon and across the nation. Learn more: www.eugene-or.gov/LandAcknowledgement

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CITY MANAGER'S MESSAGE

Sarah Medary, City Manager

It is truly inspiring to present the first annual results of the City of Eugene's first citywide strategic plan. The City Council approved the direction outlined in the 2023-2026 Strategic Plan in July 2023 and the plan has brought refreshed strategies and guidance to impact the four key focus areas: Urgent Community Needs; Culture of Belonging; Communication and Outreach; and Organizational Wellbeing.

The report includes progress on over 40 high-impact actions and demonstrates the many ways staff are working to advance City Council priorities and respond to community needs and concerns. As we continue to adapt to a citywide strategic approach, we are excited to continue finding ways to measure and communicate progress and outcomes. This is the ideal way to "tell our story" and help the community understand the ways we are working on their priorities. It's also important to note that the plan spotlights areas of focus but does not include all of the work and progress being made across the City.

The work that emerges from the Strategic Plan has had immediate impact and sets the course for a more thriving Eugene. I look forward to our next year of work and presenting future reports as we continue to execute the goals established through the Strategic Plan.



IMPLEMENTING THE STRATEGIC PLAN

Strategic Plan Development

In August 2022, the City of Eugene conducted a community survey to gather input from Eugene residents on a variety of issues and topics. The survey was intended to help inform City goal setting and prioritization and shape the organizational strategic planning process and budgeting efforts. Over 1,700 community members responded to the 2022 survey. The survey results provided community member sentiments about quality of life, what they value in the community and some of the top issues they see as important to the future of Eugene.

In consideration of the community feedback, and the City's financial and workforce conditions, a strategic plan was developed by the Eugene City Council and City staff and finalized in July 2023. The City's strategic planning process was designed to outline the overall direction of the organization's focus for the next four years.

The Strategic Plan centers on four key focus areas:

- Urgent Community Needs
- Culture of Belonging
- Communication and Outreach
- Organizational Wellbeing



The Role of City

The City of Eugene's programs and services play an essential role not only in promoting community prosperity and wellbeing, but also in addressing important challenges and opportunities. However, the complexity of issues such as housing, homelessness and public safety means that our actions alone will not fully address the needs. Factors such as State and Federal legislation and funding as well as larger economic or societal trends will continue to impact our efforts. For this reason, the Strategic Plan primarily focuses on City of Eugene efforts, with the recognition that to be successful, some actions will need to be accomplished in partnership with other entities.

FOCUS OF YEAR ONE

A Culture of Performance

The City's Strategic Plan is designed to be a "living document." During the first year of the Strategic Plan, staff identified performance measures for each of the City's programs (services), including components that support the actions and goals within the Strategic Plan. For some programs, performance measures are well-established, while for others new measures will be implemented beginning July 1, 2024. As more data becomes available, future annual reports will include metrics from the previous fiscal year.

Status of High-Impact Actions

This Strategic Plan Annual Report includes updates on the 44 high-impact actions for the first year of the plan. As the first annual report on this plan, this report reflects progress made toward individual high-impact actions within the plan. Subsequent annual reports will include performance trends over time, as well as performance indicators and benchmarks. The next Community Survey will be completed in 2025. The results of that survey will enable us to compare with the results from the 2022 survey and assess community sentiment over time.

Using the Report

This report is organized by the Strategic Plan's four key focus areas. Each key focus area has a summary page that lists its strategic goals, followed by the high-impact actions. Where applicable, links are provided to online resources for more information on the topic.

The period of time used for data reporting may vary, depending upon availability of metrics at the time of reporting. Future annual reports will utilize metrics from the prior fiscal year.



KEY FOCUS AREAS

KEY FOCUS AREA

Urgent Community Needs

Urgent Community Needs

We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.

KEY FOCUS AREA

Culture of Belonging

Culture of Belonging

We are cultivating a community where everyone feels included, respected, and valued as they are. A community united in uplifting the diversity of identities and experiences to provide equitable access to resources and opportunity.

KEY FOCUS AREA

Communication and Outreach

Communication and Outreach

We will be a city that informs, listens, and understands what the community wants and needs, and a community that understands, participates, and has confidence in what their city is doing.

KEY FOCUS AREA

Organizational Wellbeing

Organizational Wellbeing

The City organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent, and room for innovation, where we can measure progress and shift when needed. We will establish a sustainable foundation to ensure employee retention and development, to support council, and create capacity to accomplish strategic goals.

KEY FOCUS AREA

Urgent
Community
NeedsSTRATEGIC GOAL: **Increase sense of safety.**

The level of personal safety a person feels is greatly affected by their surrounding environment, regardless of the presence of criminal or illegal behaviors. The success of this strategic goal will also rely on perceptions of safety that are related to community belonging and spaces that feel welcoming to everyone.

77%

of 2022 Community Survey respondents feel that “sense of personal safety” is a very important attribute for Eugene, higher than any other community attribute.



5

Number of community service officer positions hired in FY24, for a total of 16 positions budgeted and filled in FY24.

220

Number of community events hosted in the Farmer’s Market Pavilion since opening in 2022, which served to activate the Downtown area with visitors and programming.

3,987

Cubic yards of garbage and hazardous materials removed from the public-right-of-way in 2023.

4,645

Instances of graffiti abated by the Parks Cleanup Response Team and the all-volunteer Huckleberry Patrol Team in 2023.

13,850

Number of hours served by the 77 members of Volunteers in Policing Program with an added value of \$440,430 in 2023.

Youth Empowerment Program partnered with **16 nonprofit youth organizations** to provide grants for programs reaching approximately **350 youth** in 2023.

High-Impact Action: Focus efforts to make community spaces feel safe, clean, inclusive, and welcoming to all, including, but not limited to, programming and activation.

Efforts:

- ✓ Parks and Open Space hired two additional full-time park ambassadors to expand services to seven days a week. This team works closely with Eugene Police park resource officers to address illicit activity and keep parks safe and welcoming.
- ✓ The City’s new Public Space Team coordinates timely, effective responses and clean-up for reports of debris or misuse of public space. This cross-departmental effort prioritizes issues with impacts to safety, sanitation, and access throughout the community, processing hundreds of reports each month. In 2023, Public Works Maintenance completed 4,527 requests for service for safety concerns in the public right-of-way.
- ✓ The all-volunteer Huckleberry Patrol Team was operational from May to October 2023 and removed 4,050 graffiti tags.
- ✓ Cultural Services hosted five Signature Downtown Events that activated Downtown with over 9,000 attendees and attracted a further 22,500 attendees with their Art in the Parks Events.
- ✓ For additional safety actions specific to the Downtown area, see the following strategic goal: “Increase the vibrancy, economic vitality, and livability of Downtown.”



Community service officers improving safety system

Funded by the Community Safety Payroll Tax, the addition of community service officers (CSOs) has had an immediate and positive impact on Eugene’s safety response, and recent commendations have poured in for multiple Eugene Police Department CSOs.

CSOs are uniformed, non-sworn officers who provide a dynamic and wide variety of services to the public and the Eugene Police Department. CSOs handle non-emergency calls and assist other department divisions on a regular basis. Some of the job duties performed by CSOs include assisting with traffic crashes, responding to non-emergency calls, handling property and financial crime reports, and processing for evidence at burglaries and other property crime scenes.

High-Impact Action: Evaluate community safety efforts, based on community member experiences, to understand impacts to the Community Safety Payroll Tax funded programs (formerly referred to as the Community Safety Initiative).

Efforts:

- ✓ The Community Safety Citizen Advisory Board (CAB) Report for FY23 was published in June 2024. This report outlines how funds from the Community Safety Payroll Tax (CSPT) were used for the fiscal year.
- ✓ The City is currently working with a consultant to conduct an assessment of the Community Safety Payroll Tax, which includes surveys and conversations with community members directly impacted by recent investments. The results of this assessment will be presented to City Council in Fall 2024.

High-Impact Action: Develop prevention services to encourage youth to adopt healthy lifestyles (resulting in decreased youth violence and risk-related behaviors) and facilitate intervention services to connect youth experiencing housing insecurity to needed resources.

Efforts:

- ✓ In FY24, Library, Recreation and Cultural Services (LRCS) partnered with local non-profit 15th Night to support houseless youth by participating in the Rapid Access Network, creating a Tween area in the Downtown Library, engaging youth through the Bridges to Broadway Program, and facilitating the Youth Empowerment Program, which includes Vibe Drop-in, Resolve Restorative Justice, and other programs that serve marginalized youth.

High-Impact Action: Complete Fire Department governance review and assessment to align all fire and emergency medical services with the health and safety needs of the growing community.

Efforts:

- ✓ A summary of preliminary results from the Feasibility Study on administrative staffing and governance structure was presented to the Eugene-Springfield Fire Governance Review Panel in February 2024 and a final report was submitted to City Council in July 2024.

High-Impact Action: Complete an evaluation of the Eugene Police Department to assess needs around diversity, equity, and inclusion of staff, and resulting impacts on the community.

Efforts:

- ✓ The Eugene Police Department (EPD) is shifting their approach away from a one-time evaluation toward assigning dedicated EPD personnel to assess needs and provide continuous support for the diversity, equity, and inclusion of staff. This is a more robust and effective approach to assessing equity-related needs.
- ✓ EPD created a Women's Initiative Workgroup in 2023 as a pilot program for other police-specific resource groups. This group will help surface and address issues specific to female employees in the Police Department.

High-Impact Action: Hire additional police officers and community service officers to increase capacity to respond to calls for service, spend more time relating to the public, and increase capacity for alternative response.

Efforts:

- ✓ Eugene Police Department (EPD) hired a Downtown incident commander, and since the inception of the Community Safety Payroll Tax, has stabilized funding for the Downtown officers while adding additional responder positions to include 24 patrol officers and 19 community service officers.
- ✓ EPD launched My PD Connect, an online reporting system for non-emergency calls for service (such as vandalism, theft, and graffiti) to help reduce call load to the emergency system and provide video-conference capability with a community service officer.



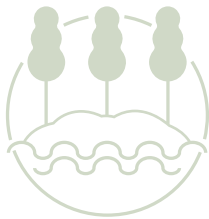
KEY FOCUS AREA

Urgent
Community
Needs

STRATEGIC GOAL: **Advance climate action and community resilience to natural and human-caused disasters.**

61%

Percentage of actions completed in the Climate Action Plan (CAP 2.0)



Community CRO Goal Tracking (2021)



2M

Average number of gallons of wastewater recycled per day.

2,120

Number of trees planted by Urban Forestry, contractors, and Friends of Trees in 2023.

24%

Percentage of urban tree canopy in Eugene in 2023. Goal: 30%

88

Number of new rain garden facilities added in 2023.

High-Impact Action: Increase the average City-wide urban tree canopy to cool surrounding areas and add shade, reduce flooding, and remove pollutants through updating and implementing the Urban Forest Management Plan, with a focus on areas of the City with low levels of canopy coverage.

Efforts:

- ✓ 2,120 new trees were planted in FY23, while over 3,000 trees were watered, and 700 trees are being cared for in the nursery in preparation for upcoming planting seasons. The urban tree canopy grew from 22% in FY22 to 24% in FY23.
- ✓ Public Works has actively updated an inventory of all street trees. To ensure equitable tree plantings, data is being utilized to determine highest-priority neighborhoods for new tree plantings based on climate, canopy coverage, and socioeconomic factors.

High-Impact Action: Continue to prepare for natural disasters through implementation of the Natural Hazards Mitigation Plan and Emergency Operations Plan.

Efforts:

- ✓ The Emergency Operations Plan underwent its annual review in June 2024 and will be updated every four years. The Employee Resource Center plans to fill a position by spring 2025 that will provide technical support to staff teams to review, update, and utilize new management software for their continuity of operations plans.



Equity focused planting

The lack of shade from canopy coverage creates heat islands where temperatures can reach more than 20 degrees higher than neighborhoods with dense tree coverage. Those negative effects can be compounded in areas where other social vulnerability and economic disparities already exist. Focused tree planting can help mitigate the strain on these communities. Utilizing data from multiple sources, we can determine the highest priority neighborhoods for new tree planting using equity indicators. In FY23, the three priority areas selected for street tree planting were Bethel, Downtown Urban Core, and MLK Blvd. Parks tree planting focused on the Bethel and West Eugene areas, and waterway plantings were focused on the upper portions of Amazon Creek and along the Roosevelt Channel in the Bethel neighborhood.

High-Impact Action: Increase resilience of water management through partnership and development of water conservation plans as part of community efforts to prepare for drought.

Efforts:

- ✓ Funding approvals are in process with Eugene, Springfield, and Lane County to move forward on construction of a wastewater treatment facility to produce Class A recycled water. Construction would begin later in 2024, with demonstration projects running into 2026.
- ✓ In 2023 Parks and Open Space was recertified as Salmon-Safe with a new set of conditions. Parks and Open Space completed a water conservation and drought management plan consistent with the expectations of the Salmon-Safe Certification, and various aspects of the plan are currently being implemented.

High-Impact Action: Continue to implement strategies from the CAP 2.0 to improve and enhance efficiency and resilience of buildings in Eugene, including city-owned facilities.

Efforts:

- ✓ Echo Hollow Pool efficiency upgrades included new solar panels, a heat pump chiller, LED lighting, and more. Campbell Community Center renovations included efficiency improvements to heating and cooling systems and other technology upgrades. Current projects include facility improvements at the new City Hall and energy and resiliency upgrades at the Roosevelt Yard.
- ✓ Since January 2024, the Sustainability Program has engaged residents through focus groups and surveys to better understand barriers and opportunities they face in making building energy upgrades to improve energy efficiency, protect health, and increase resiliency to impacts of climate change.



High-Impact Action: Decrease transportation-related emissions and make the transportation network diverse and adaptable through continued implementation of the Eugene 2023 Transportation System Plan and related compact development actions in Envision Eugene.

Efforts:

- ✓ The organization saw a 25% drop in fossil fuel use between 2010 and 2021, which was largely driven by shifting vehicle fleet from fossil diesel fuel to renewable diesel, discontinuing district steam energy for heating in 2013, and the purchase of renewable electricity.
- ✓ Eight of the 43 Transportation actions in the CAP 2.0 are complete, one is paused, and another is not yet started. The remaining 77% of actions are in progress. To learn more about the actions of the CAP 2.0, visit www.eugene-or.gov/4284/Eugenes-Climate-Action-Plan-20.

High-Impact Action: Continue investment in wildfire preparedness and resilience strategies through updates and implementation of the Eugene-Springfield Wildland-Urban Interface (WUI) Plan and the Community Wildfire Protection Plan.

Efforts:

- ✓ Eugene-Springfield Fire (ESF) has been expanding capacity to proactively address wildfire risk by creating a Wildfire Planning and Fuels Management Program. This program is working to create and adopt a Community Wildfire Protection Plan (CWPP) which will include planning for the Wildland-Urban Interface Plan, anticipated to be completed in early 2026.

KEY FOCUS AREA

Urgent
Community
Needs**STRATEGIC GOAL: Mitigate the impacts of homelessness on unhoused individuals and the community.**

Unhoused individuals face a multitude of challenges each day, and homelessness has significant impacts on the broader community. The City works closely with Lane County and other regional partners to provide safe shelter options.

#1

2022 Community Survey respondents feel that homelessness is the top issue for the City to address to improve quality of life.



3,500+

Number of people experiencing homelessness in Eugene; more than 2,000 of which are without shelter every night.

749

Number of shelter spaces in City-contracted programs in FY24.

32

Number of new City-contracted emergency shelter spaces added to the overall shelter inventory from July to December 2023.

\$6.6M

Amount of FY24 and FY25 funding secured from the Oregon Legislature to extend emergency shelter operations.

36%

Percentage of people who had “positive” exits from City-contracted shelter programs in FY23.

↑ Up from 22%
IN FY22

↑ Up from 16%
IN FY21

High-Impact Action: Provide support to contracted providers to increase their capacity to operate shelter sites and provide supportive services.

Efforts:

- ✓ City staff convened a formal consortium of shelter operators to boost operational efficiency, share best practices, create common standards for finances, occupant management and other administration, collaboratively strategize funding options, and collaborate on finding the best program fits for shelter participants. The City’s contracted providers are partners in this work, and have already benefited from emergency and resilience assistance, and a training for diversity, equity, and inclusion for shelter staff.
- ✓ The City of Eugene’s Shelter Consortium secured \$3 million in FY23 to operate shelters and provide case management and navigation services to shelter residents. That initial \$3 million was supplemented with \$3.6 million in FY24 to ensure operations of City-contracted shelters through FY25.
- ✓ Local non-profit 15th Night used funds from the Community Safety Payroll Tax (CSPT) to pilot a housing system navigator who was able to identify housing for 17 youth, and they leveraged \$6,000 in CSPT funding for a grant writer who secured \$513,000 in grant-funding.

High-Impact Action: Participate in efforts to create an effective and integrated system of homeless supportive services in the region.

Efforts:

- ✓ The City of Eugene Homeless Services Team contributed to Lane County’s re-imagining of both the Poverty and Homelessness Board and the Human Services Commission to prioritize data driven decision-making in the development of a strategic plan and surface opportunities for joint jurisdictional advocacy. The City continues to be an active partner with these groups as they work to create an integrated system of services.
- ✓ Staff from the City of Eugene, including Homeless Services, Planning and Development, and the City Manager’s Office, regularly meet with Lane County staff to maintain alignment on critical homelessness programs and initiatives. Homeless Services staff also participate in the County-led Multi-Agency Coordinating Group, which strategizes and recommends funding for homelessness programs.

High-Impact Action: Increase community engagement in addressing homelessness by cultivating non-traditional partnerships that support people experiencing homelessness through the continuum of unsheltered to housed.

Efforts:

- ✓ The City provided one-time funding to Food for Lane County to modify its warehouse training program to work with sheltered individuals.
- ✓ The EveryOne Village shelter offers participation in an on-site and mobile container redemption operation, and occupants can work in construction of small dwelling units that are sold to external individuals and organizations. City shelter programs also participate in job-matching for participants.
- ✓ City staff worked with the consortium of shelter operations in fall 2023 to provide free haircut clinics by a local small business at shelters, and offer on-site veterinary care for pets at multiple shelter sites.

High-Impact Action: Coordinate City programs and the broader homeless services system to improve capacity to efficiently and effectively respond to the impacts of unsanctioned camping on community safety.

Efforts:

- ✓ The City filled the Public Space Team incident commander position and eight neighborhood service officer positions in 2023 and added one new position to the Public Works Maintenance Right-of-Way Clean-up Team. The Public Space Team incident commander has built and strengthened partnerships with Lane County, Union Pacific Railroad, Oregon Department of Transportation, and the University of Oregon. Eugene Police added to its pool of officers to support field teams for safety and legal compliance. The expansion of staff has led to greater capacity to respond more quickly and comprehensively to reported concerns.

High-Impact Action: Increase safety and stability for sheltered and unsheltered individuals through connection to, and utilization of, supportive services.

Efforts:

- ✓ A new City of Eugene Community Court program funded by a four-year, \$600,000 federal Bureau of Justice Assistance grant aims to connect supportive services to some unhoused individuals charged with misdemeanors like trespassing, disorderly conduct, criminal mischief, and other non-violent charges. The grant was awarded in October of 2022, but Community Court only received initial grant funds in 2024 and is now finalizing contracts with local service providers. Up to 16 grant program participants at a time will stay at a Safe Spot shelter at Roosevelt Boulevard and North Garfield Street, one of the City's "Rest Stop" locations run by Community Supported Shelters.

High-Impact Action: Develop and refine organizational protocols related to homelessness and increase coordination with, and utilization of, alternative response services.

Efforts:

- ✓ The City works with Lane County to ensure timely notification of unsanctioned camping locations that have been posted for removal to allow for street outreach to occur prior to removal. The City communicates with Lane County and its contracted street outreach providers to prepare for large clean-up operations or closures that may affect unhoused residents. The City has accepted recommendations from Lane County Health and Human Services on protocols for suspension of camp posting and removal during severe weather, which is jointly communicated to service providers and unhoused community members.
- ✓ The City continues to promote White Bird's CAHOOTS alternative response for situations involving mental health and behavioral or substance concerns. Community members can request CAHOOTS specifically through Eugene Police dispatch, and dispatchers can also divert police calls to CAHOOTS when appropriate.

KEY FOCUS AREA

Urgent
Community
NeedsSTRATEGIC GOAL: **Stabilize the cost of housing.**

Housing development takes time and any changes that the City makes today may take years to manifest. Additionally, the City is only one piece of this puzzle. Developers, architects, contractors, mortgage providers, non-profit groups, Oregon state government and the US federal government all play roles in building and providing housing.

#2

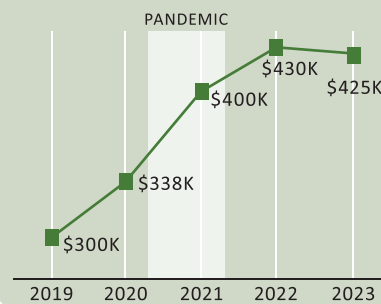
2022 Community Survey respondents feel that housing is the second-most important issue for the City to address to improve quality of life.



\$1,287

Median Gross Rent
(2022)

↑ 9% SINCE 2021

Median Home Sales
Price for Eugene
(all housing types)

70

Number of new units of Affordable home ownership completed from July to December 2023, exceeding 2-year goal of 60 new units.

125

Number of new units* issued housing permits from July to December 2023 for a total of 1,588 total units, toward the Housing Implementation Pipeline 5-year goal of 6,000 units.

**Growth Monitoring reports data as "net new dwellings" to account for dwellings that were demolished or changed use.*

High-Impact Action: Support efforts to preserve and construct Affordable Housing units (rental and home-ownership), Permanent Supportive Housing units, and Moderate-Income Housing units; includes developing local funding strategies.

Efforts:

- ✓ Peace Village Co-op on River Road opened in December 2023. This SquareOne Villages project provides 70 homes for ownership by households earning no more than 60% area median income. Peace Village received \$670,000 in Affordable Housing Trust Funds and \$547,901 in City fee assistance to pay for building permits and system development charges.

High-Impact Action: Monitor growth trends and continue to plan for the housing land supply necessary to accommodate the existing deficit as well as the need resulting from population growth.

Efforts:

- ✓ Planning and Development started the Urban Growth Strategies project in 2023 to identify the tools, policies, and land needed for housing and other urban land uses in Eugene over the next 20 years.

- ✓ The Growth Monitoring Annual Report 2012-2023, published in June 2023, includes key data for monitoring Eugene's growth and preparing for urban growth boundary planning, including housing costs, housing development trends, and available housing land supply.
- ✓ The Growth Monitoring Program recently published an online data dashboard that provides community access to key growth monitoring information. This includes data related to Eugene's population, jobs, and housing and employment permits.

High Impact Action: Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to increase the supply of housing.

Efforts:

- ✓ City Council took action in July 2023 to create protections for renters that support housing affordability, housing racial equity, and keeping people housed by limiting security deposits, requiring renter applications be processed in the order received, requiring landlords to provide relocation support in some cases, and to require eviction reporting.

- ✓ The City surveyed 35,000 renter households on their local rental experiences in fall 2023, and a similar survey distributed to the over 2,500 registered Eugene landlords was completed in May 2024. The final report and findings from both surveys will be available in late 2024.
- ✓ In May 2024, the Urban Renewal Agency Board approved the creation of a Development Fee Assistance program to incentivize the creation of housing in the Downtown core.

High-Impact Action: Seek funding for infrastructure extensions to serve land planned for housing in our buildable lands inventory.

- ✓ The West 11th/Crow Road Infrastructure Extension project was included in the 2023-2029 Capital Improvement Program (CIP) and is tentatively scheduled for construction in 2025. The Oregon Legislature awarded \$6 million in funding for this project to Eugene in the 2024 legislative session. Completion of this project is estimated to support approximately 1,200 housing units. In addition, Public Works Engineering staff are preparing an annexation application for road right-of-way in the project area which will provide an adjoining “touch point” for adjacent properties. Adjoining property with the current city limits is one of the requirements for a property to annex.

High-Impact Action: Lobby the federal and state governments for funding on tax credits and other housing investments while identifying opportunities to promote racial equity consistent with City values.

Efforts:

- ✓ With a dire need for housing locally and across the state, City staff worked with Eugene’s Legislative delegation, including Majority Leader Representative Julie Fahey, and the office of Governor Tina Kotek to clarify City priorities and urge rule changes and funding.
- ✓ The City provided formal comments on proposed changes to the Oregon Housing and Community Services funding criteria to ensure that this critical funding source will continue to be available for equitable Affordable Housing development in Eugene. Formal comments were also submitted to the US Department of Housing and Urban Development (HUD) regarding potential rule changes that could impact the City’s ability to utilize federal funds for Affordable Housing development.

High-Impact Action: Develop Anti-Displacement Plan to ensure that the process of housing stabilization does not come at the cost of any one portion of the community.

Efforts:

- ✓ This action has not been initiated yet as resources have not been identified for the creation of the plan. This action was identified in the Housing Implementation Pipeline as being consistent with other City plans and policies, however it was also noted that resources would need to be identified in order for the effort to begin.



City fee assistance supports creation of affordable housing

Four future Affordable Housing developments were awarded more than \$1.2 million in City Fee Assistance and System Development Charge (SDC) exemptions in May 2024 to support the creation of 156 homes for lower-income households in Eugene. The awards will either exempt or pay for City fees associated with the construction of new developments, helping to defray costs related to existing and planned public infrastructure and building permits.

The awarded developments include a range of housing options, including homeownership, cooperative housing, and rental housing, serving households earning at or below 60% (rental housing) or 80% (ownership housing) of the area median income (AMI). For a family of four, this translates to an annual household income below \$53,460 (60% AMI) or \$71,300 (80% AMI).

Since its inception in 1998, the City of Eugene’s SDC exemption program has played an important role in supporting the creation of Affordable Housing for lower-income households. To date, the program has facilitated the development of over 1,490 Affordable homes in Eugene, with a total investment of \$6.6 million in exemptions and fee assistance.

KEY FOCUS AREA

Urgent
Community
NeedsSTRATEGIC GOAL: **Increase the vibrancy, economic vitality, and livability of Downtown.**

Downtown Eugene is the social, economic, and cultural heart of our community, so our focus on this area is of strategic importance.

70%

increase in visitors
to Downtown Activity
Zone since 2020.



1,383

Number of positive interactions*
between Downtown Support Team
and Downtown patrons in 2023.

*Positive interactions are those in which
everyone involved feels good about the
engagement, and where the focus is not
on enforcement, but rather on bringing
positivity and joy to the community.

1,000

Number of square feet of concrete
removed Downtown to make room
for 75 new trees in FY24.

400,000

Number of people who attended
events at the Farmer's Market
Pavilion since opening in 2022.

\$50,000

Amount of Downtown Program
Funds dispersed to eleven
community organizations whose
programs cumulatively attracted
over 15,000 attendees Downtown
in 2023.

High-Impact Action: Continue programs to foster a safe, welcoming, clean, and walkable Downtown.

Efforts:

- ✓ The City hired a Downtown incident commander in 2023 to focus on public safety and cleanliness, ensuring appropriate police presence, and coordinating resources from across the organization in a rapid response team.
- ✓ Community Development convened a cross-departmental team to implement lighting and sidewalk repairs Downtown in spring 2024.
- ✓ Eugene Police contracted with a Qualified Mental Health Professional (QMHP) from Lane County Behavioral Health in FY24. The QMHP works with a Downtown police officer to address mental health and substance abuse crises and helps to reduce the impact on officers and call-takers. This effort will expand later this year with the hiring of a grant-funded second QMHP and a peer support specialist.
- ✓ In collaboration with Lane County, the Forensic Intensive Treatment Team regularly visits Downtown and engages clients who are high utilizers of criminal justice resources, hospitals, and urgent care services, with the goal of helping transition these clients to long-term services in the community.
- ✓ Eugene Police's Downtown Support Team patrols the Downtown core several days a week, and since inception in March 2023, have had over 1,383 positive interactions* with Downtown patrons and shared information with over 150 businesses. Downtown officers conduct daily foot and bicycle patrols to emphasize engagement with the public, set expectations about acceptable behaviors, and promptly address violations to foster a more approachable and community-oriented image of law enforcement.

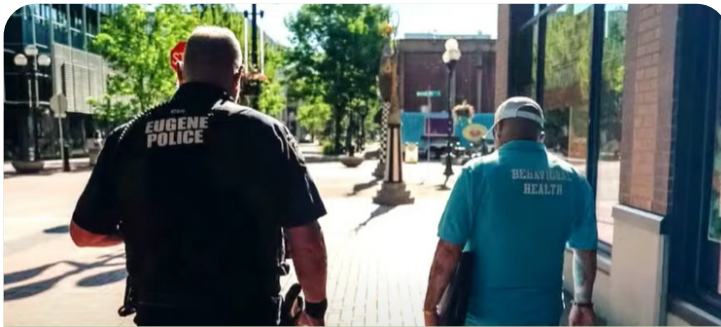
**Downtown windowfront exhibitions**

In 2020, Windowfront Exhibitions was developed in the darkest winter days of the pandemic as an initiative to support local artists and bring the vitality of art to the heart of Eugene. The goal of the project was to partner with Downtown property managers to refresh empty storefronts into temporary galleries and installation spaces for local artists and arts organizations to present their work. After more than three years, the program has met great success as most of these empty spaces are now rented and thriving as new local businesses. With vacant locations becoming scarce in Downtown Eugene, the 2024 series was the last to be displayed in storefront windows. Later in 2024, the project will change course by securing new, permanent public locations throughout the Downtown area.

High-Impact Action: Continue to implement and increase the efficiency and effectiveness of development and redevelopment tools to support commercial activity.

Efforts:

- ✓ In May 2024, the City Council and Urban Renewal Agency Board voted to implement a pilot program to incentivize the development of housing in the Downtown core. The new fee assistance program will encourage new housing units in the Downtown and a portion of the Riverfront Urban Renewal Districts.
- ✓ In June 2023, City Council voted to amend the Downtown Urban Renewal Plan, making \$50 million available for projects that address community priorities Downtown. In January 2024, City Council voted to amend the Riverfront Urban Renewal Plan, making an additional \$75 million available in the Riverfront Urban Renewal District.



Mental health professional to respond alongside Downtown police

Under a new alternative police response model, funded by the Community Safety Payroll Tax, a Lane County Behavioral Health professional is embedded with police Downtown and is responding alongside police officers to calls for service involving people experiencing a behavioral health or life crisis.

This is the outcome of many community discussions, including those had by the Ad Hoc Committee on Police Policy, about alternatives to police response over the past few years. Phase one of the Co-Responder Program has rolled out with the hiring and staffing of a Lane County master's degree level qualified mental health professional, master's degree licensed clinical supervisor, and Downtown officers.

This alternative response model works to reduce police contact on low to moderate risk calls and to divert police from non-emergency calls for service involving people experiencing a behavioral health or life crisis. The Co-responder Program is designed to address the criminal and behavioral health elements in calls for service Downtown, and help address public safety needs and decrease the likelihood of incarceration. The new program provides a stronger pathway to treatment for individuals with mental health, addictions, crisis, or co-occurring mental health and substance use disorders.



New trees for Downtown

In April 2024, Mayor Lucy Vinis joined City of Eugene staff in an Arbor Day celebration that served as a kick-off for a planting initiative that will add 75 new trees to Downtown Eugene. Mayor Vinis planted the first tree outside the Farmer's Market Pavilion. Vinis named the tree "Kitty's Korner" in honor of former Eugene Mayor Kitty Piercy.

Eugene has earned Tree City USA status for the last 45 consecutive years, but staff and community members have noted that the urban canopy Downtown is patchy. With this effort, the City of Eugene is bringing a needed boost of greenery and investing in creating a safe and vibrant Downtown core that reflects the spirit and values of our community.

"Downtown Eugene is the civic, cultural, and commercial center of our community, and the City is spearheading efforts to invest in vibrancy and sense of place in the area," said Eric Brown, City of Eugene Downtown Manager. "This effort will create a more resilient Downtown, combating the urban heat island affect, while contributing to the livability and sense of place at the heart of our community."

The tree planting project has been a collaboration between the City of Eugene's Urban Forestry Program and the Prosperity Team within Planning and Development.

KEY FOCUS AREA

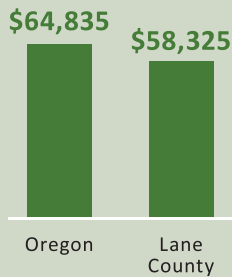
Urgent
Community
Needs

STRATEGIC GOAL: **Improve support for local businesses and the business environment.**

STRATEGIC GOAL: **Advance efforts that will increase wages and create new jobs.**

Our ability to attract and retain the employers that create economic opportunity depends on the livability of our entire community. For this reason, the City will seek ways to leverage all of our programs and services to enhance livability.

Average Wage
per Worker (2023)



\$482,500

Total amount loaned by the Business Loan Program in FY24.

16

Number of cities with a direct flight from the Eugene Airport.

308

Number of jobs created by businesses authorized to receive an Enterprise Zone exemption from FY19 to FY24.

300

Approximate number of businesses contacted by the City's business liaison.



\$141M

New assessed value created by businesses authorized to receive an Enterprise Zone exemption from FY19 to FY24.

High-Impact Action: Conduct proactive and responsive outreach to existing businesses in Eugene to understand and respond to their needs.

Efforts:

- ✓ The City created a business liaison staff position to serve as a first point of contact for businesses. The liaison works with businesses to understand issues and identify which part of the organization can help solve them.
- ✓ Mayor Lucy Vinis convened a Blue Ribbon Panel on Economic Development to solicit feedback from the business community on how it can be better supported by the City. The results of this work were presented to City Council in June 2024. This was the first such advisory committee convened since 2004. Staff have begun work on an action plan to implement the committee's recommendations, which will advance several of the high-impact actions in this goal area.
- ✓ In partnership with Downtown Eugene Merchants and Downtown Eugene, Inc., a Downtown Welcome Wagon was launched in 2023 as a way to build relationships with business owners and introduce them to resources Downtown.

City supports micro enterprise

Community Development uses Federal Community Development Block Grant (CDBG) program funds to support micro enterprise training programs, including support for the business training program run by Plaza De Nuestra Comunidad. Their Spanish-language Cambios program is culturally appropriate for a largely immigrant community. The funds were also used to support a child-care training program at the Small Business Development Center at Lane Community College (LCC), who have initiated an accelerator course focused on individuals that provide in-home childcare. In 2023, the City began a grant program for individuals who complete the child-care training program.

High-Impact Action: Improve Eugene's business environment and reputation as a place to do business, including overall community livability.

Efforts:

- ✓ In April 2024, the Urban Renewal Agency Board voted to approve an additional \$6 million in tax increment funds to support the redevelopment of the Steam Plant. The redevelopment of the Steam Plant is a unique opportunity to restore an historic structure as part of the larger Downtown Riverfront development.
- ✓ Building and Permit Services continues to focus on customer service as a top priority of its strategic plan. In the past year, technical improvements to the permitting process continued to improve and streamline the process for customers, and helped to implement the community's vision for a more livable Eugene.
- ✓ Using a grant from the federal American Rescue Plan Act, the City hired a contractor to analyze Eugene's broadband landscape and make recommendations for how the City can improve broadband access citywide. Staff are also working with a community-based Digital Equity Panel to better understand how to shrink the digital divide. The panel includes community members who are experiencing barriers related to internet affordability, access to technology, and digital literacy. Reports on both projects are expected to be released in late 2024.

High-Impact Action: Work with economic sector members and advocates to support existing and new businesses in recruitment, job training, and retraining for new employment opportunities.

Efforts:

- ✓ The City provided one-time funding to support efforts to create pathways into employment for unemployed people living in Eugene shelters. Funding support has gone to Food for Lane County to modify its warehouse training program to work with sheltered individuals, and to Viking Textile Maker Hub to establish a training program for industrial sewing.
- ✓ Community Development used Federal Community Development Block Grant (CDBG) program funds to support micro enterprise training programs. The funds were used to support a child-care training program at the Small Business Development Center at Lane Community College (LCC), and in 2023, the City began a grant program for individuals who complete the child-care training program.

High-Impact Action: Collaborate with local partners on programs and strategies that support the entrepreneurial ecosystem.

Efforts:

- ✓ Using federal Community Development Block Grant funds, the City supported 14 businesses in the business training program run by Plaza De Nuestra Comunidad in FY24.
- ✓ Using federal Community Development Block Grant funds, the City awarded \$5,000 grants to 14 new child-care businesses in Eugene in FY24. To be eligible, businesses had to complete a training program at Lane Community College, focused on operating in-home child-care businesses.

High-Impact Action: Collaborate with local partners on programs and strategies that support the retention and growth of existing business as well as the recruitment of new business.

Efforts:

- ✓ Led by Planning and Development, Urban Growth Strategies is a collaborative effort that integrates state-required urban growth planning, equitable community engagement, and City Council-directed policy work. Building off years of planning and community engagement, the project will evaluate the need for housing, jobs, parks, infrastructure, schools, and other urban land uses, as well as what tools can help Eugene to grow more efficiently. The Urban Growth Strategies includes three key phases, including identifying the needs and priorities of community members for jobs, a technical analysis of land needed for jobs, an analysis of Eugene's economic trends, economic development potential, forecasted employment growth, and land needs for future economic growth.
- ✓ The City's Business Growth Loan program provides gap financing to businesses that lack access to traditional bank financing. Since the mid-1980s, the program has lent \$28 million to over 250 businesses and created over 1,000 new jobs. In FY24, the City provided four loans totaling \$482,500.
- ✓ In the past year, the City partnered with Onward Eugene, the University of Oregon, EWEB, and others to support new business investment in the Eugene area. The partners collaborated to identify appropriate sites, infrastructure needs, and workforce needs, to support the expansion of existing businesses and the location of new businesses.

KEY FOCUS AREA

Culture of Belonging

STRATEGIC GOAL: Establish an understanding of community belonging, what impacts it, and how City policies, programs, and staff can influence it.

Understanding what creates a sense of belonging for community members is complex and highly individualized. These strategic goals and actions emphasize that understanding and creating a sense of belonging is essential to our community's livability and prosperity.

Sense of Belonging

60%



Eugene

Neighborhood

Percentage of 2022 Community Survey respondents that feel "excellent" or "good" about the City of Eugene and their neighborhood as places they belong.

29%

Percentage of active neighborhood associations with Equity and Inclusion subcommittees in FY24.

2,575

Number of City staff that have attended a Belonging training module (all time).

659

Number of City staff that attended a Belonging training module in 2023.



High-Impact Action: Identify the current sense of belonging experienced by community members and use it as a benchmark for future assessments.

Efforts:

- ✓ Staff are developing assessment tools and other methods to better understand how community members experience belonging in Eugene.

High-Impact Action: Examine and address barriers to service and program use by individuals from the most marginalized groups as a way to increase participation.

Efforts:

- ✓ Recreation administered a survey in May 2024 to understand barriers to program use experienced by patrons and non-patrons.
- ✓ The Office of Equity and Community Engagement developed new organizational guidance that standardizes demographic categories for surveys and other data collection to better assess who is utilizing programs and services.
- ✓ Planning and Development staff are using a Racial Equity & Accessibility Lens toolkit to design an outreach effort to inform future work to support people living with disabilities, people with conviction histories, and other people who struggle to access housing.





- ✓ Cultural Services has been actively lowering barriers to resources to activate public spaces in downtown and beyond with cultural programming. This includes a free equipment-loan-out program for events, advising through the Eugene Special Events Team, and assistance navigating City permitting pathways. At the Farmer's Market Pavilion, staff have developed a fee schedule intended to lower barriers for use of the venue for cultural events that are free and open to the public, and a discount related to youth education. During the pilot season, staff have made resources at the Pavilion available at no cost.
- ✓ Parks and Open Space convened a Black Advisory Committee to advise on upcoming projects to make parks more inclusive. The committee met several times in FY23 and provided support on the upcoming MLK Jr. Park renovation and the development of Mattie Reynolds Park.



Multicultural needs assessment

In 2017, the City of Eugene's Human Rights Commission presented the Marginalized Voices in Eugene report to City Council, which offered recommendations on possible ways to better serve our historically marginalized communities. The City Manager directed staff to hire a multicultural liaison and to conduct a community needs assessment to explore the needs of marginalized and underserved communities as they relate to multicultural programming, to identify shared goals, outcomes, and scope for multicultural programming, and to develop a report with recommendations.

Due to the global COVID-19 pandemic, the work was paused until fall 2022, at which point an advisory committee worked with City staff to develop the goals and process for conducting the needs assessment.

The assessment consisted of an online survey, which received 526 respondents, outreach at more than 15 community events, and five listening sessions.

The findings revealed the community's greatest needs for multicultural programming and spaces, including frequency and coordination of activities, addressing historic and ongoing oppression, creating an all-inclusive community center and other gathering spaces, and ensuring accessibility and affordability.

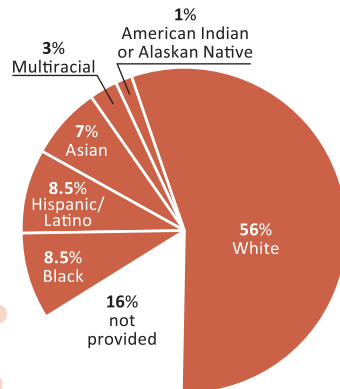
Next steps for this work include sharing the findings of the report widely and implementing recommended actions, including exploring the development of an integrated regional cultural calendar, supporting community event producers, streamlining processes, enhancing promotion opportunities, broadening collaboration, incorporating actions in response to further findings, and holding periodical listening sessions to check on progress and emerging needs.

KEY FOCUS AREA

Culture of Belonging

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

Race and Ethnicity of Current Members on City Boards and Commissions



11

Number of new recipients of grants from the Downtown Program Fund awarded by Cultural Services.

22,500

Number of attendees at 2023 Art in the Park Events, including Cultural Celebrations, Eugene Juneteenth Celebration, Asian Celebration, Eugene Pride, and Black Cultural Festival.

245

Number of picture books and early reader titles with audio included (VOX) in English, Spanish, Chinese, French, and Japanese provided by the Eugene Public Library.

High-Impact Action: Increase engagement efforts with people from the most marginalized groups to increase participation from these groups on boards, commissions, panels, and other City-sponsored entities.

Efforts:

- ✓ The City of Eugene boosted 2024 recruitment efforts for City Boards and Commissions through outreach to University of Oregon student groups in addition to advertising through the City's website and social media platforms, the Register-Guard, and neighborhood associations. Plans for the upcoming year include increasing efforts to reach local community college groups and other community groups throughout Eugene.

High-Impact Action: Support opportunities for City leadership to engage with and hear from all community members.

Efforts:

- ✓ The Office of Equity and Community Engagement is developing a calendar of community events to better coordinate opportunities for City leadership to attend.

Working with the Mission

Working with everyone in the community, including the most marginalized, is a hallmark of libraries the country over. It's not different in Eugene, where staff strive to create welcoming environments at all three library locations. Library staff also go out into the community to meet marginalized populations where they are at. Staff started working with the Eugene Mission to go onsite and provide training to anyone who is interested.

It began with offering computer basics, helping individuals navigate what they needed rather than a structured class. From there staff offered a creative writing class with lessons in poetry, creative nonfiction, and fantasy world-building. Staff have added an "intro to" series, with classes such as bullet journaling, mindfulness, mending, and knitting.

"These classes fall under our 'community recovery' priority for programs," Eugene Public Library Adult Librarian Kate Berry says. "They're important because we're making connections with marginalized community members. We're building relationships that will hopefully translate to them coming to the library because we've made them feel welcome and included."

High-Impact Action: Collaborate with local partners to document and share the region's history and community members' stories and experiences through projects and access to resources.

Efforts:

- ✓ Cultural Services shifted focus on awarding grant funds to community groups for programming rather than programming by staff, allowing community members to utilize arts and culture to share their stories and experiences and create the community they envision.
- ✓ Cultural Services awarded grants to five new recipients of the Art in the Parks grant, which invests in community-organized events to activate the park system. In addition, Cultural Services funded 12 new recipients of the Downtown Program Fund grant, which seeks to activate Downtown Eugene by transforming public spaces into destinations for arts and culture and supports individuals and organizations that work with themes of identify and belonging.
- ✓ The City has continued to develop its government-to-government relationship with local tribal nations through consultation on City projects and by providing opportunities for tribal governments to increase tribal representation and indigenous self-representation through art, storytelling, and interpretive works. The City's Intergovernmental Tribal Relations Team has continued to provide training, support, and resources to City staff to support and improve tribal engagement.
- ✓ Parks and Open Space and Cultural Services contracted consultants in 2023 to help inform indigenous representation and history at the Eugene Riverfront and beyond.
- ✓ Cultural Services partnered with the Lane Arts Council to launch "Cultural Currents" in 2023, a public art collaboration designed to strengthen the City's multicultural hubs and experiences. It is funded by the National Endowment for the Arts.
- ✓ As a foundational component to preserving the importance of Black history in Eugene, Planning and Development created a Black History Context Statement to identify, document, and evaluate historic resources associated with the Black community in Eugene. It is intended to help preserve important assets associated with the Black community's experiences and act as a primary step in a comprehensive approach to elevating the enduring stories and spaces that were established by Black community members.



- ✓ In April 2024, as a part of Urban Growth Strategies, a project to plan for the next 20 years of growth, 29 members of Eugene's Black, Indigenous, Latino/Latina, Asian, Pacific Islander, and all people of color communities gathered to share challenges with finding and remaining in housing. Staff from Planning and Community Development had the opportunity to listen, build relationships, and be a part of the conversation. This event marked the beginning of a coordinated community engagement effort to inform Urban Growth Strategies and center the voices of underserved communities in decision-making.
- ✓ In FY24, the Affordable Housing Trust Fund worked with DevNW to distribute \$135,000 for down-payment assistance that was affirmatively marketed toward low-income BIPOC households seeking to purchase homes in Eugene.
- ✓ The Housing Implementation Pipeline added a publicly accessible GIS mapping tool to the Racial Equity and Accessibility Lens Toolkit in FY24 to promote the understanding of racial demographics and illustrate how they overlap with other social/economic opportunities in the Eugene community.

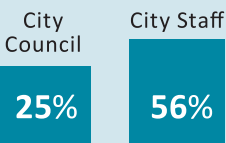
KEY FOCUS AREA

Communication
and Outreach

STRATEGIC GOAL: **Improve community awareness and understanding of priority topics.**

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

STRATEGIC GOAL: **Increase community confidence in council and staff.**

Trust in City Council
and City Staff

Percentage of 2022 Community Survey respondents that selected “a great deal of trust” or “some trust” in City Council and City Staff.

238 Number of individual community members that provided public comment at City Council meetings in FY24. 20% of those spoke more than once.

1,773 Number of community members that completed the 2022 Community Survey.

6,000+ Number of public records processed by the City of Eugene in FY23.

4.75M

Number of page views to City website in 2023

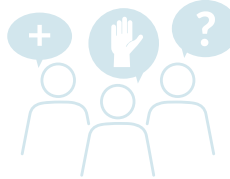
14.6M

Number of website opens, clicks, scrolls

29.3K

Number of total visits to Engage Eugene in 2023

Engage Eugene is the organization’s online engagement platform where the community can provide input, contribute ideas, and influence decision making on local issues and projects.



High-Impact Action: Develop and enhance communication tools to engage the community on priority topics, and actively inform the community about the organization’s efforts.

Efforts:

- ✓ In April 2024, the City launched a new newsroom webpage. This new page allows for increased and deeper information sharing and covers a wide range of City topics that community members ask about. While the City’s home webpage has long held a few recent news items, the newsroom significantly increases the number of topics community members can find in one place. Categories include Featured, Governance, Community Safety, Arts and Culture, Parks and Environment, Transportation, and Happening Now. Newsroom articles change regularly to reflect current work and project updates with high community interest. Visit the newsroom at: www.eugene-or.gov/newsroom
- ✓ In February 2024, Eugene Police launched a podcast on Spotify called “Copy Up”, where Police Chief Chris Skinner talks to members of the police and the community. Episodes are posted weekly, and topics range from recruitment and street crimes to fitness, K9 units, and volunteering.
- ✓ The City has continued to review and improve web accessibility to ensure equitable access for all community members and a smooth user experience, and to meet the standards for website accessibility recently adopted by the Department of Justice.

Get to know your police
department in “Copy Up”

In February 2024, the Eugene Police Department launched a brand-new podcast, “Copy Up”, hosted by Eugene’s Chief of Police, Chris Skinner, available on Spotify.

In the inaugural episode, Chief Skinner sat down with Officer Jen Peckels to hear about Officer Peckels’ journey to becoming a police officer and her insights into recruiting new members to the EPD team.

You can find the podcast on Spotify at www.open.spotify.com/show/1i9eMyYS-paQyfzaQI8TAAC

High-Impact Action: Sustain efforts to streamline and improve community engagement and provide staff with tools for communicating with a diverse public.

Efforts:

- ✓ The Office of Equity and Community Engagement will soon be adopting organizational community engagement guidelines and language access guidelines that align with current legislation and the organization's preferred approach.
- ✓ Parks and Open Space, Recreation, and the Office of Equity and Community Engagement are collaborating on a health equity plan to develop guiding principles for parks and recreation staff to use in creating more equitable spaces, programs, and services to the community.
- ✓ The Office of Equity and Community Engagement has provided the Belonging Training Module "Planning for Equity" to 198 staff since it was first launched, with 69 staff trained in 2023. This training is designed to help staff learn to plan "with" the community (direct engagement). These staff are part of the 659 staff that completed this or another Belonging training in 2023.

High-Impact Action: Implement a coordinated approach to City-wide communications, staff resources, and media assets.

Efforts:

- ✓ The City has enhanced coordination and distribution of news stories through the City Newsroom, and has implemented software to organize, manage and share media assets. The City is continuing to evaluate additional tools and resources that support City-wide communications including email marketing software, and survey and data management and visualization platforms.
- ✓ In June 2024, the City implemented a new software (JustFOIA) to help streamline public records requests. This tool is intended to make the public records request process more accessible to the community and improve efficiency for City staff who process requests.
- ✓ Finance, Public Works, and Facilities are moving the Capital Improvement Program (CIP) to a digital interface to provide community members with better access and clearer communication. The next CIP will be published in March 2025 and will be the first using this new interactive approach.



Visit the newsroom at: www.eugene-or.gov/newsroom

High-Impact Action: Conduct outreach to understand how the community currently receives the city news and information, what they are interested in, and how often and when they want to receive it.

Efforts:

- ✓ The City will be surveying the community in summer 2024 to learn community member preferences regarding news and information, and to inform the City's communication approach, including content on the City's website, social media, newsletters, and newsroom.

High-Impact Action: Conduct a regular community survey (in addition to other targeted surveys) to hear from the community and utilize responses to assess changes over time.

Efforts:

- ✓ Work has begun on the next community survey, which will be conducted in early 2025.
- ✓ Programs from across the organization continue to survey the community to inform important policies and projects. In recent months, staff have been working to better coordinate these efforts across the organization.

KEY FOCUS AREA

Organizational
Wellbeing

STRATEGIC GOAL: **Increase employee engagement, wellbeing, and a sense of belonging in the workplace.**

#6

City of Eugene was recognized in 2024 as one of the top ten "Healthiest Employers of Oregon" (1,500-4,999 employee category) by the Portland Business Journal.

11

Number of administrative policies updated in 2024.

202

Number of individual employees that attended the 2024 Safety Summit.

100%

Percentage of non-represented employees that completed the goal-setting process for performance evaluation in FY24.

High-Impact Action: Evaluate and make recommendations on current organizational processes, policies, and procedures around hiring, belonging, and development, with an emphasis on building diversity of thought and experience into projects and programs.

Efforts:

- ✓ The Employee Resource Center has developed a regular review cycle for administrative policies to ensure content reflects current organization, language and scope are inclusive for all employees and application ensures equity. Eleven administrative policies were updated in 2024.
- ✓ The Belonging Training series offered to staff by the Office of Equity and Community Engagement is designed to help staff understand our government shift towards equity, the promotion of inclusive work environments, equitable planning processes, and how to lead across differences. As of June 2024, 2,575 staff members have completed a module in the series.
- ✓ The City's Office of Equity and Community Engagement created an internal Equity and Community Engagement Network comprised of staff from around the organization that propose, review, and complete projects related to organizational processes with the goal of increasing belonging and diversity of thought.
- ✓ The organization instituted a new merit pay framework and collaborative goal-setting process for non-represented staff with the goal of increasing organizational resilience as well as employee engagement and professional development. 100% of non-represented employees completed the goal-setting process for performance evaluation in FY24.



City of Eugene a top ten Oregon Healthiest Employer by size

For the twelfth year in a row, the City of Eugene has received the "Healthiest Employer Award" from the Portland Business Journal. In June 2024, the City was awarded sixth place in the state of Oregon for employers with 1,500 to 4,999 employees. This award was created to recognize organizations that are committed to creating healthy work environments and are assessed on the following categories: culture and leadership development; foundational components; strategic planning; communication and marketing; programming and interventions; and, reporting and analysis.

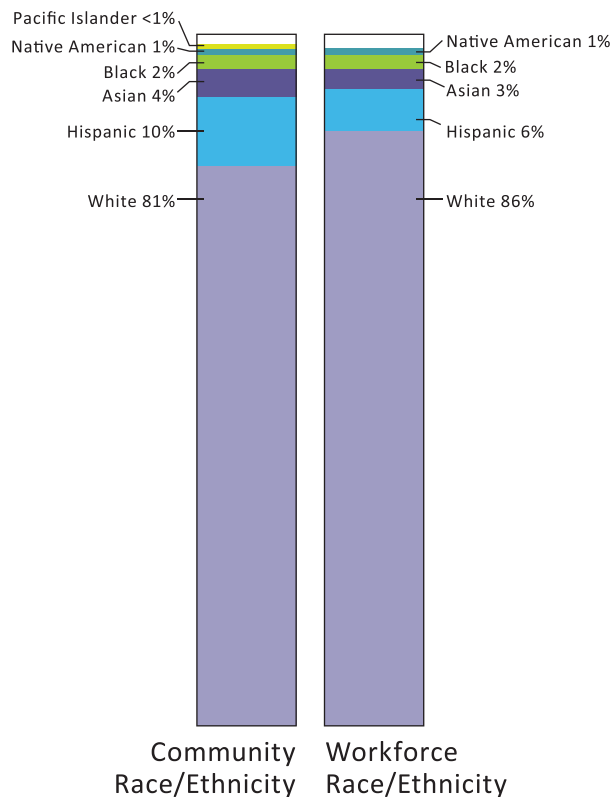
The achievement of this award is a true organization-wide effort, with impacts made by all departments and teams.

High-Impact Action: Continue to pursue and support policies, practices, and procedures that advance overall worker wellbeing, including flexibility in meeting employee needs due to the changing workplace and moving towards sustainable workloads.

Efforts:

- ✓ The Employee Resource Center implemented new policies and procedures and worked with the organization to ensure implementation of the new Oregon Paid Family Leave law and the Oregon Equal Pay law.

Community Diversity vs. Workforce Diversity



City's first Safety Summit

In April 2024, the organization hosted its first Safety Summit for staff to learn practical safety skills and strategies, and receive information in conference-style sessions from a variety of presenters. Twenty-six sessions were offered over the course of two days and ranged from hands-on safety such as CPR and tourniquet application, to informational sessions on fire safety and Narcan & Fentanyl awareness. Staff were also offered personal safety training, tools to decompress, and opportunities for meditation. Two-hundred-and-two staff attended at least one of the sessions on offer.

KEY FOCUS AREA

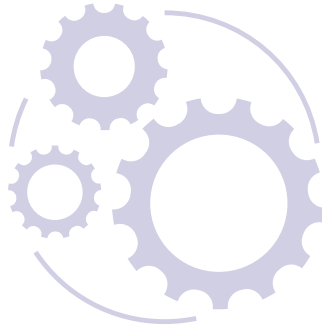
Organizational
Wellbeing

STRATEGIC GOAL: **Improve organizational processes to increase efficiency, balance workload, and meet strategic priorities.**

4.6

Number of General Fund Full-Time Employees (FTE) per 1,000 Population.

General Fund FTE is down 9% since 2008, while the population has grown by 17% during this time.



15

Number of goals in the Strategic Plan.

44

Number of high-impact actions in the Strategic Plan.

322

Number of additional actions that support the strategic goals, as identified by staff.

701

Number of performance measures surfaced by staff to measure outcomes of actions.

High-Impact Action: Implement actions and develop tools and resources to ensure that organizational work aligns with the Strategic Plan.

Efforts:

- ✓ The City Manager's Office launched the Policy, Strategic Planning, and Performance Program in August 2023 to coordinate organizational efforts related to the plan, including reporting. Program staff facilitated multiple organization-wide efforts, including development of all City services into programs that more intuitively describe the work of the organization, development of an additional 322 actions that support the Strategic Plan goals, and identification of 701 performance measures that will be used to report on Strategic Plan progress or to guide internal performance efforts.
- ✓ The Policy, Strategic Planning, and Performance Program created tools and resources for staff related to strategic planning, innovation, process improvement and foresight, data collection, data-informed decision making, and data governance.
- ✓ The City is a member of the Alliance for Innovation, a consortium of local governments from across the country working collaboratively to develop and share tools, trainings, and resources related to foresight and innovation.
- ✓ The 2023-2025 Adopted Budget marked the organization's change to a biennial budget. This change provides for a longer-term planning horizon, increases staff efficiency, and provides time between budget processes to be strategic with investments while responding to Council and community priorities.
- ✓ Finance, Public Works, and Facilities are moving the Capital Improvement Program (CIP) to a digital, interactive interface, using the same platform as the Digital Budget Book. This change in delivery not only allows for easier navigation by viewers but will allow the multiple divisions to work more collaboratively and efficiently to build the document. The next CIP will be published in March 2025 and will be the first using this new interactive approach; the report will continue to be available as a PDF for those that wish to print a copy.
- ✓ The City Recorder's Program implemented a new public records request process in 2024 to improve convenience and transparency for the community, and to improve efficiencies within the organization for staff who process requests. The new tool is hosted online by JustFOIA, and functions as a portal for the intake of new records across the organization.

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KEY FOCUS AREA

Organizational
Wellbeing

STRATEGIC GOAL: **Create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.**

31%

of 2022 Community Survey respondents feel that the overall value received for City tax dollars and fees is “excellent” or “good”.



\$13.9M

Amount identified as the budget gap for the next two years

Aa1

Moody's Bond Rating for City of Eugene

\$24.8M

Amount of budget reduction strategies made in 2023-2025 Adopted Budget.

\$1M-\$1.4M

Estimated amount of budget revenue that could be generated through a proposed Parks fee. The City will implement this fee in summer 2024.

\$10M

Estimated amount of budget revenue that could be generated through a proposed Fire fee. City Council will consider this fee in fall 2024.

High-Impact Action: Identify and implement short-term solutions to address funding gaps in the 2023-2025 biennium.

Efforts:

- ✓ In June 2024, City Council took action to expand the definition of “stormwater service” to add operation and maintenance of City-owned parks and open space. This action allows for stormwater rates to be amended to raise revenue for ongoing parks and open space expenses that are currently funded by the General Fund. Staff will next propose to increase rates through administrative process in FY25 to provide approximately \$1.0 million to \$1.4 million in stormwater fee revenue.
- ✓ A Fire Services Fee is proposed to be considered for implementation in the next biennium that began July 2025 to provide approximately \$10 million in revenue. The concept of a Fire Services Fee would be based on square footage for fire services. More analysis is needed on fee construction, including revenue modeling, impact on taxpayers, billing considerations, and related administration costs. Staff expect this work to be completed over the summer of 2024 with work sessions after Council returns from summer break.

High-Impact Action: Develop a long-term comprehensive financial plan for the organization, including addressing structural revenue issues across funds.

Efforts:

- ✓ Staff are working to expand efforts at long-range financial planning. This effort involves forecasting revenues, expenditures, and unfunded liabilities across a longer time horizon than current practice. This effort will better position staff to develop strategic solutions and proactively address critical needs impacting the organization and the community.

Do we have an adequate savings account?



Eugene developing solutions to address budget gap

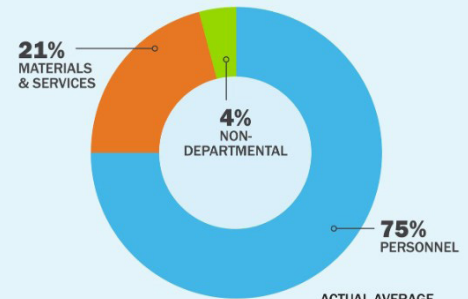
Balancing budgets amid shifts in revenues and expenses are a normal part of running a city, but Eugene, like many other Oregon municipalities, is facing continuing budgetary challenges.

In June 2023, City Council approved a two-year budget (2023-2025) to fund a wide range of city services and programs. A key component of the budget is the City's General Fund. This funding is the most flexible and can be used for any service, including police, fire, library, parks, recreation, planning, community development, facility maintenance, and municipal court. However, the City's General Fund is in a long-term state of structural imbalance where expenditures are growing at a faster rate than revenues.

In Eugene, property taxes make up 71% of General Fund revenues. However, property tax revenue growth is limited due to the Oregon tax system. Oregon Measures 5 and 50, both passed by voters in the 1990s, imposed limitations on property taxes that have led to slower revenue growth for municipalities across the state, contributing to revenues lagging behind the cost of providing critical services to a growing Eugene population. The property tax system is governed by the Oregon Constitution and state statutes, with minimal local control for Eugene voters to modify property tax levies to fund desired services.

Knowing the financial forecast for 2023-2025 projected a gap in the General Fund, City Manager Sarah Medary introduced new approaches to the planning process, including strategic planning, changing to a biennial budget, and a priority-based budgeting approach. The change to a biennial budget provides a longer-term planning horizon, increases staff efficiency, and provides time between budget processes to be strategic with investments while responding to Council and community priorities. The initial phase of priority-based budgeting provided the foundation to develop a program view of important investments for the community. City staff continue to work on ways to address revenue shortfalls and consider alternative options for funding critical services.

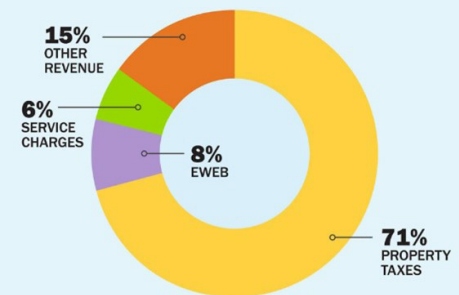
General Fund Expenses



EXPENSE TYPE	ACTUAL AVERAGE ANNUAL GROWTH FY19-FY23
PERSONNEL	+3.7%
MATERIALS & SERVICES	+1.3%
NON-DEPARTMENTAL	+5.5%
ALL EXPENSE TYPES	+3.0%
All Expense types INCLUDING Expenditures of One-Time Funds	+5.1%

The average annual expense growth rate of 3% excludes one-time expenditures using funds from the American Rescue Plan Act, state homelessness response, and an opioid settlement in order to provide an apples-to-apples comparison of revenues and expenses. However, if expenditures from these one-time funds are included, the average annual expense growth rate over these five years increases to 5.1%.

General Fund Revenues



REVENUE TYPE	ACTUAL AVERAGE ANNUAL GROWTH FY19-FY23
PROPERTY TAXES	+4.0%
EWEB CONTRIBUTIONS IN LIEU OF TAXES	0.0%
SERVICE CHARGES ¹	-0.6%
ALL REVENUE TYPES ²	+2.6%

¹Negative growth during this period can be largely attributed to pandemic-related closures.

²Excludes one-time American Rescue Plan Act, state homelessness response, and opioid settlement funds.

APPENDIX

2023-2026 Strategic Plan

- www.eugene-or.gov/5140/Strategic-Planning

Plans Referenced within the Strategic Plan:

- Climate Action Plan 2.0: www.eugene-or.gov/4284/Climate-Action-Plan-20
- Community Safety Initiative: www.eugene-or.gov/3946/Community-Safety-Initiative
- Community Safety Payroll Tax: www.eugene-or.gov/4281/Community-Safety-Payroll-Tax
- Community Wildfire Protection Plan (CWPP):
www.lanecounty.org/UserFiles/Servers/Server_3585797/File/Lane%20County%20CWPP%20-Final.pdf
- Emergency Operations Plan: www.eugene-or.gov/documentcenter/view/17722
- Envision Eugene: www.eugene-or.gov/760/Envision-Eugene
- Eugene 2035 Transportation System Plan: www.eugene-or.gov/3941/2035-Transportation-System-Plan
- Eugene-Springfield Wildland-Urban Interface Plan: www.eugene-or.gov/4930/Wildland-Urban-Interface-WUI
- Housing Implementation Pipeline: www.eugene-or.gov/4889/Housing-Implementation-Pipeline-HIP
- Natural Hazards Mitigation Plan:
www.eugene-or.gov/DocumentCenter/View/48415/Eugene-SpringfieldAreaMJNHMP2020
- Parks and Recreation System Plan: www.eugene-or.gov/2885/System-Plan
- Urban Forest Management Plan:
www.eugene-or.gov/DocumentCenter/View/56902/Eugene-Urban-Forest-Management-Plan-1992
- Vision Zero Action Plan: www.eugene-or.gov/4270/Vision-Zero

Additional Resources

- 2022 Community Survey: www.eugene-or.gov/5009/Community-Survey
- 2023 - 2025 City of Eugene Adopted Budget: www.eugene-or.gov/106/Budget
- City Council Vision, Values, Goals, and Outcomes: www.eugene-or.gov/DocumentCenter/Home/View/4808
- Office of Equity and Community Engagement Rights Assistance Program (hate and bias crimes):
www.eugene-or.gov/529/Hate-and-Bias
- City of Eugene Newsroom: www.eugene-or.gov/3219/Newsroom

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: City Manager Updates

Meeting Date: July 24, 2024
Department: City Manager's Office
www.eugene-or.gov

Agenda Item Number: 2
Staff Contact: Sarah Medary
Contact Telephone Number: 541-682-5010

ISSUE STATEMENT

This item is an opportunity for the City Manager to provide the Council with updates regarding emergent items.

BACKGROUND

As needed, the City Manager will routinely provide updates to the Council on items of interest.

SUGGESTED MOTION

None.

ATTACHMENTS

None.

FOR MORE INFORMATION

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