



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

February 9, 2026

5:30 p.m. CITY COUNCIL WORK SESSION

City Council meetings will continue to be held in hybrid format using in person and 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 February 9, 2026;
Her Honor Mayor Kaarin Knudson Presiding

Councilors

Lyndsie Leech, President
Greg Evans
Matt Keating
Alan Zelenka

Eliza Kashinsky, Vice President
Mike Clark
Randy Groves
Jennifer Yeh

5:30 p.m. CITY COUNCIL WORK SESSION

1. WORK SESSION: Long Range Financial Stability – Technical Advisors Report

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.

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EUGENE CITY COUNCIL

AGENDA ITEM SUMMARY



Work Session: Long Range Financial Stability - Technical Advisors Report

Meeting Date: February 9, 2026
Department: Central Services
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Twylla Miller
Phone: 541-682-8417

ISSUE STATEMENT

This work session is to provide the final recommendations and report of the Technical Advisory Group on Fiscal Stability (TAG).

BACKGROUND

In July 2025, the City Council held a work session on Long Range Financial Stability that included an overview of the framework for Long Range Financial Planning and included the endorsement of a City Manager ad hoc committee of technical advisors.

The Technical Advisory Group on Fiscal Stability was formed over the summer and is comprised of twelve technical experts from the community:

- Greg Irwin, Committee Chair, Sapient Wealth Management, Principal and CEO
- Alicia Beymer, PeaceHealth, Chief Administrative Officer
- Brian Fox, University of Oregon, AVP for Budget, Financial Analysis and Data Analytics
- Steven Korth, McKay Investment Company, Director of Real Estate and Development
- Paula Lafferty, SnoTemp, CEO
- Morgan Mann, Cisco Security Business Group, VP and COO
- Jeff McGillivray, UA Local 290 Plumbers & Steamfitters, Business Manager
- Stephanie Seubert, Evans, Elder, Brown, & Seubert, Partner/Broker
- Samantha Sorenson, McDonald Wholesale, CPA
- Darren Sparks, Community Volunteer, Previous President/Owner Rosen Aviation
- Liz Tate, Merete Hotel Management, Regional Director of Sales
- Susan Soonkeum Cox*, Honorary Consul of Korea - *Needed to step away mid-way

The purpose of the TAG was to develop a shared understanding of city finances, operations, and economic development to make recommendations to the City Manager on short, mid, and long-term strategies for stabilizing the City's budget and services into the future.

The group met twelve times from September 2025 through January 2026 to receive information on the City's strategic plan, financial condition, cost drivers, services, benchmarking to other cities, economic development and revenues. Members have had robust conversations in these areas and

February 9, 2026 Work Session – Item 1

developed a set of recommendations, which are detailed in the report to the City Manager (Attachment A).

The entire report is lengthy at 407 pages, including information on the process, recommendations, and an appendix that contains all of the materials provided to TAG throughout the process. More detailed information on strategies and recommendations is found in the report which also includes the following summary:

“The City of Eugene’s complex, long-term challenges require strategic, enduring solutions. The TAG understands that City leaders, staff, and the community have done significant work to improve the City’s budget outlook but concludes that more work needs to be done – especially scrutiny of operations and expenditures. The TAG developed a strategy of recommendations for the City Manager to consider. Most importantly, the TAG recommends that the city take this as the first step of a commitment to and investment in economic growth within the region, vital to correcting a longstanding structural imbalance and to ensuring that Eugene achieves its potential as a world-class city. Recommendations are summarized here but appear in more detail at the end of the document.

6–24 months

- Define and prioritize core City services
- Align the budget with realistic revenues
- Conduct operational efficiency assessment
- Launch a structured economic development planning effort grounded in Eugene’s competitive advantages and partnerships

2–3 years

- Update the long-term strategic plan to center on economic prosperity
- Reduce employee and service delivery costs
- Align regional economic development
- Strengthen business retention and expansion
- Market the City’s advantages
- Support housing growth as an economic development tool

3–5 years

- After implementing expenditure reductions, introduce limited new revenue as needed to close remaining gaps, with a portion dedicated to economic development
- Invest in infrastructure and capacity for growth
- Advocate for state-level reforms that support fiscal and economic health

5–10 years

- Sustain a lean, efficient City government aligned with strategic priorities
- Evaluate the continued need and effectiveness of new revenues

- Achieve long-term growth targets, including a cumulative \$25 million increase in gross property taxes from new development and payroll tax revenue from the generation of over 14,000 jobs within 10 years”

TAG members will be at this work session to discuss the report and their recommendations.

RELATED CITY POLICIES

The City of Eugene [Strategic Plan](#) outlines direction and organizational priorities for the 2023-2026 period. City of Eugene biennial budget adoption aligns with the Organizational Wellbeing focus area strategic goal to create a sustainable budget with balanced revenues and expenditures that provides funding for necessary services in the community.

PREVIOUS COUNCIL DIRECTION

[July 14, 2025 Work Session, Long Range Financial Stability Framework](#)

Councilor Leech, seconded by Councilor Clark, moved to direct the City Manager to create an ad hoc City Manager committee to act as a financial technical advisory panel that will begin work in September 2025, and complete work by a date specified by the City Manager.

Passed: 7:1 (Opposed by Councilor Zelenka)

[December 8, 2025 Work Session, Long Range Financial Stability Technical Advisors](#)

This was an informational session where Council received an update on the work of the Technical Advisory Group on Fiscal Stability (TAG) and an overview of draft recommendations to date.

COUNCIL OPTIONS

None. This is an informational item only.

CITY MANAGER'S RECOMMENDATION

None. This is an informational item only.

SUGGESTED MOTION

None. This is an informational item only.

ATTACHMENTS

- A. Final Report from City of Eugene’s Technical Advisory Group on Fiscal Stability

FOR MORE INFORMATION

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Telephone: 541-682-8417

Staff E-Mail: tmiller@eugene-or.gov

Final Report from City of Eugene's Technical Advisory Group on Fiscal Stability

FEBRUARY 2026



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Report of the Eugene Technical Advisory Group on Fiscal Stability

ACKNOWLEDGEMENTS

This report was prepared by Funk/Levis and Sarah Emmans of SME on behalf of the City of Eugene's Technical Advisory Group (TAG) on Fiscal Stability.

We are grateful for the support and collaboration of City of Eugene staff whose expertise and guidance helped inform this work. Special thanks to former City Manager Sarah Medary, City Manager Pro Tem Matt Rodrigues, Assistant City Manager Kristie Hammett, Chief Financial Officer Twylla Miller, Communications Director Elle O'Casey, Budget Manager Christina Wozniak, Senior Financial Analyst Maurizio Bottalico, Administrative Specialist Katie Harrieff, Executive Director of Planning and Development Denny Braud, and Economic Development Manager Anne Fifield.

This project was financially supported by the City of Eugene.

While this work benefited from many perspectives, Funk/Levis and SME are solely responsible for the content of this report. This report draws on input from TAG discussions, public documents, and data from government agencies and other sources believed to be reliable. The authors of the report have not independently verified all such information and make no guarantee of its accuracy or completeness. Any nonfactual statements reflect the authors' professional judgment at the time of publication and may evolve as new information becomes available.

Executive Summary

From September 2025 to January 2026, a Technical Advisory Group (TAG) on Fiscal Stability was convened by former City Manager Sarah Medary, under the direction of the City Council, to address the City's longstanding structural budget deficit problem. The TAG was comprised of members of the business and civic community with proven experience as problem solvers, thought leaders, and operational executives running large, complex organizations.

MEMBERSHIP

Greg Erwin, Chief Executive Officer, Sapient Wealth Management, TAG Chair

Alicia Beymer, Chief Administrative Officer, PeaceHealth

Susan Cox, Honorary Counsel for the Republic of South Korea for Southern Oregon¹

Brian Fox, Associate Vice President for Budget, Financial Analysis and Data Analytics, University of Oregon

Steven Korth, Director of Real Estate and Development, McKay Investment Company

Paula Lafferty, Chief Executive Officer, SnoTemp Cold Storage

Morgan Mann, Vice President, Cisco Systems

Jeff McGillivray, Business Manager, UA Local 290 Plumbers & Steamfitters

Stephanie Seubert, Partner/Broker, Evans, Elder, Brown & Seubert, Inc.

Samantha Sorenson, Controller, McDonald Wholesale Co.

Darren Sparks, Community Volunteer, Previous President/Owner Rosen Aviation

Liz Tate, Regional Director of Sales, Mereté Hotel Management



¹ This TAG member needed to step away mid-process.

PROBLEM STATEMENT

The City of Eugene faces both short- and long-term financial and strategic challenges. In the short term, expenditures are outpacing revenues, creating a structural imbalance amid broader economic uncertainty. State laws control the City's ability to grow property taxes (its primary source of revenue) and to diversify its revenue base. Longer term, the City and region's fragmented economic development strategy hinders the City's potential for economic growth – without which the City will continue to face budget challenges. This will diminish the City's abilities to provide services necessary to maintain livability, to grow and invest in its competitive advantages, and to enhance community member's quality of life now and for future generations. In order to address these issues, the City must focus resources on core services and key priorities, with the goal of aligning the budget with the shared vision and the variety of needs in the community. This includes investments in economic development. A thoughtful and disciplined budget must be paired with a more aggressive economic development plan that retains and brings new jobs, ensures shared prosperity, and generates tax revenue to the City to help ameliorate its long-term fiscal challenges.

If you were running this organization and you were **facing the revenue and expenditure pressures** along with the community's desire for **more public safety, solutions for homelessness, housing, jobs, etc.,** what strategies would you be considering?

Email from Sarah Medary to TAG members, October 2025 (emphasis added).



NORTH STAR

While the TAG was initially provided with a “north star” target of \$10 million per year to close the projected gap in the City's general fund, through the process the TAG came to understand that the City's structural problems were more complicated than a budget gap and more long-term than the next budget cycle. The TAG feels that finding the City's true “north star” will require focused scrutiny of the budget and a principled approach toward economic growth and shared prosperity.

PRINCIPLES OF ACTION

To address the structural imbalance, the City must pursue both fiscal sustainability and economic growth. This entails a strategy that focuses scarce resources on core services, aligns the budget with both community priorities and ongoing revenues, grows jobs, and builds on regional strengths. The City will need to take a hard look at how the organization operates, addressing key cost drivers before turning to new revenues, and working more closely with nonprofits, neighboring communities, and other public partners to deliver services efficiently. If new revenue is considered, it should come only after these steps and be clearly linked to economic results, supported by open engagement with residents, businesses, and regional and state partners to build shared understanding and expand the overall economy and tax base.

STRATEGIES & RECOMMENDATIONS

The City of Eugene's complex, long-term challenges require strategic, enduring solutions. The TAG understands that City leaders, staff, and the community have done significant work to improve the City's budget outlook, but concludes that more work needs to be done – especially scrutiny of operations and expenditures. The TAG developed a strategy of recommendations for the City Manager to consider. Most importantly, the TAG recommends that the City take this as the first step of a **commitment to and investment in economic growth within the region**, vital to correcting a longstanding structural imbalance and to ensuring that Eugene achieves its potential as a world-class city. Recommendations are summarized here, but appear in more detail at the end of the document.



6–24 MONTHS

- Define and prioritize core City services
- Align the budget with realistic revenues
- Conduct operational efficiency assessment
- Launch a structured economic development planning effort grounded in Eugene's competitive advantages and partnerships

2–3 YEARS

- Update the long-term strategic plan to center on economic prosperity
- Reduce employee and service delivery costs
- Align regional economic development
- Strengthen business retention and expansion
- Market the City's advantages
- Support housing growth as an economic development tool

3–5 YEARS

- After implementing expenditure reductions, introduce limited new revenue as needed to close remaining gaps, with a portion dedicated to economic development
- Invest in infrastructure and capacity for growth
- Advocate for state-level reforms that support fiscal and economic health

5–10 YEARS

- Sustain a lean, efficient City government aligned with strategic priorities
- Evaluate the continued need and effectiveness of new revenues
- Achieve long-term growth targets, including a cumulative \$25 million increase in gross property taxes from new development and payroll tax revenue from the generation of over 14,000 jobs within 10 years

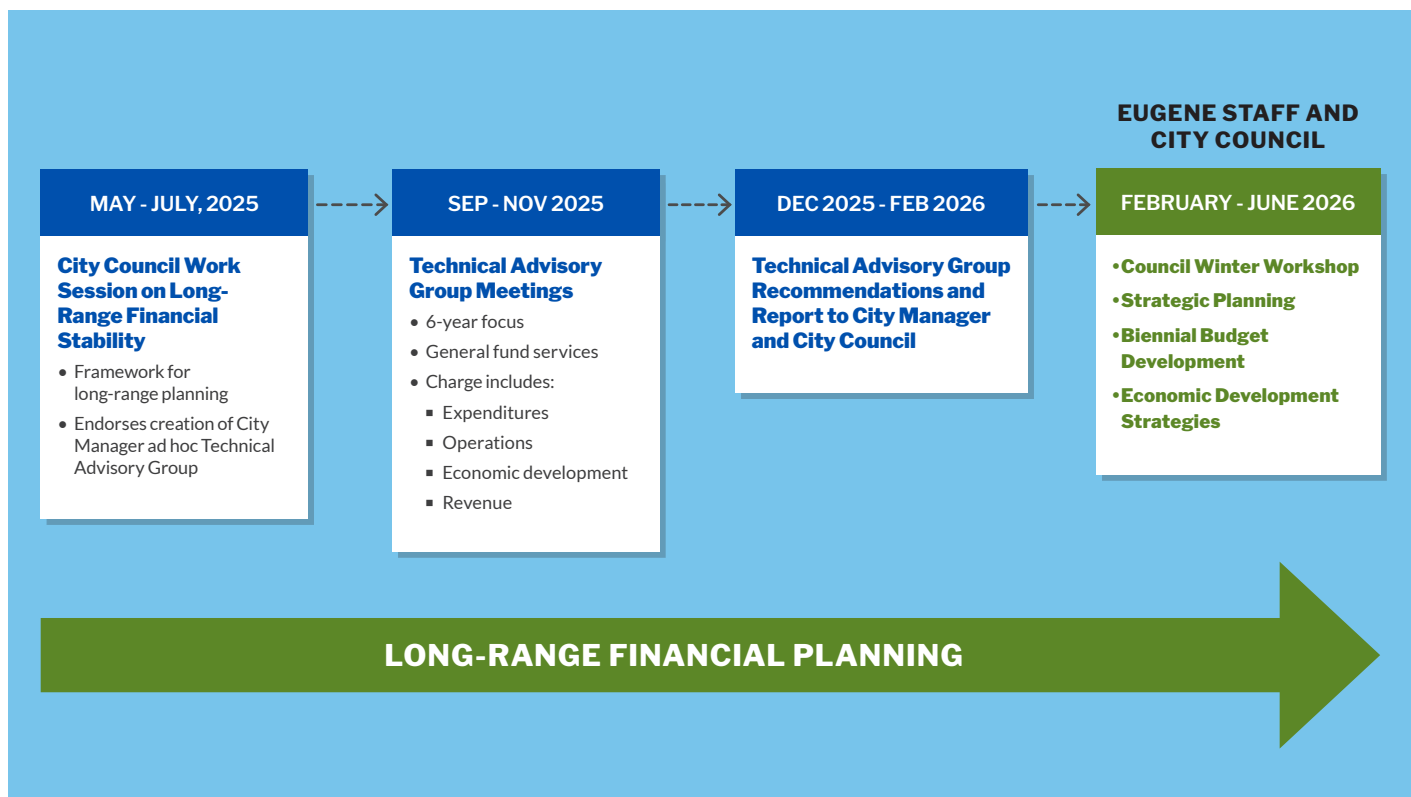
An Introduction to the TAG: Purpose, Timeline, and Membership

CREATION

In May 2025, as part of ongoing work to improve the City of Eugene's long-range financial stability, the City Council took two steps. First it passed an increase to the existing city stormwater user fee, designed to stabilize the budget temporarily by funding eligible Parks and Open Spaces services. Secondly, it directed the City Manager to create an ad hoc Citizen Fiscal Stability Advisory Committee in the fall of 2025, with a goal of informing long-term solutions.² The committee's charge, further refined in July 2025, included "evaluation of, and recommendations on potential efficiencies and cost management strategies, revenue options, potential strategies to address the \$4.7 million in services that were funded by a temporary stormwater user fee increase beginning this biennium, and suggestions for long-term economic strategies that the City may want to focus on as part of the long-term financial stability retreat and/or discussions in 2026."³ In September 2025, former City Manager Sarah Medary convened this ad hoc Technical Advisory Group (TAG). This process and the TAG's role in it are shown below in the timeline graphic.

EXHIBIT 1

City of Eugene's Fiscal Stability Timeline



² Eugene City Council Work Session: May 21, 2025.

<https://eugene.ompnetwork.org/embed/sessions/321049/city-council-work-session-may-21-2025>. Accessed December 21, 2025.

³ Eugene City Council Work Session: July 14, 2025.

<https://eugene.ompnetwork.org/embed/sessions/323199/city-council-work-session-july-14-2025>. Accessed December 21, 2025.



“While I don’t need you to solve for a specific number, I do want you to take a **solid, independent look** at how the City is operating to see if there are things you see we should consider doing differently. That can be anything from how we forecast, to how we budget, etc. I’ve said **everything is on the table** for discussion.

I’d also like you to help me understand the other side of the equation and **how economic development or other revenue ideas might impact our growth** and stability.

If we need a “north star” number, I’d say we collectively consider a potential \$10M target. If you were running this organization and you were **facing the revenue and expenditure pressures** along with the community’s desire for **more public safety, solutions for homelessness, housing, jobs, etc.**, what strategies would you be considering? As much as possible, I’m hoping this stays in the realm of “technical” advice as opposed to more individual ideas and opinions about what services we should or shouldn’t provide.”

City Manager Sarah Medary's email to TAG Members, October 5, 2025 (emphasis added).

PURPOSE: “EVERYTHING ON THE TABLE”

The TAG was asked to take a “solid, independent look at how the City is operating” to identify potential improvements.⁴ Its purpose was two-fold:

1. Develop a shared understanding of City finances, operations, and economic development, and
2. Recommend short-, mid-, and long-term strategies for stabilizing City’s budget and services into the future.⁵

The TAG was asked to take an “everything on the table” approach to making recommendations, but to avoid making recommendations as to what services the City should or should not provide. The TAG’s charge was more fundamental in nature: **how can the City improve operations to stabilize the budget, meet community needs, and focus on long-term economic growth?**

⁴ Email from Sarah Medary to TAG members, October 5, 2025.

⁵ TAG Meeting 1, slide 3, appendix p. 13.

PROCESS

The TAG convened first on September 23, 2025, and met weekly, 11 times weekly through the end of 2025, reconvening in January 2026 to finalize recommendations. The TAG was supported by a team of consultants and City staff. Funk/Levis facilitated TAG membership and meetings. A fiscal consultant, Sarah Emmans of SME Consulting, provided analytical and research support and led report drafting. City staff hosted the meetings and contributed administrative assistance, subject matter expertise, background research, and follow-up materials. Meeting topics are summarized here, with relevant background discussed later in the report and all materials found in detail in the appendix.

Meetings 1 – 3 Introductions, agreements, and norms (appendix p. 12-14); adoption of evaluation criteria for identification of recommendations (appendix p. 75-77 and 136); background from City staff regarding City finances (summarized later in the report and found in full on appendix p. 12-24 and 30-43), services, and service levels (appendix p. 78-88).

Meeting 4 City of Eugene benchmarked with comparable cities (summarized later in this report and found in detail in appendix p. 114-129).

Meeting 5 Discussion and development of options to consider in the areas of operations and expenditures (appendix p. 164-166).

Meeting 6 Background and discussion on City economic development initiatives and process (appendix p. 168-176); discussion of City revenue options (appendix p. 177-181).

Meeting 7 Discussion and development of options to consider in the areas economic development and revenues (appendix p. 240-244).

Meeting 8 Evaluation and prioritization of all suggested recommendations (summarized later in this report and found in full in appendix p. 267-318).

Meetings 9 – 10 Continued prioritization and ultimate selection of recommendations (appendix p. 322-327).

Meeting 11 Discussion of economic development “target” and report finalization (appendix p. 328-348).

The City Manager, TAG Chair, and consultant presented draft recommendations to the City Council on December 8, 2025.⁶ The TAG reconvened in January 2026 to finalize the report. The final report will be presented by several TAG members, the TAG chair, and consultant on February 9th, 2026.

TAG PROBLEM STATEMENT

The City of Eugene faces both short- and long-term financial and strategic challenges. In the short term, expenditures are outpacing revenues, creating a structural imbalance amid broader economic uncertainty. State laws control the City’s ability to grow property taxes (its primary source of revenue) and to diversify its revenue base. Longer term, the City and region’s fragmented economic development strategy hinders the City’s potential for economic growth, without which the City will continue to face budget challenges. This will diminish the City’s abilities to provide services necessary to maintain livability, to grow and invest in its competitive advantages, and to enhance the community’s quality of life for future generations. To address these issues, the City must focus resources on core services and key priorities, with the goal of aligning the budget with the shared vision and the variety of needs in the community. This includes investments in economic development. A thoughtful and disciplined budget must be paired with a more aggressive economic development plan that retains and brings new jobs, ensures shared prosperity, and generates tax revenue to the City to help ameliorate its long-term fiscal challenges.

⁶ City Council Work Session: December 8, 2025.

<https://eugene.ompnetwork.org/sessions/330940/city-council-work-session-december-8-2025>. Accessed December 29, 2025.

General Fund Structural Deficit

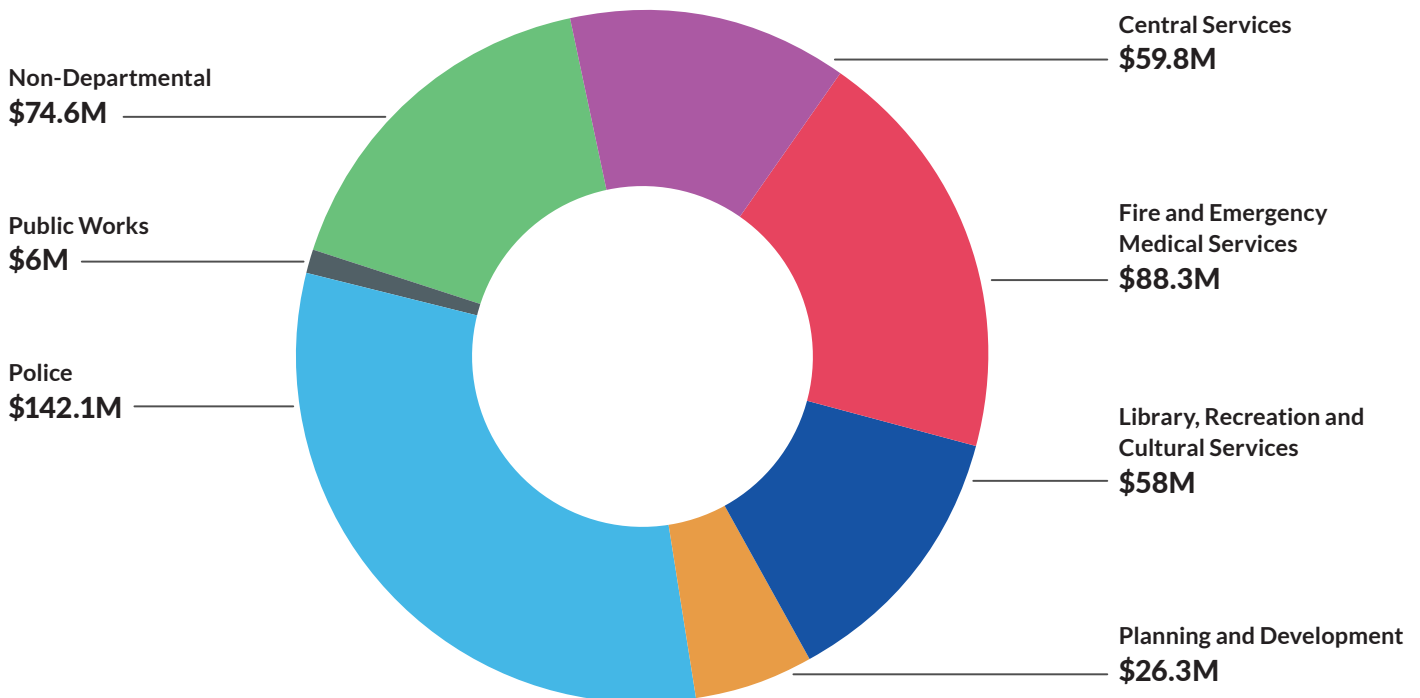
Like many cities in Oregon, the City of Eugene faces a structural deficit in its general fund, with expenditure growth consistently outpacing revenues. Between fiscal years 2020 and 2024, ongoing general fund expenditures grew 3 percent after implementing budget reduction strategies, compared to 2.7 percent growth in all revenues. The City has addressed the budget gap with temporary measures in the 2025-27 Biennium, but currently projects an ongoing gap of over \$2 million per year in the 2027-29 Biennium, growing each year to over \$10 million annually by the 2033-35 Biennium. The following section of the report summarizes information provided by City staff to the TAG as background to their discussions and recommendations.

BUDGET OVERVIEW

The City of Eugene has a \$1.9 billion total budget in the 2025-27 Biennium, with a general fund budget of \$455.1 million, including contingencies and required reserves.⁷ The general fund encompasses: public safety (police, fire, EMS), library, public works, planning and development, central services, and non-departmental (See Exhibit 2).⁸ Non-departmental includes requirements such as debt service, transfers to other city funds, and contingencies and reserves. Of these services, **the general fund is the primary operating fund for public safety and library, recreation, and cultural services.**⁹ Public safety comprises the largest portion of city operational spending – a combined \$316 million in 2025-27, with about \$230 million funded by the general fund.

EXHIBIT 2

City of Eugene 2025-27 Adopted General Fund Budget (\$ millions). Total: \$455 million



⁷ City budget summaries, Meeting 1, appendix p. 17-18.

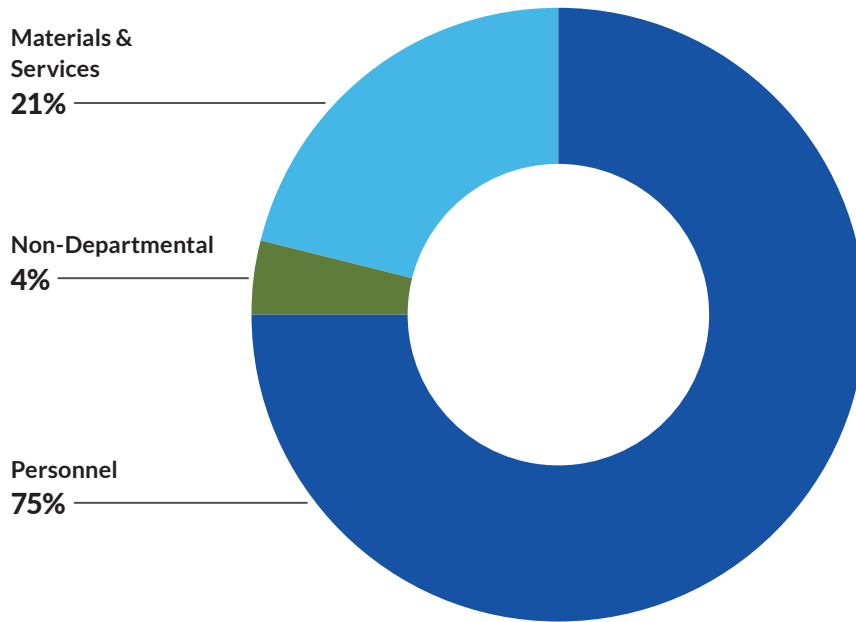
⁸ As part of 2025-27 Adopted Budget strategies, parks moved from the general fund to the Stormwater Fund.

⁹ There are other funding sources for departments such as Public Works, which includes city utilities, funded primarily with service charges, and road preservation and maintenance, funded with state gas tax funds and bond funding; Planning and Development, which is funded with dedicated revenues, including charges and user fees; and Central Services, which is funded by multiple funds, with expenditures spread city-wide across all departments.

EXHIBIT 3**General Fund Expenditures and Average Growth, FY20-FY24**

Note: Excludes expenditures of one-time ARPA, State homelessness response, and opioid settlement funds.

*Estimate based on FY19-FY23



Expense Type	Actual Average Annual Growth FY20-FY24
Personnel*	+3.7%
Materials & Services*	+1.3%
Non-Departmental*	+5.5%
All Expense Types*	+3.0%
All Revenue Types	+2.7%

PERSONNEL COSTS

Personnel costs, including salaries, healthcare, and retirement benefits for public servants across all service areas, are the largest operational expenditure of the City. With 1,687 permanent and 324 temporary full-time equivalent (FTE), the City is the one of the largest employers in the region and personnel costs comprise almost 80 percent of its total operating budget (\$299 million of a \$380 million general fund biennial operating budget).¹⁰ The City has almost 500 exempt employees and over 1100 employees represented by six different labor unions, with multiple contracts outlining wage and benefit terms and increases along different timetables.¹¹



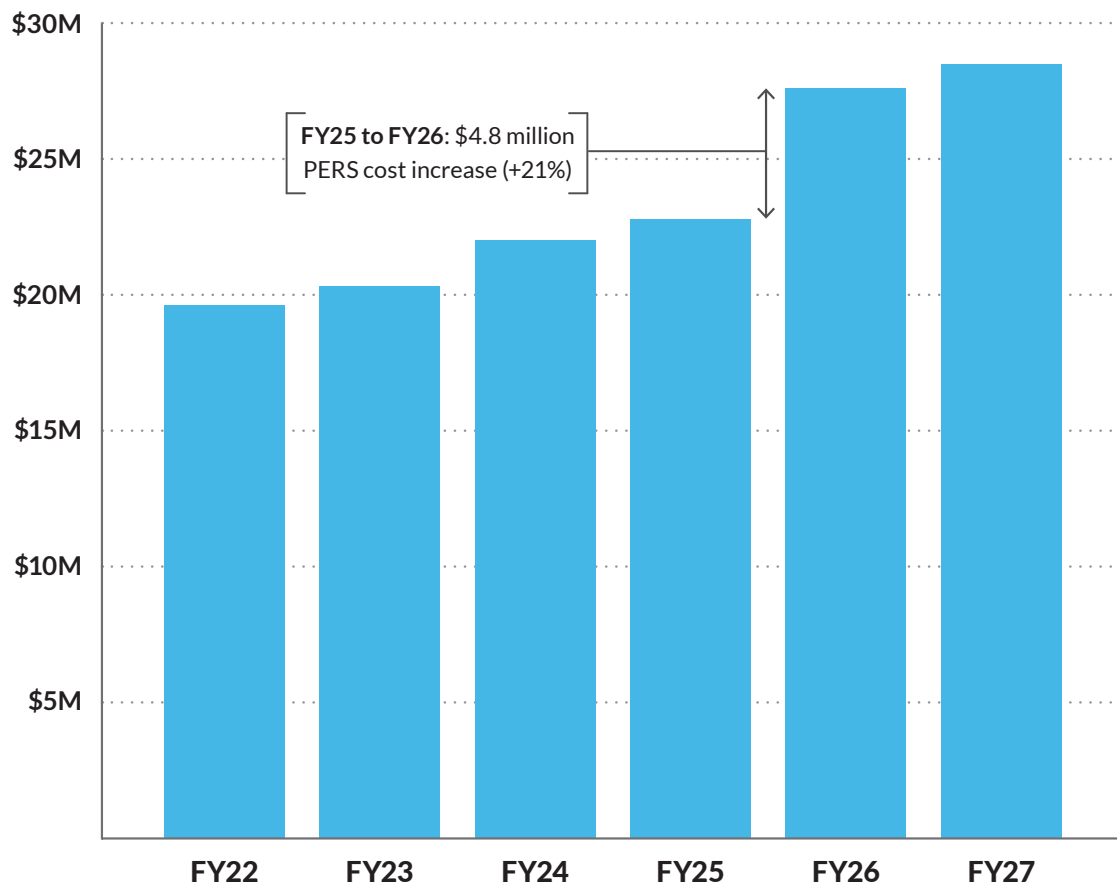
¹⁰ City of Eugene, General Fund Revenues and Expenditures summary.

¹¹ Bargaining groups and contract timelines list, Meeting 2, appendix p. 37.

Historically, personnel costs have grown faster than other areas of ongoing spending (3.7% v. 1.3% in Exhibit 3) and are projected to continue to do so due primarily to wage and healthcare cost inflation and growth in pension (public employee retirement) costs. Like most cities in Oregon, Eugene participates in the state-run Public Employees Retirement System (PERS), an underfunded system that requires actuarially determined contributions (calculated as a share of payroll) to fund current and future benefits for participating employees and retirees. The system is funded by employer contributions (~27 percent of funding) and investment earnings (~73 percent of funding). Over the past decade, the PERS Board has steadily reduced the assumed rate of return. In addition, actual investment earnings have generally been lower than the assumed earning rates. These two factors have had the compounding effect of significantly increasing employer contribution rates for all PERS participants (see Exhibit 4 below).¹² **Between 2025 and 2026, PERS costs increased by \$4.8 million, an amount that is more than the City's projected growth in property tax revenues that year (\$4.6 million, or 3.6 percent).** For all PERS employers, including Eugene, pension costs include expenditures for current employees as well as a portion that pays down the unfunded liability owed for current retiree benefits, with retirees and inactive employees accounting for almost 70 percent of the actuarial liability.¹³

EXHIBIT 4**General Fund PERS Costs, FY 22-FY 27 (\$ millions).**

Source: City of Eugene



¹² PERS rates as a percent of payroll over 10 years, Meeting 2, appendix p. 38.

¹³ Guide to Understanding Unfunded Actuarial Liability, Oregon PERS, 2021.

https://www.oregon.gov/pers/EMP/Documents/UALRP-Guides/Guide-to-understanding-UAL_print.pdf. Accessed December 30, 2025

In addition to personnel cost growth, the City also faces inflationary cost increases (particularly in the four years following the COVID-19 pandemic), unfunded state mandates related to planning requirements, increased paid family leave benefits, and recent enhancements to retirement benefits by the Legislature.¹⁴

REVENUE CONSTRAINTS

The general fund is funded primarily by property taxes (71 percent). The two other second largest single shares of revenues are negotiated contributions in lieu of taxes (CILT) from the Eugene Water and Electric Board (EWEB), which as a public entity is largely exempt from property taxes (8 percent), and service charges for city operations. These encompass things such as recreation classes, Hult Center programming, fire dispatching contracts, spay and neuter services, and planning and development charges (6 percent). See Exhibit 5 below, detailing relative shares of general fund revenues in 2025-27.

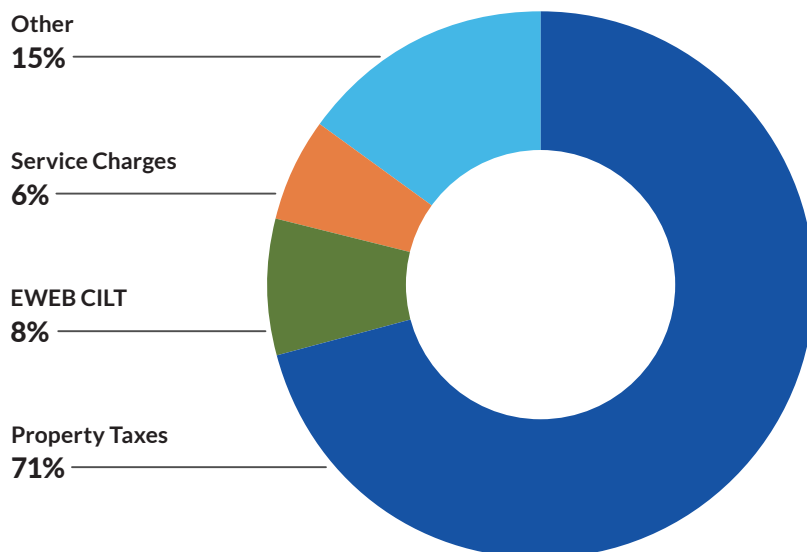
City property taxes are highly restricted by state constitutional limitations in the form of Measures 5 and 50 (see sidebar). Together, these measures limit the overall amount of property taxes that the City and other taxing jurisdictions can levy and **limit property tax growth from the existing tax base to three percent per year – less than expected growth in City general expenditures.**

The City imposes both a permanent levy to support the general fund, which has remained at the same rate since 1997 under Measure 50, and local option levies for library operations and maintenance, and for parks and recreation services. These local option levies are also subject to the overall limit on property taxes for general government purposes. When layered property taxes approach the \$10 per \$1,000 limit for a given property, a phenomenon known as “compression” occurs. Compression reduces the amount of property taxes that a jurisdiction may collect and exacerbates inequities among the tax base.¹⁵

EXHIBIT 5

City of Eugene 2025-27 General Fund Revenues.

Top 3 revenue types represent 85% of General Fund revenues.



Revenue Type	Actual Average Annual Growth FY20-FY24
Property Taxes	+3.8%
EWEB CILT	+0.7%
Service Charges	+0.4%
All Revenue Types	+2.7%

Note: Excludes one-time ARPA, State homelessness response, and opioid settlement funds.

CILT = Contribution in Lieu of Taxes

¹⁴ Outline of unfunded mandates, appendix p. 46-47.

¹⁵ Unfairness in the Oregon property tax system is primarily due to the creation and freezing of assessed value under Measure 50, which causes several different types of inequities as properties of similar market values may face very different tax burdens.

“League of Oregon Cities FAQ on Measures 5 and 50,” May 2023.

https://www.orcities.org/application/files/2216/8685/9599/FAQonMeasures5and_50-updated5-23.pdf. Accessed January 1, 2026.

Other City revenues are also restricted in growth and use, either through state statute (such as requirements to use a portion of lodging taxes for tourism and economic development), local ordinance (such as the requirement to use local gas excise taxes for reconstruction, repair, maintenance, operation and preservation of city-owned roads and streets, and not for capacity-building enhancements), and federal requirements for intergovernmental revenues (such as the requirements to use Federal Aviation Administration grants solely for airport capital improvement projects).

PRIOR ACTIONS TO BALANCE THE BUDGET

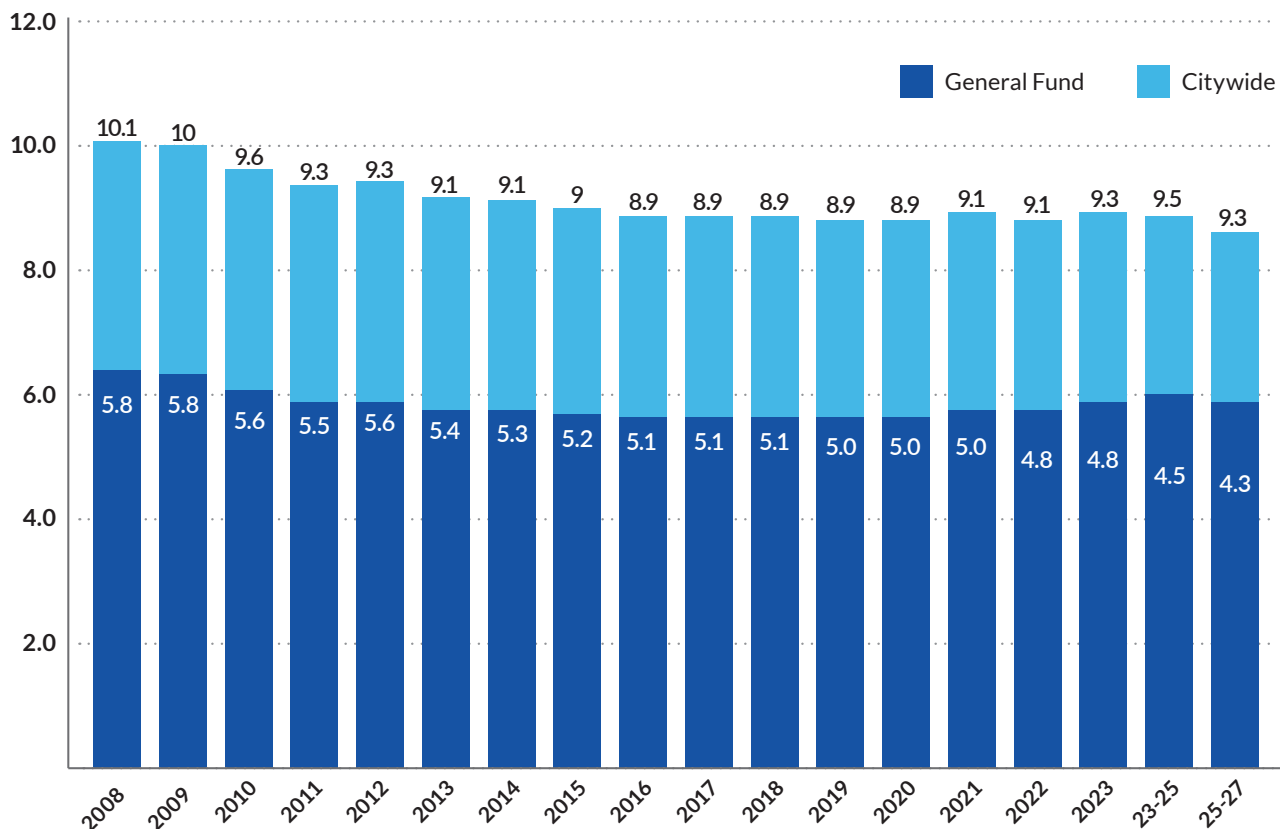
The City has taken many steps to address the structural imbalance over the years, including reductions in spending and staff positions, reallocations, and new revenues to supplement general fund revenues for core services like public safety, parks, and library services.

From FY10 through the 2025-27 Budget, the City has implemented **\$91 million** in one-time and ongoing strategies to reduce costs in the general fund.¹⁶ In recent years, these include realigning funding for Fire and Emergency Medical Services personnel to utilize Community Safety Payroll Tax funds rather than taking a fire engine out of 24-hour service, utilizing vacancy savings (holding vacant positions open) in Police, and reducing planning, animal welfare, and library personnel.¹⁷ Over the long-term, these actions have had the effects of holding city-wide staffing relatively flat compared to population growth and, together with new, dedicated revenues (see below), have reduced the number of full-time equivalents (FTE) charged to the general fund. See Exhibit 6 below for the FTE per 1,000 residents over a 20-year period.

EXHIBIT 6

City of Eugene FTE per 1,000 Residents, 2008-2027.

Source: SME from City of Eugene data



¹⁶ TAG Meeting 1, slide 22, PDF p. 22.

¹⁷ City of Eugene FY22 Budget, General Fund Changes.

<https://city-eugene-or-budget-book.cleargov.com/2897/introduction/general-fund-changes>. Accessed December 31, 2025.

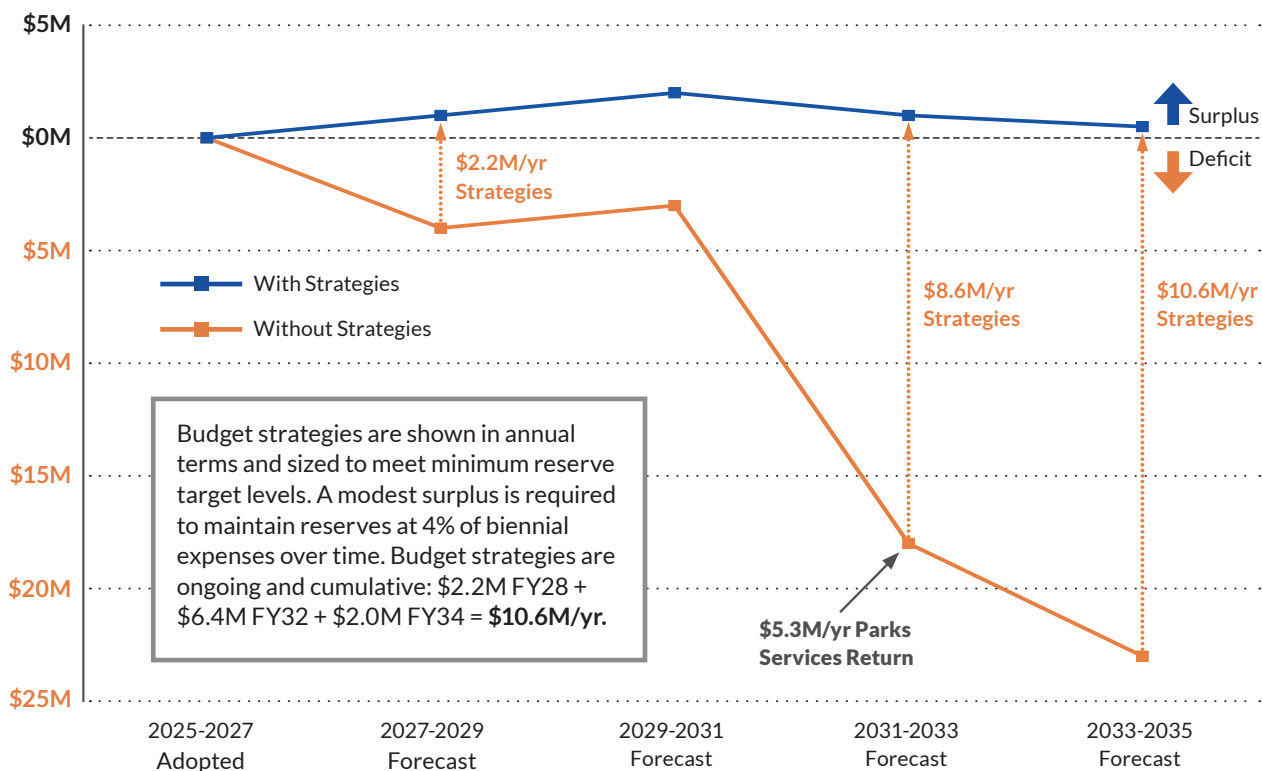
Since 2015, City of Eugene voters have consistently approved local option levies for library and parks and recreation services. These temporary levies supplement funding for libraries and parks from the general fund and must be renewed every five years. To supplement public safety needs, City Council passed a community safety payroll tax that became effective in 2021.¹⁸

From December 2023 through April 2024, a Revenue Advisor Team and City staff conducted a thorough review of revenue options that may be available to balance the general fund. Following this work, City Council approved a Fire Service Fee, which was ultimately repealed following community input. In May 2025, City Council approved a stormwater fee increase to address a portion of the City's budget gap.¹⁹ The fee will generate \$4.7 million per year for eligible Parks and Open Spaces services previously in the general fund. The fee will sunset in 2031 and will allow the City to use freed-up general funds to preserve some essential services, while giving the Council time to develop long-term solutions. An additional \$4.6 million per year in general fund budget strategies were also implemented as part of the 2025-27 Adopted Budget.

The December 2025 Supplemental Budget provides cost savings and additional stability over the next six years through adjustments to align with the City's FY25 audit, the recognition of new grant revenue, and one-time investments, including a contribution of \$8 million to the PERS Employer Incentive Fund, which leveraged \$2 million in state matching funds and reduces the City's PERS rates by 1.09 percent of payroll. Exhibit 7 shows the surplus/(deficit) trends of the general fund forecast that incorporates the actions of the December 2025 Supplemental Budget.

EXHIBIT 7

Ten Year General Fund Forecast Operating Surplus/(Deficit) as of December 2025



While there are many drivers impacting the health of the general fund, lower projected property tax revenues and higher inflation are the main drivers of a \$2.2 million budget gap that begins in 2027-2029. **This gap grows to over \$10 million by the end of the forecast period when accounting for the expiration of stormwater funding for parks and recreation and expected PERS cost increases.** The results of a benchmarking exercise identified some areas where Eugene may be a fiscal outlier compared to a set of comparable cities and, more fundamentally, gave an indication that its economic growth has been lagging.

¹⁸ City of Eugene Community Safety Payroll Tax. <https://www.eugene-or.gov/4281/Community-Safety-Payroll-Tax>. Accessed December 31, 2025.

¹⁹ City of Eugene Sustainable Budget recap. <https://www.eugene-or.gov/5262/Sustainable-Budget>

Benchmarking

To better understand Eugene's budget, staffing, and economy, the TAG requested comparative analysis of data from similar cities. A sample of six cities was selected based on population size and community, economic, and fiscal characteristics, including the presence of higher education institutions. These cities include **Eugene, Salem, and Bend, OR, Boise, ID, Fort Collins, CO, and Spokane, WA**. The cities were examined across a variety of indicators and data points using publicly available data, with the full analysis included in the appendix (p. 114-130). The analysis was used as a high-level overview of Eugene in the context of peers and was not intended to be a detailed benchmarking analysis, nor to make normative or qualitative statements about the "right" level of spending or taxation.²⁰ In examining these cities, the TAG hoped to understand what can be learned from other cities and where Eugene may be an outlier.

EXHIBIT 8

Eugene and Comparable Cities

Sources: Population, Portland State University, Community Planning Association of Southwest Idaho, Colorado State Demography Office, Washington Office of Financial Management. Square miles, US Census. Enrollment, university websites.

CITY	2024 POPULATION	SQUARE MILES	HIGHER ED ENROLLMENT
Boise, ID	250,060	84.6	Boise State U: 27,250
Spokane, WA	233,000	68.8	WSU Spokane, Gonzaga, Whitworth: 12,750
Salem, OR	177,567	48.9	Willamette University: 2,589
Eugene, OR	177,155	44.4	U of Oregon: 24,462
Fort Collins, CO	172,435	57.2	Colorado State U: 34,218
Bend, OR	104,089	34.8	OSU Cascades 1,365

FISCAL BENCHMARKING.

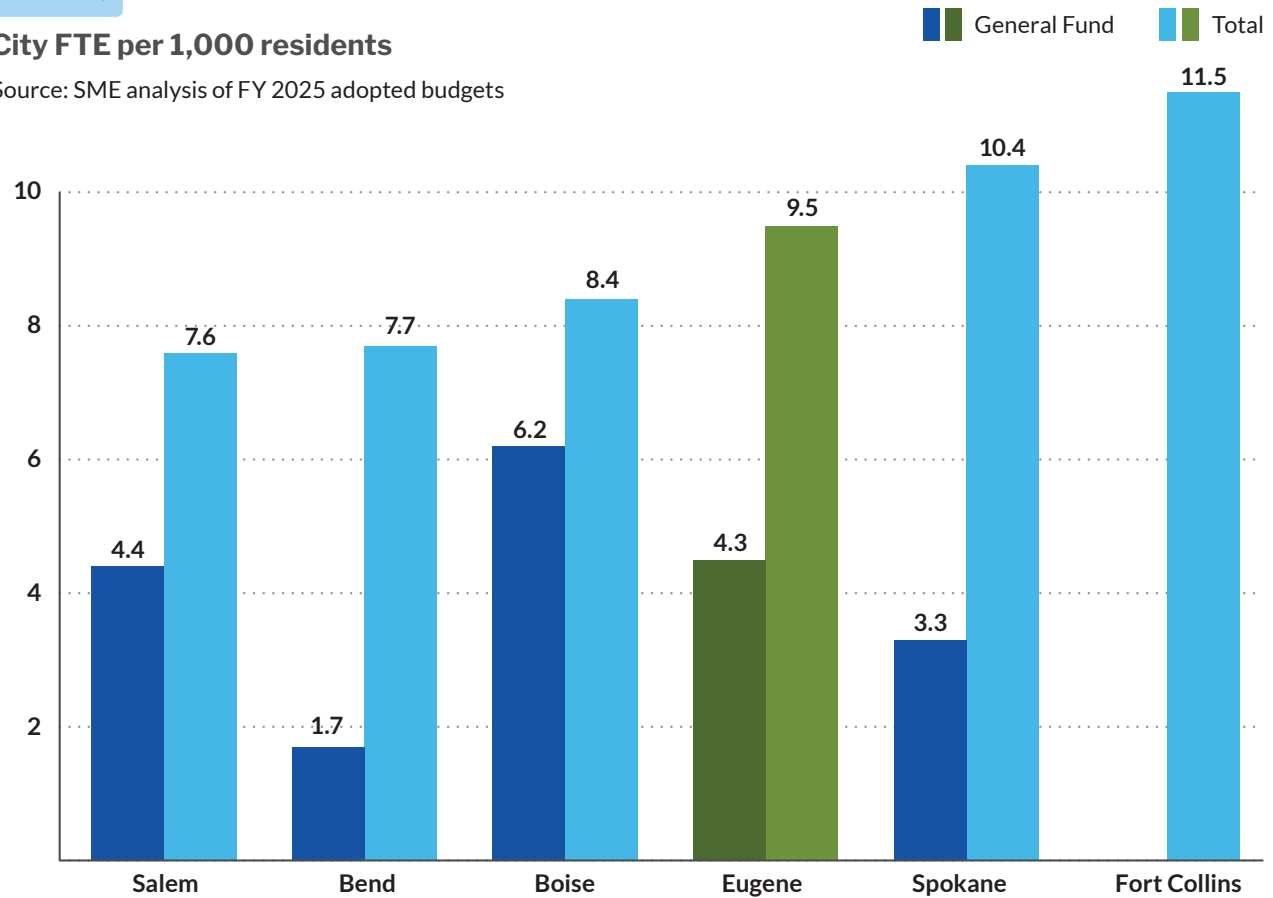
Eugene has **higher staffing** levels than other Oregon cities of similar size and responsibility profile (Exhibit 9), and **spends more on police** than other Oregon cities in the peer group (Exhibit 10). Despite the higher staffing levels, the City spends **relatively less overall** than a multi-state group of peer cities, both on a per capita and per household basis (Exhibit 11). The Oregon cities spend less than the other cities in areas that may enhance livability and reflect community values, such as libraries and parks (appendix p. 124). This could be because in Oregon, local **revenues are more restricted** than in other states, which may mean that public safety spending absorbs a greater share of local budgets than services that may be viewed as more "discretionary" in nature. **Oregon is the only state in the sample whose constitution imposes both an overall rate cap and a growth limitation on property taxes, and the only state in which cities do not utilize local sales taxes or receive state-shared sales tax.**²¹

²⁰ No two cities are the same, differing across a number of factors including state legal frameworks, intergovernmental relationships, regional roles, service responsibilities, community needs and values, budgetary policies and practices, legacy costs, and many other factors. Fiscal year 2025 adopted budget data was used as a baseline for comparison (annualized 2025-27 Biennial data where appropriate) and care was taken to examine spending across departments and normalized for population size where possible.

²¹ Appendix p. 121.

EXHIBIT 9**City FTE per 1,000 residents**

Source: SME analysis of FY 2025 adopted budgets

**EXHIBIT 10****Police spending per capita**

Source: SME analysis of FY 2025 adopted budgets

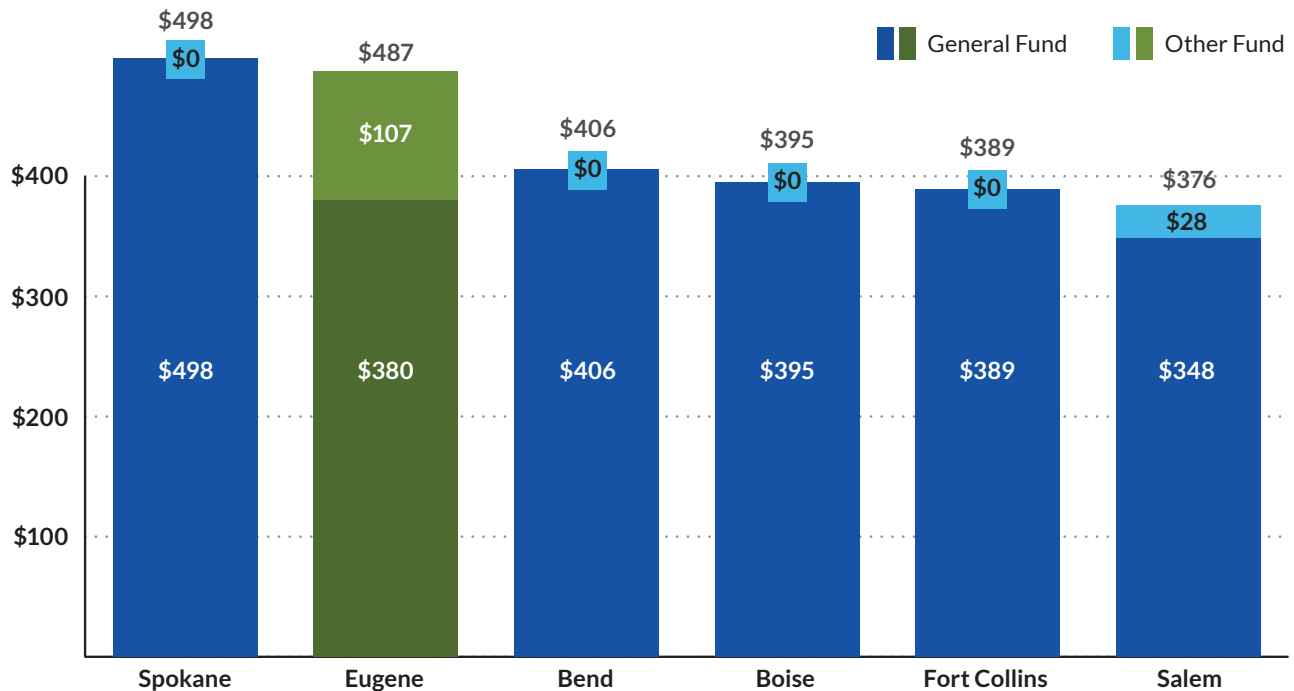
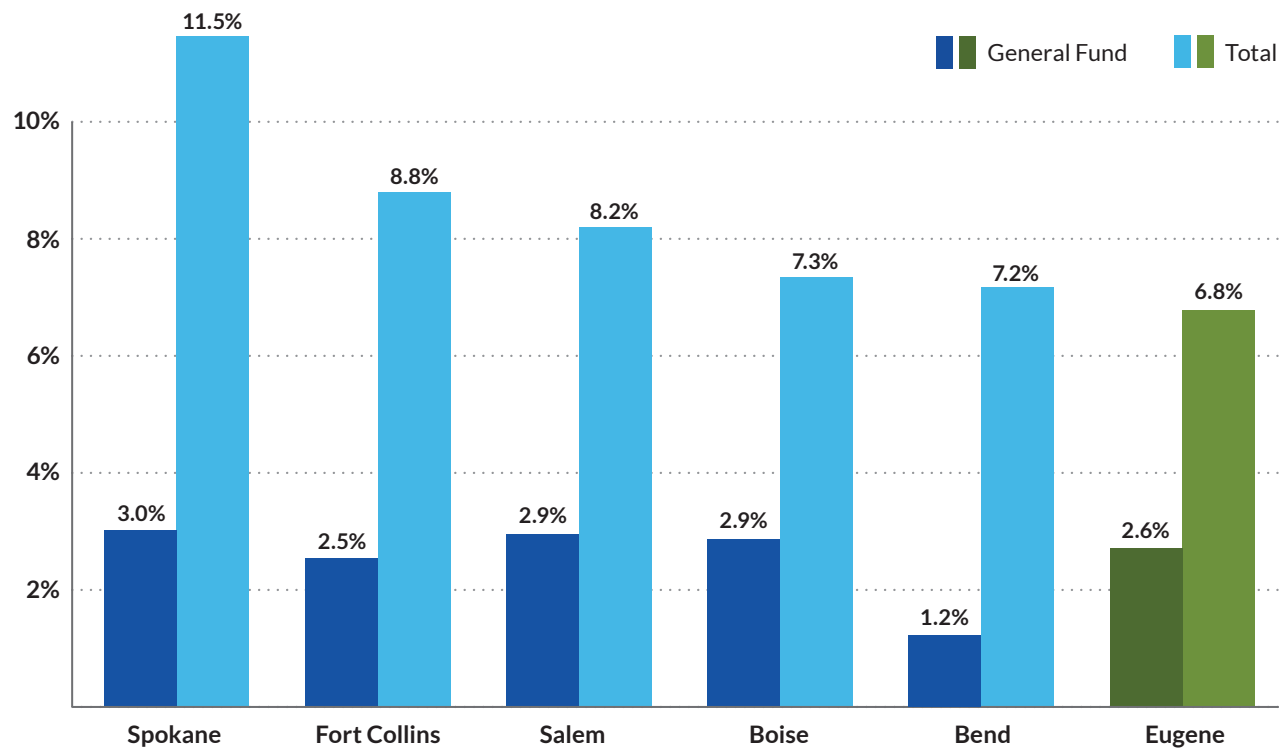
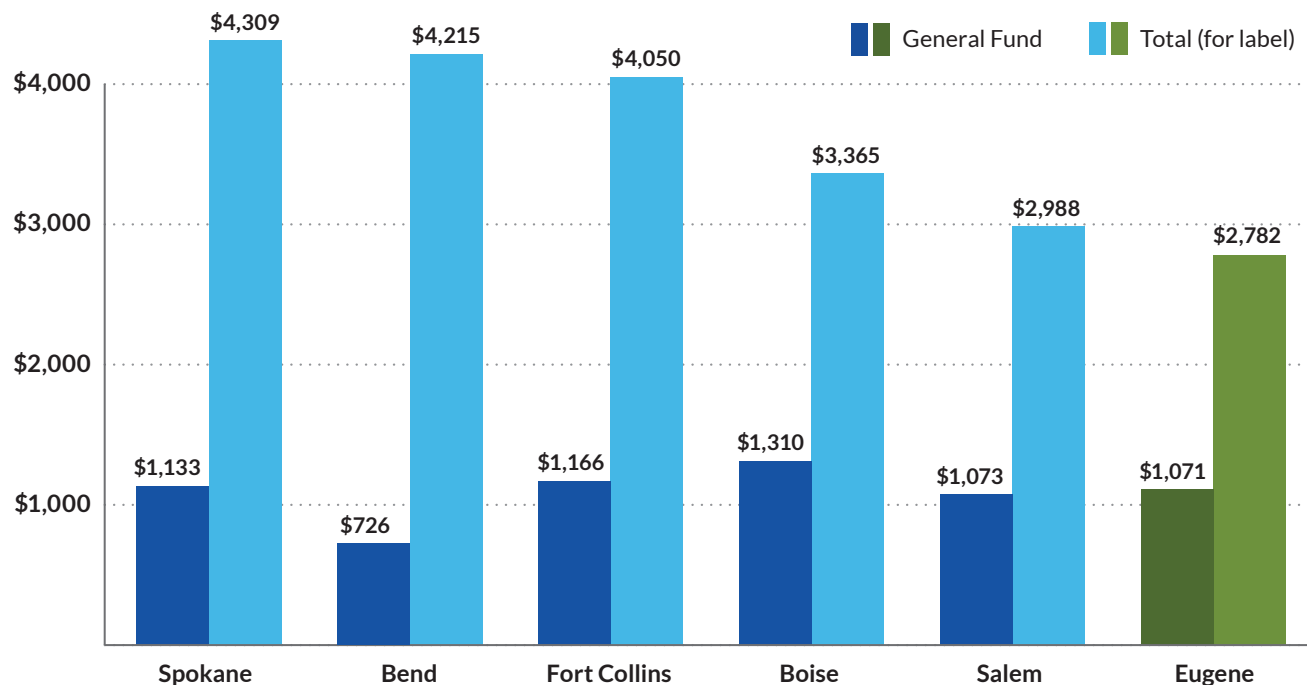


EXHIBIT 11**Spending as a Share of Aggregate Household Income (top) and Per Capita (bottom)**

Source: SME analysis of 2023 ACS data and adopted budgets



COMMUNITY AND ECONOMIC BENCHMARKING

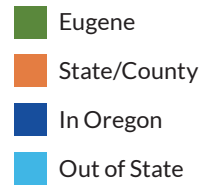
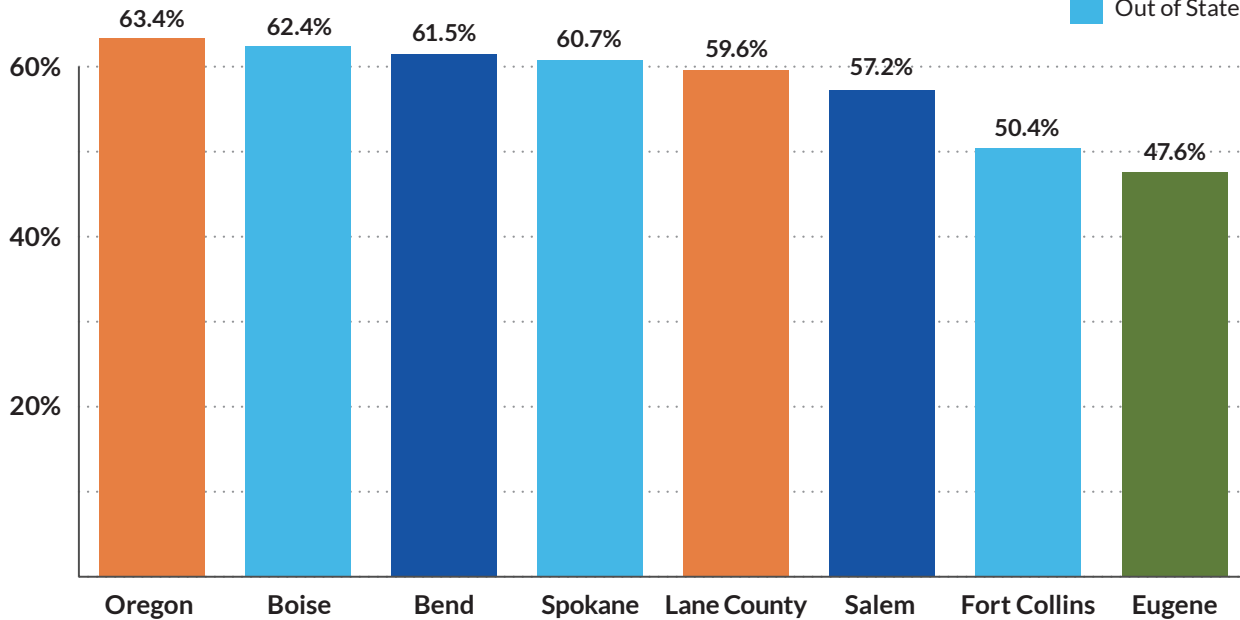
The City of Eugene has **more renters** and **higher residential density** than other cities (Exhibit 12). It is the only city in the sample in which fewer than half of homes are owner-occupied. Eugene also has significantly high rates of **homelessness** (Exhibit 13), even compared to the other Oregon cities in the sample.

EXHIBIT 12

Housing Tenure (top) and Density (bottom)

Source: American Community Survey 2023 1-year

Percent Owner-Occupied



Population per 1,000 square miles

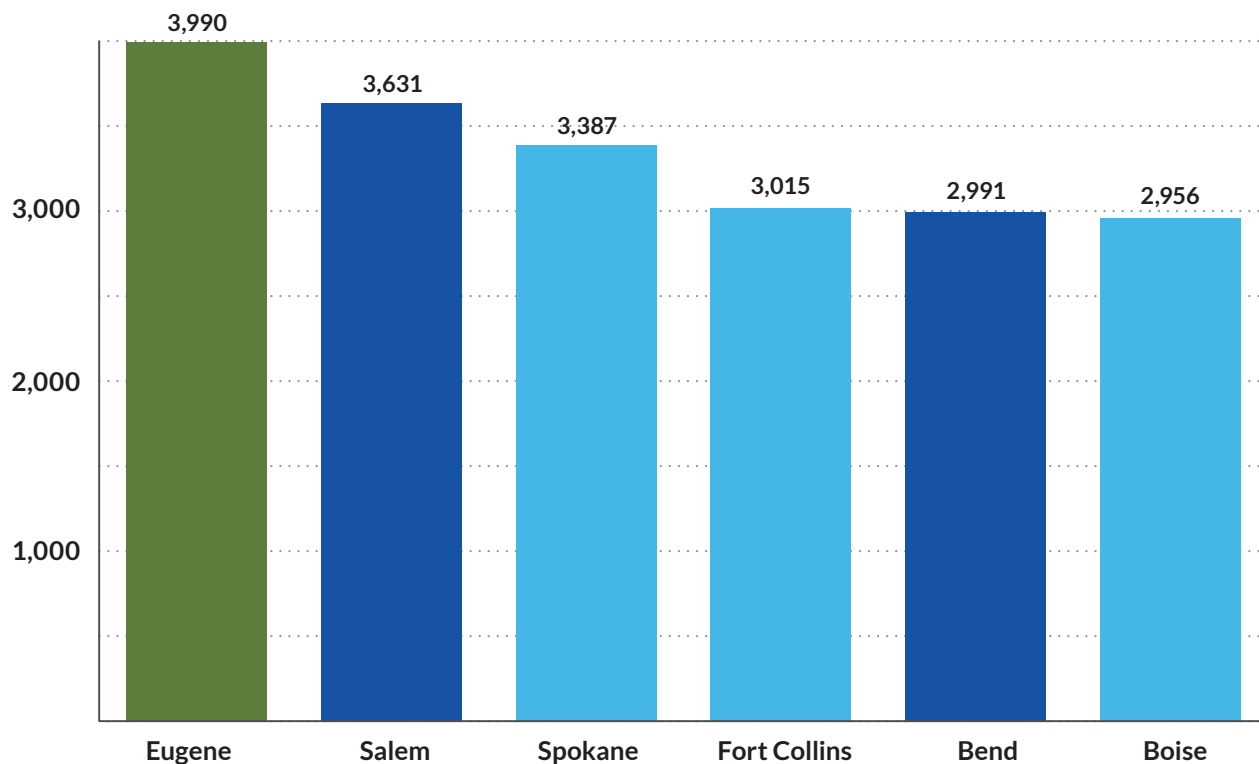
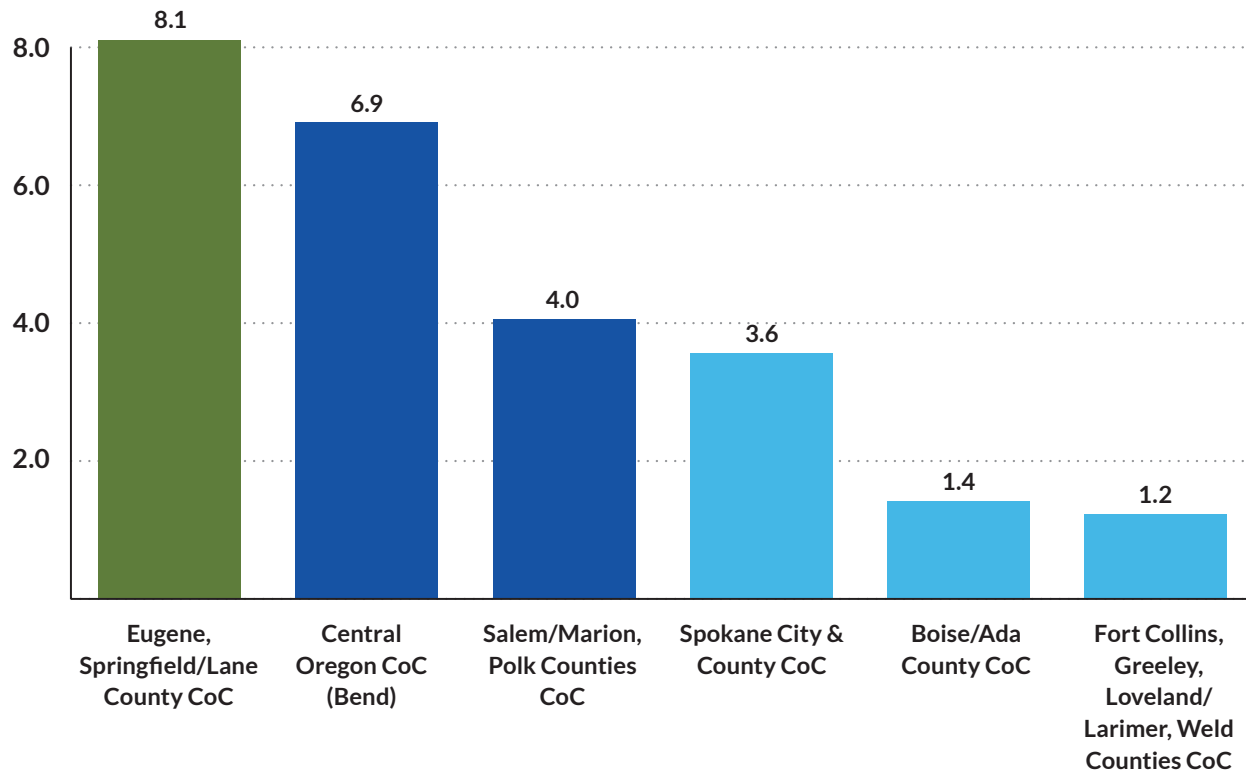


EXHIBIT 13**Total Homeless per 1,000 residents**

Source: SME analysis of Continuum of Care (CoC) Point-In-Time Counts of Total Homeless, January 1, 2024.
 Department of Housing and Urban Development. County populations: Portland State University, Community Planning Association of Southwest Idaho, Colorado State Demography Office, Washington Office of Financial Management.

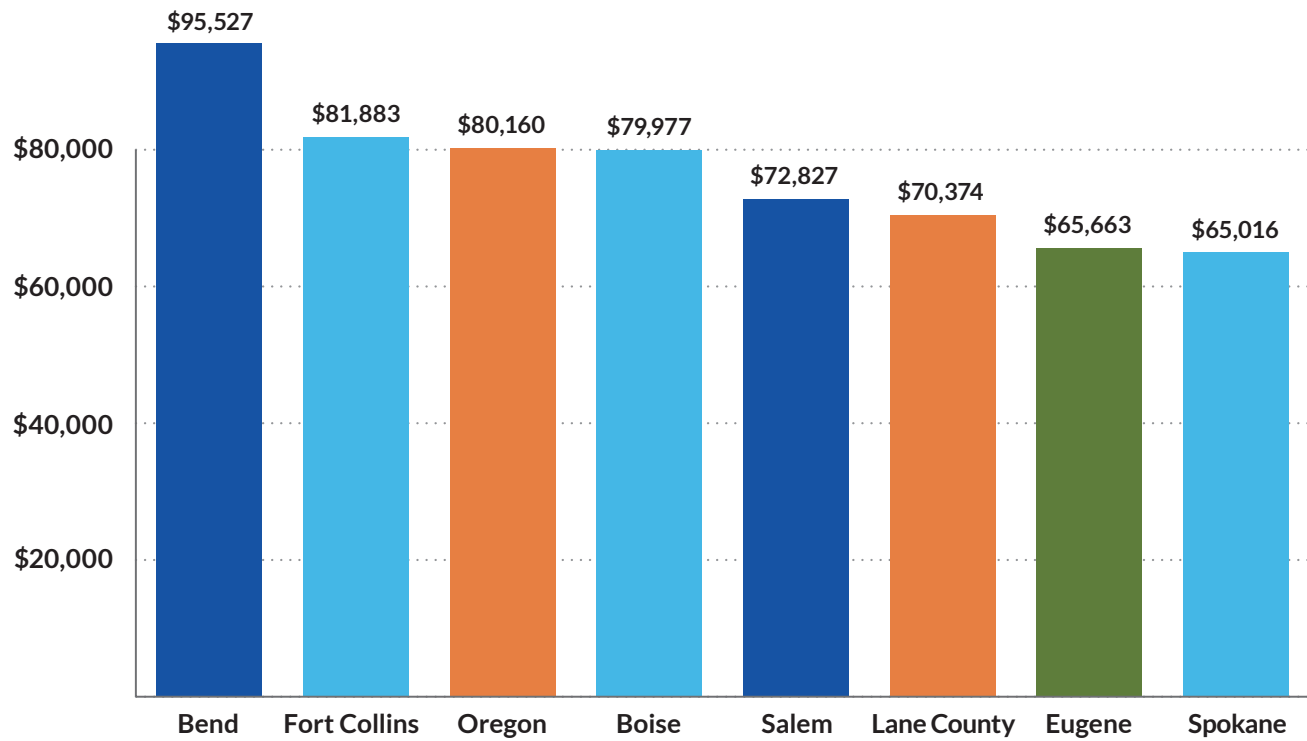
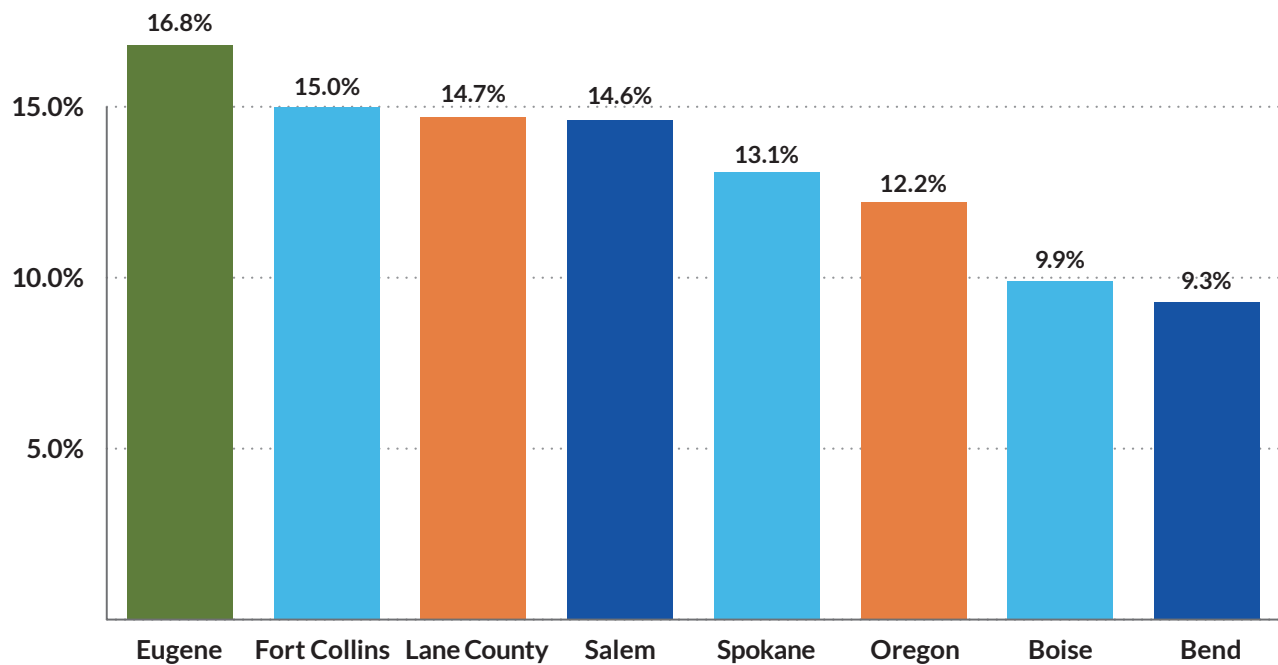


The City has higher educational attainment, but **lower employment, lower median incomes, and higher poverty** (even compared to a sample including several other higher ed communities, such as Fort Collins, where large populations of students might skew the data).



EXHIBIT 14**Median Household Income (top) and Percent in Poverty (bottom)**

Source: American Community Survey 2023 1-year



Employment in the Eugene-Springfield metro area has **grown much more slowly** than the other regions in the sample. Indexed to 1991, **Eugene's employment has grown by 33 percent, compared to 143 percent in Bend and 167 percent in Boise** (see Exhibit 15). Regional employment has grown less slowly in the Eugene region than the city population, an indicator that **service demands are growing more quickly than the economy** (Exhibit 16).

EXHIBIT 15**Metropolitan Area Employment Indexed to 1991**

Source: SME analysis of BLS Local Area Unemployment Statistics Data

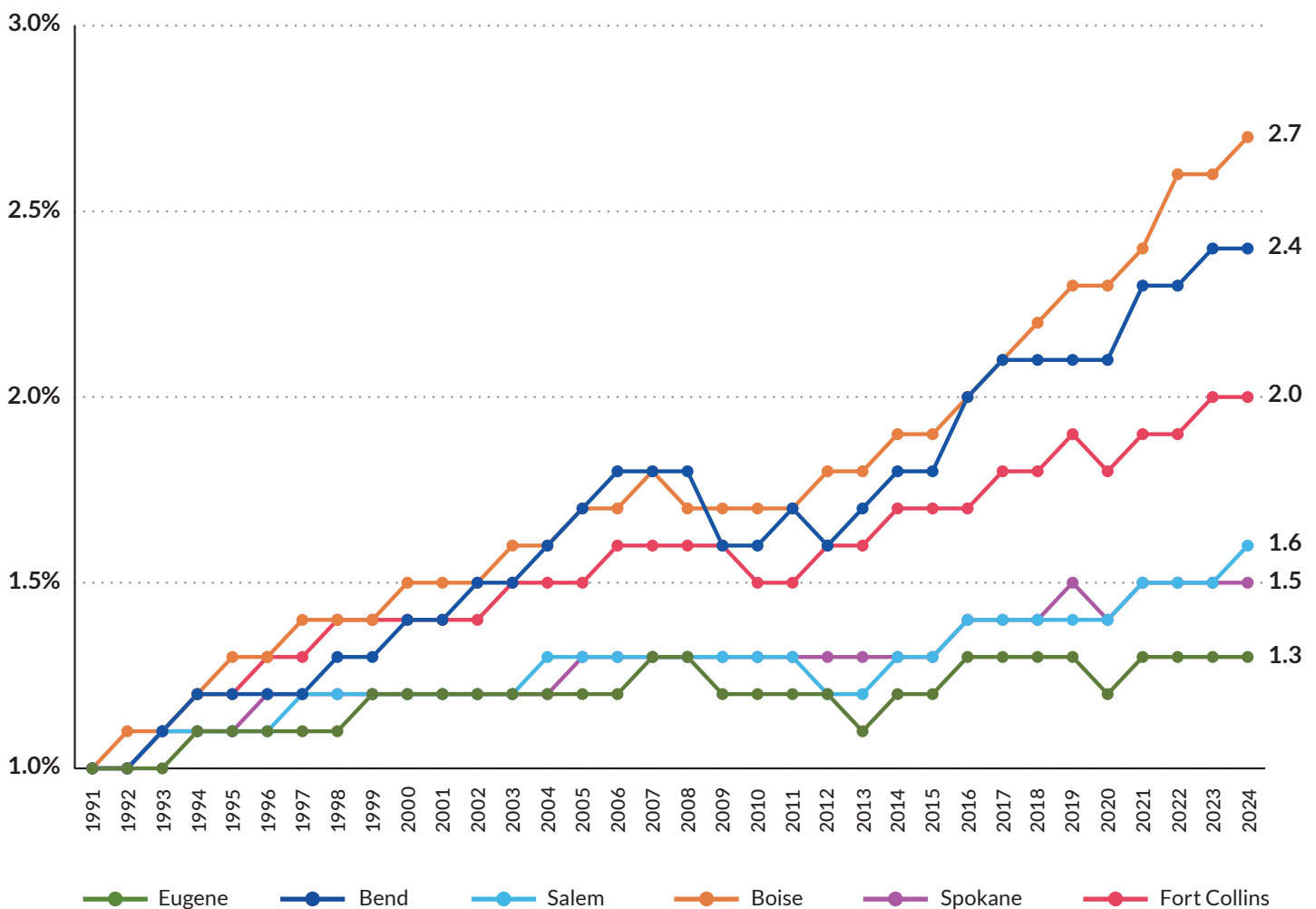
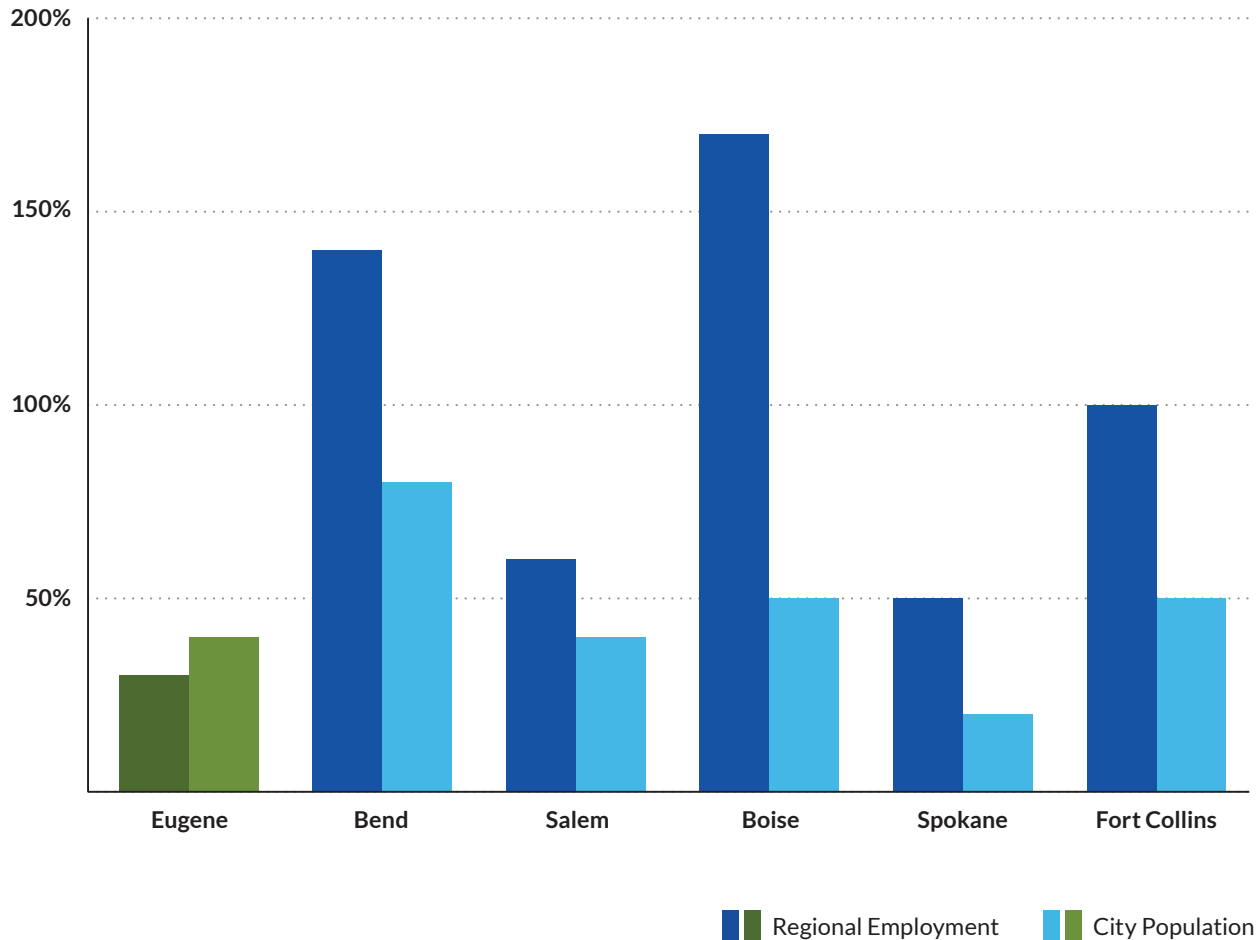


EXHIBIT 16

Changes in Regional Employment and City Population Between 1991 and 2024

Sources: SME analysis of BLS, Portland State University, Washington Office of Financial Management, Idaho Labor Market Information, Fort Collins History Connection



Other cities in this sample have both benefited from and played a role in promoting regional economic growth. Boise's economic development success is built on a high quality of life, anchored by a vibrant, clean, and safe downtown, and a robust and accessible parks system. Boise's **existing corporations and startup firms benefit from the region's secondary educational system**, including Boise State and the University of Idaho, which have enacted programs around semiconductors, microelectronics, advanced manufacturing, and other emerging technologies in order to support the local business community.²²

²² "Boise Rising: Insights on its Decades-Long Transformation," by Mark J. Burns. Community Playmaker. September 12, 2025. <https://communityplaymaker.com/spotlight/boise-rising-insights-on-its-decades-long-transformation/>. "From Valley to Peak: The Inner Mountain West's rise as a hub for innovation and growth," by Dr. Marlene Tromp, Boise State University President; Deborah Wince-Smith, Council on Competitiveness President and CEO; and John Wagner, Idaho National Laboratory Director. Boise State University State News, August 12, 2025. <https://www.boisestate.edu/news/2024/08/12/from-valley-to-peak-the-inner-mountain-wests-rise-as-a-hub-for-innovation-and-growth/>. Accessed December 10, 2025.



Bend and Fort Collins have both capitalized on higher education institutions and natural assets to promote investment and attract jobs, businesses, and remote workers to their communities. Colorado State University worked with the state Outdoor Recreation Industry Office to award federal grants to outdoor recreation and tourism companies who used the funding to build the Colorado's **booming outdoor recreation economy**.²³ Oregon State University's Center for the Outdoor Recreation Economy supports and researches the outdoor industry with concerted focus on Bend and its efforts to diversify its economy and spread the impacts of seasonal swells in visitation.²⁴

Spokane developed a comprehensive plan to update and improve its **Riverfront Park, a primary tourist attraction**, with the issuance of a \$64 million bond in 2014.²⁵ To address high vacancy rates and safety concerns in its downtown, the **Downtown Spokane Partnership identified safety and cleanliness as key factors** to attract people downtown. The membership-based, private non-profit has implemented a team that works seven days a week to keep sidewalks clean and downtown free of graffiti. The organization's efforts have yielded results, with multiple new ground-floor businesses opening in 2025.²⁶

The TAG concludes that more work must be done to understand the role that each of these cities played, along with their regional partners, to promote regional growth and capitalize on regional assets.

²³ "Colorado hits the top 10 in the country's \$1.2 trillion outdoor recreation economy," by Jason Blevins. Colorado Sun. November 11, 2024. <https://coloradosun.com/2024/11/22/outdoor-recreation-economy-1-2-trillion-2023/>

²⁴ "Oregon sees growth in outdoor industry, worth over \$8 billion," by Rolando Hernandez. Oregon Public Broadcasting. December 16, 2024. <https://www.opb.org/article/2024/12/16/think-out-loud-outdoor-industry-kate-porche-economic-analysis-oregon-state/>. Accessed January 2, 2026

²⁵ Riverfront Spokane Redevelopment. <https://my.spokanecity.org/riverfrontspokane/redevelopment/>. Accessed December 10, 2025.

²⁶ "Downtown Spokane sees new business growth amid ongoing vacancy challenges" by Madeleine Mullins. KXLY.com. October 22, 2025. https://www.kxly.com/news/downtown-spokane-sees-new-business-growth-amid-ongoing-vacancy-challenges/article_7879d5fb-b609-4b1d-8cc6-15bb16bba9d5.html. Accessed December 10, 2025

City Economic Development Overview

The TAG also received a briefing on economic development efforts by the City of Eugene. Key takeaways from that briefing are summarized here, with more detail found in the appendix on pages 168-176.

Eugene's Economic Development team focuses on keeping existing businesses successful, growing existing businesses, and attracting new businesses. The City has many strong regional partners, but **has made only modest investments in economic development and does not have an updated economic development strategy** that clarifies priorities and outlines how to work collaboratively with these partners.

The City has many areas of opportunity but also faces some headwinds. The University of Oregon is a bookend to potential new partnerships and activity through the Southern Willamette Valley Innovation Corridor. Research at the University, especially its Knight Campus, can become new commercial activity if Eugene can retain the new business ventures. The **absence of physical space and private capital investment are challenges to retaining start-ups** in Eugene. Creating **shovel-ready industrial land** is necessary to accommodate potential large employers. The Clear Lake Industrial Area and the Downtown Riverfront Area continue to be areas of opportunity, but firms looking for sites today cannot wait extended periods of time for a site to be ready. Under-developed existing commercial and industrial land in the City may present additional opportunities.



EXHIBIT 17

Property Tax Revenue from \$1 Million in New Construction

	NEW REAL MARKET VALUE	NEW ASSESSED VALUE	CITY OF EUGENE GENERAL FUND REVENUE
Residential	\$1.0 million	\$507,000	\$3,400
Multi-Family	\$1.0 million	\$414,000	\$2,800
Commercial/Industrial	\$1.0 million	\$627,000	\$4,200

New development adds to the tax base, but different development types have different impacts (as shown above in Exhibit 17). Industrial development often includes large machinery and equipment investments, which has a taxable value very close to appraised real market value, yielding high tax revenue. Multi-story residential generates high tax revenue on a per-acre basis.

Historically, **most of the City's growth in property taxes from new development has come from residential development growth.** New development generated an estimated average of \$1.4 million per year between FY18 and FY26 (Exhibit 18), about a 1 percent growth per year over the constitutionally allowed 3 percent increase to existing properties.

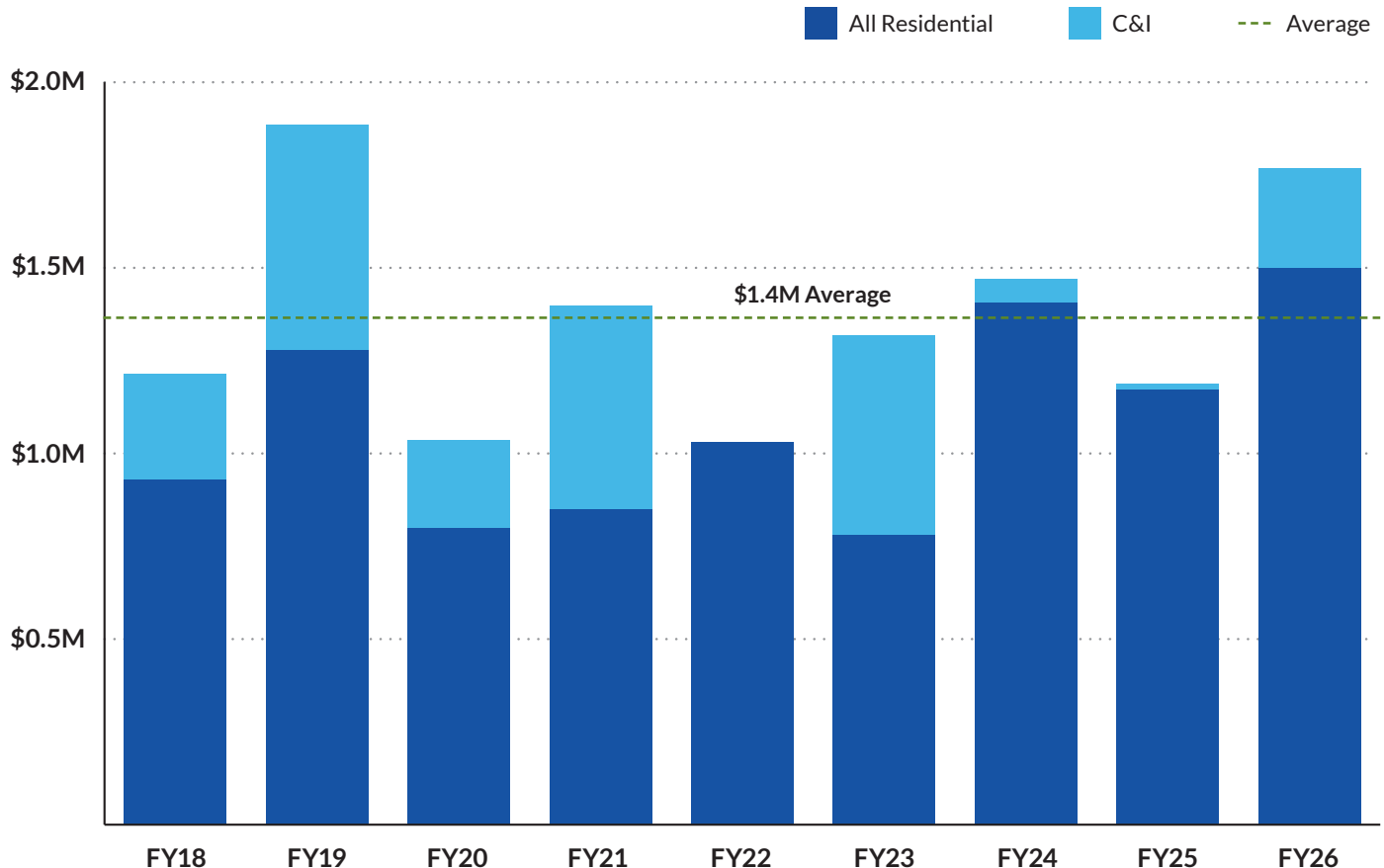
Eugene lacks large, high-value private employers that add to the property tax base. A concerted effort to grow the commercial and industrial tax base could shift this trend. One challenge to such an effort is anti-business rhetoric, which makes potential new businesses or expanding existing businesses feel unwelcome.



EXHIBIT 18

Estimated General Fund Tax Revenue Generated from New Development

Source: SME from data provided by City of Eugene



Economic Headwinds

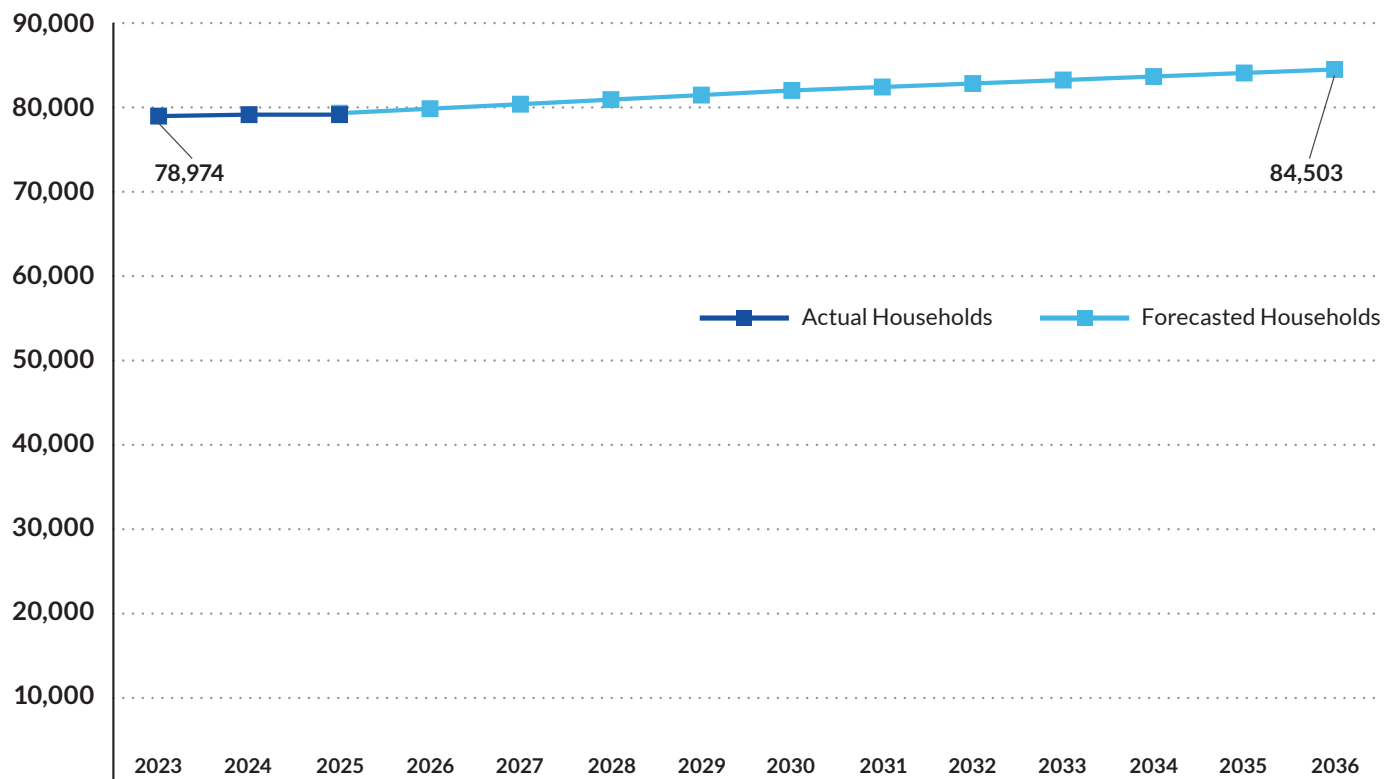
The economic headwinds facing Eugene are statewide, if not national. In a September 2025 presentation to Oregon business leaders, economist John Tapogna outlined stark data indicating that the state is entering a period of economic stagnation and slow population growth.²⁷ The impacts of stagnation can be seen across the board, in the state's ongoing housing affordability problem, its high rate of homelessness (third highest nationally excluding DC), and in its poor K-12 academic performance (trailing the nation in almost every metric).²⁸

In Eugene, these trends can be seen in the modest projections of growth in the region. The TAG examined forecasts of population and jobs to understand a baseline for economic growth. The population of the Eugene Urban Growth Boundary (UGB) has grown by only 0.2 percent per year in the past five years, a trend which is expected only to moderately improve looking ahead.²⁹ The latest forecast from the City of Eugene Planning and Development Department reports "continued slowing in growth" due to Oregon's lower than national average fertility rate and Lane County's older population.³⁰ See Exhibit 19 below for the projected number of households in the City of Eugene under the UGB forecasted growth rates.

EXHIBIT 19

Projected Baseline Household Growth, City of Eugene

Source: Households, Census; Growth rates, SME based on PSU Population Research Center forecast of the Eugene UGB



²⁷ This presentation was provided to the TAG as part of their homework on economic development and growth opportunities. "Oregon's Choice: Grow Modestly or Not at All." Presentation by John Tapogna to the Oregon Business Plan Leadership Summit, December 8, 2025. <https://oregonbusinessplan.org/2025-leadership-summit/>. Accessed last on January 14, 2026.

²⁸ Slides 11, 20, 22, and 24-27 specifically outline datapoints referenced here. Tapogna, December 2025. <https://oregonbusinessplan.org/wp-content/uploads/2025/09/Oregons-Choice-09-09-25.pdf>.

²⁹ Growth rates calculated by the consultant from Eugene UGB population forecasts by the Portland State University Population Research Center, Oregon Population Forecast Program. <https://www.pdx.edu/population-research/population-forecasts>. Accessed January 8, 2026.

³⁰ City of Eugene Planning and Development Department, Population Forecast. <https://www.eugene-or.gov/5046/Population>. Accessed January 17, 2026.

Forecasted growth in jobs is also modest. As of 2024, the number of jobs in the City had not recovered to pre-COVID (2019) levels. Looking ahead, employment in Lane County is projected to grow by about 0.5 percent annually. Applied to Eugene, this growth rate means that jobs in the City would not recover above pre-COVID levels until 2030. Exhibit 20, below, shows actual and forecasted jobs in the City of Eugene from 2019 through 2036.

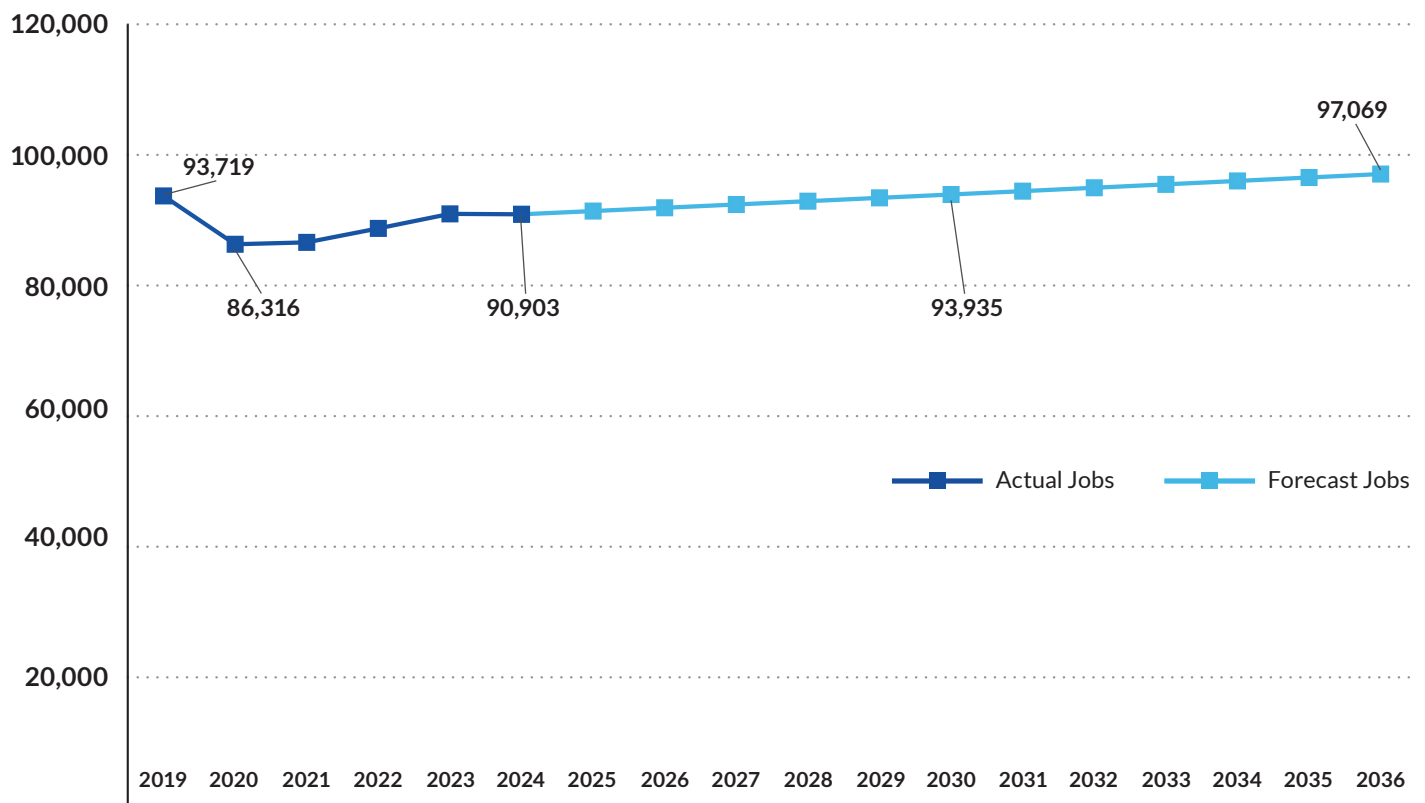
"Today, Oregon finds itself in a changing nation: older, less mobile, with birth rates falling and immigration stalled. The drivers of automatic expansion have slowed. Economic growth is no longer guaranteed—and it doesn't happen without effort. Now, the choice facing Oregon is stark: pursue modest, deliberate economic growth—or accept the costs of standing still. In today's slow-growing U.S., unmanaged rapid growth is no longer our threat—stagnation is."

John Tapogna, presentation to the Oregon Business Plan Leadership Summit, December 2025.

EXHIBIT 20

Actual (2019-2024) and Projected (2025-2036) Jobs, City of Eugene

Source: Actual jobs subject to Community Safety Payroll Tax 2019-2024, data provided by City of Eugene staff. Projected jobs, SME calculations based on Lane County projected growth in employment, PSU Population Research Center.



A note on the data: The TAG requested forecasted growth data in the City of Eugene and/or the surrounding region to understand the baseline against which its recommendations (or continued economic development work by the City) may be measured. The data shown above represent the best available sources in the timeframe available to the TAG's convening (Census information on households, City of Eugene information on jobs within the City, and the Portland State University Population Research Center for growth rates of population and jobs). Among the challenges with the data: PSU produces population forecasts at the UGB level, not at the city level; the growth rates derived from this forecast are applied to the number of households in Eugene as an illustration of baseline trends. Households are not the same as population, and given that households are expected to grow smaller over time, their forecasted growth might actually exceed population growth. Similarly, PSU produces job forecasts at the county-level, not at the UGB or city level. Derived growth rates are applied to the number of jobs as an illustration of how employment in the City of Eugene would grow if it grew at the same annual rate as Lane County employment. "Employment" is not the same as job numbers; employment is a measure of employed individuals, who may work multiple jobs. A rigorous forecast of baseline growth is important to the success of continued work on economic development (later recommended in this report on page 30).

Evaluation of Options

The TAG was asked to bring forward for consideration and evaluation options to close the general fund budget shortfall and address the City's long-term structural imbalance. These options fell into three "buckets": operations and expenditures, revenues, and economic development. At Meeting 3 (finalized in Meeting 5), the TAG developed the following criteria to evaluate these options. The full scorecard and a description of each criterion is included in the Appendix.³¹ In Meetings 5 through 8, TAG members suggested over 150 options and ideas which were discussed, evaluated, refined, and in some cases merged into recommendations in Meetings 6 through 8.³²

Through the course of discussion and evaluation, the TAG recognized that it did not have sufficient time and information to identify specific expenditure reductions and further noted that identifying such measures was beyond the scope of its role. The TAG's leading recommendations form an integrated, strategic approach intended to match municipal resources with service demands, align expenditures with ongoing revenues, establish a durable framework for economic expansion, and position Eugene for fiscal sustainability and long-term viability.

EXHIBIT 21

Budget Option Evaluation Criteria

ACHIEVING STRUCTURAL BALANCE	The City faces a structural deficit. Options will be rated on their ability to raise revenue, create savings in, or relieve budget pressures. Target: \$10 million per year in the general fund.
ONGOING FISCAL SUSTAINABILITY	The City needs both ongoing and immediate budget solutions. Options will be rated on the ability to solve an ongoing problem and on the timeliness of relief.
ECONOMIC COMPETITIVENESS	Fiscal sustainability relies on a strong City economy. Options will be rated based on impact to the City as a desirable place to work, own or operate a business, or invest.
COMMUNITY IMPACT	The City provides critical services to residents and visitors. Options will be rated on their impact to community livability and access to services
PRACTICALITY	The City needs solutions that are operational and implementable. Options will be rated based on the City's ability to implement efficiently, effectively, and successfully.
FAIRNESS	The City's budget gap is a shared problem that requires a shared solution. Options will be rated on fairness to ensure that certain populations are not overly burdened or benefiting.
STRATEGIC IMPACT	The City has a strategic plan. Options will be considered for their alignment with this plan.

³¹ Appendix p. 266

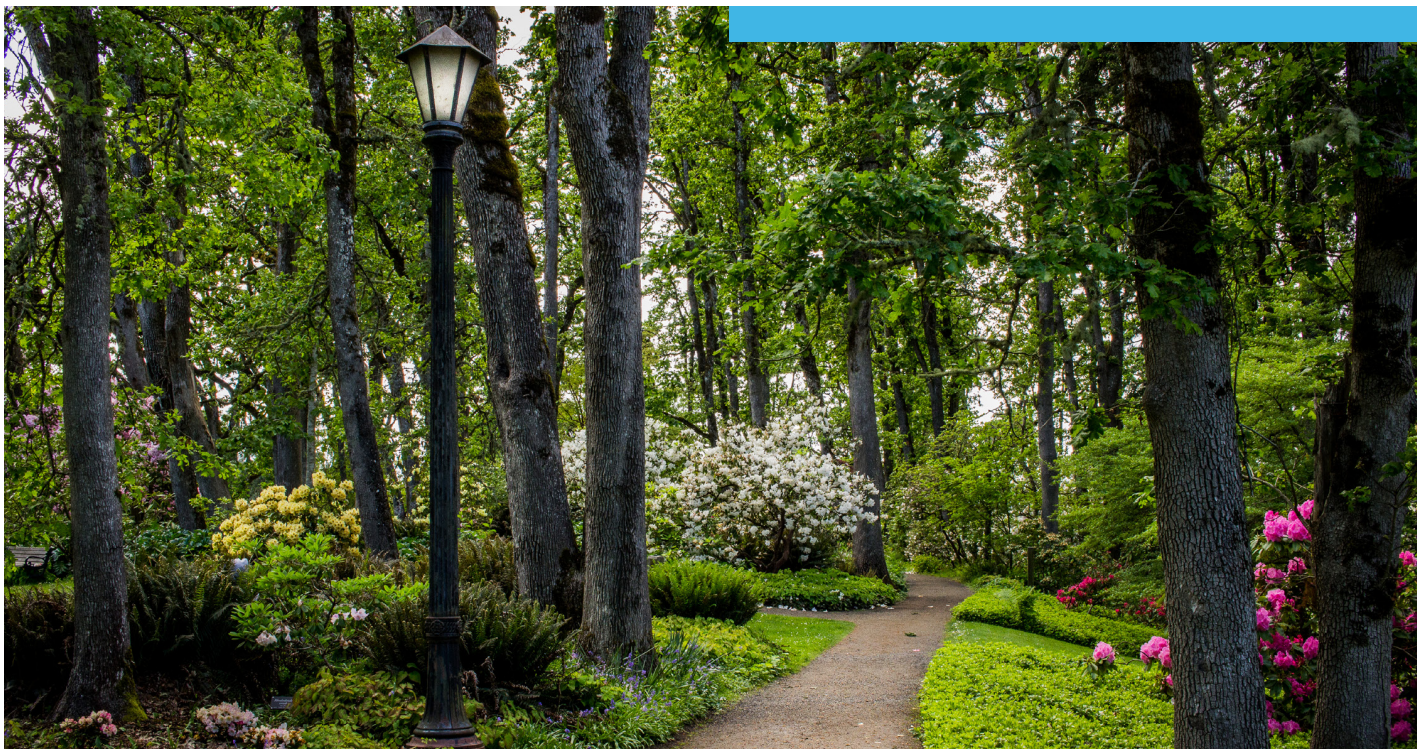
³² Appendix p. 267-318

TAG Findings & Observations

From the background provided by City staff and consultants, and through their discussion of all options on the table, the TAG observed the following about the City of Eugene's operations, revenue structure, and economy. These conclusions informed both the development and the evaluation of options by the TAG to address the problem statement.

Operations and Expenditures

- The City's general fund structural deficit is caused by expenditure growth (particularly personnel costs) outpacing growth in revenues.
- Personnel costs are pressuring the budget, growing faster than tax revenues, especially in the areas of healthcare and pensions costs.
- The City will need to make difficult decisions and prioritization around the budget based on affordability. The City's strategic plan does not currently focus on defining "core" services for the community, and on how to pay for strategic priorities. It is not always clear how the City's adopted budget flows from the City's strategic plan.
- The City Budget could better delineate between core or necessary functions versus new, enhanced, or "nice to have" services and programs, many of which have contributed to growth in staff in recent years.
- There is a general lack of community understanding and familiarity with the City's budget process and decision-making, and with the relationship between economic growth and the City's fiscal health.
- The City provides services that other regional entities (both nonprofits and other governing districts) provide, and there are likely opportunities to leverage partnerships and improve coordination, and reduce or eliminate the duplication of services





Revenues

- The City has limitations in what can be done with current revenues and limited options to increase or raise new revenues.
- The City has discussed and evaluated revenue options for several years, including a Revenue Advisory Committee.
- There may be tension among Council priorities as City revenue structures may conflict with broader economic development goals. Revenue helps in the short term, but can hurt economic development and economic growth in the long term.
- Property taxes are the single largest source of revenue for both general fund services and levy funded services such as parks and library. Because property tax growth from the existing tax base is restricted by state law, the City needs new growth to expand the tax base.

Economic Development

- The City has many assets, including natural beauty, livability, a world class university, and outdoor recreation. These historic strengths have made the City and broader region a place that people want to come to, raise a family, start businesses, and reinvest in for future generations.
- Growth has occurred despite the fact that the City and the region have not prioritized a cohesive or coherent economic development strategy that can grow the tax base and support a flourishing community.
- Economic growth creates new employment opportunities for community members, which can increase wages and improve household finances. Expanded commercial and industrial activity adds to the property and payroll tax base, with fewer demands for local public services than new residential development.
- The City could improve its perception as a business-friendly community.
- The City's strategy should reflect that the Downtown area continues to be a high priority for economic growth.
- There is a desire from the business community to partner with the City and be more active in pursuing economic development and growth together.
- The City has been underinvesting in economic development.
- There are other cities that Eugene can learn from in terms of strategic, intentional investment in economic development.

Principles of Action

The City of Eugene faces a long-term, shared problem which requires long-term, shared solutions. The work must begin immediately.

To address structural problems, the City must:

- **Look ahead to long-term growth and prosperity**, focusing on job growth, job creation, and economic development, and identifying and collecting data to measure progress and inform targets.
- **Conduct an organizational review** to identify inefficiencies or gaps and to provide recommendations on how to improve organizational alignment and deliver services more effectively and efficiently.
- **Examine cost drivers** with a goal of saving money in the general fund prior to requesting new or increased revenues. This work should be documented.
- **Explore possibilities to work with or support the not-for-profit sector** to provide needed community services in a responsive and economical way. The City should also **explore opportunities to work with other government entities** providing similar services.
- **Grow the size of the economy and tax base before increasing tax rates or creating new taxes.**
- **Consider new or increased taxes only as a last resort.** If revenue options are considered, Council should include guardrails that tie revenues to achieving economic development goals.
- After engaging stakeholders to determine their needs and priorities, **educate the community** about the fiscal realities of providing services, making clear which are considered essential and which are considered non-essential.
- **Engage and partner with the business community** to understand their unique needs and their potential for driving growth. This will help ensure the City is on an achievable path to grow economic opportunity and the tax base.
- **Articulate an economic development strategy** based on our unique strengths in the Southern Willamette Valley and prioritize City services to enhance these strengths.
- **Convene neighboring jurisdictions** to ensure that we are efficiently and effectively providing services and working collaboratively to support economic development in Eugene, Springfield, and surrounding areas.
- Partner with other cities in Oregon and **aggressively engage with the state legislature** to address regulatory and development issues that pose significant obstacles to the City's fiscal health and the region's economic outlook.



Strategic Recommendations

The TAG developed the following recommendations to stabilize the City of Eugene's budget and to grow the City in a fiscally sustainable way. The recommendations that follow should be considered as parts of a whole strategy. The TAG offers this strategic framework as a guidepost, recognizing that the timelines and details may be adjusted as the recommendations are implemented.

FISCAL GOAL

The "north star" fiscal goal of \$10 million per year is an approximation of the City's forecasted structural deficit, a number that is projected to grow annually. **A combination of operations efficiencies, reductions, savings, and new revenues will be needed to close the gap.** Longer-term, the economic development strategy recommended below should also deliver measurable fiscal impact in the form of increased property tax or payroll tax revenues.

CONSIDERATIONS FOR NEW REVENUE

If it is determined that a new revenue source is needed to close the short-term budget deficit, that decision should only come after all efforts have been made to minimize current expenditure levels and efficiencies have been made. Additionally, any new revenue source should be done in an equitable manner that impacts the community as evenly as possible and not imposed on select or smaller groups of taxpayers. Lastly, any new revenue-generating tax or fee structure should also have a portion of that new revenue source allocated and dedicated toward economic development efforts and not done solely to fill current budget shortfalls or constraints.

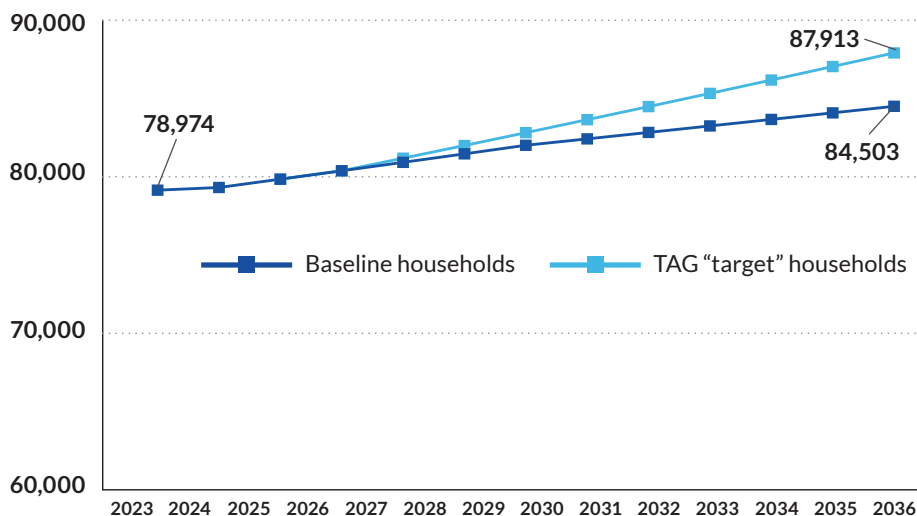
ECONOMIC DEVELOPMENT TARGETS AND "DAY TWO"

The TAG concludes that the City must pursue **fiscal sustainability and economic growth concurrently**, as they are two sides of the same coin. A stable budget is a prerequisite for economic growth, and sustained growth is necessary to ensure long-term fiscal health. The TAG developed a target to measure economic development impacts and to emphasize the importance of economic growth to the City's tax base. The \$25 million in new revenue cited below comes from assumed, modest increases to baseline growth projections (Exhibit 22 and Exhibit 23).

EXHIBIT 22

Baseline v. TAG "Target" Households, City of Eugene

Source and notes: Baseline Households, Census; Growth rates, SME based on PSU Population Research Center forecast of the Eugene UGB. TAG "Target" shows households growing at a 1% instead of the baseline rates shown in the table.



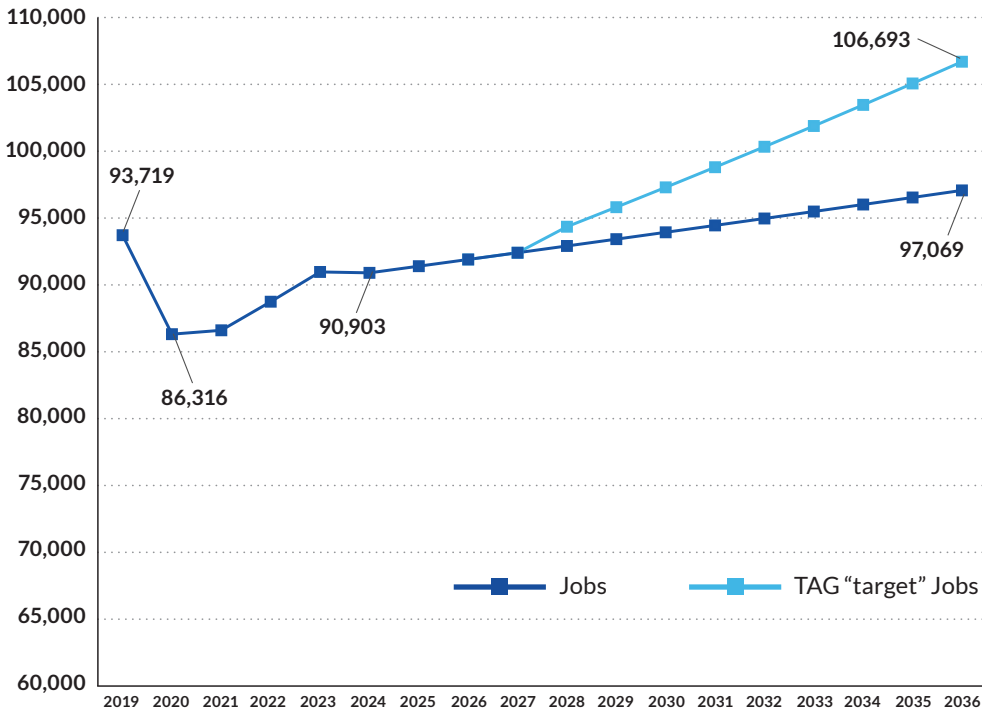
Historical and Forecasted Annual Population Growth Rates

	BASELINE	TAG "TARGET"
2020-25	0.2%	
2025-30	0.7%	1.0%
2030-35	0.5%	1.0%
2035-55	0.4%	
2055-70	0.5%	

EXHIBIT 23

Baseline v. TAG “Target” Jobs, City of Eugene

Source and notes: Baseline: Actual jobs subject to Community Safety Payroll Tax 2019-2024, data provided by City of Eugene staff. Projected jobs, SME calculations based on Lane County projected growth in employment, PSU Population Research Center. TAG “Target” projects job growth of 1 percent on top of the baseline.



Historic Annual Employment Growth by Size of Firm, UGB; Forecasted Lane County Employment Growth; TAG “Target”

	BASILINE	TAG “TARGET”
2014-2024	0.5%	
1 to 4	1.0%	
5 to 9	0.7%	
10 to 19	0.3%	
20 to 49	0.8%	
50 to 99	2.2%	
100 to 249	0.5%	
250 or more	-2.7%	
2024-2034	0.5%	1.5%

Economic growth will fuel this job creation and household formation and allow the tax base to expand in alignment with cost growth for schools, pensions, and infrastructure. But most importantly, growth is a way to maintain and improve quality of life for the City's residents – tax revenues are but one positive outcome of growth. **Economic growth means shared prosperity, with impacts felt in better schools, more and higher-paying jobs, and improved livability.** As the key to a better Eugene, economic growth must be a focus of the City, both to fix its structural budget challenges, and not to fall further behind.

In implementing the recommendations below related to economic development, the City should continue to engage with the business community and other stakeholders to develop and refine economic growth targets. The City should also conduct research to better understand baseline growth and, more importantly, to understand what other cities are doing to promote economic growth, both on their own and with regional partners. The TAG recommends the necessary work to implement these recommendations occurs in a “day two” process on economic development, establishing an advisory group to inform the City's efforts, facilitate regional coordination, guarantee inclusive perspectives, and maintain accountability.



Closing the Gap | OPERATIONAL EFFICIENCIES & REDUCTIONS

FISCAL GOAL

COMBINED TARGET

at least \$10 million annually within 5 years

SUMMARY

Operational Efficiencies and Reductions

Identify and **achieve ongoing, annual cost-savings to the general fund** in the form of efficiencies, savings, and reductions.

Revenues

After achieving savings goal and extensive education/engagement, implement **new revenue with a goal of closing any remaining structural gap**. Evaluate and select revenue options based on considerations below.



6-24 months

- 1 Identify "core" City services which are essential, then align the budget with stated priorities.
 - a. Update the Financial Policies and Procedures Manual to define City service priorities.
 - b. Create a service prioritization framework to align the budget with realistic revenue projections.
 - c. Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations.
- 2 Engage an outside expert to conduct an assessment of operations to determine ways that the City might operate more efficiently and lower costs. This will provide important data to make difficult decisions, and also provide transparency to the public for future decisions.
- 3 Streamline processes to improve turn-around times for planning and development; proactively identify ways to minimize regulations.

2-3 years

- 4 Update the City's long-term strategic plan to focus on reinforcing the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.
- 5 Identify strategies to reduce employee costs and collaborate with partners to provide services more cost-effectively.

5-10 years

- 6 City government continues to operate leanly and with a culture of efficiency to deliver services that align with redefined strategic priorities.

Closing the Gap | REVENUES

FISCAL GOAL

COMBINED TARGET

at least \$10 million annually within 5 years

SUMMARY

Operational Efficiencies and Reductions

Identify and achieve ongoing, annual cost-savings to the general fund in the form of efficiencies, savings, and reductions.

Revenues

After achieving savings goal and extensive education/engagement, implement new revenue with a goal of closing any remaining structural gap. Evaluate and select revenue options based on considerations below.



REVENUES

6-24 months

- 1 Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in.
- 2 Before implementing a new revenue, consider the following:
 - a. Efforts made to minimize expenditure levels and increase efficiency.
 - b. New source should impact the greater community as evenly as possible and not selectively target individual or small groups of taxpayers.
 - c. A portion of the new revenue should be dedicated toward economic development efforts to create long-term shared prosperity.

3-5 years

- 3 Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals, including potential FTE or targeted investments.

5-10 years

- 4 Five years after revenue implementation, conduct review to assess whether the new option is still necessary to stabilize the budget and whether it is achieving economic development goals.

Growing the Economy | ECONOMIC DEVELOPMENT

ECONOMIC AND FISCAL GOAL

TARGET

Economic output generating 14,000 jobs and \$25 million in tax revenue within 10 years

6-24 months



- 1 Identify an Economic Development Strategic Advisory Team (Day 2) to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort.
- 2 Initiate strategic economic development planning process:
 - a. Conduct analysis to understand Eugene's strategic and competitive advantages.
 - b. Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses.
 - c. Work with public and private partners to define clear roles in moving this work forward.
 - d. Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote engagement in the wider community (i.e., good paying jobs, ability to keep young people in the community, overall thriving community).
 - e. Articulate partnerships (Knight campus, regional partners, etc.) and bring along our public partners (EWEB, education system, and healthcare) to show strong infrastructure to support growth.
- 3 Identify needed resources for implementation, including staff and other investments.

2-3 years

- 4 Begin to coordinate and align with regional partners to enhance strategic advantage.
- 5 Enhance business retention and expansion, clearly identifying what infrastructure is needed.
- 6 Market competitive advantage to actively recruit employers.
- 7 Look at ways to support housing expansion as an economic development tool.

3-5 years

- 8 Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential.
- 9 This is a dynamic process that needs to be developed and maintained over time.
- 10 Advocate for state-level reforms on regulations, education, taxes, and revenues.

5-10 years

Target of cumulative, gross total of \$25 million in new property tax and payroll tax revenue due to new jobs.

Looking Ahead to “Day Two”

The TAG convened to make recommendations to improve City operations and address the structural deficit – important work that the City must begin today. But the TAG concludes that the City of Eugene’s challenges are much more fundamental than a near-term budget gap. The City’s current fiscal pressures reflect long-term economic trends – trends which, statewide, are going in the wrong direction.

The TAG was provided with a north star of \$10 million in the general fund, **however the City of Eugene’s true north star must be economic growth.** Manageable, vibrant growth will generate economic activity, buoy the community, and sustain public investment in livability and education. The strategy the TAG lays out above is a necessary first step toward growth, but this community has a long way to go.

“One thing is immediately clear: we already have a strong foundation. Oregon is known for innovation, entrepreneurship, diverse industries, and thriving businesses of every size. With a highly skilled workforce, a world-class research university network, established industry clusters, and a collaborative business culture, Oregon is uniquely equipped to achieve sustainable growth.”

– Gov. Tina Kotek, *Roadmap to Prosperity*, December 2025.

These efforts can capitalize on renewed state-level attention to the threat of stagnation. In December 2025, together with Oregon business and community leaders, Governor Kotek unveiled a statewide Prosperity Roadmap with three broad goals: retain and grow Oregon businesses, catalyze job creation, and accelerate economic growth.³³ At a time of broader economic and fiscal uncertainty at the national level, Oregon leaders are poised to reclaim the state’s future.

The City of Eugene cannot bend the state or regional curve alone, but it must start the work today.



³³ Oregon’s Prosperity Roadmap, December 2025. <https://apps.oregon.gov/oregon-newsroom/OR/GOV/Posts/Post/governor-kotek-announces-strategy-to-focus-on-states-economic-development-efforts>. Accessed January 14, 2026.



Appendix: Meeting Materials and Exhibits



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #1

September 23, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objectives:

- Clarify group responsibilities, expectations and process
- Begin to create a shared understanding of basic City finances and budget

1. Welcome & Introductions
2. Purpose & Deliverables
3. Group Agreements & Norms
4. Finance Overview & Discussion
5. Next Steps



**Eugene Technical Advisory Group on Fiscal Stability
Meeting Roadmap**

1. September 23	<ul style="list-style-type: none"> • Introductions • Purpose & Deliverables • Agreements & Norms • Finance Overview & Discussion (Context, Structure, Community Engagement)
2. September 30	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Continued Finance Overview (GF Revenue & Expenditure, Structural Gap to Address)
3. October 7	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Group Decision-Making and Recommendations Criteria • City Services & Service Levels Overview • Fire Governance Overview
4. October 14	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Benchmarking with Comparable Cities • Deep Dive into Operations & Expenditures
5. October 21	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Continue Operations & Expenditures Deep Dive
6. October 28	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Economic Development Initiatives & Process Overview • Revenue Options Overview
7. November 4	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Deep Dive into Economic Development • Deep Dive on Revenue
8. November 10	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Begin Discussing Recommendations
9. November 18	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Recommendations
10. November 25	Holiday Week—No Meeting
11. December 2	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Refinement
12. December 9	<ul style="list-style-type: none"> • Brief Recap & Housekeeping • Report Finalization

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
General Fund					
Reporting Fund (010)	Fund 010 is the General Fund reporting fund. The subfunds (011, 031, 041) roll up to this fund for reporting purposes.	Detail provided by subfund below.	Detail provided by subfund below.	Detail provided by subfund below.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police; Public Works
Main Subfund (011)	General purpose government operations.	Property tax revenues, contributions in lieu of tax, and user fees.	Police and fire services, library and recreation services, parks maintenance services, planning services, and general administration.	Most revenues are unrestricted; grant funds are restricted by granting agency. Some funds are pass-throughs to other governments. Local marijuana tax revenue is restricted to parks security, community justice, and human services as directed by the City Council.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police; Public Works
Cultural Services (Subfund 031)	To account for the operation of the Hult Center, community events, public art, and Cuthbert Amphitheater.	Transient lodging tax revenue, rental, ticket office, and patron user fees.	Operation and management of the Hult Center and Cuthbert Amphitheater.	State statute requires that 100% of revenue from the City's 4.5% transient lodging tax is used to promote tourism and tourism-related facilities.	Library, Recreation and Cultural Services
Equipment Replacement (Subfund 041)	To account for resources associated with future replacement of General Fund equipment other than vehicles.	General Fund transfer and department matching funds.	General Fund equipment including fire turnouts, fire self-contained breathing apparatuses (SCBA), police weapons and forensic equipment, generators, and library, recreation, and cultural services equipment.	Revenue source is unrestricted. However, departments must contribute 50% match to access equipment replacement funds, and typically the item must total at least \$20,000.	Departments receiving Equipment Replacement Subfund (041) dollars change each budget period. 2025-2027 Departments: Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Police

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Special Revenue Funds					
Community Development (Fund 170)	To account for grant revenues received from the federal government related to economic development and affordable housing.	Federal grants and loan repayments.	Eligible capital projects, Broadway Commerce Center, low-income housing, loans for historic properties, and commercial revitalization.	Community Development Block Grant (CDBG) and HOME funds must meet the federal government criteria of benefiting low- to moderate-income individuals' needs, eliminating blight, and addressing urgent needs.	Planning and Development
Community Safety Payroll Tax (Fund 136)	To account for payroll tax revenues for community safety system efforts.	City of Eugene payroll tax.	Eligible police, fire and emergency medical services, municipal court and prosecution services, prevention and homeless services, and payroll tax administration.	City Code 3.720 through 3.738: Funding will be used to supplement, not replace, current funding for community safety services.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police
Housing Programs and Construction (Fund 150)	To account for construction permit activities, collection of rental housing fund program activities, and revenues received to support affordable housing programs.	Construction permit fees, annual fees from rental housing program, and Construction Excise Tax (CET).	Program activities including land use enforcement, structural integrity, safety, and incentives and services related to affordable housing.	City Code 3.738, 7.300, and 8.440: Recover all the City's costs related to processing the application for the permit and inspecting the work during and after completion; to provide a reasonable return to the public for the permitted ongoing use of the public way; offsetting the costs to the City associated with the enforcement of rental housing code; allocate CET toward programs, incentives, and services related to affordable housing; offsetting cost to the City associated with collecting and distributing the CET.	Planning and Development; Fire and Emergency Medical Services; Public Works

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Special Revenue Funds Continued					
Library Local Option Levy (Fund 111)	To account for local option levy property taxes for library service enhancements.	Local option property tax levy from FY22 through FY26.	Levy funding is used to maintain the existing level of library services previously funded by the 2015 levy. Library enhancement services described in Ballot Measure 20-309: (1) preserve 47 open hours/week across three locations added in 2015; (2) maintain the 1/3 increase in free programs for all ages; (3) maintain the Maker Hub area; (4) maintain increased off-site delivery of programs and outreach; (5) maintain/replace internet- ready devices at Bethel and Sheldon locations; and, (6) maintain programming and upkeep of the Library Maker Van.	ORS 280.070 requires a separate fund be set up for local option levies approved for purposes other than general operations. Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by the Library Advisory Board and made available to the City Council and the public.	Library Recreation and Cultural Services
Library, Parks and Recreation (Fund 180)	To account for contributions from private donors to support the public library and City-owned parks and recreation facilities, and the arts.	Private donations.	Per the designation of the donor.	Designation upon receipt of donation.	Library, Recreation and Cultural Services
Parks and Recreation Local Option Levy (Fund 112)	To account for local option levy property taxes for Parks and Recreation Operations and Maintenance.	Local option property tax levy from FY24 through FY28.	Parks and Recreation Operations and Maintenance described in Ballot Measure 20-343, including public safety presence in parks, improved general maintenance in developed parks and natural areas, new park development, renovations to recreation facilities, and increased recreation programming.	ORS 280.070 requires a separate fund be set up for local option levies approved for purposes other than general operations. Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by a Citizen Advisory Board and made available to the City Council and the public.	Police; Library, Recreation and Cultural Services; Public Works

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Special Revenue Funds Continued					
Public Safety Communications (Fund 130)	To account for the operation of the 911 Call Center and the operations and maintenance of the regional radio system.	Telephone excise tax, intergovernmental revenue, and revenues from other governments that subscribe to the communications systems.	911 Call Center and operations and maintenance of the public safety regional radio system.	Oregon Revised Statutes (ORS) 403 restricts use of state 911 tax funds to 911 operations and an Intergovernmental Agreement (IGA) between participating jurisdictions limits use of those revenues to funding of the regional radio system.	Police
Road (Fund 131)	To account for the operations and maintenance of the City's street transportation system.	State Highway Fund allocations, revenue from the utility systems for the use and occupancy of the City's rights-of-way, and other grants, fees, and permits.	Street surface repair, street lighting, signage and striping, traffic signal maintenance, transportation planning and engineering, and street tree maintenance.	Funding must be used for road-related purposes defined by ORS 366.785-366.820, 366.514 and Article IX, section 3a, of the Oregon Constitution and may be limited to specific projects stated in each grant award.	Central Services; Public Works
Solid Waste and Recycling (Fund 155)	To account for activity associated with solid waste and recycling efforts.	Solid waste hauler license fees.	Regulation of solid waste collection services and development/promotion of waste prevention and green building efforts.	City Code 3.250(1)(g) - Fees that allow the City, at a minimum, to recover regulatory and enforcement costs associated with solid waste and/or recycling collection.	Planning and Development
Special Assessment Management (Fund 110)	To account for activities related to support of the special assessment program and assessment deferral programs.	Assessment bond proceeds and fees paid by property owners.	Collection activities for principal and interest on contracts (deferral of assessments for low- income property owners and low-income senior property owners under City Code 7.195).	Council-authorized programs for property owners to finance assessments and participate in deferral programs; funding is unrestricted but generally used for these purposes.	<i>The 2025-2027 Adopted Budget does not include department operating activity in this fund.</i>
Telecom Registration/Licensing (Fund 135)	To account for revenues and expenditures associated with the 2% registration fee/business privilege tax for providers of telecommunications services in Eugene.	2% of registrants' gross revenues derived from their telecommunication activities within the city.	City telecom-related projects and activities that benefit the community.	Program administration and telecom projects that benefit the community. Funds will not be used to replace property tax revenue: City Code 3.415 and Ordinance 20083, findings #13 and #15.	Central Services

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Debt Service Funds					
General Obligation Debt Service (Fund 211)	To account for revenues and expenditures related to voter-approved General Obligation bonds issued by the City.	Property tax revenues.	Payments of principal and interest on outstanding General Obligation bonds approved by voters.	ORS 294.388 requires a separate fund to be set up for payment of General Obligation bonds. ORS 287A.140 states that the City may not divert funds while principal or interest on General Obligation bonds remain unpaid.	N/A
Miscellaneous Debt Service (Fund 230)	To account for the payment of debt that is not accounted for in another debt service fund.	Bond proceeds.	Payments of principal and interest to bond holders.	Funding provided by bond proceeds (including interest earnings) are restricted by the terms approved by City Council or voter approved bond measure.	N/A
Special Assessment Bond Debt (Fund 250)	To pay principal and interest on bonds issued to pay for property owner assessment financing contracts.	Assessment bond proceeds and fees paid by property owners.	Payments of principal and interest to bond holders.	Bond covenants restrict property owner payments to paying off principal and interest on assessment bonds issued by the City.	N/A

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Capital Projects Funds					
General Capital Projects (Fund 310)	To account for financing, construction, and preservation of capital facilities not financed by proprietary or other capital projects funds and affordable housing.	General Fund transfer, bond proceeds, grants, and loan repayments.	Preservation and major repairs of General Fund buildings, public art, City Hall replacement, parks and open space land acquisitions, and parks and recreation capital projects.	Funding provided by bond proceeds is restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. General Fund transfers are unrestricted. A portion of the funds are restricted by Council policy to be used for capital funding for affordable housing projects. The revenue generated from loan repayment is designated for future affordable housing projects.	N/A
Special Assessments Capital Projects (Fund 350)	To account for interim financing and related costs of construction for public improvements, which primarily benefit the property owners against whose properties special assessments are levied.	Debt issuance and repayment.	Construction of public improvements.	State law restricts assessments to the specific improvement constructed.	N/A
Systems Development Capital Projects (Fund 330)	To account for Systems Development Charge (SDC) revenues and expenditures in four major infrastructure systems.	SDC fees paid when permits are issued.	Capacity-enhancing projects for the following systems: transportation, wastewater, stormwater, and parks.	ORS 223.297 to 223.314 restricts expenditures to capacity-enhancing projects for the four systems.	N/A
Transportation Capital Projects (Fund 340)	To account for revenues from dedicated sources and related non-development transportation capital project expenditures.	State and federal transportation grants, a \$.05 per gallon local motor vehicle fuel tax, and the 2017 and 2022 voter-approved Street Bonds.	Pavement preservation program fixing streets and funding bicycle and pedestrian projects.	Funding provided by bond proceeds is restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. Gas tax revenues are dedicated to the preservation and maintenance of the street system per Oregon State Constitution, Article 9, Section 3a; ORS 366 and 367 and City Code 3.489 (2).	N/A

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Enterprise Funds					
Ambulance Transport (Fund 592)	To account for the operations of ambulance transportation services and associated pre- hospital life support care.	User fees, subscription program membership fees, Ground Emergency Medical Transportation (GEMT) revenues, Community Safety Payroll Tax Fund allocations, and transfers from the General Fund.	Costs related to ambulance transport and associated pre- hospital life support care.	The proceeds of user fees are retained in the fund for operating the service.	Fire and Emergency Medical Services
Municipal Airport (Fund 510)	To account for the operation of the municipal airport.	Airline, parking and concession revenues, Airport Improvement Program grant monies, and Passenger Facility Charges.	Airport operations and capital improvements.	Revenues are restricted for use in financing airport operations and eligible airport projects as determined by Federal Aviation Administration regulation.	Fire and Emergency Medical Services; Police; Public Works
Parking Services (Fund 520)	To account for operations of the City's municipal parking program.	Parking fees, fines, and commercial space rentals.	To maintain parking assets and operations.	Proceeds are retained in the fund for operating the municipal parking program.	Central Services; Planning and Development; Public Works
Stormwater Utility (Fund 539)	To account for activities related to the stormwater system and providing wetland mitigation credits.	Stormwater user fees and mitigation credit sales.	For the operation, construction, and maintenance of the stormwater system and the wetland resource protection and enhancement program.	As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing and/or operating the system. Wetland mitigation credits are restricted to appropriate projects within the wetland bank service area.	Public Works
Wastewater Utility (Fund 530)	To account for activities related to the wastewater collection and treatment system.	Wastewater user fees.	For the construction, operation, and maintenance of the wastewater collection and treatment system.	Partial restriction for outstanding regional wastewater system debt payments. As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing, and/or operating the system. Per intergovernmental agreement, all regional revenues are required to be passed through to the Metropolitan Wastewater Management Commission.	Public Works

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Internal Service Funds					
Facilities Services (Fund 615)	To account for the operation and maintenance of City-owned facilities.	Lease payments, facility maintenance rates, charges to capital funds, and postage reimbursement.	Facility maintenance for Atrium Building, general facility maintenance for City buildings, architectural and project management services performed by Facility Management Division personnel, and postage expenditures.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. There are no restrictions for the Facilities Maintenance and Facilities Professional Services subfunds.	Central Services; Planning and Development
Fleet Services (Fund 600)	To provide funding for the purchase and maintenance of vehicles, equipment, and radio infrastructure.	Fleet and radio user charges to other City funds.	Vehicle and radio purchases and equipment maintenance.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. For the General Fund there are no restrictions. For Non-General Funds, see restrictions for all funds, including: Community Safety Fund, Municipal Airport Fund, Road Fund, Stormwater Utility Fund, and Wastewater Utility Fund. The proceeds of department charges are retained in the fund to operate and maintain the system.	Public Works

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments
Internal Service Funds Continued					
Information Systems and Services (Fund 610)	To account for the activity related to information systems and services for City departments, information systems for public safety, and central business software applications.	User charges to other City funds for software, hardware, network services, telephones, and records management system charges to the City of Springfield.	Network infrastructure services, software and hardware purchases and maintenance, telephone systems, Public Safety and Justice software systems, and the purchase, implementation, and maintenance of central business software.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. Resources associated with the Records Management System/Computer Aided Dispatch (RMS/CAD) project may not be transferred out of this fund or otherwise used for other purposes under an intergovernmental agreement with the City of Springfield.	Central Services
Professional Services (Fund 630)	To account for professional engineering services performed by Public Works personnel for other City funds and outside agencies.	User charges to other City funds.	Engineering services.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds.	Public Works
Risk and Benefits (Fund 620)	To account for costs of the City's self-insurance programs including risk management, employee health and benefits, pension bond, and other post-employment benefits.	Rates charged to all City funds and payment for insurance plans from active employees, COBRA participants, and retirees.	Property and liability insurance and claims, current and previous employee benefits and medical claims, principal and interest on pension bonds, workers compensation, and unemployment insurance.	Resources placed into the Employee Health and Benefits subfund may not be transferred out of this subfund or otherwise used for other purposes according to ORS 731.036(6). Expenditures from the Risk subfund are limited under EC 2.585. Pension bond reserves are prudent internal reserves to ensure payment of principal and interest on pension bonds. Reserves constitute funds from both the General Fund and Non-General Funds. See restrictions on Non-General Funds.	Central Services



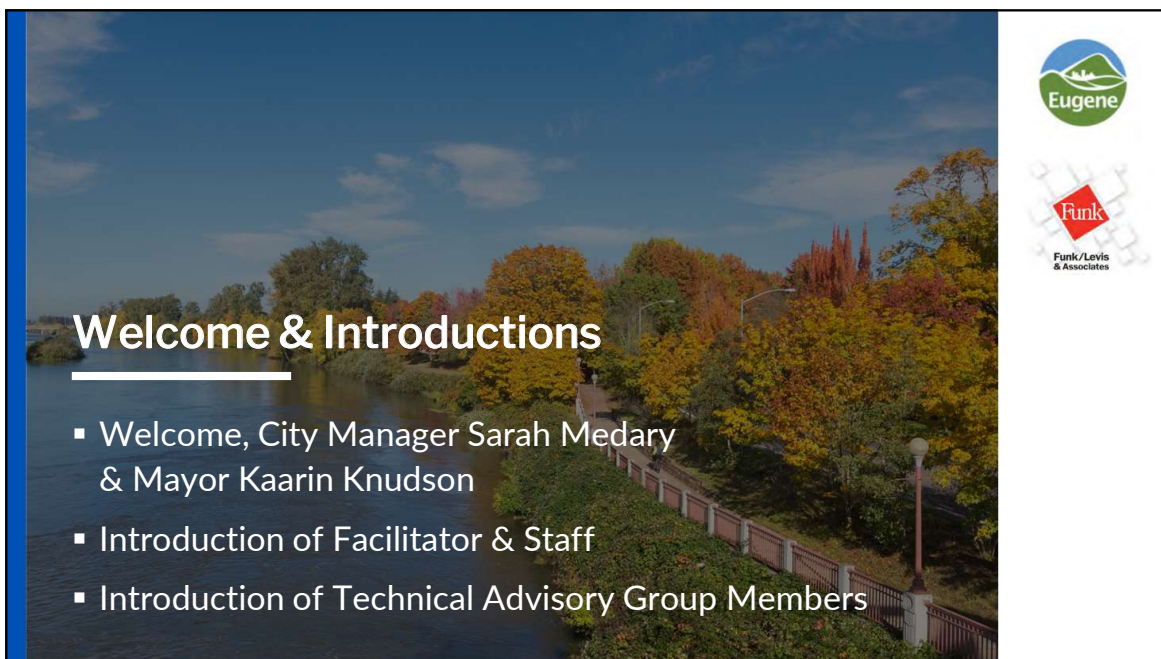
The slide features a blue background on the left with a circular inset showing a scenic view of Eugene, Oregon, including a forested hill and city buildings. On the right, the title "City of Eugene Technical Advisory Group on Fiscal Stability" is displayed in blue, followed by "Meeting #1" and "September 23, 2025" in black. Logos for the City of Eugene and Funk/Levis & Associates are at the bottom right.

City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #1
September 23, 2025



1



The slide has a background image of a river with autumn trees. The title "Welcome & Introductions" is in white. A bulleted list contains three items. Logos for the City of Eugene and Funk/Levis & Associates are in the top right corner.

Welcome & Introductions

- Welcome, City Manager Sarah Medary & Mayor Kaarin Knudson
- Introduction of Facilitator & Staff
- Introduction of Technical Advisory Group Members



2

Committee Charge

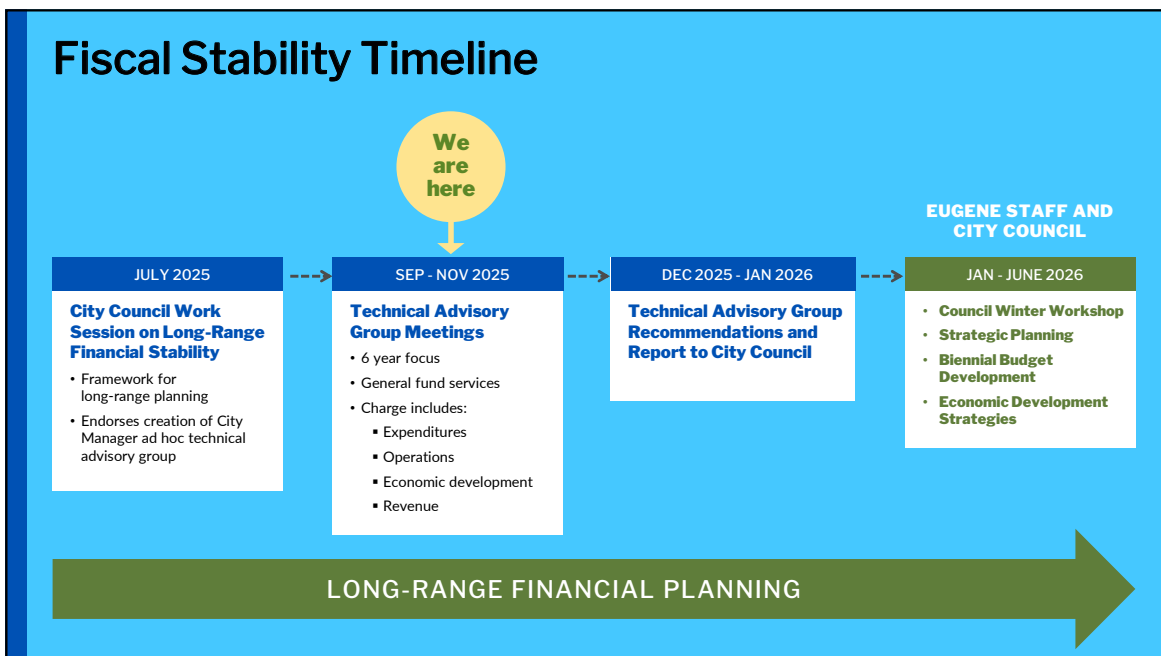
- Ad Hoc City Manager Committee
- Purpose:
 - Shared understanding of City finances, operations and economic development
 - Recommend short, mid and long-term strategies for stabilizing City's budget and services into the future
- Recommendations to Council December 10, 2025 and full report early 2026






Funk/Levis & Associates

3



4

13



5

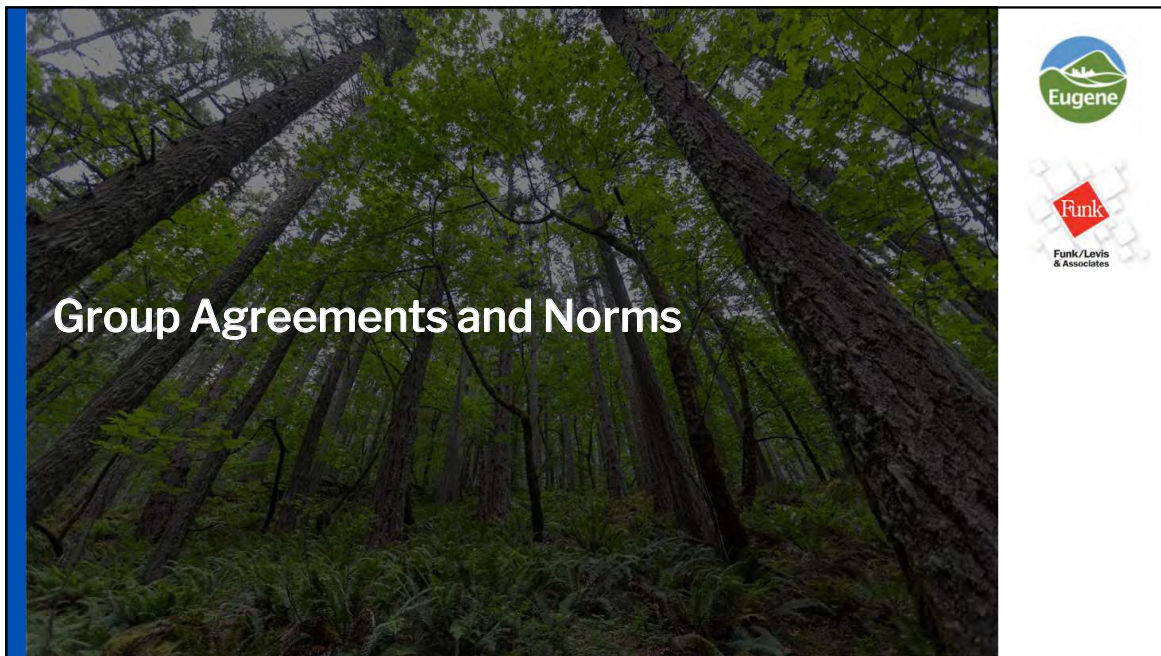
Member Expectations

- Consistent meeting attendance
- Meetings start & end on time
- Discussions happen at the meetings
- Use consistent group messaging for updates
- At the end, work to support the majority decisions and recommendations

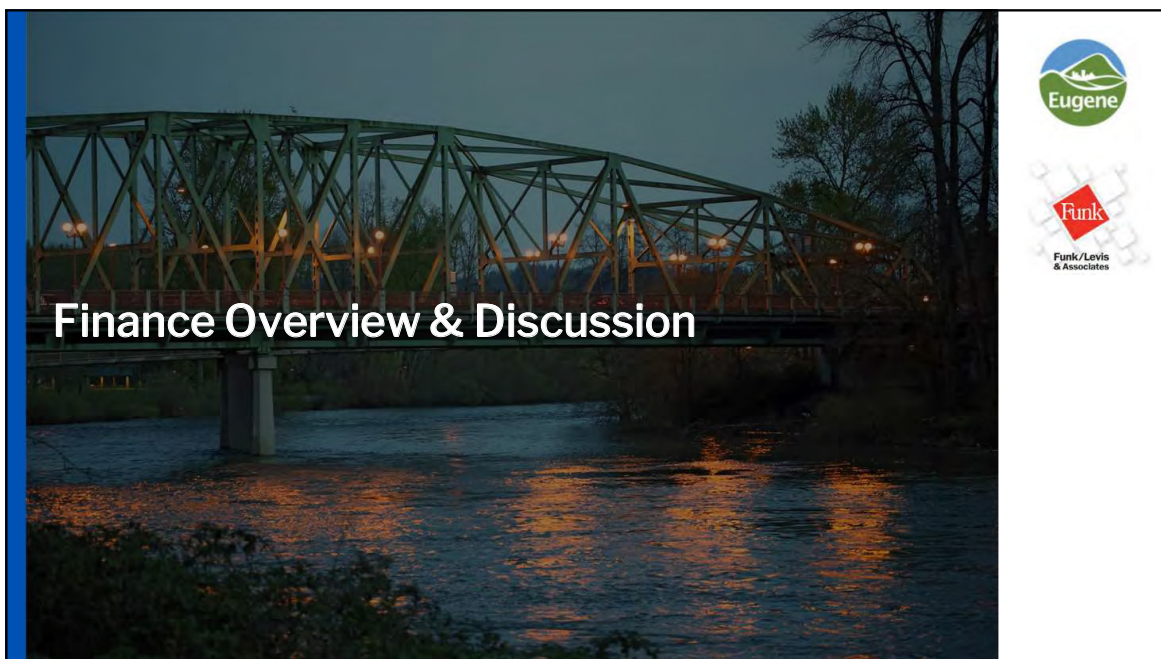
A photograph of a park scene featuring a concrete bridge with a metal railing in the foreground. In the background, there are trees, a grassy area, and a person riding a bicycle on a path.The Eugene logo (a green circle with a white mountain and the word "Eugene") and the Funk/Levis & Associates logo (a red diamond with the word "Funk" and "Funk/Levis & Associates" below it) are positioned on the right side of the slide.

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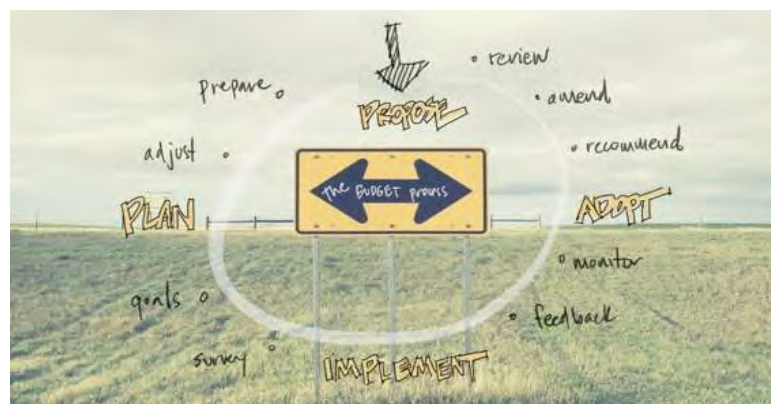
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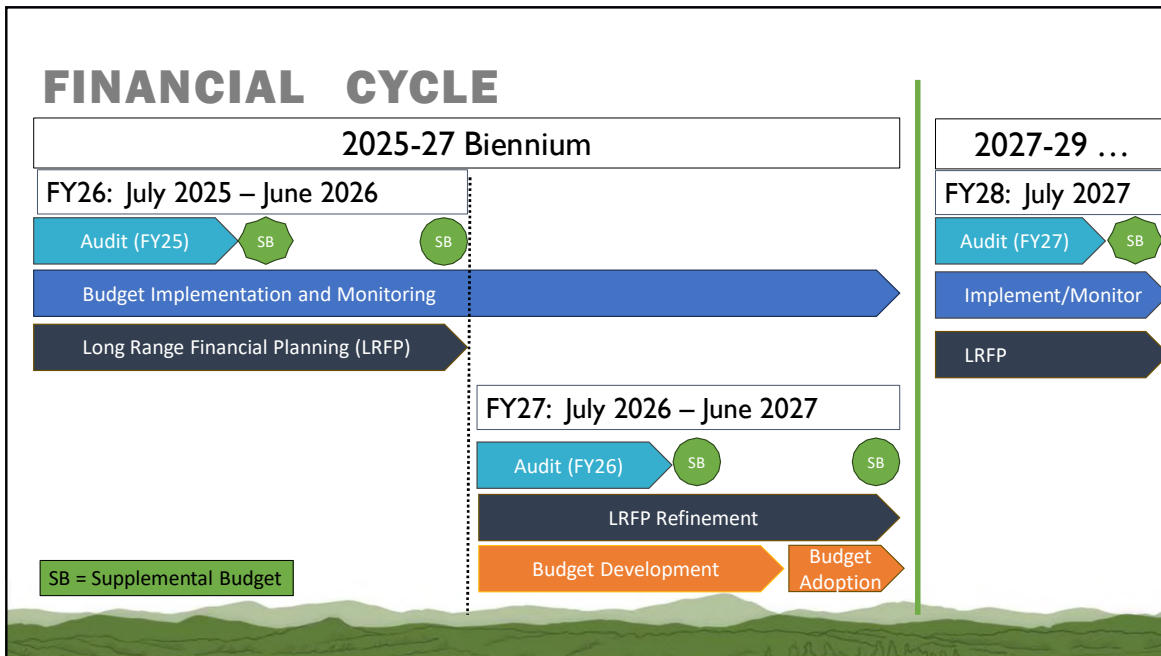
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Strategic Rhythm

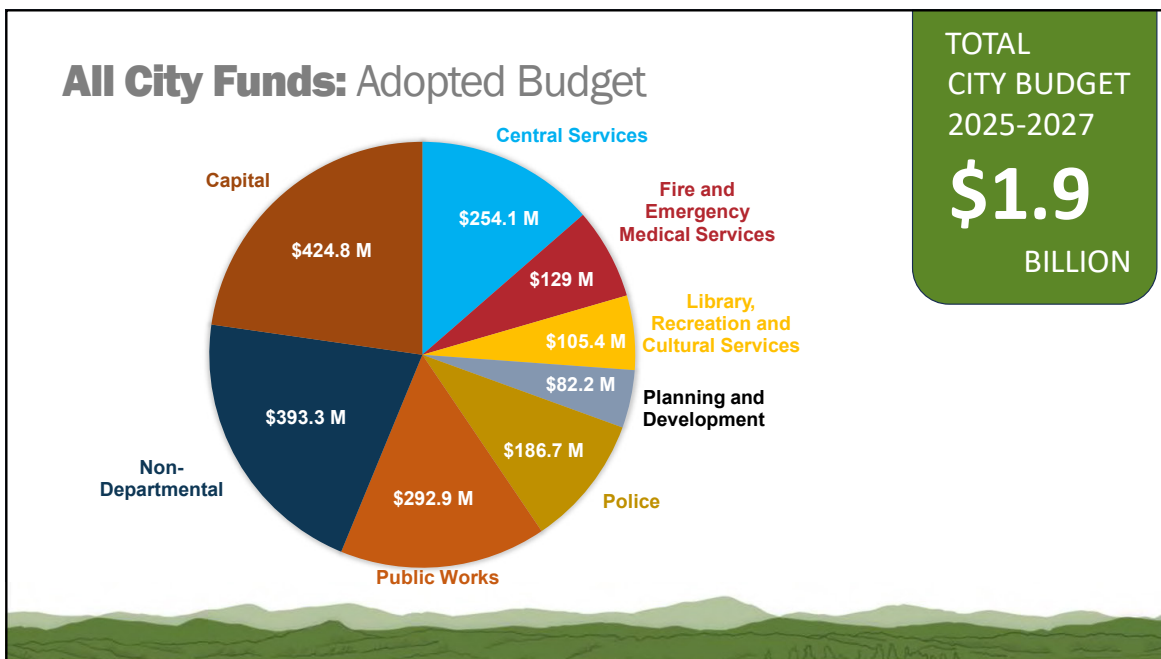


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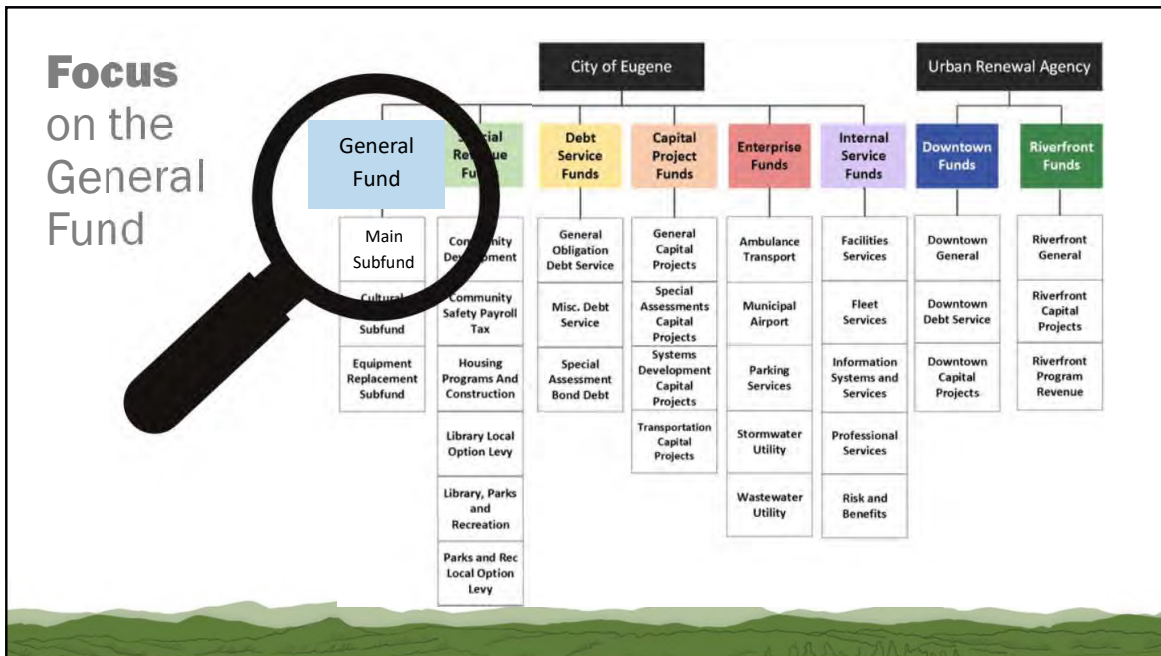


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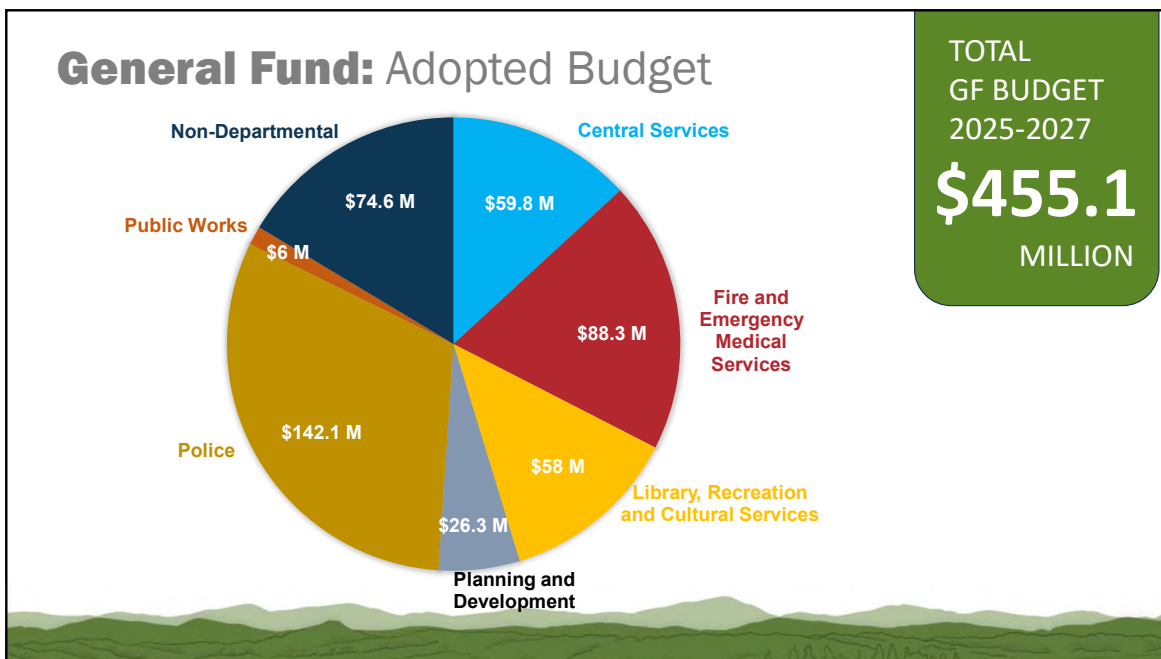


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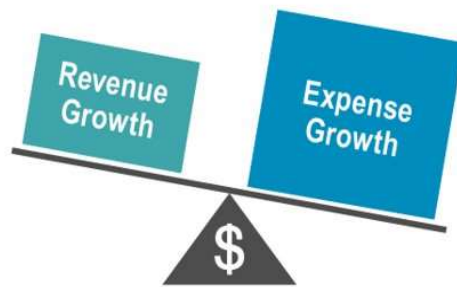
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General Fund Structural Gap

GF Revenues not keeping pace with expenditure growth

- Inflation
- Personnel Costs
- Unfunded State mandates
- Existing service plus evolving service needs

Annual Gap coming into 2025-2027 Budget Cycle
\$11.5 million



15

Measure 5

- 1990 Constitutional amendment
- Added limits expressed as a rate per thousand dollars of RMV
 - \$5 total education taxes per \$1,000 RMV
 - \$10 total general government taxes per \$1,000 RMV
- Compression occurs if limits are exceeded on any specific property
- Shifted more K-12 education funding to the State
 - Before: 2/3 local property taxes and 1/3 State funding
 - After: 1/3 local property taxes and 2/3 State funding



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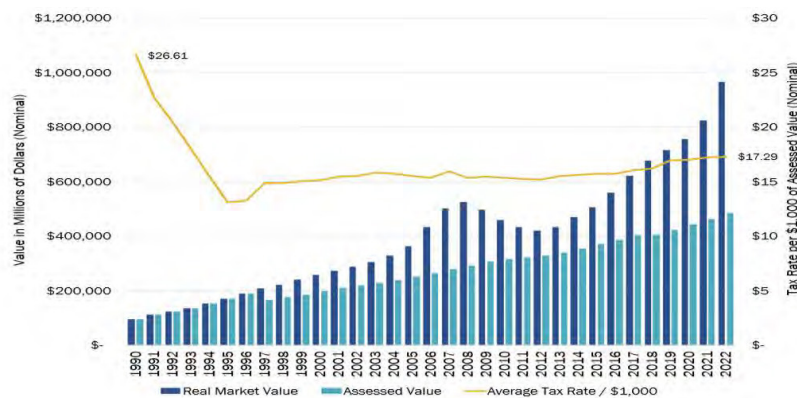
Measure 50

- 1997 Constitutional amendment
- Replaced existing tax levies with permanent tax rates
 - Effective tax rates cut by an average of 11%
 - Cannot be changed by taxing district or its voters
 - Wide variation across similar jurisdictions
- Property taxes levied on Assessed Value (AV) instead of RMV
 - Existing properties: AV established at 10% below 1995-96 RMV
 - New construction: AV determined by Changed Property Ratio (CPR)
 - AV growth is limited to 3% per year
 - AV may not exceed RMV



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Oregon Assessed and Real Market Value



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Taxable Assessed Value

- \$11.5 million annual budget gap addressed for 2025-2027
- Additional **\$1.7 billion** of taxable assessed value would be needed
 - 9% of Eugene's taxable base
- \$1.7 billion of taxable assessed value equates to:
 - 1.1X University of Oregon
 - 2.5X Eugene's full top 10 property taxpayers
 - 25+ large retail shopping centers
 - 45+ large apartment buildings
 - 6,800 median value homes



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Measure 50 – Local Option Levy (LOL)

- Requires voter approval
- Levied in addition to permanent rates
- Temporary property tax levies
 - 5 years for operations
 - 10 years for capital projects
- Can be levied as a rate or fixed dollar amount
- Compress to zero before permanent rate levies



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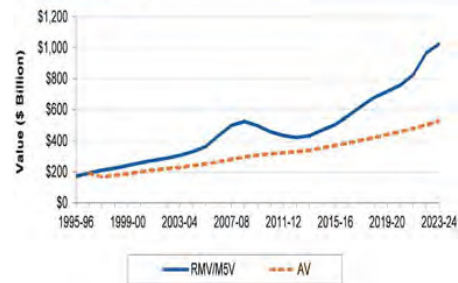
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Property Tax Compression

Levy Description	Rate
City of Eugene Permanent Operating Levy	6.8496
City of Eugene Library Local Option Levy	0.1449
City of Eugene Parks & Rec Local Option Levy	0.2710
Downtown UR District Division of Tax Levy	0.1580
Riverfront UR District Division of Tax Levy	0.1759
Lane County Permanent Operating Levy	1.2508
Lane County Public Safety Local Option Levy	0.5500
Lane County Parks Local Option Levy	0.1600
Lane County 4-H/Extension Local Option Levy	0.0280
Upper Willamette Soil & Water Permanent Levy	0.0685
Total General Government	9.6567

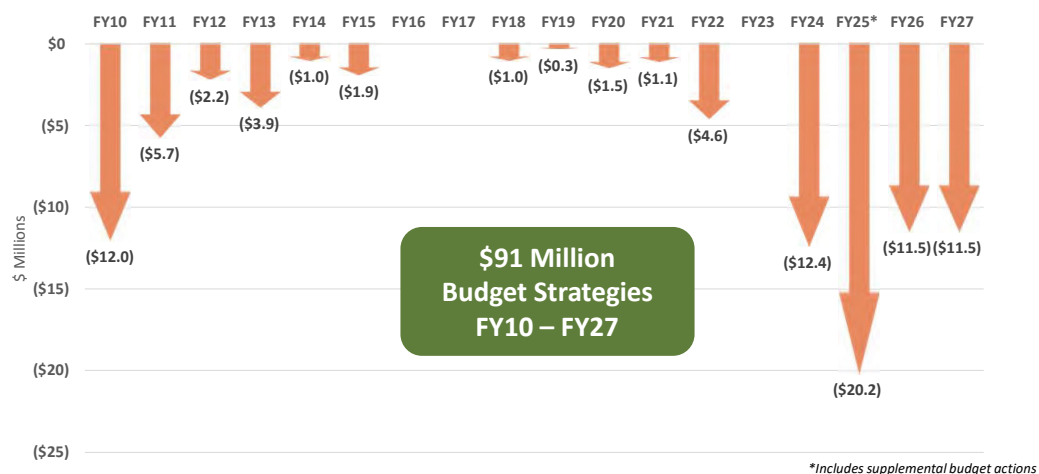
Source: Lane County Assessment & Taxation 2024-25 Tax Code Area Report, TCA 004-00

Exhibit 7—Assessed and Real Market Value of Taxable Property in Oregon, FY 1995-96 to FY 2023-24



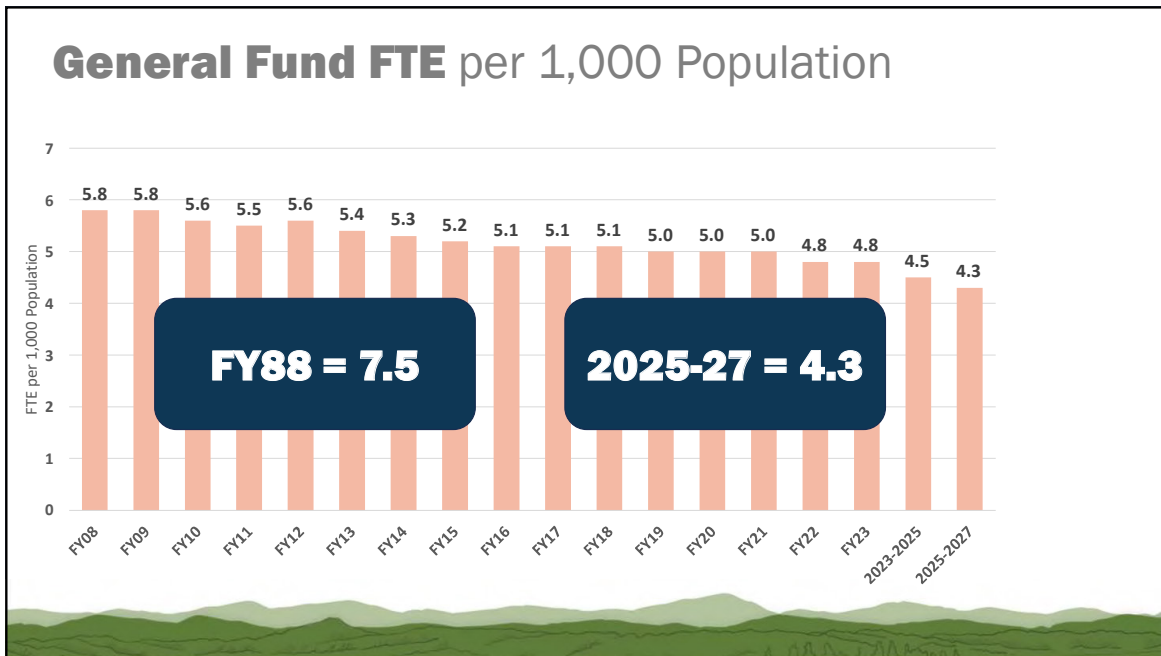
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General Fund Budget Strategies

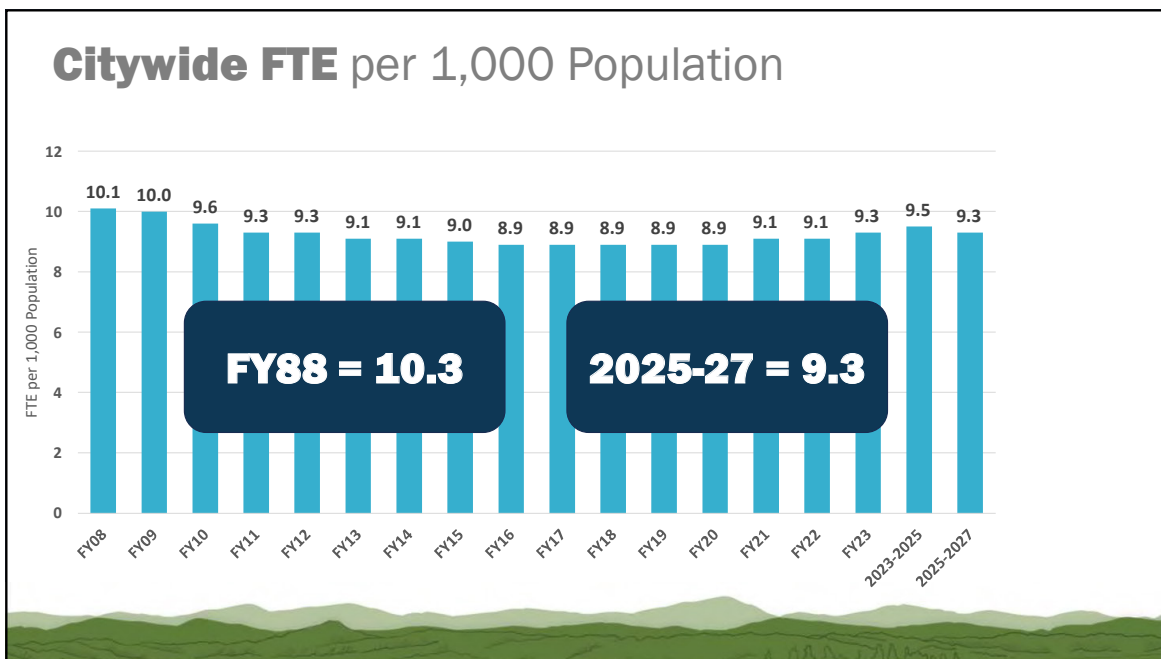


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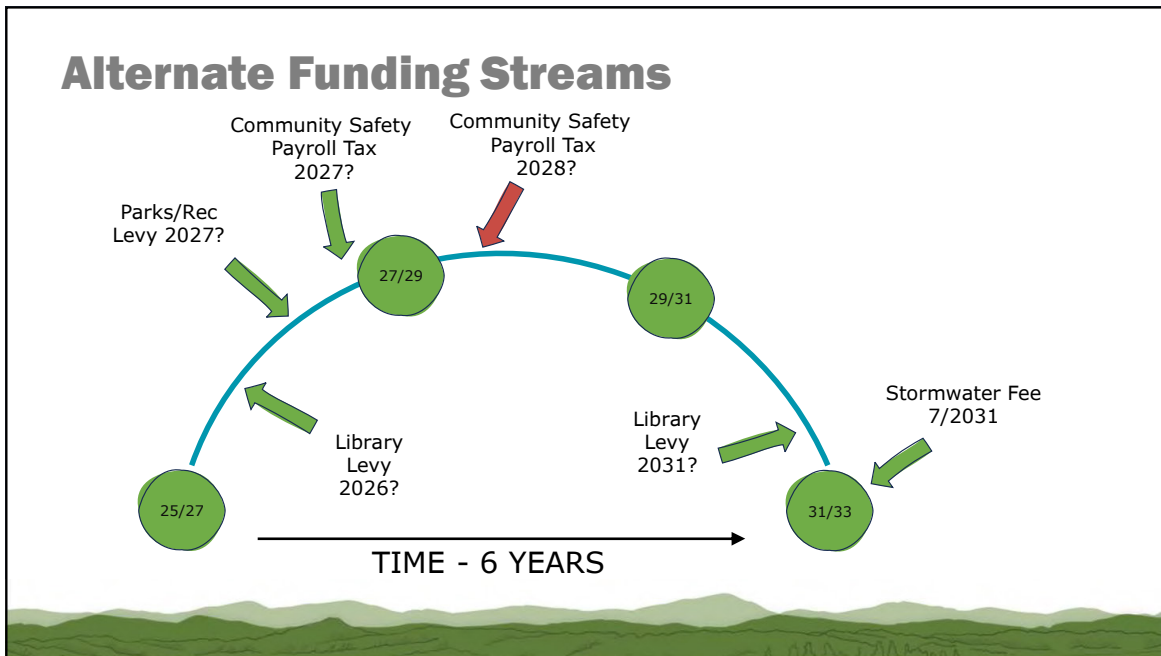


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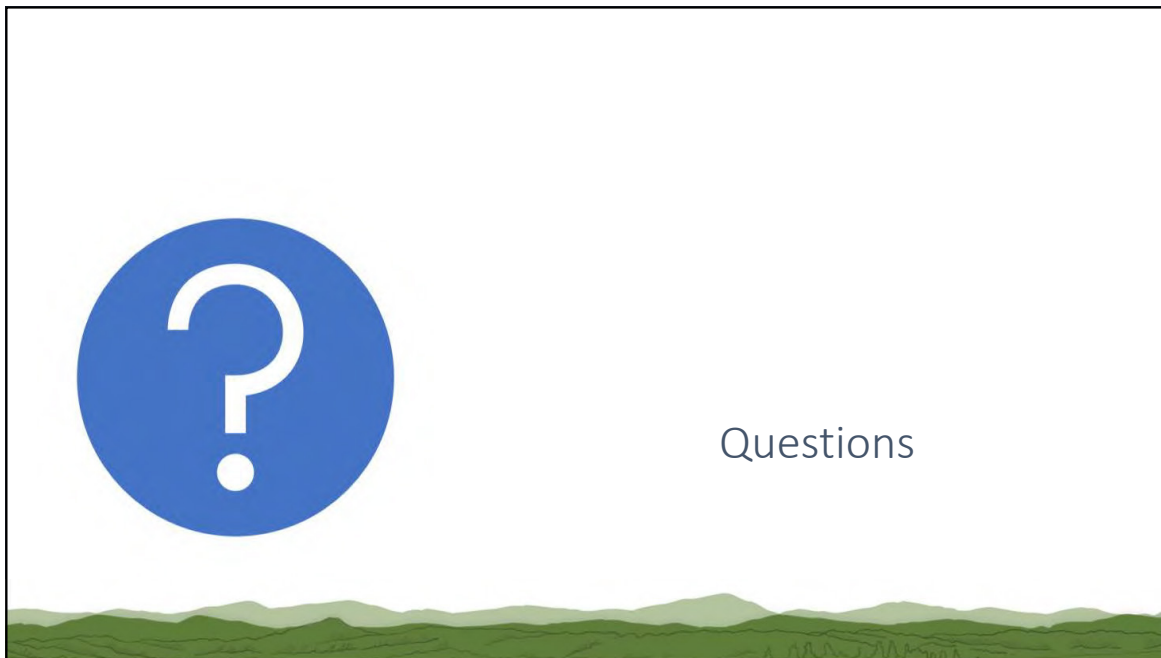


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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #2
- Any questions to answer for meeting #2?

A photograph showing two people riding bicycles across a bridge. The person in the foreground is wearing a blue shirt and a yellow helmet, while the person behind them is wearing a green shirt and a red helmet. The bridge has a metal railing and a large tree is visible in the background under a clear blue sky.

Two logos are displayed vertically. The top logo is for "Eugene" and features a green circle with a white mountain and sun icon. The bottom logo is for "Funk/Levis & Associates" and features a red diamond shape with the word "Funk" inside, and the full company name below it.

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City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #2

September 30, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- Create a shared understanding of basic City finances and budget

1. Updates and Announcements
2. City General Fund Revenues, Expenditures, Structural Gap
3. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting Notes
September 23, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: Susan Cox

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harrif, Liz Butterfield, Christina Wozniak.

Welcome & Introductions

Greg Erwin opened the meeting and welcomed everyone, followed by welcomes and appreciation from City Manager Sarah Medary and Mayor Kaarin Knudson.

Purpose & Deliverables of the Group

Anne Marie Levis reviewed the charge for the group, including purpose, scope and deliverables. She also reviewed the proposed timeline and meeting roadmap as well as expectations for members.

Group Agreements & Norms

The group identified the following list of norms for how the members will conduct themselves through this process:

- Start and end meetings on time.
- Respect dialogue, privacy and commitments to each other.
- Trust positive intentions and maintain curiosity.
- Be open-minded to new thoughts, ideas and proposals.
- Ask probing questions.
- Bring willingness to make trade-offs.
- Come to meetings prepared.
- Be honest.
- Trust the process.
- Keep discussions here in the room.
- Share air time: speak up, listen to each other.
- Have clear expectations on weekly homework and preparation to support effective meetings.
- Have fun!

Finance Overview & Discussion

Twylla Miller presented information and answered questions about the budget challenges facing Eugene, as well as the structure and context surrounding the City budget.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

1. What have been the impacts of technology and automation to improve efficiency over time? Is this reflected in FTE changes?
2. What have been some of the service impacts of the FTE changes over time?
3. What are the costs of state unfunded mandates?
4. Are there opportunities for consolidation of specific services with other taxing districts? Are there duplications or other areas of redundancy?
5. What are the personnel obligations of current union contracts? Which are subject to bargaining? What are the timelines for when bargaining is open?
6. What are the impacts of PERS and similar expenses on the cost curves for the years moving forward? Where are there opportunities for shifting these impacts?
7. Can we see projections over time for revenues and expenses (Brian Fox referenced UO example)
8. Can you explain the property ratio?
9. Can you add dollar amounts to the fund list so we can see scale? Can you add a column that shows which are supplemented by the general fund and by how much?
10. Can we look to benchmarking against other cities to look at costs for specific services? Can this include other states?
11. How can we arc toward the strategic plan, the City's vision, etc?
12. Can you talk more about both dollar and service impacts on the ambulance funds?
13. What are the number of non-profits that partner with the City on medical and homelessness services?

Other Comments

- This work should tie to a “North Star” for Eugene; we need to solve this issue within that context
- Please provide clear instructions for homework (ie READ THIS BY THE NEXT MEETING).
- There is some cynicism in some pockets suggesting the movement of services/FTE out of the general fund is a way to bolster other services with those funds.

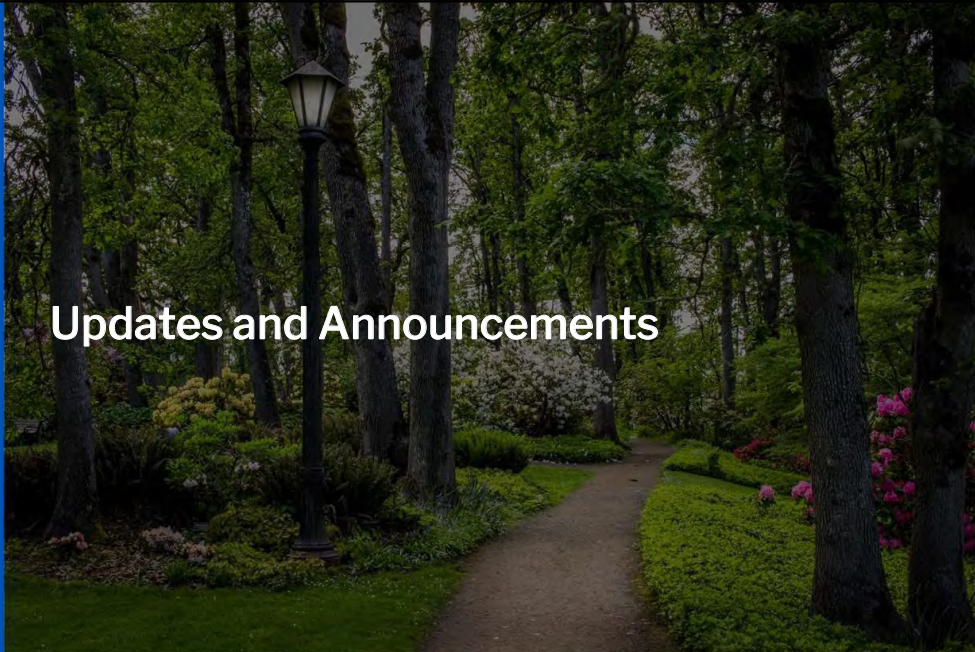


City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #2
September 30, 2025



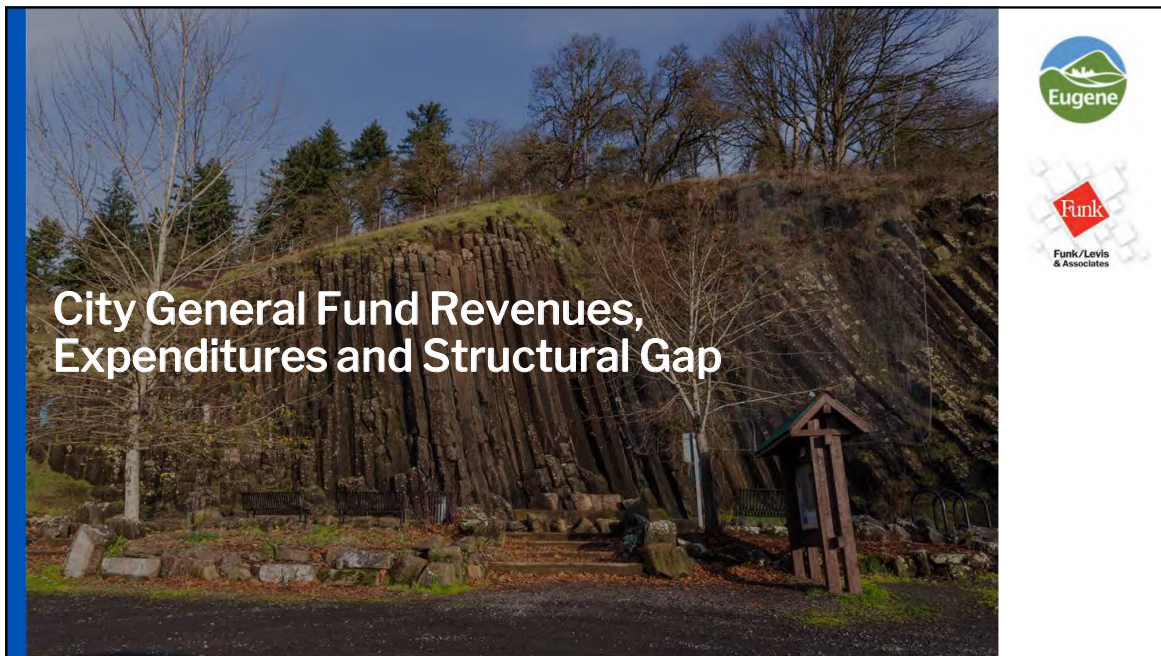
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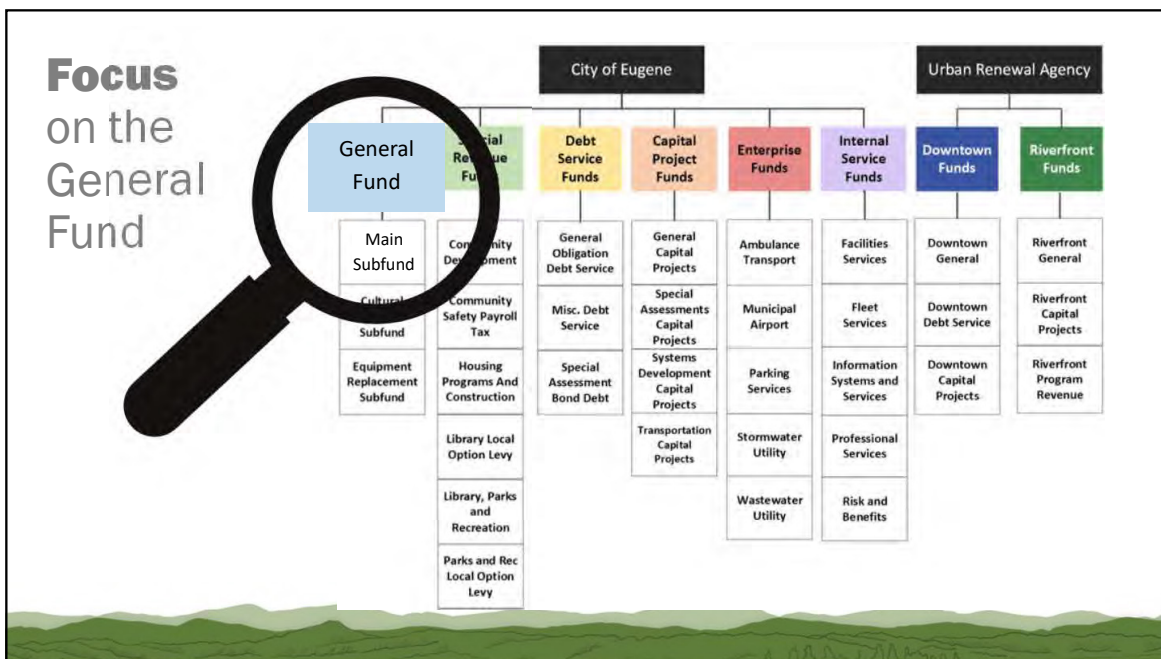
Updates and Announcements



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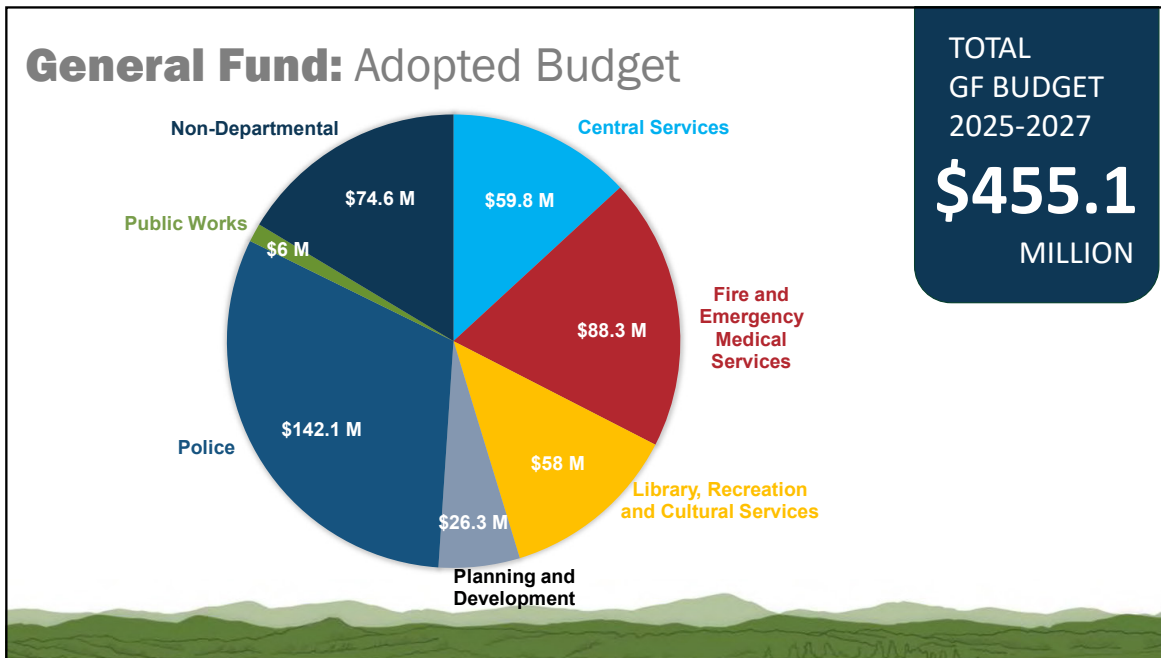


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Operating Budget General Fund vs. Other Funds

Department	General Fund	Other Funds
Central Services	24%	76%
Fire and Emergency Medical Services	68%	32%
Library, Recreation and Cultural Services	55%	45%
Planning and Development	30%	70%
Police	76%	24%
Public Works	2%	98%
Total Operating Budget	36%	64%

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Monitoring Forecast Variables



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Key Internal & External Forecast Data Sources

Forecast Data	Source
Population	Portland State University Population Research Center
Property Taxes	Lane County Assessment & Taxation
Building Permits	City of Eugene Building Activity Reports
Contributions-In-Lieu-of-Taxes (CILT)	Eugene Water & Electric Board
State Revenue Sharing	League of Oregon Cities
Consumer Price Index (CPI)	Oregon Office of Economic Analysis
Represented Compensation	Union Contracts
Non-Represented Compensation	City of Eugene Executive Team
PERS Rates	PERS Board and Actuary
Health and Risk Rates	City of Eugene Employee Resource Center and Actuary
Investment Portfolio Earnings Rate	City of Eugene Investment Advisory Board

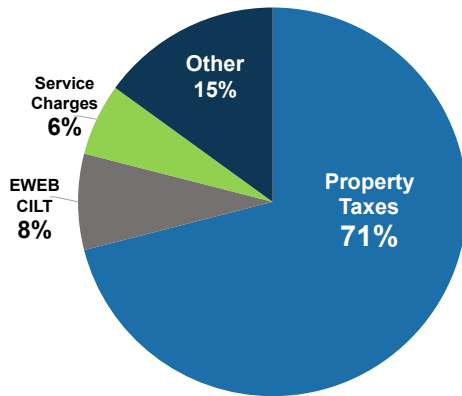
[+ More!](#)

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General Fund Revenues

Top 3 revenue types represent 85% of General Fund revenues



Revenue Type	Actual Average Annual Growth FY20 - FY24
Property Taxes	+3.8%
EWEB CILT	+0.7%
Service Charges	+0.4%
All Revenue Types	+2.7%

Note: Excludes one-time ARPA, State homelessness response, and opioid settlement funds

CILT = Contribution in Lieu of Taxes

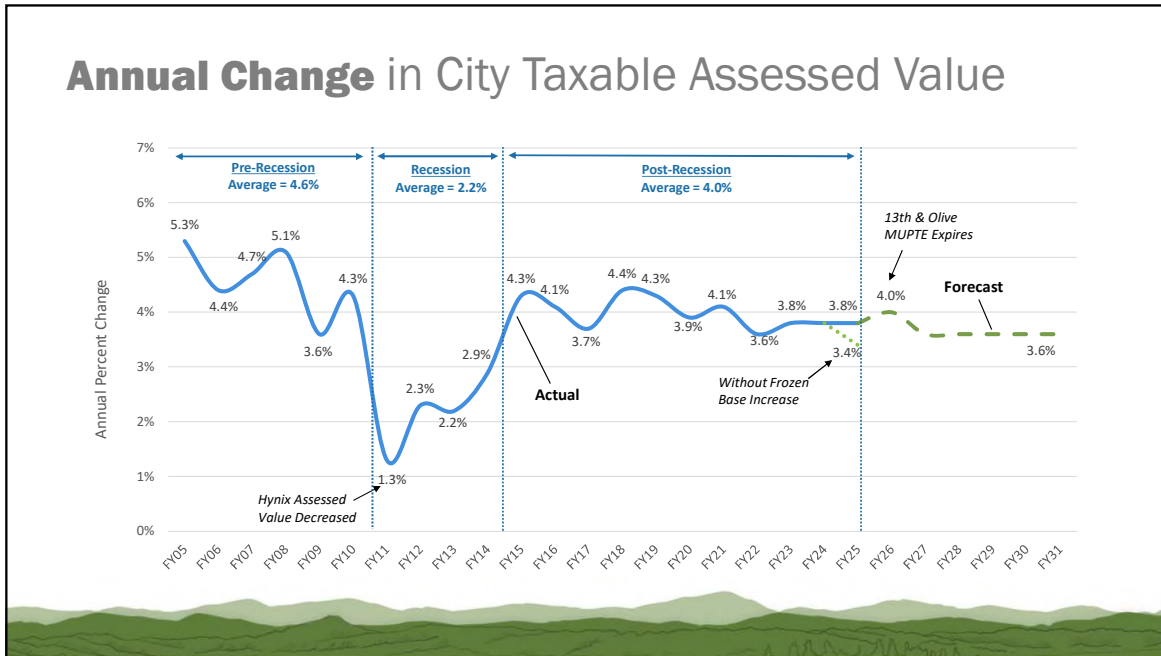
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City of Eugene Property Tax Exemptions

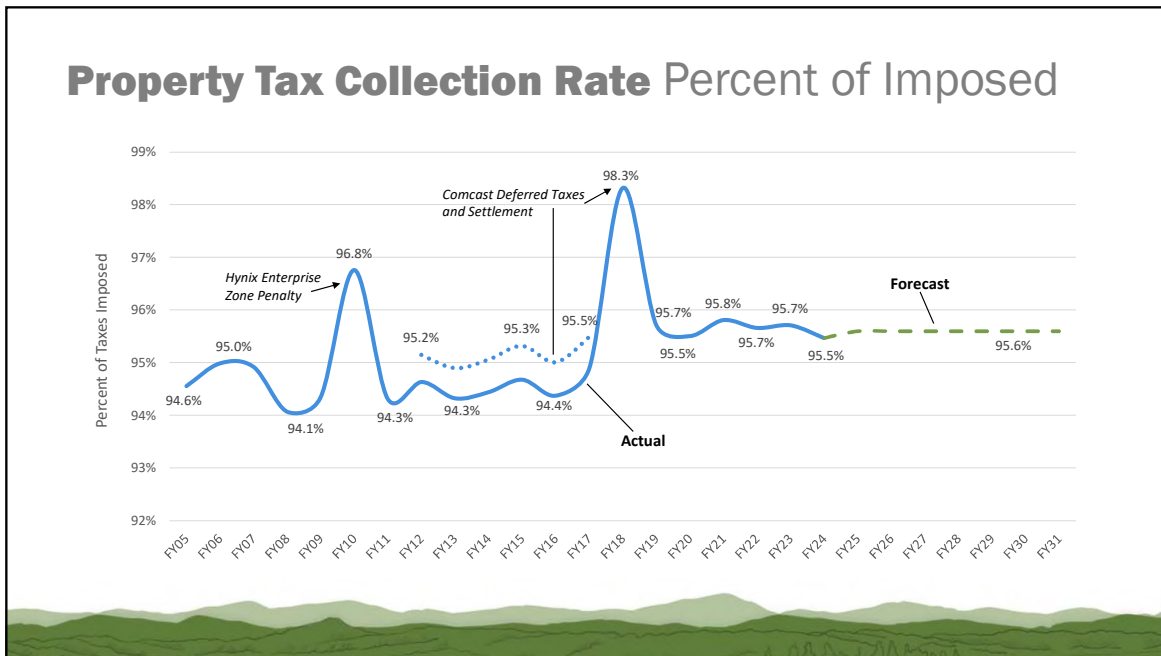
Exemption Type	FY25 Exempt Assessed Value	FY25 General Fund Impact	Percent of Total
Federal, State, County, and Local Government Property	\$2,725,767,523	\$18,260,000	59%
School Districts	649,031,746	4,350,000	14%
Charitable Organizations	470,642,147	3,150,000	10%
Religious Property	258,421,974	1,730,000	6%
★ Multi-Unit Property Tax Exemption (MUPTE)	142,928,085	960,000	3%
★ Low-Income Rental Housing Property Tax Exemption (LIRHPTE)	133,927,037	900,000	3%
Housing Authority Property	86,508,438	580,000	2%
Other	65,663,303	440,000	1%
★ Enterprise Zone	43,769,732	290,000	1%
Veteran	34,285,262	230,000	1%
Total	\$4,610,945,247	\$30,890,000	100%

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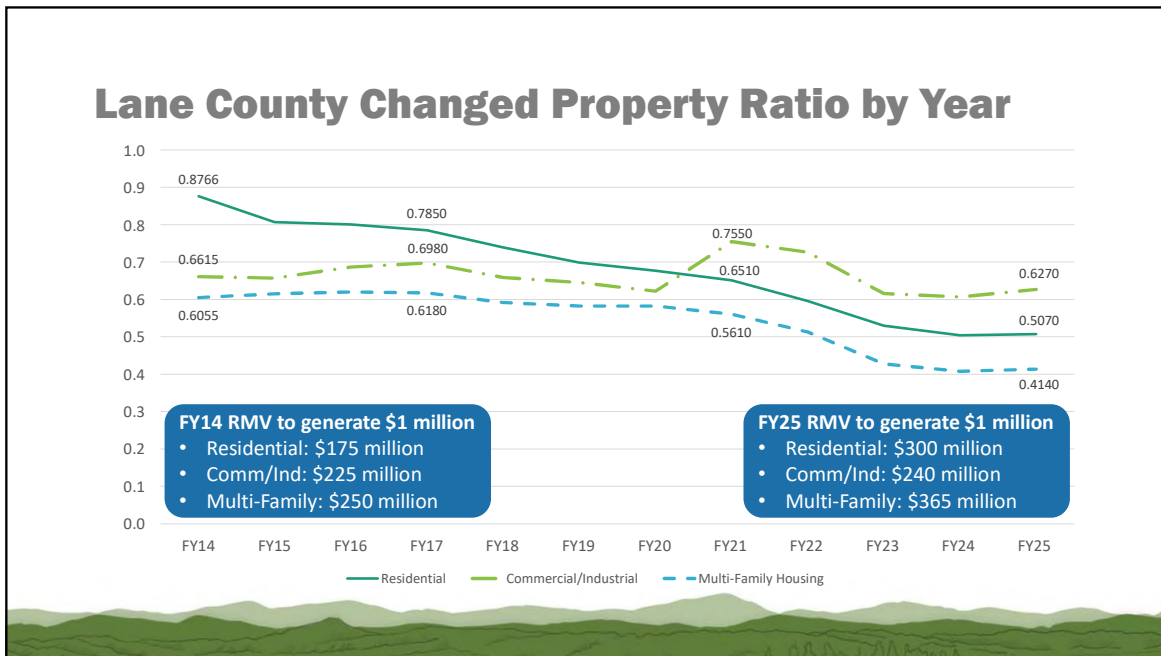


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City of Eugene and 4J Tax Code Area

Tax Code Area	DOR Code	Fire Patrol TCA	Levy ID	Levy Description	Tax Rate
00400	200160	00400			
15	EUGENE SCHOOL DISTRICT 4J		12840	CE Eugene School District	4.6194
40	LANE COMMUNITY COLLEGE		12848	CE Lane Community College	0.6054
38	LANE EDUCATION SERVICE DISTRICT		12856	CE Lane Education Service Dist	0.2183
15	EUGENE SCHOOL DISTRICT 4J		12774	Eugene School District Local Option	1.5000
	Total Education				6.9431
45	CITY OF EUGENE		12802	CE City of Eugene	6.8496
95	LANE COUNTY		12813	CE Lane County	1.2508
1578120	UPPER WILLAMETTE SOIL & WATER		12873	CE Upper Willamette Soil & Water	0.0685
45	CITY OF EUGENE		12782	City of Eugene - LO Library	0.1449
45	CITY OF EUGENE		12794	City of Eugene - LO Parks & Rec	0.2710
107	EUGENE URBAN RENEWAL DOWNTOWN		12728	Eugene Urban Renewal Downtown	0.1580
107	EUGENE URBAN RENEWAL DOWNTOWN		12729	Eugene Urban Renewal Riverfront	0.1759
95	LANE COUNTY		12775	Lane County 4-H/Extension LO	0.0280
95	LANE COUNTY		12795	Lane County Parks Local Option	0.1600
95	LANE COUNTY		12785	Lane County Public Safety LO	0.5500
	Total General Government				9.6567
45	CITY OF EUGENE		12744	City of Eugene Bond II	0.7762
15	EUGENE SCHOOL DISTRICT 4J		12865	U Eugene School District Bond II	2.1338
40	LANE COMMUNITY COLLEGE		12876	U Lane Community College Bond III	0.3088
	Total Bonds - Other				3.2188
	Total 00400			Consolidated Rate:	19.8186

Measure 5 Limit
\$5 per \$1,000 RMV

Measure 5 Limit
\$10 per \$1,000 RMV

No Measure 5 Limit

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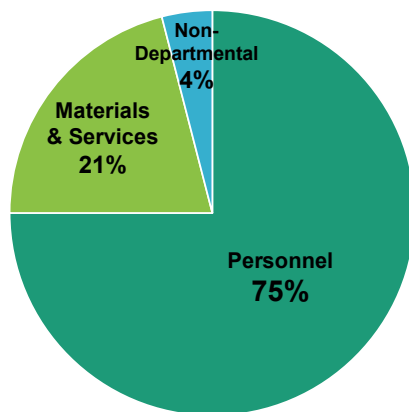
Property Tax Compression – How It Works

- Computed on a per-property basis
- Taxes compared to Measure 5 limits
- If taxes exceed limits
 - Local option levies are compressed first
 - Followed by permanent rate levies
 - Compression continues until limit is met
- All jurisdictions within a category are subject to proportional reduction in their revenues

- **EXAMPLE**
- RMV = \$400,000
- Education limit = \$5 per \$1,000 RMV
- Limit = $400,000 \times (5/1,000) = \$2,000$
- AV = \$300,000
- Education rate = \$6.9431 per \$1,000 AV
- Taxes = $300,000 \times (6.9431/1,000) = \$2,083$
- **\$83 is lost to compression**

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General Fund Expenses



Expense Type	Actual Average Annual Growth FY20 - FY24
Personnel*	+3.7%
Materials & Services*	+1.3%
Non-Departmental*	+5.5%
All Expense Types*	+3.0%
All Revenue Types	+2.7%

Note: Excludes expenditures of one-time ARPA, State homelessness response, and opioid settlement funds

** Estimate based on FY19-FY23*

All Expense Types INCLUDING Expenditures of One-Time Funds +4.4%

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Personnel Considerations – Wages & Benefits



Eugene Police Employees Association	271 FTE	Contract Term: 7/1/25 – 6/30/28
Eugene Police Sergeants Association	30 FTE	In negotiations for initial contract



Int'l Association of Firefighters	180 FTE	Contract Term: 7/1/24 – 6/30/27
Int'l Association of FF Battalion Chiefs	8 FTE	Contract Term: 7/1/24 – 6/30/26



American Federation of State, County and Municipal Employees
701 FTE Contract Term ends: 7/30/26



Int'l Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists
4 FTE* Contract Term ends: 7/30/26

* 4 FTE = 8 half time positions

Non-Represented

Exempt employees, 493 FTE

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Service Cost Drivers

Internal Services

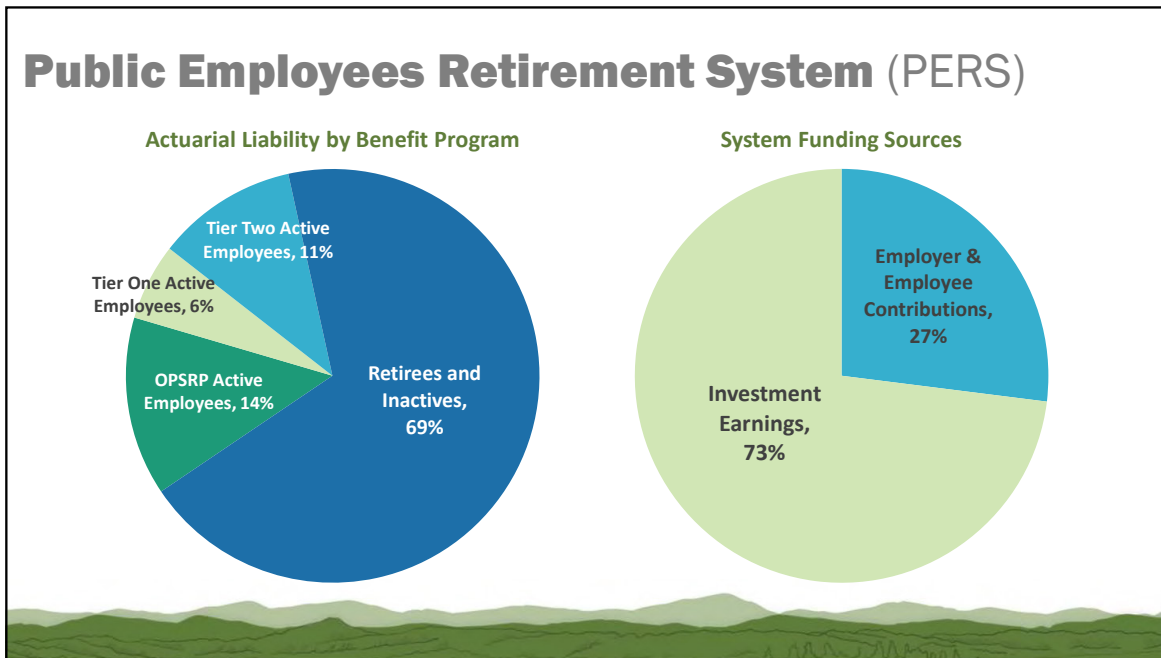
- Health
- Risk
- Information Technology
- Facilities
- Fleet/Radio
- Central Services Allocation

Other Drivers

- PERS
- Inflation

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PERS Rates as a Percent of Payroll

	2017-2019		2019-2021		2021-2023		2023-2025		2025-2027	
	Actual Rate	% Change	Actual Rate	% Change	Actual Rate	% Change	Actual Rate	% Change	Actual Rate	% Change
PERS Tier 1/2	21.40%	↑22%	25.07%	↑17%	27.16%	↑8%	29.64%	↑9%	33.14%	↑12%
OPSRP Gen Service	12.38%	↑23%	16.23%	↑31%	20.70%	↑28%	22.90%	↑11%	28.31%	↑24%
OPSRP Police/Fire	17.15%	↑21%	20.86%	↑22%	25.06%	↑20%	27.69%	↑10%	33.58%	↑21%

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General Fund PERS Costs

		2023-2025 Biennium		2025-2027 Biennium	
FY22 Adopted Budget	FY23 Adopted Budget	FY24 Adopted Budget	FY25 Adopted Budget	FY26 Amended Proposed	FY27 Amended Proposed
\$19.6 million	\$20.3 million	\$22.0 million	\$22.8 million	\$27.6 million	\$28.5 million

From FY25 to FY26

- \$4.8 million PERS cost increase (+21%)
- \$4.6 million property tax revenue increase (+3.6%)

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PERS Employer Incentive Fund – Cycle 1

\$5,000,000	City of Eugene Lump-Sum Contribution, July 2020
\$1,250,000	25% State Employer Incentive Fund Match
\$6,250,000	Total PERS Side Account

- ✓ Side account amortized over 20 years
- ✓ Rate reduction of 0.32% of payroll in 2025-2027
- ✓ \$11.4 million estimated savings over full amortization period

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PERS Employer Incentive Fund – Cycle 2

- New application 2025 cycle - two phases:
 - April 1: Employers with UAL > 200% of payroll (Eugene qualifies)
 - July 1: All PERS employers
- Participation NOT included in 2025-2027 budget
- Eugene has applied and secured a match up to \$2 million
- Possible Supplemental Budget action
- Funds must be deposited by March 31, 2026, to receive matching funds

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PERS Legislation Increasing Costs

- **House Bill 4045, passed in 2024**
 - Lowered normal retirement age for police officers and firefighters in OPSRP (higher contribution rates starting **2025-2027**)
 - Established new “hazardous position” classification to include 911 telecommunicators (higher contribution rates starting **2031-2033**)
- **Senate Bill 847, was considered but not passed in 2025**
 - Would increase and expand health insurance subsidies for PERS retirees (higher contribution rates starting **2027-2029**)

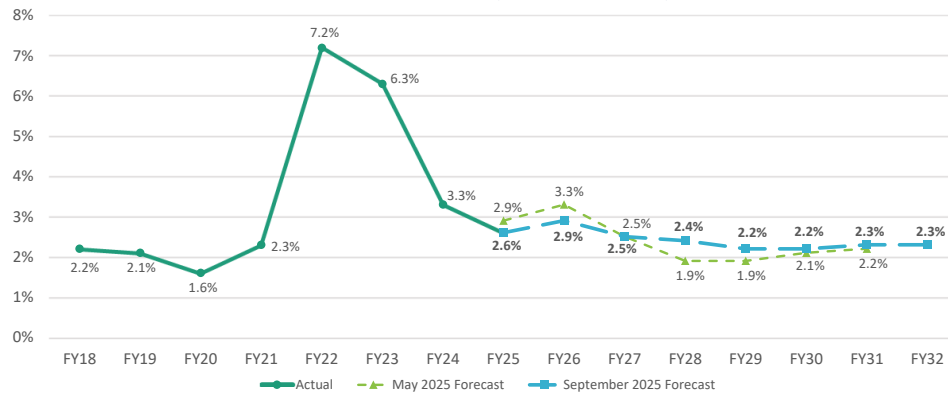
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Inflation – Consumer Price Index

Consumer Price Index Change by Fiscal Year, FY18 to FY32

Consumer Price Index, Urban Consumers, all US



25

General Fund (Main Subfund) Six-Year Financial Forecast, 2025-2027 Biennium through 2029-2031 Biennium 2025-2027 Adopted Biennial Budget June 23, 2025

Executive Summary: Resources and Requirements

	Actual FY22	Actual FY23	Projected 2023-2025 Biennium	Adopted 2025-2027 Biennium	Forecast 2027-2029 Biennium	Forecast 2029-2031 Biennium
Resources						
Beginning Working Capital	\$70,708,559	\$80,212,321	\$65,119,049	\$53,065,203	\$48,942,050	\$50,013,050
Current Revenues	191,585,807	182,831,553	184,867,618	402,018,812	421,540,000	447,668,000
Total Resources	262,294,366	263,043,874	449,986,667	455,084,015	470,482,050	497,681,050
Requirements						
Department Expenditures						
Personnel	126,353,374	134,087,730	279,108,926	299,023,718	323,632,000	341,557,000
Materials and Services	42,834,867	48,076,399	106,645,500	81,431,285	79,909,000	84,373,000
Department Subtotal	169,188,240	182,164,129	385,754,426	380,455,003	403,541,000	425,930,000
Non-Departmental Expenditures	12,893,805	15,760,696	17,176,000	19,678,000	16,928,000	17,533,000
Total Expenditures	182,082,045	197,924,825	402,930,426	400,133,003	420,469,000	443,463,000
Change in Unappropriated Ending Fund Balance (UEFB)	(320,000)	1,150,000	1,760,000	1,990,000	1,700,000	1,920,000
Total Expenditures plus Change in UEFB	181,762,045	199,074,825	404,690,426	402,123,003	422,169,000	445,383,000
Operating Surplus/(Deficit)	(2)	9,823,762	(16,243,272)	(104,191)	(629,000)	2,285,000
Unappropriated Ending Fund Balance						
UEFB at June 30	(3)	28,440,000	29,590,000	31,350,000	33,340,000	35,040,000
Reserve for Revenue Shortfall (RRSF)	(4)	13,714,241	8,102,374	15,379,296	15,516,575	17,172,575
American Rescue Plan Act (ARPA) Reserve	(5)	3,100,139	2,479,357	-	-	-
Other Reserves	(6)	64,000	397,422	1,033,475	85,475	85,475
Total Reserves	16,878,580	10,979,153	16,412,771	21,611,012	14,973,050	17,258,050
Mid-Period Adjustments or Experience Estimates	(7)	19,656,250	3,368,299	(706,530)	-	-
Reserve for Encumbrance for Next Budget Period	(8)	10,083,251	4,473,963	6,008,962	(6,008,962)	-
Marginal Beginning Working Capital for Next Budget Period	(9)	5,154,240	16,107,724	53,065,203	48,942,050	50,013,050
Total Ending Fund Balance	80,212,321	65,119,049	53,065,203	48,942,050	50,013,050	54,218,050
Total Requirements	262,294,366	263,043,874	449,986,667	455,084,015	470,482,050	497,681,050

Notes:

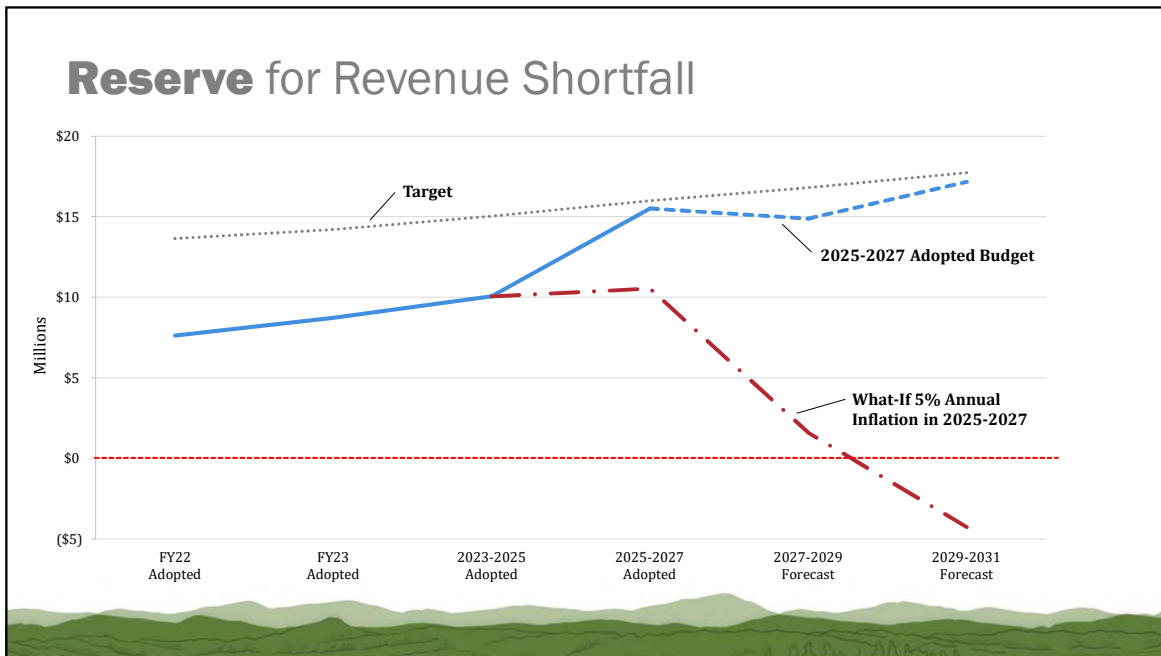
- (1) Change necessary to keep Unappropriated Ending Fund Balance (UEFB) at City Council-adopted policy level of two months of operating expenditures, excluding reserves and contingency.
- (2) Operating Surplus/(Deficit) equals Current Revenues less Total Expenditures plus Change in UEFB. Actual and projected periods include supplemental budget expenditures from carryover resources.
- (3) Per City Council policy, UEFB is budgeted in the amount of two months of operating expenses (total department and non-departmental expenditures).
- (4) RRSF as budgeted for actual, projected, and budgeted periods. Forecast assumes any surpluses are set aside in RRSF and used to fully or partially fund any future operating deficits.
- (5) The City's ARPA allocation of \$35,900,000 was used for revenue replacement. Offsetting funds made available by ARPA were held in reserve until budgeted.
- (6) Other Reserves include Council Contingency and opioid settlement funds. The Council Contingency Reserve was liquidated in 2023-2025 and the funding for contingency expenses was placed in the City Manager's Office budget for future allocation. For the adopted budget period, Other Reserves also include the Reserve for Encumbrance.
- (7) Mid-period adjustments include supplemental budget actions, experience estimates for revenues/expenditures, and adjustments to Beginning Working Capital (BWC) for the next budget period.
- (8) Reserve for Encumbrance represents a reserve for uncompleted contracts carried forward. For the adopted budget period, it's anticipated this reserve will subsequently be appropriated by City Council.
- (9) Marginal Beginning Working Capital (MBWC) represents the audited difference between estimated Beginning Working Capital (BWC) and actual BWC.

RRSF as a % of Actual or Projected Expenditures	7.5%	4.1%	3.8%	3.9%	3.5%	3.9%
RRSF as a % of Expenditures per the Adopted Budget	4.5%	4.3%	2.7%			

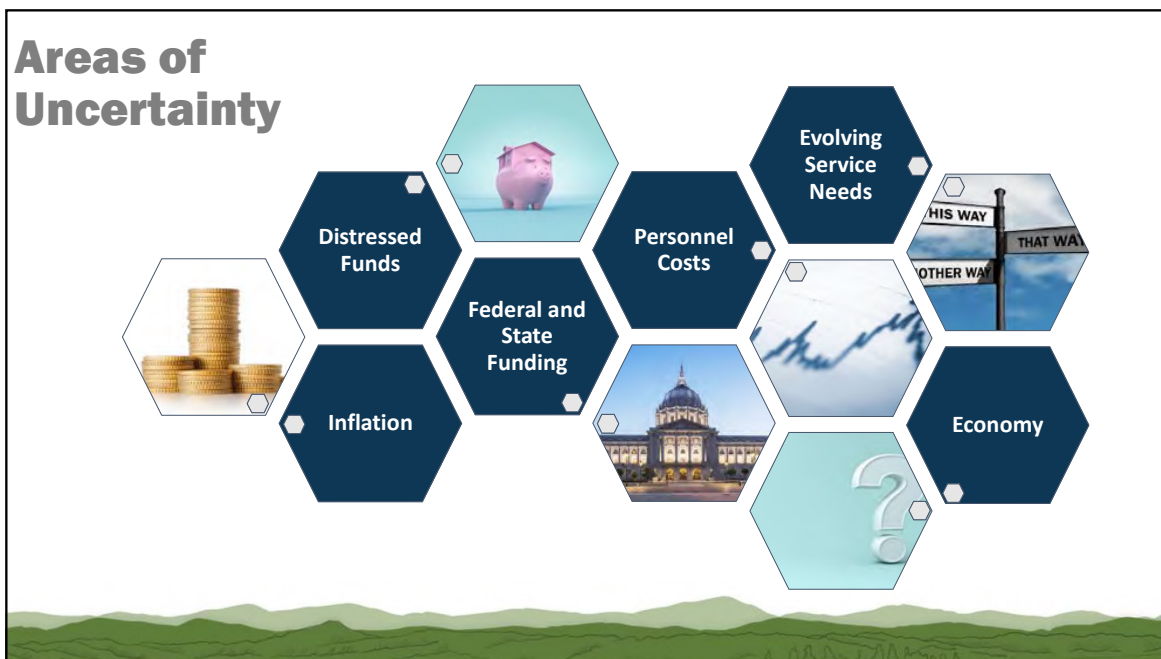
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Fiscal Stewardship Credit Rating

Investment Grade	Score	Oregon Cities
	Aaa	Portland, Lake Oswego
	Aa1	Eugene, Beaverton, Hillsboro
	Aa2	Salem, Bend, Gresham, Corvallis, Redmond
	Aa3	Springfield, Roseburg, Ashland, Sisters



- Risk
- Borrowing Costs
- Investor Confidence
- Community Confidence
- Service Impacts



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Questions

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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #3
- Any questions to answer for meeting #3?



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Technical Advisory Group on Fiscal Stability Information Requests

Date: September 30, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 9/23/25

1. What have been the impacts of technology and automation to improve efficiency over time? Is this reflected in FTE changes?

Yes, FTE changes will reflect advances in technology and automation over time as new approaches have allowed for streamlined operations. It is also true that FTE has increased over time as the City has taken on new service delivery efforts such as unhoused response and sustainability programs and increased service delivery to serve a growing population such as the positions added with the Community Safety Payroll Tax and local option levies.

Additionally, as positions were eliminated during the “great recession” (FY10-FY15), the majority of work was shifted to other remaining positions in the organization, without service reduction, which created strain on the FTE providing service delivery. Over time, some positions have been added to meet service demand and changing regulatory requirements.

In times of fiscal constraint, having the funds to invest in new technology can be difficult, but remain a priority for programs across the organization as we look to modernize and streamline. These opportunities are being refined/identified as part of the current long range financial planning process and will be presented to the City Council in 2026.

2. What have been some of the service impacts of the FTE changes over time?

The Adopted Budget documents and Supplemental Budget materials include descriptions of the service impacts of FTE changes. The table below includes helpful Adopted Budget document pages since FY21 that describe FTE changes and service impacts.

Adopted BDOC Section/Pages	FY21 (link)	FY22	FY23	2023-2025	2025-2027
General Fund Changes	pg. 21.	link	link	link	link
Non General Fund Changes	pg. 26	link	link	link	link
Personnel					
Budgeted Positions (FTE) Changes	pg. 89	link	link	link	link
FTE Trends	pg. 91	link	link	link	link
FTE by Service Area	pg. 91	link	link (below FTE Changes)	link	link

In addition to the Adopted Budgets, the second and third supplemental budgets in the 2023-2025 biennium included some FTE changes with service impacts:

- [2023-2025 COE SB2 June '24](#) > General Fund Gap Strategies, pg. 10, includes General Fund Gap Strategies implemented beginning in FY25.
- [2023-2025 COE SB2 Dec '24](#) > General Fund 2023-2025 Supplemental Budget Summary, pg. 7, describes the transfer of Parks Eligible Expenditures (8.2 FTE and \$1,100,000) from the General Fund to the Stormwater Fund.

3. What are the costs of state unfunded mandates?

There are many requirements at the state and federal level, including capital and permitting requirements. Below are a few examples of state unfunded mandates

- **Paid Leave:** The state enacted a mandatory Paid Family Leave law called Paid Leave Oregon. This law provides up to 12 weeks, 16 weeks or 18 weeks of paid leave based on the employee's situation. The City was required to begin collecting employee and employer funds (based on employee's earnings) for this paid leave in January 2023. Benefits under the plan became payable in September 2023. The law created a payroll tax with a contribution 1% of employees' salaries; large employers pay 40% of the contribution, while employees pay 60%. The 2025-2027 Adopted Budget includes about \$308,000 annually in the General Fund and \$354,000 annually across Non-General Funds for paid leave.
- **State Mandated Planning:** Several recent statewide mandates require the City of Eugene to update its Urban Growth Boundary planning. Eugene's multiyear state mandated Urban Growth Boundary analysis project includes buildable land inventory, housing production strategy, housing capacity analysis, efficiency measures, comprehensive plan chapters, economic opportunities analysis, and

public involvement. The cost of state mandated planning work is approximately \$500,000 per year to fund limited duration staff and consultant assistance with technical and public engagement work. These costs are in addition to the existing ongoing budgeted staff resources that must be dedicated to the effort. Cost estimates do not represent the full cost to the City, nor do they capture the loss of capacity while staff work on statewide mandates rather than other priorities. More information about this work is available on the Urban Growth Strategies FAQ website: [Frequently Asked Questions - Urban Growth Strategies](#).

- **PERS Unfunded Mandates:** While all of PERS can be considered an unfunded mandate, more recently, in 2024 the Legislature passed [House Bill \(HB\) 4045](#) which contains two changes that will increase the City's PERS costs:
 - HB 4045 lowered the normal retirement age for police officers and firefighters in OPSRP, causing higher employer contribution rates starting in the current 2025-2027 biennium. The estimated cost increase attributed to this provision is roughly \$1 million per year across all City funds, and about half of this impact is realized in the General Fund.
 - HB 4045 also established a new “hazardous position” classification, which includes 911 telecommunicators, with higher benefits and earlier retirement eligibility than OPSRP General Service; this provision will lead to higher contribution rates starting in 2031-2033. There is currently no estimate for the cost increase from this provision.

In the General Fund, PERS costs are \$56.5 million in the 2025-2027 biennium. More information on the PERS system and costs will be presented at your September 30, 2025, meeting.

4. Are there opportunities for consolidation of specific services with other taxing districts? Are there duplications or other areas of redundancy?

The City works with jurisdictional partners in many areas to partner on service delivery and community response. Investment in service delivery can be a function of available funding, oversight responsibilities, and level of service desired by the community. This is an area that staff have been looking at over the past few years through budget conversations as we have considered who else in the community can offer services (other jurisdictions, non-profits etc.). Areas that have been discussed in recent years include unhoused services, alternative response, recreation programs, jail beds, and animal services. It is expected that these conversations will continue as part of long-range financial planning efforts.

5. What are the personnel obligations of current union contracts? Which are subject to bargaining? What are the timelines for when bargaining is open?

Information on this topic will be provided at the meeting on September 30, 2025.

6. What are the impacts of PERS and similar expenses on the cost curves for the years moving forward? Where are there opportunities for shifting these impacts?

Information on this topic will be provided at the meeting on September 30, 2025.

7. Can we see projections over time for revenues and expenses?

See response to question #16.

8. Request for more information on changed property ratio.

Information on this topic will be provided at the meeting on September 30, 2025.

9. Can you add dollar amounts to the fund list so we can see scale? Can you add a column that shows which are supplemented by the general fund and by how much?

See Attachment A.

10. Can we look to benchmarking against other cities to look at costs for specific services? Can this include other states?

Information on this topic will be provided at the meeting on October 14, 2025.

11. How can we arc toward the strategic plan, the City's vision, etc?

Information on this topic will be provided at the meeting on October 7, 2025.

12. Can you talk more about both dollar and service impacts on the ambulance fund?

The cost of providing ambulance services continues to outpace Eugene Springfield Fire's (ESF) ability to generate additional revenue. Costs for personnel, vehicles, equipment, and medical supplies continue to increase faster than Medicare and Medicaid rate increases. In FY24, 84% of patients transported had Medicaid or Medicare coverage. The average reimbursement in FY24 was \$340.32 for a Medicaid transport and \$426.08 for Medicare. When ESF bills Medicaid and Medicare patients at a base rate of \$2,131 plus mileage, we only get reimbursed the Medicaid and Medicare rate and have to record any amounts owing as adjustments. Any increase in our base

transport rates will only return additional revenue on 16% of our transports, or the non-Medicare/Medicaid transports.

13. What are the number of non-profits that partner with the City on medical and homelessness services?

Dept.	Non-Profit Partner	Purpose of partnership	Biennial Funding	Funding Source
ESF	PeaceHealth ¹	Alternative response	\$388,000	Lane County
EPD	Willamette Family Buckley House ²	Sobering services	\$85,000	General Fund
EPD/ ESF	Lane County Trauma Intervention Program ³	Trauma support	\$43,000	Community Safety Payroll Tax (CSPT)
EPD	Cascade Health ⁴	Mobile blood draws	\$26,000	General Fund
PDD	St. Vincent de Paul	Overnight Parking Program	\$530,000	66% CSPT/ 34% Opioid
PDD	St. Vincent de Paul	Shelter – 310 Garfield	\$761,000 (FY26)	State grant
PDD	St. Vincent de Paul ⁵	Shelter	FY26 to be determined ⁵	Pass-Through State Shelter Program funds
PDD	Everyone Church ⁵	Shelter		
PDD	SquareOne Villages ⁵	Shelter		
PDD	Carry It Forward ⁵	Shelter		
PDD	Community Supported Shelters	Shelter – Rest Stop Program	\$2,200,000	82% CSPT/ 18% Opioid
PDD	15 th Night	Homeless services	\$150,000	CSPT

¹Eugene Springfield Fire (ESF) received grant dollars in FY25 in partnership with PeaceHealth to fund an Alternative Response Unit. These dollars were funded through House Bill 4136 in response to the closure of the University District Hospital and intended to help divert low acuity cases from Emergency Rooms to Urgent Care.

²Willamette Family Buckley House provides sobering services for intoxicated people, providing a safe place to stay while the chemical effects of the intoxicants subside. Trained professionals monitor safety and symptoms until they can leave in a safe condition.

³Lane County Trauma Intervention Program (TIP) is a group of specially trained volunteers who provide emotional first aid, practical support, and resources to victims of traumatic events and their families in the first few hours following a tragedy. Volunteers are available 24/7 and requested through the emergency response system.

⁴Cascade Health: Cascade Mobile Health provides mobile technicians that are available 24/7 to perform blood draw services for EPD. Costs to the City are based on usage.

⁵Funding for five City-run shelter sites is provided through State Shelter Program funds, which are still being finalized for FY26. FY26 and FY27 funding levels are expected to differ, with FY26 funding amounts anticipated by the end of October.

In the past ESF has worked with CAHOOTS and WhiteBird clinic as an alternative response and crisis intervention resource. That partnership ended in early 2025. Eugene City Council has directed staff to explore options for replacing these resources and will receive and update this fall.

14. What revenue levers does the city directly control with and without a community vote? What revenue options are in control of the county and state.

See the file “General Fund Revenues and Expenses.” On the worksheet called “Revenues - All” see the first column labeled “City Control.”

- Yes: Some level of City Control; includes whether a vote by the community is required.
- No: Revenues not under City Control; some revenues are determined by the State.
- Partial: For Contributions In Lieu of Tax (CILT) revenues with EWEB that can be negotiated.
- N/A: Represent pass-through revenue and misc. transactions.

15. What cost control measures are available to the city? Not requiring union agreements, requiring union agreement?

Information on this topic will be provided at the meeting on September 30, 2025.

16. In a single table a 5 (or 10 year) view of revenues by source, spend by major department, HC by major department.

See the file called “General Fund Revenues and Expenses.” Please note the following:

- This dataset includes ten years of actuals, two years of budget, and four years of forecast.
- The data is shown by individual fiscal years. For the years since the City transitioned to biennial budgeting, the data is also shown at the biennial level. The biennial data is shaded in gray and represents the sum of the two fiscal years to the left.
- Fiscal year 2025 actuals as presented are unaudited, currently under review, and subject to change.

The file contains five separate worksheets:

- Revenues – All: All General Fund revenues broken out by revenue type.
- Revenues - Transfers In: A further breakdown of transfers to the General Fund from other funds. The total of these transfers matches the “Transfers In” line on the “Revenues - All” worksheet.
- Expenses – Operating: General Fund operating expenses broken out by department.
- Expenses - Non-Departmental: General Fund non-departmental expenses, which consist primarily of transfers to other funds.
- FTE: General Fund full time equivalent “headcount” broken out by department.

17. How do the various “Funds” interact with one another. General Fund, Special Revenue, Debt Service, etc. The city moves \$ from one to the other. Why? And how does that impact the over all budget?

Funds interact via Interfund Transfers, Interfund Loans and Internal Service Fund charges. The majority of [Interfund Transfers](#) are for the Central Service Allocation (CSA), which represent payments from Non-General Funds to the General Fund for central administrative services. These allocations are based on an internal cost allocation plan designed to recover General Fund costs associated with the City Council and City Manager’s Office, Employee Resource Center (Human Resources & Risk), Finance, and department administration.

There are many reasons for other interfund transfers, including contributions such as for capital projects or future fleet replacement, and distressed fund support. The 2025-2027 Adopted Budget includes \$1,114,000 from the General Fund and \$284,000 from

the Community Safety Payroll Tax Fund to the Ambulance Transport Fund for distressed fund support.

The 2025-2027 Adopted Budget also includes transfers to the General Fund for the following items:

To General Fund (Non-CSA Transfer)

<u>Fund</u>	<u>Amount</u>	<u>Purpose</u>
From General Capital Fund	\$2,000,000	Future Land Sales revenue
From Ambulance Transport Fund	954,000	Dispatch services reimbursement
From Solid Waste/Recycling Fund	500,000	Supports Sustainability program
From Off-Street Parking Fund	100,000	City Hall parking revenue
Total	\$3,554,000	

Funds also exchange resources through [Interfund Loans](#) and [Internal Service Fund](#) charges. Interfund Loans are used when one fund borrows resources temporarily from another fund; operating funds must be repaid the following fiscal year, and capital loans must be repaid within 10 years. Internal Service Funds charge other funds for services delivered to the organization (facilities, fleet, health, information technology, and risk) and are based on rate models.

Transfers, interfund loans and internal service fund expenses are budgeted as an expense in the paying fund and as revenue in the receiving fund; this means these exchanges are therefore budgeted twice, which is standard accounting practice for local governments. For example, when a department budgets for the purchase of a vehicle, the purchase expense is included in the department's budget as a payment to the fleet internal service fund. At the same time, the fleet internal service fund purchases the vehicle and budgets the cost of the purchase as an operational cost, thus the cost of the vehicle is budgeted twice.

The [Net Budget](#) shows the total City budget excluding transfers, loans and internal service fund charges.

18. Indirect levers. What data is there to help us prioritize indirect opportunities for revenues and cost savings. We all want more economic development and growth - but what does that mean, and over what period does this contribute to revenue.

Information related to these questions will be included in the economic development presentation on October 28, 2025.

19. Provide an all-funds financial report.

A combined statement of revenues, expenditures and changes in fund balance is available in the fund section of the adopted budget document, pages 291-292. [Budget | Eugene, OR Website](#)

20. Provide a table that shows about ten years of revenues and expenditures.

See response to question #16.

21. Provide the cost drivers and assumptions used in forecasting.

See the [General Fund Forecast](#) section of the Adopted Budget document pages 16-21. Additional information will be provided at the meeting on September 30, 2025.

22. What is the timing of the audit process? Specifically when does the field work start and when is the issuance (late December?)? How often do you have to make adjustments to the audit considering it will impact FY25 and also future budgets?

The year-end accounting process starts approximately June 30. The auditor's preliminary field work usually begins in mid-September, with scheduled field work beginning in mid-October. The Annual Comprehensive Financial Report (ACFR) with audit opinion is usually complete no later than mid-December and received by the City Council in December or January, depending on the timing of the audit in relation to the Council calendar.

While the Council receives the ACFR on an annual basis, the City is on a biennial budget cycle, with legal appropriations spanning the two-year cycle. In this two-year cycle, audit adjustments are reconciled on the first supplemental budget of each biennium in December. This process will be occurring this December as each fund is adjusted to reconcile estimates made last biennium, with the actual activity that occurred by fiscal-year end. Due to these adjustments, the first supplemental budget is the largest of each biennium.

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
General Fund							
Reporting Fund (010)	Fund 010 is the General Fund reporting fund. The subfunds (011, 031, 041) roll up to this fund for reporting purposes.	Detail provided by subfund below.	Detail provided by subfund below.	Detail provided by subfund below.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police; Public Works	\$496,358,000	
Main Subfund (011)	General purpose government operations.	Property tax revenues, contributions in lieu of tax, and user fees.	Police and fire services, library and recreation services, parks maintenance services, planning services, and general administration.	Most revenues are unrestricted; grant funds are restricted by granting agency. Some funds are pass-throughs to other governments. Local marijuana tax revenue is restricted to parks security, community justice, and human services as directed by the City Council.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police; Public Works	\$455,084,000	\$18,678,000 transferred to Non General Funds
Cultural Services (Subfund 031)	To account for the operation of the Hult Center, community events, public art, and Cuthbert Amphitheater.	Transient lodging tax revenue, rental, ticket office, and patron user fees.	Operation and management of the Hult Center and Cuthbert Amphitheater.	State statute requires that 100% of revenue from the City's 4.5% transient lodging tax is used to promote tourism and tourism-related facilities.	Library, Recreation and Cultural Services	\$36,741,000	
Equipment Replacement (Subfund 041)	To account for resources associated with future replacement of General Fund equipment other than vehicles.	General Fund transfer and department matching funds.	General Fund equipment including fire turnouts, fire self contained breathing apparatuses (SCBA), police weapons and forensic equipment, generators, and library, recreation, and cultural services equipment.	Revenue source is unrestricted. However, departments must contribute 50% match to access equipment replacement funds, and typically the item must total at least \$20,000.	Departments receiving Equipment Replacement Subfund (041) dollars change each budget period. 2025-2027 Departments: Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Police	\$4,533,000	

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Special Revenue Funds							
Community Development (Fund 170)	To account for grant revenues received from the federal government related to economic development and affordable housing.	Federal grants and loan repayments.	Eligible capital projects, Broadway Commerce Center, low-income housing, loans for historic properties, and commercial revitalization.	Community Development Block Grant (CDBG) and HOME funds must meet the federal government criteria of benefiting low- to moderate-income individuals' needs, eliminating blight, and addressing urgent needs.	Planning and Development	\$15,481,000	
Community Safety Payroll Tax (Fund 136)	To account for payroll tax revenues for community safety system efforts.	City of Eugene payroll tax.	Eligible police, fire and emergency medical services, municipal court and prosecution services, prevention and homeless services, and payroll tax administration.	City Code 3.720 through 3.738: Funding will be used to supplement, not replace, current funding for community safety services.	Central Services; Fire and Emergency Medical Services; Library, Recreation and Cultural Services; Planning and Development; Police	\$68,918,000	
Housing Programs and Construction (Fund 150)	To account for construction permit activities, collection of rental housing fund program activities, and revenues received to support affordable housing programs.	Construction permit fees, annual fees from rental housing program, and Construction Excise Tax (CET).	Program activities including land use enforcement, structural integrity, safety, and incentives and services related to affordable housing.	City Code 3.738, 7.300, and 8.440: Recover all the City's costs related to processing the application for the permit and inspecting the work during and after completion; to provide a reasonable return to the public for the permitted ongoing use of the public way; offsetting the costs to the City associated with the enforcement of rental housing code; allocate CET toward programs, incentives, and services related to affordable housing; offsetting cost to the City associated with collecting and distributing the CET.	Planning and Development; Fire and Emergency Medical Services; Public Works	\$42,244,000	\$1,000,000 to the Affordable Housing Trust Subfund to support affordable housing work.

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Special Revenue Funds Continued							
Library Local Option Levy (Fund 111)	To account for local option levy property taxes for library service enhancements.	Local option property tax levy from FY22 through FY26.	Levy funding is used to maintain the existing level of library services previously funded by the 2015 levy. Library enhancement services described in Ballot Measure 20-309: (1) preserve 47 open hours/week across three locations added in 2015; (2) maintain the 1/3 increase in free programs for all ages; (3) maintain the Maker Hub area; (4) maintain increased off-site delivery of programs and outreach; (5) maintain/replace internet- ready devices at Bethel and Sheldon locations; and, (6) maintain programming and upkeep of the Library Maker Van.	ORS 280.070 requires a separate fund be set up for local option levies approved for purposes other than general operations. Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by the Library Advisory Board and made available to the City Council and the public.	Library Recreation and Cultural Services	\$7,593,000	
Library, Parks and Recreation (Fund 180)	To account for contributions from private donors to support the public library and City-owned parks and recreation facilities, and the arts.	Private donations.	Per the designation of the donor.	Designation upon receipt of donation.	Library, Recreation and Cultural Services	\$11,650,000	
Parks and Recreation Local Option Levy (Fund 112)	To account for local option levy property taxes for Parks and Recreation Operations and Maintenance.	Local option property tax levy from FY24 through FY28.	Parks and Recreation Operations and Maintenance described in Ballot Measure 20-343, including public safety presence in parks, improved general maintenance in developed parks and natural areas, new park development, renovations to recreation facilities, and increased recreation programming.	ORS 280.070 requires a separate fund be set up for local option levies approved for purposes other than general operations. Can only be used for purposes identified in the ballot measure. The measure requires an annual report on spending to be reviewed by a Citizen Advisory Board and made available to the City Council and the public.	Police; Library, Recreation and Cultural Services; Public Works	\$12,539,000	

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Special Revenue Funds Continued							
Public Safety Communications (Fund 130)	To account for the operation of the 911 Call Center and the operations and maintenance of the regional radio system.	Telephone excise tax, intergovernmental revenue, and revenues from other governments that subscribe to the communications systems.	911 Call Center and operations and maintenance of the public safety regional radio system.	Oregon Revised Statutes (ORS) 403 restricts use of state 911 tax funds to 911 operations and an Intergovernmental Agreement (IGA) between participating jurisdictions limits use of those revenues to funding of the regional radio system.	Police	\$9,581,000	
Road (Fund 131)	To account for the operations and maintenance of the City's street transportation system.	State Highway Fund allocations, revenue from the utility systems for the use and occupancy of the City's rights-of-way, and other grants, fees, and permits.	Street surface repair, street lighting, signage and striping, traffic signal maintenance, transportation planning and engineering, and street tree maintenance.	Funding must be used for road-related purposes defined by ORS 366.785-366.820, 366.514 and Article IX, section 3a, of the Oregon Constitution and may be limited to specific projects stated in each grant award.	Central Services; Public Works	\$47,021,000	
Solid Waste and Recycling (Fund 155)	To account for activity associated with solid waste and recycling efforts.	Solid waste hauler license fees.	Regulation of solid waste collection services and development/promotion of waste prevention and green building efforts.	City Code 3.250(1)(g) - Fees that allow the City, at a minimum, to recover regulatory and enforcement costs associated with solid waste and/or recycling collection.	Planning and Development	\$4,508,000	
Special Assessment Management (Fund 110)	To account for activities related to support of the special assessment program and assessment deferral programs.	Assessment bond proceeds and fees paid by property owners.	Collection activities for principal and interest on contracts (deferral of assessments for low-income property owners and low-income senior property owners under City Code 7.195).	Council-authorized programs for property owners to finance assessments and participate in deferral programs; funding is unrestricted but generally used for these purposes.	<i>The 2025-2027 Adopted Budget does not include department operating activity in this fund.</i>	\$1,054,000	
Telecom Registration/Licensing (Fund 135)	To account for revenues and expenditures associated with the 2% registration fee/business privilege tax for providers of telecommunications services in Eugene.	2% of registrants' gross revenues derived from their telecommunication activities within the city.	City telecom-related projects and activities that benefit the community.	Program administration and telecom projects that benefit the community. Funds will not be used to replace property tax revenue: City Code 3.415 and Ordinance 20083, findings #13 and #15.	Central Services	\$7,357,000	

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Debt Service Funds							
General Obligation Debt Service (Fund 211)	To account for revenues and expenditures related to voter-approved General Obligation bonds issued by the City.	Property tax revenues.	Payments of principal and interest on outstanding General Obligation bonds approved by voters.	ORS 294.388 requires a separate fund to be set up for payment of General Obligation bonds. ORS 287A.140 states that the City may not divert funds while principal or interest on General Obligation bonds remain unpaid.	N/A	\$31,369,000	
Miscellaneous Debt Service (Fund 230)	To account for the payment of debt that is not accounted for in another debt service fund.	Bond proceeds.	Payments of principal and interest to bond holders.	Funding provided by bond proceeds (including interest earnings) are restricted by the terms approved by City Council or voter approved bond measure.	N/A	\$2,789,000	
Special Assessment Bond Debt (Fund 250)	To pay principal and interest on bonds issued to pay for property owner assessment financing contracts.	Assessment bond proceeds and fees paid by property owners.	Payments of principal and interest to bond holders.	Bond covenants restrict property owner payments to paying off principal and interest on assessment bonds issued by the City.	N/A	\$53,000	

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Capital Projects Funds							
General Capital Projects (Fund 310)	To account for financing, construction, and preservation of capital facilities not financed by proprietary or other capital projects funds and affordable housing.	General Fund transfer, bond proceeds, grants, and loan repayments.	Preservation and major repairs of General Fund buildings, public art, City Hall replacement, parks and open space land acquisitions, and parks and recreation capital projects.	Funding provided by bond proceeds is restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. General Fund transfers are unrestricted. A portion of the funds are restricted by Council policy to be used for capital funding for affordable housing projects. The revenue generated from loan repayment is designated for future affordable housing projects.	N/A	\$46,453,000	\$9,838,000 for general capital projects; \$2,166,000 for early repayment of City Hall EWEB loan
Special Assessments Capital Projects (Fund 350)	To account for interim financing and related costs of construction for public improvements, which primarily benefit the property owners against whose properties special assessments are levied.	Debt issuance and repayment.	Construction of public improvements.	State law restricts assessments to the specific improvement constructed.	N/A	\$1,883,000	
Systems Development Capital Projects (Fund 330)	To account for Systems Development Charge (SDC) revenues and expenditures in four major infrastructure systems.	SDC fees paid when permits are issued.	Capacity-enhancing projects for the following systems: transportation, wastewater, stormwater, and parks.	ORS 223.297 to 223.314 restricts expenditures to capacity-enhancing projects for the four systems.	N/A	\$51,707,000	
Transportation Capital Projects (Fund 340)	To account for revenues from dedicated sources and related non-development transportation capital project expenditures.	State and federal transportation grants, a \$0.05 per gallon local motor vehicle fuel tax, and the 2017 and 2022 voter-approved Street Bonds.	Pavement preservation program fixing streets and funding bicycle and pedestrian projects.	Funding provided by bond proceeds is restricted by the terms of the bond measure approved by voters. Grants are usually restricted to a specific project or type of project. Gas tax revenues are dedicated to the preservation and maintenance of the street system per Oregon State Constitution, Article 9, Section 3a; ORS 366 and 367 and City Code 3.489 (2).	N/A	\$118,384,000	\$60,000 for Neighborhood Traffic Calming

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Enterprise Funds							
Ambulance Transport (Fund 592)	To account for the operations of ambulance transportation services and associated pre- hospital life support care.	User fees, subscription program membership fees, Ground Emergency Medical Transportation (GEMT) revenues, Community Safety Payroll Tax Fund allocations, and transfers from the General Fund.	Costs related to ambulance transport and associated pre- hospital life support care.	The proceeds of user fees are retained in the fund for operating the service.	Fire and Emergency Medical Services	\$32,096,000	\$1,114,000 for distressed fund support.
Municipal Airport (Fund 510)	To account for the operation of the municipal airport.	Airline, parking and concession revenues, Airport Improvement Program grant monies, and Passenger Facility Charges.	Airport operations and capital improvements.	Revenues are restricted for use in financing airport operations and eligible airport projects as determined by Federal Aviation Administration regulation.	Fire and Emergency Medical Services; Police; Public Works	\$262,830,000	
Parking Services (Fund 520)	To account for operations of the City's municipal parking program.	Parking fees, fines, and commercial space rentals.	To maintain parking assets and operations.	Proceeds are retained in the fund for operating the municipal parking program.	Central Services; Planning and Development; Public Works	\$19,418,000	
Stormwater Utility (Fund 539)	To account for activities related to the stormwater system and providing wetland mitigation credits.	Stormwater user fees and mitigation credit sales.	For the operation, construction, and maintenance of the stormwater system and the wetland resource protection and enhancement program.	As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing and/or operating the system. Wetland mitigation credits are restricted to appropriate projects within the wetland bank service area.	Public Works	\$84,985,000	
Wastewater Utility (Fund 530)	To account for activities related to the wastewater collection and treatment system.	Wastewater user fees.	For the construction, operation, and maintenance of the wastewater collection and treatment system.	Partial restriction for outstanding regional wastewater system debt payments. As allowed under state statute, the proceeds of user fees are retained in the fund for planning, constructing, and/or operating the system. Per intergovernmental agreement, all regional revenues are required to be passed through to the Metropolitan Wastewater Management Commission.	Public Works	\$163,969,000	

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Internal Service Funds							
Facilities Services (Fund 615)	To account for the operation and maintenance of City-owned facilities.	Lease payments, facility maintenance rates, charges to capital funds, and postage reimbursement.	Facility maintenance for Atrium Building, general facility maintenance for City buildings, architectural and project management services performed by Facility Management Division personnel, and postage expenditures.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. There are no restrictions for the Facilities Maintenance and Facilities Professional Services subfunds.	Central Services; Planning and Development	\$39,330,000	
Fleet Services (Fund 600)	To provide funding for the purchase and maintenance of vehicles, equipment, and radio infrastructure.	Fleet and radio user charges to other City funds.	Vehicle and radio purchases and equipment maintenance.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. For the General Fund there are no restrictions. For Non-General Funds, see restrictions for all funds, including: Community Safety Fund, Municipal Airport Fund, Road Fund, Stormwater Utility Fund, and Wastewater Utility Fund. The proceeds of department charges are retained in the fund to operate and maintain the system.	Public Works	\$70,506,000	\$4,500,000 for scheduled replacement of vehicles

Reporting Fund (listed alphabetically)	Purpose	Primary Funding Sources	Primary Expenditures	Spending Restrictions	Departments	2025-2027 Budget	General Fund Transfers
Internal Service Funds Continued							
Information Systems and Services (Fund 610)	To account for the activity related to information systems and services for City departments, information systems for public safety, and central business software applications.	User charges to other City funds for software, hardware, network services, telephones, and records management system charges to the City of Springfield.	Network infrastructure services, software and hardware purchases and maintenance, telephone systems, Public Safety and Justice software systems, and the purchase, implementation, and maintenance of central business software.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds. Resources associated with the Records Management System/Computer Aided Dispatch (RMS/CAD) project may not be transferred out of this fund or otherwise used for other purposes under an intergovernmental agreement with the City of Springfield.	Central Services	\$44,642,000	
Professional Services (Fund 630)	To account for professional engineering services performed by Public Works personnel for other City funds and outside agencies.	User charges to other City funds.	Engineering services.	Limited to the participating and benefiting funds that incurred the fees and charges for services, consistent with the cost-reimbursement goal of internal service funds.	Public Works	\$32,154,000	
Risk and Benefits (Fund 620)	To account for costs of the City's self-insurance programs including risk management, employee health and benefits, pension bond, and other post-employment benefits.	Rates charged to all City funds and payment for insurance plans from active employees, COBRA participants, and retirees.	Property and liability insurance and claims, current and previous employee benefits and medical claims, principal and interest on pension bonds, workers compensation, and unemployment insurance.	Resources placed into the Employee Health and Benefits subfund may not be transferred out of this subfund or otherwise used for other purposes according to ORS 731.036(6). Expenditures from the Risk subfund are limited under EC 2.585. Pension bond reserves are prudent internal reserves to ensure payment of principal and interest on pension bonds. Reserves constitute funds from both the General Fund and Non-General Funds. See restrictions on Non-General Funds.	Central Services	\$141,593,000	

5. General Fund Revenues and Expenses

General Fund Revenues - All

City Control	Revenue Category	Revenue Type	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium	Forecast FY 2028	Forecast FY 2029	Forecast 2027-2029 Biennium	Forecast FY 2030	Forecast FY 2031	Forecast 2029-2031 Biennium
No (State)	Taxes	Property Tax-Current	90,437,550	93,544,633	101,213,613	102,791,110	106,590,321	111,568,298	115,435,029	119,884,085	124,027,313	128,964,175	252,991,488	133,875,000	138,663,000	272,538,000	143,622,000	148,757,000	292,379,000	154,074,000	159,581,000	313,655,000
No (State)	Taxes	Property Tax-Prior Years	1,715,461	2,007,215	1,640,011	1,235,022	1,715,822	1,962,712	1,801,459	2,052,150	1,488,626	1,506,783	2,995,409	1,700,000	1,700,000	3,400,000	1,700,000	1,700,000	3,400,000	1,700,000	1,700,000	3,400,000
Partial (Negotiation)	Taxes	CILT-EWEB Retail	11,802,836	12,280,997	12,316,919	11,950,415	11,648,497	11,580,829	12,044,798	12,358,793	12,469,980	13,831,061	26,301,041	15,666,000	16,619,000	32,285,000	17,314,000	18,024,000	35,338,000	18,655,000	19,215,000	37,870,000
Partial (Negotiation)	Taxes	CILT-EWEB Fixed	827,888	839,498	857,128	874,261	853,744	825,000	825,000	825,000	825,000	887,500	1,712,500	960,000	979,000	1,939,000	998,000	1,018,000	2,016,000	1,038,000	1,059,000	2,097,000
No	Taxes	Lieu Of Tax - Other	42,630	48,191	52,604	0	0	30,996	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Yes (Vote, At Max)	Taxes	Local Marijuana Tax	0	109,319	936,078	1,195,311	1,326,362	1,850,464	1,724,528	1,368,940	1,468,560	1,362,626	2,831,185	1,400,000	1,400,000	2,800,000	1,400,000	1,400,000	2,800,000	1,400,000	1,400,000	2,800,000
Subtotal Taxes			104,826,364	108,829,854	117,016,352	118,046,119	122,134,747	127,818,299	131,830,814	136,488,968	140,279,479	146,552,145	286,831,624	153,601,000	159,361,000	312,962,000	165,034,000	170,899,000	335,933,000	176,867,000	182,955,000	359,822,000
Yes (No Vote)	Licenses and Permits	Other License Fees	93,527	95,799	96,222	210,859	167,430	130,808	113,868	128,870	157,536	120,652	278,188	505,500	505,500	1,011,000	509,000	512,000	1,021,000	515,000	518,000	1,033,000
Yes (No Vote)	Licenses and Permits	Pet License Fees	213,392	204,553	215,746	201,001	214,003	191,961	176,808	169,564	145,471	134,670	280,141	154,741	156,373	311,114	157,000	158,000	315,000	159,000	160,000	319,000
Yes (No Vote)	Licenses and Permits	Animal Shelter Fees	60,050	51,703	52,947	62,052	69,516	72,812	71,130	98,067	87,497	113,058	200,555	80,000	80,000	160,000	81,000	81,000	162,000	82,000	82,000	164,000
Yes (No Vote)	Licenses and Permits	Other Permit Fees	74,307	70,073	78,929	64,350	63,964	30,794	24,733	57,726	87,254	65,677	152,931	60,650	60,650	121,300	61,000	61,000	122,000	61,000	61,000	122,000
Yes (No Vote)	Licenses and Permits	Hazardous Materials Permits	117,565	118,500	118,893	139,353	110,116	115,173	103,713	98,453	79,361	10,300	89,661	115,000	115,000	230,000	116,000	117,000	233,000	118,000	119,000	237,000
Partial (Negotiation)	Licenses and Permits	Franchise Fees-Exclude Cable	3,315,878	5,795,841	6,136,194	6,167,435	6,623,472	6,656,050	4,930,880	3,452,227	4,709,757	4,080,493	8,790,250	3,850,000	3,900,000	7,750,000	3,950,000	4,000,000	7,950,000	4,050,000	4,100,000	8,150,000
Partial (Negotiation)	Licenses and Permits	Franchise Fees-Cable Services	20,335,565	2,207,276	2,143,135	2,637,149	1,418,296	1,910,929	1,908,829	1,925,348	1,828,021	1,660,687	3,488,708	1,700,000	1,700,000	3,400,000	1,700,000	1,700,000	3,400,000	1,700,000	1,700,000	3,400,000
Subtotal Licenses and Permits			24,210,284	8,543,746	8,842,066	9,482,201	8,666,796	9,108,527	7,329,960	5,930,255	7,094,896	6,185,537	13,280,432	6,465,891	6,517,523	12,983,414	6,574,000	6,629,000	13,203,000	6,685,000	6,740,000	13,425,000
No	Intergovernmental	Grant Revenues	588,743	1,012,368	1,157,364	680,379	2,821,082	21,544,463	20,521,997	6,148,963	7,124,136	6,770,623	13,894,759	307,230	313,107	620,337	313,000	313,000	626,000	313,000	313,000	626,000
No (State)	Intergovernmental	State Revenue Sharing	1,606,195	1,720,777	1,828,161	1,870,159	2,019,849	2,257,198	2,304,060	2,325,665	2,261,246	1,919,671	4,180,917	1,982,000	2,125,000	4,107,000	2,207,000	2,291,000	4,498,000	2,379,000	2,469,000	4,848,000
No (State)	Intergovernmental	State Alcoholic Beverage Tax	2,333,971	2,529,377	2,663,072	2,814,456	3,031,346	3,097,089	3,314,781	3,550,380	3,211,126	2,593,687	5,804,813	2,830,000	3,005,000	5,835,000	3,115,000	3,229,000	6,344,000	3,347,000	3,469,000	6,816,000
No (State)	Intergovernmental	State Cigarette Tax	213,762	209,113	205,788	193,976	185,920	165,228	143,976	129,794	116,962	91,905	208,867	105,000	100,000	205,000	94,000	88,000	182,000	83,000	78,000	161,000
No (State)	Intergovernmental	State Marijuana Tax	0	0	1,056,775	820,967	988,340	872,457	351,615	356,028	394,971	413,083	808,054	425,000	439,000	864,000	452,000	460,000	912,000	470,000	480,000	950,000
No (State)	Intergovernmental	State EAIP Reimbursement	0	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
No (State)	Intergovernmental	GEMT Medical Transport Program ¹	0	0	0	0	2,021,042	855,879	0	0	0	0	0	0	0	0	0	0	0	0	0	0
No	Intergovernmental	Other Agency Share	1,500	24,761	4,500	0	85,671	431,385	59,121	129,036	77,590	75,820	153,410	0	0	0	0	0	0	0	0	0
Subtotal Intergovernmental			4,744,171	5,496,396	6,925,660	6,379,936	11,153,250	29,223,698	26,695,549	12,639,867	13,186,031	11,864,789	25,050,819	5,649,230	5,982,107	11,631,337	6,181,000	6,381,000	12,562,000	6,592,000	6,809,000	13,401,000
Yes (No Vote)	Rental Income	Rental Income	414,117	438,335	333,871	384,784	286,908	250,932	496,421	405,316	477,861	532,449	1,010,310	336,516	336,517	673,033	337,000	337,000	674,000	337,000	337,000	674,000
Yes (No Vote)	Charges for Services	Building and Permit Services	348,797	437,009	405,927	413,449	349,511	322,218	346,470	199,405	271,257	240,802	512,058	273,000	273,000	546,000	273,000	273,000	546,000	273,000	273,000	546,000
Yes (No Vote)	Charges for Services	Parking Revenue	46,355	70,394	70,303	56,347	14,021	0	65	7,080	58,698	35,043	93,741	0	0	0	0	0	0	0	0	0
Yes (No Vote)	Charges for Services	Public Safety	4,133,761	4,151,119	4,981,185	5,207,915	4,337,128	5,359,511	4,699,728	4,525,219	4,983,925	5,087,686	10,071,611	4,616,950	4,619,550	9,236,500	4,703,000	4,802,000	9,505,000	4,908,000	5,021,000	9,929,000
Yes (No Vote)	Charges for Services	Recreation & Cultural Svcs	2,790,052	2,796,298	2,959,504	2,813,074	2,291,026	1,210,377	1,842,406	2,597,318	3,089,355	3,354,949	6,444,304	3,798,500	3,798,500	7,597,000	3,867,000	3,948,000	7,815,000	4,035,000	4,128,000	8,163,000
N/A	Charges for Services	Pass-Through Revenue ²	430,071	340,679	345,371	268,936	242,206	257,715	227,959	205,896	184,304	246,117	430,421	500,000	500,000	1,000,000	500,000	500,000	1,000,000	500,000	500,000	1,000,000
Yes (No Vote)	Charges for Services	Internal Service Fund Charges	36,495	35,386	8,528	26,858	78,743	231	6	0	6,400	5	6,405	0	0	0	0	0	0	0	0	0
Yes (No Vote)	Charges for Services	Other Charges for Services	2,082,947	2,521,877	2,470,132	2,659,783	2,454,597	2,046,349	2,466,566	3,146,612	2,841,669	2,949,214	5,790,883	3,862,540	3,192,672	7,055,212	3,193,000	3,193,000	6,386,000	3,193,000	3,193,000	6,386,000
Subtotal Charges for Services			9,868,478	10,352,762	11,240,951	11,446,360	9,767,231	9,196,401	9,583,190	10,681,529	11,435,607	11,913,816	23,349,423	13,050,990	12,383,722	25,434,712	12,536,000	12,716,000	25,252,000	12,909,000	13,115,000	26,024,000
Yes (No Vote)	Fines and Forfeitures	C																				

General Fund Revenues - Transfers In

Reporting Fund	Subfund	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Special Assessment Mgmt Fund (110)	Assessment Management (115)	7,000	8,000	9,000	9,000	10,000	11,000	11,000	12,000	0	0	0	0	0	0
Parks and Rec Local Option Levy Fund (112)	Parks and Rec Local Option Levy (112)	0	0	0	0	0	0	0	88,923	0	0	0	0	0	0
Public Safety Communications Fund (130)	Public Safety Answering Point (132)	182,000	150,000	131,000	180,000	218,000	180,000	321,000	377,000	268,500	268,500	537,000	310,000	310,000	620,000
Public Safety Communications Fund (130)	Regional Radio Systems (134)	15,000	10,000	0	0	7,000	5,000	7,000	11,000	2,913	0	2,913	0	0	0
Road Fund (131)	Road (131)	728,000	830,000	889,000	985,000	1,027,000	1,101,000	1,094,000	1,022,000	863,496	863,496	1,726,992	1,114,500	1,114,500	2,229,000
Telecom Registration/Licensing Fund (135)	Telecom Registration/Licensing (135)	493,000	479,000	487,000	476,000	3,000	22,000	40,000	44,000	28,500	28,500	57,000	27,000	27,000	54,000
Housing Programs and Construction Fund (150)	Construction Permits (151)	786,000	855,000	881,000	933,000	966,000	1,119,000	1,237,000	1,019,004	934,500	934,500	1,869,000	1,154,000	1,154,000	2,308,000
Housing Programs and Construction Fund (150)	Rental Housing (152)	34,000	29,000	38,000	51,000	58,000	48,000	45,000	63,996	31,500	31,500	63,000	69,000	69,000	138,000
Housing Programs and Construction Fund (150)	Affordable Housing Trust Fund (153)	0	0	0	0	0	0	0	0	24,493	24,492	48,985	27,500	27,500	55,000
Solid Waste/Recycling Fund (155)	Solid Waste/Recycling (155)	74,000	52,000	73,000	108,000	221,000	204,000	201,000	190,000	322,996	322,996	645,992	360,500	360,500	721,000
Community Development Fund (170)	Comm Develop Block Grant (171)	123,000	105,000	93,000	127,000	176,000	181,000	146,000	89,000	159,996	159,996	319,992	123,000	123,000	246,000
Library, Parks & Recreation Fund (180)	Art Loan Program (183)	0	0	0	0	0	0	0	7,725	0	0	0	0	0	0
General Capital Projects Fund (310)	General Capital (311)	0	0	0	0	0	0	0	0	300,000	0	300,000	2,000,000	0	2,000,000
General Capital Projects Fund (310)	City Hall Complex (323)	0	0	0	0	0	0	0	0	0	2,080,000	2,080,000	0	0	0
Systems Development Capital Fund (330)	Systems Dev. Admin. (332)	39,000	41,000	44,000	58,000	57,000	51,000	81,000	89,000	60,493	60,492	120,985	73,000	73,000	146,000
Municipal Airport Fund (510)	Airport (511)	520,000	603,000	605,000	632,000	744,000	794,000	839,000	747,996	757,500	757,500	1,515,000	901,500	901,500	1,803,000
Parking Services Fund (520)	On-Street Parking (525)	1,071,378	1,037,425	1,059,350	1,088,350	1,144,795	371,000	369,000	439,722	472,996	372,996	845,992	404,500	404,500	809,000
Parking Services Fund (520)	Off-Street Parking (527)	431,378	27,000	28,000	31,000	40,555	46,000	46,000	27,000	43,500	43,500	87,000	50,000	50,000	100,000
Wastewater Utility Fund (530)	Wastewater Utility - Treatment (533)	886,000	1,016,000	1,052,000	1,089,000	1,170,000	1,187,000	1,271,000	1,053,000	963,493	963,492	1,926,985	1,206,500	1,206,500	2,413,000
Wastewater Utility Fund (530)	Wastewater Utility-Collection (534)	499,000	567,000	598,000	641,000	650,000	704,000	764,000	672,000	571,993	571,992	1,143,985	721,500	721,500	1,443,000
Stormwater Utility Fund (539)	Stormwater Utility - Operations (535)	945,000	1,138,000	1,092,000	1,063,000	1,179,000	1,277,000	1,418,000	1,406,240	1,059,493	1,059,492	2,118,985	2,034,000	2,034,000	4,068,000
Stormwater Utility Fund (539)	Wetlands Mitigation Bank (536)	6,000	16,000	19,000	18,000	23,000	26,000	26,000	18,000	15,000	15,000	30,000	20,500	20,500	41,000
Ambulance Transport Fund (592)	Ambulance Transport (592)	932,390	899,998	979,757	1,189,673	1,321,746	1,383,980	1,472,640	1,561,229	1,867,493	954,492	2,821,985	1,516,000	1,526,000	3,042,000
Fleet Services Fund (600)	Fleet Operations (619)	356,000	406,000	394,000	380,000	460,000	429,000	494,000	495,000	394,500	394,500	789,000	474,500	474,500	949,000
Information Systems & Services Fund (610)	Information Systems & Services (611)	284,000	326,000	369,000	329,000	248,000	317,000	311,000	168,000	276,493	276,492	552,985	448,500	448,500	897,000
Information Systems & Services Fund (610)	Public Safety Information (612)	15,000	13,000	33,000	35,000	31,000	39,000	36,000	12,996	12,996	12,996	25,992	26,500	26,500	53,000
Information Systems & Services Fund (610)	Central Business Software (613)	0	0	0	0	0	0	99,000	93,996	55,500	55,500	111,000	91,000	91,000	182,000
Facilities Services Fund (615)	Atrium (617)	7,000	9,000	9,000	7,000	11,000	17,000	23,000	18,000	12,000	12,000	24,000	17,000	17,000	34,000
Facilities Services Fund (615)	Facilities Maintenance (618)	371,000	351,000	404,000	433,000	525,000	587,000	573,000	462,996	405,996	405,996	811,992	489,500	489,500	979,000
Facilities Services Fund (615)	Facilities Professional Services (635)	55,000	61,000	64,000	67,000	118,000	136,000	82,000	47,004	48,493	48,492	96,985	68,500	68,500	137,000
Risk and Benefits Fund (620)	Risk Management (622)	82,000	98,000	153,000	163,000	200,000	895,168	140,000	137,000	94,993	94,992	189,985	114,000	114,000	228,000
Risk and Benefits Fund (620)	Employee Health and Benefits (623)	47,000	58,000	71,000	73,000	81,000	102,000	256,000	234,000	0	0	0	72,500	72,500	145,000
Professional Services Fund (630)	Professional Services (631)	494,000	544,000	650,000	684,000	753,000	930,000	1,091,000	932,000	799,993	799,992	1,599,985	1,082,000	1,082,000	2,164,000
Professional Services Fund (630)	Professional Services (632)	36,000	74,000	0	0	0	0	0	0	0	0	0	0	0	0
Total All Funds		9,519,145	9,803,423	10,225,107	10,850,023	11,443,096	12,163,148	12,493,640	11,539,827	10,849,819	11,613,896	22,463,715	14,997,000	13,007,000	28,004,000

General Fund Expenses - Operating

Department	Expense Type	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium	Forecast FY 2028	Forecast FY 2029	Forecast 2027-2029 Biennium	Forecast FY 2030	Forecast FY 2031	Forecast 2029-2031 Biennium
Central Services	Personnel Services	13,617,241	13,873,580	15,727,117	16,513,366	18,032,639	18,017,338	17,890,150	22,582,299	18,785,055	18,713,712	37,498,767	20,985,986	21,197,480	42,183,466	22,478,100	22,569,515	45,047,615	23,446,937	24,130,960	47,577,897
	Materials and Services	9,222,526	9,966,083	9,350,704	10,799,491	9,181,699	10,227,430	13,941,305	15,257,565	7,418,054	10,212,242	17,630,296	9,178,816	8,404,571	17,583,387	8,303,822	8,501,003	16,804,826	8,712,655	8,939,646	17,652,301
	Capital Outlay	5,348	7,327	24,662	0	15,000	111,611	9,074	0	10,254	0	10,254	0	0	0	0	0	0	0	0	0
	Subtotal Central Services	22,845,115	23,846,990	25,102,483	27,312,857	27,229,338	28,356,379	31,840,529	37,839,864	26,213,364	28,925,953	55,139,317	30,164,802	29,602,051	59,766,853	30,781,922	31,070,518	61,852,440	32,159,592	33,070,606	65,230,198
	Central Services FTE	122.36	122.36	123.66	123.76	127.76	127.76	126.01	133.01	112.16	112.16	112.16	106.783	106.783	106.78	106.78	106.78	106.78	106.78	106.78	106.78
Planning & Development	Personnel Services	3,511,640	3,805,713	4,149,447	4,681,942	5,788,740	5,854,129	5,860,768	6,372,191	8,322,652	8,581,616	16,904,268	9,923,494	9,330,611	19,254,105	9,443,891	9,499,492	18,943,382	9,833,704	10,104,621	19,938,325
	Materials and Services	2,348,977	2,583,663	2,713,327	2,960,403	2,804,578	3,640,584	2,531,136	3,074,951	7,610,247	9,917,238	17,527,485	3,668,848	3,416,742	7,085,590	2,814,734	3,069,522	5,884,257	3,150,904	3,146,626	6,297,530
	Capital Outlay	0	0	0	8,652	0	0	0	8,145	350,243	117,087	467,330	0	0	0	0	0	0	0	0	0
	Subtotal Planning & Development	5,860,617	6,389,376	6,862,773	7,650,997	8,593,318	9,494,713	8,391,904	9,455,288	16,283,142	18,615,941	34,899,083	13,592,342	12,747,353	26,339,695	12,258,625	12,569,014	24,827,639	12,984,609	13,251,246	26,235,855
	Planning & Development FTE	28.76	28.76	33.26	35.51	36.21	36.21	36.21	36.21	45.46	45.46	45.46	46.46	46.46	46.46	46.46	46.46	46.46	46.46	46.46	46.46
Fire & EMS	Personnel Services	24,342,612	24,820,655	27,260,950	27,352,588	28,600,977	31,111,182	31,283,182	31,244,097	33,423,712	33,745,891	67,169,603	35,968,168	38,243,734	74,211,902	40,313,654	40,480,153	80,793,807	41,968,752	43,143,368	85,112,120
	Materials and Services	3,215,964	3,821,993	4,365,012	3,974,783	4,751,693	4,868,324	4,350,935	5,074,785	7,928,258	8,263,377	16,191,635	7,424,254	6,563,399	13,987,653	6,721,421	6,892,054	13,613,475	7,075,528	7,272,661	14,348,188
	Capital Outlay	9,391	61,362	163,046	37,477	49,775	1,306,050	0	429,272	179,044	28,220	207,264	70,000	10,000	80,000	0	0	0	0	0	0
	Subtotal Fire & EMS	27,567,966	28,704,010	31,789,007	31,364,848	33,402,446	37,285,556	35,634,116	36,748,154	41,531,014	42,037,488	83,568,502	43,462,422	44,817,133	88,279,555	47,035,075	47,372,207	94,407,282	49,044,280	50,416,029	99,460,309
	Fire & EMS FTE	168.66	168.66	168.66	166.92	166.92	166.92	161.52	161.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52	158.52
Police	Personnel Services	41,241,246	41,500,121	43,184,035	45,699,131	47,912,489	49,084,146	50,029,813	51,320,023	52,470,930	53,765,402	106,236,332	58,141,376	60,250,160	118,391,536	64,592,349	64,745,259	129,337,608	67,239,032	69,150,123	136,389,155
	Materials and Services	8,491,693	9,949,171	9,458,188	10,613,524	9,748,497	8,847,073	9,272,833	11,134,583	12,128,688	12,392,948	24,521,635	11,672,212	11,697,300	23,369,512	11,970,515	12,284,101	24,254,616	12,621,545	12,984,410	25,605,955
	Capital Outlay	269,209	155,208	275,374	253,484	121,810	252,126	86,739	461,861	456,803	375,679	832,482	295,257	0	295,257	0	0	0	0	0	0
	Subtotal Police	50,002,149	51,604,501	52,917,596	56,566,139	57,782,796	58,183,345	59,389,385	62,916,468	65,056,421	66,534,028	131,590,449	70,108,845	71,947,460	142,056,305	76,562,864	77,029,359	153,592,223	79,860,577	82,134,533	161,995,110
	Police FTE	310.30	310.30	310.30	310.30	310.30	308.65	308.65	308.65	291.15	291.15	291.15	287.65	287.65	287.65	287.65	287.65	287.65	287.65	287.65	287.65
Library, Rec & Cultural Svcs	Personnel Services	14,657,677	14,733,296	15,948,078	16,079,907	17,192,179	15,466,171	16,570,509	18,012,526	18,232,485	18,016,614	36,249,098	19,733,994	20,743,327	40,477,321	22,159,362	22,217,324	44,376,686	23,151,322	23,862,525	47,013,847
	Materials and Services	6,686,667	7,319,938	7,215,640	7,906,625	7,472,680	7,545,485	9,605,415	9,421,631	8,838,660	8,900,738	17,739,398	8,752,753	8,788,193	17,540,946	8,996,451	9,235,080	18,231,531	9,491,942	9,768,242	19,260,185
	Capital Outlay	15,363	0	108,747	29,224	0	0	0	23,779	24,434	0	24,434	0	0	0	0	0	0	0	0	0
	Subtotal Library, Rec & Cultural Svcs	21,359,708	22,053,234	23,272,464	24,015,756	24,664,859	23,011,657	26,175,924	27,457,936	27,095,579	26,917,351	54,012,930	28,486,747	29,531,520	58,018,267	31,155,813	31,452,404	62,608,217	32,643,264	33,630,768	66,274,032
	Library, Rec & Cultural Svcs FTE	144.05	144.05	144.05	144.55	144.80	144.80	143.90	143.90	130.30	130.30	130.30	128.30	128.30	128.30	128.30	128.30	128.30	128.30	128.30	128.30
Public Works	Personnel Services	3,982,603	3,757,929	3,817,522	4,124,193	4,596,149	4,797,782	4,718,950	4,556,593	5,100,117	3,620,455	8,720,573	2,223,417	2,281,971	4,505,388	2,591,219	2,541,280	5,132,498	2,711,231	2,814,733	5,525,964
	Materials and Services	2,010,851	2,195,740	2,620,649	2,434,570	2,483,446	1,948,278	2,833,260	3,147,687	3,101,099	2,577,016	5,678,116	821,971	666,969	1,488,940	549,928	570,469	1,120,397	592,733	616,856	1,209,589
	Capital Outlay	0	0	3,208	8,479	0	0	204,171	42,140	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal Public Works	5,993,453	5,953,669	6,441,379	6,567,243	7,079,595	6,746,060	7,756,382	7,746,420	8,201,217	6,197,472	14,398,688	3,045,388	2,948,940	5,994,328	3,141,147	3,111,749	6,252,896	3,303,964	3,431,589	6,735,553
	Public Works FTE	36.42	36.62	36.62	36.62	36.87	37.27	36.77	36.77	34.52	26.32	26.32	10.50	10.50	10.50	10.50	10.50	10.50	10.50	10.50	10.50
Total Operating Budget	Total Personnel Services	101,353,019	102,491,296	110,087,148	114,451,128	122,123,173	124,330,748	126,353,374	134,087,730	136,334,951	136,443,689	272,778,640	146,976,435	152,047,283	299,023,718	161,578,574	162,053,022	323,631,596	168,350,978	173,206,330	341,557,308
	Total Materials and Services	31,976,678	35,836,588	35,723,519	38,689,397	36,442,595	37,077,174	42,534,883	47,111,202	47,025,006	52,263,558	99,288,564	41,518,854	39,537,174	81,056,028	39,356,871	40,552,230	79,909,101	41,645,307	42,728,441	84,373,748
	Total Capital Outlay	299,311	223,897	575,036	337,316	186,585	1,669,787	299,984	965,198	1,020,778	520,986	1,541,764	365,257	10,000	375,257	0	0	0	0	0	0
	Total Department Operating Budget	133,629,009	138,551,781	146,385,704	153,477,841	158,752,353	163,077,709	169,188,240	182,164,129	184,380,735	189,228,232	373,608,968	188,860,546	191,594,457	380,455,003	200,935,445	202,605,252	403,540,698	209,996,285	215,934,771	425,931,057
	Total FTE ¹	810.55	810.75	816.55	817.66	822.86	821.61	813.06	820.06	772.11	763.91	763.91	738.21	738.21	738.21	738.21	738.21	738.21	738.21	738.21	738.21

¹ Outyears of General Fund forecast maintain 2025-2027 Adopted Budget FTE amounts.

General Fund Expenses - Non-Departmental

Expense Type	Reporting Fund	Subfund	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Adopted Budget	Adopted Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
			FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	2023-2025 Biennium	FY 2026	FY 2027	2025-2027 Biennium	FY 2028	FY 2029	2027-2029 Biennium	FY 2030	FY 2031	2029-2031 Biennium	
Transfers Out	Parks and Rec Local Option Levy Fund (112)	Parks and Rec Local Option Levy (112)		0	0		0	0	555,285	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Public Safety Answering Point Fund (132)	Regional Radio Systems (134)	0		5,000	6,000	0	152,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Road Fund (131)	Road (131)	0	0	0	0	0	0	159,639	128,800	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Community Safety Fund (136)	Community Safety Fund (136)	0	0	0		6,269,450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Housing Programs and Construction Fund (150)	Affordable Housing Trust Fund (153)	0	0	0	0	500,000	500,000	500,000	500,000	1,000,000	0	1,000,000	500,000	500,000	1,000,000	500,000	1,000,000	500,000	500,000	1,000,000	0	
Transfers Out	Community Development Fund (170)	Low-income Housing (175)	0	0	0	0	0	0	2,300	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	General Capital Projects Fund (310)	General Capital (311)	3,869,300	3,969,300	4,069,300	4,169,300	4,619,300	4,369,000	4,469,000	10,814,000	9,438,000	0	9,438,000	4,869,000	4,969,000	9,838,000	5,069,000	5,169,000	10,238,000	5,269,000	5,369,000	10,638,000	
Transfers Out	General Capital Projects Fund (310)	City Hall Complex (323)	0	150,000	0	0	0	0	0	0	0	0	0	2,166,000	0	2,166,000	0	0	0	0	0	0	
Transfers Out	Systems Development Capital Fund (330)	Systems Dev. Admin. (332)	0	0	0	0	0	1,624,121	568,579	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Transportation Capital Projects Fund (340)	Road General Capital (341)	30,000	30,000	30,000	30,000	30,000	30,000	230,000	30,000	60,000	0	60,000	30,000	30,000	60,000	30,000	30,000	60,000	30,000	30,000	60,000	
Transfers Out	Parking Services Fund (520)	On-Street Parking (525)	0	0	0	0	0	900,000	775,000	1,577,000	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Parking Services Fund (520)	Off-Street Parking (527)	0	0	0	0	0	1,095,564	1,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Wastewater Utility Fund (530)	Wastewater Utility - Capital (532)	0	0	0	0	0	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Stormwater Utility Fund (539)	Stormwater Utility - Capital (531)	0	0	0	0	0	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Stormwater Utility Fund (539)	Stormwater Utility - Operating (535)	0	0	0	0	0	0	475,520	477,000	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Ambulance Transport Fund (592)	Ambulance Transportation (592)	0	0	1,000,000	1,432,100	0	804,362	1,854,523	290,000	700,000	900,000	1,600,000	1,114,000	0	1,114,000	0	0	0	0	0	0	
Transfers Out	Fleet Services Fund (600)	Fleet Rplcmt & Acquisition (616)	1,380,000	1,430,980	1,466,755	2,010,000	1,735,310	1,435,000	1,676,000	1,738,000	4,042,000	0	4,042,000	2,250,000	2,250,000	4,500,000	2,291,000	2,339,000	4,630,000	2,390,000	2,445,000	4,835,000	
Transfers Out	Information Systems & Services Fund (610)	Information Systems & Services (611)	0	0	0	0	0	0	0	0	200,000	0	200,000	0	0	0	0	0	0	0	0	0	
Transfers Out	Facilities Services Fund (615)	Facilities Maintenance (618)	0	0	0	0	39,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Risk and Benefits Fund (620)	Risk Management (622)	0	0	0	0	66,597	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transfers Out	Risk and Benefits Fund (620)	Employee Health and Benefits (623)	0	0	0	0	0	0	0	0	18,493	18,492	36,985	0	0	0	0	0	0	0	0	0	
Miscellaneous Pass-Thru ¹	N/A	N/A	430,071	340,679	345,371	268,936	242,206	257,715	227,959	205,896	184,304	246,117	430,421	500,000	500,000	1,000,000	500,000	500,000	1,000,000	500,000	500,000	1,000,000	
All Non-Departmental			5,709,371	5,920,959	6,916,426	7,916,336	13,501,863	11,167,763	12,893,805	15,760,696	15,642,797	1,164,609	16,807,406	11,429,000	8,249,000	19,678,000	8,390,000	8,538,000	16,928,000	8,689,000	8,844,000	17,533,000	

¹ Miscellaneous Pass-Through Revenue represents County and State reimbursements for Municipal Court functions; expenses are offset with revenue.

General Fund - FTE

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Adopted Budget	Adopted Budget
Department	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	2023-2025 Biennium ¹	FY 2026	FY 2027	2025-2027 Biennium
Central Services	122.36	122.36	123.66	123.76	127.76	127.76	126.01	133.01	112.16	112.16	112.16	106.78	106.78	106.78
Planning & Development	28.76	28.76	33.26	35.51	36.21	36.21	36.21	36.21	45.46	45.46	45.46	46.46	46.46	46.46
Fire & EMS	168.66	168.66	168.66	166.92	166.92	166.92	161.52	161.52	158.52	158.52	158.52	158.52	158.52	158.52
Police	310.30	310.30	310.30	310.30	310.30	308.65	308.65	308.65	291.15	291.15	291.15	287.65	287.65	287.65
Library, Recreation & Cultural Svcs	144.05	144.05	144.05	144.55	144.80	144.80	143.90	143.90	130.30	130.30	130.30	128.30	128.30	128.30
Public Works	36.42	36.62	36.62	36.62	36.87	37.27	36.77	36.77	34.52	26.32	26.32	10.50	10.50	10.50
Total FTE	810.55	810.75	816.55	817.66	822.86	821.61	813.06	820.06	772.11	763.91	763.91	738.21	738.21	738.21

¹ 2023-2025 Biennium amounts include final FY25 actual FTE.

6. General Fund FTE Reallocations

Budget	Fund	Title	GF Gap Strategy	Description	FTE	Amount (ongoing)
2025-2027	Cultural Services (Subfund 031)	Community & Cultural Affairs Funding Realignment	Yes	Transitioned 0.5 FTE and \$145,000 annually to the Cultural Services Subfund (031) for a Senior Management Analyst position and other associated material and services expenses. This shift moves the remainder of the Community and Cultural Affairs budget into the Cultural Services Subfund to better align Cultural Services resources with associated expenses.	0.50	\$145,000
		Riverhouse Funding Realignment	Yes	Transitioned 0.5 FTE and \$129,000 annually to the Cultural Services Subfund (031) for a Recreation Facility Office Coordinator position and associated materials and services, pending organizational assessment.	0.50	\$129,000
	Risk and Benefits (Fund 620)	Reallocate Position Funding	Yes	Transitioned 1.0 FTE and \$269,000 annually to the Risk and Benefits Fund (620) by reallocating portions of funding for three positions that provide leadership and support to functions within the Risk and Health funds. This reallocation more closely aligns the positions' funding with the work being performed. The increase in expense for the Risk and Benefits Fund is covered by reserves and will not increase internal service charge rates.	1.00	\$269,000
	Stormwater Utility (Fund 539)	Parks and Open Space Service	Yes	Per City Council direction, Parks and Open Space Services moved to the Stormwater Fund, including 14.82 FTE and \$4,679,000 annually. Transitioning Parks and Open Space services to the Stormwater Fund freed up resources in the General Fund to reinstate other services that would have otherwise been reduced.	14.82	\$4,679,000
2025-2027 Total					16.82	\$5,222,000
2023-2025	Community Safety Payroll Tax (Fund 136)	Fire Engine	Yes	Transitioned 7.0 FTE and \$1,706,000 annually to the Community Safety Payroll Tax Fund to fund a fire engine that was originally proposed as a General Fund budget gap strategy.	7.00	\$1,706,000
		Resolve Program	Yes	Transitioned 1.0 FTE and \$158,000 annually to the Community Safety Payroll Tax fund for the Resolve Program. Originally funded in the General Fund, these expenses are moved to the CSPT as part of a General Fund budget reduction strategy. This is a restorative justice program that was expanded under the umbrella of the Youth Empowerment Program which allows youth who have committed non-violent crimes an opportunity to repair harm.	1.00	\$158,000
	Cultural Services (Subfund 031)	Downtown Events Coordinator	No	Transitioned 1.0 FTE and \$154,000 annually to the Cultural Services Subfund (031) for the Downtown Events Coordinator position to better align Cultural Services resources with associated expenses. Funding for this position was moved to the Cultural Services Subfund on the 2023-2025 Second Supplemental Budget, and the FTE statistic was moved as part of the 2025-2027 Adopted Budget.	1.00	\$154,000
	Information Systems and Services (Fund 610)	Move ISD to Information Systems	No	Transitioned 19.75 FTE and \$5,189,000 annually to move the Information Services Division (ISD) from the General Fund to the Information Systems and Services Fund. These positions are funded by internal service fund charges as part of a rate model.	19.75	\$5,189,000
	Parking Services (Fund 520)	Municipal Court	Yes	Transitioned 0.3 FTE and \$62,000 annually to the Parking Services Fund for a Court Operations Supervisor. This position supports parking operations by providing customer service specifically related to parking citations.	0.30	\$62,000
	Professional Services (Fund 630)	Parks Long-Range Planning	Yes	Transitioned 0.25 FTE and \$50,000 annually to the Professional Services Fund for a Public Works Operations Manager.	0.25	\$50,000
	Risk and Benefits (Fund 620)	City Attorney's Office	Yes	Transitioned 0.5 FTE and \$71,000 annually to the Risk and Benefits Fund for a paralegal position.	0.50	\$71,000

6. General Fund FTE Reallocations

Budget	Fund	Title	GF Gap Strategy	Description	FTE	Amount (ongoing)
2023-2025	Stormwater Utility (Fund 539)	Parks Operations Realignment	Yes	Transitioned 4.0 FTE and \$550,000 annually to the Parks and Recreation Local Option Levy Fund. This change shifts levy-eligible costs to the Parks and Recreation Local Option Levy while maintaining the same service level in parks. An additional realignment transferred \$1,100,000 from the Parks and Recreation Local Option Levy Fund to the Stormwater Fund, resulting in a zero net impact to the Levy Fund.	4.00	\$550,000
		Transfer Parks Eligible Expend	Yes	Per City Council action, 8.20 FTE and \$1,100,000 annually movd to the Stormwater Fund for Parks and Open Space services.	8.20	\$1,100,000
2023-2025 Total					42.00	\$9,040,000
FY22	Ambulance Transport (Fund 592)	Ambulance Transport Services	No	Transitioned 5.4 FTE and \$954,000 of associated personnel services expenses the Ambulance Transport Fund. Also moves Ground Emergency Medical Transport revenue from the General Fund to the Ambulance Transport Fund. This transition realigns revenue and associated costs related to ambulance transport services to provide a clearer picture of the revenues and costs of providing the service.	5.40	\$954,000
	Information Systems and Services (Fund 610)	Corporate Software Rate Mode	No	Transitioned 3.75 FTE and \$640,000 to the Corporate Software Subfund of the Information Systems and Services Fund. Positions support Corporate Software maintenance and support, and internal rate revenues cover these expenses.	3.75	\$640,000
	Road (Fund 131); Stormwater Utility (Fund 539); Wastewater Utility (Fund 530); Professional Services (Fund 630)	Public Works Strategic Comm	No	Shifted \$101,000 of expense authority to the Road, Professional Services, Stormwater, and Wastewater Funds to support a Public Works Strategic Communications Coordinator shared between these Non-General funds; a 0.8 FTE statistic was added by these Non-General Funds, and was not originally in the General Fund Budget. This position is responsible for delivering key department messages using multiple media platforms.	-	\$101,000
FY22 Total					9.15	\$1,695,000
FY21	Public Safety Communications Fund (Fund 130)	Central Lane Communications	No	Transitioned 1.65 FTE and \$300,000 to the Public Safety Answering Point (PSAP) Fund (132). A review of the Central Lane Communications Center operational footprint identified staff that provide specific support to call- taking but were allocated in the General Fund. The PSAP Fund was able to fully fund staff for this operation as a result of the increased 911 tax passed in the State Legislature in 2019. This budget action aligns FTE with the appropriate funding source.	1.65	\$300,000
FY21 Total					1.65	\$300,000
FY19	Municipal Airport (Fund 510)	Airport Fire Staff Funding Char	No	Transitioned 1.74 FTE and \$300,000 to the Municipal Airport Fund to shift Aircraft Rescue and Fire Fighting (ARFF) staff to be supported by the Airport rate model.	1.74	\$300,000
FY19 Total					1.74	\$300,000
FY15	Stormwater Utility (Fund 539)	Transfer Stormwater Services	Yes	Transitioned 5.81 FTE and \$605,000 to the Stormwater Utility Fund to realign funding for tree maintenance within parks, management of natural areas, and other vegetation maintenance.	5.81	\$605,000
FY15 Total					5.81	\$605,000
Total FTE Reallocations					77.17	\$17,162,000

General Fund (Main Subfund) Six-Year Financial Forecast, 2025-2027 Biennium through 2029-2031 Biennium
2025-2027 Adopted Biennial Budget
June 23, 2025

Executive Summary: Resources and Requirements

		Actual FY22	Actual FY23	Projected 2023-2025 Biennium	Adopted 2025-2027 Biennium	Forecast 2027-2029 Biennium	Forecast 2029-2031 Biennium
Resources							
Beginning Working Capital		\$70,708,559	\$80,212,321	\$65,119,049	\$53,065,203	\$48,942,050	\$50,013,050
Current Revenues		191,585,807	182,831,553	384,867,618	402,018,812	421,540,000	447,668,000
Total Resources		262,294,366	263,043,874	449,986,667	455,084,015	470,482,050	497,681,050
Requirements							
Department Expenditures							
Personnel		126,353,374	134,087,730	279,108,926	299,023,718	323,632,000	341,557,000
Materials and Services		42,834,867	48,076,399	106,645,500	81,431,285	79,909,000	84,373,000
Department Subtotal		169,188,240	182,164,129	385,754,426	380,455,003	403,541,000	425,930,000
Non-Departmental Expenditures		12,893,805	15,760,696	17,176,000	19,678,000	16,928,000	17,533,000
Total Expenditures		182,082,045	197,924,825	402,930,426	400,133,003	420,469,000	443,463,000
Change in Unappropriated Ending Fund Balance (UEFB)	(1)	(320,000)	1,150,000	1,760,000	1,990,000	1,700,000	1,920,000
Total Expenditures plus Change in UEFB		181,762,045	199,074,825	404,690,426	402,123,003	422,169,000	445,383,000
Operating Surplus/(Deficit)	(2)	9,823,762	(16,243,272)	(19,822,808)	(104,191)	(629,000)	2,285,000
Unappropriated Ending Fund Balance							
UEFB at June 30	(3)	28,440,000	29,590,000	31,350,000	33,340,000	35,040,000	36,960,000
Reserves							
Reserve for Revenue Shortfall (RRSF)	(4)	13,714,241	8,102,374	15,379,296	15,516,575	14,887,575	17,172,575
American Rescue Plan Act (ARPA) Reserve	(5)	3,100,339	2,479,357	-	-	-	-
Other Reserves	(6)	64,000	397,422	1,033,475	6,094,437	85,475	85,475
Total Reserves		16,878,580	10,979,153	16,412,771	21,611,012	14,973,050	17,258,050
Mid-Period Adjustments or Experience Estimates	(7)	19,656,250	3,968,209	(706,530)			
Reserve for Encumbrance for Next Budget Period	(8)	10,083,251	4,473,963	6,008,962	(6,008,962)		
Marginal Beginning Working Capital for Next Budget Period	(9)	5,154,240	16,107,724				
Total Ending Fund Balance		80,212,321	65,119,049	53,065,203	48,942,050	50,013,050	54,218,050
Total Requirements		262,294,366	263,043,874	449,986,667	455,084,015	470,482,050	497,681,050

Notes:

- (1) Change necessary to keep Unappropriated Ending Fund Balance (UEFB) at City Council-adopted policy level of two months of operating expenditures, excluding reserves and contingency.
- (2) Operating Surplus/(Deficit) equals Current Revenues less Total Expenditures plus Change in UEFB. Actual and projected periods include supplemental budget expenditures from carryover resources.
- (3) Per City Council policy, UEFB is budgeted in the amount of two months of operating expenses (total department and non-departmental expenditures).
- (4) RRSF as budgeted for actual, projected, and budgeted periods. Forecast assumes any surpluses are set aside in RRSF and used to fully or partially fund any future operating deficits.
- (5) The City's ARPA allocation of \$35,908,037 was used for revenue replacement. Offsetting funds made available by ARPA were held in reserve until budgeted.
- (6) Other Reserves include Council Contingency and opioid settlement funds. The Council Contingency Reserve was liquidated in 2023-2025 and the funding for contingency expenses was placed in the City Manager's Office budget for future allocation. For the adopted budget period, Other Reserves also include the Reserve for Encumbrance.
- (7) Mid-period adjustments include supplemental budget actions, experience estimates for revenues/expenditures, and adjustments to Beginning Working Capital (BWC) for the next budget period.
- (8) Reserve for Encumbrance represents a reserve for uncompleted contracts carried forward. For the adopted budget period, it's anticipated this reserve will subsequently be appropriated by City Council.
- (9) Marginal Beginning Working Capital (MBWC) represents the audited difference between estimated Beginning Working Capital (BWC) and actual BWC.

<i>RRSF as a % of Actual or Projected Expenditures</i>	<i>7.5%</i>	<i>4.1%</i>	<i>3.8%</i>	<i>3.9%</i>	<i>3.5%</i>	<i>3.9%</i>
<i>RRSF as a % of Expenditures per the Adopted Budget</i>	<i>4.5%</i>	<i>4.3%</i>	<i>2.7%</i>			<i>70</i>



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #3

October 7, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objectives:

- Develop Group's decision-making criteria
- Explore City services funding and service levels
- Overview of fire governance issue

1. Updates and Announcements
2. Group Decision-Making Criteria/Scorecard for Recommendations
3. City Services and Service Level Overview
4. Overview of Fire Governance
5. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting Notes
September 30, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Susan Cox, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: None

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harrif, Liz Butterfield, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda, group agreements and meeting roadmap. She discussed the general process of moving through educational presentations into deep dive discussions that will generate potential recommendations and then ultimately selecting the items to forward to the City Manager as recommendations. She reminded everyone that they were selected for their expertise in one or more areas of focus and to focus their energy on identifying areas that could be potential recommendations for the City and to note those for future meetings.

City General Fund Revenues, Expenditures, Structural Gap

Twylla Miller reviewed a packet of materials including answers to questions posed at the last meeting and general fund forecast documents. She presented information and answered questions about the budget drivers and challenges facing Eugene. Specific information is found in the slide deck for Meeting #2.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

1. What is the percentage of salary that is budgeted for total fringe benefits, and can that be broken down by component?
2. Can we learn more about the operations of the airport? In particular is there the ability to increase lease costs with airlines and others?
3. Can you please provide cost breakdowns in fire and emergency services for equipment, staffing, etc?
4. Please show which services we are required to provide, versus services that we want to provide (across all funds, not just general fund).
5. Can you provide some background on how PERS got to this point? How did people think this would work and be sustainable?
6. What is an effective way to work with the legislature regarding PERS impacts.
7. Are there areas outside the general fund where we might be able to generate some savings if we focused there?
8. Can you provide more information on the Police budget given the high percentage of the budget there?

Other Comments

- The statewide 3% property tax discount for early pre-payment of taxes has an impact on available revenue. Perhaps the state could consider a shift to a penalty for late payments instead.
- Need to look at total compensation costs.
- Our group should focus our time and energy on areas where we have some control (PERS and property tax limitation are huge drivers but the City has limited ability to impact them).



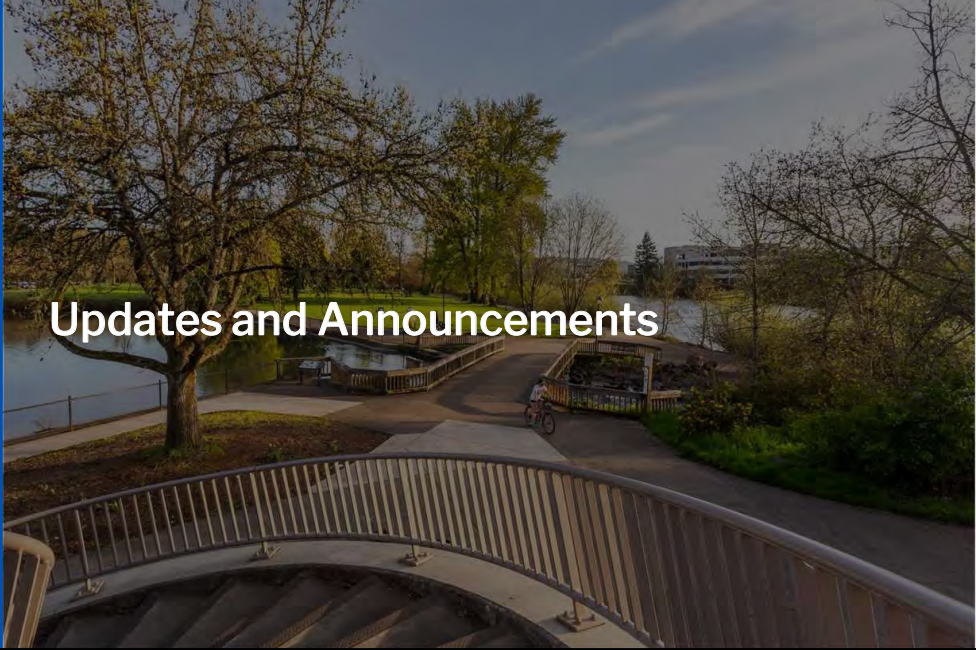
City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #3

October 7, 2025



1



Updates and Announcements



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North Star

- If you were running this organization, facing these revenue and expenditure pressures along with the community's desire for more public safety, solutions for homelessness, housing, jobs, etc, what strategies would you be considering? (Recommendations)
- Based on your solid, independent look at how the City is operating, what are your ideas? (Recommendations)
- How can economic development or other revenue ideas impact growth and stability? (Recommendations)
- Everything is on the table.
- Scale is about \$10M.



3

Group Decision-Making Criteria and Scorecard for Recommendations



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**Funk/Levis
& Associates**

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	General Financial Impact	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Other Considerations
							
HIGHER RATING	\$5 million +	Ongoing cost-savings or revenue	Low or positive impact to businesses	Low or positive impact to public services	Easy to implement and sustain	Improves fairness, or easy to implement in a fair manner	<i>There may be aspects of each option that are not captured in the categories at left. This is space for these notes, observations, and concerns.</i>
MEDIUM RATING	\$2 million – \$5 million	Uncertain	Medium or uncertain	Medium or uncertain	Neutral or uncertain	Medium or uncertain	
LOWER RATING	<\$2 million	One-time or unstable cost-savings or revenue	High or negative impact to businesses	High or negative impact to public services	Difficult to implement or sustain	Is unfair or difficult to implement in a fair manner	

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Budget Option Evaluation Example

Example option: Eliminate the City's Code Enforcement program.

- FTE: 10.4 FTE, partially charged to the general fund
- Total budget: ~\$1,600,000 (\$722,000 general fund)

	General Fund Impact	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Other?
	<p>Positive!</p> <p>Savings to the general fund are less than \$1 million/year.</p>	<p>✓✓✓</p>	<p>May reduce property values...</p>	<p>May reduce property values, livability, and safety.</p>	<p>Does not require a vote, but eliminating FTE is difficult to administer...</p>	<p>Eliminates the City's ability to abate undesirable behavior.</p>	<p>Over the long-term, may reduce property values and property tax revenues.</p>
	<p>Negative!</p> <p>✓</p>	<p>Savings are ONGOING.</p>	<p>✓✓</p> <p>...and harm the working environment.</p>	<p>✓</p>	<p>✓✓</p> <p>...and impactful to staff.</p>	<p>✓</p>	

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Budget Option Evaluation Example

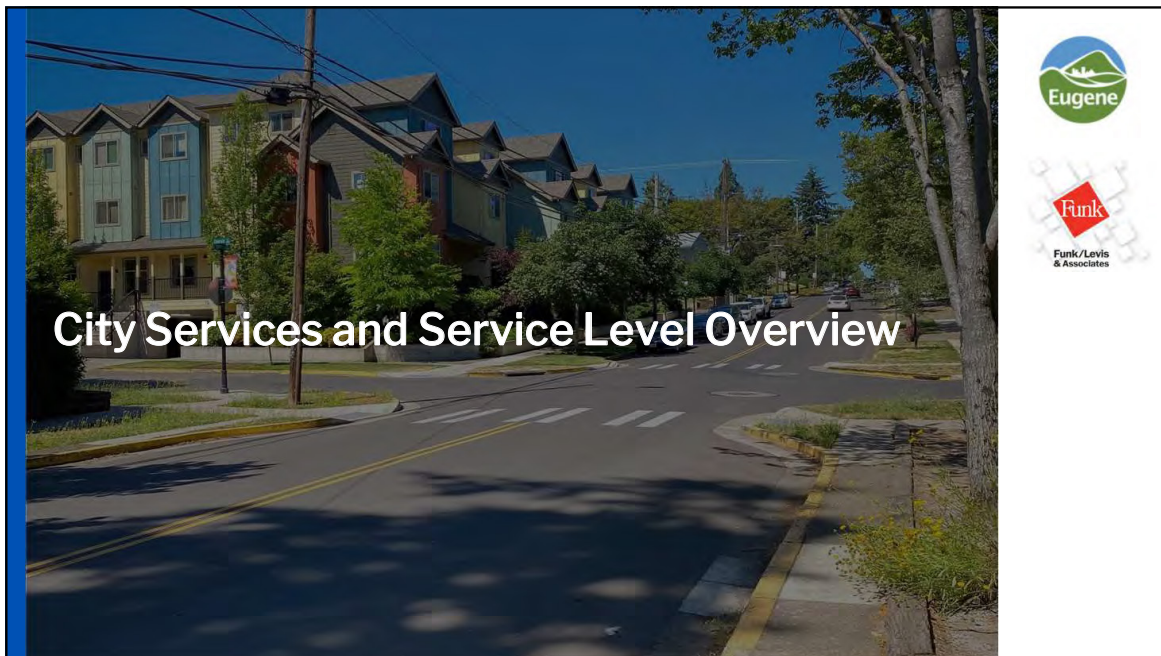
Example option: Implement a local (city-wide) sales tax.

	General Fund Impact	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Other?
	<p>Positive!</p> <p>✓✓✓</p>	<p>Revenue growth is generally positive...</p>	<p>Shoppers may choose to shop outside of the City. There would likely be administrative costs for businesses.</p>	<p>Broad-based tax with high-revenue potential...</p>	<p>The effort to implement, administer, and collect a local sales tax would be high.</p>	<p>Shifts the fiscal burden to visitors and tourists...</p>	<p>Oregon does not have a state-wide sales tax, and local sales taxes are uncommon (some have food & beverage taxes).</p>
	<p>Negative!</p> <p>A 1% sales tax could generate \$16 million per year.*</p>	<p>✓✓</p> <p>...but can be volatile, and would take at least 2 years to implement.</p>	<p>✓</p>	<p>✓✓</p> <p>...but taxable goods will be more expensive in the City.</p>	<p>✓</p>	<p>✓✓</p> <p>...but sales taxes are considered regressive.</p>	

*City of Eugene Revenue Advisor Summary Memo, June 2024.

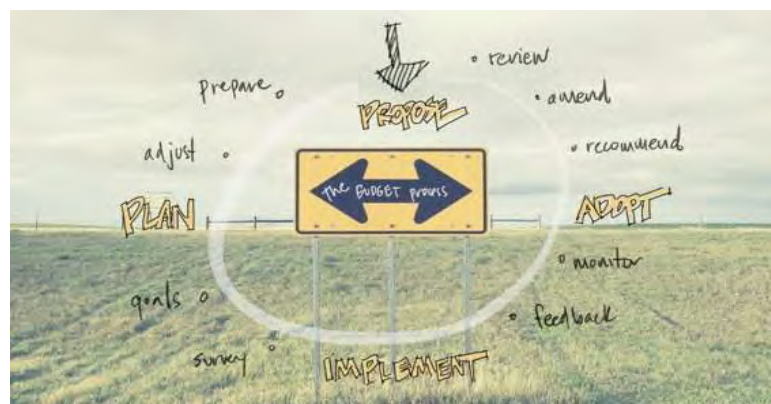
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Strategic Rhythm



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Service Levels



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Financial Policies – Service Priorities

Service Level 1 – Preserve the Public Safety System, which includes police, fire and emergency services, Municipal Court, and the Intergovernmental Human Services program.

Service Level 2 – Maintain and replace the City's fixed assets, which include equipment, infrastructure, and facilities so as to optimize their life.

Service Level 3 – Maintain and enhance efficiency of the administrative support and community planning systems in order to provide efficient and effective business management service and orderly community growth.

Service Level 4 – Provide affordable housing, specialized services for the less-advantaged population, land use permits, and cultural, educational, and recreational services.

Service Level 5 – Address the balance of municipal services when required for the preservation of health, safety or quality of life in the community, or community demand for incremental service.

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Required Services

Mandated Requirements
<ul style="list-style-type: none">• Federal• State

Base Level Services (ORS 221.760)
<ul style="list-style-type: none">• Police Protection• Fire Protection• Street Construction/Maintenance/Lighting• Sanitary Sewers• Storm Sewers• Planning/Zoning/Subdivision Control• At least one utility

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Other Service Level Considerations

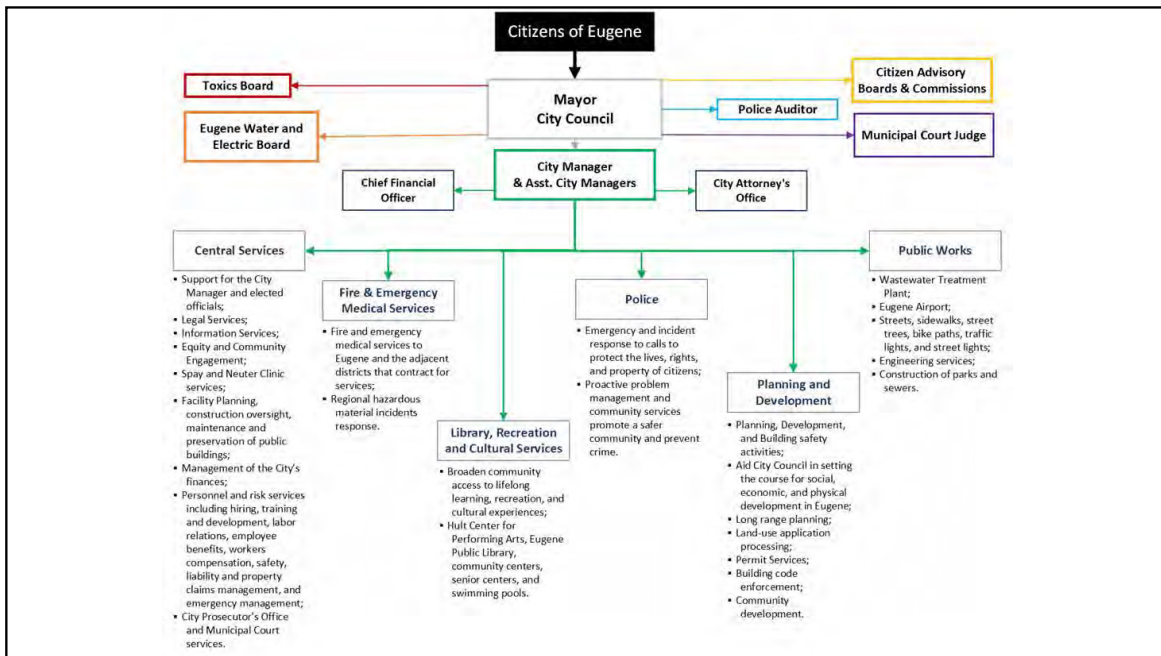


- Unfunded Needs
- Service Reviews
- New Regulatory Requirements/Mandates
- Emerging Community Needs
- Changing Technology

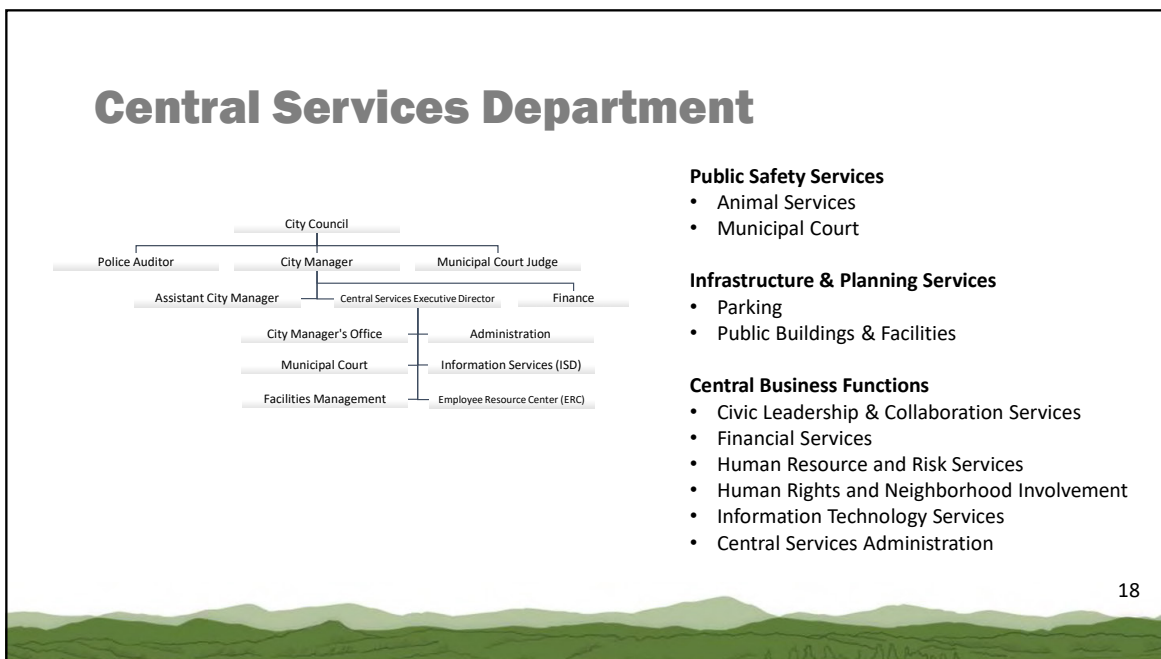
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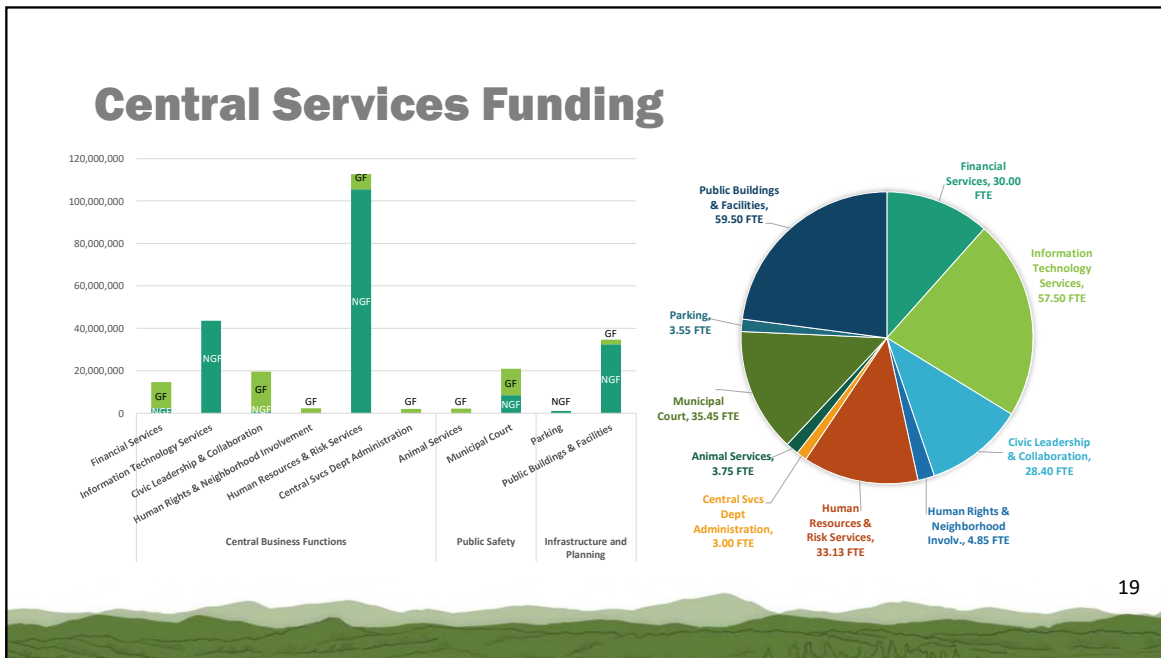
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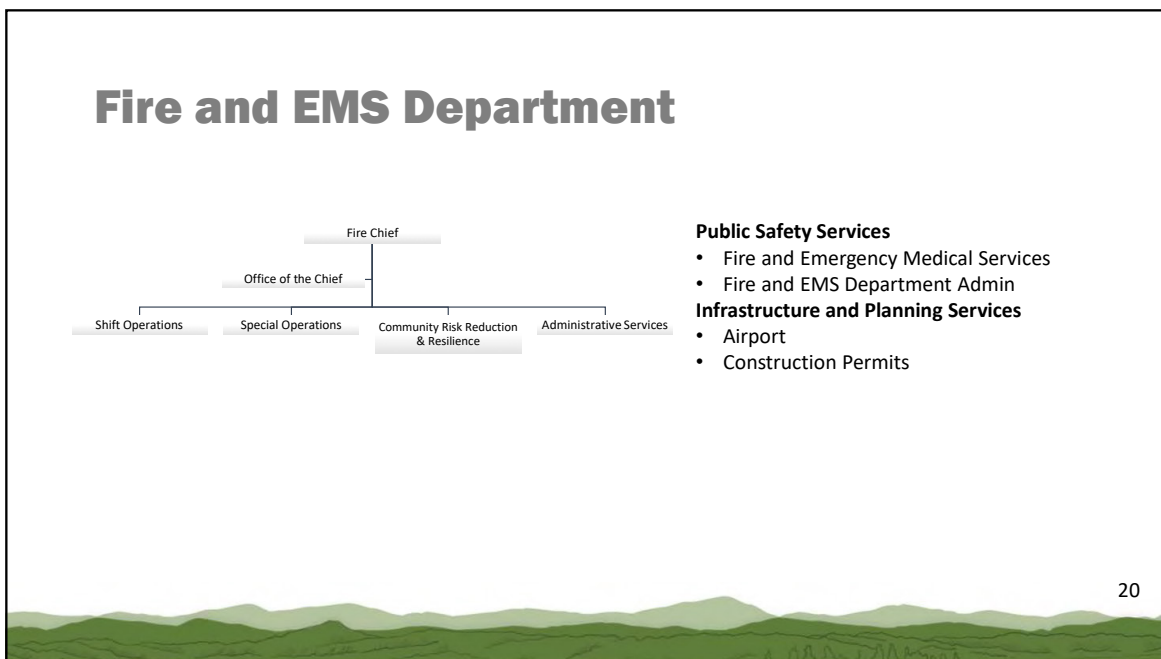
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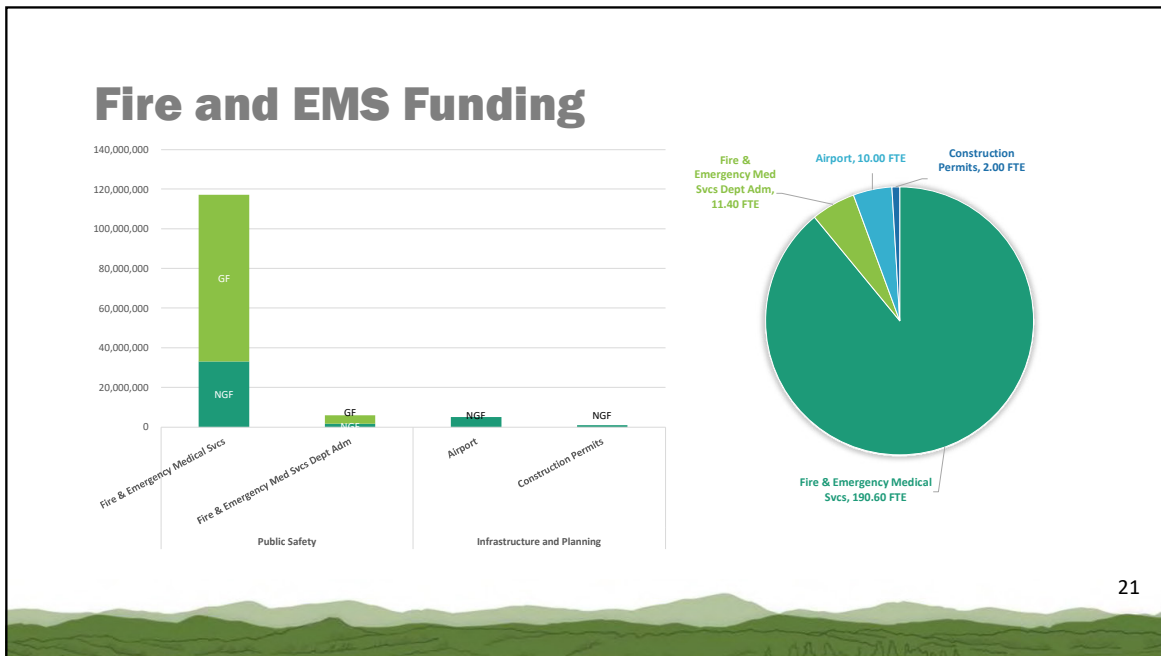


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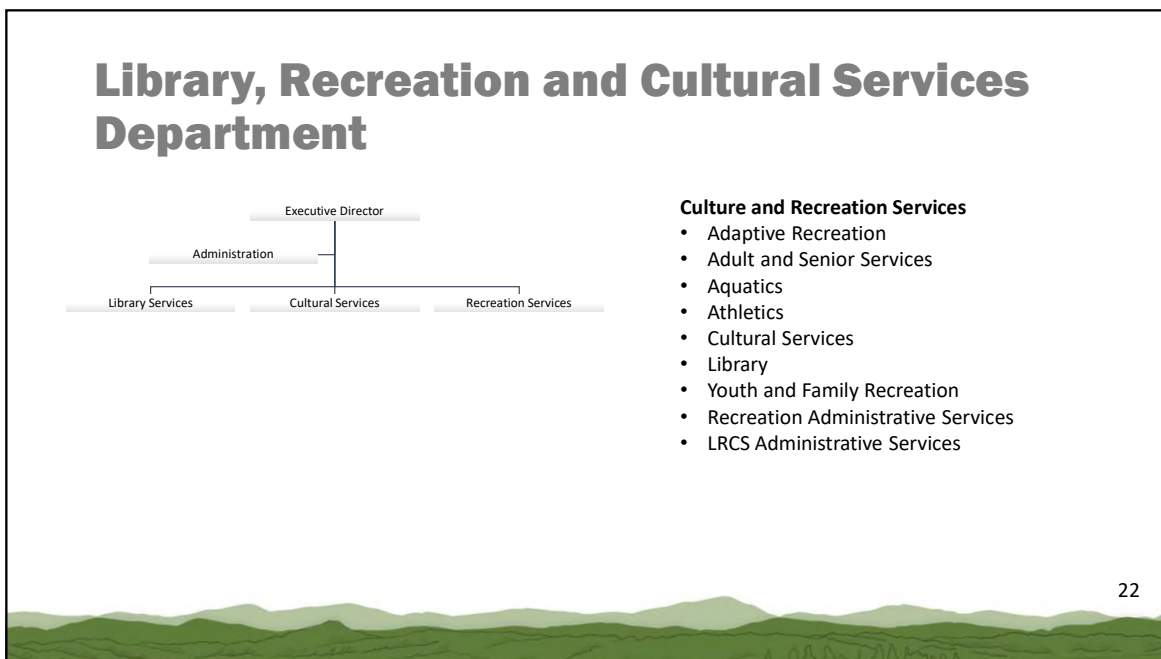


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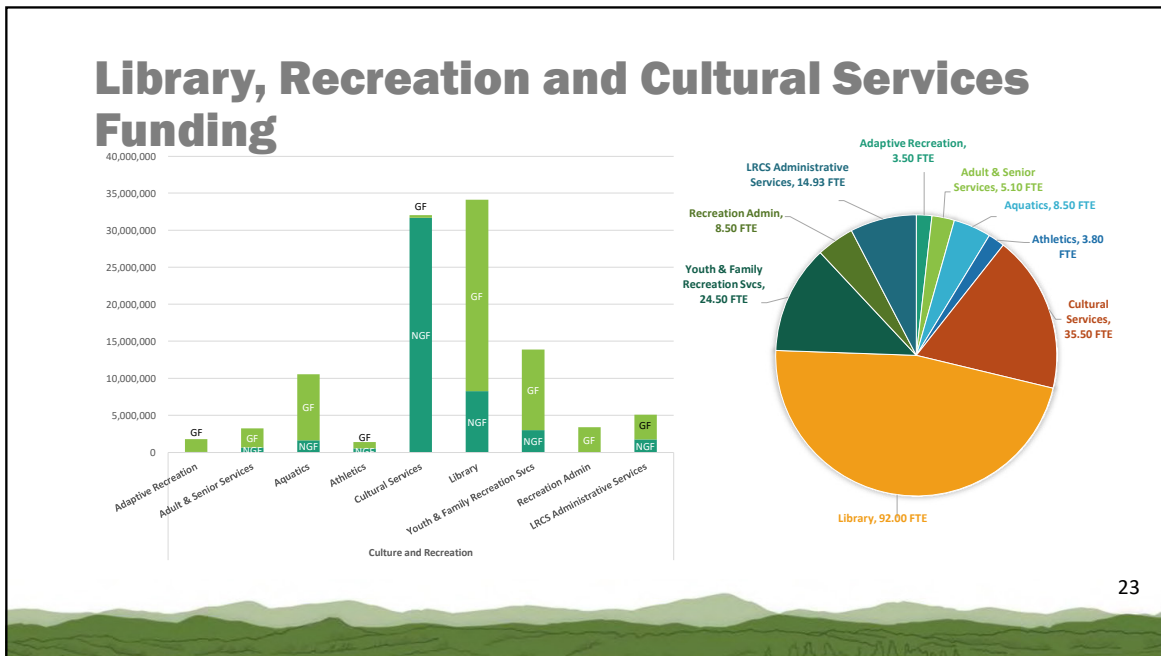
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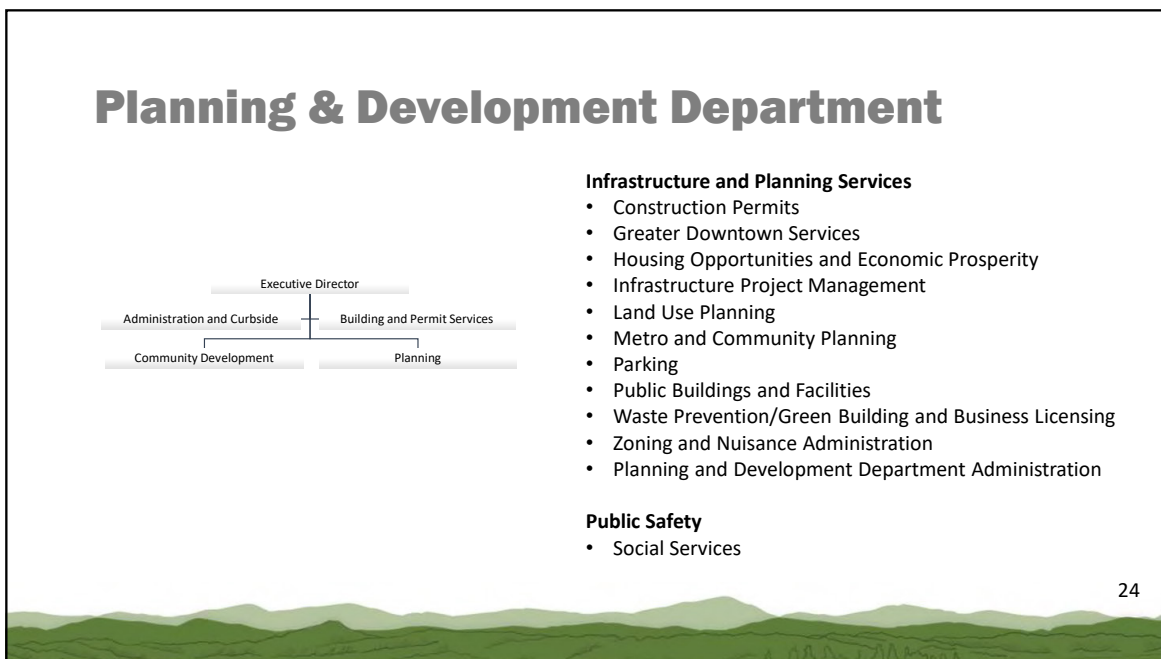
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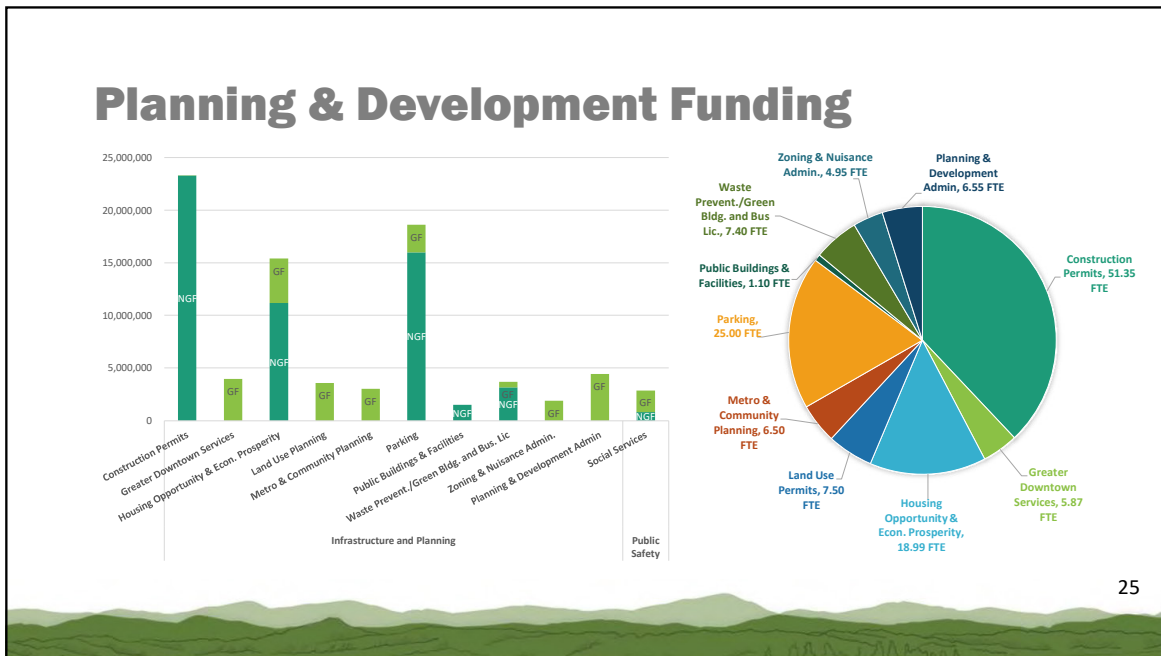


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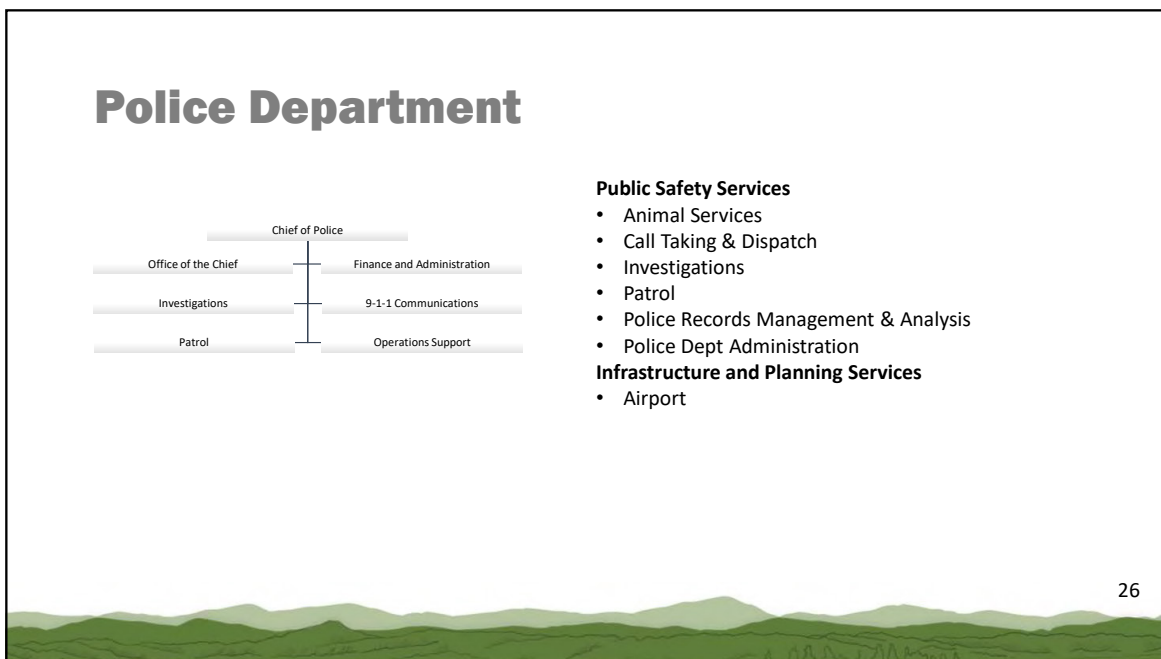


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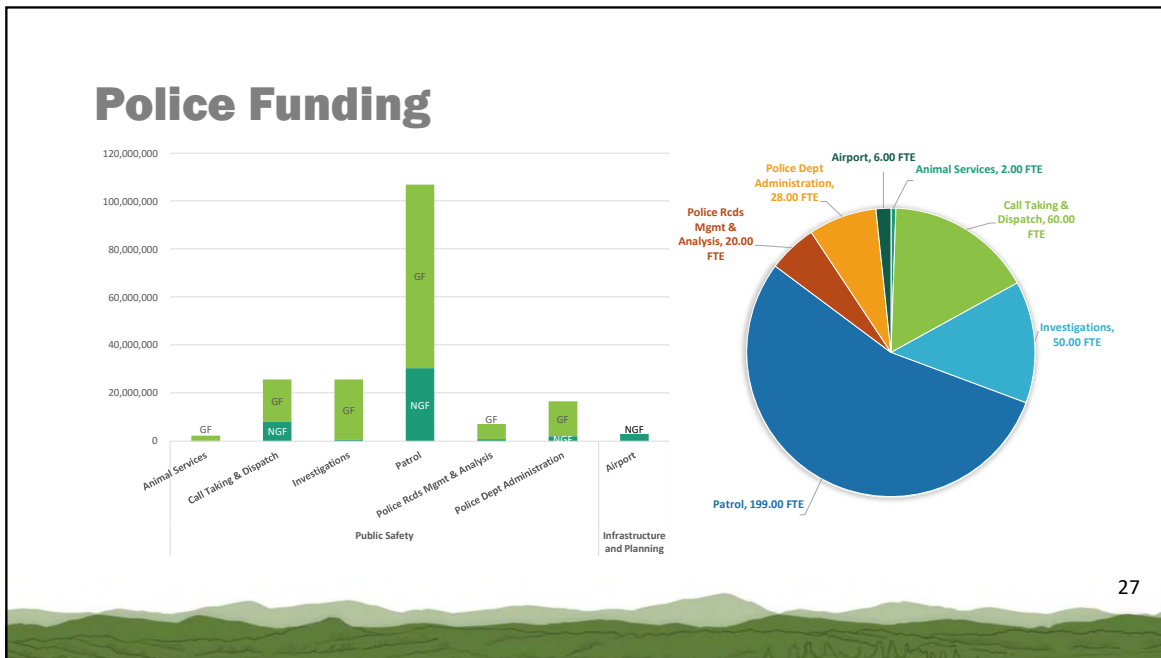
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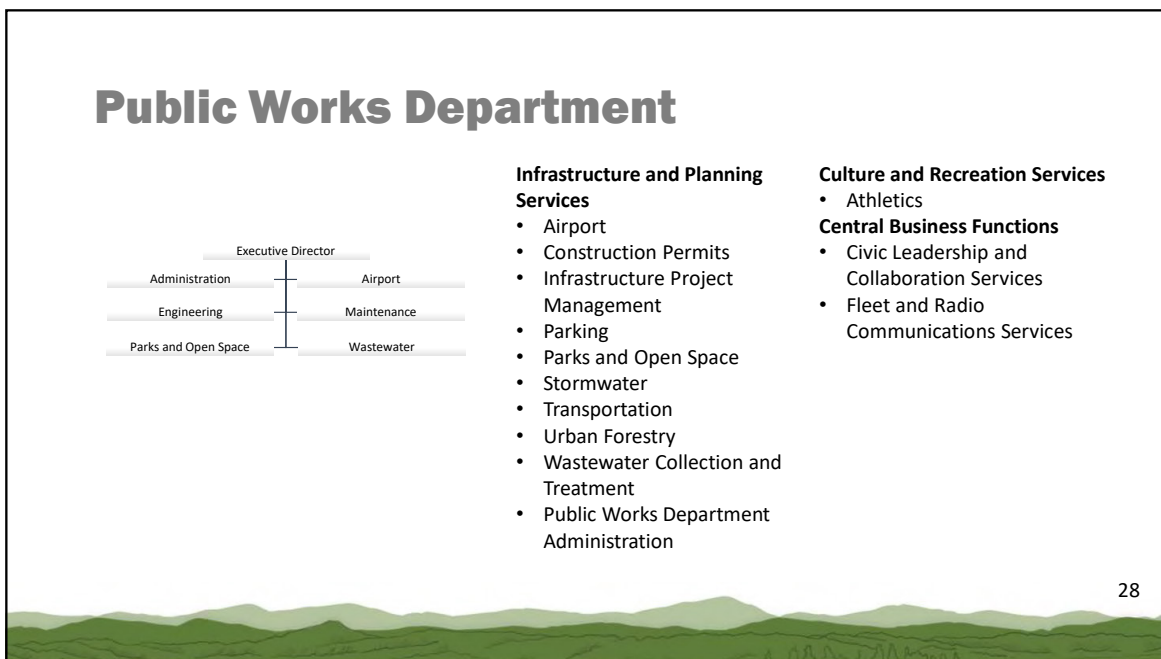
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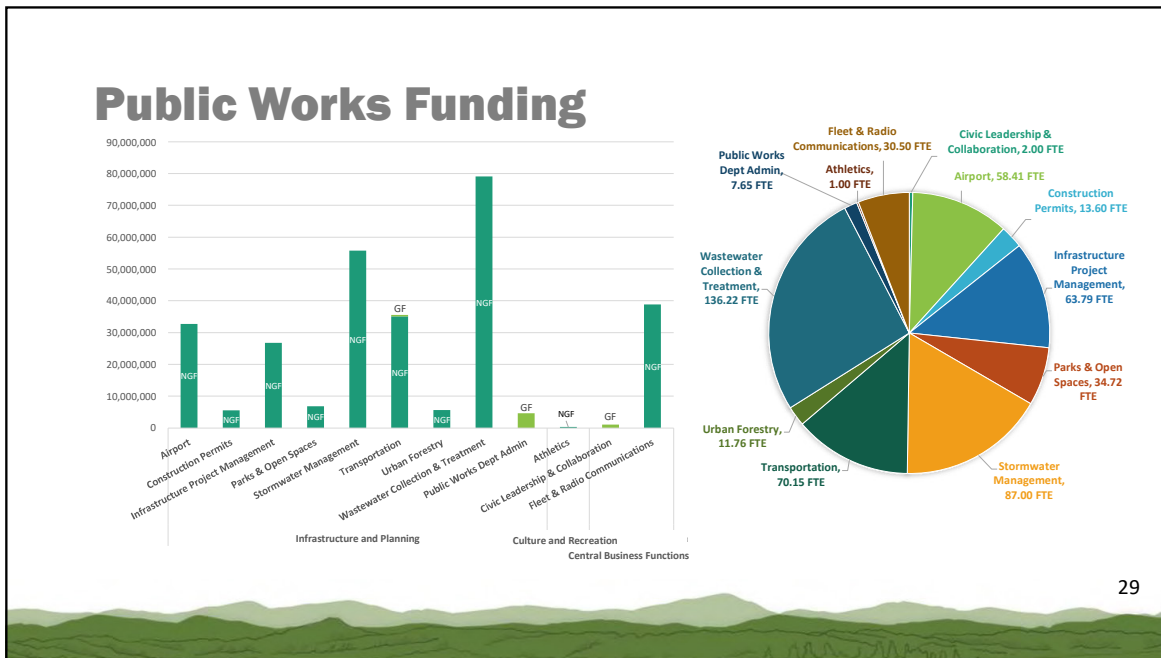


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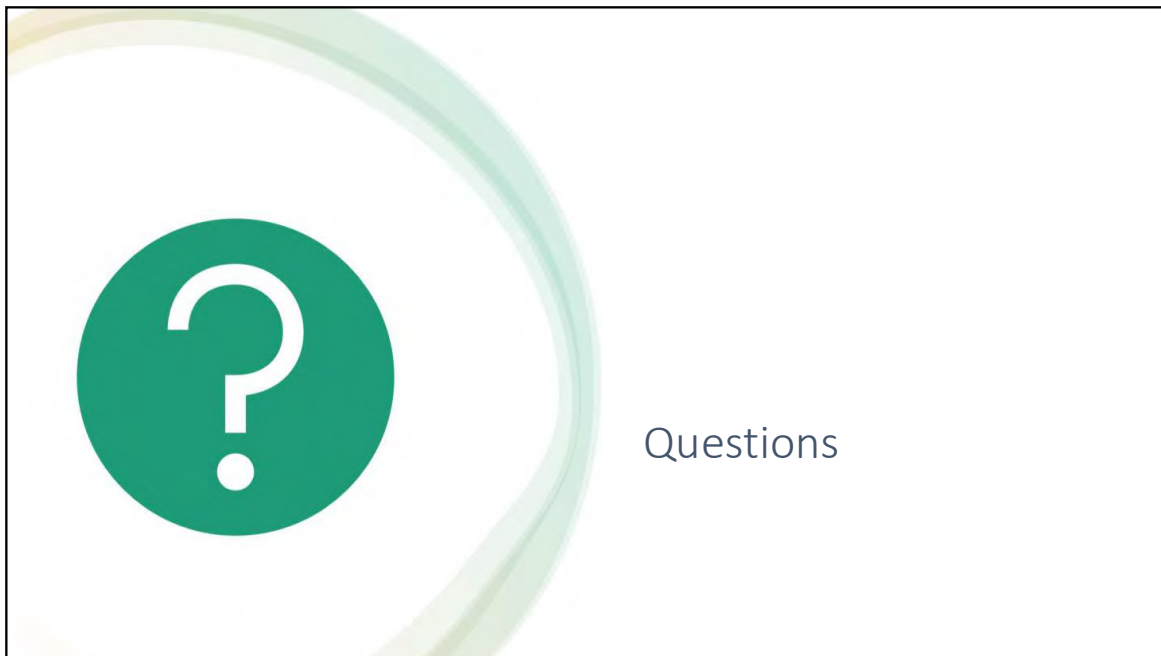


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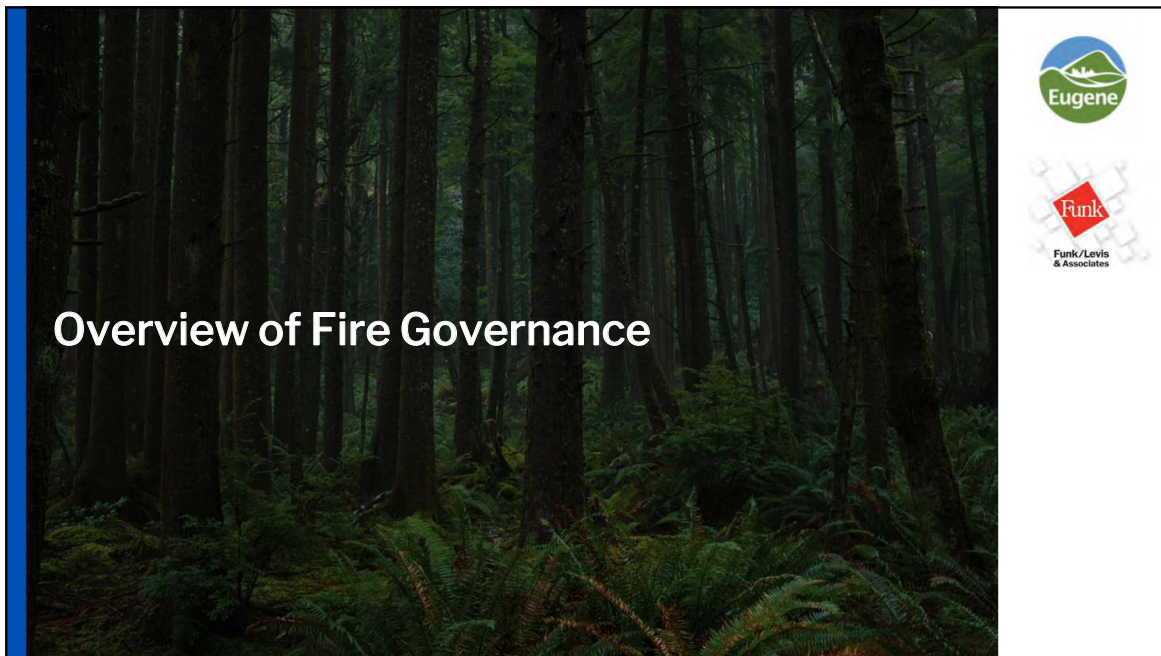
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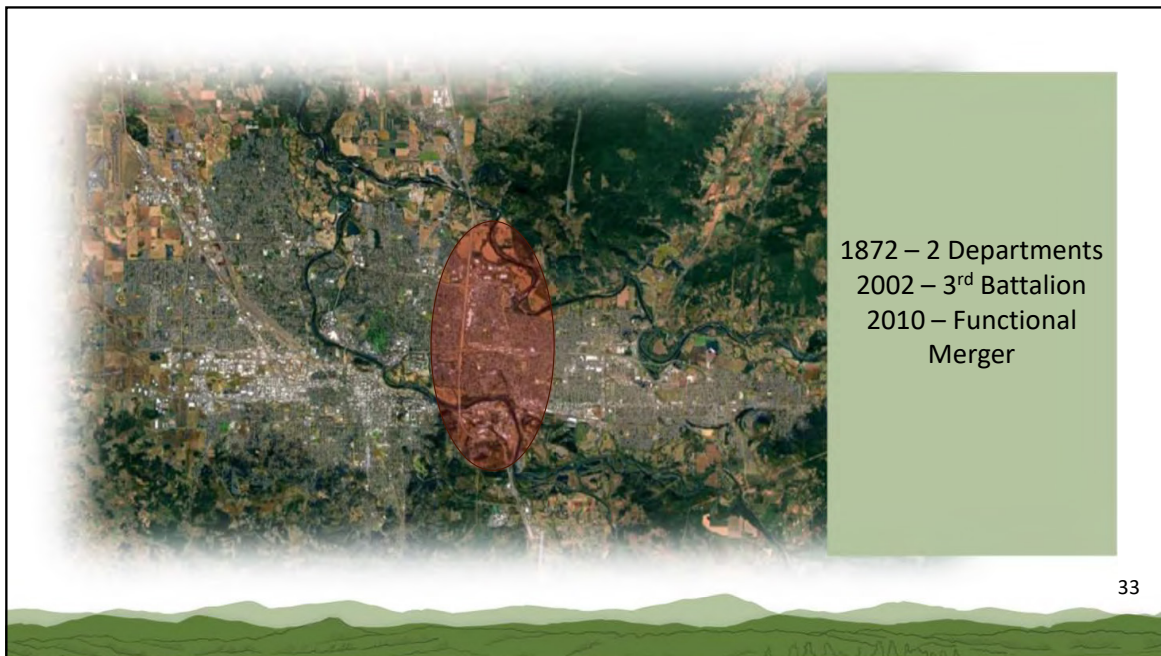
Fire Governance: Why?

- Significant Financial Implications
- Growing Public/Community Conversation
- Information Silos and Facts
- Makes Sense/Feels Right

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Fire Governance: Continuing Current State

- Key challenges
 - Two separate City Councils and City Managers
 - Two separate budgets
 - ESF Staff are employed by Springfield or Eugene – not ESF
 - Structure creates complexity and inefficiency
- Cities and ESF Staff work well together and have worked hard to manage the complexities
- Persistent issues remain and create admin challenges almost daily
- Challenges for long range planning and strategy

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Fire Governance: Options Studied

- Continuing to operate as currently organized
- One city providing service to the other
- Establishing an intergovernmental governmental entity
- Forming an independent fire district
- Dissolving the existing agreement and returning it to individual city fire agencies

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Fire Governance: Key Considerations

- Board Make Up
- Membership
- Revenue Generation
- Service Area and Growth
- Long Term Planning
- Other

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Fire Governance: Next Steps/Discussion

- City Council Discussions and Direction
- First date for Eugene 10/22
- Analysis/Communication
- Hopeful date for Eugene 12/8 or 10

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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #4
- Any questions to answer for meeting #4?



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Technical Advisory Group on Fiscal Stability Information Requests

Date: October 7, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 9/30/25

1. There was some hinting at adjusting the employee portion of PERS to be funded by the employee. I'm curious what the impact would be on recruitment of talent if we did that.

While there are a few jurisdictions in Oregon where employees pay the employee portion (6%) of the PERS rates, most jurisdictions pay both the employer and employee share. For those employee groups that pay their own PERS employee costs, wages are usually increased by 6% to cover the cost. This was the case for the fire unions (IAFF and IAFF – Battalion Chiefs) at the City of Eugene where in previous negotiations, the unions bargained to increase wages by 6% and agreed to begin paying the proportionate employee share.

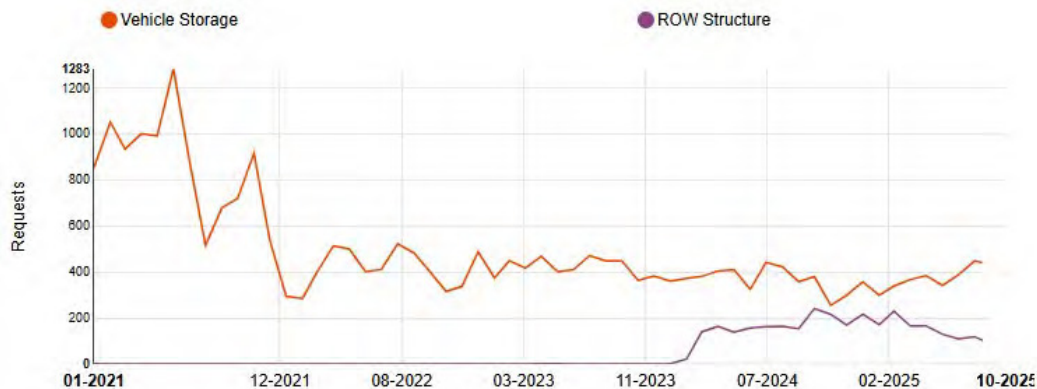
The city would have to negotiate any changes to current benefit levels through bargaining, and it is expected that employee wages would increase by 6% to offset the requirement to pay the employee share. If this were the case, there would not be recruitment impacts. However, if wages were not increased to offset the cost, it could have an impact on attracting qualified candidates as our total compensation package would be lower than comparative jurisdictions.

It is also important to note that PERS benefits paid to members of the system are based on the average salary per calendar year paid to an active member in the three consecutive calendar years of membership that produce the highest average salary. So, increasing wages to offset employees paying the employee share of PERS costs, does have an impact to the benefits paid to members after they retire.

2. Is there data or stats on the use and success of the Neighborhood service officers?

The Neighborhood Services Officer (NSO) positions investigate, respond to, and resolve complaints related to code violation and compliance issues in the right of way. The positions were piloted in 2021 for the Unified Command for Unhoused Response (which has evolved into the Public Space Team). Their initial duties addressed the immediate need to create vehicle turnover in the right of way in business and residential areas. This work was previously done by a contract with St Vincent de Paul Society of Lane County and Eugene Police Department to manage vehicle camping in the right of way. But the unhoused and unsheltered crisis overwhelmed the contract provider and City resources. The positions were formally created in 2022 and added to the 2023-2025 biennial budget.

The following chart shows the monthly requests for service from the community for vehicle storage and structures (e.g. tents) in the right of way over the last five years. The total number of requests for service that the NSO program addressed is about 33,000 complaints since the start of 2021. Please note that separate tracking structures in the right of way started in 2024.



The 2025-2027 Adopted Budget supports six (6) NSO positions. The team has a Lead Neighborhood Service Officer position and five Neighborhood Service Officers. The team operates Monday through Saturday. Requests for service are primarily for vehicles and structures in the right of way, but the NSOs can enforce all parking violations, such as vehicles parked in bike lanes, blocked driveways, and no parking violations. The NSOs also tow vehicles per Eugene City Code.

The NSO program ties directly to the [2023-2026 City of Eugene Strategic Plan's](#) key focus area of Urgent Community Needs goal to mitigate the impacts of homelessness on unhoused individuals and the community. The measures of success of the NSO program

include (1) response time for requests for service and (2) ability to create turnover in the right of way to address community concerns.

The response time of complaints in the right of way is within 24-36 hours for the first engagement. The NSOs will visit every unique complaint (duplicates are filtered in the office or the field) to confirm a potential code violation. If a potential violation is found on the first engagement, a notification of potential violation is posted and documented, usually requiring a return visit in no less than 72 hours. The NSO will then take code violation actions, such as issuing a parking citations and/or towing a vehicle or transferring the service request to the right of way clean up team to remove the debris or coordinate for a Eugene Police Officer response. The request for service is then marked closed when the issue is resolved.

The second measure of success is the NSO's ability to create turnover in the right of way. The most common example is vehicle storage. Eugene City Code allows a vehicle to park in the right of way for up to 72 hours before requiring the vehicle to move at least two blocks away. The City enforces this code on a complaint basis, or a request for service. The City is on track to receive over 6,000 requests for service for vehicle storage in each of the last two years. The NSO will drive to the complaint location to confirm the vehicle is present. If it is present, then the NSO may discuss the complaint with the driver if they are present and/or issue a warning citation, chalks the vehicle's tires, and attaches an orange notification sticker to the vehicle. An NSO will return no sooner than 72 hours later to verify the vehicle is present or moved at least two blocks away. If the vehicle is gone, then the request is marked complete. If the vehicle has not moved, then the vehicle is cited and may be towed.

The following table shows that the request for service remains elevated over the last two years. However, many complaints are either duplicate or the NSO received compliance from the vehicle driver. Of the vehicles that were present, only 14% were issued a citation after receiving the warning. Of the vehicles cited, about two-thirds resulted in a towed vehicle. This means that the NSO's "first touch" with the warning results in an 86% compliance rate to move or create turnover in the right of way.

Request for Service - Vehicle Storage on the Street				
Description	CY 2024	Warnings	Cited	Towed
CY 2024	6,153	2,947	433	319
CY 2025 Q1-Q3	4,442	2,623	385	246
Total	10,595	5,570	818	565

3. Are there any results to share from the one-time funding to the Animal Welfare Services? If I understood the general fund changes, this will now come from the general fund for 2025-2027

The 2023-2025 Proposed Budget included an ongoing General Fund reduction of \$659,000 and 1.0 FTE in Animal Welfare services funding. After deliberations, the Budget Committee voted to reinstate \$400,000 of the funding one-time with General Fund resources. See the “Animal Welfare” budget change described in the [2023-2025 Adopted Budget](#).

The 2025-2027 Adopted Budget includes \$400,000 as an ongoing investment for Animal Sheltering Services in the [2025-2025 Adopted Budget](#), as well as the preservation of funding for the Animal Welfare Unit, including 2.0 FTE personnel and associated M&S, which had been considered as a General Fund reduction.

4. Does the city make anything off of the city electric charging stations?

City of Eugene Parking Services manages 28 electric vehicle (EV) Level 2 chargers, some of which are available for use by the public. The 18 publicly available chargers are located in downtown parking garages, surface lots, and a community center parking lot. Many have a 3-hour parking time limit. There are also 10 electric vehicle chargers reserved for use by City fleet vehicles, located at the Eugene Police Department headquarters, Roosevelt Yard, Broadway South, and the Facilities Division building.

The City does not charge the customer for electrical usage but does charge for use of the parking space (e.g. meter pay station, monthly permit). If the vehicle does not pay for parking during regulated hours, then a parking citation will be issued.

We chose to charge a parking fee and not charge a fee at the EV charging station because it provides consistency to the customer for the method of parking payment at the meter versus requiring payment at the meter and/or the charging station.

Further, the City participates in the Oregon Department of Environmental Quality’s [Clean Fuels](#) program that allows the City to sell carbon credits from the EV charging stations. The carbon credits are subject to market pricing and generate a few thousand dollars per quarter.

5. On the ten years trends, I’d like to spend some time discussing the 21.8% change for operating expenses.

The 21.8% change in operating expenses represents the increase above CPI-U inflation across all City funds over a ten-year period between FY18 and FY27. This increase is due to two primary reasons:

- Service level changes: Service levels change over time as funding sources allow, and the City has some newer funding sources today that did not exist ten years ago. Two major examples include the Community Safety Payroll Tax Fund and the Parks and Recreation Local Option Levy Fund. These funds and the services they provide did not exist in FY18, but still count towards the 21.8% increase.
- Cost increases above inflation: Certain expenses, such as employee health benefits and PERS costs, have increased faster than inflation over the last ten years. The primary culprit in this category by far is PERS, which has experienced steep employer contribution rate increases over the last ten years. Even after adjusting for CPI-U inflation, PERS costs in FY27 are estimated to be 107% higher than they were in FY18.

See spreadsheet called “Ten-Year Trends by Fund” (or Attachment A) to see a breakdown of operating expenses by fund.

6. What is the percentage of salary that is budgeted for total fringe benefits, and can that be broken down by component?

General Fund (011) Budgeted FTE

Personnel Services Type		2025-2027 Biennial Amount	% of Total
Wages	Regular wages	155,399,000	59.0%
Fringe	PERS/OPSRP Employer	48,883,000	18.5%
	Health Insurance	29,279,000	11.1%
	PERS/OPSRP Employee ¹	7,445,000	2.8%
	PERS Pension Bond UAL	5,953,000	2.3%
	Deferred Compensation	3,335,000	1.3%
	Long-term Disability	531,000	0.2%
	Life Insurance	411,000	0.2%
Subtotal Fringe		95,837,000	36.4%
Taxes	FICA	9,501,000	3.6%
	Medicare	2,253,000	0.9%
	Paid Leave Oregon ER	613,000	0.2%
Subtotal Taxes		12,367,000	4.7%
Total		263,603,000	100.0%
FTE		738.22	

¹Employees are required to contribute 6% of their annual salary to the PERS/OPSRP Individual Account Program (IAP). Employers are allowed to pay the employees' contribution in addition to the required employers' contribution. The City has elected to make the employee contribution for all employees, except those represented by the IAFF and IAFF-Battalion Chiefs unions.

Wages comprise about 59% of personnel services costs for General Fund (011) budgeted FTE, while Fringe and Taxes combined make up the remaining 41%. Fringe and Tax costs are primarily based on employee wages. On average, fringe costs—like retirement and health insurance—are about 62% of wages. Taxes add another 8%. To plan for these costs, staff use Attachment B - Common Assumptions, which include estimated rates for forecasting and future budget development. These assumptions were last updated after 2025-2027 budget development and include updated estimates for recently adopted contract COLAs and general inflation.

7. Can we learn more about the operations of the airport? In particular is there the ability to increase lease costs with airlines and others?

The City of Eugene operates a full-service airport serving the region with eight airlines. Principal sources of funding are grant revenues, passenger parking fees, airline revenues (ticket counter space, gate space, baggage claim, landing fees and passenger boarding bridge fees), and concession revenues. Additionally, funds from Airport Passenger Facility Charges (PFCs) based on airline passengers and Customer Facility Charges (CFCs) based on car rentals are also collected. Operating/lease agreements are negotiated cyclically and evaluated as part of an overall rate model supporting airline operations and capital projects. The airport is actively negotiating a new airline agreement with airline providers.

Airport revenues are restricted to finance Airport operations and eligible Airport projects as determined by Federal aviation Administration (FAA) regulations and may not be used to fund other activities.

For more information on the Eugene Airport see the following sections of the 2025-2027 Adopted Budget document:

- City Focus – Airport (begins page 84)
- Airport Service View (begins page 183)
- Municipal Airport Fund (begins page 387)
- Airport Capital Budget (begins page 439)

8. Can you please provide cost breakdowns in fire and emergency services for equipment, staffing, etc?

See the [Fire and Emergency Medical Services](#) department page in the 2025-2027 Adopted Budget for expenses by fund, division, and service. The table below summarizes major Fire and EMS equipment costs in the 2025-2027 budget.

Item	Biennial Amount	Units	Cost per unit
Ambulances ¹	\$1,701,000	12	Varies
New Fire Recruit Equipment ²	1,040,000	40	26,000
New EMS/BLS Recruit Equipment ²	1,013,000	83	12,200
Fire Hydrant Replacement	300,000	55	5,500
SCBA Air Compressor	130,000	1	130,000
Fire Rescue Boat	122,000	1	122,000
Radios	42,000	4	10,500
Turnouts	15,000	2	7,500
Total Equipment	\$4,363,000		

¹Biennial contributions to Fleet Fund for future replacement of 12 ambulances (8-year lifespan). December Supplemental Budget (SB) will include reappropriation for 3 replacements. No other new replacements in the 2025-2027 budget.

²Includes Eugene and Springfield; Springfield reimburses Eugene for new recruit academy expenses as Springfield positions are filled.

9. Please show which services we are required to provide, versus services that we want to provide (across all funds, not just general fund).

Information on this topic will be provided at the meeting on October 7, 2025.

10. Can you provide some background on how PERS got to this point? How did people think this would work and be sustainable?

PERS publishes an informational document annually called *PERS by the Numbers*. Within that document is a timeline showing the history of key benefit changes over time. This timeline is included as Attachment C; please note the legend, which differentiates between benefit enhancements and benefit caps/reductions. In addition, included below are links to the full *PERS by the Numbers* publication, and another publication that goes into detail about *PERS History*.

PERS by the Numbers: <https://www.oregon.gov/pers/Documents/General-Information/PERS-by-the-Numbers.pdf>

PERS History: <https://www.oregon.gov/pers/Documents/General-Information/PERS-History.pdf>

11. What is an effective way to work with the legislature regarding PERS impacts.

City staff monitor pending legislation each session and create impact estimates, including the cost to the City, should the proposed legislation pass. The City's Intergovernmental Relations Manager meets with the Intergovernmental Relations Committee comprised of three City Councilors. The Committee provides direction regarding the City's position on bills in accordance with City Legislative priorities. The IGR manager shares this information informally with legislators, provides written letters stating impact for the record, and through direct testimony during the legislative session (when there is opportunity to do so) to share the fiscal impact of PERS-related bills on the City's budget.

12. Are there areas outside the general fund where we might be able to generate some savings if we focused there?

As was discussed at the first meeting, there are restrictions in the other fund types that prohibit taking actions in those funds to generate savings to provide relief to the General Fund. Additional information related to specific restrictions is found in Attachment A (page 29) of the materials distributed at the September 30, 2025 ,meeting and in the fund view of the budget document that begins on page 286.

13. Can you provide more information on the Police budget given the high percentage of the budget there?

Information on the police budget can be found in the 2025-2027 Adopted Budget. The department view provides information on the police operating budget at the division level and begins on page 141. The service view provides information on the police budget by service area and includes descriptions of the service's mission and desired outcomes. The public safety service view begins on page 161. The police department also has investments in the infrastructure and planning service view section which starts on page 181.

Attachment A

Reporting Fund	Subfund	Actual FY 2018	Actual FY 2018 in Constant FY 2027 \$ ^{1,2}	Adopted Budget FY 2027	Percent Change Over/Under CPI-U
General Fund (010)	General Fund (011)	146,385,704	199,126,199	191,594,457	-3.8%
General Fund (010)	Cultural Services (031)	8,285,783	11,271,022	17,082,612	51.6%
General Fund (010)	Equipment Replacement (041)	585,993	797,117	46,250	-94.2%
Special Assessment Management Fund (110)	Assessment Management (115)	98,969	134,626	-	-100.0%
Library Local Option Levy Fund (111)	Library Local Option Levy (111)	1,923,399	2,616,369	3,790,859	44.9%
Parks and Recreation Local Option Levy Fund (112)	Parks and Recreation Local Option Levy (112)	-	-	5,200,000	N/A
Public Safety Communications Fund (130)	Public Safety Answering Point (132)	1,507,099	2,050,084	3,253,158	58.7%
Public Safety Communications Fund (130)	Regional Radio Systems (134)	147,418	200,530	-	-100.0%
Road Fund (131)	Road (131)	12,020,076	16,350,723	19,115,411	16.9%
Telecom Registration/Licensing Fund (135)	Telecom Registration/Licensing (135)	2,215,931	3,014,296	279,626	-90.7%
Community Safety Payroll Tax Fund (136)	Community Safety Payroll Tax (136)	-	-	26,354,468	N/A
Housing Programs and Construction Fund (150)	Construction Permits (151)	6,187,962	8,417,389	11,927,325	41.7%
Housing Programs and Construction Fund (150)	Rental Housing Program (152)	322,690	438,950	735,148	67.5%
Housing Programs and Construction Fund (150)	Affordable Housing Trust (153)	-	-	432,488	N/A
Solid Waste and Recycling Fund (155)	Solid Waste and Recycling (155)	1,036,529	1,409,975	1,481,213	5.1%
Community Development Fund (170)	Community Development Block Grant (171)	1,127,061	1,533,123	1,983,617	29.4%
Community Development Fund (170)	Historic Preservation Loan (174)	4,732	6,436	10,200	58.5%
Community Development Fund (170)	Low-Income Housing (175)	32,544	44,268	602,578	1261.2%
Community Development Fund (170)	Community Revitalization Loan (176)	69,000	93,860	2,000	-97.9%
Community Development Fund (170)	HOME (178)	219,751	298,924	423,710	41.7%
Library, Parks and Recreation Fund (180)	Library Miscellaneous Trust (181)	180,725	245,838	328,650	33.7%
Library, Parks and Recreation Fund (180)	Parks and Recreation Miscellaneous Trust (185)	26,778	36,425	113,383	211.3%
General Capital Projects Fund (310)	Public Art (319)	-	-	15,000	N/A
Systems Development Capital Projects Fund (330)	Systems Development Capital Administration (332)	439,800	598,253	1,029,605	72.1%
Systems Development Capital Projects Fund (330)	Parks System Development Capital Projects (336)	113,802	154,804	50,000	-67.7%
Municipal Airport Fund (510)	Airport Operations (511)	9,852,981	13,402,857	19,958,062	48.9%
Parking Services Fund (520)	On-Street Parking Operations (525)	2,926,580	3,980,981	4,133,260	3.8%
Parking Services Fund (520)	Off-Street Parking Operations (527)	3,173,637	4,317,050	3,724,695	-13.7%
Wastewater Utility Fund (530)	Wastewater Utility - Treatment (533)	13,947,914	18,973,130	25,863,164	36.3%
Wastewater Utility Fund (530)	Wastewater Utility - Collection (534)	7,646,607	10,401,561	13,156,768	26.5%
Stormwater Utility Fund (539)	Stormwater Utility - Operations (535)	13,986,992	19,026,288	29,612,047	55.6%
Stormwater Utility Fund (539)	Wetlands Mitigation Bank (536)	151,737	206,406	444,083	115.2%
Ambulance Transport Fund (592)	Ambulance Transport (592)	9,809,441	13,343,631	14,436,428	8.2%
Fleet Services Fund (600)	Fleet Replacement and Acquisition (616)	3,345,564	4,550,919	7,700,000	69.2%
Fleet Services Fund (600)	Fleet Operations (619)	6,880,284	9,359,143	10,136,525	8.3%
Information Systems and Services Fund (610)	Information Systems and Services (611)	4,867,836	6,621,642	20,472,590	209.2%
Information Systems and Services Fund (610)	Public Safety and Information Services (612)	835,834	1,136,972	2,595,239	128.3%
Information Systems and Services Fund (610)	Corporate Software (613)	4,741,484	6,449,766	2,516,125	-61.0%
Facilities Services Fund (615)	Atrium (617)	340,274	462,869	730,436	57.8%
Facilities Services Fund (615)	Facilities Maintenance (618)	8,522,798	11,593,429	14,705,503	26.8%
Facilities Services Fund (615)	Facilities Professional Services (635)	861,974	1,172,529	1,257,307	7.2%
Risk and Benefits Fund (620)	Risk Management (622)	4,441,595	6,041,833	11,921,498	97.3%
Risk and Benefits Fund (620)	Employee Health and Benefits (623)	26,026,886	35,403,968	39,552,716	11.7%
Risk and Benefits Fund (620)	Other Post-Employment Benefits (625)	5,738,663	7,806,214	2,915,177	-62.7%
Professional Services Fund (630)	Professional Services (631)	5,830,765	7,931,498	13,402,144	69.0%
Total All Funds		316,861,590	431,021,899	525,085,525	21.8%

¹ FY 2018 dollar amounts have been adjusted by the projected 36% increase in CPI-U between FY 2018 and FY 2027.

² CPI-U adjustment is based on the State of Oregon Economic and Revenue Forecast released May 2025.

Common Assumptions for Future Revenue and Cost Estimates - September 2025

NOTE: FY26 and FY27 values may be superseded by values released by the Budget Office for budget development purposes, if different.

Population		FY26	FY27	FY28	FY29	FY30	FY31
Eugene Population Count	PSU Population Research Center; FY25 Certified Population Estimate 177,155 as of 7/1/24; future increases at State projected growth rate.	177,995	178,988	180,122	181,211	182,362	183,459
General Inflation		FY26	FY27	FY28	FY29	FY30	FY31
General Inflation Rate	FY26 and FY27 per Execs. FY28 and beyond, CPI-U per September 2025 Quarterly Oregon Economic and Revenue Forecast.	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%
M & S Inflation Rate	FY26 and FY27 per Execs. FY28 and beyond, CPI-U per September 2025 Quarterly Oregon Economic and Revenue Forecast.	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%
Payunit Inflation		FY26	FY27	FY28	FY29	FY30	FY31
AFSCME COLA	FY26 COLA based on CPI-W west region (min 2% to max 4%). Future years at General Inflation Rate.	2.8%	2.7%	2.4%	2.2%	2.2%	2.3%
EPEA COLA	FY26, FY27, and FY28 COLAs per contract. Future years at General Inflation Rate.	3.4%	3.4%	3.4%	2.2%	2.2%	2.3%
IAFF COLA	FY26 and FY27 COLAs per contract. Future years at General Inflation Rate.	4.0%	4.0%	2.4%	2.2%	2.2%	2.3%
IAFF-BC COLA	FY26 COLA per contract. Future years at General Inflation Rate.	4.0%	2.7%	2.4%	2.2%	2.2%	2.3%
IATSE COLA	FY26 COLA per contract. Future years at General Inflation Rate.	2.0%	2.7%	2.4%	2.2%	2.2%	2.3%
Non-Represented COLA	FY26 and FY27 COLA per Execs. Future years at General Inflation Rate.	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%

Benefits & Risk Inflation

		FY26	FY27	FY28	FY29	FY30	FY31
Health Benefits Inflation Rate	2025-2027 biennium per Execs. FY28 and beyond, annual estimates per actuary.	-10.0%		5.9%	5.8%	5.7%	5.6%
Risk Inflation Rate (All Funds)	2025-2027 biennium per Execs. FY28 and beyond, annual estimates per ERC	16.0%		10.0%	9.5%	9.5%	9.5%
PERS Tier 1 & Tier 2 Rate¹	FY26 and FY27 contribution rates adopted by PERS Board October 2024.	33.14%	33.14%	36.14%	36.14%	38.14%	38.14%
OPSRP General Service Rate¹	FY26 and FY27 contribution rates adopted by PERS Board October 2024.	28.31%	28.31%	31.31%	31.31%	33.31%	33.31%
OPSRP Police & Fire Rate¹	FY26 and FY27 contribution rates adopted by PERS Board October 2024.	33.58%	33.58%	36.58%	36.58%	38.58%	38.58%
Employer Pickup Rate²	City pickup on behalf of employees; rate per statute.	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Pension Bonds Rate³	FY26 and FY27 per Execs, future rates per Finance Director.	3.75%	3.75%	3.75%	0.0%	0.0%	0.0%
Average per employee retirement cost as a % of earnings³ Estimated net retirement rate per employee expressed as a percentage of total annual subject wages and earnings.	Central Services	38.7%	38.7%	41.7%	37.9%	39.9%	39.9%
	Fire & Emergency Medical Services ²	37.5%	37.5%	40.5%	36.8%	38.8%	38.8%
	Planning & Development	39.0%	39.0%	42.0%	38.2%	40.2%	40.2%
	Police	41.6%	41.6%	44.6%	40.9%	42.9%	42.9%
	Library, Recreation & Cultural Services	38.9%	38.9%	41.9%	38.2%	40.2%	40.2%
	Public Works	38.9%	38.9%	41.9%	38.1%	40.1%	40.1%
	City-wide average	39.1%	39.1%	42.1%	38.3%	40.3%	40.3%
Interest Earnings		FY26	FY27	FY28	FY29	FY30	FY31
Investment Portfolio Earnings Rate	FY26 and FY27 per Investment Advisory Board, future years per Treasury Officer.	3.7%	3.7%	3.0%	2.5%	2.0%	1.5%

1. PERS/OPSRP rates include Employer Incentive Fund side account rate offset.

2. Employer pickup rate does not apply to IAFF members who pay their own IAP contribution.

3. Pension Bonds will be paid off in FY28, so this personnel expense will no longer be assessed starting FY29.

2025-2027 EMPLOYEE FRINGE BENEFITS RATES - REGULAR EMPLOYEES

The rates listed below are used by the budget system to calculate benefits for regular part-time and full-time employees.

When estimating future year position costs, remember to add health benefit charges to these fringe rates.

Employee Group	PERS Employee	PERS ¹ Employer	Pension Bonds	Deferred Comp Match	Medicare	FICA	LTD	Life	Paid Leave Oregon ²	Total
AFSCME: PERS	6.00%	33.14%	3.75%	2.00%	1.45%	6.20%	0.53%	0.22%	0.40%	53.69%
AFSCME: OPSRP	6.00%	28.31%	3.75%	2.00%	1.45%	6.20%	0.53%	0.22%	0.40%	48.86%
IATSE: PERS	6.00%	33.14%	3.75%	N/A	1.45%	6.20%	0.26%	0.22%	0.40%	51.42%
IATSE: OPSRP	6.00%	28.31%	3.75%	N/A	1.45%	6.20%	0.26%	0.22%	0.40%	46.59%
Non-Rep: PERS	6.00%	33.14%	3.75%	3.00%	1.45%	6.20%	0.26%	0.22%	0.40%	54.42%
Non-Rep: OPSRP	6.00%	28.31%	3.75%	3.00%	1.45%	6.20%	0.26%	0.22%	0.40%	49.59%
EPEA: PERS	6.00%	33.14%	3.75%	3.00%	1.45%	6.20%	0.26%	0.44%	0.40%	54.64%
EPEA: OPSRP										
Sworn	6.00%	33.58%	3.75%	3.00%	1.45%	6.20%	0.26%	0.44%	0.40%	55.08%
Non-sworn	6.00%	28.31%	3.75%	3.00%	1.45%	6.20%	0.26%	0.44%	0.40%	49.81%
IAFF: PERS	N/A ³	33.14%	3.75%	N/A	1.45%	6.20%	0.58%	0.22%	0.40%	45.74%
IAFF: OPSRP										
Sworn	N/A ³	33.58%	3.75%	N/A	1.45%	6.20%	0.58%	0.22%	0.40%	46.18%
Non-sworn	N/A ³	28.31%	3.75%	N/A	1.45%	6.20%	0.58%	0.22%	0.40%	40.91%
IAFF-BC: PERS	N/A ³	33.14%	3.75%	N/A	1.45%	6.20%	0.26%	0.22%	0.40%	45.42%
IAFF-BC: OPSRP										
Sworn	N/A ³	33.58%	3.75%	N/A	1.45%	6.20%	0.26%	0.22%	0.40%	45.86%
Non-sworn	N/A ³	28.31%	3.75%	N/A	1.45%	6.20%	0.26%	0.22%	0.40%	40.59%

1. The 2003 State Legislature approved changes to the Public Employee Retirement System that effectively created two retirement systems: PERS and OPSRP. Most employees hired on or after August 29, 2003 are enrolled in the OPSRP system, unless they were previously enrolled in PERS.
2. Paid Leave Oregon contributions are 1% of employee wages; employees pay 0.6% and employers pay 0.4%.
3. IAFF and IAFF-BC members pay the employee share of PERS/OPSRP costs.

2025-2027 DEPARTMENTAL HEALTH AND BENEFIT CHARGES

The Health and Benefit rate includes medical, dental, and vision insurance premiums, the Employee Assistance Program, Bus Pass program, Health and Fitness Program, and employee benefits program administrative costs. The health benefit charges are budgeted in account 570100 (Health Benefit Charges). Health insurance is not budgeted on an FTE basis; each employee receives a health insurance benefit amount determined by their employment status. The budget system automatically includes the appropriate health insurance charges for all regular positions.

The employee groups below are charged a Full Time or Part Time rate:

Full Time Rate

- Regular full-time EPEA and IAFF-represented employees.
- AFSCME and Non-Represented employees regularly scheduled to work 32 hours or more per week.
- IATSE employees eligible for health insurance benefits.

Part Time Rate

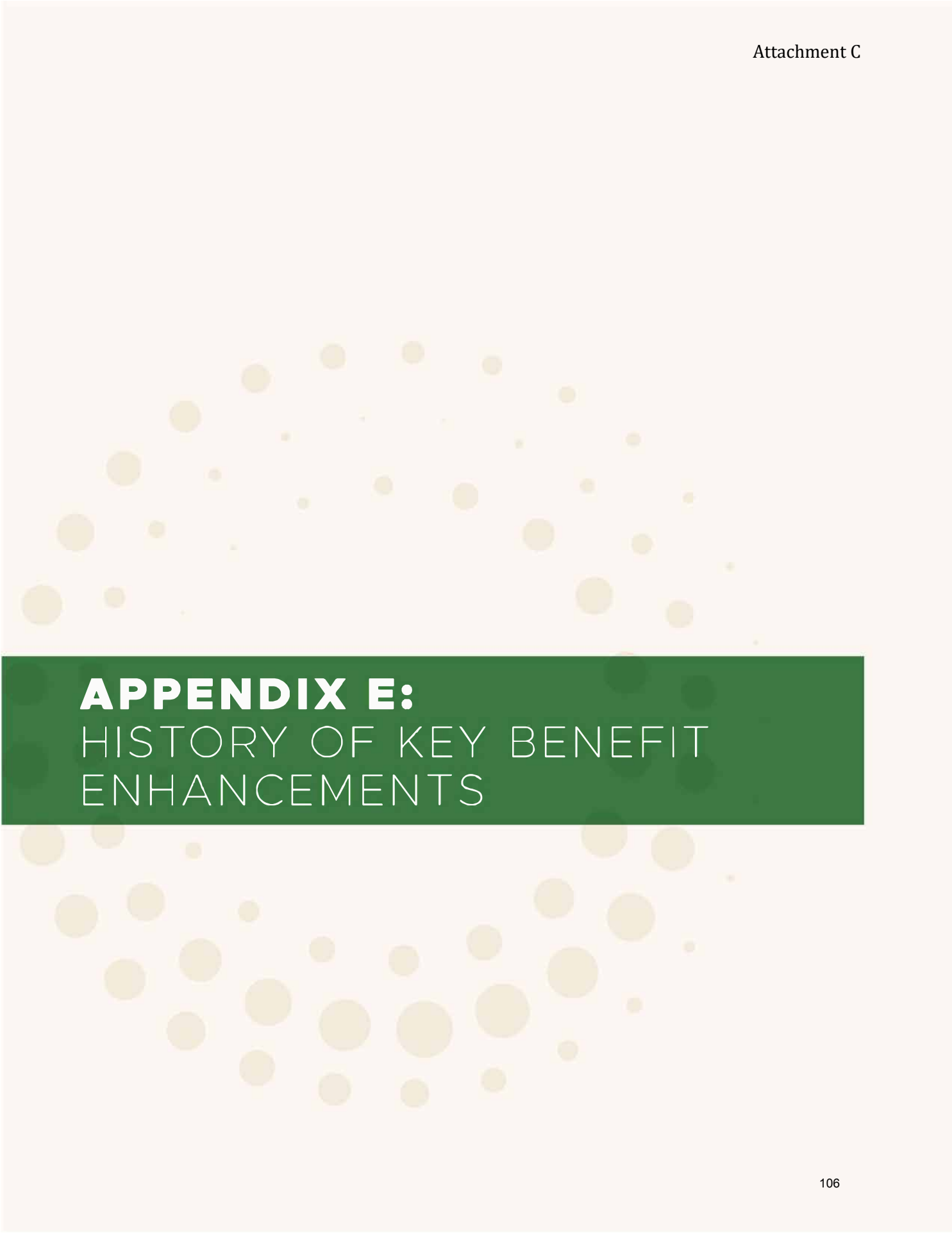
- Regular part-time employees.
- AFSCME and Non-Represented employees regularly scheduled to work 31 or fewer hours per week.
- Limited Duration Employees and Recreation Activity Employees (RAEs).

The rates in the following table represent the average monthly and annual cost over both years of the biennium:

	BEFORE Rate Holidays		AFTER Rate Holidays*
	Monthly	Annual	Annual
Full Time	\$1,882	\$22,584	\$19,761
Part Time	\$1,216	\$14,592	\$12,768

*The 2025-2027 Health and Benefit charges will include 6 planned rate holidays during the biennium (3 per fiscal year). The budget system rates for Full Time and Part Time employees are discounted to include the rate holidays. The rate holidays will occur at the beginning of each fiscal year, then the monthly rate will be charged for the rest of the fiscal year.

Note: Health insurance premiums are per employee, not per FTE.



APPENDIX E: HISTORY OF KEY BENEFIT ENHANCEMENTS

APPENDIX E: HISTORY OF KEY BENEFIT ENHANCEMENTS

HISTORY OF KEY BENEFIT ENHANCEMENTS

Year	Category	Action	Affected Members
1945	Administrative	The Public Employees Retirement System is signed into law and begins business July 1, 1946, as a money match retirement plan	All
1947	Retirement Age/Vesting	Requirement for employees to serve a six-month waiting period before becoming PERS members begins	All
1953	Administrative	By law, the PERS plan is terminated and immediately reopened the next day, allowing public employers to provide Social Security coverage	All
1967	Investment Risk Allocation	Legislature passes a bill that allows PERS to invest up to 10% of the retirement fund in common stock, creates the Oregon Investment Council, and establishes a defined benefit formula for employer-funded retirement benefits (formula plus annuity)	All
1969	Investment Risk Allocation	Participation in variable account program begins	All
1972	Cost-of-living adjustment (COLA)	Implemented <i>ad hoc</i> COLA increase (12% to 25% benefit increase)	Existing retirees
1972	Cost-of-living adjustment	Initiated an annual COLA with a 1.5% cap	All retirees
1973	Benefit Calculation/Formula	Increased Formula Plus Annuity pension factors (General Service: .67 to 1.00; Police and Fire: 0.92 to 1.35)	Tier One
1973	Cost-of-living adjustment	Annual COLA cap raised from 1.5% to 2%	All retirees
1973	Cost-of-living adjustment	Capped COLA at actual inflation rate or 2%, whichever is less	All retirees
1973	Final Average Salary	Added accrued sick leave to retirement benefit calculation for participating employers	Tier One/Tier Two
1974	Cost-of-living adjustment	Implemented <i>ad hoc</i> increase (0% to 25% benefit increase)	Existing retirees
1975	Investment Risk Allocation	Initiated member account assumed rate guarantee	Tier One
1975	Investment Risk Allocation	Increased assumed earnings rate from 5.5% to 7%	Tier One
1975	Investment Risk Allocation	Credited member regular accounts with more than the assumed earnings rate*	Tier One
1976	Investment Risk Allocation	Gain Loss Reserve established to "self-fund" assumed earnings rate crediting	Tier One
1979	Administrative	Employers allowed to "pick up" member 6% contribution	All
1979	Investment Risk Allocation	Increased assumed earnings rate from 7% to 7.5%	Tier One
1981	Benefit Calculation/Formula	Added Full Formula benefit calculation method	All
1981	Benefit Calculation/Formula	Consolidated member contributions from 1% to 7% salary-based sliding scale to universal 6%	All
1981	Benefit Calculation/Formula	Eliminated Formula Plus Annuity benefit calculation method	Tier One
1981	Cost-of-living adjustment	Implemented <i>ad hoc</i> COLA increase (4% to 11.4% benefit increase)	Existing retirees
1985	Cost-of-living adjustment	Implemented <i>ad hoc</i> COLA increase (3% to 7.28% benefit increase)	Existing retirees
1985	Benefit Calculation/Formula	Added benefit option to allow lump-sum payment of member account	All

*Tier One regular accounts were credited with earnings in excess of the assumed rate in the following years: 1975, 1976, 1979, 1980, 1982, 1983, 1985, 1986, 1988, 1989, 1991, 1993, 1995, 1996, 1997, 1998, and 1999. In all other years subsequent to 1975, these accounts were credited at the effective assumed rate.

Key: **Benefit enhancement** **Benefit cap or reduction**

APPENDIX E: HISTORY OF KEY BENEFIT ENHANCEMENTS

Continued from page 62

Year	Category	Action	Affected Members
1987	Benefit Calculation/Formula	Members allowed to purchase six-month waiting period	All
1987	Benefit Calculation/Formula	New retirement benefit payout options added	All
1989	Cost-of-living adjustment	Implemented <i>ad hoc</i> COLA increase (0% to 25% benefit increase)	Existing retirees
1989	Investment Risk Allocation	Increased assumed earnings rate from 7.5% to 8%	Tier One
1989	Retiree Health Benefits	Established Medicare and state employee pre-Medicare insurance premium subsidies	Tier One/Tier Two
1989	Retiree Health Benefits	Capped Medicare premium subsidy at \$60 per month	Tier One/Tier Two
1989	Retirement Age/Vesting	Added “30 years of service” retirement regardless of age	Tier One/Tier Two
1991	Benefit Calculation/Formula	Imposed state income tax on PERS benefits	All
1991	Benefit Calculation/Formula	Established service time-based state income tax offset benefit of between 1% to 4% (SB 656)	Tier One
1993	Administrative	Divorced spouses entitled to separate account from member’s	All
1995	Benefit Calculation/Formula	Established state income tax offset benefit for pre-1991 service time (HB 3349)	Tier One
1995	Benefit Calculation/Formula	Eliminated tax remedy for anyone hired after July 14, 1995	All new hires
1996	Final Average Salary	Excluded lump-sum vacation payouts from final average salary	Tier Two
1996	Investment Risk Allocation	Eliminated guaranteed return on regular accounts for new members	Tier Two
1996	Retirement Age/Vesting	Increased normal retirement age for new members from 58 to 60 (General Service)	Tier Two
1997	Administrative	Married members must provide proof of spousal consent for retirement option choice	All
1997	Administrative	Reemployed retirees can work up to 1,040 hours for a PERS-covered employer without loss of benefits (up from 600 hours)	All
1997	Benefit Calculation/Formula	Out-of-state teaching service and some military purchases allowed	All
1999	Benefit Calculation/Formula	Locked in existing actuarial equivalency factor tables	Tier One
2000	Investment Risk Allocation	Eliminated “Last Known Rate” member account crediting guarantee	Tier One
2003	Benefit Calculation/Formula	Decreased Full Formula benefit pension factor (General Service: 1.67% to 1.5%; Police and Fire 2% to 1.8%)	OPSRP
2003	Benefit Calculation/Formula	Eliminated Money Match benefit calculation method	OPSRP
2003	Benefit Calculation/Formula	Redirected member contributions to freeze Money Match (MM) benefit levels	Prospective MM retirees
2003	Benefit Calculation/Formula	Required regularly updated mortality assumptions and actuarial factors	All
2003	Cost-of-living adjustment	Prorated first year COLA	OPSRP
2003	Cost-of-living adjustment	Eliminated COLA “bank” carryover	OPSRP
2003	Final Average Salary	Eliminated lump-sum vacation payouts from subject salary	OPSRP
2003	Final Average Salary	Eliminated accumulated sick leave from final average salary	OPSRP
2003	Investment Risk Allocation	Required members to self-fund guaranteed return on member accounts	Tier One

Key: Benefit enhancement Benefit cap or reduction

APPENDIX E: HISTORY OF KEY BENEFIT ENHANCEMENTS

Continued from page 63

Year	Category	Action	Affected Members
2013	Cost-of-living adjustment	1.5% in 2013; COLA in 2014 and beyond is 1.25% on the first \$60,000 of an annual benefit; 0.15% on amounts above \$60,000	All
2013	Supplementary Payments	Annual supplementary payments of 0.25% to all benefit recipients (up to \$150) through 2019. Second annual supplementary payment of 0.25% through 2019 if benefit is \$20,000 or less annually	Retirees
2013	Benefit Calculation/Formula	Eliminated any tax remedy for retirees who do not pay income taxes in Oregon because they are not residents of Oregon	Tier One
2014	Investment Risk Allocation	Decreased assumed earnings rate from 8.0% to 7.75%	Tier One
2015	Supplementary Payments	Supplementary payments invalidated by Oregon Supreme Court	Retirees
2015	Cost-of-living adjustment	Annual COLA of up to 2% restored for service time accrued before October 1, 2013. COLA for service time after that date uses a lower rate. Service time accrued in both periods is "blended"	All
2016	Investment Risk Allocation	Decreased assumed earnings rate from 7.75% to 7.50%	Tier One
2017	Investment Risk Allocation	Decreased assumed earnings rate from 7.50% to 7.20%	Tier One
2017	Investment Risk Allocation	Oregon Investment Council changes IAP investment strategy to Target-Date Funds, intended to reduce investment risk and volatility as members age	All
2019	Administrative	Note: Senate Bill 1049 made substantial changes to benefit administration, details of which can be found on our SB 1049 webpage	All
2019	Administrative	Alternate method to calculate death benefit for certain Tier One/Tier Two members who die before retirement	Tier One/Tier Two
2019	Benefit Calculation/Formula	Reduces member contributions to IAP. Establishes limit on salary used for benefit calculations	All
2021	Investment Risk Allocation	Decreased assumed earnings rate from 7.20% to 6.90%	Tier One
2021	Benefit Calculation/Formula	Changed definition of salary to include income that is or would be taxable under Oregon state income tax	OPSRP
2021	Benefit Calculation/Formula	Increased death benefits from 50% of actuarially determined value to 100%	All
2024	Retirement Age/Benefit Calculation	House Bill (HB) 4045 decreased OPSRP Police and Firefighter normal retirement age for members with less than 25 years of service from 60 to 55. Created new OPSRP member classification — Hazardous Position — with increased benefits above General Service members. Effective January 1, 2030	OPSRP

Key: Benefit enhancement Benefit cap or reduction Neither enhancement nor reduction



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #4

October 14, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objectives:

- Understand how Eugene aligns with key comparators
- Begin to discuss and identify potential recommendations regarding operations and expenditures

1. Updates and Announcements
2. Benchmarking Eugene with Comparable Cities
3. Deep Dive into Operations and Expenditures
4. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting Notes
October 7, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Susan Cox, Brian Fox, Steven Korth, Paula Lafferty, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: Morgan Mann, Jeff McGillivray

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harrif, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. She also reviewed the recent email from the City Manager regarding requests for a “North Star.” The group discussed the focus for this work and the path toward crafting final recommendations.

Group Decision-Making Criteria/Scorecard for Recommendations

The group reviewed draft criteria prepared by the staff team based on similar work in other communities: Impact to General Fund; Ongoing Fiscal Sustainability; Economic Competitiveness; Community Impact; Practicality; Fairness. After discussion, the group asked that the criteria also include “Alignment with Strategic Plan,” and noted the financial impact criteria should not be limited to just the general fund. Additionally, members noted the \$10M target is in 2025 dollars which should be remembered as strategies are reviewed.

City Services and Service Levels Overview

Twylla Miller presented information and answered questions about the City strategic budgeting process, department budgets and service levels. Specific information is found in the slide deck for Meeting #3.

Overview of Fire Governance

Sarah Medary provided background information and an overview of current discussions regarding fire governance. Specific information is found in the slide deck for Meeting #3.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

1. What are current numbers around organizational health, such as staff retention, turnover, open positions, overtime usage? How does this compare to other organizations?
2. What is the impact on Eugene of federal cuts and the shutdown?

Other Comments

- The City could benefit from a matrix of services against the adopted service priorities that are listed in the financial policies, and whether we are meeting the minimums in those areas that are top priorities.

- It is important to communicate how the strategic plan is being operationalized around issues such as homeless youth or police planning.
- It's important to look at services that build revenue—areas where we are reinforcing stability across the finances of the organization.
- Think about key partnerships with other organizations for service provision.
- Will the new survey results change the City priorities moving forward?
- Revisit the Revenue Committee discussions on options.



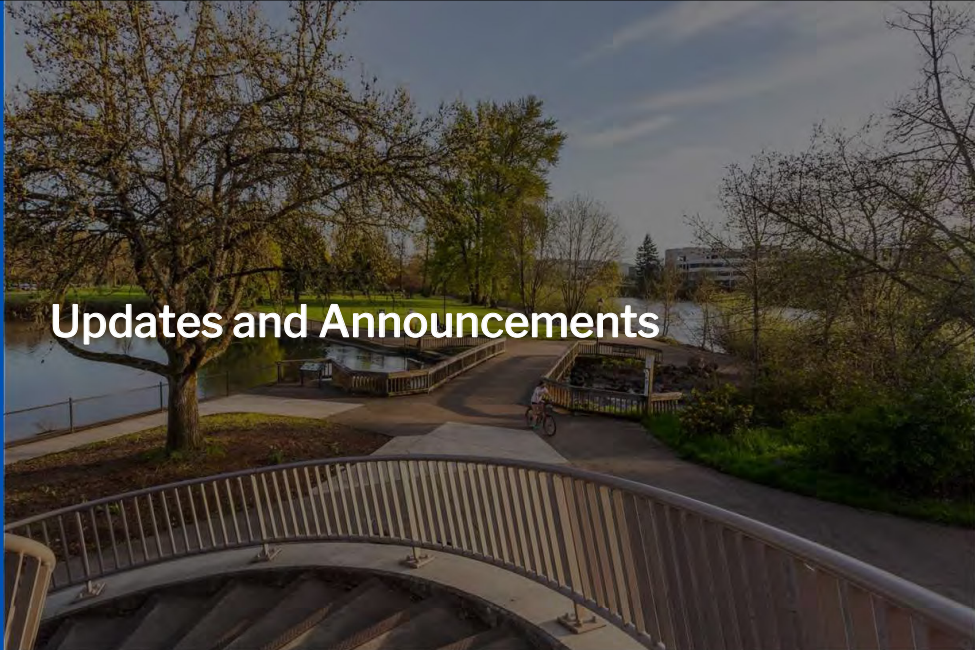
City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #4

October 14, 2025



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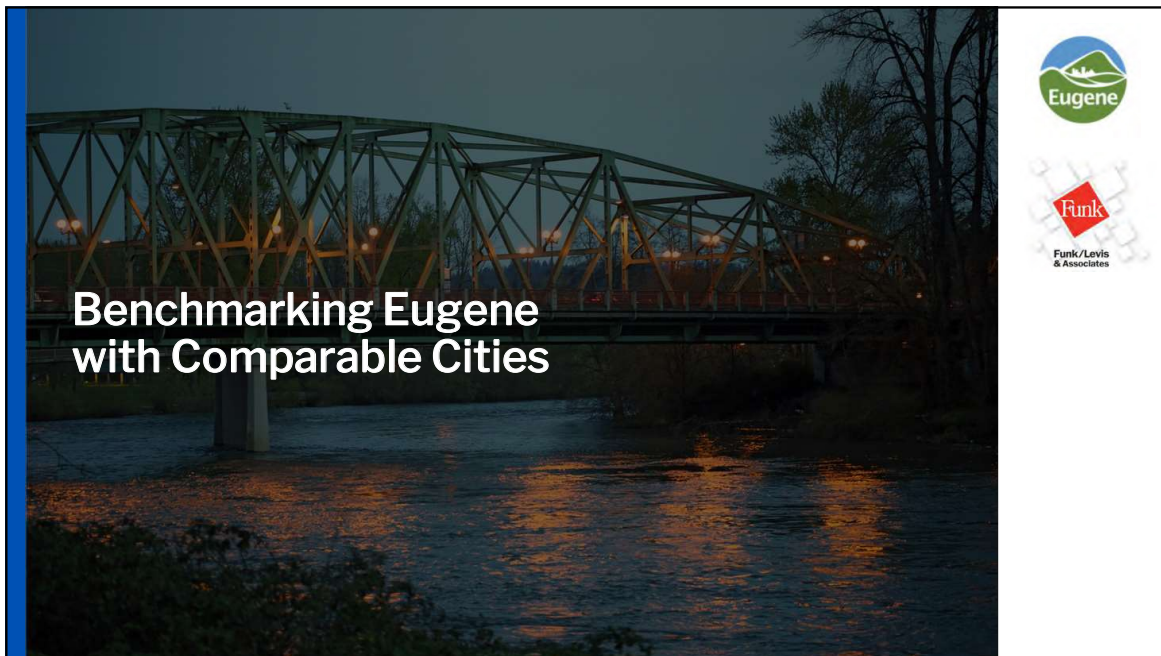


Updates and Announcements



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Comparable Cities – Similarities and Differences

	Size and Geography	Population of 100,000 or more Oregon or the north/mountain west University or major employer presence
	Community & Economic Characteristics	Economic profile Housing profile Demographic factors
	Fiscal Characteristics	Governance Tax authority Service responsibilities

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CITY	2024 POPULATION	SQUARE MILES	HIGHER ED ENROLLMENT
Boise, ID	250,060	84.6	Boise State U: 27,250
Spokane, WA	233,000	68.8	WSU Spokane, Gonzaga, Whitworth: 12,750
Salem, OR	177,567	48.9	Willamette University 2,589
Eugene, OR	177,155	44.4	U of Oregon: 24,462
Fort Collins, CO	172,435	57.2	Colorado State U: 34,218
Bend, OR	104,089	34.8	OSU Cascades 1,365

Sources: Population, Portland State University, Community Planning Association of Southwest Idaho, Colorado State Demography Office, Washington Office of Financial Management. Square miles, US Census. Enrollment, university websites.

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Community Findings

Eugene has **lower incomes** and a **higher poverty rate** than other cities except for Spokane, and **lower employment rates** than all the cities.

Eugene has **fewer children** and **more people of retirement age** than all other cities, and **more college-aged** (19-29) than all but Fort Collins (CSU).

Eugene has **more renters** and **greater residential density** than other cities in the group.

Home values and median rents are in the **middle** of the group.

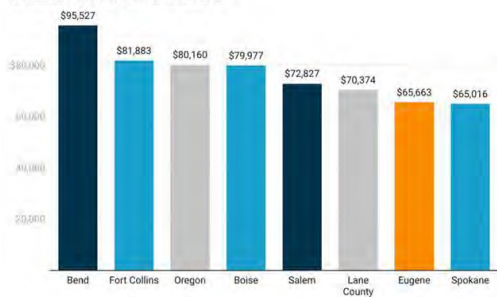
Eugene has a slightly **higher property crime rate** than the state of Oregon and other cities, and a **lower violent crime rate**.



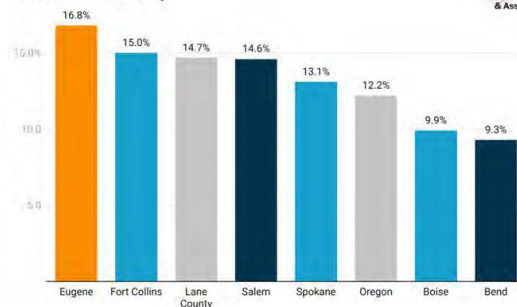
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Income and Poverty

Median Household Income



Percent in Poverty

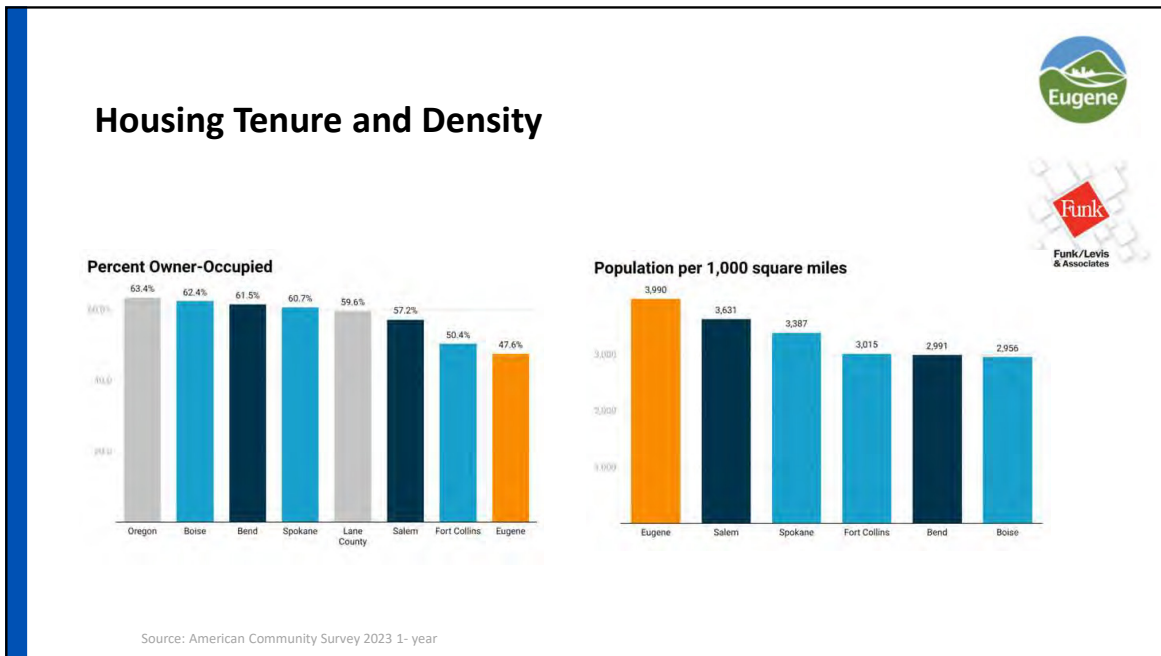


Source: American Community Survey 2023 1- year

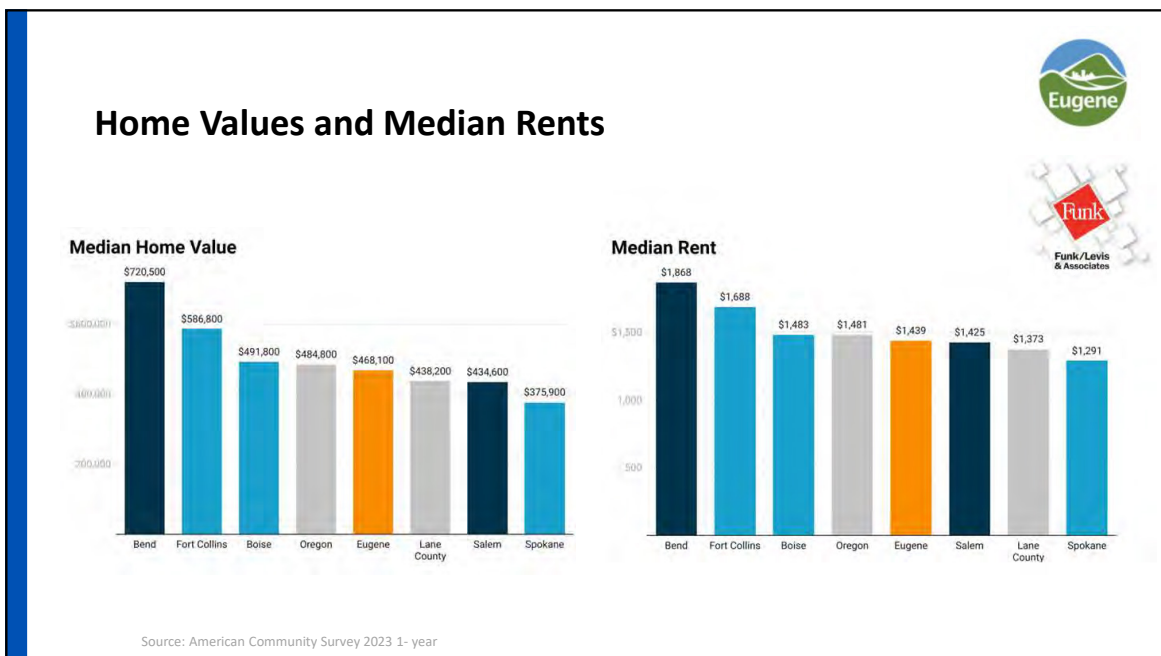


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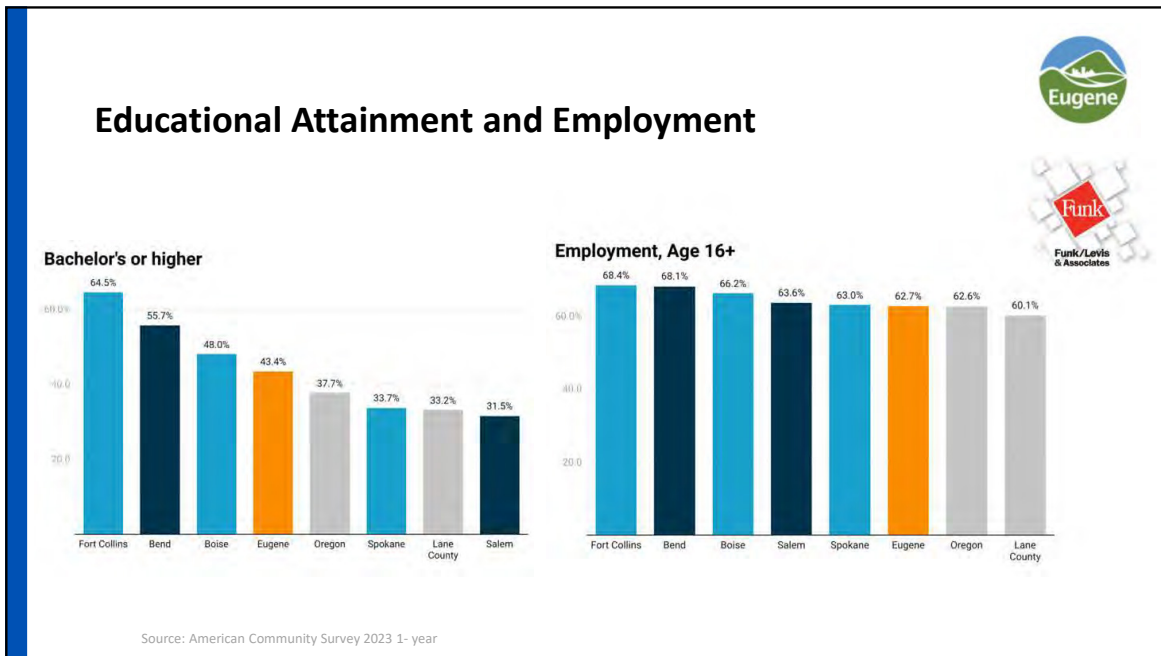


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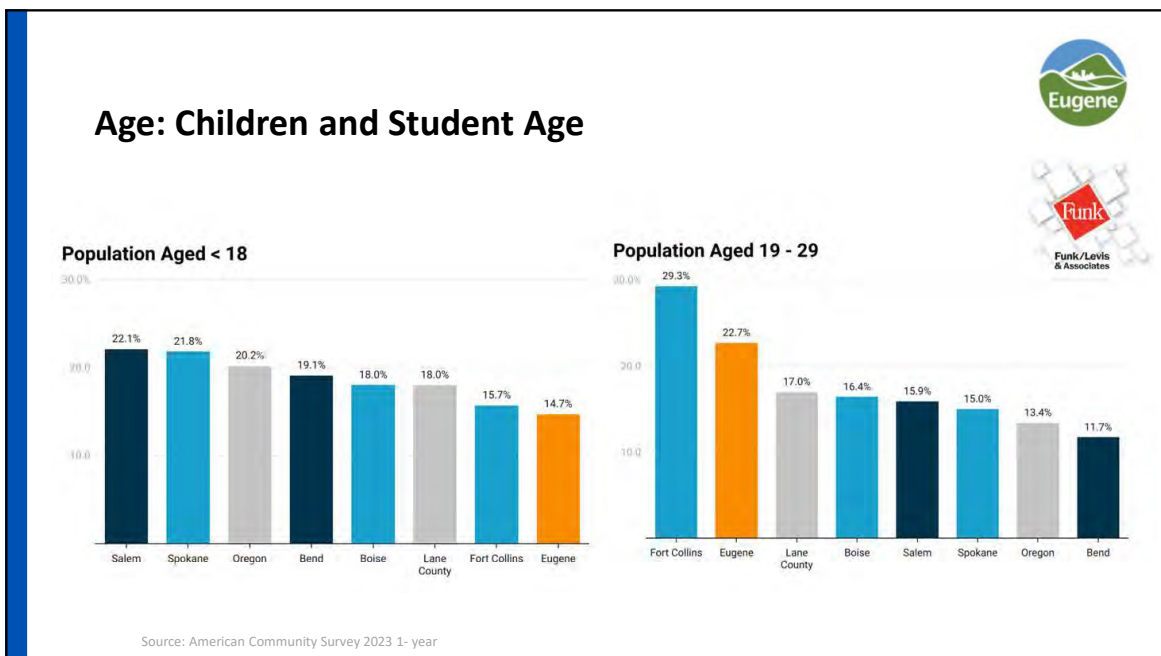


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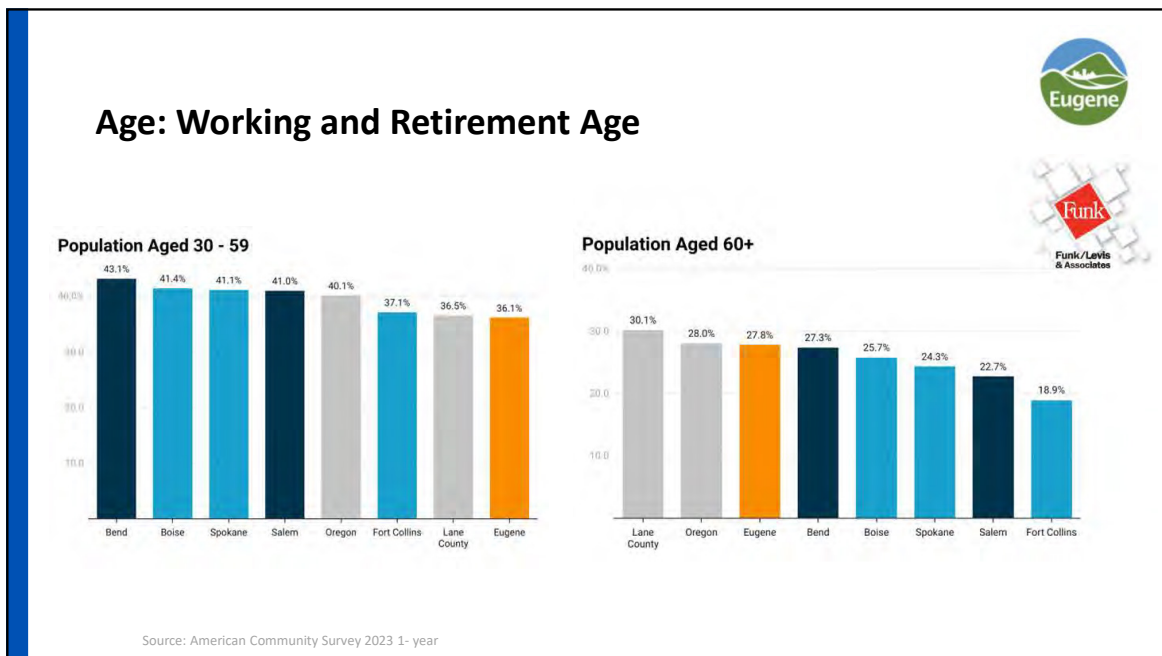


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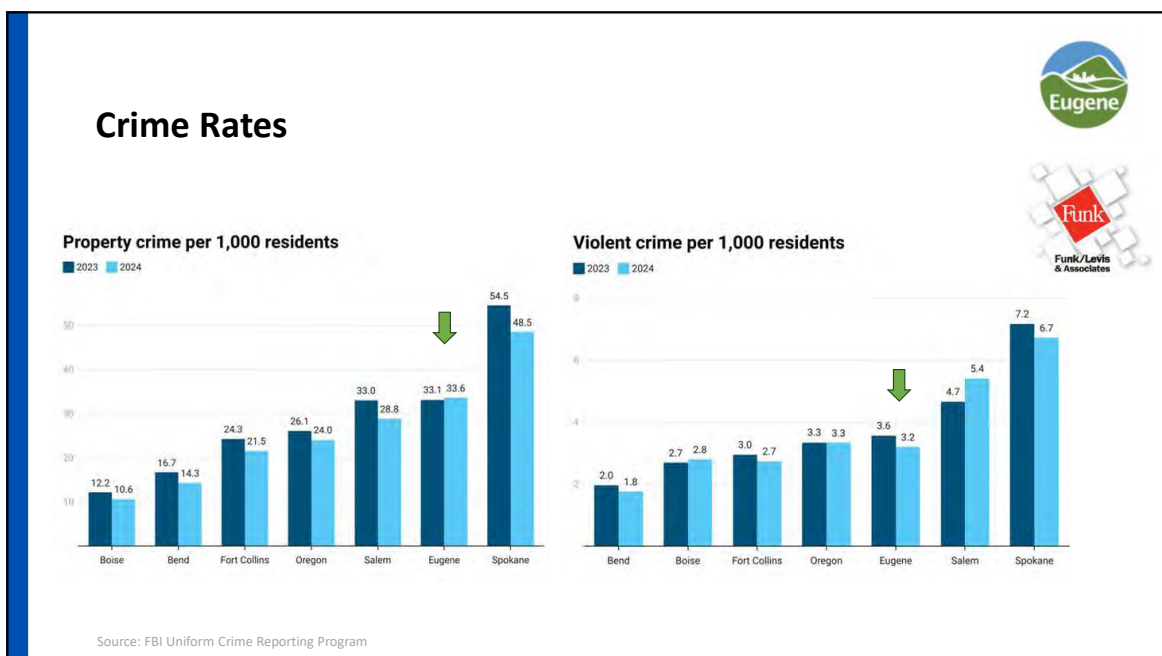


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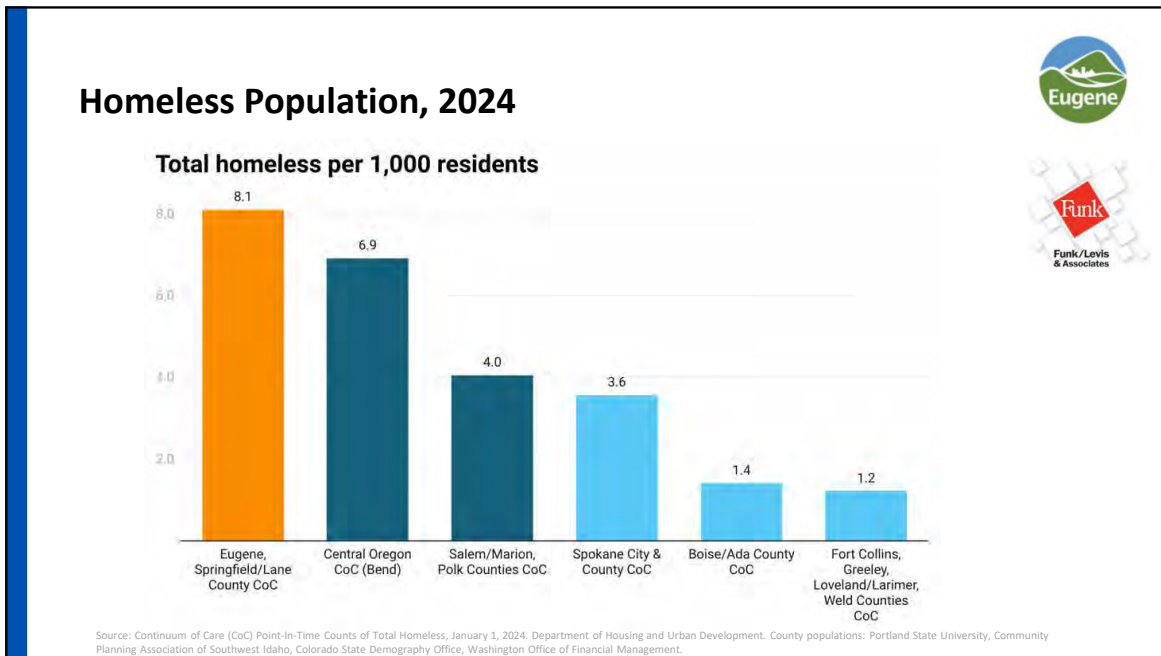


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Governance



Eugene, Bend, Salem, Spokane, and Fort Collins are **home-rule** municipalities.

- All cities must operate within the constitutional and statutory framework of their states.



Eugene, Bend, Salem, and Fort Collins have a **council/manager** form of government. Boise and Spokane have strong mayor forms.

- All cities have elected councils that must approve and adopt budgets.



Eugene, Bend, Fort Collins and Spokane have **biennial** budget cycles. Boise and Salem have annual budgets.

- All cities are required to balance their budget.

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Property Tax Authority

	Property Tax Growth Limitations	Property Tax Rate Limitations
Bend	3% + new construction growth	Permanent rate and \$10 per \$1,000 RMV
Boise	3% + 90% of new construction, up to 8%	
Eugene	3% + new construction growth	Permanent rate and \$10 per \$1,000 RMV
Fort Collins	Taxpayer Bill of Rights (TABOR) limits revenue growth, but Fort Collins voters have given the City more flexibility. As a home-rule municipality, Fort Collins is exempt from statutory 5.5% property tax growth limits.	
Salem	3% + new construction growth	Permanent rate and \$10 per \$1,000 RMV
Spokane	1% + new construction growth	\$10 per \$1,000 RMV

Oregon, Idaho, Colorado, and Washington all impose constitutional and statutory limitations on city property taxes.

Only Oregon has a growth limitation, a valuation limitation, AND a permanent rate.

❖ Oregon's system is more restrictive.



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Other Taxing Authority

	City Sales Tax	Local Gas Tax	Other Excise Taxes	Other Taxes
Bend	n/a	n/a	3% marijuana; 10.4% room tax	n/a
Boise	No, but receives share of state sales tax revenue.	n/a	n/a	n/a
Eugene	n/a	5 cents / gallon	3% marijuana; 4.5% transient lodging tax	0.21% employer payroll tax; 0.44% employee payroll tax
Fort Collins	4.35% on taxable sales; 2.25% on food	n/a	3% lodging tax	n/a
Salem	n/a	n/a	3% marijuana; 9% transient occupancy tax	n/a
Spokane	1.1%	n/a	Real estate excise tax of 0.5% for street maintenance; 2% lodging tax	5% admissions tax; various gambling taxes; 3.5% - 21% utility taxes



Salem imposes an **operations fee** and Bend imposes a **transportation fee**.

These are collected through utility bills, but support broader city operations.

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City Services and Responsibilities

															
	Central Services	Police	Muni Court	Fire	Ambulance	911 Dispatch	Parks	Library	Streets	Utilities	Street Parking	Airport	Golf	Cemetery	Pensions
Eugene	X	X	X	X	X	X	X	X	X	2	X	X	X		
Salem	X	X	X	X	X		X	X	X	3	X	X		X	
Bend	X	X	X	X	X				X	3	X	X		X	
Boise	X	X		X			X	X	X	1	X	X		X	
Fort Collins	X	X	X			X	X		X	3			X	X	
Spokane	X	X	X	X	*		X	X	X	4	X	joint	X		X

*The City of Eugene owns the Laurelwood Golf Course but operations are contracted. The Spokane Fire Department contracts ambulance services with a private provider.

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Fiscal Findings

Eugene spends **less in total** than all but Bend, and **less on a per capita basis** than all cities in the group.

Revenues are in the **middle of the pack** on a per capita basis

The Oregon cities are **more reliant on property taxes** (slow growing, capped) than other cities.

Eugene has **higher FTE per 1,000 residents than Bend and Salem**, but **lower than Spokane and Fort Collins**.



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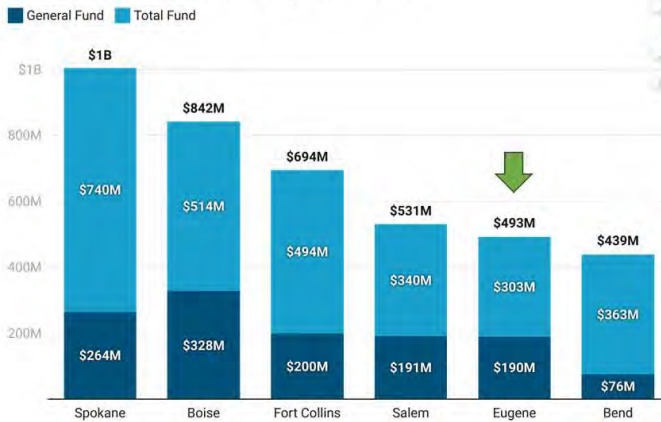
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City Spending

Eugene is the **second lowest in total and general fund spending.**

Spokane administers four utilities and its own pension fund.

General fund and other expenditures

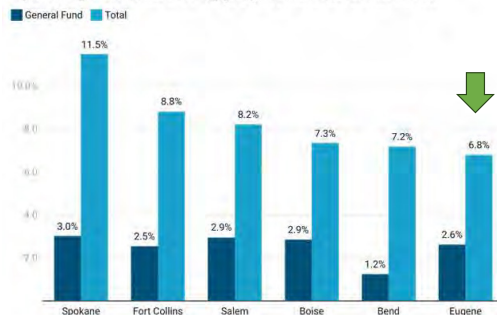


Note on data: all data are from FY 2025 adopted budgets. Where annual data were not available, biennial data were annualized using an assumed 3 percent inflation rate. To the extent possible, spending excludes capital, debt service, and expenditures made by cities on behalf of separate districts or entities.

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City Spending: Two Ways to (Try to) Compare Apples to Apples

Spending as a share of aggregate household income



General fund and total spending per capita



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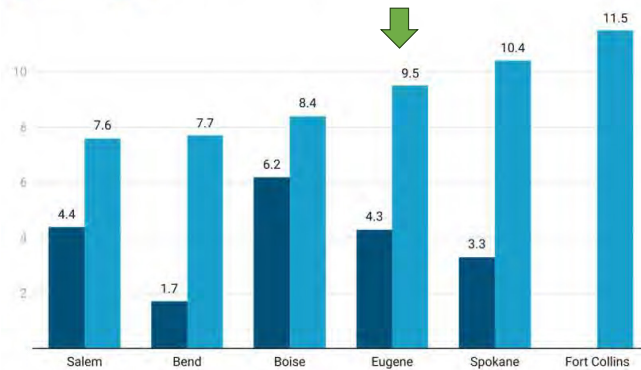
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City Staffing

Eugene has the **highest FTE per 1,000 count of the three Oregon cities** in the group.

City FTE per 1,000 residents

General Fund Total



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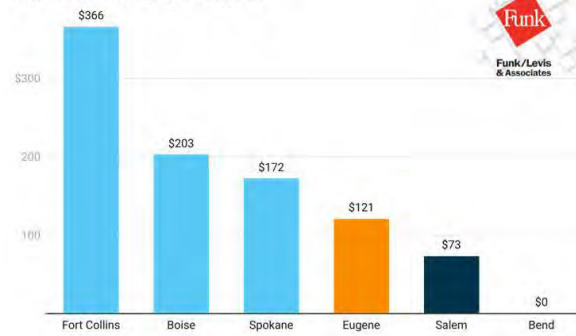


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Parks and Recreation FTE and Spending

	FY 2025 EXPENDITURES (\$ millions)	FTE
Fort Collins	\$62.7	168.5
Boise	\$50.8	185.0
Spokane	\$40.2	116.9
Eugene	\$21.4	82.9
Salem	\$13.0	68.6
Bend*	n/a	n/a

Parks spending per capita

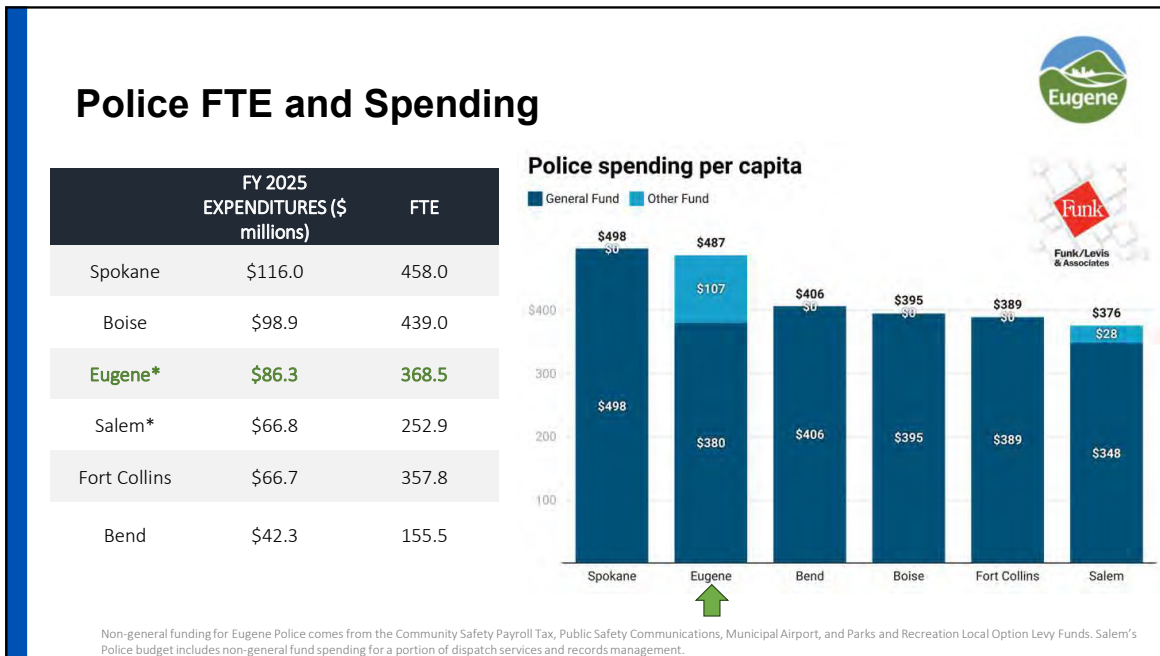


*Bend is part of the Bend Parks & Recreation District. BPRD has 301.4 FTE and an operating budget of \$54 million in FY 2025.

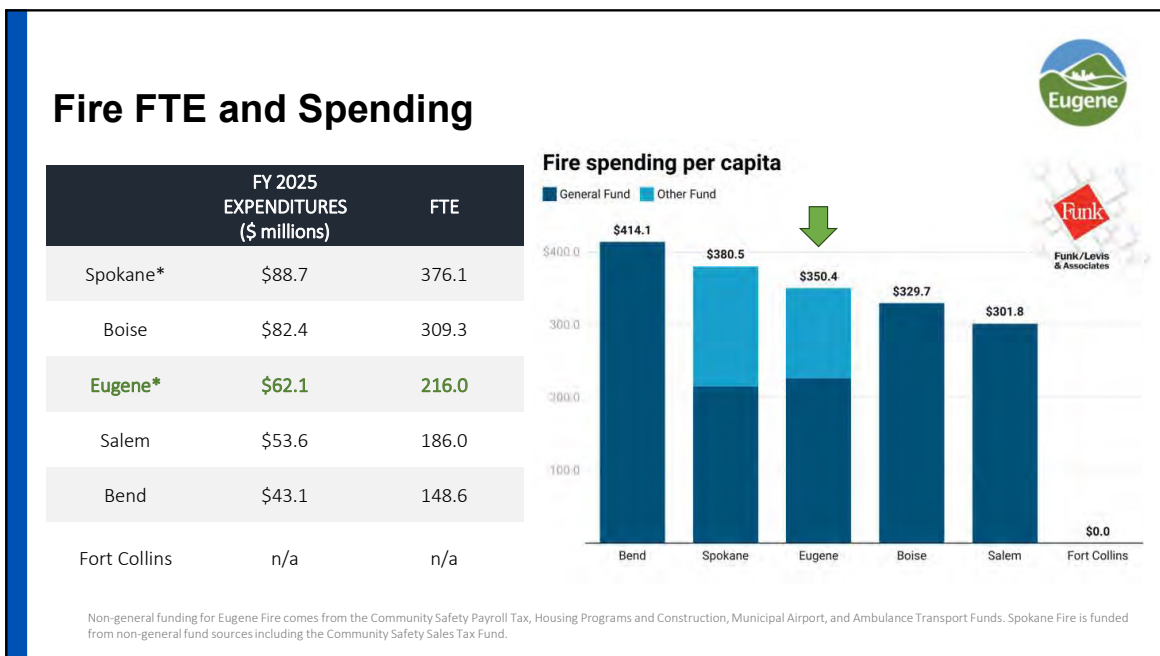


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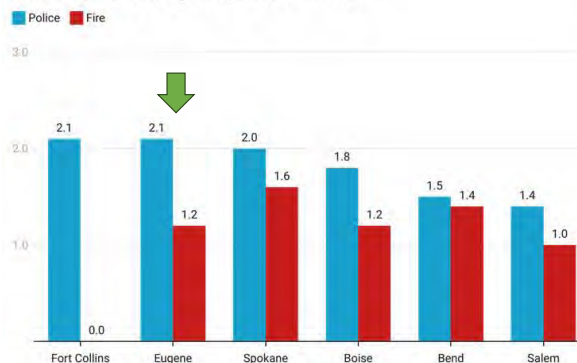
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Police and Fire FTE Counts

Eugene has the second highest Police **Total FTE** per 1,000 residents.

The Police FTE counts for both Fort Collins and Eugene include 911 dispatch, which are not staffed in-house in the other cities on the list.

Police & Fire FTE per 1,000 residents



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City Revenues

In Eugene, \$202M (or 41% of revenues) went to the general fund. Other fund revenues are generally restricted for specific uses.

Cities that operate **utilities** tend to have more revenues in other funds.

Bend's **transportation fee** (beginning in 2024) generates ~\$5 million per year is deposited in a non-general fund.

Revenues - general fund and other fund



To the extent possible, revenues exclude transfers between funds, use of contingencies, and use of debt proceeds.

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General Fund Taxes and Revenues



Salem collects a **City Operations Fee**, which is a monthly flat fee based on the type of utility account. This fee generated \$14.2 million in FY 2025.

General fund revenues - taxes and other



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Reliance on Property Taxes

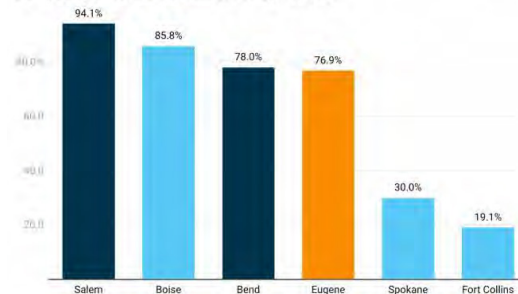


Eugene's **community safety payroll tax** is a significant source of **non-property tax revenue**, which is why Eugene is less reliant on property taxes than the other Oregon cities in the sample.

Property Taxes, All Taxes (\$ millions)

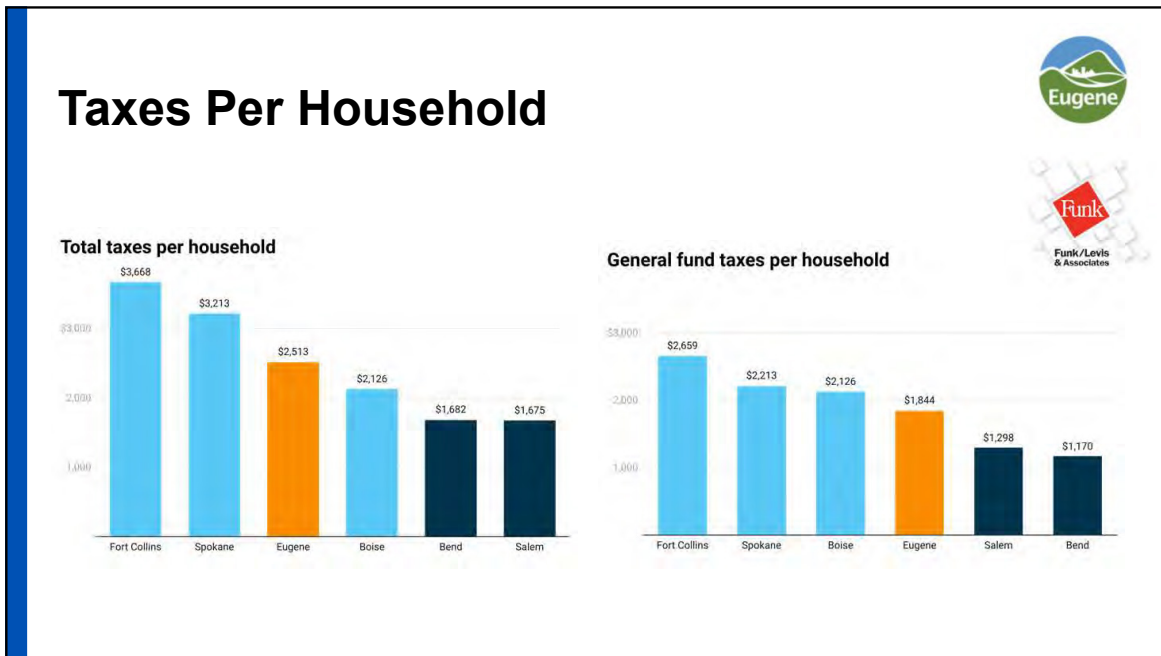


Property Taxes as a Share of All Taxes

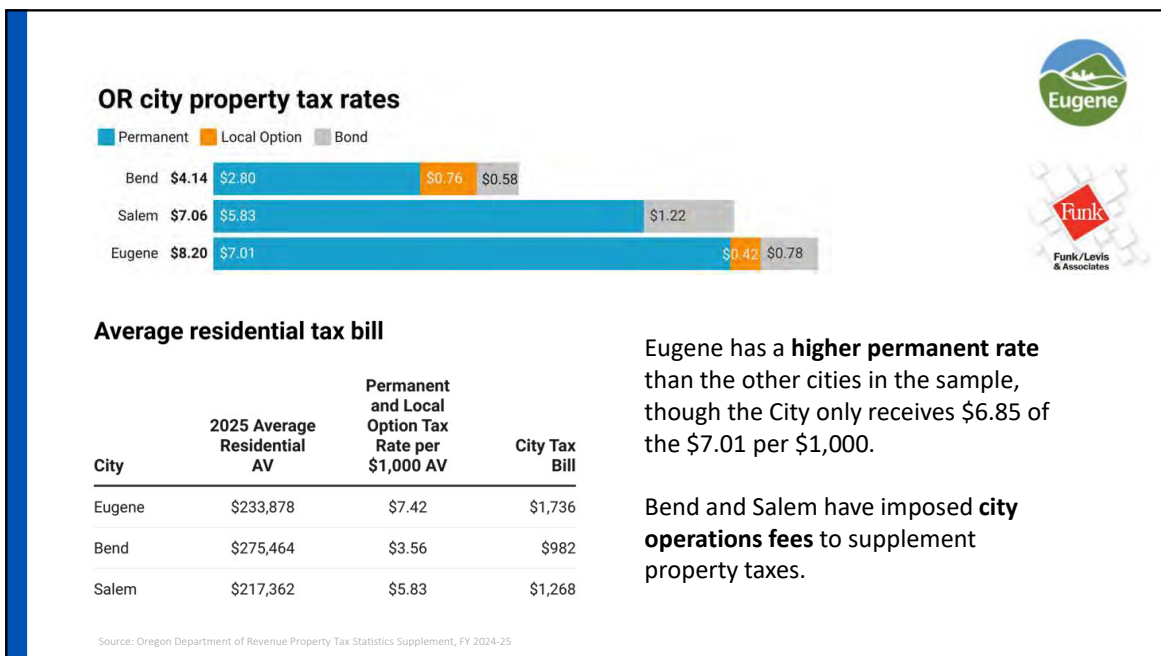


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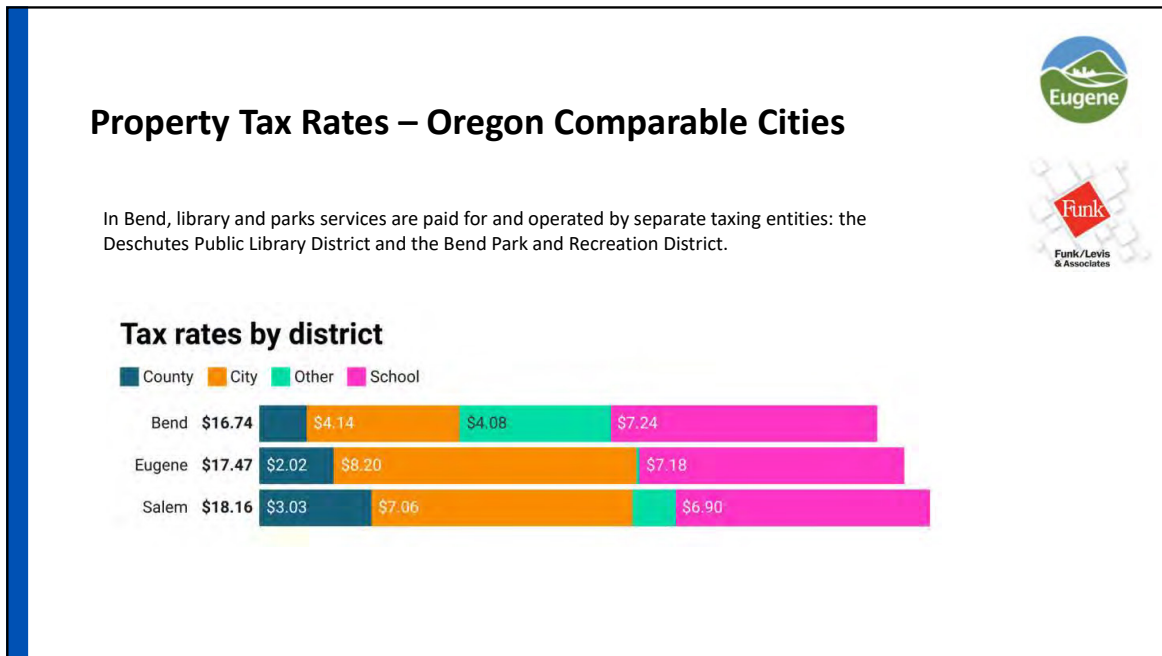
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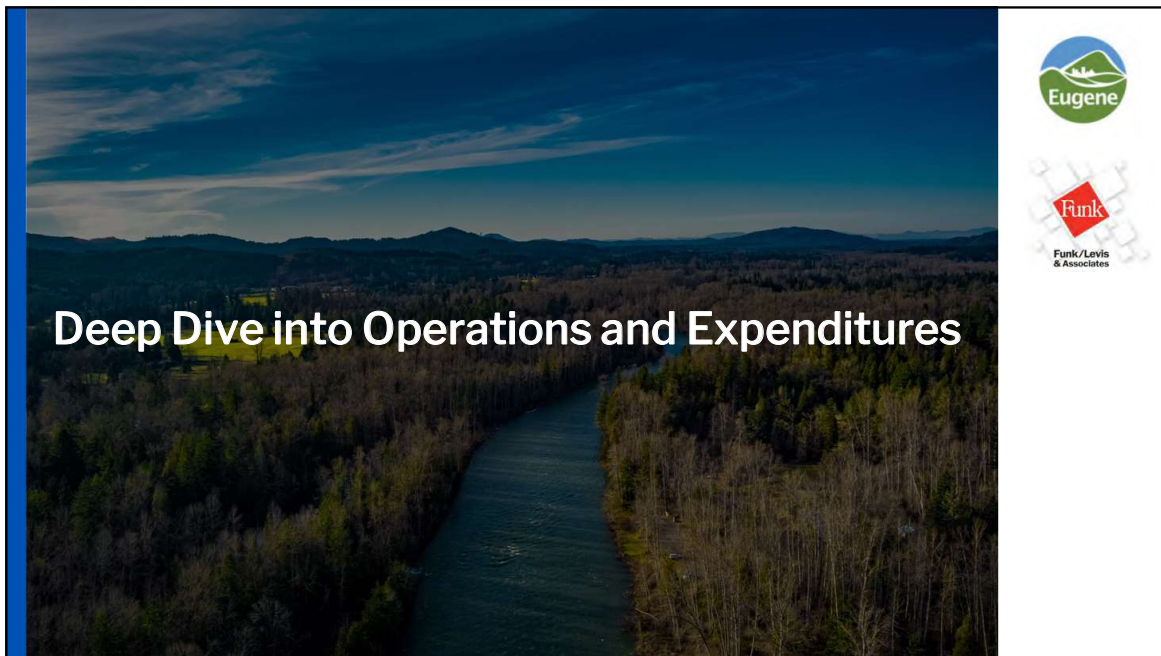
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Questions?

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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #5
- Any questions to answer for meeting #5?

A photograph of a cable-stayed bridge at sunset, with the sun low on the horizon and the bridge's cables and towers silhouetted against the sky. The slide has a blue background for the text area. Logos for Eugene and Funk/Levis & Associates are in the top right corner.

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Technical Advisory Group on Fiscal Stability Information Requests

Date: October 14, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 10/7/25

1. **What are current numbers around organizational health, such as staff retention, turnover rates, open positions (including how long they have been open), overtime usage? How does this compare to other organizations?**

A response will be included in the memo for the meeting on October 21, 2025.

2. **What is the impact on Eugene of federal cuts and the shutdown?**

City staff are closely monitoring federal actions to understand implications for the City of Eugene. While the current shutdown does not have direct impact to the city, there could be impacts with a longer shutdown due to delays in reimbursement on federal grants or evaluation of grant applications.

Federal actions have also impacted the City through the ability to receive federal grant funding. As Oregon is a sanctuary state and Eugene, a sanctuary city, staff are carefully reviewing any federal grant opportunities, contracts, or agreements to ensure the language and requirements are something City staff can sign and remain in compliance with state and local laws. There have been grants that staff have not been able to apply for and grant awards the city has been unable to accept due to certain grant conditions.

In an effort to preserve the City's ability to receive federal grant funding from the U.S. Department of Housing and Urban Development (HUD), the Department of Transportation (DOT), and the Department of Health and Human Services (HHS), the City has joined over 58 local governments in federal litigation seeking judicial relief from certain grant conditions being imposed by these federal agencies. A preliminary injunction has been issued by the courts blocking some of these agencies from enforcing certain federal grant conditions for plaintiffs that allows the City to move forward in executing some grant contracts from these specific agencies. This is a fluid situation, and we will understand more in the coming months.



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #5

October 21, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- Discuss and identify potential recommendations regarding operations and expenditures

1. Updates and Announcements
2. Deep Dive into Operations and Expenditures
3. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting Notes
October 14, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Susan Cox, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: None

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harrif, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials.

Benchmarking Eugene with Comparable Cities

Sarah Emmans presented information comparing City of Eugene characteristics, governance and fiscal data with Bend, Salem, Spokane, Boise and Fort Collins. Specific information is found in the slide deck for Meeting #4.

Deep Dive into Operations and Expenditures

Anne Marie Levis described the process that will be used for deep dive discussions into the focus areas for final recommendations: operations, expenditures, economic development and revenue options. The group will start with the area of operations and expenditures. Members shared some initial thoughts about how best to approach this task, acknowledging that this is a challenging assignment. After discussion, Anne Marie let everyone know that the homework for the next meeting is to bring their individual list of ideas for potential recommendations.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

1. How does performance differ between cities with in-house police dispatch and those without (ie response times or other quality indicators)?
2. How would spending per capita differ if the numbers were adjusted to account for the university population?
3. What are the utilities provided by each of the cities?
4. What is the average age of housing or other infrastructure in some of these cities (for instance, Bend or Boise might have newer construction because of recent rapid growth)? Are there differences in infrastructure maintenance because of geography or other factors (weather, etc).
5. Can you provide the table of data behind the "Spending as Share of Aggregate Income" slide?
6. What does Spokane include in "parks and recreation" numbers?
7. What is the spending on parks and recreation per square mile for each of the cities?

8. Can we see deeper information about differences between cities on police spending? This might include numbers of sworn officers, services provided, what's included in this bucket (ie airports?).
9. How much mutual aid is provided by EPD? How does reimbursement for mutual aid work?
10. What are the call types that drive the largest amount of time spent by EPD? Can you tease out other significant cost drivers for officer time?
11. What is the rate of growth of expenses and revenues across last years as well as projected for future years?
12. What are the impacts of remote work on the City since COVID? Are there other post-COVID impacts to efficiency?
13. What are the impacts of Flock camera usage on EPD in terms of productivity, staff hours saved/spent, increased closure of investigations, etc.
14. Can we see taxes/total employed workforce in these cities?

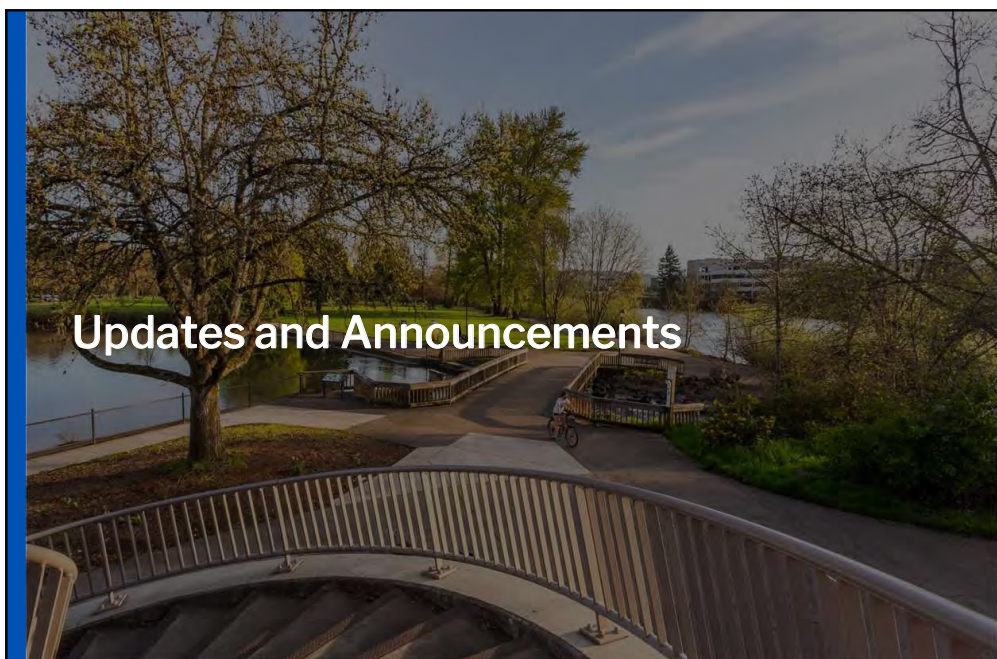


City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #5 October 21, 2025



1



Updates and Announcements



2

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Budget Option Evaluation Criteria

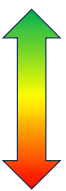
Achieving Structural Balance	The City faces a structural deficit. Options will be rated on their ability to raise revenue for, create savings in, or relieve budget pressures . • Target: \$10 million per year in the general fund
Ongoing Fiscal Sustainability	The City needs both ongoing and immediate budget solutions. Options will be rated on the ability to solve an ongoing problem and on the timeliness of relief.
Economic Competitiveness	Fiscal sustainability relies on a strong City economy. Options will be rated based on impact to the City as a desirable place to work, own or operate a business, or invest.
Community Impact	The City provides critical services to residents and visitors. Options will be rated on their impact to community livability and access to services.
Practicality	The City needs solutions that are operational and implementable. Options will be rated based on the City's ability to implement efficiently, effectively, and successfully.
Fairness	The City's budget gap is a shared problem that requires a shared solution. Options will be rated on fairness to ensure that certain populations are not overly burdened or benefiting.
Strategic Impact	The City has a strategic plan. Options will be considered for their alignment with this plan.




3

Budget Option Evaluation Criteria

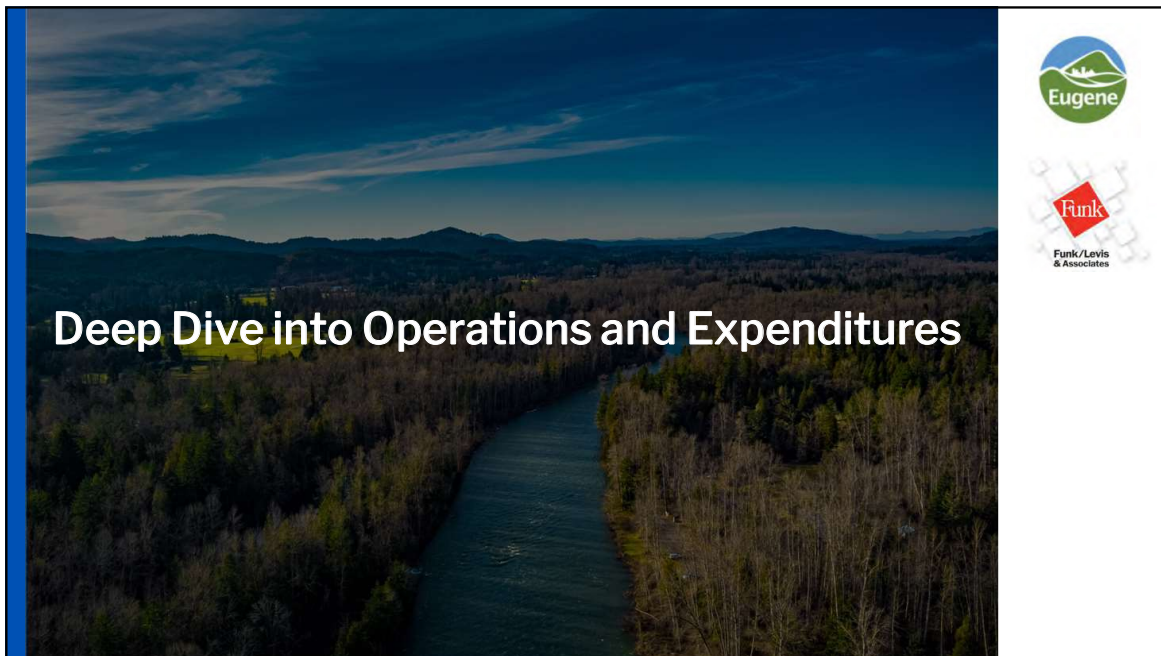
Positive!



Negative!

Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
\$5 million + general fund impact	Ongoing cost-savings or revenue	Low or positive impact to businesses	Low or positive impact to public services	Easy to implement and sustain	Improves fairness, or easy to implement in a fair manner	Options may or may not align with some or all strategic goals. This is space for these considerations.	There may be aspects of each option that are not captured in the categories at left. This is space for these notes, observations, and concerns.
\$2 – 5 million general fund impact	Uncertain	Medium or uncertain	Medium or uncertain	Neutral or uncertain	Medium, neutral, or uncertain		
< \$2 million general fund impact	One-time or unstable cost-savings or revenue	High or negative impact to businesses	High or negative impact to public services	Difficult to implement or sustain	Is unfair or difficult to implement in a fair manner		

4



5

Deep Dive into Operations and Expenditures

- First task is to capture ideas
- Should have one idea per card
- Together our task is to group together similar ideas
- Group will do a first screening today to decide which will be scored for later discussion as possible recommendations



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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #6
- Any questions to answer for meeting #6?



Technical Advisory Group on Fiscal Stability Information Requests

Date: October 21, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 10/14/25

1. **What are current numbers around organizational health, such as staff retention, turnover rates, open positions (including how long they have been open), overtime usage? How does this compare to other organizations?**

See Attachment A.

2. **How does performance differ between cities with in-house police dispatch and those without (ie response times or other quality indicators)?**

Regional dispatch centers are an industry standard in most areas, allowing jurisdictions to leverage economies of scale and realize cost savings with a regional approach. The approach involves a board of directions made up of customers that help provide guidance to the separate governmental entity. In EPD's case, the Central Lane Communication Center (CLCC) is one of three public safety answering points in Lane County. There are several other dispatch centers in Lane County, and it's important to understand the distinction.

The inclusion of dispatch in a police department's organizational structure greatly improves the service level provided to the city. With internal dispatch services, the ability to follow the direction and guidance of the City Council, Mayor's Office, and community is greatly enhanced and more efficient as compared to a contracted entity. Internal dispatch creates improved policy influence and control, efficiency in call response, and the ability to control budget and equipment to ensure the best service to department staff and the community. In-house dispatching also allows dispatch to maintain a strong relationship and shared culture with first responders which contributes to improved communication and performance. Additionally, in-house dispatchers bring local geography expertise and situational awareness, resulting in a stronger community connection, greater dispatching accuracy, and improved officer and citizen safety. The outcome is a very robust and responsive service to first responders

and the community. It is difficult to find accurate metrics since there are so many variables from agency to agency. The response time is inherently faster simply due to the immediate transfer of information versus taking the information and then relaying it to another agency. But there are many other contributing factors that would make quantifying the comparative response time very difficult between agencies.

3. How would spending per capita differ if the numbers were adjusted to account for the university population?

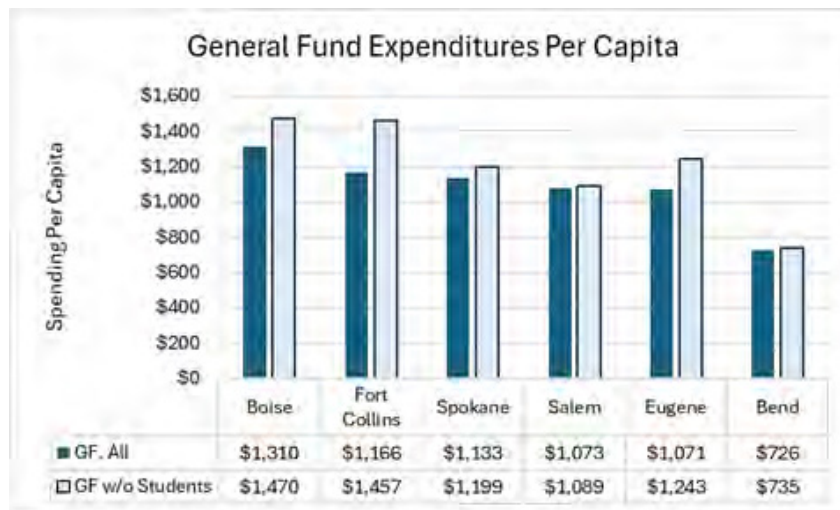
Without the student enrollment included, the per capita spending figures change more dramatically for Eugene, Fort Collins, and Boise, which host large universities (see students as share of population in the table below).

Figure 1. 2024 Population, Estimated Full-Time Student Enrollment Population, and FY 2025 Estimated Spending

City	Population				Estimated FY 2025 Expenditures	
	Population	Student Enrollment	Population w/o Student Enrollment	Students as Share of Population	General Fund Spending	Total Spending
Spokane	233,000	12,750	220,250	5%	\$264,003,000	\$1,004,041,000
Bend	104,089	1,365	102,724	1%	\$75,522,000	\$438,735,000
Fort Collins	171,343	34,218	137,125	20%	\$199,856,000	\$693,878,000
Boise	250,060	27,250	222,810	11%	\$327,566,000	\$841,556,000
Salem	177,567	2,589	174,978	1%	\$190,560,000	\$530,557,000
Eugene	177,155	24,462	152,693	14%	\$189,737,000	\$492,769,000

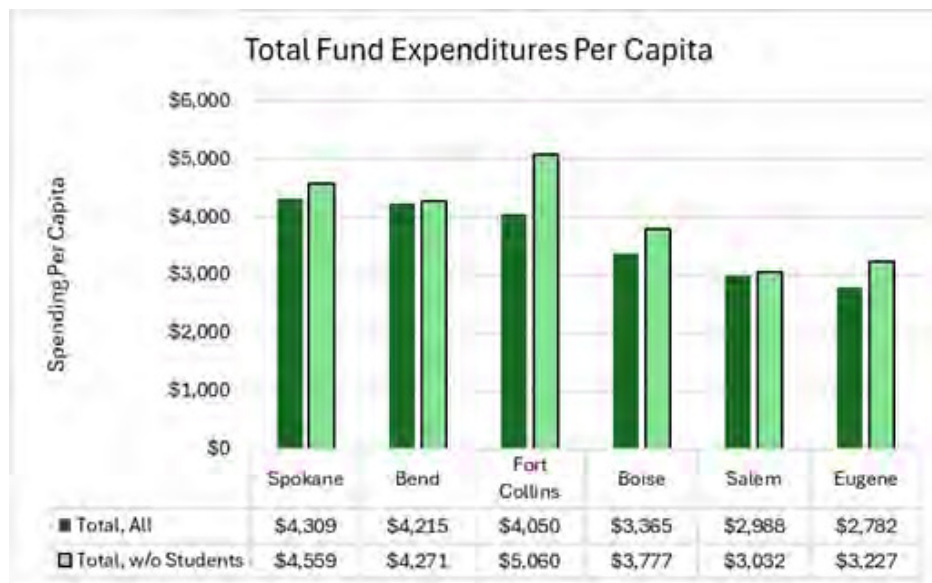
Eugene was the second lowest in the group for general fund expenditures per capita (dark blue in the chart below, \$1,071), but without the U of Oregon enrollment figures, it is the third highest (light blue in the chart below, \$1,243).

Figure 2. General Fund Expenditures Per Capita, With and Without Student Population, FY 2025



Eugene was the lowest in per capital total fund spending (dark green columns below, \$2,782) and it increases to the second lowest without its student population included (\$3,227, light green).

Figure 3. Total Expenditures Per Capita, With and Without Student Population, FY 2025



4. What are the utilities provided by each of the cities?

The City of Eugene operates two utilities (wastewater and stormwater), while other cities in the group operate three or four as noted in the table below. This is part of the reason that Eugene's expenditures are lower in total than all cities but Bend (which is a much smaller city). City budgets for utilities and airports are outside of the general fund. Typically, these are operated from enterprise funds, with service charges and dedicated revenues remaining in the fund to ensure they are paying for the cost of ongoing operations.

The table below shows each City's enterprise fund expenditures, total fund expenditures, enterprise spending as a share of the total, and the utilities provided.

Figure 4. FY 2025 Enterprise Fund Expenditure and Total Spending, Select Cities

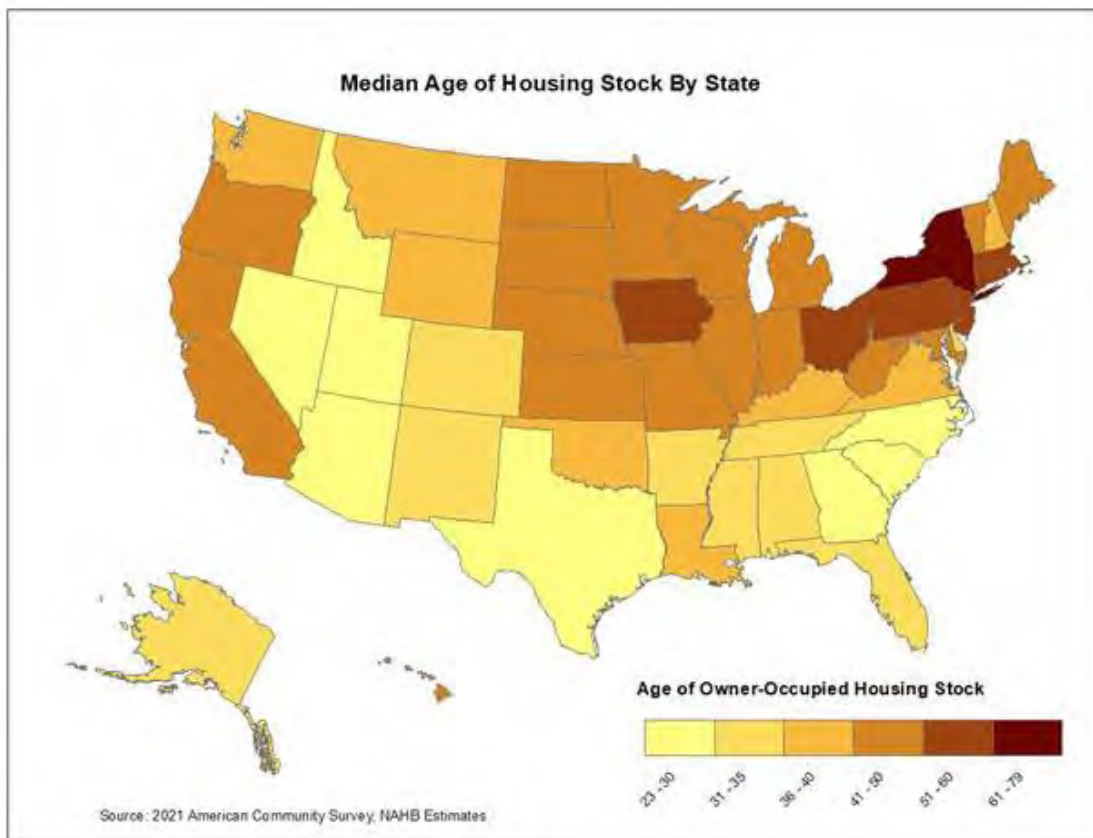
City	Enterprise Funds	Total Spending	Share of Total Spending	Utilities Provided
Spokane	\$398,074,000	\$1,004,041,000	40%	Water, Wastewater, Stormwater, Solid Waste
Bend	\$120,903,000	\$693,878,000	17%	Water, Wastewater, Stormwater
Fort Collins	\$300,678,000	\$530,557,000	57%	Water, Wastewater, Stormwater
Boise	\$462,164,000	\$841,556,000	55%	Water, Wastewater, Stormwater
Salem	\$153,479,000	\$438,735,000	35%	Water, Wastewater, Stormwater
Eugene	\$96,350,000	\$492,769,000	20%	Wastewater, Stormwater

5. What is the average age of housing or other infrastructure in some of these cities (for instance, Bend or Boise might have newer construction because of recent rapid growth)? Are there differences in infrastructure maintenance because of geography or other factors (weather, etc).?

Housing

The American Community Survey and the National Association of Home Builders both track age of owner-occupied housing stock by state. In general, Oregon's housing stock is older than that of Washington, Idaho, and Colorado. See figure below, which is a map based on ACS and NAHB data.^[1]

Figure 5. Median Age of Housing Stock by State



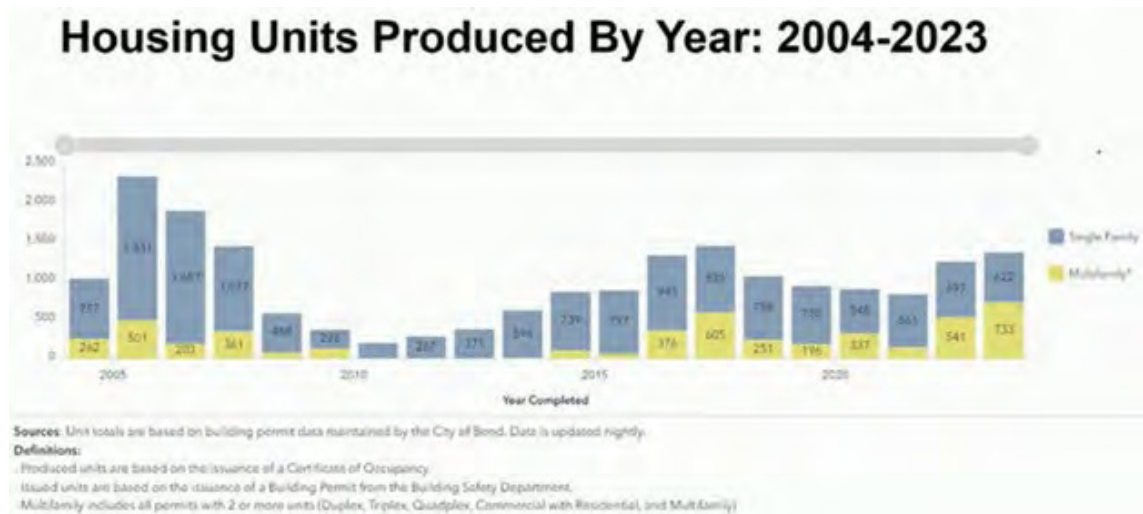
Within Oregon, there will be variation among cities in the age of housing stock. Bend in particular has seen tremendous increases in housing production in the past twenty years. The graph below shows housing units produced in Bend over a 20-year period.^[2]

^[1] <https://eyeonhousing.org/2023/02/age-of-housing-stock-by-state-4/>

^[2] Presentation by City of Bend Housing to City Council, July 17, 2024.

https://bend.granicus.com/player/clip/810?view_id=9&meta_id=79095&redirect=true

Figure 6. Housing Units Produced in the City of Bend



Infrastructure

The consultant could not identify a comprehensive, government-produced ranking of city infrastructure or housing stock. However, there are two city rankings, one from 2017, and one more recent from 2025, that include city infrastructure as part of the scoring methodology.

1. A 2017 Realtor.com analysis of the Cities with the Best (and Worst) Infrastructure noted Eugene as #4 on the list of best, largely due to bike-friendliness.^[1]
2. A 2025 Wallethub Best & Worst Run Cities in America analysis ranked Eugene #32 overall based on Quality of City Services, a rolled-up ranking based on several factors including financial stability, education, health, safety, economy, and infrastructure and pollution. Boise ranked #4 overall, Salem #49, and Spokane #87. Fort Collins and Bend did not make the list, presumably because they are not among the largest cities in their respective states.^[2]

^[1] <https://www.realtor.com/news/trends/cities-with-the-best-and-worst-infrastructure/>

^[2] <https://wallethub.com/edu/best-run-cities/22869>

6. Can you provide the table of data behind the “Spending as Share of Aggregate Income” slide?

Estimated FY 2025 expenditures are from city budget documents. Aggregate household income comes from the American Community Survey Table B19025.

City	Estimated FY 2025 Expenditures		Aggregate Household Income (2023)	Spending / Household Income	
	General Fund	Total Fund		General Fund	Total Fund
Spokane	\$264,003,000	\$1,004,041,000	\$8,758,966,000	3.0%	11.5%
Fort Collins	\$199,856,000	\$693,878,000	\$7,885,888,500	2.5%	8.8%
Salem	\$190,560,000	\$530,557,000	\$6,466,507,300	2.9%	8.2%
Boise	\$327,566,000	\$841,556,000	\$11,472,267,000	2.9%	7.3%
Bend	\$75,522,000	\$438,735,000	\$6,115,794,000	1.2%	7.2%
Eugene	\$189,737,000	\$492,769,000	\$7,266,661,400	2.6%	6.8%

7. What does Spokane include in “parks and recreation” numbers?

Maintenance and operation of the Downtown Riverfront Park is included in the Parks Department Budget. Per the City of Spokane website: “Spokane's system of over 87 parks totals 3,800 acres and includes the iconic Riverfront Park in the heart of Downtown Spokane and Manito Park, designed by the renowned Olmsted Brothers.”^[1] The City of Spokane budget notes that Spokane’s City Charter requires an allocation to the Parks Department from the General Fund equal to 8 percent of General Fund expenditures using a two-year look-back.^[2]

Figure 8. City of Spokane Parks & Recreation Division Budget Detail^[3]

Dollars by Department-Section

(\$ in 000's)	2021-22 Actual	2023-24 Adopted	2025-26 Adopted	\$ Change	% Change
Parks Administration	\$ 18,224	\$ 17,406	\$ 18,413	\$ 1,007	5.8 %
Recreation	7,730	8,082	8,915	833	10.3 %
Riverfront Park	7,711	10,521	11,528	1,007	9.6 %
Park Operations	9,424	10,825	11,671	846	7.8 %
Natural Resources	2,001	2,430	2,347	(83)	(3.4)%
Parks Grants & Special Events	124	2,170	7,166	4,996	230.2 %
Parks Capital	3,198	1,333	-	(1,333)	(100.0)%
Golf	9,403	12,088	13,648	1,560	12.9 %
Golf Debt Service	108	-	-	-	- %

^[1] <https://my.spokanecity.org/parks/major/>

^[2] 25-27 Adopted Biennium Budget. <https://static.spokanecity.org/documents/budget/2025-2026/2025-2026-adopted-biennium-budget.pdf> (page 16).

^[3] 25-27 Adopted Biennium Budget. <https://static.spokanecity.org/documents/budget/2025-2026/2025-2026-adopted-biennium-budget.pdf> (page 234).

8. What is the spending on parks and recreation per square mile for each of the cities?

Below is the requested information, and some additional contextual information from city parks and recreation websites. It was not possible to find comparable statistics regarding either the acreage of parks (which some cities list in total, including green or open space and developed parks) or the number of parks. Of the cities on this list, only Boise made the WalletHub “Best & Worst Cities for Recreation” in 2025.^[1]

Figure 9. City Parks Spending FY 2025, Square Mileage, and Park Area Information

City	Parks Spending	City Square Miles	Park Spending / City Square Mile	Park Acreage or Open Space	Developed Park Acreage	Number of Parks
Spokane	\$40,182,716	68.800	\$584,051	3,800		87
Fort Collins	\$62,702,007	57.200	\$1,096,189		966	96
Salem	\$12,976,340	48.900	\$265,365	2,335		90
Boise	\$50,773,976	84.600	\$600,165	5,000		101
Bend		34.800	\$0	3,600		84
Eugene	\$21,362,980	44.400	\$481,148	4,844		133

Note: Parks and recreation in Bend are operated by the Bend Parks and Recreation District, a separate government entity.

<https://wallethub.com/edu/best-worst-cities-for-recreation/5144>

9. **Can we see deeper information about differences between cities on police spending? This might include numbers of sworn officers, services provided, what's included in this bucket (ie airports?).**

Statistics

	FTE	Population	Calls for Service	Sworn Officers	Square Miles	Call per 1,000 residents	Officers per 1,000 residents	Officers per square mile
Bend	155.5	104,089	75,823	121.5	34.8	728.4	1.17	3.49
Eugene	368.5	177,155	71,898	220.5	44.4	405.8	1.24	4.97
Salem	252.9	177,567	68,102	196.0	48.9	383.5	1.10	4.01

Funding

Fund Source	General Fund	Parks Levy	CSPT*	PSAP**	Airport	Dispatch & Records Systems Funds	Total
Bend	42,308,000	0	0	0	0		42,308,000
Eugene	67,140,000	470,000	14,498,000	3,804,000	1,386,000	0	87,298,000
Salem	61,831,000					4,978,000	66,809,000

*CSPT = Community Safety Payroll Tax Fund

** PSAP = Public Safety Answering Point Fund (911 tax for call taking function)

Services

Services	Animal Services	Call Taking & Dispatch	Investigations	Patrol	Records	Airport	Admin
Bend			X	X	X		X
Eugene	X	X	X	X	X	X	X
Salem			X	X	X		X

Patrol and/or Admin services in all 3 cities provide data reporting, community safety officers, K9s, traffic team, and drones. Police in Bend do provide animal control services, but the Bend PD does not have a division or FTE dedicated to responding to animal services.

Eugene provides officers at the airport paid for by airport rates and charges through the Airport Fund. Salem Police do have jurisdiction over Salem Willamette Airport, but they do not have dedicated or separately budgeted officers.

10. How much mutual aid is provided by EPD? How does reimbursement for mutual aid work?

In 2024, EPD responded to 664 mutual aid calls, typically responding to other local municipalities like Springfield Police Department, Lane County Sheriff's Office, or Oregon State Police. Beyond call count, EPD does not track the extent of mutual aid that is provided to other agencies or charge for mutual aid. EPD's mutual aid policy is outlined in Policy 107 (Attachment B) and includes a Mutual Aid Agreement with local law enforcement agencies that covers emergencies other than civil and natural disruptions outlined in the Lane County Emergency Operations Plan.

Separately, EPD provides temporary law enforcement services to a variety of local business and events such as University of Oregon football games. These services are provided by EPD via direct contract with the customer and the City of Eugene receives full reimbursement for services provided. These services are generally provided with staff serving overtime and are not considered mutual aid.

11. What are the call types that drive the largest amount of time spent by EPD?

The chart below details the top 20 officer- and public-initiated call types in 2024, by volume, which officers were dispatched to. The call statistics differ from EPD's gross call count, since they do not include calls that were informational or did not require EPD response. For reference, the gross annual call volume for 2024 was 115,064 calls for service, while EPD responded to 67,788 calls for service. In the table below, the (O) or (P) in the Call Nature column indicates if the call type is typically an officer- or public-initiated call.

Top 20 Call Natures	Count of Calls*
TRAFFIC STOP (O)	10,284
PATROL CHECK (O)	8203
DISPUTE (P)	5743
CRIMINAL TRESPASS (P)	5512
CHECK WELFARE (P)	3323
FOLLOW UP (O)	2305
DISORDERLY SUBJECT (P)	2140
SUSPICIOUS CONDITIONS (P)	1784
TRAFFIC HAZARD (P)	1156
PERSON STOP (O)	1089
BURGLARY (P)	1068
BEAT INFORMATION (P)	1054
MOTOR VEH ACC UNKNOWN INJ (P)	898
HARASSMENT (P)	879
SUICIDAL SUBJECT (P)	762
DISABLED VEHICLE (P)	745
THEFT (P)	720
UNAUTHORIZED USE OF VEHICLE (P)	712
ASSIST OUTSIDE AGENCY (P/O)	664
ILLEGAL BURNING (P)	649
All Other Natures**	18,098
Total	67,788

* The count of the calls does not take into consideration the number of officers arriving at the calls or the amount of time typically spent assigned to them.

**"All Other Natures" includes 217 additional call types EPD responded to in 2024.

"PATROL CHECK" is typically an officer placing themselves onto a call to either check a location or engage with an individual they have observed.

"FOLLOW UP" is typically an officer doing follow up work on a previous call, at a later date.

"PERSON STOP" is an officer engaging with an individual based on observed activity or behavior.

“BEAT INFORMATION” is typically a resident calling in with some form of information which is then passed to officers, it often doesn’t require a direct response.

“ASSIST OUTSIDE AGENCY” is typically officers providing support to other local municipalities’ departments, ex: LCSO or OSP.

12. What are the impacts of Flock camera usage on EPD in terms of productivity, staff hours saved/spent, increased closure of investigations, etc.?

The Eugene Police Department began using its ALPR System in May of 2025, and paused use of the ALPR System on October 14, 2025, after a recommendation from elected officials. Due to the short time frame of actual use and variables, statistical data and metrics are unavailable to quantify staff hours saved/spent by using the system. However, statistical data can be provided related to the number of cases that were successfully aided by ALPR since implementation (below).

Anecdotally, since adopting the ALPR cameras, EPD has experienced a noticeable shift in how it approaches investigations and daily operations. One of the most immediate benefits was the speed in which cases were resolved. In cases involving stolen vehicles or hit-and-runs, what used to take hours or days of canvassing or reviewing grainy footage, could be resolved in minutes or hours. For example, there was a case where a victim reported their vehicle stolen. Using ALPR technology, the vehicle was located within minutes, an arrest made, and the vehicle was returned to the owner, a process that would’ve taken much longer without this technology.

ALPR provided Officers a reliable tool that generated leads quickly and supported their instincts with data, thus increasing morale. It enhanced collaboration with neighboring agencies, allowing EPD to work cross jurisdictionally with more efficiency. For example, while assisting another agency with a double homicide, EPD located the involved vehicle within 5 minutes, helping keep our community safe and preserving evidence in an expedited time frame.

The use of this technology was not just about speed, but about working smarter, staying proactive, and building safer communities. Beyond investigations, ALPR technology helped us reallocate staff hours more effectively. Officers spent less time on manual surveillance and more time being responsive to in-progress calls and engaging our community or following up on leads.

YTD ALPR Successful Aid Statistics**Case Types/Agencies**

YTD ALPR Success Types			
Case Type	EPD	Outside Agency	Total
Stolen Vehicle	21	11	32
Property Crime	17	3	20
Violent Crime	9	3	12
Hit and Run	7	1	8
Other*	5		5
Stalking	4		4
Sex Crime	3		3
Missing Person	3		3
Homicide		2	2
Narcotics	2		2
Robbery		2	2
Total	71	22	93

*The "Other" category included a non-criminal deceased subject case, a suspicious conditions call (ultimately non-criminal), a reckless driving case, a reckless burn, and a violation of a no-contact order.

Case Severity

YTD Case Level	
Case Level	# of Cases
Felony	63
Misdemeanor	25
Non-Criminal**	5
Grand Total	93

** Non-criminal cases included missing persons, a non-criminal death investigation, and a suspicious conditions call which turned out to be non-criminal in nature.

Case Contributions

YTD Case Contributions	
Contribution Type	# of Contributions
Arrests	59
Recovered Vehicles	31
Weapons Recovered	9
Property Recovered	17
Drugs Seized	8

**Arrests, stolen vehicles, and weapons show a total number of occurrences, with some successes including more than one occurrence of a category. The stolen property and drugs categories indicate whether stolen property or drugs were seized, not a specific quantity or count.

13. What concessions have any of the unions made over the past several years to try and meet budget constraints?

Each bargaining cycle, each of the bargaining units generally bring more asks to the table than the City agrees to or can afford without reducing services to the community. Bargaining with unions requires a balance between what employee are asking for, what we can realistically afford without reducing services, and what is necessary to keep our positions competitive in the market. The City uses our financial forecasts to set clear parameters based on our available resources. These parameters guide our negotiations, ensuring we can uphold our financial responsibilities while remaining fair and market-aligned in how we compensate and support our workforce.

In the event parties don't agree to contract terms, negotiations move to mediation and/or arbitration in which case a third party determines what is affordable and reasonable. Because the City has the ability to reduce services rather than wages, an arbiter may determine that the organization can afford to pay a higher wage within market at the expense of services. Ideally negotiations are grounded in a shared goal of sustaining both the workforce and the long-term health of the organization balanced with services.

Concession bargaining occurs when a union agrees to compromise terms such as lower wages, no cost-of-living adjustments, or reduced benefits in exchange for job security. The City has not engaged in concession bargaining with any of the six unions since FY14.

14. What is the rate of growth of expenses and revenues across last years and well as projected for future years?

A response will be included in the memo for the meeting on October 28, 2025.

15. What are the impacts of remote work on the City since COVID? Are there other post-COVID impacts to efficiency?

While there have been many impacts of remote work since COVID on the larger community that staff cannot quantify such as the impact on restaurants and other businesses, there are city-specific impacts that have occurred. During the pandemic, the parking fund was immediately impacted during the shutdown, and it has only been in the last year, that garage and permit activity have come back to pre-pandemic levels as more businesses have returned to in-person work. Service areas such as recreation programming and Hult Center events were impacted as well by the pandemic shutdown with a slow return to pre-pandemic levels within the last couple of years.

During the pandemic and in the years after, there was a mix of remote work and in-person work at the City which was determined by the business need for each position.

There are many positions that never were remote, such as public safety positions and other positions that were more publicly facing such as facilities, airport, parks, and library staff. Other positions were fully remote coming through the pandemic, and today there is a mix of remote and in-person staffing. The current alternative work policy is centered around the public and business needs of the organization. If the business need of the position allows, employees may request an alternative work schedule to work remotely, up to two days from home (one day from home for supervisors). Positions that have a primary responsibility to supervise a team that is required to work onsite at all times are not eligible for remote work. Currently there are 213 employees that have an approved alternative work schedule or location.

There were many efficiencies realized as the organization shifted to a remote environment in the early days of the pandemic. Every area reassessed work process to be able to provide services remotely. These efforts streamlined and modernized processes and communications across the organization from using products like teams/zoom for meetings, using DocuSign and other tools for electronic processing, and modernizing processes for service delivery.

16. Can we see taxes/total employed workforce in these cities?

A response will be included in the memo for the meeting on October 28, 2025.

17. Please provide information on the Salem city operations fee.

The City of Salem operations fee supports the City's General Fund which pays for on-going services such as police, fire, parks and recreation, library, land use planning and zoning, code enforcement, municipal court and internal services like Information Technology, Legal, Finance and Human Resources.

This flat fee is collected through City utility bills based on the type of account, not based on property value. This table shows the current fee schedule:

TYPE OF CHARGE	DESCRIPTION	MONTHLY FEE
Commercial	Base charge (per account)	\$76.56
Industrial	Base charge (per account)	\$76.56
Institutional	Base charge (per account)	\$76.56

TYPE OF CHARGE	DESCRIPTION	MONTHLY FEE
Multifamily	Base charge per unit (per account)	\$12.70
Public	Base charge (per account)	\$76.56
Single family residential	Base charge (per account)	\$15.88

Information on this type of fee is contained in the City Service Fee section in the City of Eugene Revenue Report, beginning on page 32.

18. How do we get specific info on the number of people working in each department or sub department of: Central Services, Library Recreation & Cultural Services, and Planning?

The department section of the adopted budget document has FTE by division and by service area. [Budget | Eugene, OR Website](#)

Central Services begins on page 121

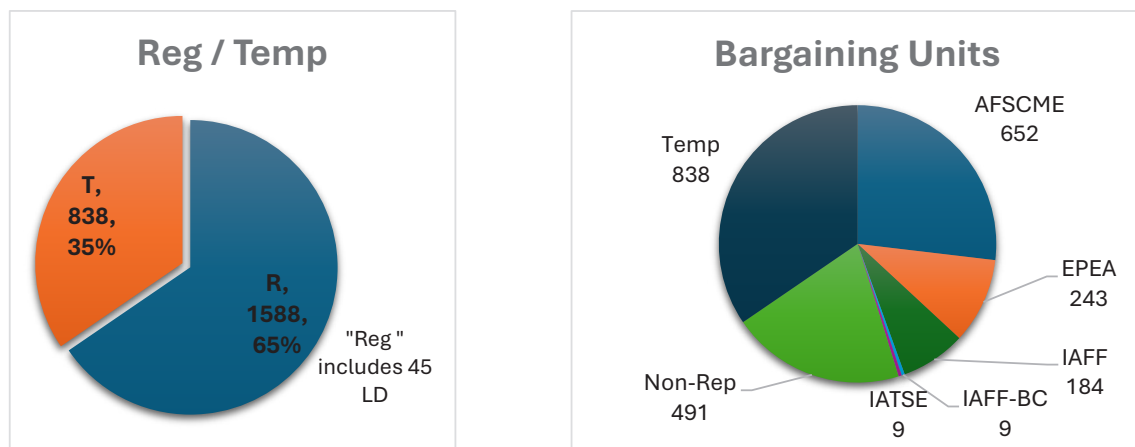
Library, Recreation, & Cultural Services begins on page 133

Planning and Development begins on page 139

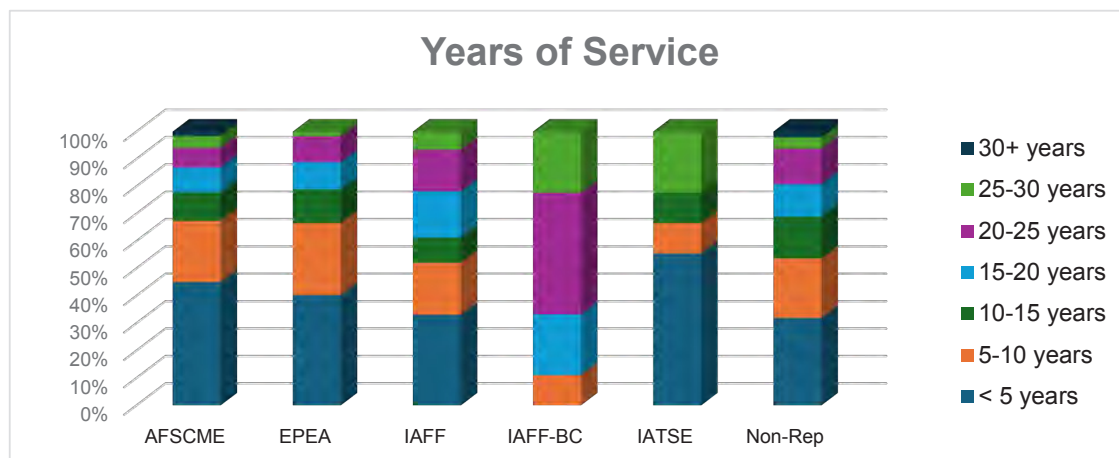
Attachment A: Organizational Data

The following charts are responsive to the request for current numbers around organizational health, such as staff retention, turnover rates, open positions (including how long they have been open), and overtime usage. Staff have noted below where data is unavailable and provided context that should be helpful.

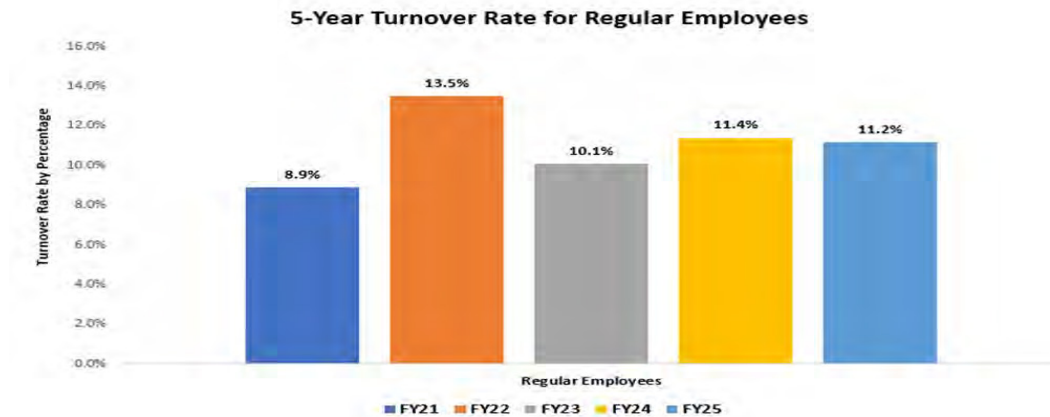
The following charts reflect filled positions broken down by regular employees vs. temporary employees and employee group (bargaining unit) as of the end of FY25.



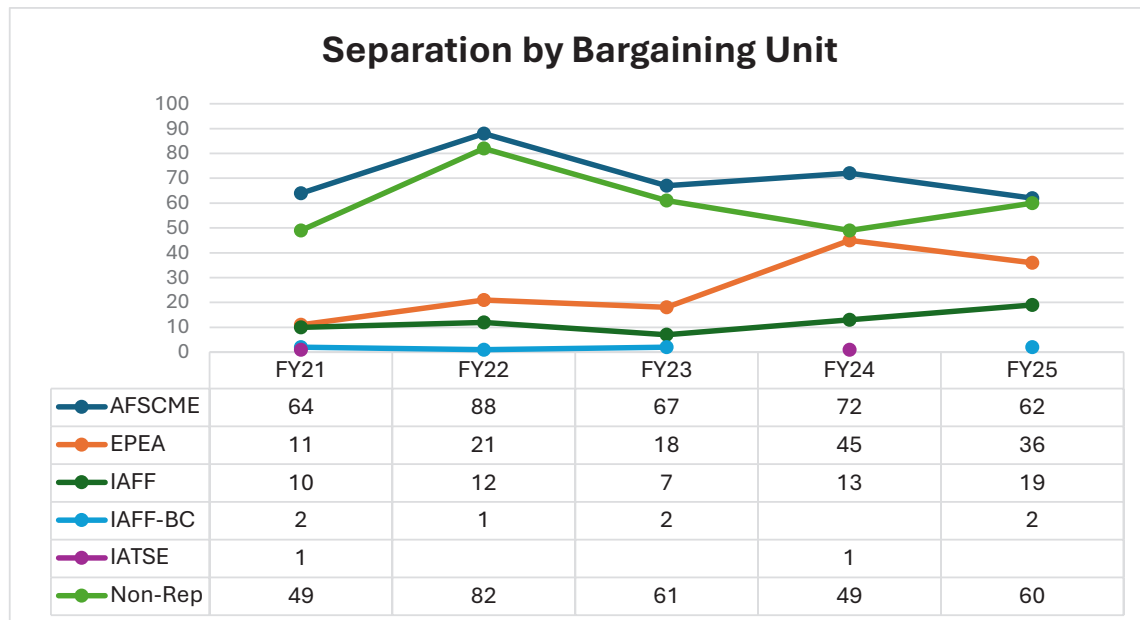
The following chart reflects the years of service of our workforce broken down by employee group (bargaining unit) as of the end of FY25.



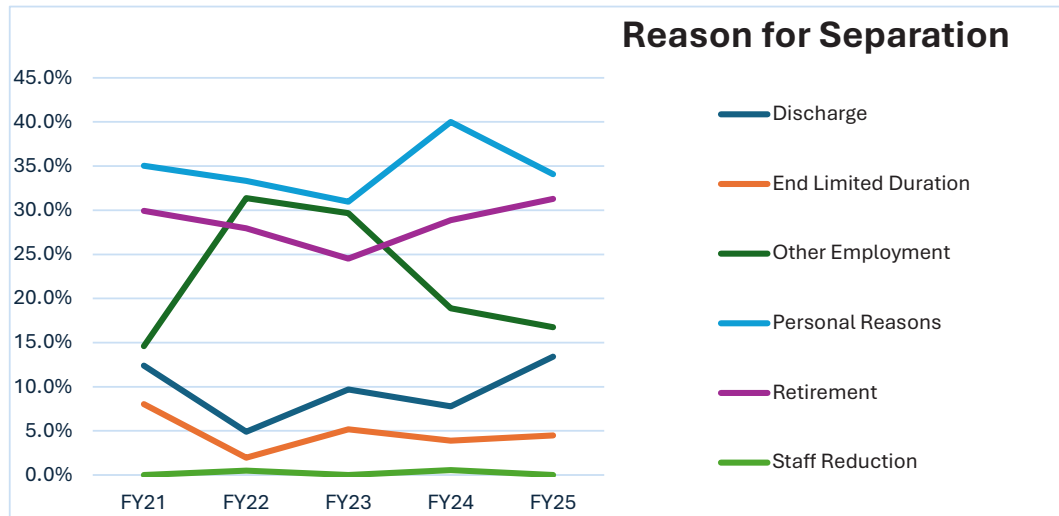
The following chart reflects the City's turnover rates for FY21-25. For FY25 the City of Eugene had a turnover rate of 11.2%. The national average from 2024 to 2025 was approximately 13% and acceptable turnover trends are in the 12%-15% range.



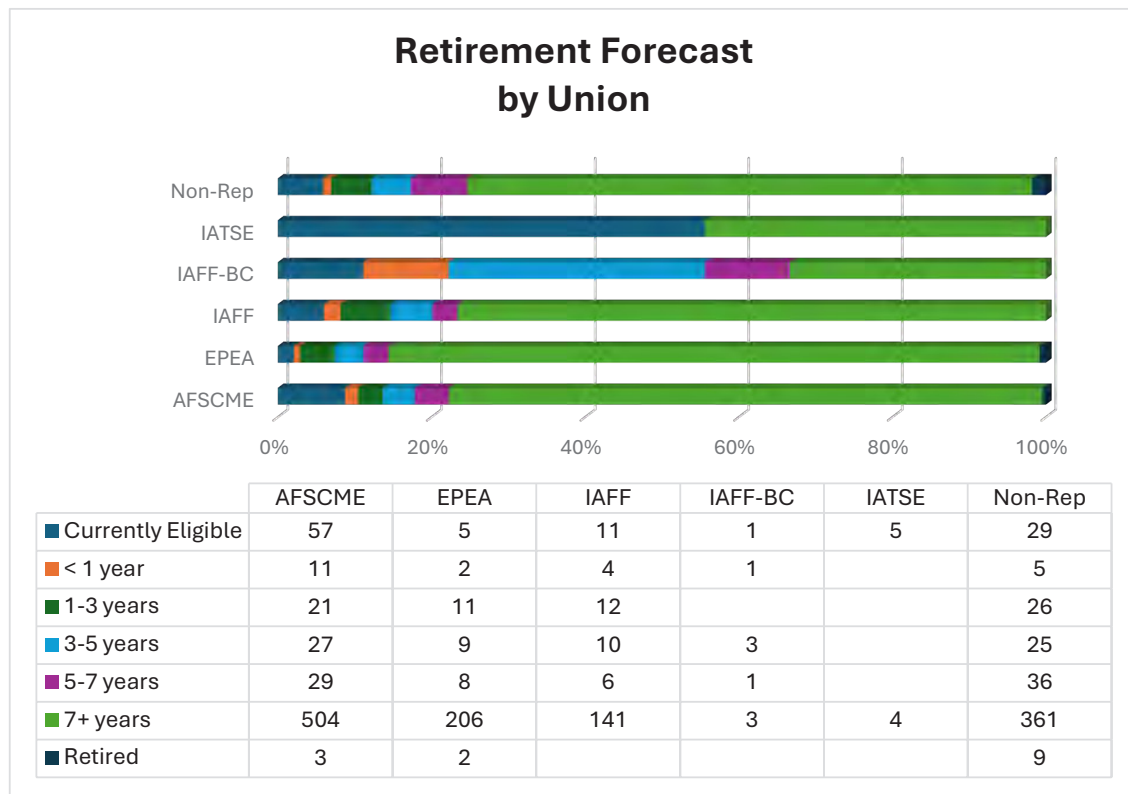
The following charts reflect separation trends by employee group (bargaining unit) and by reason for separation for FY21-25.

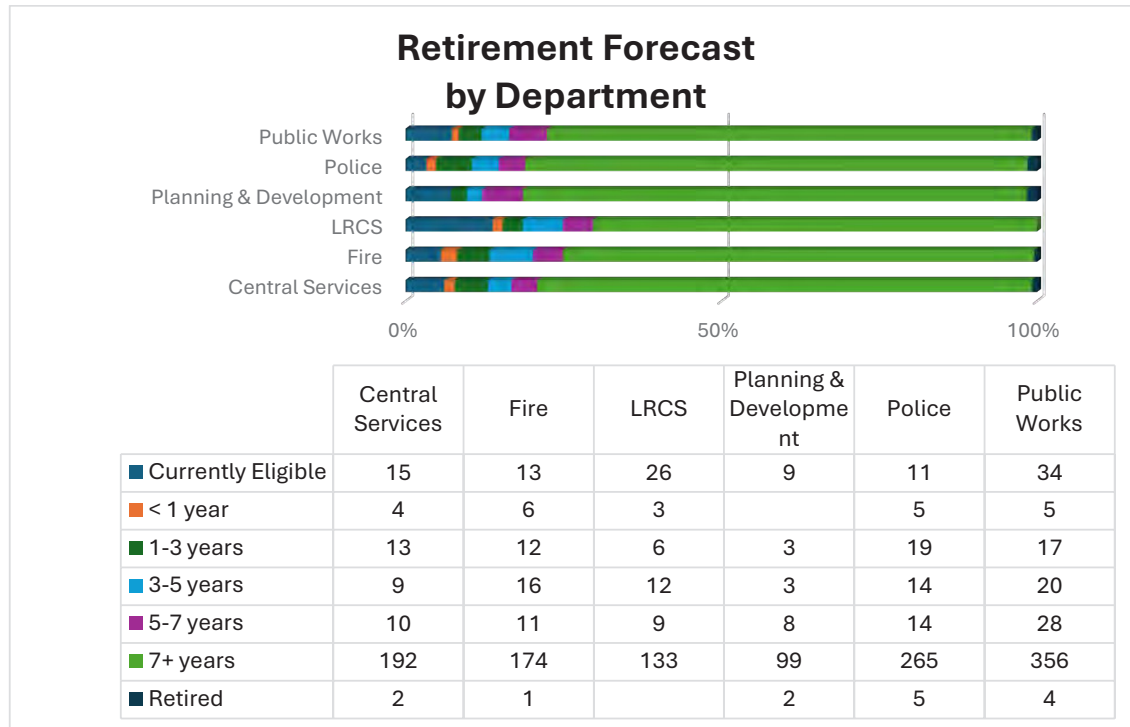


The reason for separation is provided by an employee through an exit survey or directly from their resignation letter. The category “discharge” includes those employees who did not pass the required probationary period and those that are terminated from employment under a disciplinary process.



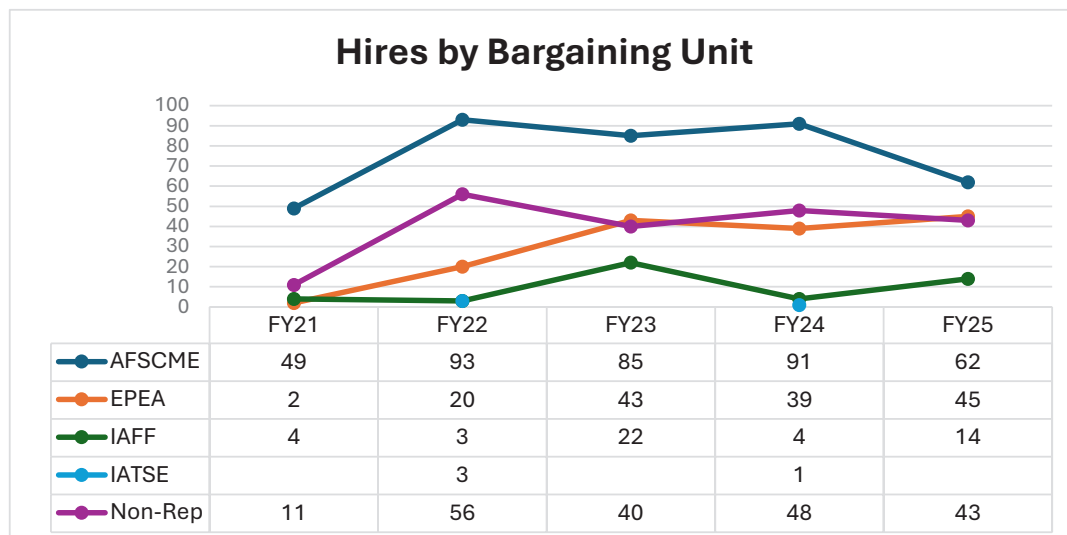
The following charts reflect retirement forecasts based on an employee’s service time with the City by employee group (bargaining unit) and by department.





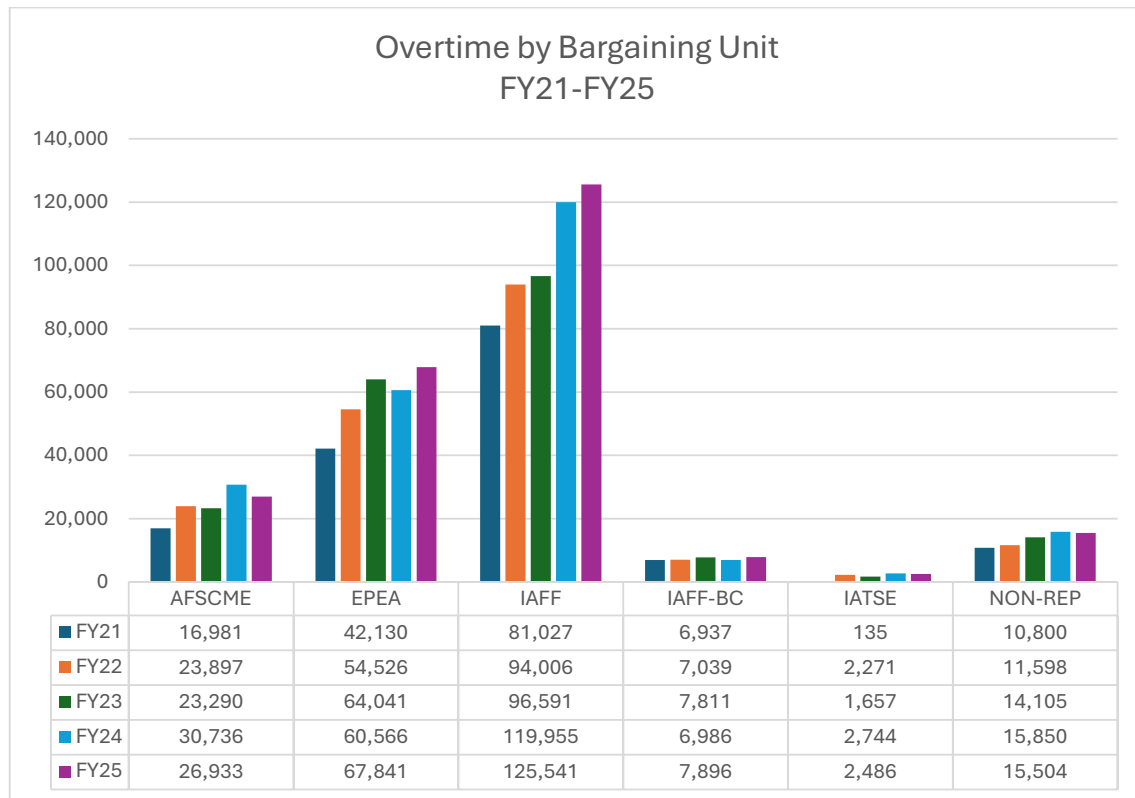
The request for data on open positions and how long they have been vacant is a bit difficult to fulfil. While our system can provide a point in time list of vacant positions, vacancies are a dynamic data point that shift day to day and we do not capture the date on which positions were vacated. In addition, there may be positions that show up on a vacancy list that are not truly vacant. This occurs when the person filling that position may be on a temporary assignment that the City often refers to as an Acting in Capacity role. In other circumstances a department may choose to hold a position vacant to achieve budget savings.

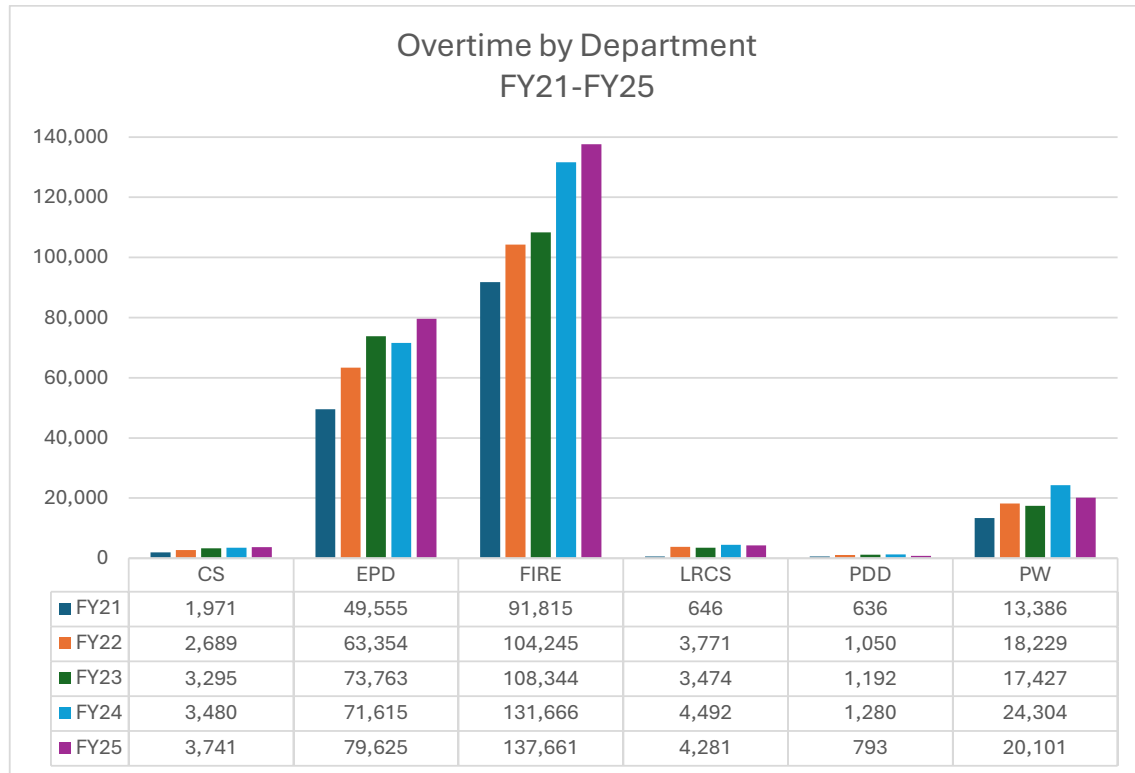
The following chart reflects hires by employee group (bargaining unit) which provides a good snapshot into the number of positions we are typically filling within a specific FY.



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The following charts reflect the number of overtime hours coded for FY21-25 broken down by employee group (bargaining unit) and by department.





**POLICY
107**

**EFFECTIVE
DATE
3-26-99**

**Eugene
Police Department**



Mutual Aid

PART I - Responsibilities and Procedures for All Personnel

- A. Agreement
- B. Procedures

PART I - Responsibilities and Procedures for All Personnel

A. Agreement

- 1) We have a Mutual Aid Agreement with local law enforcement agencies. This formal written agreement covers emergencies other than the civil disruptions and natural disasters covered by the Lane County Emergency Operations Plan.
- 2) Only chief law enforcement officers or designees (i.e., captains, lieutenants, watch commanders) can request mutual aid. The agreement requires that the chief law enforcement officer or designee of the requesting agency act as incident commander.
- 3) The mutual aid agreement requires a command post, a press spokesperson, and support services.
- 4) For purposes of this agency, we will consider the request to be a request for mutual aid in the following circumstances:
 - a. Our request to another agency for assistance: A request from us to another agency should be considered mutual aid if that request would be likely to significantly degrade the ability of the agency or agencies from which aid is requested to perform their normal functions because of the number of personnel being requested and/or the projected length of time we would need them.
 - b. A request to us from another agency: A request from another agency would be considered to be mutual aid if it would require call-in of a significant number of off-duty personnel, or would significantly degrade our ability to provide police services in Eugene because of the number of personnel being requested and/or the projected length of time.

- c. A request for response by members of a special team (e.g., K-9, SWAT, EDU) is ***not*** considered a request for mutual aid under terms of the Mutual Aid Agreement.

B. Procedures

1. The Chief of Police, or designee, can invoke Mutual Aid from any of the agencies listed below.
 - a. Lane County Sheriff or District Attorney's office
 - b. OSP (Springfield Office)
 - c. Springfield Police Department
2. The Chief of Police, or designee, can request federal law enforcement assistance. Direct requests to the agent in charge of the local office.
3. Only the City Manager, Mayor, or City Council can apply to the Governor's office for the Oregon National Guard. Expect a response delay of four to six hours.
4. Command representatives from the outside agency will be requested to be present in the Command Post.
5. We will use outside agency personnel primarily to provide:
 - a. normal police services in the part of the city outside the perimeter of the incident;
 - b. physical security for buildings/areas needing protection from attack and/or looting; and/or
 - c. perimeter and traffic control at the perimeter of the incident.



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #6

October 28, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- Create shared understanding of City economic development initiatives and process
- Create shared understanding of City revenue options

1. Updates and Announcements
2. Economic Development Initiatives and Processes Overview
3. Revenue Options Overview
4. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #5 Notes
October 21, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Susan Cox, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: None

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harriff, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. She also reviewed a revised decision making criteria, incorporating the earlier group feedback to add a criteria focused on the strategic plan and to broadened the financial impact criteria beyond the general fund. The group agreed to the revised criteria.

Deep Dive into Operations and Expenditures

Anne Marie Levis described the process that will be used for deep dive discussions into the focus areas for final recommendations: operations, expenditures, economic development and revenue options. Members provided their initial ideas about possible recommendations in the area of operations and expenditures, and the group reviewed, discussed and identified common themes and categories. Those ideas that referenced economic development or revenue options were set aside until a future meeting. The other ideas were organized as follows:

1. **Prioritization**: Economic discipline as #1 guiding principle. Prioritization: budget reflects community priorities with accountability metrics. Clarify core business of City. Align budget with current and forthcoming strategic plan. Review and update City service priorities with input from tax payers. Fire/police/EMT are essential services in my estimation and highest priority to community (safety, crime, cleanliness, infrastructure). Conduct critical analysis for general fund—necessities vs amenities. Systematically prioritize all city services. Focus on things we can control. Focus on downtown. Improve safety-trespass, camping, property damage, harassment, etc.
2. **Budget Process**: Establish 2020 as the expense baseline; conduct zero based budget from baseline, with departments having to defend plans. Zero based budgeting. Create the equivalent to the Gramm-Rudman-Hollins Act of 1985 for Eugene; forcing Council to make budget changes or automatic cuts take place. Implement priority and performance-based budgeting process. Propose a rule/ordinance that does not allow the use of one time funds for ongoing services (with some exception process).
3. **Make vs. Buy**: Curious about what services, currently provided by the City, can be considered for 3rd party hires (such as other cities. Perhaps consider outside contractors for work or projects rather than full time employees (it may save money in the long run).

- Partner/outsources services or administration that is not core to City's strengths. Evaluate what services/FTE could be contracted out; shoot for FTE average of benchmark cities. Outsource "non-core" services to local non-profits. Shift certain expenses to the private sector (free from additional regulations and costs). Contract out some maintenance. Consider outsourcing HR and IT. Consider alternative models for services or departments in the City. Are professional services (accounting/attorney in house or 3rd party? Public works are essential but are there any areas that can be farmed out to other entities? Evaluate the number of employees in each specific department—determine what is necessary...perhaps the # of employees in some departments could be less? Why does the City have 324 temp employees—what departments; can you close departments with high utilization of temps or contract out? Sell non-core assets (airport).
4. **Benefit Costs/Efficiency:** Establish defined contribution retirement plan for new employees. No longer cover the employee portion of PERS. Cut City's voluntary contribution to PERS by 50%. Evaluate unfunded obligations that employer must cover (benefits, COLA, PERS contribution to get 6.9% return, 4% employer for employee contribution). Adjust health plans to lower cost plans.
 5. **Evaluate Structure of Library, Recreation, etc.:** Merge Parks & Rec with Willamalane and/or outsource management to YMCA or similar organization. Review in conjunction with Lane County, City of Springfield, School Districts for overlap and alignment of services. Look for an option to move to a Park District. Library...Consolidation of local libraries. Streamline/consolidate LRCS. Pursue shared service agreements. Take a serious look at pros and cons of Fire District—are there efficiencies to be gained without compromising service levels? Use County services instead of City funded services where there is overlap. Review services provided by library; is the facility operating a quasi unhoused shelter; review other examples of service creep.
 6. **Efficiencies in Staffing:** Look into additional non-critical ambulance services for non-life threatening calls. Look into more public safety officers for non-emergency calls. Potential cuts to cultural services, equipment replacement, transportation capital projects, library, parks and rec. Personnel costs: align with private sector benefits, healthcare, wages. Implement targeted hiring and overtime controls. Eugene Police Department budget review. Analyze cost of local regulation enforcement. Any unfunded state mandate is treated as "best effort" to avoid hiring more people. Examine airport for efficiencies. Reduce central services by 10% across the board.
 7. **Outreach and Communications:** The loudest voice is what is heard—the business community is afraid to speak up—listen to the business community/property owners/tax payers in downtown. Re-allocate 1-3 central service FTE to establish a "Team Eugene" to outreach to business community, public schools, non-profits with key metrics and goal for sustainability and growth and urban planning. Enhance transparency and community outreach. Transparency: townhalls, listening sessions, engage new voices, minority communities.

8. **Asset Management:** Develop a comprehensive deferred maintenance and asset management plan. IT, technology, information systems, road reconstruction, updating of truck/fleets, including those related to police/fire—how often are they replaced; is it based on years in service, mileage, usage, miles, wear and tear or simply budgeted? How far out can infrastructure/road improvements or fleet upgrades be delayed from a practical standpoint? Evaluate city-owned property; liquidate assets or lease out. Cost effectiveness/utilization of Hult/Cuthbert assets. Prioritize essential capital projects and defer discretionary ones.
9. **Outside Consultant for Efficiency Audit:** Obtain outside consultant to review all service contracts; consolidate and discontinue when appropriate. Review all City operations for efficiency (PSU Study). Review City staffing efficiency and responsibility (all departments); 3rd party review?
10. **Streamline Planning and Development:** Streamline planning and development permitting processes. Streamline/consolidate planning and development. Planning Dept: how many times do plans get turned back or a “no” when all information has not been considered—work toward a “yes” rather than a “no” (ask questions—could this process be streamlined?).
11. **Costs of Unsheltered:** Determine and manage cost of the unsheltered.
12. **How Assess Tech-based Solutions and Efficiencies:** Develop policy on tech utilization and roll out: for example, Flock cameras—if we end up not using it, it was a waste of money, and if we do we save money and increase safety. Modernize procurement and budgeting systems.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

- Does City ownership of the airport limit private equity investment?
- What is the timeline for when PERS costs might improve? How does this impact future budgets?
- Does the County pay for services to unincorporated areas of the City? If not, can we change that?



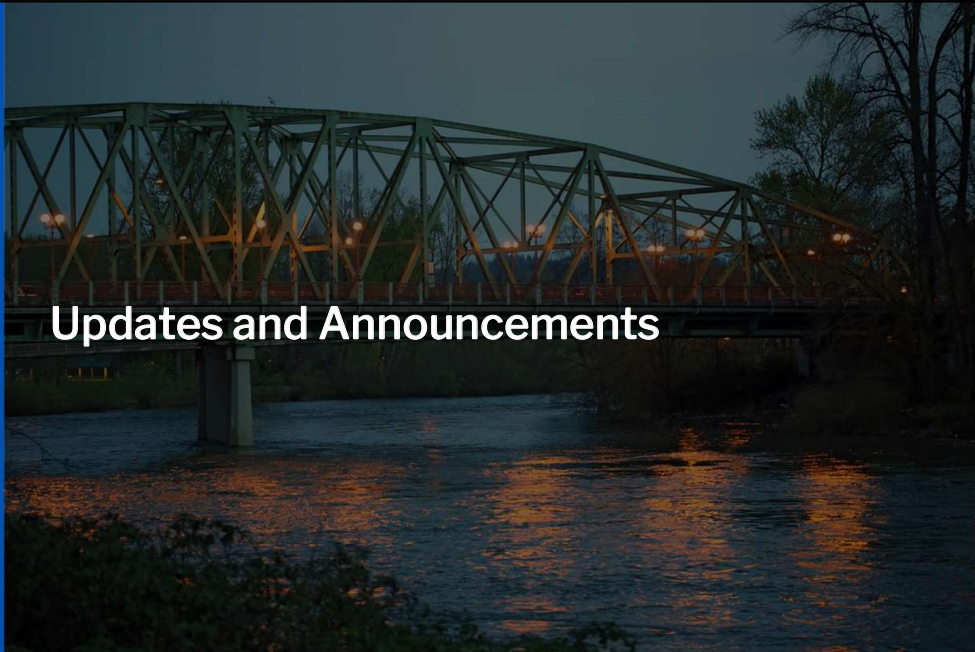
City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #6

October 28, 2025



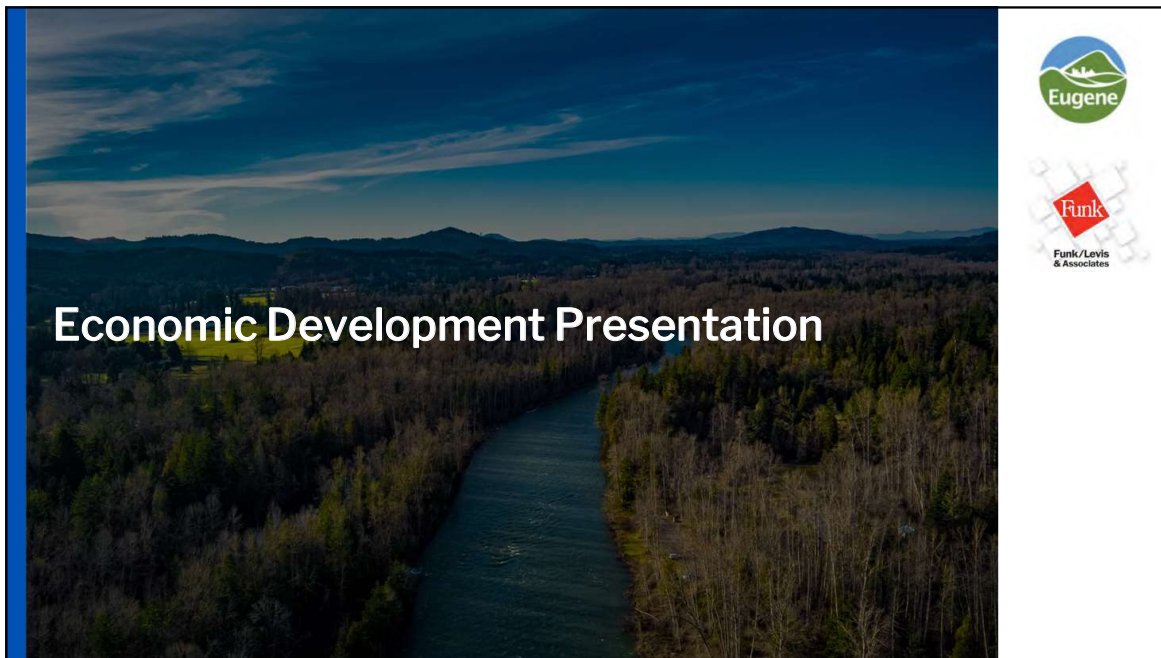
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Updates and Announcements



2



3

Some Critical Issues

- Land Supply
- Business Climate
- Livability
- Housing Availability & Affordability
- Partnerships
- Expanding High-Value Industrial Development
- Regulatory Complexity
- Economic Development Strategy

4

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Economic Development Focus Areas

- Support Existing Businesses
- Recruitment
- Partnerships and Regional Coordination
- Other City Functions

5



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Recruitment

The place you've been looking for.



Surrounded by mountains and rivers and endless outdoor recreation opportunities, the Eugene area is the perfect location to open your next satellite office, or expand your remote workforce – in a place that promotes your work-life balance. Local art, academia, and nearby natural wonders are just a few reasons money.com named Eugene one of the 50 best places to live in 2024.

Welcome to Eugene, Oregon.

Transportation is a breeze.



No matter how you choose to get around, Eugene makes it easy. From its convenient airport to an interconnected bus rapid transit system, commuting here is simple and stress-free. Combined with 64 miles of shared-use paths and a bikeability score of 72, navigating Eugene is a breeze.

Cost of Living

City	Cost of Living Index
US Average	100
Eugene	105.9
Austin	129.1
Phoenix	111.8
Salt Lake City	121.3
San Diego	154.9
San Jose	231.6
Seattle	158.1

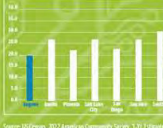
Source: BiggerPockets.net, 2024

Median Home Values

City	Median Home Value
Eugene	\$478,665
Austin	\$544,610
Phoenix	\$422,882
Salt Lake City	\$551,769
San Diego	\$1,021,655
San Jose	\$1,461,923
Seattle	\$879,412

Source: Zillow Home Value Index, BiggerPockets.com, March 2024

Average Travel Time to Work



Bikeability Score

City	Bikeability Score
Eugene	72
Austin	54
Phoenix	56
Salt Lake City	74
San Diego	43
San Jose	62
Seattle	71

Source: Walk Score, 2024

This is a place that nurtures a culture of innovation. We innovate in diverse industrial sectors—including our robust education and gaming-software industry and our rich food and beverage industry with its ever-evolving products. We've even innovated in the shoe industry, where a little company experimented with running shoes and a waffle iron.

Research and educational partners collaborate with the public and private sectors so that we all inter-dependently support success, persistently finding new solutions to opportunities and challenges.

- Access to new talent pipelines from the University of Oregon, Oregon State University, Bardonia University, and Lane Community College
- 44% of Eugene's population has a bachelor's degree or higher
- Direct flights to more than 15 major cities and international hubs including Denver, Seattle, Los Angeles, Dallas, Las Vegas, and more
- Commercial gigabit internet widely available



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Partnerships and Regional Coordination

Eugene Businesses



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Opportunities

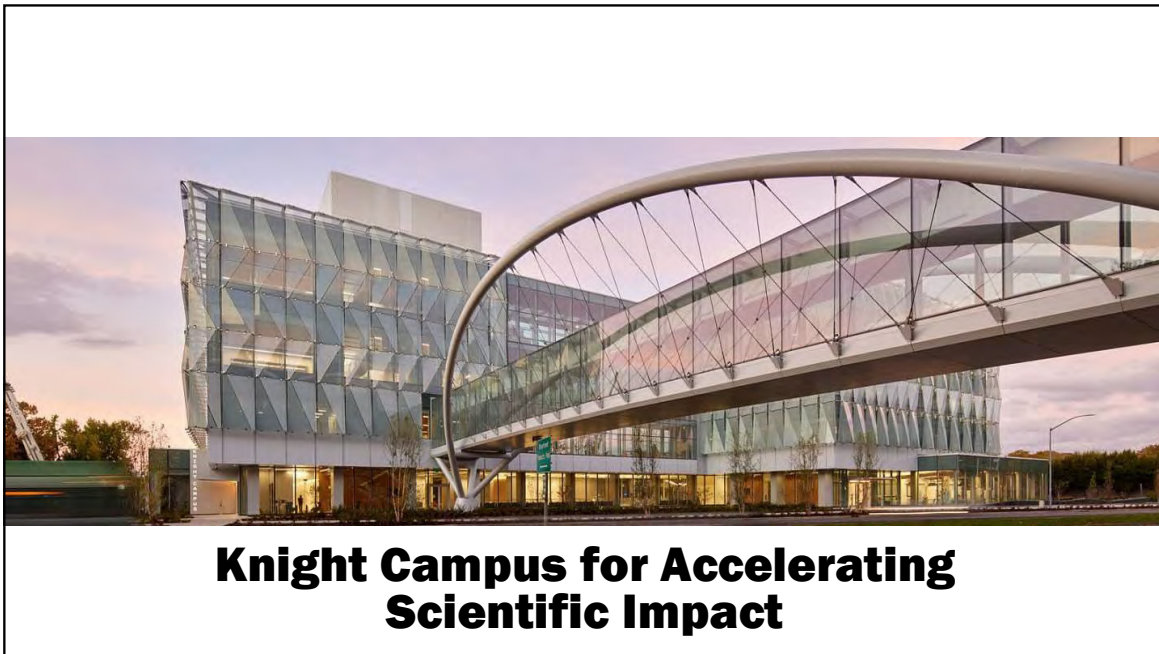
- Clear Lake Industrial Area
- Southern Willamette Valley Innovation Corridor
- Redevelopment of Underutilized Sites
- Improved Business Climate
- Downtown Riverfront
- Knight Campus

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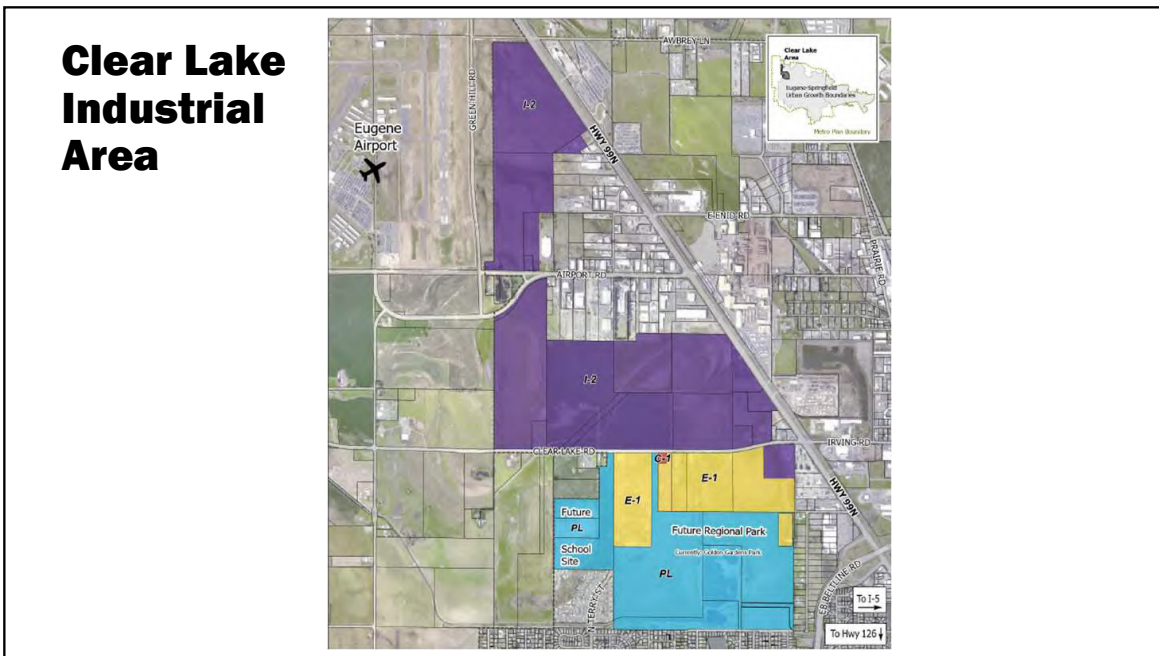


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SOUTHERN WILLAMETTE VALLEY

Innovation Corridor Initiative

The Southern Willamette Valley stands at the edge of a new opportunity.

Anchored by two world-class research universities, the University of Oregon and Oregon State University, the region is rich in ideas, talent, and potential. But while other university-anchored regions have surged ahead, ours has not yet fully captured the

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Eugene Property Tax Revenue from New Construction

	New Real Market Value	New Assessed Value	City of Eugene General Fund Revenue
Residential	\$1.0 million	\$507,000	\$3,400
Multi-Family	\$1.0 million	\$414,000	\$2,800
Commercial/Industrial	\$1.0 million	\$627,000	\$4,200

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Example Industrial Building – Yogi Tea



Yogi

Real Market Value	\$39,958,000
Assessed Value	\$37,900,000
City of Eugene-General Fund Revenue	\$254,000

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Example Commercial Building - Wilco



Real Market Value	\$6,440,000
Assessed Value	\$3,922,000
City of Eugene-General Fund Revenue	\$26,000

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Example Multi-Unit Building – 480 E. Broadway



Real Market Value	\$97,047,000
Assessed Value	\$38,733,000
City of Eugene-General Fund Revenue	\$259,000

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Lane County Principal Employers

Employer	# of Employees (2021)	% of Total Employment
PeaceHealth	5,347	3.54%
University of Oregon	5,036	3.34%
Eugene 4J School District	2,347	1.56%
U.S. Government	1,813	1.20%
Oregon State Government	1,805	1.20%
City of Eugene	1,733	1.15%
Lane Community College	1,721	1.14%
Lane County Government	1,552	1.03%
Springfield School District	1,130	0.75%
McKenzie Willamette Medical	1,060	0.70%
Total	23,544	15.61%

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City of Eugene Top 10 Property Taxpayers

FY25 Rank	Taxpayer Name	FY24 Assessed Value	FY25 Assessed Value	Percent Change
1	COMCAST CORPORATION	\$116,016,320	\$116,890,044	0.8%
2	SHEPARD INVESTMENT GROUP LLC	75,247,146	93,424,422	24.2%
3	VALLEY RIVER CENTER	95,654,631	78,201,002	-18.2%
4	VERIZON COMMUNICATIONS INC	85,801,480	81,338,498	-5.2%
5	MCKAY INVESTMENT COMPANY LLC	62,729,271	64,717,387	3.2%
6	NORTHWEST NATURAL GAS COMPANY	68,220,000	70,770,000	2.7%
7	CHASE VILLAGE LLC	49,331,883	50,811,838	3.0%
8	ACC OP LLC GARDEN AVENUE	43,809,662	45,123,950	3.0%
9	WEYERHAEUSER NR COMPANY	53,514,035	51,319,764	-4.1%
10	OREGON VA1C LLC	40,807,742	42,031,974	3.0%
TOTAL		\$691,132,170	\$693,935,879	0.4%

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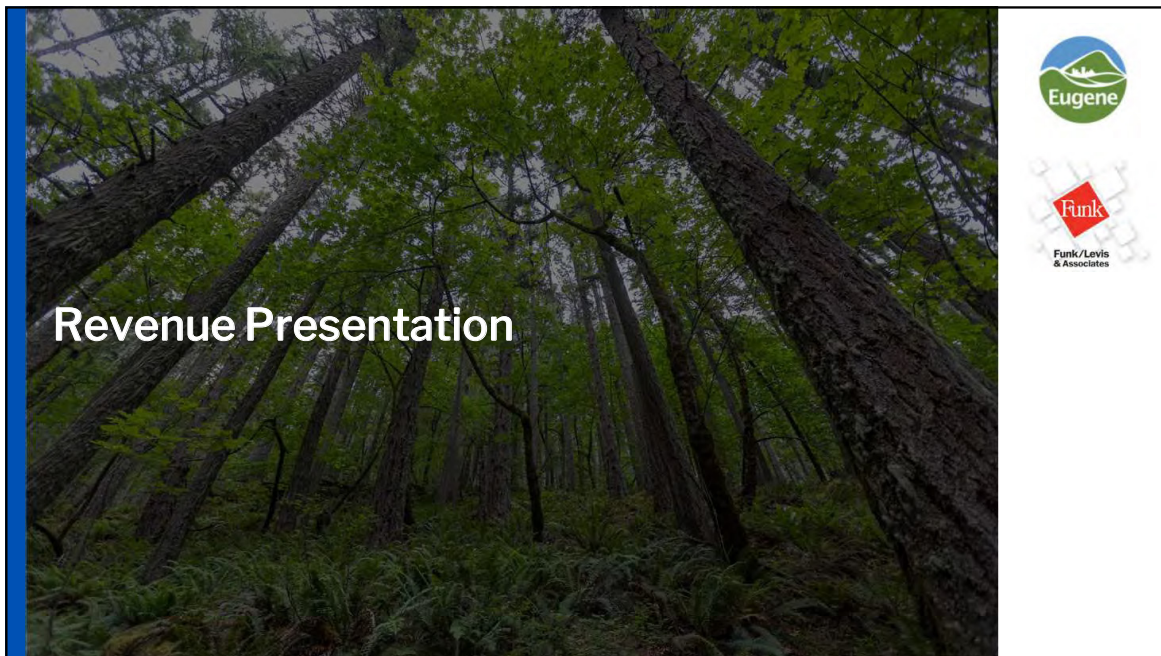
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Some Critical Issues/ Opportunities

- Land Supply
- Business Climate
- Livability
- Housing Availability & Affordability
- Partnerships
- Expanding High-Value Industrial Development
- Regulatory Complexity
- Economic Development Strategy

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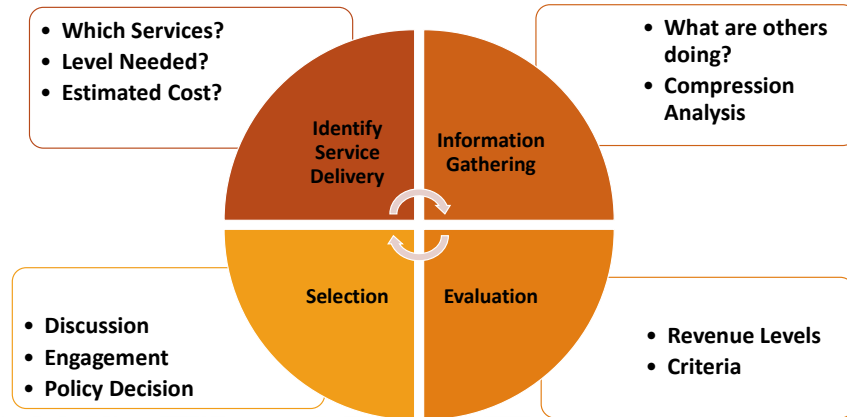


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Funding Evaluation Process



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Evaluation Criteria

Revenue Option	On-going Service Costs	Capital Acquisition & Replacement	Climate Sustainability Services	Homeless Services	Affordable Housing	City Hall Loan Repayment	City Contributions to Community Partnerships
Potential Need	\$1 to \$10 million	depends on service level	depends on service level	depends on service level	depends on service level	\$1 million	\$1 million
One-time	One-time	One-time	One-time	One-time	One-time	One-time	One-time
City Service Fees	☑	☐	☐	☐	☐	☐	☐
District General Obligation Bonds	✗	☐	☐	✗	✗	✗	☐
Restaurant Tax	☐	☐	☐	☐	☐	☐	☐
Admissions/Entertainment Tax	☐	☐	☐	☐	☐	✗	☐
Business License Fee	☐	☐	☐	☐	☐	✗	☐
Carbon Tax	☐	☐	☐	✗	✗	✗	☐
Construction Excise Tax (CET) Increase	☐	☐	☐	☐	☐	✗	☐
EMER Wholesale OLT Increase	☐	☐	☐	☐	☐	✗	☐
First Responders Fee Increase	☐	☐	✗	☐	☐	✗	☐
Franchise Fee	☐	☐	☐	☐	☐	☐	☐
Local Option Property Tax	☐	☐	☐	☐	☐	☐	☐
Payment in Lieu of Taxes	☐	☐	✗	☐	☐	✗	☐
Rental Housing Fee	☐	✗	☐	☐	☐	✗	☐
Sale of Surplus Property	✗	☐	☐	☐	☐	☐	☐
SPC Financing for Core Business to Comp. Partnerships (Repaid by Property Taxes)	☐	☐	☐	☐	☐	✗	☐
Special Districts	☐	☐	☐	☐	☐	✗	☐
Transient Lodging Tax	☐	✗	✗	✗	✗	✗	☐
Urban Renewal Districts Make Process More	☐	✗	✗	✗	✗	✗	☐

- Potential Yield
- Revenue Stability
- Legal Authority
- Precedence
- Administrative Effort
- Implementation Timeline
- Impact on City Council Goals
- Fairness/Indirect Implications
- Business Community Impact
- Sustainability Impact
- Social Equity Considerations
- Overall Viability

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Revenue Advisor Focus Areas



Critical
Funding
Gap



Areas
At
Risk



New
and/or
Expanded



Tools
and
Mechanics

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Tools for Critical Funding Gap

Funding Option	Estimated Yield	Implementation Timeline	Long Term Strategy?
Service Fee	Up to \$15 million	8 to 24 months	X
Business License Fee	\$600,000	Up to 1 year	X
Local Option Levy	\$5 million	6 to 12 months	
Franchise Fees	Up to \$1.5 million	6 to 12 months	X
URA Frozen Base	\$400,000	6 months	

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Tools For Areas At Risk

Funding Option	Estimated Yield	Implementation Timeline	Long Term Strategy?
PILOT	Variable	2 years	X
Personal Income Tax	\$16 million	1 to 2 years	X
Local Option Levy	\$5 million	6 to 12 months	
First Responder Fee	\$500,000	6 months	
Restaurant Tax	\$10 million	1 to 2 years	X

*PILOT = Payment In Lieu of Taxes

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Tools For New/Expanded Services

Funding Option	Estimated Yield	Implementation Timeline	Long Term Strategy?
Affordable Housing Bond	Up to \$225 million	1 to 2 years	X
Climate Impact Fee	Variable	1 to 2 years	
PILOT*	Variable	2 years	X
Local Option Levy	\$5 million	6 to 12 months	
Franchise Fees	Up to \$1.5 million	6 to 12 months	X

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Tools For New/Expanded Services

Funding Option	Estimated Yield	Implementation Timeline	Long Term Strategy?
CET Increase*	\$1.1 million	6 o 12 months	X
Admissions Tax	\$600,000	Up to 2 years	X
Restaurant Tax	\$10 million	1 to 2 years	X
URA* Frozen Base	\$400,000	6 months	
Solid Waste Collection Fee	\$350,000	6 to 12 months	X

*CET = Construction Excise Tax and URA = Urban Renewal Agency

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Revenue Option Types

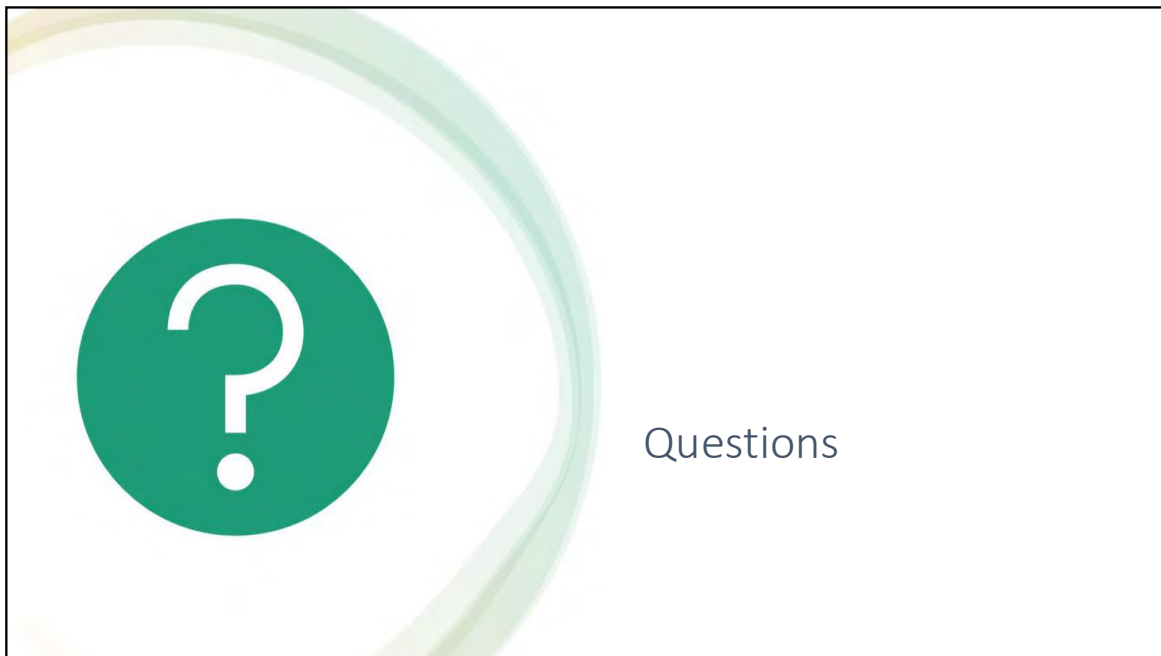
Property Tax Related	Tax	Fee	Other
Operating Local Option Levy	Admissions Tax	City Service Fee	Annexation
Capital Local Option Levy	Construction Excise Tax	Service Fee/Charges	Special Districts
General Obligation Bond	Restaurant Tax	Business License Fee	Revenue Bonds*
	Contribution in Lieu of Tax	Franchise Fee	
	Payment in Lieu of Tax		

*Revenue bonds do not require voter approval

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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #7
- Any questions to answer for meeting #7?



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Technical Advisory Group on Fiscal Stability Information Requests

Date: October 28, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 10/21/25

1. What is the rate of growth of expenses and revenues across last years and well as projected for future years?

A response will be included in the materials for the meeting on November 4, 2025.

2. Can we see taxes/total employed workforce in these cities?

The table below provides the total city tax revenue on a per-worker basis. Eugene has higher taxes per worker than Bend and Salem due largely to the Community Safety Payroll Tax, which of course is not paid solely by employees but rather shared between employees and employers. Spokane and Fort Collins both have much higher taxes per worker, but a large portion of city tax revenues in these cities come from sales taxes, which are paid for by residents, visitors, and businesses, not just workers.

City	2023 Workers	Tax Revenue (FY 2025)	Taxes per Worker
Bend	72,402	\$77,917,210	\$1,076
Eugene	102,914	\$198,481,277	\$1,929
Salem	107,626	\$115,249,590	\$1,071
Boise	168,320	\$221,778,277	\$1,318
Spokane	137,915	\$305,423,704	\$2,215
Fort Collins	107,778	\$265,245,103	\$2,461

Source: Worker Population for Workplace Geography, Workers 16 Years and Over. ACS 2023 1-year estimate. Table B08604.

3. Does City Ownership of Airport limit private equity investments?

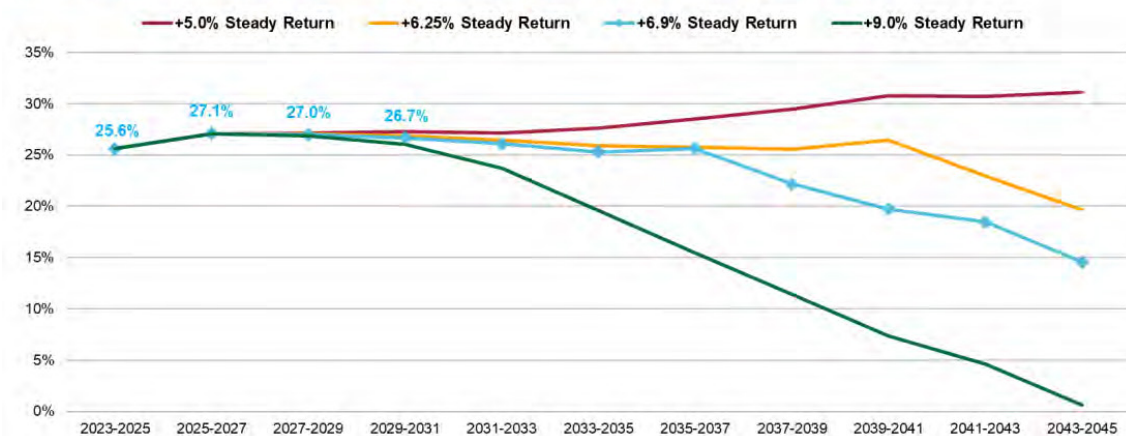
No, City ownership of the Airport does not limit private equity investments. The airport can use a range of financing tools including revenue bonds, repaid by airport rates and

charges as well as private equity investments. The City Council has sole authority to authorize debt issuance or financing agreements and any potential financing options would need to come before the City Council for review and approval.

4. What is the current timeline for PERS costs to improve? How does this impact future budgets?

The timeline will depend on a number of factors, most notably the rate of return on PERS investments, and also the Legislature if they make further changes to PERS benefit levels. Each year in December the PERS actuary, Milliman, presents long term financial modeling to the PERS Board. The following chart from December 2024 shows projected system average employer contribution rates under various investment steady return scenarios over time. Under the assumed 6.9% annual return scenario, system average rates are projected to remain relatively steady over the next few biennia before starting to decline in 2037-2039. It's important to note that no single employer pays the system average, and individual employer experience will vary. The City is forecasting additional contribution rate increases through 2029-2031 to reflect Eugene's experience and the risk of PERS investment returns coming up short of the assumed rate of 6.9% per year.

Employer Collared Base Pension Rates (System Average)



For more information regarding Milliman's long term financial modeling:

- PERS Board meeting packet 12/6/24 (financial modeling starts on page 140)
<https://www.oregon.gov/pers/Documents/Board-Meetings/2024/12-06-2024-PERS-Board-Meeting-Packet.pdf>
- PERS Board meeting video 12/6/24 (financial modeling starts at 1:27:00)
<https://youtu.be/FSaSdXtSiXc>

5. Does the County pay for service to unincorporated areas of the city? If not, can we charge them?

From Eugene Springfield Fire (ESF): ESF has fire service contracts with rural fire districts to help serve unincorporated areas. The contract rates are proportional to the current investment paid by city residents. County residents currently are not paying to support ambulance services under this model, which could be problematic in the future as we move into an era where tax support is necessary to maintain or grow ambulance services.

The Santa Clara Fire District exists in north Eugene between the Willamette River and NW Expressway east to west and Beacon Rd to just south of Beltline north to south. The district ceased operations about 10 years ago, choosing to contract for service with Lane Fire Authority. The City operates a station within the district that was put in service nearly 20 years ago to serve the increasing number of annexed properties within this area. We do have a robust mutual aid agreement for closest unit response to all calls which is generally well reciprocated for EMS, but there is significant supplementation for fire response. For properties in the city, ESF sends a full response that includes five fire crews and two chiefs to house fires; this response meets national standards for community and firefighter safety. For automatic aid to fire district properties, ESF sends two crews and one chief, and this contract district often sends one crew and one supervisor. In this situation, City resources continue to enhance fire response to county properties that we are not compensated for. Despite the imbalance, automatic aid is the right thing to do protecting life and property.

Eugene Police Department (EPD): The county does not pay for any EPD service to unincorporated parts of the county. EPD and the County have a long-standing practice of mutual aid across the public safety system. For more information about mutual aid, see the response to question 10 in the information request packet on October 21, 2025.

6. Budget trends: How has each department's share of the operating budget changed over the last five years? Which programs are growing fastest? What are the primary cost drivers (e.g. personnel, equipment, contracts)?

In the meeting materials provided on September 30, please see the spreadsheet included in response to question 16 that shows the trends over time. Personnel costs represent the largest expense in the General Fund, and the primary cost drivers have been wages, PERS costs, and evolving service needs such as unhoused and climate related expenses. Also, cost increases for goods and services due to inflationary factors has put additional cost pressures on service delivery.

- 7. Personnel costs: What is driving personnel cost increases? How do labor contracts, healthcare premiums and PERS contributions affect each department? Are there opportunities to renegotiate contracts, adjust staffing ratios or use civilian positions for tasks that do not require sworn officers?**

A response will be included in the memo for the meeting on November 4, 2025.

- 8. FTE shifts and transfers: Which positions have been moved from the General Fund to other funds in recent years? Does the current allocation of staff between funds accurately reflect the services they provide? How will these shifts affect long term pension liabilities?**

A list of General Fund FTE Reallocations from FY15 through 2025-2027 is included on pages 43-44 of the September 30 meeting packet.

- 9. Fee structures: How are General Fund fee schedules set? Are cost recovery targets being met for recreation programs, building permits, parking services, and ambulance fees? Could fee adjustments reduce General Fund pressure without compromising access?**

Fees are set via administrative order for each program area and generally are reviewed cyclically. As part of General Fund budget strategies over the past two biennium, fees for service have been evaluated and, in some areas, have been increased to be more “in market,” increasing revenues to address the General Fund budget gap. Furthermore, the Library, Recreation, and Cultural Services (LRCS) department is undertaking a revenue study in conjunction with the service area review currently in progress.

General Fund fees and charges are set by program managers in each service area. A range of considerations are considered when setting fees, including potential cost recovery, ability to pay, and community access to services. Staff continue to evaluate fees charged to maximize revenues while ensuring access.

Building permits, parking, and ambulance fees are accounted for in non-general funds specific to each line of business. The same process is used by these program managers as they balance cost recovery, community access, and ability to pay. Ambulance fees are further constrained by Medicare and Medicaid reimbursements, which are capped on average at \$426.08 and \$340.32 respectively for a base rate of \$1,131 plus mileage. The City must write off any differences. These calls made up 84% of transports in FY24.

10. Levy expirations: What are the projected impacts when existing levies (e.g. Parks and Recreation operations levy, Community Safety payroll tax) expire? How should the City plan for renewals or replacements? What metrics will determine whether a levy has met its objectives?

Resolutions that enact local option levies (after voter approval) set out the services to be paid for by each levy and goals to be achieved. Each year, staff prepare an annual summary of levy spending and performance measures that is reviewed by the Library Advisory Board for the library levy and the Parks and Recreation Bond and Levy Advisory Board for the park and recreation levy. Reports are then provided to the City Manager who reports results annually to the City Council.

The Library Levy will expire in June 2026 with an annual impact of \$2,850,000. The Parks and Recreation Levy will expire in June 2028 with an annual impact of \$5,330,000 million.

Prior to a local option levy expiring, the City Council will consider renewing or expanding the levy through a series of work sessions. These usually begin approximately nine to twelve months prior to levy expiration to ensure there is adequate time for City Council discussion, community polling, and potential revisions prior to a resolution being adopted by Council. Resolutions must be adopted by February for the May election and July for the November election, in order to meet election deadlines.

The City Council is currently considering the expiration of the library local option levy and has had two work sessions to date:

- [Library Levy Discussion](#) (Work Session, 9/22/25, 5:30 p.m.)
- [Library Levy Discussion Continued](#) (Work Session, 10/27/25, 5:30 p.m.)

Next steps include community polling to bring back refined service concepts in January 2026.

The Eugene City Council passed the [Community Safety Payroll Tax Ordinance \(No. 20616\)](#) to provide long-term funding for community safety services, which currently generates about \$25 million annually. The CSPT ordinance outlines service areas and outcomes. The ordinance will expire if not made permanent by voters in 2027. The Community Safety Citizen Advisory Board (CAB) prepares an annual report for the City Manager, documenting the City's use of the tax revenue and compliance with the CSPT ordinance. The CAB will conduct a comprehensive final review of the city's community safety system, including use of payroll tax revenues, compliance, analysis of the economic impacts of the payroll tax on businesses, and progress made towards

achieving system outcomes. This report is due to the city manager no later than March 31, 2027 and will be shared with the City Council to determine if the payroll tax should continue and be referred to the voters.

11. Benchmarking: How does Eugene's per capita spending, tax rate and staffing level compare with peer cities such as Salem and Bend? Are there services that Eugene provides above or below peer levels?

Every city offers a different set of services and operates differing levels of services. It is difficult to compare cities, even those identified as peer cities, due to the many variations in services, service levels, and revenue sources. For more information about how Eugene compares with peer cities, see the information presented at the meeting on October 14 and the information contained in the memo from October 21.

12. Capital projects: Which capital projects could be deferred, phased or scaled down without jeopardizing safety, legal obligations or critical infrastructure? What are the implications for future maintenance costs?

A response will be included in the memo for the meeting on November 4, 2025.

13. Efficiency initiatives: What shared services or consolidation opportunities exist across departments (e.g. procurement, fleet maintenance, HR)? How can technology investments reduce manual workload and improve service delivery?

A response will be included in the memo for the meeting on November 4, 2025.

14. Revenue reforms: What legislative changes or partnerships could provide the City greater flexibility in raising revenue (e.g. adjusting Measure 50's 3% cap, diversifying local tax bases)? How can the City collaborate with peer cities to advocate for these changes?

There have been some preliminary conversations at the state level around potential property tax reform. The League of Oregon Cities had an advisory committee in 2024 to discuss property tax reform, including gathering public opinion and insights from focus groups to understand community perspectives on property tax changes. The findings indicate that many Oregonians view the current system as outdated and are open to targeted reforms. Sarah Medary participated as part of this committee.

HB 2321 was also passed this past legislative session, which requires the Legislative Revenue Officer to analyze and prepare a report on the current state property tax system and options to modernize the system. This includes incorporating information, suggestions, or concerns compiled by organizations representing Oregon cities or

counties related to options for a ballot measure to modernize the state property tax system, including an analysis of implications of modernization for property owners and local governments. The City's Intergovernmental Relations Manager is working with the Legislative Revenue Office staff and Representative Nathanson as this process develops to ensure the City's participation is included.

Mayors and key staff (e.g. City Manager, Assistant City Managers, CFOs, etc.) also meet with their counterparts of the seven mid-sized cities in Oregon to collaborate on issues and share information. Through these conversations and participation in professional organizations, staff advocate for change through targeted outreach, formal impact statements and testimony to the legislature as approved by the City's Intergovernmental Relations Committee.



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #7

November 4, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- Identify potential recommendations regarding economic development
- Identify potential recommendations regarding revenue options

1. Updates and Announcements
2. Deep Dive into Economic Development Initiatives and Processes
3. Deep Dive into Revenue Options Overview
4. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting Notes
October 28, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Susan Cox, Brian Fox, Steven Korth, Paula Lafferty, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.
Absent: Morgan Mann (Remote)

Others: Sarah Medary (Remote), Kaarin Knudson, Anne Marie Levis, Dillon Gemmell, Kristie Hammit, Twylla Miller, Matt Rodrigues, Katie Harrif, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and reminded members that additional recommendations may be submitted by email following the meeting.

Overview of Economic Development Initiatives and Processes

Denny Braud (Executive Director of Planning and Development) provided an overview of the City's economic development efforts, highlighting their primary focus areas, residential and commercial land use challenges and opportunities, and business retention and recruitment dynamics. Specific information is found in the slide deck for Meeting #6.

Economic Development Context and Revenue Option Overview

Anne Fifield (Economic Development Section Manager) expanded on current economic development priorities, key limitations, and local and regional partnerships. She discussed major projects such as the Clear Lake Industrial Area, the Knight Campus, and the Southern Willamette Valley Innovation Corridor. This discussion transitioned into a revenue overview, summarizing the City's principal revenue sources and the framework used to evaluate potential funding tools. Anne described how the City identifies opportunities to address critical service gaps, sustain at-risk programs, and explore new revenue options to support long-term fiscal stability. Specific information is available in the slide deck for Meeting #6. Following the slideshow, Denny and Anne opened the floor for questions, observations and requests.

Next Steps: Questions, Observations, Requests

Group members identified the following questions to address at future meetings:

1. How much of the Clear Lake development area is comprised of wetlands (%)?
2. How much do the wetland mitigation credits cost?
3. Does the City track a funnel of businesses in the prospecting process?
4. What is the best use of the City's resources for economic development?
5. Is there a list of properties (or areas) that are more difficult to develop?
6. What are the recurring themes of why the businesses may decide to develop/invest elsewhere after considering Eugene?
7. What is the City of Eugene's durable competitive advantage?
8. What have other cities like Bend or Salem done to utilize their service fees?

9. Does the City actively evaluate what are the things that we can develop to create new revenue? Or how we will invest our capital to create new revenue?
10. Can they provide a list of all active bonds and levies within the City along with expiration dates?
11. How is tourism-related defined?
12. How much revenue is generated by increasing the City's TLT by 1%?



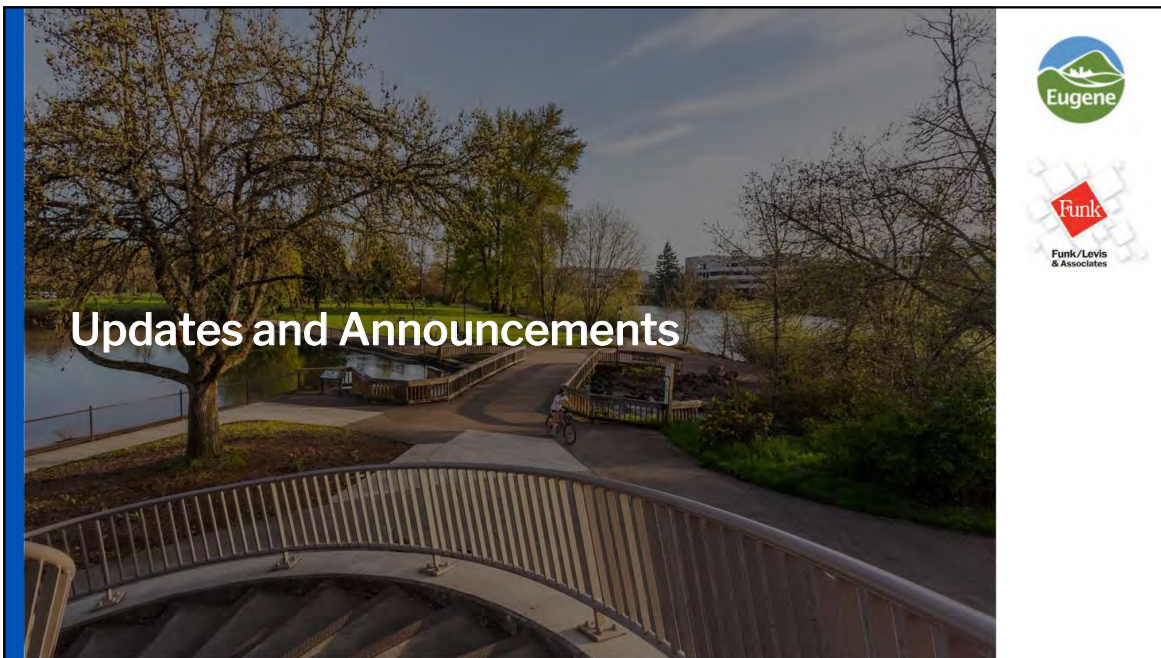
The slide features a blue background on the left with a circular inset showing a night view of a city street with trees and buildings. On the right, the title "City of Eugene Technical Advisory Group on Fiscal Stability" is written in blue. Below it, "Meeting #7" and "November 4, 2025" are listed. At the bottom right are the logos for the City of Eugene and Funk/Levis & Associates.

City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #7
November 4, 2025



1



The slide features a photograph of a park with a river, trees, and a person on a bicycle. The text "Updates and Announcements" is overlaid in white. On the right side, there are logos for the City of Eugene and Funk/Levis & Associates.

Updates and Announcements



2



3

Deep Dive into Economic Development

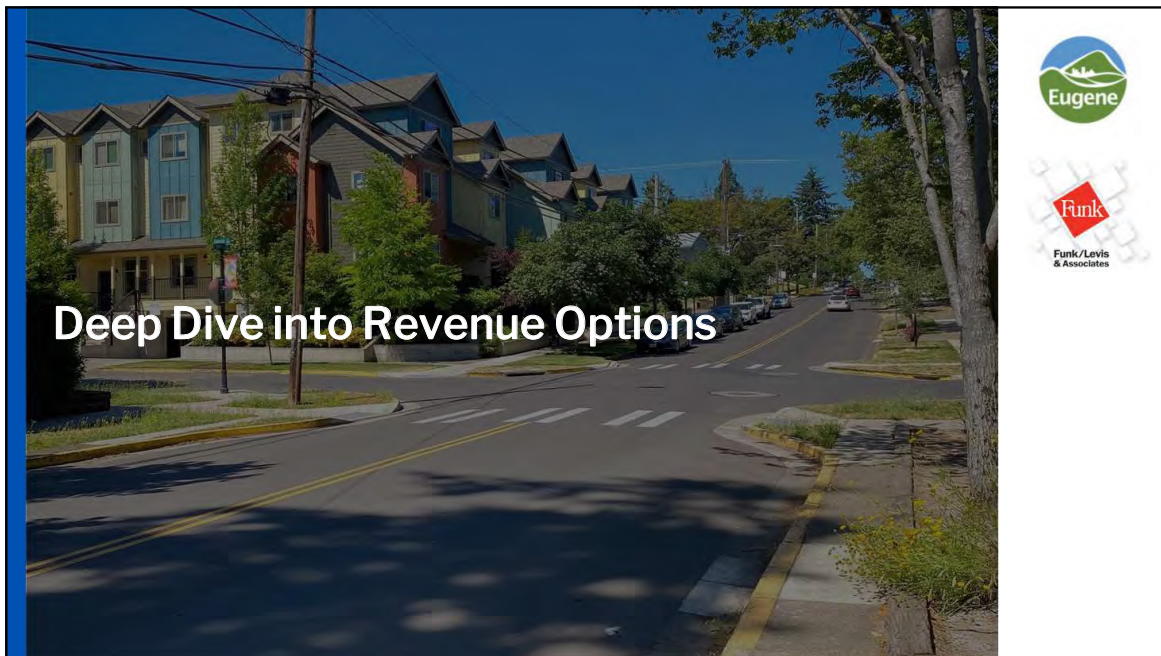
- First task is to capture ideas
- Should have one idea per card
- Together our task is to group together similar ideas
- Group will do a first screening today to decide which will be scored for later discussion as possible recommendations






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Deep Dive into Revenue

- First task is to capture ideas
- Should have one idea per card
- Together our task is to group together similar ideas
- Group will do a first screening today to decide which will be scored for later discussion as possible recommendations

Eugene

Funk/Levis & Associates

6

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Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #8
- Any questions to answer for meeting #8?



Technical Advisory Group on Fiscal Stability Information Requests

Date: November 4, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 10/28/25

1. What is the rate of growth of expenses and revenues across last years and well as projected for future years?

From FY19 to FY25, revenues in the GF grew by 20% while expenditures grew over the same time period at 23%.

In addition to the General Fund, several funds provide services that are typically associated with the General Fund but are supported through dedicated revenue sources such as Local Option Levies, Community Safety Payroll Tax Fund, Cultural Services Fund, and the Stormwater Fund. Other funds have received financial support from the General Fund, including the Ambulance Transport Fund and the Parking Fund. Information on these related funds is also provided as part of the following attachments.

- For more detail on expenditure by department and funds, see ***Attachment A: FY19-25 Operating Trends***. This document provides additional information to the General Fund revenue and expense tables/forecast that was provided in your packet on September 30, 2025, as well as information on the related funds mentioned above.
- For additional information on personnel expenses and COLAs, see ***Attachment B: FY20-25 Personnel Services by Employee Group*** and ***Attachment C: FY19-FY25 COLA by Employee Group***.

In addition to the attachments, the section below provides information on projected revenue and expenses growth through the forecast period, and a summary of revenue sources by fund for the related funds:

Cultural Services Fund (031). forecast on page 307 of the budget document

Forecast projected growth, current budget to 2029-2031 biennium:

Revenue: 22%

Expenses: 18%

Revenue primarily comes from Transient Lodging Tax (TLT) resources and Hult Center activity, including ticket sales and fees, rental charges, concessions, and parking. Operating revenue is forecasted in various ways. Linear regression modeling is utilized to identify trends and estimate growth. Historical data from comparable performing arts centers are used along with Hult Center event history to estimate revenues. TLT revenue is forecasted based on the analysis of historical data and future economic activity.

Library Local Option Levy Fund (111)

Revenue is derived from property taxes set at the levy amount approved by voters in November 2020, which is a fixed amount of \$2.8 million annually. Current levy funding expires at the end of FY26, midway through the 2025-2027 biennium. The City Council is having a series of work sessions to determine if a levy will be placed on the ballot in May 2026.

Parks and Recreation Local Option Levy Fund (112)

Forecast projected growth, current budget to FY28:

Revenue: Projection held flat, per levy amount, at \$5.3 million annually

Expenses: Projected to grow 7% annually. The fund's resources are anticipated to be spent during the 2027-2029 biennium.

Revenue is derived from property taxes set at the levy amount passed by voters in May 2023, which is a fixed amount of \$5.33 million annually. Current levy funding expires at the end of FY28, midway through the 2027-2029 biennium. The fund's resources are anticipated to be spent by the end of the 2027-2029 biennium, and a future revenue source will need to be identified and approved by City Council.

Community Safety Payroll Tax Fund (136). forecast on page 324 of the budget document

Forecast projected growth, current budget to 2029-2031 biennium:

Revenue: 14%

Expenses: 8%

Revenue is collected from a payroll tax and self-employment tax imposed on three groups: employers with a physical address in the city, employees working at an employer located in the city, and self-employed persons with a physical address within city limits. Generally, the payroll tax on employers is charged at a rate of \$0.0021 of wages paid by the employer. The payroll tax on employees is charged at a rate of \$0.0044 of employee's wages. Minimum-wage employees are exempted from the payroll tax. The revenue forecast is based on economic factors, payroll data provided by the State of Oregon Employment Department, and tax revenue collection data. The forecast uses a model to estimate the impact of economic factors on wages eligible for the payroll tax. The quarterly forecast released by the Oregon Office of Economic Analysis is used to predict future economic conditions.

Parking Services Fund (520). forecast on page 396 of the budget document

Forecast projected growth, current budget to 2029-2031 biennium:

Revenue: 12%

Expenses: 8%

On-street parking revenue is generated from parking meters, commuter and residential parking permits, and parking fines issued in the right of way. Off-street parking revenue is generated from downtown parking structures. The forecast methodology for major revenue sources includes reviewing historical trends and projecting changes to parking rates and occupancy. Current revenues do not address the deferred maintenance of the parking structures.

Stormwater Utility Fund (535)

Forecast projected growth, current budget to 2029-2031 biennium:

Revenue: 21%

Expenses: 21%

Primary revenues are stormwater user fees set to cover the costs of the system. User fees are forecasted based on analysis of the current system, anticipated rate increases, and/or assumptions regarding system growth.

Ambulance Transport Fund (592) forecast on page 384 of the budget document

Forecast projected growth, current budget to 2029-2031 biennium:

Revenue: 5%

Expenses: 7%; forecast includes planned Future Reduction Strategy of \$2 million per biennium beginning in the 2027-2029 biennium to maintain positive fund balance.

Revenues are provided through user fees, Medicare and Medicaid reimbursements, subscription program membership fees, and allocations from the Community Safety Payroll Tax Fund. The forecast is based on a historical trend analysis of transport volume, gross revenues, write-downs, write-offs, and FireMed memberships.

2. Personnel costs: What is driving personnel cost increases? How do labor contracts, healthcare premiums and PERS contributions affect each department? Are there opportunities to renegotiate contracts, adjust staffing ratios or use civilian positions for tasks that do not require sworn officers?

For personnel cost increases and contributing factors, see Twylla Miller's presentation from the meeting on September 30, 2025, as well as the memo from October 7 (questions 1, 6, and attachment B) and the memo from October 21 (question 13 regarding bargaining).

EPD uses civilian positions to augment Sworn Officers on Patrol primarily through the department's Community Service Officer (CSO) program, which supports sworn staff with a variety of duties and helps respond to the significant non-emergency call volume in the city that would otherwise tie up an officer. Further, civilian staff augment sworn officers in a variety of special-teams roles including the following: Drone Team, Defensive Tactics instructor, Firearms Instructor, Investigations CSO, Intelligence Analyst, and Crisis Negotiation Team. These civilian roles allow the department to best utilize sworn staff where needed and help keep the department operationally efficient and responsive to the community.

3. Capital projects: Which capital projects could be deferred, phased or scaled down without jeopardizing safety, legal obligations or critical infrastructure? What are the implications for future maintenance costs?

Public Works:

As discussed in the [Capital Improvement Program](#) (CIP), investment in the funding of preservation of existing assets has been inadequate for years, and most of the Public Works (PW) projects in the CIP are preservation of existing assets. We currently experience increased maintenance and preservation costs because we are unable to prevent deterioration of the system to the point of more expensive repairs.

The Parks and Open Space infrastructure projects planned in the CIP call for a total of \$25 million in projects. Approximately \$10 million of that is related to Preservation and Maintenance or Safety Improvements that are focused on the most urgent and critical replacement or repair projects in the system. The impacts to deferring this funding would result in increased maintenance costs and potentially a loss of assets. As with other Public Works infrastructure, Parks and Open Space assets have been underfunded for years. This results in increased maintenance and preservation costs to keep playgrounds safe, restrooms clean, and other critical infrastructure such as paving, lights, and irrigation functioning.

New Capital Facilities or Capacity Enhancements in the Parks infrastructure system, which is approximately \$15 million, could be paused, although \$6 million of that has already been committed for projects underway in the 2025-2027 budget, some of which have a substantial donor and/or grant match. The remaining \$9 million in New Capital Facilities projects is funded through Parks SDCs, which can only be used for capacity enhancing projects, and voter approved bond funds.

Airport, Stormwater, Transportation and Wastewater capital projects are all funded with dedicated funding sources. Capital needs for these infrastructure systems have not been adequately funded according to their respective master plans and current operational needs, resulting in a lower investment in capital infrastructure including rehabilitation, preservation and repair work. If these types of projects are postponed in any of these systems, we would expect to see impacts to the system relatively quickly.

Some upgrade and capacity enhancement projects could be paused, but most are funded from the improvement component of System Development Charges (SDCs), which can only be spent on capital capacity upgrades. Additionally, many projects have also received grant funding to complete the funding picture for these crucial and

complex projects, delaying or pausing projects could risk grant funding requirements. For transportation infrastructure projects, most of the preservation funding is from the 2022 voter-approved bond measure with named projects for this funding. Airport projects are primarily funded with federal and state grants, passenger facility charges and other airport related revenues; Airport projects are planned in conjunction with the Federal Aviation Administration (FAA) and assist the Airport in meet safety, security, capacity, and air carrier competition needs.

Facilities:

There are very few preservation and maintenance capital projects included in the 2025-2027 General Capital budget that could be deferred or scaled back without resulting in greater risk to infrastructure and safety. The only project category that could potentially be scaled back is the \$500,000 allocated for flooring and interior finishes, which is primarily painting. While Facilities Division staff often leverage these dollars in combination with larger capital projects, they could reduce the number of dedicated flooring and painting projects if needed. While this would not be ideal, this is the only area identified by staff that would not directly result in infrastructure problems if funding was delayed.

Under normal circumstances, staff could reduce capital budget spending in the Site and Facility Improvement capital project category. However, given recent experiences with capital project costs compared with project estimates, it is unlikely that this category can be reduced during this budget cycle. Facilities Division has already awarded two roofing projects in this biennium for which the bids exceeded estimates by \$500,000 combined. Estimates for the EPD headquarters siding and window replacement project came in over \$1 million more than expected; the project has since been scaled back. Most recently, costs for the Hult Center elevator refurbishment came in at more than double what was originally estimated, which means Facilities staff will need to tap into about \$400,000 of contingency funds.

4. Efficiency initiatives: What shared services or consolidation opportunities exist across departments (e.g. procurement, fleet maintenance, HR)? How can technology investments reduce manual workload and improve service delivery?

To support the City of Eugene's commitment to continuous improvement, the organization began working with the consulting firm Berry Dunn in early 2025 to conduct an organizational assessment of our Core Business Functions. The goal is to evaluate, benchmark, and identify opportunities to improve how we deliver these services.

Through this assessment Berry Dunn will develop a foundational understanding of the current state of our core business functions and surface opportunities for change that will enhance the efficiency and effectiveness of our work in service to internal customers and our community. These opportunities for change may include investments in technology solutions that would streamline how we do work, as well as opportunities to restructure or consolidate existing resources in a way that would provide for efficiencies.

The specific deliverables which Berry Dunn will produce through this effort include 1.) **An Assessment of the Current State** which will result in a review of the current organizational structure, benchmarking against comparable jurisdictions, and review of current service levels, 2.) **A Service Delivery Efficiency Memo** which will identify targeted and actionable recommendations for service efficiencies such as restructuring, process improvement, or automation, and 3.) **A Future State Operating Model and Implementation Plan** which will propose a future state for operations of each core business function and detailed plan to implement the propose future state.

5. How much of the Clear Lake Development Area is comprised of wetlands (%)?

There are 648 gross acres of industrially designated land in the Clear Lake Industrial Area; 33% (212 acres) are constrained by a combination of wetlands and floodplain.

6. How much do the wetland mitigation credits cost?

The current price is \$102,080 per credit.

7. Does the City track a funnel of businesses in the prospecting process?

The number of businesses that we are actively tracking is a small number, no more than a handful at a time. We maintain contact with them on an individual basis. We work with our partners to ensure we share information about infrastructure and workforce needs, eligibility of local and state incentives, and the status of the project.

8. What is the best use of the City's resources for economic development?

One of the most important things a local government can do for economic development is to provide basic urban services for a reasonable cost. Economic development staff ensure that existing and prospective businesses have open channels of communication with City staff, which is critical to resolving emerging issues and building trust. But to

support the work that focuses on explicitly supporting economic growth, here are some areas where the City would benefit:

- Develop an articulated strategic plan, that identified funding sources, for economic development.
- Prioritize an implementation plan to make the Clear Lake area 'shovel-ready.'
- Develop strong ties and a clear implementation strategy with our regional partners, to clarify where we align and how to complement each other's strengths.
- Work to improve the business climate, by providing direct outreach.
- Support the redevelopment of underutilized property, by working with property owners to gain access to funds for environmental cleanup, transportation connections, wetland mitigation, and others.
- Work to streamline permit process and support applicants through the regulatory process.

9. Is there a list of properties (or areas) that are more difficult to develop within the City?

No. In our experience, different potential users have unique needs, so the challenges are unique. We focus on finding a parcel that has the fewest challenges for any single user and meets their needs for size, location, timing, access, and other needs.

10. What are the recurring themes of why the businesses may decide to develop/invest elsewhere after considering Eugene?

- The lack of shovel-ready land is the primary hurdle. The immediate challenge, as experienced by potential users, is that the available land is too costly to develop or will take too long before it is actually developable.
- Cost and timing to bring adequate electrical supply. This is usually for projects that require over 10MW of electric capacity in their final build out.
- The lack of a 'business-friendly' environment.
- A complex regulatory environment, that raises administrative costs. This includes a combination of local and state requirements, and for west Eugene sites, additional federal regulations apply due to the presence of wetlands.
- The lack of incentives, relative to other states.
- Concerns about public safety.

11. What is the City of Eugene's durable competitive advantage?

- The University of Oregon, for many reasons. It has established Eugene as a well-educated community with access to cutting-edge research, researchers, and a

motivated work force. It enhances our quality of life, with its competitive sports teams, venues that support many events, and cultural offerings.

- Location on the I-5, between large west coast markets.
- Quality of life, driven by our temperate climate, natural assets, and cultural offerings.
- Access to educated workforce and institutions (LCC and the UO) to offer training tailored to a firm's needs.
- The Eugene Airport for travel and shipping.
- A well-diversified manufacturing ecosystem, supported by a wide range of existing firms - including wood products, machinery, fabricated metal, food and beverage, and others - provides a skilled workforce that can be employed across multiple industries.
- For sustainably-focused businesses, our zero-carbon electricity supply and many existing firms that are leaders in sustainability-focused products and processes.

12. What have other cities like Bend or Salem done to utilize their service fees?

The table below shows how some Oregon jurisdictions have utilized services fees. Bend has a transportation fee for operations and maintenance of the transportation system including pavement restoration, street preservation and snow removal. The rates vary including a per dwelling unit for residential (from \$5.25 to \$10.50), per 1,000 SQ FT for non-residential (from \$6.25 to \$20.50), and varying rate for non-residential special units (\$.80 to \$61.50) such as a per student rate for schools or per fueling position for gas stations.

Jurisdiction	Service Fee	Services Funded	Rate Per Month
Bend	Transportation Fee	Transportation	varies
Corvallis	Fire Service Fee	Existing/Enhance Fire	\$14.84
Gresham	Police, Fire & Parks	Existing Service Levels	\$15.00
Jacksonville	Fire Surcharge	Fire Services	\$43.00
Medford	Public Safety Fee	Fire Services	\$4.12
Oregon City	Community Safety Advancement Fee	Fire & Police Services	\$6.50
Salem	Operations Fee	General Fund Services	\$12.70 to \$76.56 per account

13. Does the City actively evaluate what can be developed to create new revenue? Or how we will invest our capital to create new revenue?

Yes. Staff from the Planning and Development Department (PDD) and Public Works Engineering (PWE) took a comprehensive look at projects in the City's wastewater master plan, considering the cost of the capital extension projects, the projected number of housing units and jobs based on planned zoning, and expressed development interest. After considering these factors, the 11th/Crow Road area and the Clear Lake Industrial Area had the best ratio of developable land per dollar invested in infrastructure. Both areas also had property owners interested in developing.

Crow Road Infrastructure Extension Project

As part of the City's Housing Implementation Pipeline, staff recognized the need to study and prioritize the extension of capital projects to provide services to underdeveloped residential areas in the urban growth boundary, to facilitate the production of housing. After analysis of several areas by PDD and PWE staff, the Crow Road area was determined to be most impactful to increase the number of housing units. At least 1,260 new housing units could be built in the area along with more than 850 jobs in the commercially and industrially zoned properties, bringing desperately needed housing options and more jobs to Eugene. The City presented this information to elected State representatives, who were developing a funding bill to support housing development. The City was awarded Business Oregon funding for the 11th and Crow Road project. The informational flyer is attached as Attachment D. Note that project permitting has taken longer than expected and the project is scheduled to advertise for construction bids this winter.

During the project development process, the City offered to include interested property owners in the right-of-way annexation application. Owners of eight properties (nearly 100 acres in total) voluntarily joined the annexation application at no cost to property owners, and several have already had project consultation meetings with Planning staff about future development plans. As annexation is a precursor to development of most housing, the intent of including the adjoining properties in the City's ROW annexation application was to encourage housing development.

Clear Lake Industrial Area Infrastructure Project.

The Clear Lake Industrial Area, which was brought into Eugene's urban growth boundary in 2018, was identified as the project in the City's wastewater master plan to be most impactful to supporting economic development. The Clear Lake industrial area has the most industrially designated land to be served in the wastewater master plan (approximately 650 acres, made up of 11 different large lot sites). The City estimates that the expansion area alone has capacity for 3,000 new jobs, but providing

infrastructure to this area would benefit a larger area and create even more job capacity – totaling 6,000 new jobs.

PWE staff began planning smaller projects in the area that would support eventual buildout of the larger system. The State legislature was considering funding to support economic development and the City presented information to elected representatives to explain why Clear Lake should be a priority. The informational flyer is Attachment E.

The City was successful in obtaining partial State funding to build one or more phases of wastewater infrastructure, which will supplement available SDC revenue. Staff are now analyzing options to build phases of the overall project and to maximize development potential.

14. Can they provide a list of all active bonds and levies within the City along with expiration dates?

Measure	Expiration	Yield/Original Issue		Amount Outstanding as of June 2024
Library Local Option Levy	June 2026	\$2,850,000	annually	n/a
Park & Recreation Levy	June 2028	\$5,330,000	annually	n/a
Community Safety Payroll Tax*	December 2028	\$25,000,000	annually	n/a
Pension Obligation Bond	June 2028	\$68,015,710	total bond levied	\$23,185,000
Street Bond**	June 2029	\$61,190,000	total bond levied	n/a
Riverfront Bonds, Series 2020	June 2030	\$12,000,000	total bond levied	\$7,455,000
Parks, Recreation, 2019A Tax-Exempt	June 2038	\$23,620,000	total bond levied	\$20,660,000
Parks, Rec & Open Space, Series 2023B Taxable	June 2035	\$7,045,000	total bond levied	\$6,445,000
Parks, Rec & Open Space, Series 2023A, Tax Exempt	June 2043	\$5,405,000	total bond levied	\$5,405,000
*unless renewed in 2027				
**Street Bonds are issued through a revolving line of credit over a 5 year term, levied and repaid annually				

See Attachment F for a current estimate of election sequencing for the City and other local jurisdictions.

15. TLT: How is tourism-related defined?

Although state law does not restrict the tax rate a local government may impose on transient lodging, it does restrict how the revenue from newly imposed or newly increased TLTs can be used. As a basic mandate, a local government that did not have a TLT in place or approved on July 1, 2003, may not impose one, unless the local government ensures that at least 70 percent (70%) of the TLT revenue will be used for tourism promotion, tourism-related facilities, or to finance or refinance debt for tourism-related facilities. The local government is at liberty to allocate up to 30 percent (30%) for general city or county services.

If a local government already had a TLT in place or approved on or before July 1, 2003, the local government's use of the tax revenue is grandfathered, with the following caveat: the local government may not decrease the percentage of total TLT revenues that were expended or agreed to be expended to fund tourism promotion or tourism-related facilities. As the City dedicated 100% of TLT revenues to tourism activities in 2003, those funds cannot be used for other purposes, however the City could use 30% of a TLT increase for general city services.

Tourism-related facility means: (a) A conference center, convention center, or visitor information center; and (b) Other improved real property that has a useful life of 10 or more years and has a substantial purpose of supporting tourism or accommodating tourist activities.

Tourism promotion means any of the following activities: (a) Advertising, publicizing or distributing information for the purpose of attracting and welcoming tourists; (b) Conducting strategic planning and research necessary to stimulate future tourism development; (c) Operating tourism promotion agencies; and (d) Marketing special events and festivals designed to attract tourists.

16. TLT: How much revenue is generated by increasing the City's TLT by 1%?

If the City's Transient Lodging Tax were increased by 1%, an additional \$1.1 million would be raised annually.

Staff estimate TLT revenues of \$4.67 million will be collected in FY26 at our current rate of 4.5%.

Attachment A

General Fund (011) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Central Services	Personnel Services												
	Wages	10,012,607	10,831,492	10,653,598	10,413,809	13,849,620	11,267,316	11,371,268	14%	22,638,585	12,642,586	12,700,115	25,342,701
	Overtime	22,048	22,773	17,198	27,947	29,495	19,119	23,707	8%	42,826	16,000	16,000	32,000
	Limited Duration	68,412	81,254	62,030	52,678	73,353	11,457	62,434	-9%	73,892	23,000	28,000	51,000
	Taxes	893,846	963,550	981,043	988,247	1,264,159	990,979	1,014,221	13%	2,005,201	1,098,856	1,121,128	2,219,984
	Health Insurance	2,586,376	2,660,140	2,659,094	2,638,332	2,482,492	2,238,037	2,099,656	-19%	4,337,693	2,151,286	2,131,525	4,282,811
	PERS/OPSRP	2,025,993	2,568,218	2,717,762	2,861,947	3,735,609	3,312,957	3,368,413	66%	6,681,370	4,203,369	4,325,287	8,528,656
	PERS Pension Bond	590,400	587,388	587,219	569,863	747,041	609,351	423,852	-28%	1,033,203	459,858	473,206	933,064
	Deferred Compensation	260,362	262,218	282,349	283,690	344,994	283,843	296,507	14%	580,349	325,872	335,112	660,984
	Long-Term Disability	29,255	30,223	31,422	29,713	33,587	31,460	32,581	11%	64,041	39,046	40,233	79,279
	Life Insurance	24,067	25,382	25,623	23,925	21,949	20,536	21,071	-12%	41,607	26,113	26,874	52,987
	Subtotal Personnel Services	16,513,366	18,032,639	18,017,338	17,890,150	22,582,299	18,785,055	18,713,712	13%	37,498,767	20,985,986	21,197,480	42,183,466
	% Change		9.2%	-0.1%	-0.7%	26.2%	-16.8%	-0.4%		-7.3%	12.1%	1.0%	12.5%
	Central Services FTE	123.76	127.76	127.76	126.01	133.01	112.16	112.16	-9%	112.16	106.783	106.783	106.78
	Materials, Services & Capital Outlay	10,799,491	9,196,699	10,339,041	13,950,379	15,257,565	7,428,308	10,212,242	-5%	17,640,550	9,178,816	8,404,571	17,583,387
	% Change		-14.8%	12.4%	34.9%	9.4%	-51.3%	37.5%		-39.6%	-10.1%	-8.4%	-0.3%
	Subtotal Central Services	\$27,312,857	\$27,229,338	\$28,356,379	\$31,840,529	\$37,839,864	\$26,213,364	\$28,925,953	6%	\$55,139,317	\$30,164,802	\$29,602,051	\$59,766,853
Planning & Development	Personnel Services												
	Wages	2,814,919	3,490,434	3,402,304	3,340,231	3,906,070	4,939,582	5,215,734	85%	10,155,657	6,369,772	5,673,075	12,042,847
	Overtime	795	246	2,416	4,632	3,836	7,927	2,124	167%	10,051	5,000	5,000	10,000
	Limited Duration	51,540	600	55,109	42,683	20,674	2,290	0	-100%	1,948	0	0	0
	Taxes	252,258	288,108	296,738	308,445	356,431	428,280	460,162	82%	888,442	473,118	488,513	961,631
	Health Insurance	721,952	895,765	895,703	900,080	708,669	1,040,455	999,152	38%	2,039,607	927,898	927,898	1,855,796
	PERS/OPSRP	594,454	819,447	896,635	961,223	1,054,245	1,492,698	1,553,300	161%	3,045,997	1,787,951	1,861,478	3,649,429
	PERS Pension Bond	163,753	184,842	194,259	190,381	205,683	266,211	197,941	21%	464,152	194,102	202,172	396,274
	Deferred Compensation	67,460	91,540	92,594	95,357	101,174	121,473	128,508	90%	249,981	138,236	143,915	282,151
	Long-Term Disability	8,024	9,578	10,122	9,943	9,180	14,292	14,885	85%	29,177	16,376	17,066	33,442
	Life Insurance	6,786	8,179	8,249	7,794	6,229	9,443	9,811	45%	19,254	11,041	11,494	22,535
	Subtotal Personnel Services	4,681,942	5,788,740	5,854,129	5,860,768	6,372,191	8,322,652	8,581,616	83%	16,904,268	9,923,494	9,330,611	19,254,105
	% Change		23.6%	1.1%	0.1%	8.7%	30.6%	3.1%		38.2%	15.6%	-6.0%	13.9%
	Planning & Development FTE	35.51	36.21	36.21	36.21	36.21	45.46	45.46	28%	45.46	46.46	46.46	46.46
	Materials, Services & Capital Outlay	2,969,055	2,804,578	3,640,584	2,531,136	3,083,096	7,960,490	10,034,325	238%	17,994,815	3,668,848	3,416,742	7,085,590
	% Change		-5.5%	29.8%	-30.5%	21.8%	158.2%	26.1%		220.5%	-63.4%	-6.9%	-60.6%
	Subtotal Planning & Development	\$7,650,997	\$8,593,318	\$9,494,713	\$8,391,904	\$9,455,288	\$16,283,142	\$18,615,941	143%	\$34,899,083	\$13,592,342	\$12,747,353	\$26,339,695

General Fund (011) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Fire & EMS	Personnel Services												
	Wages	15,415,250	16,127,693	16,295,891	15,624,909	15,948,519	16,746,331	17,686,142	15%	34,432,473	19,549,570	21,529,041	41,078,611
	Overtime	2,313,600	2,076,538	3,416,611	3,955,545	3,974,206	4,146,954	3,911,781	69%	8,058,734	4,173,500	4,173,500	8,347,000
	Limited Duration	50,433	83	82,547	131,659	111,206	68,555	18,135	-64%	86,690	45,000	45,000	90,000
	Taxes	1,822,619	1,815,881	2,045,861	2,108,949	2,097,526	2,190,205	2,217,191	22%	4,407,396	2,182,954	2,232,529	4,415,483
	Health Insurance	3,132,998	3,310,976	3,253,740	3,243,790	2,724,704	3,034,155	2,848,869	-9%	5,883,024	3,132,518	3,132,518	6,265,036
	PERS/OPSRP	3,413,668	4,136,231	4,798,572	5,020,458	5,176,141	5,942,305	6,099,296	79%	12,041,601	6,029,829	6,245,794	12,275,623
	PERS Pension Bond	1,071,166	994,494	1,077,615	1,059,947	1,081,512	1,142,374	803,435	-25%	1,945,809	671,091	695,144	1,366,235
	Deferred Compensation	22,413	23,467	23,142	25,714	30,114	46,125	53,510	139%	99,635	59,456	61,546	121,002
	Long-Term Disability	76,458	79,861	80,910	77,950	73,484	77,732	78,245	2%	155,977	87,669	90,805	178,474
	Life Insurance	33,983	35,753	36,293	34,261	26,685	28,975	29,287	-14%	58,262	36,581	37,857	74,438
	Subtotal Personnel Services	27,352,588	28,600,977	31,111,182	31,283,182	31,244,097	33,423,712	33,745,891	23%	67,169,603	35,968,168	38,243,734	74,211,902
	% Change		4.6%	8.8%	0.6%	-0.1%	7.0%	1.0%		7.4%	6.6%	6.3%	10.5%
	Fire & EMS FTE	166.92	166.92	166.92	161.52	161.52	158.52	158.52	-5%	158.52	158.52	158.52	158.52
	Materials, Services & Capital Outlay	4,012,260	4,801,469	6,174,374	4,350,935	5,504,057	8,107,302	8,291,597	107%	16,398,899	7,494,254	6,573,399	14,067,653
	% Change		19.7%	28.6%	-29.5%	26.5%	47.3%	2.3%		66.4%	-9.6%	-12.3%	-14.2%
	Subtotal Fire & EMS	\$31,364,848	\$33,402,446	\$37,285,556	\$35,634,116	\$36,748,154	\$41,531,014	\$42,037,488	34%	\$83,568,502	\$43,462,422	\$44,817,133	\$88,279,555
Police	Personnel Services												
	Wages	25,328,087	26,213,883	26,949,901	26,731,894	27,856,873	27,915,928	28,700,640	13%	56,616,568	32,777,063	34,241,313	67,018,376
	Overtime	2,743,772	2,579,690	2,082,716	2,687,450	3,307,552	3,482,730	3,881,117	41%	7,363,847	2,333,690	2,333,690	4,667,380
	Limited Duration	34,618	48,546	28,745	44,483	45,994	203,223	355,667	927%	558,890	0	0	0
	Taxes	2,861,824	2,983,856	3,078,309	3,138,393	3,316,322	3,214,073	3,342,112	17%	6,556,185	3,338,181	3,431,953	6,770,134
	Health Insurance	5,872,067	6,077,512	6,197,227	6,108,472	5,009,768	5,316,185	5,208,351	-11%	10,524,537	5,690,028	5,690,028	11,380,056
	PERS/OPSRP	6,502,552	7,654,247	8,278,037	8,848,914	9,260,648	9,824,679	10,203,223	57%	20,027,902	11,787,247	12,249,615	24,036,862
	PERS Pension Bond	1,637,365	1,565,396	1,616,639	1,629,537	1,702,557	1,679,598	1,187,286	-27%	2,866,884	1,181,132	1,227,628	2,408,760
	Deferred Compensation	569,253	636,484	693,154	691,330	698,958	708,374	756,320	33%	1,464,694	851,605	885,788	1,737,393
	Long-Term Disability	55,322	57,530	60,637	57,500	52,908	56,289	58,809	6%	115,099	78,152	81,287	159,439
	Life Insurance	94,271	95,343	98,782	91,841	68,445	69,850	71,875	-24%	141,725	104,278	108,858	213,136
	Subtotal Personnel Services	45,699,131	47,912,489	49,084,146	50,029,813	51,320,023	52,470,930	53,765,402	18%	106,236,332	58,141,376	60,250,160	118,391,536
	% Change		4.8%	2.4%	1.9%	2.6%	2.2%	2.5%		4.8%	8.1%	3.6%	11.4%
	Police FTE	310.30	310.30	308.65	308.65	308.65	291.15	291.15	-6%	291.15	287.65	287.65	287.65
	Materials, Services & Capital Outlay	10,867,008	9,870,307	9,099,199	9,359,571	11,596,445	12,585,491	12,768,626	17%	25,354,117	11,967,469	11,697,300	23,664,769
	% Change		-9.2%	-7.8%	2.9%	23.9%	8.5%	1.5%		21.0%	-6.3%	-2.3%	-6.7%
	Subtotal Police	\$56,566,139	\$57,782,796	\$58,183,345	\$59,389,385	\$62,916,468	\$65,056,421	\$66,534,028	18%	\$131,590,449	\$70,108,845	\$71,947,460	\$142,056,305

General Fund (011) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Library, Rec & Cultural Svcs	Personnel Services												
	Wages	7,607,338	8,462,544	7,547,077	7,970,818	8,868,228	8,514,431	8,446,787	11%	16,961,218	9,432,500	10,000,067	19,432,567
	Overtime	36,396	32,461	14,110	25,919	44,440	43,302	27,905	-23%	71,207	(700)	0	(700)
	Limited Duration	2,176,831	1,733,674	1,526,103	1,640,977	2,028,542	2,452,220	2,626,139	21%	5,078,360	2,673,779	2,778,348	5,452,127
	Taxes	944,141	992,535	910,413	1,072,840	1,211,491	1,234,225	1,243,424	32%	2,477,649	1,063,341	1,115,114	2,178,455
	Health Insurance	2,763,428	2,956,679	2,627,144	2,774,381	2,447,355	2,467,902	2,238,933	-19%	4,706,835	2,494,101	2,548,401	5,042,502
	PERS/OPSRP	1,845,978	2,284,125	2,177,445	2,396,874	2,658,271	2,779,671	2,836,350	54%	5,616,021	3,416,044	3,608,506	7,024,550
	PERS Pension Bond	513,781	507,908	458,455	469,001	520,136	514,315	364,715	-29%	879,030	369,243	391,530	760,773
	Deferred Compensation	144,756	171,982	158,534	171,433	187,338	179,104	185,574	28%	364,678	228,706	241,041	469,747
	Long-Term Disability	28,835	30,616	28,677	29,987	31,169	31,598	31,059	8%	62,658	35,523	37,709	73,232
	Life Insurance	18,423	19,655	18,212	18,279	15,555	15,716	15,727	-15%	31,442	21,457	22,611	44,068
	Subtotal Personnel Services	16,079,907	17,192,179	15,466,171	16,570,509	18,012,526	18,232,485	18,016,614	12%	36,249,098	19,733,994	20,743,327	40,477,321
	% Change		6.9%	-10.0%	7.1%	8.7%	1.2%	-1.2%		4.8%	9.5%	5.1%	11.7%
	Library, Rec & Cultural Svcs FTE	144.55	144.80	144.80	143.90	143.90	130.30	130.30	-10%	130.30	128.30	128.30	128.30
	Materials, Services & Capital Outlay	7,935,849	7,472,680	7,545,485	9,605,415	9,445,410	8,863,094	8,900,738	12%	17,763,831	8,752,753	8,788,193	17,540,946
	% Change		-5.8%	1.0%	27.3%	-1.7%	-6.2%	0.4%		-6.8%	-1.7%	0.4%	-1.3%
	Subtotal Library, Rec & Cultural Svcs	\$24,015,756	\$24,664,859	\$23,011,657	\$26,175,924	\$27,457,936	\$27,095,579	\$26,917,351	12%	\$54,012,930	\$28,486,747	\$29,531,520	\$58,018,267
Public Works	Personnel Services												
	Wages	2,365,662	2,643,508	2,730,392	2,645,924	2,591,976	2,969,816	2,252,966	-5%	5,222,783	1,326,596	1,365,956	2,692,552
	Overtime	7,873	9,495	21,752	16,214	24,010	8,749	1,022	-87%	9,771	0	0	0
	Limited Duration	19,868	0	0	1,356	1,162	0	0	-100%	0	1,000	1,000	2,000
	Taxes	236,351	251,818	260,223	261,380	272,816	285,538	218,074	-8%	503,612	123,386	125,822	249,208
	Health Insurance	706,204	771,411	781,173	769,780	590,300	662,965	393,126	-44%	1,056,091	207,489	207,489	414,978
	PERS/OPSRP	571,509	696,052	769,117	792,296	832,717	922,131	619,984	8%	1,542,115	471,096	485,057	956,153
	PERS Pension Bond	146,693	147,144	154,698	150,054	158,743	163,501	75,761	-48%	239,262	50,269	51,767	102,036
	Deferred Compensation	54,409	60,016	63,126	65,590	70,801	71,620	49,006	-10%	120,626	36,901	38,003	74,904
	Long-Term Disability	9,757	10,384	10,695	10,128	9,246	10,208	6,612	-32%	16,819	3,842	3,954	7,796
	Life Insurance	5,867	6,321	6,605	6,227	4,822	5,589	3,905	-33%	9,494	2,838	2,923	5,761
	Subtotal Personnel Services	4,124,193	4,596,149	4,797,782	4,718,950	4,556,593	5,100,117	3,620,455	-12%	8,720,573	2,223,417	2,281,971	4,505,388
	% Change		11.4%	4.4%	-1.6%	-3.4%	11.9%	-29.0%		-6.0%	-38.6%	2.6%	-48.3%
	Public Works FTE	36.62	36.87	37.27	36.77	36.77	34.52	26.32	-28%	26.32	10.50	10.50	10.50
	Materials, Services & Capital Outlay	2,443,050	2,483,446	1,948,278	3,037,432	3,189,827	3,101,099	2,577,016	5%	5,678,116	821,971	666,969	1,488,940
	% Change		1.7%	-21.5%	55.9%	5.0%	-2.8%	-16.9%		-8.8%	-68.1%	-18.9%	-73.8%
	Subtotal Public Works	\$6,567,243	\$7,079,595	\$6,746,060	\$7,756,382	\$7,746,420	\$8,201,217	\$6,197,472	-6%	\$14,398,688	\$3,045,388	\$2,948,940	\$5,994,328
Total Operating Budget	Total Personnel Services	114,451,128	122,123,173	124,330,748	126,353,374	134,087,730	136,334,951	136,443,689	19%	272,778,640	146,976,435	152,047,283	299,023,718
	Materials, Services & Capital Outlay	39,026,713	36,629,180	38,746,961	42,834,867	48,076,399	48,045,784	52,784,543	35%	100,830,328	41,884,111	39,547,174	81,431,285
	Total Department Operating Budget	\$153,477,841	\$158,752,353	\$163,077,709	\$169,188,240	\$182,164,129	\$184,380,735	\$189,228,232	23%	\$373,608,968	\$188,860,546	\$191,594,457	\$380,455,003
	Total FTE	817.66	822.86	821.61	813.06	820.06	772.11	763.91	-7%	763.91	738.21	738.21	738.21

Cultural Services Fund (031) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Library, Rec & Cultural Svcs	Personnel Services												
	Wages	1,921,785	1,795,713	1,777,638	2,056,951	2,849,653	3,229,998	3,714,198	93%	6,944,196	4,579,126	4,578,164	9,157,290
	Overtime	90,232	60,517	4,932	72,104	77,100	105,747	122,231	35%	227,978	80,800	80,200	161,000
	Limited Duration	373,780	343,386	37,040	271,615	414,067	699,327	831,721	123%	1,531,049	944,500	977,000	1,921,500
	Taxes	226,882	206,298	184,723	250,278	339,936	412,742	461,266	103%	874,008	417,798	407,733	825,531
	Health Insurance	670,073	645,398	628,218	739,639	702,922	891,337	900,128	34%	1,791,465	996,159	941,859	1,938,018
	PERS/OPSRP	448,429	497,540	472,782	574,950	826,050	1,075,971	1,228,160	174%	2,304,131	1,387,461	1,381,214	2,768,675
	PERS Pension Bond	126,103	109,982	100,904	111,492	163,638	196,422	157,388	25%	353,810	153,546	151,652	305,198
	Deferred Compensation	35,675	32,830	39,197	43,759	58,134	69,666	77,226	116%	146,892	96,949	97,278	194,227
	Long-Term Disability	6,433	5,635	5,952	6,243	7,139	9,989	11,686	82%	21,675	14,206	13,909	28,115
	Life Insurance	4,465	3,956	4,290	4,620	4,244	5,774	6,471	45%	12,245	8,630	8,651	17,281
	Subtotal Personnel Services	3,903,857	3,701,255	3,255,676	4,131,651	5,442,883	6,696,973	7,510,476	92%	14,207,448	8,679,175	8,637,660	17,316,835
	% Change		-5.2%	-12.0%	26.9%	31.7%	23.0%	12.1%		48.4%	15.6%	-0.5%	21.9%
	Library, Rec & Cultural Svcs FTE	33.63	33.63	38.63	38.63	38.63	41.63	41.63	24%	41.63	43.63	43.63	43.63
	Materials, Services & Capital Outlay	3,639,625	3,861,287	2,277,847	4,490,747	5,031,942	8,031,728	7,334,562	102%	15,366,290	7,778,752	8,444,952	16,223,704
	% Change		6.1%	-41.0%	97.1%	12.1%	59.6%	-8.7%		61.4%	6.1%	8.6%	5.6%
	Subtotal Library, Rec & Cultural Svcs	\$7,543,482	\$7,562,542	\$5,533,524	\$8,622,398	\$10,474,826	\$14,728,700	\$14,845,038	97%	\$29,573,738	\$16,457,927	\$17,082,612	\$33,540,539
Total Operating Budget	Total Personnel Services	3,903,857	3,701,255	3,255,676	4,131,651	5,442,883	6,696,973	7,510,476	92%	14,207,448	8,679,175	8,637,660	17,316,835
	Materials, Services & Capital Outlay	3,639,625	3,861,287	2,277,847	4,490,747	5,031,942	8,031,728	7,334,562	102%	15,366,290	7,778,752	8,444,952	16,223,704
	Total Department Operating Budget	\$7,543,482	\$7,562,542	\$5,533,524	\$8,622,398	\$10,474,826	\$14,728,700	\$14,845,038	97%	\$29,573,738	\$16,457,927	\$17,082,612	\$33,540,539
	Total FTE	33.63	33.63	38.63	38.63	38.63	41.63	41.63	24%	41.63	43.63	43.63	43.63

Library Local Option Levy Fund (111) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Library, Rec & Cultural Svcs	Personnel Services												
	Wages	778,330	975,129	976,880	884,832	875,581	960,478	991,983	27%	1,952,461	1,310,638	1,369,966	2,680,604
	Overtime	985	1,127	45	1,946	41	881	1,744	77%	2,625	0	0	0
	Limited Duration	0	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	84,806	101,206	104,340	110,219	114,104	124,550	126,614	49%	251,163	144,345	149,122	293,467
	Health Insurance	325,215	384,891	397,050	355,154	274,253	316,613	319,345	-2%	635,958	380,277	380,277	760,554
	PERS/OPSRP	146,825	227,231	239,275	241,885	223,133	272,504	291,305	98%	563,809	452,507	472,941	925,448
	PERS Pension Bond	45,570	53,550	55,017	50,088	46,373	52,761	38,648	-15%	91,410	50,330	52,603	102,933
	Deferred Compensation	16,866	19,722	22,641	22,710	21,212	22,364	21,138	25%	43,502	31,406	32,862	64,268
	Long-Term Disability	2,972	3,641	3,779	3,498	3,180	3,840	4,170	40%	8,010	5,361	5,594	10,955
	Life Insurance	1,933	2,220	2,365	2,119	1,590	1,856	1,881	-3%	3,737	2,845	2,973	5,818
	Subtotal Personnel Services	1,403,502	1,768,716	1,801,392	1,672,449	1,559,467	1,755,847	1,796,829	28%	3,552,676	2,377,709	2,466,338	4,844,047
	% Change		26.0%	1.8%	-7.2%	-6.8%	12.6%	2.3%		9.9%	32.3%	3.7%	36.3%
	Library, Rec & Cultural Svcs FTE	18.40	18.40	18.40	18.40	18.40	18.40	18.40	0%	18.40	18.40	18.40	18.40
	Materials, Services & Capital Outlay	612,286	503,479	460,678	650,066	1,058,176	629,540	988,626	61%	1,618,166	1,424,815	1,324,521	2,749,336
	% Change		-17.8%	-8.5%	41.1%	62.8%	-40.5%	57.0%		-5.3%	44.1%	-7.0%	69.9%
	Subtotal Library, Rec & Cultural Svcs	\$2,015,788	\$2,272,196	\$2,262,070	\$2,322,515	\$2,617,643	\$2,385,387	\$2,785,455	38%	\$5,170,842	\$3,802,524	\$3,790,859	\$7,593,383
Total Operating Budget	Total Personnel Services	1,403,502	1,768,716	1,801,392	1,672,449	1,559,467	1,755,847	1,796,829	28%	3,552,676	2,377,709	2,466,338	4,844,047
	Materials, Services & Capital Outlay	612,286	503,479	460,678	650,066	1,058,176	629,540	988,626	61%	1,618,166	1,424,815	1,324,521	2,749,336
	Total Department Operating Budget	\$2,015,788	\$2,272,196	\$2,262,070	\$2,322,515	\$2,617,643	\$2,385,387	\$2,785,455	38%	\$5,170,842	\$3,802,524	\$3,790,859	\$7,593,383
	Total FTE	18.40	18.40	18.40	18.40	18.40	18.40	18.40	0%	18.40	18.40	18.40	18.40

Parks and Recreation Local Option Levy Fund (112) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Central Services	Materials, Services & Capital Outlay	0	40,100	24,759	160	5,601	0	0	N/A	0	0	0	0
	% Change		N/A	-38.3%	-99.4%	3400.5%	-100.0%	N/A		-100.0%	N/A	N/A	N/A
	Subtotal Central Services	\$0	\$40,100	\$24,759	\$160	\$5,601	\$0	\$0	N/A	\$0	\$0	\$0	\$0
Police	Personnel Services												
	Wages	154,133	188,737	195,661	202,862	198,047	160,580	229,537	49%	390,117	259,160	270,350	529,510
	Overtime	1,618	9,765	6,999	33,503	29,374	54,660	13,535	736%	68,195	25,000	25,000	50,000
	Limited Duration	0	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	12,087	20,359	21,482	23,949	21,453	21,998	24,203	100%	46,200	24,371	24,870	49,241
	Health Insurance	32,260	39,562	40,551	37,013	32,194	37,187	39,955	24%	77,142	39,522	39,522	79,044
	PERS/OPSRP	34,607	56,084	61,589	75,061	73,371	71,803	79,015	128%	150,818	90,702	93,152	183,854
	PERS Pension Bond	9,503	11,176	11,405	13,231	12,749	12,085	9,422	-1%	21,507	8,816	9,054	17,870
	Deferred Compensation	3,489	4,644	4,702	4,195	4,379	4,493	5,787	66%	10,280	5,940	6,100	12,040
	Long-Term Disability	298	371	381	332	321	363	419	41%	781	514	528	1,042
	Life Insurance	648	769	776	657	514	544	617	-5%	1,161	872	894	1,766
	Subtotal Personnel Services	248,643	331,467	343,546	390,801	372,402	363,712	402,490	62%	766,202	454,897	469,470	924,367
	% Change		33.3%	3.6%	13.8%	-4.7%	-2.3%	10.7%		0.4%	13.0%	3.2%	20.6%
	Police FTE	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0%	2.00	2.00	2.00	2.00
	Materials, Services & Capital Outlay	49,255	52,551	16,940	15,490	14,762	24,720	98,945	101%	123,665	74,589	70,946	145,535
	% Change		6.7%	-67.8%	-8.6%	-4.7%	67.5%	300.3%		308.8%	-24.6%	-4.9%	17.7%
Subtotal Police		\$297,898	\$384,019	\$360,486	\$406,292	\$387,164	\$388,432	\$501,435	68%	\$889,867	\$529,486	\$540,416	\$1,069,902
Library, Rec & Cultural Svcs	Personnel Services												
	Wages	0	0	0	0	0	120,085	144,392	N/A	264,477	159,881	166,275	326,156
	Overtime	0	0	0	0	0	129	0	N/A	129	0	0	0
	Limited Duration	0	0	0	0	129,000	52,922	84,355	N/A	137,277	361,200	427,036	788,236
	Taxes	0	0	0	0	0	13,152	17,463	N/A	30,615	17,092	17,609	34,701
	Health Insurance	0	0	0	0	0	31,358	34,734	N/A	66,093	42,410	42,410	84,820
	PERS/OPSRP	0	0	0	0	0	43,315	58,538	N/A	101,853	59,589	61,910	121,499
	PERS Pension Bond	0	0	0	0	0	7,346	6,879	N/A	14,225	6,164	6,409	12,573
	Deferred Compensation	0	0	0	0	0	3,579	4,095	N/A	7,674	4,477	4,646	9,123
	Long-Term Disability	0	0	0	0	0	263	364	N/A	627	499	522	1,021
	Life Insurance	0	0	0	0	0	229	273	N/A	502	351	366	717
	Subtotal Personnel Services	0	0	0	0	129,000	272,378	351,093	N/A	623,471	651,663	727,183	1,378,846
	% Change		N/A	N/A	N/A	N/A	111.1%	28.9%		383.3%	85.6%	11.6%	121.2%
	Library, Rec & Cultural Svcs FTE	0.00	0.00	0.00	0.00	0.00	2.00	2.00	N/A	2.00	2.00	2.00	2.00
	Materials, Services & Capital Outlay	0	0	206	493,194	481,000	595,354	596,577	N/A	1,191,932	581,824	581,824	1,163,648
	% Change		N/A	N/A	238815.9%	-2.5%	23.8%	0.2%		22.4%	-2.5%	0.0%	-2.4%
Subtotal Library, Rec & Cultural Svcs		\$0	\$0	\$206	\$493,194	\$610,000	\$867,732	\$947,671	N/A	\$1,815,402	\$1,233,487	\$1,309,007	\$2,542,494

Parks and Recreation Local Option Levy Fund (112) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Public Works	Personnel Services												
	Wages	160,553	415,637	483,642	566,815	424,323	661,929	951,924	493%	1,613,853	698,645	732,296	1,430,941
	Overtime	360	251	1,876	2,319	1,123	4,278	2,303	539%	6,581	0	0	0
	Limited Duration	0	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	12,322	41,238	46,718	54,706	43,254	63,721	86,332	601%	150,053	74,950	77,659	152,609
	Health Insurance	70,642	156,181	168,237	190,003	118,297	214,532	284,548	303%	499,079	197,606	197,606	395,212
	PERS/OPSRP	9,729	77,803	105,690	136,480	117,198	163,148	278,840	2766%	441,989	240,321	251,885	492,206
	PERS Pension Bond	3,098	19,630	24,587	26,534	22,544	29,243	34,439	1012%	63,682	26,720	28,011	54,731
	Deferred Compensation	2,824	8,020	9,297	11,328	8,464	12,499	19,544	592%	32,042	13,939	14,607	28,546
	Long-Term Disability	940	2,178	2,551	2,844	2,165	3,291	4,544	384%	7,834	3,695	3,874	7,569
	Life Insurance	450	1,037	1,219	1,376	816	1,242	1,817	304%	3,059	1,531	1,607	3,138
	Subtotal Personnel Services	260,918	721,975	843,818	992,406	738,182	1,153,882	1,664,290	538%	2,818,172	1,257,407	1,307,545	2,564,952
	% Change		176.7%	16.9%	17.6%	-25.6%	56.3%	44.2%		62.8%	-24.4%	4.0%	-9.0%
	Public Works FTE	7.00	7.00	7.00	7.00	7.00	10.00	10.00	43%	10.00	10.00	10.00	10.00
	Materials, Services & Capital Outlay	985,250	1,463,141	1,905,742	2,232,527	1,966,950	1,353,866	1,687,474	71%	3,041,340	2,085,228	2,043,032	4,128,260
	% Change		48.5%	30.3%	17.1%	-11.9%	-31.2%	24.6%		-27.6%	23.6%	-2.0%	35.7%
Subtotal Public Works		\$1,246,169	\$2,185,116	\$2,749,561	\$3,224,933	\$2,705,132	\$2,507,748	\$3,351,764	169%	\$5,859,512	\$3,342,635	\$3,350,577	\$6,693,212
Total Operating Budget	Total Personnel Services	509,562	1,053,442	1,187,364	1,383,208	1,239,584	1,789,972	2,417,873	375%	4,207,845	2,363,967	2,504,198	4,868,165
	Materials, Services & Capital Outlay	1,034,505	1,555,793	1,947,647	2,741,372	2,468,313	1,973,940	2,382,997	130%	4,356,937	2,741,641	2,695,802	5,437,443
	Total Department Operating Budget	\$1,544,067	\$2,609,235	\$3,135,012	\$4,124,579	\$3,707,897	\$3,763,912	\$4,800,870	211%	\$8,564,781	\$5,105,608	\$5,200,000	\$10,305,608
Total FTE		9.00	9.00	9.00	9.00	9.00	14.00	14.00	56%	14.00	14.00	14.00	14.00

Community Safety Payroll Tax Fund (136) - Operating Expenses FY20-25

Department	Expense Type	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY20 - FY25*	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Central Services	Personnel Services											
	Wages	458,606	697,059	955,509	1,440,599	1,526,085	1,596,512	248%	3,122,597	1,818,733	1,871,909	3,690,642
	Overtime	1,374	85	0	441	3,973	9,042	558%	13,015	7,045	7,046	14,091
	Limited Duration	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	34,395	52,271	89,999	138,823	145,977	152,176	342%	298,153	178,428	182,709	361,137
	Health Insurance	154,223	213,441	311,525	338,691	385,742	388,691	152%	774,433	400,160	400,160	800,320
	PERS/OPSRP	99,236	139,290	236,108	374,939	436,231	452,884	356%	889,114	629,468	647,816	1,277,284
	PERS Pension Bond	25,000	36,053	50,132	78,616	84,559	61,090	144%	145,649	69,970	72,018	141,988
	Deferred Compensation	10,475	17,962	24,060	35,053	32,218	31,917	205%	64,134	47,455	48,981	96,436
	Long-Term Disability	1,517	2,067	3,046	4,061	4,703	5,187	242%	9,890	6,552	6,708	13,260
	Life Insurance	1,156	1,689	2,320	2,475	2,883	2,956	156%	5,840	3,977	4,099	8,076
	Subtotal Personnel Services	785,979	1,159,917	1,672,699	2,413,697	2,622,372	2,700,453	244%	5,322,824	3,161,788	3,241,446	6,403,234
	% Change		47.6%	44.2%	44.3%	8.6%	3.0%		30.3%	17.1%	2.5%	20.3%
	Central Services FTE	0.00	11.50	17.75	20.75	20.75	20.75	N/A	20.75	20.25	20.25	20.25
	Materials, Services & Capital Outlay	1,516,332	2,288,723	1,806,533	3,347,737	1,054,702	2,870,405	89%	3,925,107	2,862,303	2,609,950	5,472,253
	% Change	N/A	50.9%	-21.1%	85.3%	-68.5%	172.2%		-23.8%	-0.3%	-8.8%	39.4%
Subtotal Central Services		\$2,302,312	\$3,448,640	\$3,479,233	\$5,761,434	\$3,677,073	\$5,570,858	142%	\$9,247,931	\$6,024,091	\$5,851,396	\$11,875,487
Planning & Development	Personnel Services											
	Wages	0	0	0	0	86,812	162,686	N/A	249,498	392,288	173,068	565,356
	Overtime	0	0	0	0	31	484	N/A	515	0	0	0
	Limited Duration	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	0	0	0	0	7,776	14,071	N/A	21,848	21,456	246	21,702
	Health Insurance	0	0	0	0	21,594	46,556	N/A	68,149	39,522	0	39,522
	PERS/OPSRP	0	0	0	0	22,858	35,019	N/A	57,877	77,984	1,052	79,036
	PERS Pension Bond	0	0	0	0	4,480	4,839	N/A	9,319	8,778	119	8,897
	Deferred Compensation	0	0	0	0	2,358	3,010	N/A	5,369	6,818	92	6,910
	Long-Term Disability	0	0	0	0	288	711	N/A	1,000	590	8	598
	Life Insurance	0	0	0	0	214	284	N/A	499	500	7	507
	Subtotal Personnel Services	0	0	0	0	146,412	267,661	N/A	414,072	547,936	174,592	722,528
	% Change		N/A	N/A	N/A	N/A	82.8%		N/A	104.7%	-68.1%	74.5%
	Planning & Development FTE	0.00	0.00	0.00	0.00	1.00	1.00	N/A	1.00	1.00	1.00	1.00
	Materials, Services & Capital Outlay	0	0	0	0	449,032	1,549,540	N/A	1,998,572	1,432,059	1,265,964	2,698,023
	% Change		N/A	N/A	N/A	N/A	245.1%		N/A	-7.6%	-11.6%	35.0%
Subtotal Planning & Development		\$0	\$0	\$0	\$0	\$595,444	\$1,817,201	N/A	\$2,412,645	\$1,979,995	\$1,440,556	\$3,420,551

Community Safety Payroll Tax Fund (136) - Operating Expenses FY20-25

Department	Expense Type	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY20 - FY25*	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Fire & EMS	Personnel Services											
	Wages	0	0	48,965	960,187	1,040,603	1,179,776	N/A	2,220,379	1,315,712	1,350,292	2,666,004
	Overtime	0	0	835	83,407	128,750	425,268	N/A	554,018	231,370	231,370	462,740
	Limited Duration	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	0	0	3,767	80,546	114,468	150,091	N/A	264,559	161,894	165,090	326,984
	Health Insurance	0	0	11,882	247,869	179,132	225,190	N/A	404,321	197,610	197,610	395,220
	PERS/OPSRP	0	0	12,480	145,701	326,781	457,576	N/A	784,356	384,629	397,790	782,419
	PERS Pension Bond	0	0	2,739	35,797	64,319	60,659	N/A	124,978	43,689	45,178	88,867
	Deferred Compensation	0	0	0	0	0	1,061	N/A	1,061	0	0	0
	Long-Term Disability	0	0	256	3,758	4,924	4,988	N/A	9,912	5,931	6,110	12,041
	Life Insurance	0	0	108	1,320	1,721	1,949	N/A	3,670	2,419	2,497	4,916
	Subtotal Personnel Services	0	0	81,032	1,558,585	1,860,697	2,506,557	N/A	4,367,254	2,343,254	2,395,937	4,739,191
	% Change		N/A	N/A	1823.4%	19.4%	34.7%		166.4%	-6.5%	2.2%	8.5%
	Fire & EMS FTE	0.00	0.00	0.00	7.00	15.00	10.00	N/A	10.00	10.00	10.00	10.00
	Materials, Services & Capital Outlay	0	0	2,031	52,674	156,063	1,168,701	N/A	1,324,763	511,237	489,594	1,000,831
Police	% Change		N/A	N/A	2493.1%	196.3%	648.9%		2321.6%	-56.3%	-4.2%	-24.5%
	Subtotal Fire & EMS	\$0	\$0	\$83,063	\$1,611,259	\$2,016,760	\$3,675,257	N/A	\$5,692,017	\$2,854,491	\$2,885,531	\$5,740,022
	Personnel Services											
	Wages	1,411,211	1,569,998	1,963,599	4,716,783	5,167,592	5,167,903	266%	10,335,495	6,526,172	6,751,812	13,277,984
	Overtime	127,160	135,974	237,869	394,958	526,234	715,285	463%	1,241,519	1,490,969	1,490,969	2,981,938
	Limited Duration	1,557	0	887	0	0	296	-81%	296	0	0	0
	Taxes	118,844	160,773	233,401	466,094	576,279	594,746	400%	1,171,025	567,710	584,119	1,151,829
	Health Insurance	348,922	403,516	516,903	986,779	1,127,470	1,042,484	199%	2,169,954	1,044,172	1,044,172	2,088,344
	PERS/OPSRP	377,924	413,328	634,809	1,377,539	1,720,979	1,838,620	387%	3,559,599	1,916,445	1,995,709	3,912,154
	PERS Pension Bond	82,608	93,624	123,436	262,134	311,958	228,770	177%	540,728	197,438	205,642	403,080
	Deferred Compensation	30,940	37,700	49,659	109,356	131,164	136,571	341%	267,734	145,713	151,849	297,562
	Long-Term Disability	2,935	3,295	4,295	8,557	10,164	10,423	255%	20,586	12,619	13,155	25,774
	Life Insurance	5,588	6,344	7,725	12,895	14,568	14,513	160%	29,081	18,431	19,178	37,609
	Subtotal Personnel Services	2,507,690	2,824,553	3,772,582	8,335,096	9,586,407	9,749,611	289%	19,336,018	11,919,669	12,256,605	24,176,274
	% Change		12.6%	33.6%	120.9%	15.0%	1.7%		59.7%	22.3%	2.8%	25.0%
	Police FTE	0.00	18.50	23.84	52.84	52.84	52.84	N/A	52.84	52.84	52.84	52.84
	Materials, Services & Capital Outlay	297,559	259,810	637,223	1,183,163	2,627,446	3,412,698	1047%	6,040,144	3,887,321	2,632,081	6,519,402
	% Change		-12.7%	145.3%	85.7%	122.1%	29.9%		231.8%	13.9%	-32.3%	7.9%
Subtotal Police		\$2,805,249	\$3,084,363	\$4,409,805	\$9,518,258	\$12,213,853	\$13,162,308	369%	\$25,376,162	\$15,806,990	\$14,888,686	\$30,695,676

Community Safety Payroll Tax Fund (136) - Operating Expenses FY20-25

Department	Expense Type	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY20 - FY25*	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Library, Rec & Cultural Svcs	Personnel Services											
	Wages	42,414	48,240	91,722	169,210	232,254	275,402	549%	507,656	311,166	325,391	636,557
	Overtime	542	0	191	1,680	518	64	-88%	582	0	0	0
	Limited Duration	12,627	888	15,744	105,557	67,108	98,268	678%	165,376	201,961	210,039	412,000
	Taxes	4,257	3,784	10,426	26,171	30,714	36,145	749%	66,859	33,490	34,639	68,129
	Health Insurance	19,692	20,785	33,783	53,542	81,678	69,326	252%	151,004	79,044	79,044	158,088
	PERS/OPSRP	6,657	10,629	25,832	50,585	57,637	102,640	1442%	160,277	106,761	111,642	218,403
	PERS Pension Bond	1,642	2,706	5,392	10,655	11,144	13,765	738%	24,910	11,998	12,545	24,543
	Deferred Compensation	715	965	1,275	2,055	2,427	2,654	271%	5,081	8,774	9,160	17,934
	Long-Term Disability	226	255	317	377	588	716	217%	1,304	960	1,008	1,968
	Life Insurance	107	121	205	312	486	513	378%	999	685	717	1,402
	Subtotal Personnel Services	88,881	88,373	184,887	420,144	484,555	599,493	574%	1,084,048	754,839	784,185	1,539,024
	% Change		-0.6%	109.2%	127.2%	15.3%	23.7%		79.2%	25.9%	3.9%	42.0%
	Library, Rec & Cultural Svcs FTE	0.00	1.00	2.00	3.00	4.00	4.00	N/A	4.00	4.00	4.00	4.00
	Materials, Services & Capital Outlay	2,099	1,662	102,905	211,358	540,262	375,286	17783%	915,548	592,943	504,114	1,097,057
	% Change		-20.8%	6091.4%	105.4%	155.6%	-30.5%		191.3%	58.0%	-15.0%	19.8%
Subtotal Library, Rec & Cultural Svcs		\$90,980	\$90,035	\$287,791	\$631,502	\$1,024,817	\$974,780	971%	\$1,999,597	\$1,347,782	\$1,288,299	\$2,636,081
Total Operating Budget	Total Personnel Services	3,382,551	4,072,842	5,711,200	12,727,522	14,700,442	15,823,774	368%	30,524,216	18,727,486	18,852,765	37,580,251
	Materials, Services & Capital Outlay	1,815,990	2,550,195	2,548,692	4,794,932	4,827,505	9,376,630	416%	14,204,135	9,285,863	7,501,703	16,787,566
	Total Department Operating Budget	\$5,198,540	\$6,623,037	\$8,259,892	\$17,522,454	\$19,527,947	\$25,200,405	385%	\$44,728,351	\$28,013,349	\$26,354,468	\$54,367,817
Total FTE		0.00	31.00	43.59	83.59	93.59	88.59	N/A	88.59	88.09	88.09	88.09

*Community Safety Payroll Tax supported services began in FY20. In FY20 positions were filled as an overhire until the FTE statistics were added in FY21.

Parking Services Fund (520) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Central Services	Personnel Services												
	Wages	168,816	164,188	43,291	45,091	129,097	167,337	212,268	26%	379,604	247,345	254,770	502,115
	Overtime	2,403	2,230	0	180	2,665	854	700	-71%	1,554	2,500	2,500	5,000
	Limited Duration	0	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	16,392	16,536	8,099	8,803	15,821	18,359	21,855	33%	40,214	25,869	26,462	52,331
	Health Insurance	67,333	70,825	21,145	23,190	50,676	58,844	66,319	-2%	125,162	76,080	76,080	152,160
	PERS/OPSRP	36,374	31,449	12,438	2,932	29,667	45,492	51,980	43%	97,472	84,865	87,412	172,277
	PERS Pension Bond	10,274	6,492	2,246	616	6,181	8,824	7,017	-32%	15,841	9,470	9,752	19,222
	Deferred Compensation	824	1,757	660	804	1,714	3,127	4,255	416%	7,382	5,153	5,314	10,467
	Long-Term Disability	893	822	254	231	665	755	991	11%	1,745	1,219	1,255	2,474
	Life Insurance	426	391	121	106	251	306	397	-7%	704	537	552	1,089
	Subtotal Personnel Services	303,734	294,692	88,254	81,952	236,738	303,898	365,782	20%	669,680	453,038	464,097	917,135
	% Change		-3.0%	-70.1%	-7.1%	188.9%	28.4%	20.4%		110.1%	23.9%	2.4%	37.0%
	Central Services FTE	3.55	3.55	3.55	3.55	3.55	3.85	3.85	8%	3.85	3.85	3.85	3.85
	Materials, Services & Capital Outlay	64,354	61,408	64,357	57,435	54,179	99,856	125,680	95%	225,537	118,471	118,471	236,942
	% Change		-4.6%	4.8%	-10.8%	-5.7%	84.3%	25.9%		102.1%	-5.7%	0.0%	5.1%
Subtotal Central Services		\$368,088	\$356,100	\$152,611	\$139,386	\$290,917	\$403,754	\$491,462	34%	\$895,216	\$571,509	\$582,568	\$1,154,077
Planning & Development	Personnel Services												
	Wages	844,633	970,374	723,908	597,784	1,013,072	1,018,687	1,090,688	29%	2,109,374	1,497,447	1,552,055	3,049,502
	Overtime	7,983	4,728	480	7,874	14,566	20,242	15,711	97%	35,953	25,500	25,500	51,000
	Limited Duration	0	70	0	0	0	0	0	N/A	0	0	0	0
	Taxes	79,496	85,533	68,490	66,768	102,715	103,286	109,690	38%	212,976	126,800	131,183	257,983
	Health Insurance	315,823	355,464	262,501	223,536	282,542	278,698	289,502	-8%	568,200	354,116	354,116	708,232
	PERS/OPSRP	184,322	238,175	196,304	170,224	273,662	288,230	315,828	71%	604,058	438,616	457,637	896,253
	PERS Pension Bond	49,064	53,234	40,319	31,280	49,810	48,136	37,408	-24%	85,544	47,836	49,933	97,769
	Deferred Compensation	15,053	17,103	13,152	9,892	15,930	17,565	21,744	44%	39,309	28,111	29,396	57,507
	Long-Term Disability	3,868	4,305	3,429	2,836	4,251	4,109	4,490	16%	8,599	5,637	5,871	11,508
	Life Insurance	2,103	2,324	1,756	1,416	1,825	1,936	2,081	-1%	4,017	2,721	2,840	5,561
	Subtotal Personnel Services	1,502,345	1,731,311	1,310,339	1,111,610	1,758,373	1,780,888	1,887,143	26%	3,668,031	2,526,784	2,608,531	5,135,315
	% Change		15.2%	-24.3%	-15.2%	58.2%	1.3%	6.0%		27.8%	33.9%	3.2%	40.0%
	Planning & Development FTE	16.30	16.40	16.40	16.40	16.90	16.90	16.90	4%	16.90	18.00	18.00	18.00
	Materials, Services & Capital Outlay	4,482,640	4,045,323	2,488,083	3,559,431	4,096,012	4,186,587	4,025,632	-10%	8,212,219	6,238,276	4,616,856	10,855,132
	% Change		-9.8%	-38.5%	43.1%	15.1%	2.2%	-3.8%		7.3%	55.0%	-26.0%	32.2%
Subtotal Planning & Development		\$5,984,984	\$5,776,634	\$3,798,421	\$4,671,041	\$5,854,385	\$5,967,475	\$5,912,775	-1%	\$11,880,250	\$8,765,060	\$7,225,387	\$15,990,447

Parking Services Fund (520) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Public Works	Personnel Services												
	Wages	26,178	14,367	10,063	11,572	16,741	13,457	22,467	-14%	35,924	50,000	50,000	100,000
	Overtime	0	0	0	0	0	0	0	N/A	0	0	0	0
	Limited Duration	0	0	0	0	0	0	0	N/A	0	0	0	0
	Taxes	2,001	1,098	756	858	1,266	1,023	1,718	-14%	2,741	0	0	0
	Health Insurance	9,736	5,670	3,708	4,882	6,337	4,664	5,765	-41%	10,429	0	0	0
	PERS/OPSRP	4,640	2,482	2,195	2,741	1,962	3,897	5,196	12%	9,093	0	0	0
	PERS Pension Bond	1,452	618	491	540	405	754	686	-53%	1,440	0	0	0
	Deferred Compensation	507	274	186	210	323	260	419	-17%	679	0	0	0
	Long-Term Disability	112	46	50	42	58	71	94	-16%	165	0	0	0
	Life Insurance	55	22	24	20	22	26	36	-35%	62	0	0	0
	Subtotal Personnel Services	44,681	24,576	17,473	20,864	27,113	24,152	36,380	-19%	60,532	50,000	50,000	100,000
	% Change		-45.0%	-28.9%	19.4%	30.0%	-10.9%	50.6%		26.2%	37.4%	0.0%	65.2%
	Public Works FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A	0.00	0.00	0.00	0.00
	Materials, Services & Capital Outlay	24,617	53,793	13,102	2,948	11,857	3,913	17,144	-30%	21,057	1,002	0	1,002
	% Change		118.5%	-75.6%	-77.5%	302.2%	-67.0%	338.1%		42.2%	-94.2%	-100.0%	-95.2%
	Subtotal Public Works	\$69,297	\$78,369	\$30,576	\$23,812	\$38,970	\$28,065	\$53,524	-23%	\$81,589	\$51,002	\$50,000	\$101,002
Total Operating Budget	Total Personnel Services	1,850,760	2,050,579	1,416,066	1,214,425	2,022,224	2,108,938	2,289,304	24%	4,398,242	3,029,822	3,122,628	6,152,450
	Materials, Services & Capital Outlay	4,571,611	4,160,525	2,565,542	3,619,814	4,162,048	4,290,357	4,168,456	-9%	8,458,813	6,357,749	4,735,327	11,093,076
	Total Department Operating Budget	\$6,422,370	\$6,211,103	\$3,981,608	\$4,834,239	\$6,184,272	\$6,399,294	\$6,457,761	1%	\$12,857,055	\$9,387,571	\$7,857,955	\$17,245,526
	Total FTE	19.85	19.95	19.95	19.95	20.45	20.75	20.75	5%	20.75	21.85	21.85	21.85

Stormwater Utility Fund (539) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Public Works	Personnel Services												
	Wages	5,273,181	5,815,028	5,875,729	5,984,141	7,594,745	6,942,596	8,394,037	59%	15,336,633	10,709,981	11,087,915	21,797,896
	Overtime	20,189	10,462	16,194	14,975	17,413	30,491	10,742	-47%	41,233	0	0	0
	Limited Duration	2,072	385	830	8,657	6,603	5,072	26,699	1188%	31,771	400	400	800
	Taxes	537,412	565,978	572,562	596,419	708,886	690,054	806,614	50%	1,496,668	1,085,567	1,115,521	2,201,088
	Health Insurance	1,623,264	1,792,082	1,738,641	1,843,707	1,793,864	1,728,608	1,915,374	18%	3,643,982	2,434,333	2,434,333	4,868,666
	PERS/OPSRP	1,119,274	1,441,727	1,547,165	1,659,782	2,056,721	2,083,374	2,462,176	120%	4,545,550	3,809,000	3,942,193	7,751,193
	PERS Pension Bond	304,082	318,593	325,658	326,170	403,804	380,482	308,617	1%	689,099	411,000	425,480	836,480
	Deferred Compensation	110,114	125,444	124,316	130,300	162,867	151,382	186,912	70%	338,294	250,484	259,195	509,679
	Long-Term Disability	22,284	24,710	24,754	25,193	28,626	27,423	33,019	48%	60,442	46,553	48,219	94,772
	Life Insurance	12,697	14,051	14,077	14,151	13,063	13,049	15,687	24%	28,735	23,474	24,299	47,773
	Subtotal Personnel Services	9,024,568	10,108,458	10,239,926	10,603,497	12,786,592	12,052,530	14,159,877	57%	26,212,407	18,770,792	19,337,555	38,108,347
	% Change		12.0%	1.3%	3.6%	20.6%	-5.7%	17.5%		12.1%	32.6%	3.0%	45.4%
	Public Works FTE	88.46	88.71	89.11	89.31	91.81	99.62	107.82	22%	107.82	123.39	123.39	123.39
	Materials, Services & Capital Outlay	6,072,420	6,062,465	5,886,932	5,810,564	6,758,351	8,812,392	9,615,358	58%	18,427,750	11,705,195	10,541,769	22,246,964
	% Change		-0.2%	-2.9%	-1.3%	16.3%	30.4%	9.1%		46.6%	21.7%	-9.9%	20.7%
	Subtotal Public Works	\$15,096,989	\$16,170,922	\$16,126,858	\$16,414,061	\$19,544,942	\$20,864,922	\$23,775,235	57%	\$44,640,157	\$30,475,987	\$29,879,324	\$60,355,311
Total Operating Budget	Total Personnel Services	9,024,568	10,108,458	10,239,926	10,603,497	12,786,592	12,052,530	14,234,310	58%	26,286,840	18,770,792	19,337,555	38,108,347
	Materials, Services & Capital Outlay	6,072,420	6,062,465	5,886,932	5,810,564	6,758,351	8,812,392	9,707,188	60%	18,519,581	11,882,001	10,718,575	22,600,576
	Total Department Operating Budget	\$15,096,989	\$16,170,922	\$16,126,858	\$16,414,061	\$19,544,942	\$20,864,922	\$23,941,498	59%	\$44,806,421	\$30,652,793	\$30,056,130	\$60,708,923
	Total FTE	88.46	88.71	89.11	89.31	91.81	99.62	107.82	22%	107.82	123.39	123.39	123.39

Ambulance Transport Fund (592) - Operating Expenses FY19-25

Department	Expense Type	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Actual FY 2025	% Change FY19 - FY25	Actual 2023-2025 Biennium	Adopted Budget FY 2026	Adopted Budget FY 2027	Adopted Budget 2025-2027 Biennium
Fire & EMS	Personnel Services												
	Wages	3,667,920	4,061,807	3,918,802	5,029,322	5,105,243	4,966,551	4,678,720	28%	9,645,271	4,285,525	4,464,314	8,749,839
	Overtime	1,362,883	723,374	1,038,963	1,183,128	1,148,607	1,654,128	2,275,878	67%	3,930,006	1,246,500	1,252,500	2,499,000
	Limited Duration	80,412	112,916	136,030	139,956	334,880	234,381	188,763	135%	423,143	250,000	250,000	500,000
	Taxes	477,273	452,561	484,967	590,485	608,425	654,903	684,420	43%	1,339,324	691,684	714,482	1,406,166
	Health Insurance	1,042,455	1,155,168	1,078,606	1,307,382	1,144,352	1,466,442	1,307,306	25%	2,773,748	1,096,337	1,096,337	2,192,674
	PERS/OPSRP	989,065	1,040,688	1,144,576	1,529,018	1,588,977	1,684,766	1,742,375	76%	3,427,140	1,379,548	1,439,274	2,818,822
	PERS Pension Bond	264,845	252,965	270,499	324,060	331,946	348,271	245,526	-7%	593,797	162,649	169,374	332,023
	Deferred Compensation	12,132	8,101	6,176	7,475	9,949	10,967	15,558	28%	26,525	14,753	15,429	30,182
	Long-Term Disability	16,734	18,449	17,877	21,998	22,469	23,418	23,697	42%	47,114	35,109	36,065	71,174
	Life Insurance	8,667	9,364	9,114	10,720	8,915	9,406	8,618	-1%	18,024	13,968	14,343	28,311
	Subtotal Personnel Services	7,922,387	7,835,393	8,105,609	10,143,545	10,303,763	11,053,232	11,170,861	41%	22,224,093	9,176,073	9,452,118	18,628,191
	% Change		-1.1%	3.4%	25.1%	1.6%	7.3%	1.1%		8.7%	-17.9%	3.0%	-16.2%
	Fire & EMS FTE	30.08	30.08	30.08	35.48	35.48	35.48	35.48	18%	35.48	33.48	33.48	33.48
	Materials, Services & Capital Outlay	3,501,473	1,736,681	1,979,927	3,176,751	4,224,743	4,828,438	5,183,995	48%	10,012,433	5,208,499	4,984,310	10,192,809
	% Change		-50.4%	14.0%	60.4%	33.0%	14.3%	7.4%		35.3%	0.5%	-4.3%	1.8%
	Subtotal Fire & EMS	\$11,423,860	\$9,572,075	\$10,085,536	\$13,320,295	\$14,528,506	\$15,881,670	\$16,354,856	43%	\$32,236,526	\$14,384,572	\$14,436,428	\$28,821,000
Total Operating Budget	Total Personnel Services	7,922,387	7,835,393	8,105,609	10,143,545	10,303,763	11,053,232	11,170,861	41%	22,224,093	9,176,073	9,452,118	18,628,191
	Materials, Services & Capital Outlay	3,501,473	1,736,681	1,979,927	3,176,751	4,224,743	4,828,438	5,183,995	48%	10,012,433	5,208,499	4,984,310	10,192,809
	Total Department Operating Budget	\$11,423,860	\$9,572,075	\$10,085,536	\$13,320,295	\$14,528,506	\$15,881,670	\$16,354,856	43%	\$32,236,526	\$14,384,572	\$14,436,428	\$28,821,000
	Total FTE	30.08	30.08	30.08	35.48	35.48	35.48	35.48	18%	35.48	33.48	33.48	33.48

Attachment B

Central Services	FY20	FY21	FY22	FY23	FY24	FY25	% Change FY20-25
General Fund (011)							
AFSCME	4,289,544	4,426,772	4,415,841	5,241,650	4,985,465	5,015,478	16.9%
NR	13,849,607	13,094,183	13,202,712	16,977,693	14,337,577	13,548,219	-2.2%
AFSCME	24%	25%	25%	24%	26%	27%	
NR	76%	75%	75%	76%	74%	73%	
General Fund (011) Total	18,139,151	17,520,955	17,618,553	22,219,343	19,323,041	18,563,697	2.3%
Community Safety Payroll Tax (136)							
AFSCME	134,459	284,753	456,935	749,167	891,052	931,260	592.6%
NR	293,538	854,763	1,100,576	1,609,073	1,784,831	1,640,493	458.9%
AFSCME	31%	25%	29%	32%	33%	36%	
NR	69%	75%	71%	68%	67%	64%	
Community Safety Payroll Tax (136) Total	427,997	1,139,515	1,557,510	2,358,240	2,675,883	2,571,752	500.9%
Parking Services (520)							
AFSCME	306,563	84,024	71,735	155,509	260,724	308,933	0.8%
AFSCME	100%	100%	100%	100%	100%	100%	
Parking Services (520) Total	306,563	84,024	71,735	155,509	260,724	308,933	0.8%

							% Change FY20-25
Fire & EMS	FY20	FY21	FY22	FY23	FY24	FY25	
General Fund (011)							
AFSCME	1,074,932	1,024,092	832,308	862,353	1,075,883	1,035,152	-3.7%
IAFF	24,433,349	25,817,295	25,921,524	25,985,114	27,330,366	28,154,076	15.2%
IAFF-BC	2,020,258	2,258,340	2,290,849	2,515,161	2,673,946	3,040,383	50.5%
NR	1,040,107	1,218,800	1,501,452	1,932,918	2,429,392	3,038,972	192.2%
AFSCME	4%	3%	3%	3%	3%	3%	
IAFF	86%	85%	85%	83%	82%	80%	
IAFF-BC	7%	7%	7%	8%	8%	9%	
NR	4%	4%	5%	6%	7%	9%	
General Fund (011) Total	28,568,646	30,318,527	30,546,134	31,295,546	33,509,587	35,268,583	23.5%
Community Safety Payroll Tax (136)							
IAFF	0	0	0	1,115,054	1,711,864	1,763,401	N/A
IAFF	N/A	N/A	N/A	100%	100%	100%	
Community Safety Payroll Tax (136) Total	0	0	0	1,115,054	1,711,864	1,763,401	N/A
Ambulance Transport Fund (592)							
AFSCME	409,098	387,043	509,236	492,398	422,765	313,965	-23.3%
IAFF	4,517,650	5,218,772	7,060,906	7,003,188	8,982,820	7,198,446	59.3%
IAFF-BC	753,324	791,603	787,056	590,058	499,974	403,175	-46.5%
NR	1,397,466	1,438,183	1,478,093	1,773,216	2,133,658	1,627,772	16.5%
AFSCME	6%	5%	5%	5%	4%	3%	
IAFF	64%	67%	72%	71%	75%	75%	
IAFF-BC	11%	10%	8%	6%	4%	4%	
NR	20%	18%	15%	18%	18%	17%	
Ambulance Transport Fund (592) Total	7,077,538	7,835,601	9,835,290	9,858,859	12,039,217	9,543,358	34.8%

							% Change FY20-25
Library, Rec & Cultural Svcs							
General Fund (011)							
AFSCME	8,141,297	7,181,012	7,878,268	8,085,036	8,674,948	7,722,171	-5.1%
NR	8,331,700	7,547,718	7,869,823	9,474,506	9,861,576	9,995,101	20.0%
AFSCME	49%	49%	50%	46%	47%	44%	
NR	51%	51%	50%	54%	53%	56%	
General Fund (011) Total	16,472,997	14,728,730	15,748,091	17,559,542	18,536,524	17,717,271	7.6%
Cultural Services (031)							
AFSCME	1,448,298	1,300,607	1,346,064	1,625,051	2,126,010	2,511,168	73.4%
IATSE	486,781	273,168	557,559	664,541	680,659	678,989	39.5%
NR	2,230,783	1,825,275	2,463,364	3,336,297	4,023,352	4,191,533	87.9%
AFSCME	35%	38%	31%	29%	31%	34%	
IATSE	12%	8%	13%	12%	10%	9%	
NR	54%	54%	56%	59%	59%	57%	
Cultural Services (031) Total	4,165,861	3,399,050	4,366,986	5,625,889	6,830,021	7,381,690	77.2%
Library Local Option Levy (111)							
AFSCME	1,072,479	1,016,988	966,167	816,384	1,091,412	1,202,117	12.1%
NR	652,992	735,837	671,323	704,503	661,801	550,147	-15.7%
AFSCME	62%	58%	59%	54%	62%	69%	
NR	38%	42%	41%	46%	38%	31%	
Library Local Option Levy (111) Total	1,725,471	1,752,825	1,637,490	1,520,887	1,753,213	1,752,263	1.6%
Parks & Rec Local Option Levy (112)							
AFSCME	0	0	0	0	0	29,839	N/A
NR	0	0	0	0	235,990	290,834	N/A
AFSCME	N/A	N/A	N/A	N/A	0%	9%	
NR	N/A	N/A	N/A	N/A	100%	91%	
Parks & Rec Local Option Levy (112) Total	0	0	0	0	235,990	320,674	N/A
Community Safety Payroll Tax (136)							
AFSCME	38,827	86,893	74,804	7,435	15,182	70,783	82.3%
NR	49	956	96,274	410,562	474,405	519,231	1058258.8%
AFSCME	100%	99%	44%	2%	3%	12%	
NR	0%	1%	56%	98%	97%	88%	
Community Safety Payroll Tax (136) Total	38,876	87,849	171,077	417,996	489,587	590,014	1417.7%

Planning & Development	FY20	FY21	FY22	FY23	FY24	FY25	% Change FY20-25
General Fund (011)							
AFSCME	1,062,017	1,372,837	1,286,092	1,180,069	2,153,466	2,218,219	108.9%
NR	4,498,106	4,286,256	4,385,273	5,146,511	6,178,249	6,301,848	40.1%
AFSCME	19%	24%	23%	19%	26%	26%	
NR	81%	76%	77%	81%	74%	74%	
General Fund (011) Total	5,560,123	5,659,093	5,671,365	6,326,581	8,331,714	8,520,067	53.2%
Community Safety Payroll Tax (136)							
AFSCME	0	0	0	0	9,146	25,629	N/A
NR	0	0	0	0	135,264	40,758	N/A
AFSCME	N/A	N/A	N/A	N/A	6%	39%	
NR	N/A	N/A	N/A	N/A	94%	61%	
Community Safety Payroll Tax (136) Total	0	0	0	0	144,410	66,386	N/A
Parking Services (520)							
AFSCME	1,346,601	1,101,328	1,014,249	1,320,179	1,193,622	1,247,028	-7.4%
NR	405,906	181,894	219,692	397,023	627,747	690,765	70.2%
AFSCME	77%	86%	82%	77%	66%	64%	
NR	23%	14%	18%	23%	34%	36%	
Parking Services (520) Total	1,752,507	1,283,222	1,233,941	1,717,203	1,821,369	1,937,793	10.6%

Police	FY20	FY21	FY22	FY23	FY24	FY25	% Change FY20-25
General Fund (011)							
AFSCME	1,840,698	1,940,744	1,836,423	2,032,698	2,201,714	2,183,898	18.6%
EPEA	33,110,317	32,535,781	33,239,370	34,656,401	34,380,750	34,748,530	4.9%
NR	13,164,889	12,860,947	14,073,373	14,490,717	16,560,270	15,964,675	21.3%
AFSCME	4%	4%	4%	4%	4%	4%	
EPEA	69%	69%	68%	68%	65%	66%	
NR	27%	27%	29%	28%	31%	30%	
General Fund (011) Total	48,115,905	47,337,472	49,149,166	51,179,816	53,142,734	52,897,102	9.9%
Parks & Rec Local Option Levy (112)							
EPEA	319,015	330,571	391,452	365,900	349,083	398,210	24.8%
EPEA	100%	100%	100%	100%	100%	100%	
Parks & Rec Local Option Levy (112) Total	319,015	330,571	391,452	365,900	349,083	398,210	24.8%
Community Safety Payroll Tax (136)							
EPEA	1,095,812	2,338,944	2,975,119	5,780,515	7,591,774	7,451,457	580.0%
NR	203,820	407,507	570,763	1,629,807	2,166,571	2,158,036	958.8%
EPEA	84%	85%	84%	78%	78%	78%	
NR	16%	15%	16%	22%	22%	22%	
Community Safety Payroll Tax (136) Total	1,299,632	2,746,451	3,545,882	7,410,322	9,758,345	9,609,493	639.4%

							% Change FY20-25
Public Works							
General Fund (011)							
AFSCME	2,792,311	2,762,869	2,658,410	2,597,084	2,771,527	1,991,135	-28.7%
NR	1,698,761	1,839,342	2,032,621	2,469,187	2,810,946	2,723,970	60.4%
AFSCME	62%	60%	57%	51%	50%	42%	
NR	38%	40%	43%	49%	50%	58%	
General Fund (011) Total	4,491,072	4,602,211	4,691,031	5,066,271	5,582,472	4,715,105	5.0%
Parks & Rec Local Option Levy (112)							
AFSCME	703,474	814,451	904,676	938,519	1,099,501	1,238,791	76.1%
NR	83	5,320	65,840	18,646	8,047	4,675	5561.5%
AFSCME	100%	99%	93%	98%	99%	100%	
NR	0%	1%	7%	2%	1%	0%	
Parks & Rec Local Option Levy (112) Total	703,556	819,771	970,517	957,166	1,107,548	1,243,465	76.7%
Stormwater Utility (535)							
AFSCME	6,884,228	6,915,739	7,114,712	7,697,544	7,328,807	8,052,796	17.0%
NR	2,805,874	2,877,036	3,043,461	4,056,205	4,332,002	4,612,875	64.4%
AFSCME	71%	71%	70%	65%	63%	64%	
NR	29%	29%	30%	35%	37%	36%	
Stormwater Utility (535) Total	9,690,102	9,792,775	10,158,173	11,753,749	11,660,809	12,665,671	30.7%
Parking Services (520)							
AFSCME	24,871	16,941	19,638	27,574	24,206	36,219	45.6%
AFSCME	100%	100%	100%	100%	100%	100%	
Parking Services (520) Total	24,871	16,941	19,638	27,574	24,206	36,219	45.6%

Cost of Living Adjustments (COLA) by Employee Group

Employee Group	FY19	FY20	FY21	FY22	FY23	FY24	FY25
AFSCME	2.0%	2.0%	2.0%	2.0%	4.0%	4.0% on 7/1/23 1.0% on 7/30/23	4.0%
Police (EPEA)	2.0%	2.5%	2.0%	2.0%	5.1%	3.0%	4.0%
Fire (IAFF)	2.5%	2.5%	2.8%	3.5% Captains 3.0% 40-hour positions 2.25% Firefighters and Engineers	3.5% Captains 3.0% 40-hour positions 2.25% Firefighters and Engineers	3.5% Captains 3.0% 40-hour positions 2.25% Firefighters and Engineers	4.0%
Fire (IAFF-BC)	2.5% on 7/1/18 1.0% on 1/1/19	2.5% on 7/1/19 1.0% on 1/1/20	3.0%	3.0%	3.0%	3.0%	6.0%
IATSE	\$0.25/hr regular performances \$0.70/hr resident companies/local performances	\$0.25/hr regular performances \$0.70/hr resident companies/local performances	\$0.25/hr regular performances \$0.70/hr resident companies/local performances	\$0.25/hr regular performances \$0.63-\$0.80/hr depending on position for resident companies/local performances	3.0%	3.0%	2.0%
Non-Represented	2.2% on 1/1/19	2.2% on 1/1/20	0.0%	2.4% on 1/1/22	4.0%	2.9%	2.4%

Notes:

- COLA are implemented on the first day of each fiscal year (July 1) unless noted otherwise.
- In addition to COLA, periodic market adjustments are also considered:
 - Market adjustments to salary structures for non-represented positions are considered periodically. This is done using market data to determine that the City is paying employees within a fair rate with the goal of ensuring competitive wages and retention of skilled talent.
 - For roles represented by a Union, the process used for market adjustments to pay ranges is agreed to in the context of collective bargaining. With public safety this most often coincides with the COLA increase proposals received from each Union as both parties are considering compensation data from comparable organizations in Oregon. For AFSCME there is typically agreed upon methodology and timing for conducting and implementing market adjustments that are negotiated during collective bargaining.



Clear Lake Industrial Area

Infrastructure For Economic Development

REATING SHOVEL-READY SITES FOR INDUSTRIAL DEVELOPMENTS

Western Oregon has limited large sites zoned for industrial activity. This limits Oregon's ability to grow strategic manufacturing industries, such as semiconductor, biotech, and other advanced manufacturing, as well as a Lane County sector priority of food and beverage production. Jobs in the manufacturing sector pay 22% more than the average wage in Oregon—increasing the sector is one way to increase the number of high-paying jobs for Oregonians.

In recognition of this need, the City of Eugene expanded its urban growth boundary (UGB) in 2018 to include the Clear Lake Industrial Area near the Eugene Airport. The 650-acre Clear Lake area includes large lots designated for future industrial activity. This area creates an opportunity for local existing firms to expand operations or for new firms to relocate. To help realize Oregon's demand for large, developable, industrially zoned sites, the City of Eugene needs to extend critical infrastructure to this area.

BUILDING OPPORTUNITY

Most of the Clear Lake Industrial Area is not currently "shovel-ready". The area lacks critical infrastructure and requires investments for wastewater infrastructure, storm water systems and critical electrical and water infrastructure extensions. The City's first phase of the Clear Lake project will require an investment of \$15 million to construct a wastewater collection system for the area's northern section (north of Airport Road, see map on back page), a pump station to serve the entire Clear Lake region, and electrical, water, storm water, and transportation facilities.

Adding these key pieces of infrastructure will serve as critical investments in industrial land readiness and serve as a catalyst for industrial development to create new jobs in the manufacturing sector.





ECONOMIC POTENTIAL

The Eugene-Springfield area is a hub of manufacturing with a diverse mix of high-tech manufacturers, including aircraft technology, robotics manufacturers, micro-LEDs and scanners, in addition to legacy industries such as wood products and food manufacturing. The lack of large, shovel-ready industrial sites has hindered the expansion of existing local firms and made it difficult to attract new firms in the manufacturing sector. By investing public funds into basic infrastructure, the area can attract companies looking to invest in manufacturing in western Oregon. This is a core focus of the [Oregon Business Plan](#) to Grow, Create, and Attract Good Jobs. .

The Clear Lake Industrial Area is in northwest Eugene, between the Eugene Airport and Highway 99. The Industrial Area is approximately 650 acres, made up of 11 different sites. The City estimates that the expansion area alone has capacity for 3,000 new jobs, but providing infrastructure to this area would benefit a larger area, and create even more job capacity – totaling 6,000 new jobs.

The undeveloped land has characteristics that are necessary to attract desired firms including:

- Large, vacant sites
- Proximity to the airport
- Access to a state highway
- Flat topography

EUGENE SEEKS \$10.5 MILLION

to construct the first phase of a wastewater collection system preparing large-lot industrial lands for development. This project can be further phased as needed. Public funding would buy down the City's share, allowing the City to move forward with this important economic development opportunity in the short term.



PHASE 1

- Pump station and pipe on Enid Road (Sub-Phase 1A) - \$8 million
- Wastewater pipes north end of Enid Road (Sub-Phase 1B) and Airport Road (Sub-Phase 1C) - \$2.5 million
- Electrical, water, storm water, and transportation facilities - \$4.5 million

The City has proposed \$4.5 million in local funds for Phase 1 work on this project. If the City receives state funding at the start of the '25-27 biennium, construction can begin in approximately the summer of 2027 to be completed by approximately the summer of 2029.

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PLANNING FOR THE FUTURE

In the early 2000s, Eugene identified the Clear Lake Industrial Area as an appropriate location to grow the region's manufacturing sector. The City has worked to ensure that nearby residential neighborhoods are considered when expanding business. The City created a special development framework for the area, implementing City policies that call for fairness and equity in achieving a healthy environment, vibrant community, and improved quality of life for surrounding neighborhoods. The Clear Lake regulations identify certain restricted or prohibited uses. These prohibitions and restrictions are intended to avoid incompatibilities between odorous emissions or particulate discharges and nearby residences, schools, or parks. There is also a large regional park that serves as a buffer between the industrial area and the residential area to the south. For more information on the Clear Lake Zoning Regulations visit: www.eugene-or.gov/2989

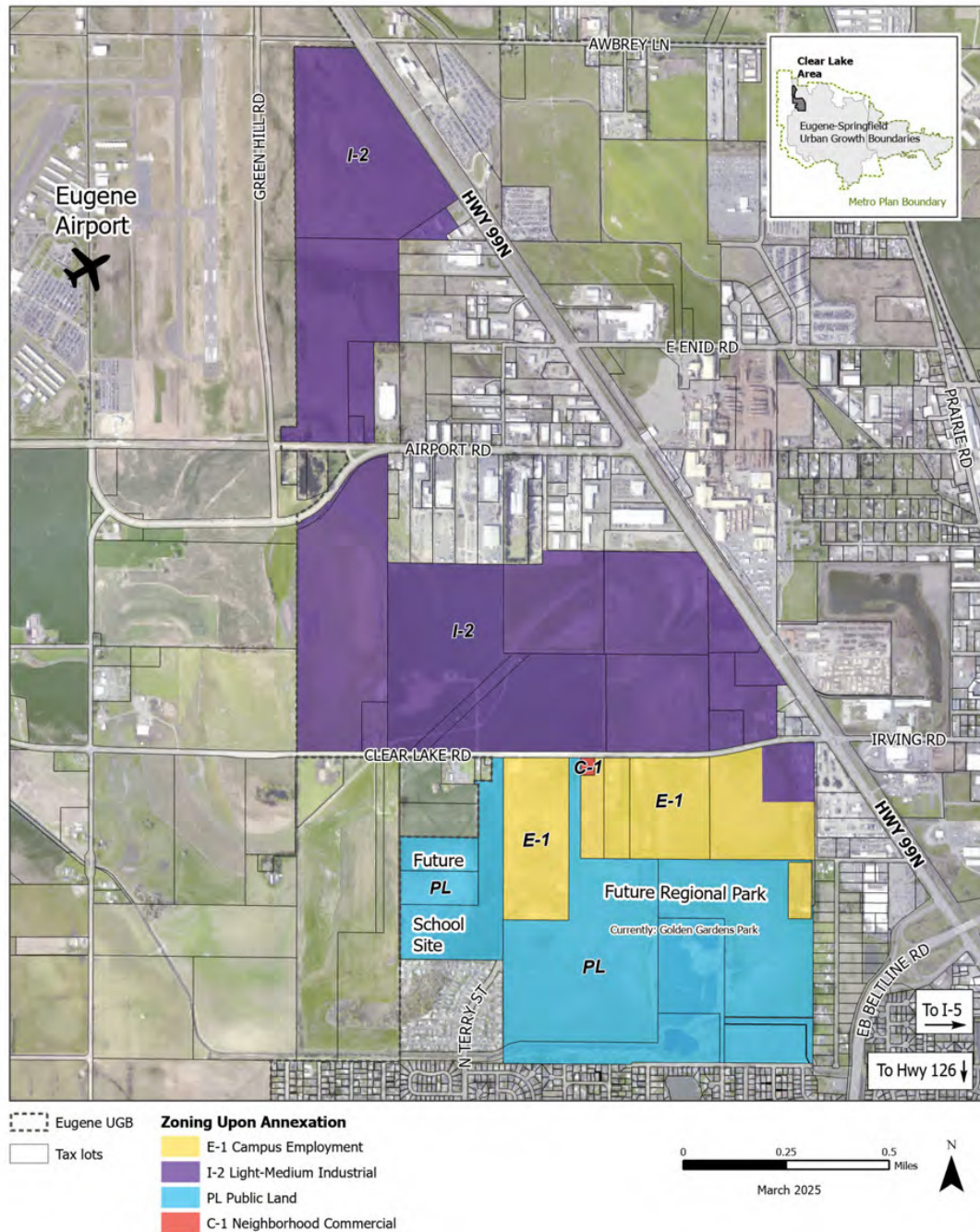


PROJECT SUPPORT

The Eugene Area Chamber of Commerce was closely engaged and supported the initial UGB expansion to include the Clear Lake area for industrial uses. The Chamber continues to partner with the City to identify potential businesses to locate in the area and both the Eugene Chamber and Onward Eugene support this capital request. The Oregon Business Plan's "Three Policy Imperatives" includes a focus on "nurturing traded sector businesses" and the Clear Lake Industrial Area is a critical location for manufacturing sites in western Oregon outside of the Portland Metro Area. Investments in the Clear Lake Industrial Area will support western Oregon communities and businesses from Salem to the California border.



Clear Lake Industrial Area



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Crow Road Infrastructure Extension

Filling Eugene's Housing Gap

Community Housing Need

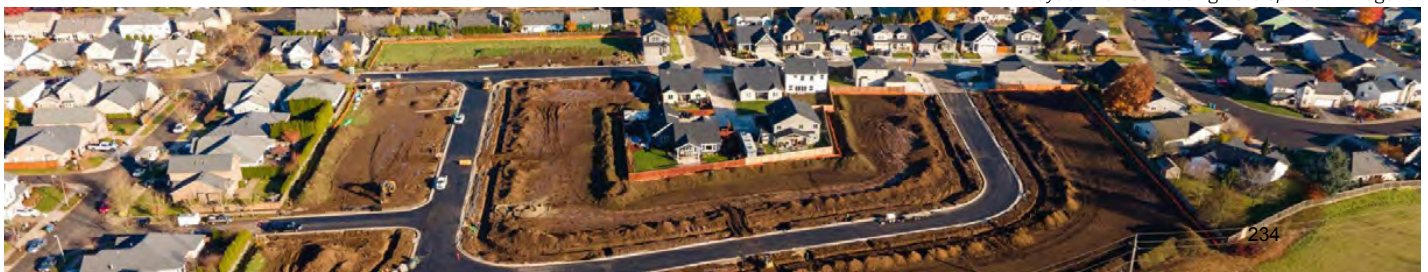
Like many other communities in Oregon and across the nation, Eugene is experiencing a housing crisis. According to the State Department of Land Conservation and Development's study, Eugene leads the state in severely rent burdened households (spends more than 50% of their income on rent) and has one of the highest rates of homelessness in the nation with a monthly number of people who are unhoused (3,628 in 2023). This situation has created a housing crisis in our community, requiring an unprecedented level of investment from state and local governments.

A Rent-Burdened Community

In addition to being a severely rent-burdened community, Eugene's housing prices continue to rise at a rapid rate, due in part to low vacancy rates. These factors combined with lower-than-average wages create a dynamic that leaves people struggling to find housing that meets their basic needs. According to the 2022 DLCD study, Eugene will need to produce an average of 1,200 housing units per year to support Eugene's expected population growth and address the existing shortage of housing. To increase housing affordability and supply, the City has identified priority areas within the urban growth boundary where city infrastructure investment could boost development, including the Crow Road area. This project area is within the Eugene UGB but is not served with urban services such as wastewater, piped stormwater, water (provided by EWEB), and roadway safety amenities. The City has a project that is partially funded and being designed to extend wastewater to this area. The City is looking for additional funding to support the extension of wastewater, water, stormwater, and transportation safety improvements to better serve residential development.

City	% Severely Rent Burdened	Population
Eugene	31%	175,626
Medford	29%	87,353
Tigard	27%	55,854
Salem	26%	177,694
Portland	25%	658,773
Bend	25%	100,922
Springfield	24%	62,352

A Hayden Homes housing development in Eugene.





The Need

Through careful planning and investments, the area could bring an additional, much-needed 1,260 housing units and more than 850 jobs to the region.

The area of West 11th Avenue and Crow Road in west Eugene is full of opportunities to help the community meet its housing needs while also increasing employment opportunities. Nestled at the edge of Eugene's urban growth boundary, the Crow Road area has the potential to be a complete neighborhood. The area is largely undeveloped and is planned and zoned for single- and multi-family housing, and commercial, with access to natural areas, transportation networks, goods and services, and is 1-1.5 miles from a frequent transit station. (For more details, see the map on the back page.)

To achieve this opportunity and boost development potential, the City of Eugene must extend critical infrastructure to support the area. The proposed project would deliver new wastewater service to West 11th, Crow Road and adjacent areas, as well as widen Crow Road to support walking and biking, and install facilities to extend potable water. To reduce financial barriers in this area, the City is also requesting funding to support storm water infrastructure to expedite affordable housing production.





The Funding

The City has currently budgeted \$2.2 million in a mix of Wastewater System Development Charges and property owner assessments to pay for the wastewater extension. To complete all the utilities as described above, the total project cost is estimated to be \$8.5 million. This figure may be scaled, as some of the facilities such as stormwater may be part of a future phase. The City is requesting \$6.3 million to fully fund this project.

The Timeline

Given the urgency of the housing situation in Eugene, the estimated timeline to complete the infrastructure project would be no later than two years after receiving grant funds. The project is partially funded in the current capital improvement program for construction in 2024/2025. With full funding, this project could be completed within the two year timeline. Furthermore, by investing in these improvements, this area will become significantly more attractive for developers.

The Project by the Numbers

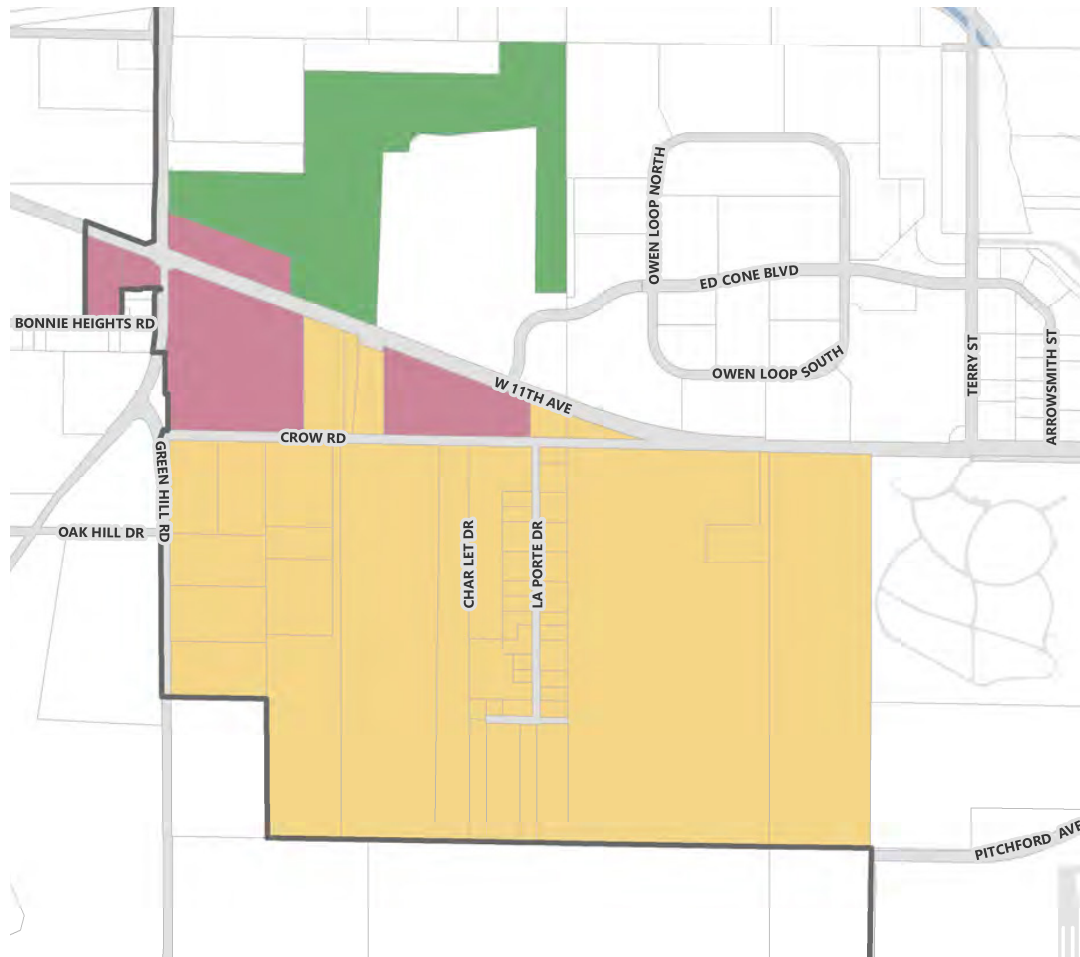
	Local	State	Total
Wastewater	\$2,000,000	\$900,000	\$2,900,000
Water		\$2,200,000	\$2,200,000
Stormwater		\$2,200,000	\$2,200,000
Transportation	\$200,000	\$900,000	\$1,100,000
TOTAL	\$2,200,000	\$6,300,000	\$8,500,000

Project cost estimate as of Jan. 1, 2024, includes all design, permitting, construction and contingency estimated expenses.



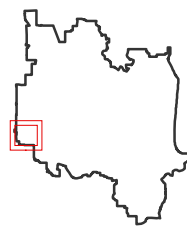
The Bailey at Amazon Creek Apartments in Eugene.

Crow Road Investment Area



Properties to be served Eugene UGB
General land use Taxlots
 Commercial
 Parks and Open Space
 Residential

0 250 500 1,000 Ft



Caution: This map is based on imprecise source data, subject to change, and for general reference only.

Created on 12/18/2023
by City of Eugene Planning Division



For more information contact:

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enelson@eugene-or.gov

Zach Reeves (CFM Strategies)

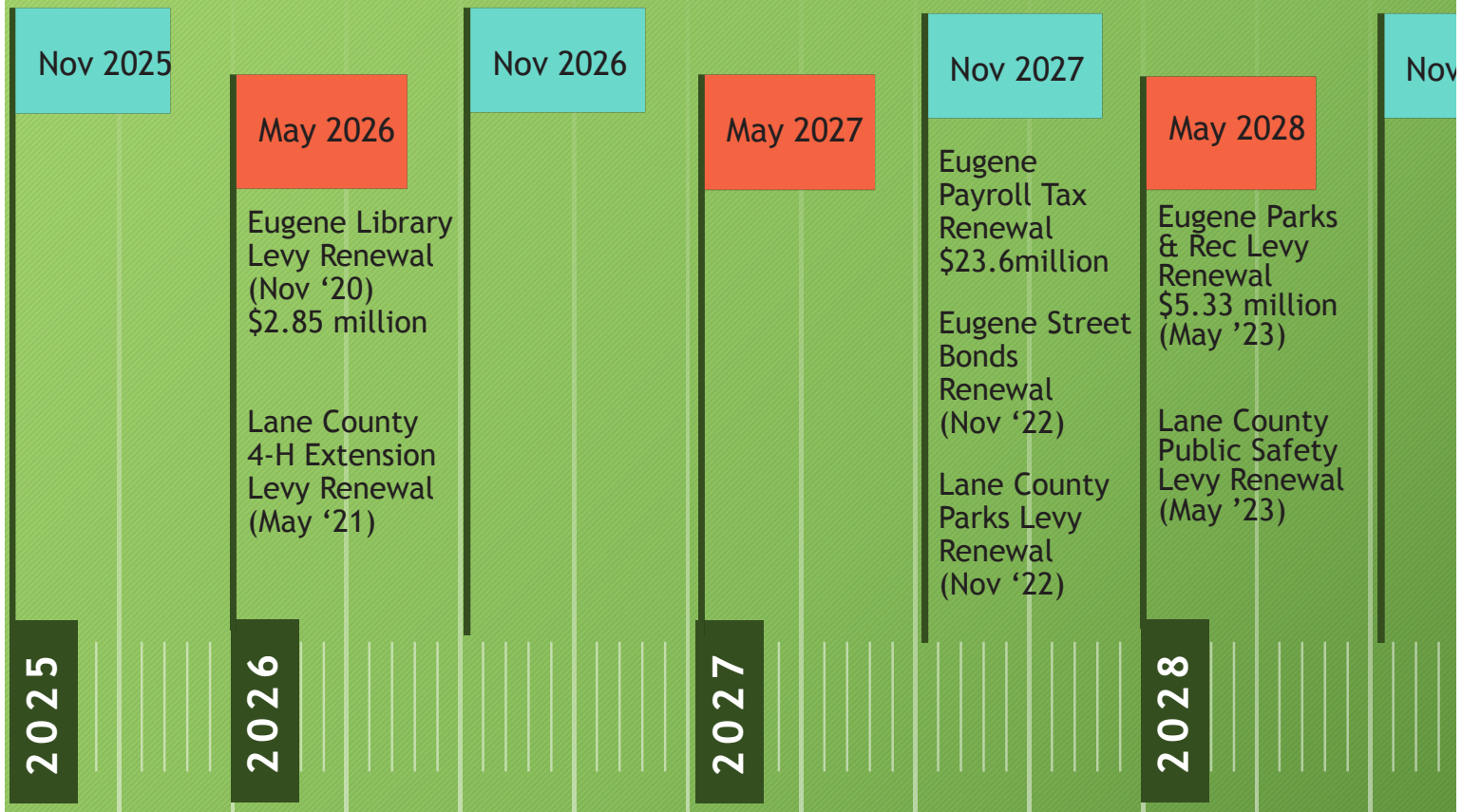
541-908-5175

zackr@cfmpdx.com

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Election Sequencing

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City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #8

November 10, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- Validate initial scoring on potential recommendations
- Narrow list of potential recommendations

1. Updates and Announcements
2. Validate Scoring and Narrow Operations & Expenditures Options
3. Validate Scoring and Narrow Economic Development Options
4. Validate Scoring and Narrow Revenue Options
5. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #7 Notes
November 4, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: Susan Cox, Brian Fox,

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Twylla Miller, Katie Harrieff, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials.

Deep Dive into Economic Development

Members provided their initial ideas about possible recommendations in the area of economic development and the group reviewed, discussed and identified common themes and categories. The ideas were organized as follows:

1. **Business Retention & Expansion Plan:** Create and follow a Business Development/Retention Plan; Develop and implement a business retention and expansion plan; Example of retention: Stratacache (?)--how can we help them grow? Do they need all that space? Identify major firms that have left and invest in survey/exit interview to understand friction points and why they moved;
2. **Tax Incentives:** Expand the MUPTC area; EEZ tax incentives for new industrial sites; property tax incentive at City level (if possible); more education and support on property tax incentives (SIP, enterprise zone).
3. **Create & Maintain Strategic Strengths Incubator.**
4. **Expand FTE Focused on Economic Development:** Add 2 more business liaisons for proactive support; Invest in 1-2 additional FTEs strictly focused on economic development and coordination with non-governmental partners; Establish an Assistant/Associate City Manager for economic development to increase city revenue: expansion, planning, code enforcement, etc.
5. **Expand UGB:** Expand UGB; expand UGB for housing; expand the UGB for more industrial land; expand economic development zones to attract business; look to find "acceptable" opportunities to expand the urban growth boundary.
6. **Partnerships to Excel:** Closer connection between UO Knight Campus and MBA School to incubate and support start ups coming out of UO (eg rent subsidies); partner with Springfield and Lane County to create regional solutions advisors to navigate local regulations and give feedback to local governments on friction points; create an

- economic development advisory group (similar to the sustainability group) until another FTE can be hired; work closely with Onward Eugene, CEDO, UO, LCC and Bushnell to attract new businesses and manufacturing; partner with Innovation Corridor Initiative, Onward, Elevate 28; Knight Campus, etc to create specific economic development plans; invest in unified economic development with Lane County and City of Springfield; take advantage of organizations such as the Chamber of Commerce for business retention/expansion or things like that and have the Chamber report back to the City to keep in the loop; establish a more robust proactive partnership and regional coordination committee; establish economic development plan in conjunction with major constituents (EWEB, Chamber, Springfield, Lane County); bring Southern Willamette Valley Innovation Corridor presentation to City Council and create a vision; coordinate regional recruiting/promotional activities with Onward Eugene, CEDO, Elevate 2028, UO, Eugene Chamber; need to determine what land/buildings can be created to accommodate future business opportunities coming out of the Knight Campus, can't miss the future growing start up needs.
7. **Long-term Strategy for Clear Lake:** Clear Lake Industrial Area–vision with timeline to achieve; continue efforts to create developable land in Clear Lake industrial area, should have greater emphasis for future needs, new business and employment; in the council video I got the impression that councilors were NOT very interested in the pursuit for larger employers, seems this should always be pursued/available options.
 8. **Outside Review:** Establish workgroup and hire outside economic development firm to assess Eugene/Lane County economic comparative advantages; hire economic development firm to understand assets and relative value of investing in greenfield or brownfield for highest/best use; systematically review Eugene's durable competitive advantages for business recruitment and retention and clear the bottlenecks/invest into these.
 9. **Improve Regulatory Environment:** Establish a competitive advantage over other Oregon cities by creating an easier to navigate regulatory environment; revisit land use restrictions.
 10. **Regulatory Efficiency:** reduce time to get permits for new construction; accelerate permit process for housing and industrial development; Increase the hours of the PIC (permit information center) from 12-4 to 9-4 M-F, more flexible hours for questions/inquiries; preferences is, once we create more developable land supply, if/when we should pursue vs react; how can we better identify and partner with private sector on redevelopment sites or underutilized land/properties in the city UGB; focus on opportunities to invest in and/or create "shovel ready" lands; catalog a list of undeveloped or underutilized land parcels that are "shovel ready" and offer incentives for selling to preferred, strategic buyers; create in inventory list of underutilized lands and work with developers to connect with owners.

11. **Going Green Strategy:** Develop and promote a focused green technology strategy, harnessing city strengths and incentivizing green industry participants to locate in Eugene; educate tax payers and present the case for economic development in synch with environmental goals; recruit companies with higher wages which are “clean” and fit under desired profiles; review city-owned properties for potential sale or redevelopment.
12. **Restructure Urban Renewal Board:** restructure the Urban Renewal Board to include more than just the City Councilors as the board making decisions; split urban renewal agency from City Council with new board to oversee Urban Renewal Tax Increment Financing revenue/investment.
13. **Look at options for funding the airport expansion.**
14. **Marketing:** Build recruiting packages for certain industries that we want to bring in; recruit international businesses to Eugene (Business Oregon’s focus is on Portland) AmCham, Korea; Vietnam, India.
15. **Build and execute a state lobbying strategy to reduce obstacles to economic growth.**
16. **Articulate importance of business community:** Need to continue to articulate publicly and with policy/recommendations the importance of the business community, business drives employment and property tax revenues but hasn’t been perceived as a focal point locally or publicly for too long.
17. **Expand workforce housing and transit-oriented development.**
18. **Housing Incentives:** increase incentives to build both multi-unit and single family housing; promote housing production to expand the tax base; review zoning and incentives for tax-paying real estate development; create construction regulatory environment that reduces the cost of compliance and attempts the most capable developers facilitating rapid and efficient creation of affordable housing; increase the City’s appeal by rapidly expanding affordable housing options through a Housing Acceleration Fund, a public-private partnership first introduced in San Francisco.

Deep Dive into Revenue Options

Members provided their initial ideas about possible recommendations in the area of revenue options and the group reviewed, discussed and identified common themes and categories. The ideas were organized as follows:

1. **Service Fees:** Service fees seem fair and equitably applied and accepted in other communities; service fee with economic guardrails (performance metrics, performance dividend fund for those who reduce expenses); City operations fee; City operations fee

2. **Library Revenue:** Library levy, in conjunction with previous suggestions to decrease library spending use that local operation expiration to put forward a new one focused on economic growth and long-term strategies; re-instate library fines for adult content; implement or increase usage-based fees for non-essential services such as library, park and aquatics patronage; close annex libraries and offer book mobile monthly or quarterly.
3. **Advocate for state-level tax reforms:** Advocate for state-level tax reforms; work with legislature to reform property tax measures; advocate for state-level tax reforms.
4. **Traffic cameras.**
5. **Define and create a new service priority schedule with an eye on investing in revenue-producing opportunities (for example a multi-use indoor athletic facility).**
6. **Adjust/Increase permit fees:** Adjust/increase permit fees; adjust planning and permit fees to cover actual costs.
7. **Hult Center revenue plan—sponsorships and look into expenses.**
8. **Tax vacation rentals & review fees for non-occupancy.**
9. **Create a Chief Revenue Officer:** Create a Chief Revenue Officer focused on new revenue via economic development efforts, explore revenue options from Revenue Advisors Report.
10. **Consider reforming the Community Safety Payroll Tax.**
11. **Redirect funds from Urban Renewal to the General Fund.**
12. **Review and restructure fees for City facilities (ie parks, fields, Hult center)**
13. **Charge for parking at parks like Spencer Butte and Skinner Butte**
14. **Increase lease rates at Eugene airlines, increase parking fees.**
15. **Airport fee:** Charge an airport fee for every ticketed person who travels through the airport that is redirected to the general fund.
16. **Levies/Bonds:** Local option levies/general obligation bonds should continue to be pursued and utilized for larger capital improvement needs that benefit the greater community and population (been proven for parks and recreation or city street backlogs for example).
17. **Utility Consumption Tax:** EWEB CILT percentage increase; utility consumption tax, although harder to collect through EWEB/NWNG, is more fair and equitable across the public.
18. **Restaurant Tax:** Implement a restaurant tax, sharing a portion with affected businesses to offset impact on their competitiveness; restaurant tax; sales tax on restaurant and other tourism-intensive areas (revenue from visitors).
19. **Transient Lodging Tax:** Increase transient lodging tax to 9% or 10% sharing a portion of the increase with affected businesses to offset impact on their competitiveness; look to invest in and tax tourism more; increase transient lodging tax (fund Hult Center and other cultural amenities).
20. **First Responder Fee:** Increase the first responder fee and expand its application to include all emergency responses.
21. **Marijuana Tax:** Lead effort to increase marijuana tax cap, reset prices to pre-legalization level (tax like cigarettes); increase marijuana tax.

22. **UO Event Tax:** UO Event tax for games, concerts, etc; look to find opportunities for the UO to “contribute” revenue.
23. **Electric Car Charger Fee:** Charge for City’s E-car chargers and add to parking.
24. **Annexation:** Explore how annexation of outlying properties would impact the budget.

Overarching Notes:

The following notes were submitted as comments:

- Additional revenue from new sources (not existing tax payers)
- Tax system should align interests of City/economy
- Goal: if any efforts are made to raise NEW revenue through taxes/fees to assist the funding gap, it should be equally met with efforts to find areas to reduce costs. Savings and increased revenue together needs to be the combined message to the community.
- Not a fan of franchise fees/business license fees. They hurt small businesses (not enough collective benefit) and same is for the rental housing fee.
- Not a fan of restaurant tax as that hurts an industry already struggling with rising employee & goods/materials costs.
- Reliance on property taxes is no longer appropriate—expand the size of the tax base.
- Desire fair and evenly applied distribution for any added FTEs/taxes related to raising revenue from the community
- Focus on critical funding gap for essential services (needs) vs. new/expanded services (wants)—clearly important but essential service needs should be prioritized by any new revenue.
- Economic development—use investment lens, organically grow the City tax base.
- Invest in targeted economic development initiatives.
- Accelerate development in employment areas.
- Revenue growth: Economic development (more jobs, more housing, more people = more taxes)
- Strengthen grant-seeking and partnerships.
- Adjust fees instead of broad tax hikes.

Next Steps: Questions, Observations, Requests

Group members identified the following question to address at future meetings:

- What does supervision/accountability for the Hult Center programming look like to maximize usage and revenue generation?

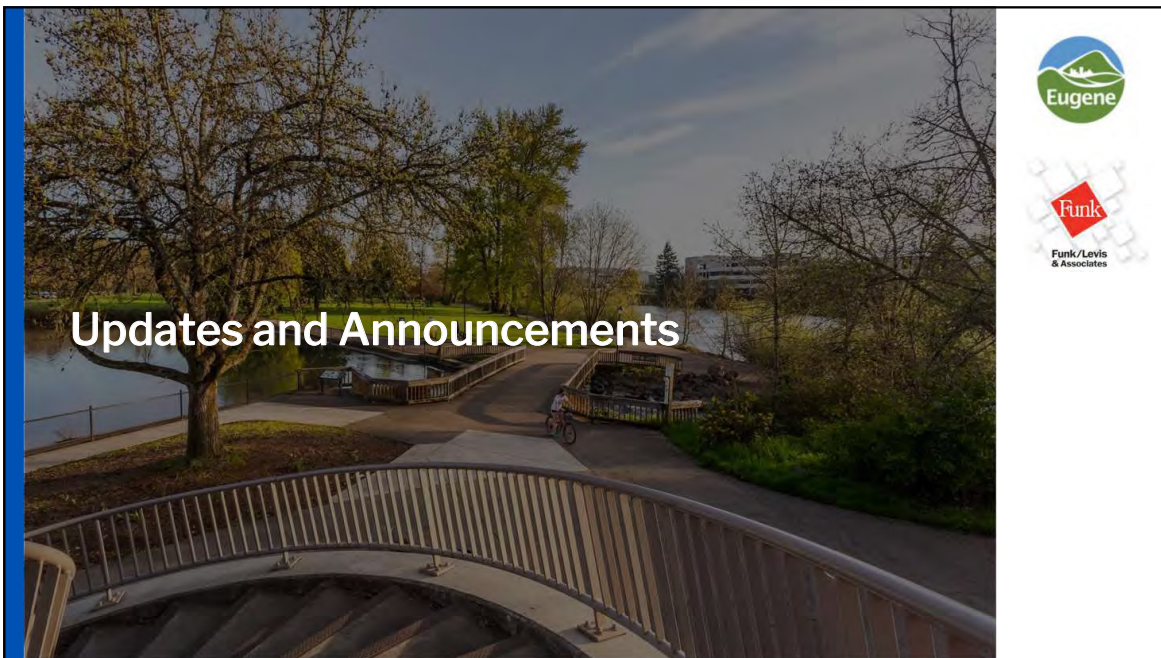


**City of Eugene
Technical Advisory
Group on Fiscal
Stability**

Meeting #8
November 10, 2025

1



Updates and Announcements

2

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Validate Scoring and Narrow Operations & Expenditure Options

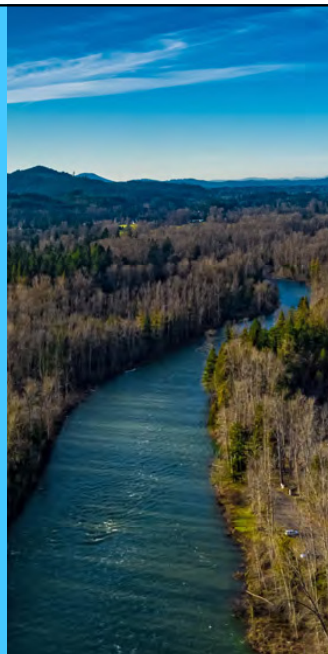
- Validate Scoring
- Vote for Top 5 Options
- Agree Which Options Move Forward



3

Validate Scoring and Narrow Economic Development Options

- Validate Scoring
- Vote for Top 5 Options
- Agree Which Options Move Forward



4

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Validate Scoring and Narrow Revenue Options

- Validate Scoring
- Vote for Top 5 Options
- Agree Which Options Move Forward



5

Next Steps

- Elements from today to flag for future discussion or possible recommendations?
- Review plan for meeting #9
- Any questions to answer for meeting #9?



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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

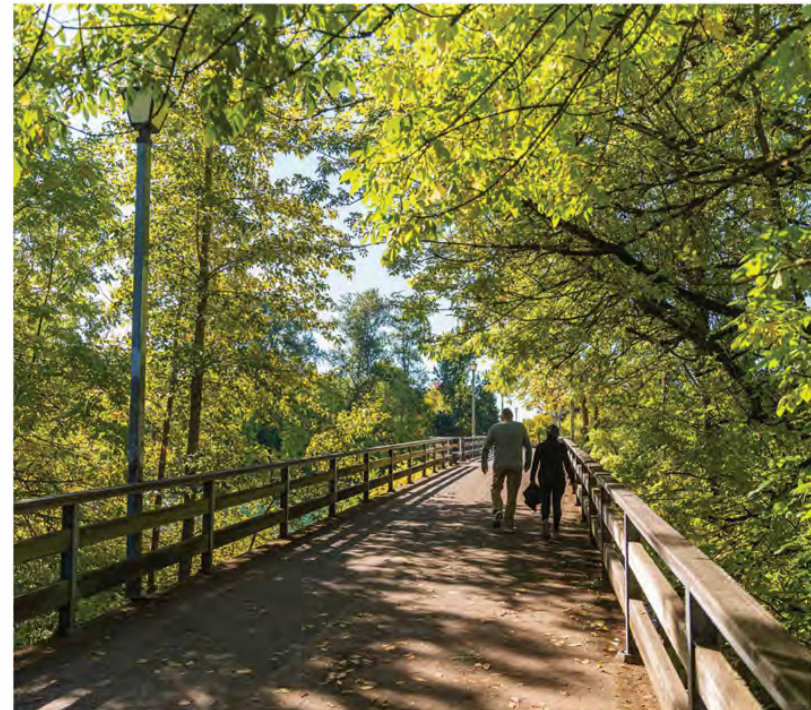
Within each area are associated strategic goals and relevant high-impact actions, and each strategic goal aligns with the City Council's Vision, Values, Goals, and Outcomes. A high-impact action is one that will generate noticeable impact toward a strategic goal(s) once accomplished. These actions are 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

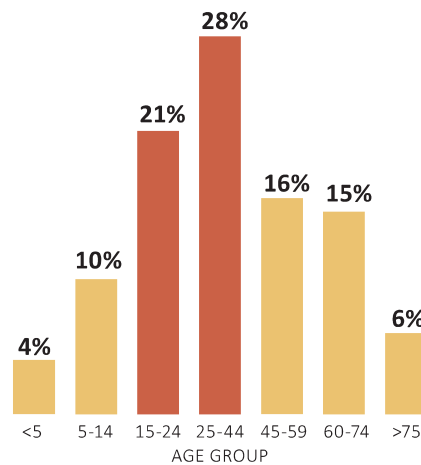
173,278

↑ **1.7%**
FROM 2020

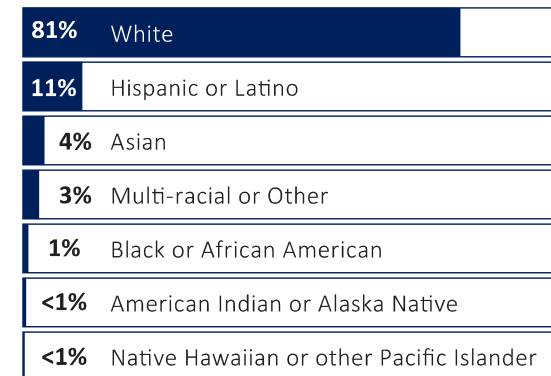
Aging affects the needs and lifestyle choices of residents.

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

POPULATION BY AGE GROUP



POPULATION BY RACE/ETHNICITY



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

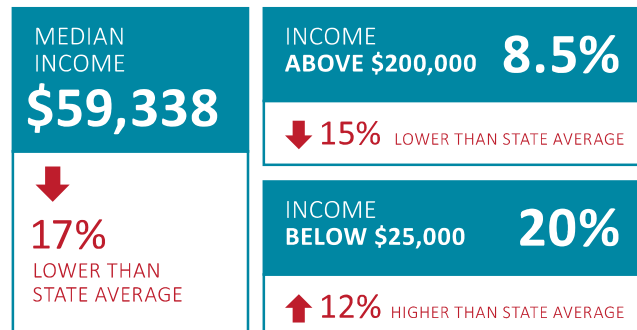
36%
RENT

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.



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
- Culture of Belonging
- Communication and Outreach
- 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="231 852 714 1177"> <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="231 1177 714 1419"> <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="766 1323 1207 1404"> <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="239 1208 306 1276"> </div> <div data-bbox="281 1268 695 1380"> <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> <div data-bbox="231 893 705 1166"> <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> </div> <div data-bbox="231 1182 705 1419"> <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> </div>	<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. <div data-bbox="772 1328 1209 1403"> <p>+ Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.</p> </div>



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="231 1036 298 1101"> <p>i</p> </div> <div data-bbox="281 1101 653 1380"> <p>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> <div data-bbox="231 1166 716 1419"> <p>i 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.</p> </div>	<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.



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="228 1112 716 1422"> <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 data-bbox="233 1122 730 1412"> <p>i 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

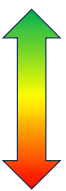
Budget Option Evaluation Criteria

Achieving Structural Balance	The City faces a structural deficit. Options will be rated on their ability to raise revenue for, create savings in, or relieve budget pressures . • Target: \$10 million per year in the general fund
Ongoing Fiscal Sustainability	The City needs both ongoing and immediate budget solutions. Options will be rated on the ability to solve an ongoing problem and on the timeliness of relief.
Economic Competitiveness	Fiscal sustainability relies on a strong City economy. Options will be rated based on impact to the City as a desirable place to work, own or operate a business, or invest.
Community Impact	The City provides critical services to residents and visitors. Options will be rated on their impact to community livability and access to services.
Practicality	The City needs solutions that are operational and implementable. Options will be rated based on the City's ability to implement efficiently, effectively, and successfully.
Fairness	The City's budget gap is a shared problem that requires a shared solution. Options will be rated on fairness to ensure that certain populations are not overly burdened or benefiting.
Strategic Impact	The City has a strategic plan. Options will be considered for their alignment with this plan.




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Budget Option Evaluation Criteria



Positive!



Negative!

Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
\$5 million + general fund impact	Ongoing cost-savings or revenue	Low or positive impact to businesses	Low or positive impact to public services	Easy to implement and sustain	Improves fairness, or easy to implement in a fair manner	Options may or may not align with some or all strategic goals. This is space for these considerations.	There may be aspects of each option that are not captured in the categories at left. This is space for these notes, observations, and concerns.
\$2 – 5 million general fund impact	Uncertain	Medium or uncertain	Medium or uncertain	Neutral or uncertain	Medium, neutral, or uncertain		
< \$2 million general fund impact	One-time or unstable cost-savings or revenue	High or negative impact to businesses	High or negative impact to public services	Difficult to implement or sustain	Is unfair or difficult to implement in a fair manner		

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OPERATIONS AND EXPENDITURES



Option 1: Prioritize city services and align with the budget

- Define core services.
- Develop/update strategic plan.
- Align budget priorities with strategic plan.

CARDS:

- Economic discipline as #1 guiding principle.
- Prioritization: budget reflects community priorities with accountability metrics.
- Clarify core business of City.
- Align budget with current and forthcoming strategic plan.
- Review and update City service priorities with input from tax payers.
- Fire/police/EMT are essential services in my estimation and highest priority to community (safety, crime, cleanliness, infrastructure).
- Conduct critical analysis for general fund—necessities vs amenities.
- Systematically prioritize all city services.
- Focus on things we can control.
- Focus on downtown.
- Improve safety-trespass, camping, property damage, harassment, etc.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!								
	Medium. Does not save money unless attached to reduction targets.	Medium	Medium – unknown (depends on how priorities and core services are defined).		Neutral or uncertain	Medium. This involves tradeoffs that may entail prioritizing among conflicting views.	High. Having a more focused strategic plan would help the City advance goals and focus on priorities.	Reductions are challenging to implement.
NEGATIVE!				Low – this may impact access to services				

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DRAFT TAG INITIAL SCORE SHEETS

Option 2a: Improve budget approach

CARDS:

- A. Establish 2020 as the expense baseline;
- B. Conduct zero based budget from baseline, with departments having to defend plans.
- C. Zero based budgeting.
- D. Implement priority and performance-based budgeting process.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE						High		
		Medium	Medium	Medium (uncertain impact, does not automatically improve fairness dependent on approach)	Medium (significant shift to current process. Will require system changes and change management)		High strategic impact if done right, budgets will more closely align with strategic priorities.	The city is already transitioning to a program-based budget approach, and the impact of these changes take a few budget cycles to realize.
NEGATIVE	Low (cannot achieve \$2M)							

Option 2b: Improve financial policies & controls

- Consider a policy of automatic cuts if a deficit is projected.
- Avoid using one-time funds for ongoing needs.

CARDS:

- A. Propose a rule/ordinance that does not allow the use of one time funds for ongoing services (with some exception process).
- B. Create the equivalent to the Gramm-Rudman-Hollins Act of 1985 for Eugene, forcing Council to make budget changes or automatic cuts take place.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Neutral (no impact to business)		Easy (the City is already doing these)		No impact	The City already has financial controls, including a policy for 1X funds, though there could be areas for improvement. The City must comply with state mandates which require a balanced budget similar to "automatic cuts".
				Medium (depends on areas that are impacted and community needs)		Neutral		
NEGATIVE!	Low (cannot achieve \$2M)							

Option 3: Optimize service delivery efficiencies and partnerships

- Look to comparable cities for examples.
- Consider alternative models for central/professional services.

CARDS:

- Curious about what services, currently provided by the City, can be considered for 3rd party hires (such as other cities).
- Perhaps consider outside contractors for work or projects rather than full time employees (it may save money in the long run).
- Partner/outsourcing services or administration that is not core to City's strengths.
- Evaluate what services/FTE could be contracted out; shoot for FTE average of benchmark cities. Outsource "non-core" services to local non-profits.
- Shift certain expenses to the private sector (free from additional regulations and costs).
- Contract out some maintenance.
- Consider outsourcing HR and IT.
- Consider alternative models for services or departments in the City.
- Are professional services (accounting/attorney in house or 3rd party)?
- Public works are essential but are there any areas that can be farmed out to other entities?
- Evaluate the number of employees in each specific department—determine what is necessary...perhaps the # of employees in some departments could be less?
- Why does the City have 324 temp employees—what departments; can you close departments with high utilization of temps or contract out?
- Sell non-core assets (airport).
- Close annex libraries and offer book mobile monthly or quarterly.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!	\$5M+ High	High	Positive					Difficulty in contracting out
				Medium		Medium	???	Union positions would require process/negotiations with Unions. Must consider ability to provide services/meet requirements.
NEGATIVE!					Difficult to implement or sustain			Higher level positions (HR, Legal etc.) can actually cost more when not inside the city

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DRAFT TAG INITIAL SCORE SHEETS

Option 4: Reduce Cost of Employee Benefits

- Evaluate options to control PERS costs.
- Pursue strategies to contain healthcare costs.

CARDS:

- Establish defined contribution retirement plan for new employees.
- No longer cover the employee portion of PERS.
- Cut City's voluntary contribution to PERS by 50%.
- Evaluate unfunded obligations that employer must cover (benefits, COLA, PERS contribution to get 6.9% return, 4% employer for employee contribution).
- Adjust health plans to lower cost plans.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE			Positive					
	\$2M-\$5M	Medium		Medium		Medium	???	No longer covering PERS contribution actually can increase costs (negotiation)
NEGATIVE					Difficult to implement or sustain			Might be options for health plans but this would need to be negotiated with unions

Option 5: Evaluate Opportunities for Structural Consolidations, Mergers, and Governance Changes

Assess merger or contract opportunities with other regional government entities or service providers.

CARDS:

- A. Merge Parks & Rec with Willamalane and/or outsource management to YMCA or similar organization.
- B. Review in conjunction with Lane County, City of Springfield, School Districts for overlap and alignment of services.
- C. Look for an option to move to a Park District. Library...
- D. Consolidation of local libraries.
- E. Streamline/consolidate LRCS.
- F. Pursue shared service agreements.
- G. Take a serious look at pros and cons of Fire District—are there efficiencies to be gained without compromising service levels?
- H. Use County services instead of City funded services where there is overlap.
- I. Review services provided by library; is the facility operating a quasi unhoused shelter; review other examples of service creep.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								There are redundancies and it would be good to see how to consolidate
	\$2M-\$5M	Medium	Medium	Uncertain, for example moving costs to districts could result in higher costs to the community for a service			???	Consolidation can often be politically difficult between jurisdictions; this is not a fast solution but could be a long-term one
NEGATIVE					Difficult to implement or sustain	Low		

Option 6: Identify staffing efficiencies

- Use lower classifications where possible.
- Streamline central services.
- Implement targeted hiring and overtime controls.

CARDS:

- Look into additional non-critical ambulance services for non-life threatening calls.
- Look into more public safety officers for non-emergency calls.
- Potential cuts to cultural services, equipment replacement, transportation capital projects, library, parks and rec.
- Personnel costs: align with private sector benefits, healthcare, wages.
- Implement targeted hiring and overtime controls. Eugene Police Department budget review.
- Analyze cost of local regulation enforcement.
- Any unfunded state mandate is treated as "best effort" to avoid hiring more people.
- Examine airport for efficiencies.
- Reduce central services by 10% across the board.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High						It would be good to have a review of staffing to see how efficiencies could be attained
	\$2M-\$5M		Medium	Medium	Varies depending on service	Medium	Medium	Some options suggested would trigger bargaining (d. e.) and treating mandates as optional (g.) is not legal
NEGATIVE!								

Option 7: Enhance outreach and transparency to engage more than the loudest voices

CARDS:

- A. The loudest voice is what is heard—the business community is afraid to speak up—listen to the business community/property owners/tax payers in downtown.
- B. Re-allocate 1-3 central service FTE to establish a “Team Eugene” to outreach to business community, public schools, non-profits with key metrics and goal for sustainability and growth and urban planning.
- C. Enhance transparency and community outreach.
- D. Transparency: townhalls, listening sessions, engage new voices, minority communities.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!					Easy to implement and sustain	High		It is difficult to engage folks in issues that aren't an immediate priority to them.
			Medium	Medium			High because it's something prioritized currently and will be moving forward	There is a perception that the loudest voices “win” because they show up to council meetings and find ways to change budget priorities and decisions. How can leadership help to keep councilors focused on strategic priorities and policies?
NEGATIVE!	Low <\$2M	Low						

Option 8: Review and improve asset management to develop a plan for replacement and upgrades focusing on cost-savings

CARDS:

- A. Develop a comprehensive deferred maintenance and asset management plan.
- B. IT, technology, information systems, road reconstruction, updating of truck/fleets, including those related to police/fire-how often are they replaced; is it based on years in service, mileage, usage, miles, wear and tear or simply budgeted?
- C. How far out can infrastructure/road improvements or fleet upgrades be delayed from a practical standpoint?
- D. Evaluate city-owned property; liquidate assets or lease out.
- E. Cost effectiveness/utilization of Hult/Cuthbert assets.
- F. Prioritize essential capital projects and defer discretionary ones.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								
			Medium	Medium	Neutral or uncertain	Medium		Some of these suggestions are already being implemented by the City of Eugene (a. b. d.) and the others are questions for staff to answer
NEGATIVE	Low <\$2M	Low						

Option 9: Engage external consultant to review all areas of spending for opportunities to reduce costs

CARDS:

- A. Obtain outside consultant to review all service contracts; consolidate and discontinue when appropriate.
- B. Review all City operations for efficiency (PSU Study).
- C. Review City staffing efficiency and responsibility (all departments); 3rd party review?

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE						High		Internal review of services areas is a regular part of organizational assessment work. Several Programs have or are going thru reviews including core business functions and LRCS.
		Medium	Medium	Medium	Neutral or uncertain		High because it would give more information to aligning strategic goals with budget priorities if savings could be found in efficiencies	While there may be no immediate cost savings, an outside audit of staffing and services could yield future savings.
NEGATIVE	Low < \$2M							

Option 10: Streamline planning and development processes

CARDS:

- A. Streamline planning and development permitting processes.
- B. Streamline/consolidate planning and development.
- C. Planning Dept: how many times do plans get turned back or a “no” when all information has not been considered–work toward a “yes” rather than a “no” (ask questions–could this process be streamlined?).

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE			Positive	Positive		High		
		Medium			Neutral or uncertain		This would highly align with a strategic effort to grow the economy through efficiencies in planning and development	This has been a perceived issue by the business community for many years. The Planning and Development Department has advanced multiple efforts to streamline the permitting process and meet City Code and State Building Code. It is possible that changes to City code could reduce complexity of development permitting. Are there state and federal regulations that makes the idea of true "streamlining" impossible?
NEGATIVE	Low < \$ 2 million							

Option 11: Examine approach, costs, impacts of unsheltered response

CARDS:

A. Determine and manage the cost of the unsheltered.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								
			Medium or uncertain	Medium or uncertain	Neutral or uncertain	Medium	Difficult to ascertain because while this costs the city to provide services it also is helpful for business to have the city deal with some of the issues around homelessness in urban areas.	Many businesses, especially downtown expect the city to have enforcement and clean up services around the unhoused community. In addition, there are legal issues that can come from enforcement around behaviors that are not illegal (sleeping outdoors).
NEGATIVE	Low <\$2M	Low						

Option 12: Implement a policy for assessment and roll-out of tech-based solutions

CARDS:

- A. Develop policy on tech utilization and roll out: for example, Flock cameras—if we end up not using it, it was a waste of money, and if we do we save money and increase safety.
- B. Modernize procurement and budgeting systems.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!							Aligning technology policies with Strategic goals would help to clarify and accelerate cost savings and efficiency enhancing technology solutions.	There are current policies in place to cover items like this but have been sidelined by public outcry about some tech-based solutions.
		Medium	Medium	Medium	Medium	Medium		
NEGATIVE!	Low <\$2M							

ECONOMIC DEVELOPMENT

Option 1: Create a Business Retention & Expansion Plan

CARDS:

- A. Create and follow a Business Development/Retention Plan.
- B. Develop and implement a business retention and expansion plan.
- C. Example of retention: Stratacache (?)--how can we help them grow? Do they need all that space?
- D. Identify major firms that have left and invest in survey/exit interview to understand friction points and why they moved.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Positive		High			
Medium \$2M - \$5M (long-term)				Uncertain		Medium	Aligns with focus on support for business environment; provides clear strategy for moving the economic development work forward	Is a long-term strategy, not short-term gain. Provides foundation for other strategies and focus.
NEGATIVE!								

Option 2: Targeted Tax Incentives and Economic Zones

CARDS:

- A. Expand the MUPTE area.
- B. EEZ tax incentives for new industrial sites.
- C. Property tax incentive at City level (if possible).
- D. More education and support on property tax incentives (SIP, enterprise zone).

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High						
Medium \$2M - \$5M (long-term)			Medium	Medium	Neutral or uncertain	Medium	Aligns with focus on support for business environment.	Creates conditions where some businesses are exempt and others aren't; stimulates jobs and other benefits
NEGATIVE!								

Option 3: Create & Maintain Strategic Strengths Incubator

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Positive					
		Uncertain		Medium	Medium	Medium	Positive for encouraging new business	Much is uncertain depending on focus and structure
NEGATIVE!	Low <\$2M							

Option 4: Invest in Economic Development Staffing and Capacity

CARDS:

- A. Add 2 more business liaisons for proactive support.
- B. Invest in 1-2 additional FTEs strictly focused on economic development and coordination with non-governmental partners.
- C. Establish an Assistant/Associate City Manager for economic development to increase city revenue: expansion, planning, code enforcement, etc.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Positive		High	High		Would cost money in short term, so see as an ongoing investment.
				Medium			Positive for encouraging new business	If Economic Development is a true long-term strategy for the City of Eugene, there needs to be an investment in staffing to grow the economy.
NEGATIVE!	Low <\$2M							

Option 5: Expand UGB

CARDS:

- A. Expand UGB.
- B. Expand UGB for housing.
- C. Expand the UGB for more industrial land.
- D. Expand economic development zones to attract business.
- E. Look to find "acceptable" opportunities to expand the urban growth boundary.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE			Positive					Impacts to community and fairness depend on where and how implemented.
		Uncertain		Medium		Medium		Many barriers related to available land make implementation and benefits challenging.
								The community has struggled with expansion because it can be seen as sprawl.
NEGATIVE	Low <\$2M				Low			Much of the land outside of the current UGB needs high-investment in expanding services to make the land useable.

Option 6: Regional Ecosystem Development and Strategic Partnership

CARDS:

- A. Closer connection between UO Knight Campus and MBA School to incubate and support start ups coming out of UO (eg rent subsidies)
- B. Partner with Springfield and Lane County to create regional solutions advisors to navigate local regulations and give feedback to local governments on friction points.
- C. Create an economic development advisory group (similar to the sustainability group) until another FTE can be hired.
- D. Work closely with Onward Eugene, CEDO, UO, LCC and Bushnell to attract new businesses and manufacturing.
- E. Partner with Innovation Corridor Initiative, Onward, Elevate 28; Knight Campus, etc to create specific economic development plans.
- F. Invest in unified economic development with Lane County and City of Springfield.
- G. Take advantage of organizations such as the Chamber of Commerce for business retention/expansion or things like that and have the Chamber report back to the City to keep in the loop.
- H. Establish a more robust proactive partnership and regional coordination committee.
- I. Establish economic development plan in conjunction with major constituents (EWEB, Chamber, Springfield, Lane County)
- J. Bring Southern Willamette Valley Innovation Corridor presentation to City Council and create a vision.
- K. Coordinate regional recruiting/promotional activities with Onward Eugene, CEDO, Elevate 2028, UO, Eugene Chamber.
- L. Need to determine what land/buildings can be created to accommodate future business opportunities coming out of the Knight Campus, can't miss the future growing start up needs.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Positive			High		Requires cooperation from other entities, sustainability uncertain.
		Uncertain		Medium	Medium (depends on regional willingness)			Significant opportunities if goes well, given appeal of Knight Campus and others.
NEGATIVE!	Low <\$2M (long-term)							Benefits might not all accrue to City of Eugene.

Option 7: Long-term Strategy for Clear Lake

CARDS:

- A. Clear Lake Industrial Area–vision with timeline to achieve.
- B. Continue efforts to create developable land in Clear Lake industrial area, should have greater emphasis for future needs, new business and employment.
- C. In the council video I got the impression that councilors were NOT very interested in the pursuit for larger employers, seems this should always be pursued/available options.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Positive					
Medium \$2M - \$5M (with effective implementation in long-term)				Uncertain	Medium	Medium	Positive for encouraging new business	Opportunity is high but needs a significant investment for infrastructure. Positive for large employer possibility, focus on underdeveloped area of City.
NEGATIVE!								

Option 8: Outside Economic Competitive Analysis

CARDS:

- Establish workgroup and hire outside economic development firm to assess Eugene/Lane County economic comparative advantages.
- Hire economic development firm to understand assets and relative value of investing in greenfield or brownfield for highest/best use.
- Systematically review Eugene's durable competitive advantages for business recruitment and retention and clear the bottlenecks/invest into these.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Positive		High	High		
				Uncertain			Positive for encouraging new business	Is there enough expertise in the current ecosystem that we could create our own partnerships and competitive advantages through improved cooperation?
NEGATIVE!	Low <\$2M							

Option 9: Improve Regulatory Environment

CARDS:

- A. Establish a competitive advantage over other Oregon cities by creating an easier to navigate regulatory environment.
B. Revisit land use restrictions.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		Ongoing	Positive			Uncertain		Depending on changes, could have a negative impact on community or could have uneven impacts.
				Uncertain				Many of the regulations are not in the City's control.
NEGATIVE!	Low \$2M (long-term)				Difficult to implement or sustain.			

Option 10: Development Process Efficiency and Land Readiness

CARDS:

- A. Reduce time to get permits for new construction
- B. Accelerate permit process for housing and industrial development.
- C. Increase the hours of the PIC (permit information center) from 12-4 to 9-4 M-F, more flexible hours for questions/inquiries.
- D. Preference is, once we create more developable land supply, if/when we should pursue vs react.
- E. How can we better identify and partner with private sector on redevelopment sites or underutilized land/properties in the city UGB.
- F. Focus on opportunities to invest in and/or create "shovel ready" lands.
- G. Catalog a list of undeveloped or underutilized land parcels that are "shovel ready" and offer incentives. for selling to preferred, strategic buyers.
- H. Create an inventory list of underutilized lands and work with developers to connect with owners.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Positive					
		Uncertain		Uncertain	Uncertain (some elements are easier than others)	Neutral		
NEGATIVE!	Low \$2M							

Option 11: Sustainable Economic Development and Green Industry Recruitment

CARDS:

- A. Develop and promote a focused green technology strategy, harnessing city strengths and incentivizing green industry participants to locate in Eugene.
- B. Educate tax payers and present the case for economic development in sync with environmental goals.
- C. Recruit companies with higher wages which are “clean” and fit under desired profiles.
- D. Review city-owned properties for potential sale or redevelopment.
- E. Create an inventory list of underutilized lands and work with developers to connect with owners.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE		Ongoing	Positive	Positive				
Medium \$2M - \$5M (Long-term)						Medium		
NEGATIVE					Difficult (high competition for these firms)			

Option 12: Urban Renewal Governance and Oversight Reform

CARDS:

- A. Restructure the Urban Renewal Board to include more than just the City Councilors as the board making decisions.
 B. Split urban renewal agency from City Council with new board to oversee Urban Renewal Tax Increment Financing revenue/investment.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								
		Uncertain	Medium or Uncertain	Medium or Uncertain		Medium	Uncertain how this aligns better with strategic impact	What problem are we trying to solve? What decisions have been made in the past that have not aligned with clear policy or effectiveness?
NEGATIVE	Low <\$2M				Difficult to implement or sustain			

Option 13: Options for funding airport expansion

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								
			Medium	Uncertain		Neutral		
NEGATIVE	Low <\$2M	Low			Difficult			Staff are evaluating funding options. Federal actions are creating delays in projects and uncertainty/barriers to expansion borrowing.

Option 14: Targeted Business Recruitment and Global Outreach

CARDS:

- A. Build recruiting packages for certain industries that we want to bring in
 B. Recruit international businesses to Eugene (Business Oregon's focus is on Portland) AmCham, Korea; Vietnam, India.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE			Positive					
		Uncertain		Uncertain	Neutral	Neutral		
NEGATIVE	Low <\$2M							

Option 15: Build and execute a state lobbying strategy to reduce obstacles to economic growth

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		Ongoing						
			Uncertain	Uncertain		Uncertain	Aligns with Strategic Plan Goals.	May be opportunities to partner with other jurisdictions and League of Oregon Cities
NEGATIVE!	Low <\$2M				Difficult to implement			

Option 16: Articulate importance of business community

CARDS:

A. Need to continue to articulate publicly and with policy/recommendations the importance of the business community, business drives employment and property tax revenues but hasn't been perceived as a focal point locally or publicly for too long.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High			Easy to implement			
			Uncertain	Uncertain		Neutral		
NEGATIVE!	Low (less than \$2M)							

Option 17: Expand workforce housing and transit-oriented development

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Positive	Positive		High		
		Uncertain					Aligns with both housing and business priorities	Requires significant investments; would benefit many across the community; Difficult in near term due to market conditions.
NEGATIVE!	Low (less than \$2M)				Difficult			

Option 18: Housing Acceleration and Production Strategy

CARDS:

- A. Increase incentives to build both multi-unit and single family housing; promote housing production to expand the tax base.
- B. Review zoning and incentives for tax-paying real estate development.
- C. Create construction regulatory environment that reduces the cost of compliance and attempts the most capable developers facilitating rapid and efficient creation of affordable housing.
- D. Increase the City's appeal by rapidly expanding affordable housing options through a Housing Acceleration Fund, a public-private partnership first introduced in San Francisco.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Positive	Positive		Improves fairness		
		Uncertain			Uncertain (some elements easier to implement than others)		Aligns with both housing and business priorities	Significant investment is required to achieve the positive impacts.
NEGATIVE!	Low (less than \$2M)							

REVENUE OPTIONS

1. Implement city service fees

CARDS:

- A. Service fees seem fair and equitably applied and accepted in other communities;
- B. Service fee with economic guardrails (performance metrics, performance dividend fund for those who reduce expenses)
- C. City operations fee (2 cards)

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!	High. Estimated yield up to \$15 million.	High			High. Implementable in 8-24 months.			
			Mixed. Can fiscally sustain services, but also is another cost for businesses	Mixed. Can fiscally sustain services, but also is another cost for community members		Medium. Can be structured in a fair manner, but also can be considered regressive.	High, in that it can be dedicated to pay for services identified as strategic priorities	The Fire Service Fee ordinance was withdrawn by Council in 2025. A 2013 ballot measure implementing a fee in Eugene was defeated. Since then, many other cities have implemented fees.
NEGATIVE!								

2. Identify and implement alternative funding for libraries to free up funding for the general fund

CARDS:

- A. Library levy, in conjunction with previous suggestions to decrease library spending use that local operation expiration to put forward a new one focused on economic growth and long-term strategies;
- B. Re-instate library fines for adult content;
- C. Implement or increase usage-based fees for non-essential services such as library, park and aquatics patronage;

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High - revenues are ongoing						
NEGATIVE!	Medium - the library levy raises \$3.8M/year, but if it is reallocated then it doesn't save money		Medium - uncertain if new levy focused on economic growth and long-term strategies would pass				Low (bad) - conflicts with City Strategy for Fair, Stable, and Adequate Financial Resources	The library levy cannot be reallocated to other services without a vote, which may not be successful.
	Fines and fees increases likely to generate <\$2M per year			High - Eliminating or reallocating the library levy will result in service cuts.	Eliminating the library levy will result in service cuts	Fines and fees negatively impact some members of the community		

3. Advocate for state-level tax reforms

CARDS:

A. Advocate for state-level tax reforms (2 cards)

B. Work with legislature to reform property tax measures

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!	High: reforms to Measures 5 and 50 would allow the City to raise property tax revenues to meet budget needs					High: Measures 5 and 50 have caused unfairness within the state property tax structure		
			Medium: unknown how reform could impact business property taxpayers	Medium: unknown how reform could impact resident taxpayers			High: aligns with strategic plan to advocate for changes that would help the City of Eugene	
NEGATIVE!		Low: reforms may not happen in a timeframe that will alleviate the City's current fiscal pressures			Low: successful reform relies entirely on factors outside of the City's control			

4. Implement traffic cameras

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Neutral for businesses (high rating)	High: improves safety	High: many cities in Oregon utilize these cameras and the costs are usually incurred by the vendor			
	Medium: depends on number of cameras, costs, location.					Mixed: extracts revenues from those violating laws, but some have privacy concerns.	Aligns with safe, sustainable community priority.	Generally considered a public safety improvement and not a revenue option.
NEGATIVE!		Low: the goal of these cameras is to deter unwanted behavior (revenue should decline)						

5. Define and create a new service priority schedule with an eye on investing in revenue-producing opportunities (for example a multi-use indoor athletic facility)

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			High	High		High - could be implemented in a fair way, including extracting revenues from out-of-town visitors.		
		Medium - goal would be a self-sustaining program.					Potentially high, depending on nature of investment	Consider this a long-term investment, rather than a budget option?
NEGATIVE!	Low - could require upfront investment and ultimately would not yield \$\$ for general fund.				Low - would require upfront investment, significant planning			

6. Adjust or increase permit fees to cover actual costs (2 cards)

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE			Low					
				Neutral	Neutral	Neutral	Neutral	City sets permit fees to recover costs. Actual experience depends on level of permitting activity. Staff monitor and adjust thru cycles.
NEGATIVE	Low	Low						

7. Develop a revenue plan for the Hult Center and evaluate expenses

CARD:

A. Hult Center revenue plan-sponsorships and look into expenses.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE								
		Uncertain	Uncertain, depends on plan	Uncertain	Medium (Review is easier than securing sponsors)	Uncertain		Hult currently has sponsors for events and balances expenses to revenue.
NEGATIVE	Low - Hult Center covers its own costs							

8. Increase transient lodging taxes, tax vacation rentals & review fees for non-occupancy

CARDS:

- A. Increase transient lodging tax to 9% or 10% sharing a portion of the increase with affected businesses to offset impact on their competitiveness;
- B. Look to invest in and tax tourism more;
- C. Increase transient lodging tax (fund Hult Center and other cultural amenities).

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!				High: May reduce number of STRs and reduce traffic, noise and other impacts	High: Easy to implement and manage (revenue advisory summary)	High: imposes additional burden on visitors who don't otherwise pay taxes	Neutral	The City already has a TLT (as does the County and the State).
		Medium - revenue is not stable	Medium - may incentivize visitors to stay elsewhere					
NEGATIVE!	Low (an increase to the TLT of 1% would generate \$1.1 million and 70% must be spent on tourism)							

9. Create a position dedicated to evaluating revenue options for growth and fiscal sustainability

CARDS:

- A. Create a Chief Revenue Officer focused on new revenue via economic development efforts
 B. Explore revenue options from Revenue Advisors Report.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!				Neutral	High			
			Medium - could yield more information for evaluating revenue options from an ED standpoint			Neutral	Neutral	This position may be redundant to prior evaluation, engagement, and research on revenue options.
NEGATIVE!	Low - this option alone does not save or general money for the general fund	Low - ongoing cost of a new position in the general fund						

10. Consider reforming the Community Safety Payroll Tax

CARDS:

- A. Create a Chief Revenue Officer focused on new revenue via economic development efforts
- B. Explore revenue options from Revenue Advisors Report.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High - payroll taxes are ongoing and (generally) stable						
	Medium - the CSPT raises \$20M+ per year but uncertain if this reform would reduce this amount		Medium / uncertain	Medium / uncertain		Medium / uncertain depending on reform nature	Neutral	CSPT tax rates are set in the charter and would require a vote to change the charter.
NEGATIVE!					Payroll tax is relatively new and reforming would take significant public engagement.			

11. Redirect funds from Urban Renewal to the General Fund

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!	High, could be > \$5M	Ongoing revenue to GF	Low impact		High	High		
				Mixed			Mixed, provides financial stability to the General Fund, but reduces capacity to meet other strategic goals.	
NEGATIVE!								

12. Review all revenue-generating City assets and enterprises, adjust fees, and consider adding additional opportunities

CARDS:

- A. Review and restructure fees for City facilities (ie parks, fields, Hult center)
- B. Charge for parking at parks like Spencer Butte and Skinner Butte
- C. Increase lease rates at Eugene airlines, increase parking fees

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High - revenue adjustments are ongoing	Neutral		Fees are relatively easy to adjust, leases may need negotiation.	Easy to implement in a fair manner with study and input		
				Medium depending on the scale of the increases			Neutral	Most City fees are reviewed and adjusted annually
NEGATIVE!	Low: unlikely to generate significant savings or funding for general fund							

13. Airport fee: Charge an airport fee for every ticketed person who travels through the airport that is redirected to the general fund

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!								
			Neutral	Neutral		Medium - may impose costs on travelers who aren't visiting the City	n/a	This would be considered revenue diversion which is prohibited under FAA rules.
NEGATIVE!	Low - revenues from the airport are restricted to use on the airport	Low - does not sustain general fund			Low - revenues may not be diverted to other uses.			

14. Levies/Bonds: Local option levies/general obligation bonds should continue to be pursued and utilized for larger capital improvement needs that benefit the greater community and population (been proven for parks and recreation or city street backlogs for example)

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			High - infrastructure investment creates jobs and high quality infrastructure is good for the economy					
	Medium to High depending on structure.			Medium, improves community amenities and livability but raises taxes.	Medium - fiscal climate and revenue outlook should be considered	Neutral	Could advance priorities	Levies can be a limited duration solution, but must be renewed every five years. Bonds are a good tool for capital issues, but do not solve the structural gap in the General Fund.
NEGATIVE!		Low does not improve the structural deficit, levies are short term solutions.						

15. Implement a utility consumption tax or an increase to the EWEB CILT

CARDS:

- A. EWEB CILT percentage increase;
 B. Utility consumption tax, although harder to collect through EWEB/NWNG, is more fair and equitable across the public.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Neutral	High		High		
Medium (CILT is negotiated), utility consumption tax of 1% could generate \$2 million							Aligns with sustainability goals	
NEGATIVE!					Low - requires agreements with providers			

16. Restaurant Tax: Implement a restaurant tax, sharing a portion with affected businesses to offset impact on their competitiveness; restaurant tax; sales tax on restaurant and other tourism-intensive areas (revenue from visitors)

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE	High (potentially depending on rate)	High						
			Impacts food and beverage retailers			Medium - impacts visitors, but also burdens restaurants and lower-income residents	Could advance priorities	Will receive opposition from restaurant associations
NEGATIVE				Increases costs	Low			

17. First Responder Fee: Increase the first responder fee and expand its application to include all emergency responses

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!		High	Neutral	Neutral	High - easy to implement	High		
							May not align with equitable access goals.	Best used to support emergency response system
NEGATIVE!	Low - <\$1 million annually							

18. Marijuana Tax: Lead effort to increase marijuana tax cap, reset prices to pre-legalization level (tax like cigarettes); increase marijuana tax

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE				Neutral				
	Medium - depending on rate (a 10% increase would yield ~\$3.1M)	Medium - sales depend on supply and demand and can be volatile						
NEGATIVE			Low - discourages new dispensaries		Increasing rates requires change to state law	Low - considered a regressive tax		

19. Evaluate ways for the University of Oregon to increase revenue to the City

CARDS:

- A. Event tax for games, concerts, etc;
B. Look to find opportunities for the UO to “contribute” revenue.

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!	High							
		Medium or uncertain			Medium	Medium		Depends on how tax is structured. Would need agreement from U of O for university events. May be able to tax 3 rd party ticketing agents.
NEGATIVE!			Low	Low				

20. Electric Car Charger Fee: Charge for City's E-car chargers and add to parking

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!			Neutral	Neutral	Neutral			
		Medium					May not align with sustainability goals	
NEGATIVE!	Low					Low - burdens owners of electric cars		

21. Annexation: Explore how annexation of outlying properties would impact the budget

	Achieving Structural Balance	Ongoing Fiscal Sustainability	Economic Competitiveness	Community Impact	Practicality	Fairness	Strategic Impact	Other?
POSITIVE!						Neutral		
	Medium (how much unincorporated land and how much is it worth)	Medium or unknown - cost to provide service may be greater than revenue	Medium	Unknown				
NEGATIVE!					Low - very long process			

Technical Advisory Group on Fiscal Stability Information Requests

Date: November 10, 2025

To: Technical Advisory Group on Fiscal Stability

From: Twylla Miller, Chief Financial Officer

Subject: Information Requests from 11/04/25

1. What does supervision/accountability for the Hult Center programming look like to maximize usage and revenue generation?

Revenue Growth and Performance

Since 2016, the Hult Center for the Performing Arts, as one of Oregon's largest performing arts venues, has operated under a business model emphasizing earned revenue and continuous reinvestment. This approach has resulted in increased attendance, event volume, and increased revenues. Revenue at the Hult has grown from \$3.2M in FY16 to \$8.4M in FY25, an increase of 163%. The table below disaggregates revenue by segment and shows percent growth from FY16 to FY25, as well as the compound annual growth rate.

Segment	FY16 Revenue	FY25 Revenue	Growth %	Compound Annual Growth Rate
Hult Food and Beverage	\$391,624	\$859,309	119%	9%
Hult Parking	\$106,488	\$250,527	135%	10%
Hult Commercial Rental	\$1,423,994	\$735,129	-48%	-7%
Hult Presents	\$318,528	\$2,393,896	652%	25%
Hult Resident Company	\$960,905	\$1,020,579	6%	1%
Hult Presents Broadway	N/A	\$3,168,517	N/A	N/A
Total Revenue (All Segments)	\$3,201,539	\$8,427,957	163%	11%

Through consistent programming strategy and market awareness, the Center has achieved sustained growth while maintaining its role as a cornerstone of the region's cultural economy.

Supervision and Structure

The Hult Center is led by a Managing Director who reports to the Director of Cultural Services within LRCS. The Managing Director oversees professional teams specializing in Programming, Marketing, Patron Services, Technical Production, Finance, Ticketing, and Facilities. Each team operates under the City's established systems for financial management, procurement, and personnel oversight. The Hult Center recruits nationally for these roles.

Accountability and Decision-Making

Since FY14, the Hult has transitioned out of the City's General Fund by adopting a strategic business model.

Programming accountability relies on financial performance, audience response, and market analysis, including profit margins, risk assessments, and benchmarking. A three-person Programming Team manages relationships with Broadway agents, producers, and touring presenters, positioning Eugene as a leading regional destination. Team members engage with The Broadway League, the International Entertainment Buyers Association (IEBA), and the Association of Performing Arts Professionals (APAP) to strengthen partnerships and track national market trends.

Programming decisions are informed by market analysis, profit margins, historical data of similar performances by genre, industry-experienced professional staff, and commercial touring attendance reports. These tools allow staff to model revenue and assess risk before committing to contracts. All bookings that are considered higher risk are approved by the Managing Director, after assessment and input from the Finance Manager and Programming Director. Regular meetings with Resident Companies help ensure that community and commercial use of the Hult remains balanced.

Business Practices and Maximizing Usage

The Hult's goal is to maximize venue usage, drive economic activity in Eugene, and earn revenues while aligning programming with community values.

Fiscal Year Days Used

FY23	373
FY24	397
FY25	432

"Day's Used" counts the annual public-facing usage across both Hult performance halls. Rehearsals, staging, load-in/outs, and maintenance are excluded.

Key business strategies strengthen the Hult Center's ability to optimize both utilization and financial performance. The organization integrates data through the Tessitura ticketing and customer relationship management system to monitor audience behavior, revenue trends, and sales performance. Food and beverage operations are expanding through diversified offerings and detailed point-of-sale analysis. Programming and budgeting follow a risk-based model that applies historical performance and touring data to forecast outcomes

and manage financial exposure. Marketing efforts are coordinated with Resident Companies to build shared audiences, pool resources, and enhance the reach and efficiency of promotional investments. The expansion of Hult Presents programming and the modernization of Food and Beverage operations have contributed to substantial growth for the Hult Center.

Forward Strategy and Continuous Improvement

The Hult's focus moving forward is to sustain growth through data-driven decisions and deeper community engagement. A forthcoming partnership with Theatre Resources Group (TRG Arts) will support national benchmarking, audience segmentation, and marketing and pricing strategy.



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #9

November 18, 2025

11:00 am - 1:00 pm

AGENDA

Meeting Objective:

- Agree on Recommendations
- Revise/Validate Problem Statement and Principles of Action

1. Updates and Announcements
2. Discuss and Select Final Recommendations
3. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #8 Notes
November 10, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Brian Fox, Steven Korth, Paula Lafferty, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: Susan Cox, Morgan Mann

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Twylla Miller, Matt Rodrigues, Kristie Hammit, Katie Harrieff, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. Sarah Medary announced that Susan Cox had an unexpected conflict arise and will likely not be able to attend the remaining meetings.

Validate Scoring and Narrow Operations & Expenditure Options

Members reviewed and discussed the draft score sheets. A change was made to option 10, adding the following into "Other": This could have long-term impact on trust and confidence in City government.

Each member then completed an exercise identifying their top 5 options in this category and then the group discussed the results. The following was the outcome from that exercise:

Operations	#	Notes
	Dots	
1. Prioritize City Services and Align with Budget	10	
2a. Improve Budget Approach	2	Combine 2a and 2b and reference in cover memo
2b. Improve financial policies & controls	2	
3. Optimize Service Delivery Efficiencies and Partnerships	8	
4. Reduce Cost of Employee Benefits	2	
5. Evaluate Opportunities for Structural Consolidations, Mergers and Governance Changes	6	
6. Identify Staffing Efficiencies	9	
7. Enhance Outreach and Transparency to engage More Than Loudest Voices	3	
8. Review and Improve Asset Management to Develop a Plan for Replacement and Upgrades on Cost-Savings	0	
9. Engage External Consultant to Review All Areas of Spending for Opportunities to Reduce Costs	2	
10. Streamline Planning and Development Processes	8	

11. Examine Approach, Costs, Impacts of Unsheltered Response	0	Drop
12. Implement a Policy for Assessment and Roll-out of Tech-based Solutions	3	

Validate Scoring and Narrow Economic Development Options

Members reviewed and discussed the draft score sheets. No changes were made to the score sheets. Each member then completed an exercise identifying their top 5 options in this category and then the group discussed the results. The following was the outcome from that exercise:

Economic Development

1. Create a Business Retention & Expansion Plan	7	
2. Targeted Tax Incentives and Economic Zones	4	
3. Create & Maintain Strategic Strengths Incubator	1	Drop
4. Invest in Economic Development Staffing and Capacity	5	
5. Expand UGB	0	Drop
6. Regional Ecosystem Development and Strategic Partnership	8	
7. Long-term Strategy for Clear Lake	3	
8. Outside Economic Competitive Analysis	1	Part of strategic plan
9. Improve Regulatory Environment	2	Drop
10. Development Process Efficiency and Land Readiness	8	
11. Sustainable Economic Development and Green Industry Recruitment	3	
12. Urban Renewal Governance and Oversight Reform	1	Could be wrapped into #1

Validate Scoring and Narrow Revenue Options

Members reviewed and discussed the draft score sheets. A change was made to option 17 (First Responder Fee), moving fairness from high to medium. A change was also made to option 20 (Electric Car Charger Fee) moving fairness from low to medium, adding that the current system is subsidizing electric car owners; and also adding in the “other” column a comment that the City currently charges for the parking spot but not for the charging.

Each member then completed an exercise identifying their top 5 options in this category and then the group discussed the results. The following was the outcome from that exercise:

Revenue

1. Implement City Service Fees	8
2. Identify and Implement Alternative Funding for Libraries to Free Up Funding for the General Fund	4

3. Advocate for State-Level Reforms	3
4. Implement Traffic Cameras	0 Drop
5. Define and Create a New Service Priority Schedule with an Eye on Investing in Revenue-Producing Opportunities (for Example a Multi-Use Indoor Athletic Facility).	0 Drop
6. Adjust or Increase Permit Fees to Cover Actual Costs	0 Drop
7. Develop a Revenue Plan for the Hult Center and Evaluate Expenses	2 Could link to tourism items
8. Increase Transient Lodging Taxes, Tax Vacation Rentals and Review Fees for Non-Occupancy	4
9. Create a Position Dedicated to Evaluating Revenue Options for Growth and Fiscal Sustainability	0 Drop
10. Consider Reforming the Community Safety Payroll Tax	0 Drop
11. Redirect Funds from Urban Renewal to the General Fund.	6
12. Review all Revenue-Generating City Assets and Enterprises, Adjust Fees, and Consider Adding Additional Opportunities	3

Next Steps: Questions, Observations, Requests

The group talked about the work at the next meeting, focusing on what final recommendations might look like, and how the different priority ideas work together or are in conflict. The results of this work should be a final report that is a “love letter” to the next City Manager, explaining what are the most important things the new City Manager can do to address fiscal sustainability for the City. The discussion at the next meeting will focus on the big ideas at a strategic level, and then how some of the other more tactical items fit into that picture. Hoe

Option/Recommendation	# Dots	Notes
O1. Prioritize City Services and Align with Budget	10	
O6. Identify Staffing Efficiencies	9	
O3. Optimize Service Delivery Efficiencies and Partnerships	8	
O10. Streamline Planning and Development Processes	8	
ED6. Regional Ecosystem Development and Strategic Partnership	8	
ED10. Development Process Efficiency and Land Readiness	8	
R1. Implement City Service Fees	8	
ED1. Create a Business Retention & Expansion Plan	7	
ED18. Housing Acceleration and Production Strategy	7	
O5. Evaluate Opportunities for Structural Consolidations, Mergers and Governance Changes	6	
R11. Redirect Funds from Urban Renewal to the General	6	
R15. Implement a Utility Consumption Tax or an Increase to the EWEB CILT	6	
ED4. Invest in Economic Development Staffing and Capacity	5	
ED2. Targeted Tax Incentives and Economic Zones	4	
R2. Identify and Implement Alternative Funding for Libraries to Free Up Funding for the General Fund	4	
R8. Increase Transient Lodging Taxes, Tax Vacation Rentals and Review Fees for Non-Occupancy	4	
R14. Levies/Bonds: Local Option Levies/General Obligation Bonds Should Continue to be Pursued and Utilized for Larger Capital Improvement Needs that Benefit the Greater Community and Population (Been Proven for Parks and Recreation or City Street Backlogs for Example)	4	
R16. Restaurant Tax: Implement a Restaurant Tax, Sharing a Portion with Affected Businesses to Offset Impact on Their Competitiveness; Restaurant Tax; Sales Tax on Restaurant and Other Tourism-Intensive Areas (Revenue from Visitors)	4	
O7. Enhance Outreach and Transparency to engage More Than Loudest Voices	3	
O12. Implement a Policy for Assessment and Roll-out of Tech-based Solutions	3	
ED7. Long-term Strategy for Clear Lake	3	
ED11. Sustainable Economic Development and Green Industry Recruitment	3	
ED16. Articulate Importance of Business Community	3	Could be wrapped into #ED1
R3. Advocate for State-Level Reforms	3	
R12. Review all Revenue-Generating City Assets and Enterprises, Adjust Fees, and Consider Adding Additional Opportunities	3	

R19. Evaluate Ways for the University of Oregon to Increase Revenue to the City	3	
O2a. Improve Budget Approach	2	Combine O2a and O2b and reference in cover memo
O2b. Improve financial policies & controls	2	
O4. Reduce Cost of Employee Benefits	2	
O9. Engage External Consultant to Review All Areas of Spending for Opportunities to Reduce Costs	2	
R7. Develop a Revenue Plan for the Hult Center and Evaluate Expenses	2	Could link to tourism items
R20. Electric Car Charger Fee: Charge for City's E-car Chargers and Add to Parking	2	
ED8. Outside Economic Competitive Analysis	1	Part of strategic plan
ED12. Urban Renewal Governance and Oversight Reform	1	Could be wrapped into #ED1
ED13. Options for Funding Airport Expansion	1	Wait to hear from Council discussion
ED15. Build and Execute a State Lobbying Strategy to Reduce Obstacles to Economic Growth	1	
O=Operations/Efficiency; ED=Economic Development; R=Revenue		



City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #10

December 2, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objective:

- **Agree on Recommendations**
- **Set Targets for Each Category**
- **Revise/Validate Problem Statement and Principles of Action**

1. Updates and Announcements
2. Review and Finalize Recommendations Matrix
3. Set Financial Targets for Each Category
4. Agree on Considerations for Revenue
5. Review Draft Report Elements
6. Next Steps
 - City Council Presentation
 - Future Meetings

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #9 Notes
November 18, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: None

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Twylla Miller, Matt Rodrigues, Kristie Hammit, Elle Ocasey, Katie Harriff, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. She reminded everyone that the goal is to have recommendations identified in time for a City Council meeting on December 8, so the focus today will be on identifying the recommendations, and then other elements of the final report can be discussed at the next meeting.

Agree on Recommendations

Members reviewed and discussed the individual list of recommendations completed by members as part of the homework from last meeting. Then, starting with recommendations that are focused on long-term impacts and then moving to those that are more short and medium term, the group identified a single, shared list of recommendations that can be refined and polished at the next meeting.

Long-Term Impact Recommendations

1. Economic Development and growing the business community in the city should be a priority and should have its own strategic plan and enhanced investments in order to improve the lives of our community members.
 - a. Look to an intentional funding source—what's the revenue source that can support ED expansion efforts? How much revenue will we need to support this effort? This will include expanding the ongoing staffing to drive this work over time. If the City identified one or two FTE to support this effort it's possible that private money could be raised to support the FTE in order to take advantage of this moment. Clarify what the City's "Lane" is in this effort (as opposed to County or Chamber or others)--City has some specific levers that it controls.
 - b. Amplify message to community the importance of a healthy business environment to overall community; help reinforce for current businesses
 - c. Educate community about how City budget and economic development work, why this helps the community thrive
2. Develop and implement a strategic economic development plan to grow our community and resources to support a thriving and vibrant place
 - a. What is our strategic advantage and how do we improve upon that? Could be a SWOT analysis that focuses on the Eugene region; use local data; might surprise us by the findings--will find what we CAN be and what we can offer. Need the deeper thinking about how the threads can be tied together into a

- successful strategic approach. Once we are clear, we have the ability to completely change the narrative and capitalize on the positives that are here.
- b. Align with other cities and organizations to enhance economic development (i.e. Southern Willamette Innovation Corridor)
 - c. Proactively market our area (based on that advantage) to businesses
 - d. Be able to describe the strategy and shared interest to help reduce barriers and resistance and promote engagement in the community. Describe the value of having good paying jobs, ability to keep our young people here, thriving community.
 - e. Enhance business retention and expansion; get clear on what infrastructure is needed
 - f. Look at ways to invest in housing as an economic development tool
 - g. Align incentives
 - h. This is a dynamic process that needs to be developed, maintained
 - i. Plan will articulate partnerships (Knight campus, regional, etc) and bring along our public partners (EWEB, etc). Include education and healthcare partners to show strong infrastructure to support growth.
 - j. A notion to test out on competitive strengths: Access to nature, environmental resilience; innovation corridor...NW incubator for environmental green technology
3. Identify an Economic Development Strategic Advisory Team that helps advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort
 4. Advocate for state-level reforms on regulations, taxes and revenues and education system.

“Shared Prosperity” is a good phrase to use as we talk about economic development.

Short Term Recommendations

1. Create/update a long-term strategic plan that is focused on reinforcing core themes/competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.
2. Look at an outside assessment of operations to determine ways that the city might operate more efficiently (like the PSU report). This will give an outside view on ways to improve efficiencies of operations and lower costs. This may include hard decisions on difficult things, but it will be based data.
3. Prioritize "core" city services and clearly identify which services are essential then align with stated priorities.
 - a. Create a service-prioritization framework will allow the budget to be aligned with realistic revenue projections.
 - b. Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations.

- c. Make every effort to reduce operational costs including looking at what is our largest expense, employee cost and find ways to partner provide services
- 4. Initiate the work on the proposed economic development strategic planning process.
- 5. Streamline processes to improve turn-around times for planning and development; proactively look at ways to minimize regulations
- 6. If new revenue is needed, a portion of that revenue should be dedicated to economic development to create long-term sustainability. Given the limited levers the City has to address fiscal stability, revenue generation will likely be necessary—it should be time-limited with the intention that in time the reinvestment will result in being able to sunset the new revenue. Consideration of potential revenue sources to be supportive of the overall strategy.

In thinking about the best way to present the recommendation in the final report, the group suggested considering a timeline perspective or roadmap instead of creating a division of short vs long term.

Next Steps: Questions, Observations, Requests

Members were reminded that there is no meeting next week because of the holiday and we will reconvene on December 2. The support team will provide some homework to help prepare for refining the recommendations and looking at other sections of the report.

**Eugene Technical Advisory Group on Fiscal Stability
DRAFT Outline
November 25, 2025**

Executive Summary

Problem Statement
Values & Principles
Strategies & Recommendations

Charter & Process

[This section will briefly list the TAG members, describe the process, and emphasize that the TAG took an “everything on the table” approach.]

Fiscal Background

[This section will provide a brief summary of fiscal presentations: description of budget structure and growth, trends in revenues and expenditures, and description of Measures 5 & 50 limitations.]

- ❖ The City of Eugene faces a general fund structural deficit, with expenditures consistently outpacing revenues.
- ❖ Staff costs (particularly healthcare and pension costs) are growing faster than other areas of City spending and therefore drive a significant portion of the structural deficit.
- ❖ State statutes limit the City’s ability to grow property taxes (its primary source of general fund revenue) from the existing residential and commercial tax base to three percent growth, annually. Further, many other City revenues are restricted in growth and use.
- ❖ The City has taken steps to address the structural imbalance in recent years, including reductions, reallocations, and new revenues.

Economic Development Background

[This section will provide a brief summary of the economic development presentation, focusing on: the critical issues & challenges facing Eugene; the focus areas of the City’s economic development approach; economic development opportunities; and data points on the tax impact of economic development.]

- ❖ Eugene’s Economic Development team focuses on keeping existing businesses successful, growing existing businesses, and attracting new businesses.
- ❖ Creating shovel-ready industrial land is necessary to accommodate potential large employers. Firms looking for sites today cannot wait three years for a site to be ready.

- ❖ The research at the University of Oregon, especially its Knight Campus, can become commercial activity. The absence of physical space and private capital investment are challenges to retaining start-ups in Eugene.
- ❖ New development adds to the tax base, but different development types have different impacts. Industrial development often includes large 'machinery & equipment' investments, which has a taxable value very close to appraised real market value, yielding high tax revenue. Multi-story residential generates high tax revenue on a per-acre basis.
- ❖ The City does not have an updated economic development strategy that clarifies priorities and works collaboratively with regional partners.
- ❖ Eugene lacks large, high-value private employers that add to the property tax base.
- ❖ The perception or rhetoric that Eugene is anti-business can discourage new investment.

Benchmarking

[This section will include key findings from City fiscal benchmarking presentation.]

- ❖ Compared to a group of cities of comparable size and responsibility profile, the City of Eugene has high rates of poverty and homelessness, and the lowest median income in the sample.
- ❖ The City has more renters and higher residential density than other cities.
- ❖ The City has higher educational attainment, but lower employment (even compared to a sample including several other higher ed communities).
- ❖ The City has higher staffing levels than other Oregon cities of similar size and responsibility profile.
- ❖ The City spends more on Police than other Oregon cities in the peer group.
- ❖ Despite the higher staffing levels, the City spends relatively less overall than a multi-state group of peer cities, including in areas that may reflect community values such as libraries and parks.
- ❖ Local revenues in Oregon are more restricted than in other states.

TAG Findings & Observations

[This section will summarize takeaways and themes from TAG discussion that underly the recommendations the group formed.]

Operations and Expenditures

- ❖ The City's general fund structural deficit is caused by expenditure growth (particularly personnel costs) outpacing growth in revenues.
- ❖ Personnel costs are pressuring the budget, growing faster than tax revenues, especially in the areas of healthcare and pensions costs.
- ❖ The City Budget could better delineate between core or necessary functions versus new, enhanced, or "nice to have" services and programs, many of which have contributed to growth in staff in recent years.

- ❖ The City's strategic plan does not focus on defining "core" services for the community, and on how to pay for strategic priorities. It is not always clear how the City's adopted budget flows from the City's strategic plan.
- ❖ There is a general lack of community understanding and familiarity with the City's budget process and decision-making.
- ❖ The City provides services that other regional entities (both nonprofits and other governing districts) provide, and there are likely opportunities to leverage partnerships and improve coordination.

Revenues

- ❖ The City has limitations in what can be done with current revenues, and limited options to increase or raise new revenues.
- ❖ The City has discussed and evaluated revenue options for several years, including a Revenue Advisory Committee.
- ❖ There may be tension among Council priorities – City revenue structures may conflict with broader economic development goals.
- ❖ Property taxes are the single largest source of revenue for both general fund services and levy funded services such as parks and library. Because property tax growth is restricted by state law, the City needs new growth to expand the tax base.

Economic Development

- ❖ The City has many assets, including natural beauty, livability, a world class university, and outdoor recreation. These historic strengths have made the City and broader region a place that people want to come to, raise a family, start businesses and reinvest in for future generations.
- ❖ This growth has occurred despite the fact that the City and the region have not prioritized a cohesive or coherent economic development strategy that can grow the tax base and support a flourishing community.
- ❖ The City could improve its perception as a business-friendly community.
- ❖ The Downtown area continues to be a high priority for economic growth, and the City's strategy should reflect this.
- ❖ There is a desire from the business community to partner with the City and be more active in pursuing economic development and growth together.

TAG Problem Statement

The City of Eugene faces both short- and long-term financial and strategic challenges. In the short term, expenditures are outpacing revenues, creating a structural imbalance amid broader economic uncertainty. State laws control the City's ability to grow property taxes (its primary source of revenue) and to diversify its revenue base. Longer term, the City and region's fragmented economic development strategy hinders the City's potential for economic growth – without which the City will continue to face budget challenges. This will diminish the City's ability to invest in the community and to provide services that are necessary to maintain and enhance

our quality of life for current and future generations. To address these issues, the City should focus resources on core services and key priorities, with the goal of aligning the budget with the shared vision and the variety of needs in the community. A thoughtful and disciplined budget must be paired with a more aggressive economic development plan that brings jobs and tax revenue to the City to help ameliorate its long-term fiscal challenges.

Principles of Action

- ❖ The City should conduct an organizational review to identify inefficiencies or gaps and to provide recommendations on how to improve organizational alignment and deliver services more effectively and efficiently.
- ❖ The City should examine cost drivers with a goal of saving money in the general fund prior to requesting new or increased revenues. This work should be documented.
- ❖ The City should explore possibilities to work with or support the not-for-profit sector to provide needed community services in a responsive and economical way. The City should also explore opportunities to work with other government entities providing the same services.
- ❖ Revenue options should only be considered as a last resort. If revenue options are considered, Council should include guardrails that tie revenues to achieving economic development goals.
- ❖ The City, after engaging its stakeholders to determine their needs and priorities, should educate the community about the fiscal realities of providing services, making clear which are considered essential, and which are considered non-essential.
- ❖ The City should engage and partner with the business community to understand their unique needs and their potential for driving growth. This will help ensure the City is on a sustainable path to grow and provide for the community.
- ❖ The City should clearly articulate an economic development strategy based on our unique strengths in the Southern Willamette Valley and prioritize its services to enhancing these strengths.
- ❖ Rather than increasing the proportion of economic activity it retains as tax revenue, the City should focus on increasing the size the economy and tax base within the City and region.
- ❖ The City should act as a convener with neighboring jurisdictions to ensure that we are efficiently and effectively providing services, working collaboratively to support economic expansion in Eugene, in Springfield and surrounding areas.
- ❖ The City should partner with other cities in Oregon and aggressively engage with the state legislature to address regulatory and development issues that pose significant obstacles to fiscal and economic health.

Evaluation Criteria

[This section will briefly describe the development of scorecard, explanation of categories, and how they were used to identify the strategic recommendations.]

Strategic Recommendations

The recommendations that follow should be considered as parts of a whole strategy. The TAG offers this strategic framework as a guidepost, recognizing that the timelines and details may be adjusted.

Overall Consideration. If it is determined that a new revenue source is needed to close the short-term budget deficit, that decision should only come after all efforts have been made to minimize current expenditure levels and efficiencies have been made. Additionally, any new revenue source should be done in an equitable manner that impacts the community as evenly as possible (such as a service fee) and not imposed on select or smaller groups of taxpayers. Lastly, any new revenue generating tax or fee structure should also have a portion of that new revenue source allocated and dedicated toward economic development efforts and not done solely to fill current budget shortfalls or constraints.

Fiscal Goals. The City's current structural deficit is \$10 million annually. A combination of operations efficiencies, reductions, and savings and new revenues will be needed to close the gap. Longer-term, the economic development strategy recommended below should also deliver measurable fiscal impact in the form of property tax or payroll tax revenues.

Fiscal Goal	Combined target: \$10 million within 5 years		Target: \$X million within 10 years
Category Goal	Operational Efficiencies and Reductions: Outside of core services and City priorities, identify and achieve ongoing, annual cost-savings to the general fund in the form of efficiencies, savings, and reductions.	Revenues: After achieving savings goal and extensive education/engagement, implement new revenue with a goal of closing any remaining structural gap. Evaluate and select revenue options based on considerations below.	Economic Development: Growing the business community and shared prosperity should be a priority. Over the long term, achieve (net?) \$XX million in annual new revenue within 10 years from strategic growth policies, recruitment and retention efforts, infrastructure investments, and reduction of regulatory barriers.
6-24 months	<ul style="list-style-type: none"> • Conduct outside assessment of operations to determine ways that the City might operate more efficiently and lower costs. This will provide important data to make difficult decisions, and also provide transparency to the public for future decisions. • Identify "core" City services which are essential, then align the budget with stated priorities. <ul style="list-style-type: none"> ○ Create a service prioritization framework to align the budget with realistic revenue projections. ○ Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations. • Streamline processes to improve turn-around times for planning and 	<ul style="list-style-type: none"> • Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in. • Before implementing a new revenue, consider the following: <ul style="list-style-type: none"> ○ Efforts made to minimize expenditure levels and increase efficiency ○ New source should impact greater community as evenly as possible (e.g. service fee) and not selectively target individual or small groups of taxpayers. ○ A portion of the new revenue should be dedicated toward economic development efforts to create long-term shared prosperity. 	<ul style="list-style-type: none"> • Identify an Economic Development Strategic Advisory Team to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort. • Initiate strategic economic development planning process. <ul style="list-style-type: none"> ○ Conduct analysis to understand Eugene's strategic and competitive advantages. ○ Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses. ○ Work with partners to define the clear roles for the City, County, Chamber and others in moving this work forward. ○ Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote

	development; proactively identify ways to minimize regulations.		<p>engagement in the wider community (ie good paying jobs, ability to keep young people in the community, overall thriving community).</p> <ul style="list-style-type: none"> ○ Articulate partnerships (Knight campus, regional partners, etc) and bring along our public partners (EWB, education system and healthcare) to show strong infrastructure to support growth. ● Identify needed resources for implementation, including staff and other investments.
2-3 years	<ul style="list-style-type: none"> ● Update the City's long-term strategic plan to focus on reinforcing core themes and the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan. ● Identify strategies to reduce employee costs and collaborate with partners to provide services more cost-effectively. 		<ul style="list-style-type: none"> ● Begin to coordinate and align with regional partners to enhance strategic advantage. ● Enhance business retention and expansion, clearly identifying what infrastructure is needed. ● Market competitive advantage to actively recruit employers. ● Look at ways to invest in housing as an economic development tool.

3-5 years		<ul style="list-style-type: none"> Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals (including potential FTE or targeted investments). 	<ul style="list-style-type: none"> Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential. This is a dynamic process that needs to be developed and maintained over time. Advocate for state-level reforms on regulations, education, taxes and revenues.
5-10 years	City government operates leanly to deliver services that align with redefined strategic priorities. City budget invests in core services and continues to grow in line with ongoing fiscal realities.		Target of \$X million / year in new property tax and CSPT revenue due to new jobs.



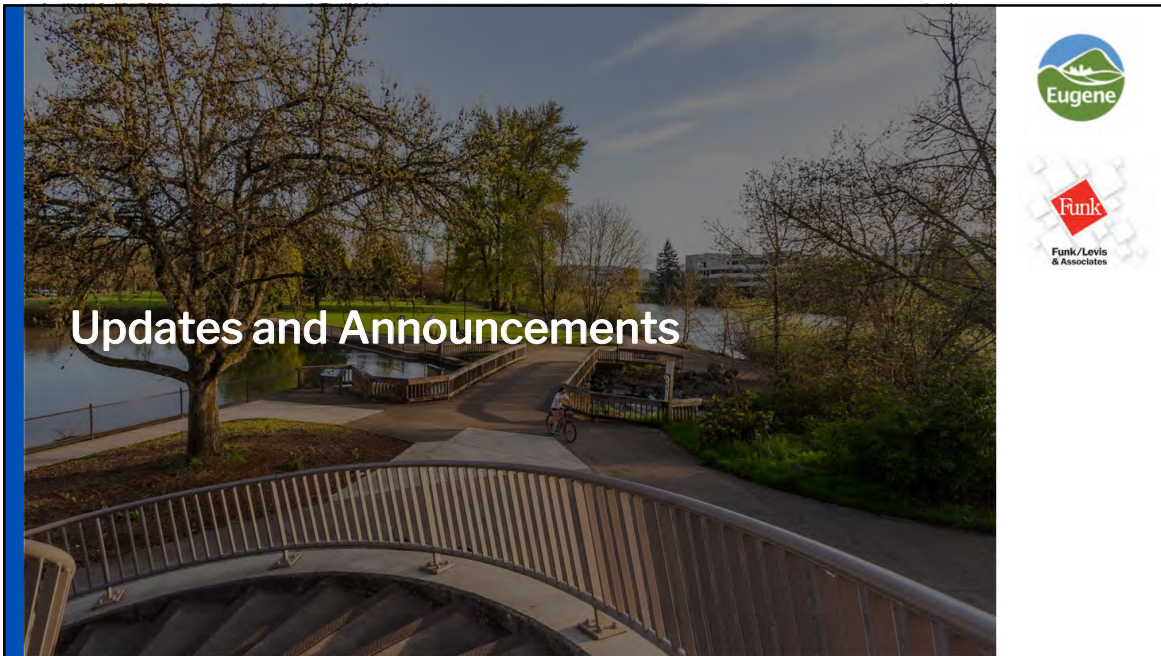
The slide features a blue background on the left with a circular graphic containing a building and the text "the district coworking and flex office". On the right, the title "City of Eugene Technical Advisory Group on Fiscal Stability" is displayed in blue, followed by "Meeting #10" and "December 2, 2025" in black. Logos for Eugene and Funk/Levis & Associates are at the bottom right.

City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #10
December 2, 2025

Eugene
Funk/Levis & Associates

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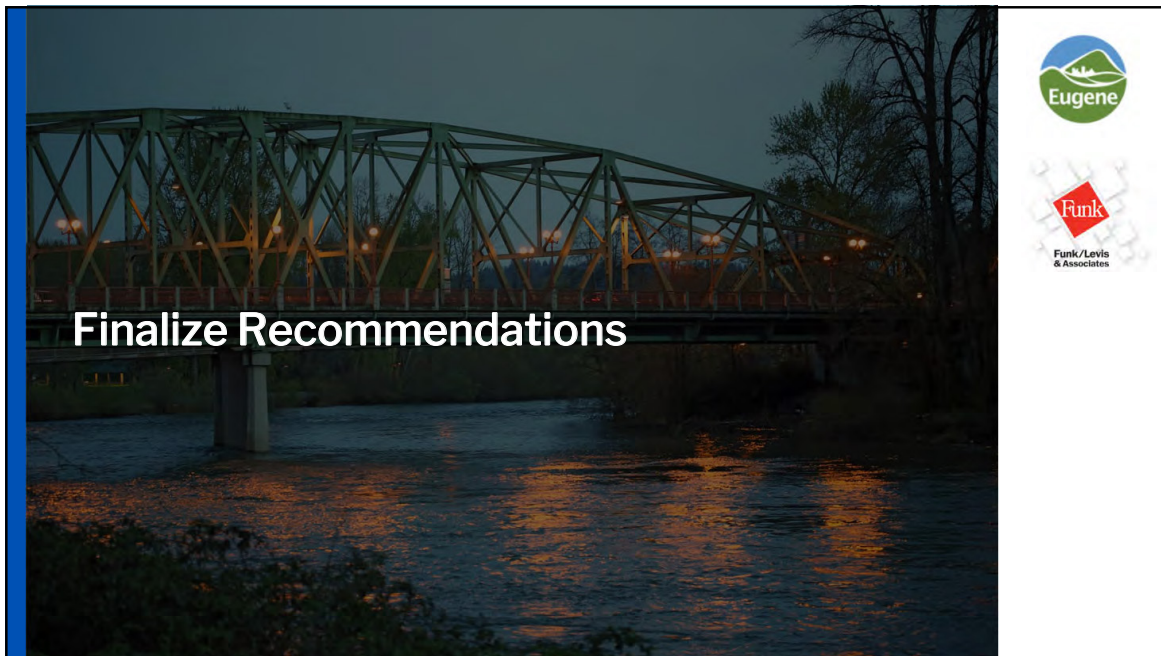
The slide shows a photograph of a park with a river, trees, and a person on a bicycle. The text "Updates and Announcements" is overlaid in white. Logos for Eugene and Funk/Levis & Associates are in the top right corner.

Updates and Announcements

Eugene
Funk/Levis & Associates

2

340



3

Category Goals

- **Operational Efficiencies and Reductions:** Outside of core services and City priorities, identify and achieve ongoing, annual cost-savings to the general fund in the form of efficiencies, savings, and reductions.
- **Revenues:** After achieving savings goal and extensive education/engagement, implement new revenue with a goal of closing any remaining structural gap. Evaluate and select revenue options based on considerations below.
- **Economic Development:** Growing the business community and shared prosperity should be a priority. Over the long term, achieve (net?) \$XX million in annual new revenue within 10 years from strategic growth policies, recruitment and retention efforts, infrastructure investments, and reduction of regulatory barriers.

Eugene

Funk/Levis & Associates

4

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Operational Efficiencies and Reductions: 6-24 Months

- Conduct outside assessment of operations to determine ways that the City might operate more efficiently and lower costs. This will provide important data to make difficult decisions, and also provide transparency to the public for future decisions.
- Identify "core" City services which are essential, then align the budget with stated priorities.
 - Create a service prioritization framework to align the budget with realistic revenue projections.
 - Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations.
- Streamline processes to improve turn-around times for planning and development; proactively identify ways to minimize regulations.



5

Operational Efficiencies and Reductions: 2-3 Years

- Update the City's long-term strategic plan to focus on reinforcing core themes and the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.
- Identify strategies to reduce employee costs and collaborate with partners to provide services more cost-effectively



6

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Operational Efficiencies and Reductions: 5-10 Years

- City government operates leanly to deliver services that align with redefined strategic priorities. City budget invests in core services and continues to grow in line with ongoing fiscal realities.



7

Revenues: 6-24 Months

- Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in.
- Before implementing a new revenue, consider the following:
 - Efforts made to minimize expenditure levels and increase efficiency
 - New source should impact greater community as evenly as possible (e.g. service fee) and not selectively target individual or small groups of taxpayers.
 - A portion of the new revenue should be dedicated toward economic development efforts to create long-term shared prosperity.



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Revenues: 3-5 Years

- Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals (including potential FTE or targeted investments).



9

Revenues: 3-5 Years

- City government operates leanly to deliver services that align with redefined strategic priorities. City budget invests in core services and continues to grow in line with ongoing fiscal realities.



10

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Economic Development 6-24 Months

- Identify an Economic Development Strategic Advisory Team to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort.
 - Initiate strategic economic development planning process.
 - Conduct analysis to understand Eugene's strategic and competitive advantages.
 - Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses.
 - Work with partners to define the clear roles for the City, County, Chamber and others in moving this work forward.
 - Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote engagement in the wider community (i.e. good paying jobs, ability to keep young people in the community, overall thriving community).
 - Articulate partnerships (Knight campus, regional partners, etc.) and bring along our public partners (EWEB, education system and healthcare) to show strong infrastructure to support growth.
- Identify needed resources for implementation, including staff and other investments.



11

Economic Development 2-3 Years

- Begin to coordinate and align with regional partners to enhance strategic advantage.
- Enhance business retention and expansion, clearly identifying what infrastructure is needed.
- Market competitive advantage to actively recruit employers.
- Look at ways to invest in housing as an economic development tool.



12

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Economic Development 3-5 Years

- Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential.
- This is a dynamic process that needs to be developed and maintained over time.
- Advocate for state-level reforms on regulations, education, taxes and revenues.



13

Economic Development 5-10 Years

- Target of \$X million / year in new property tax and CSPT revenue due to new jobs.



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Set Financial Targets



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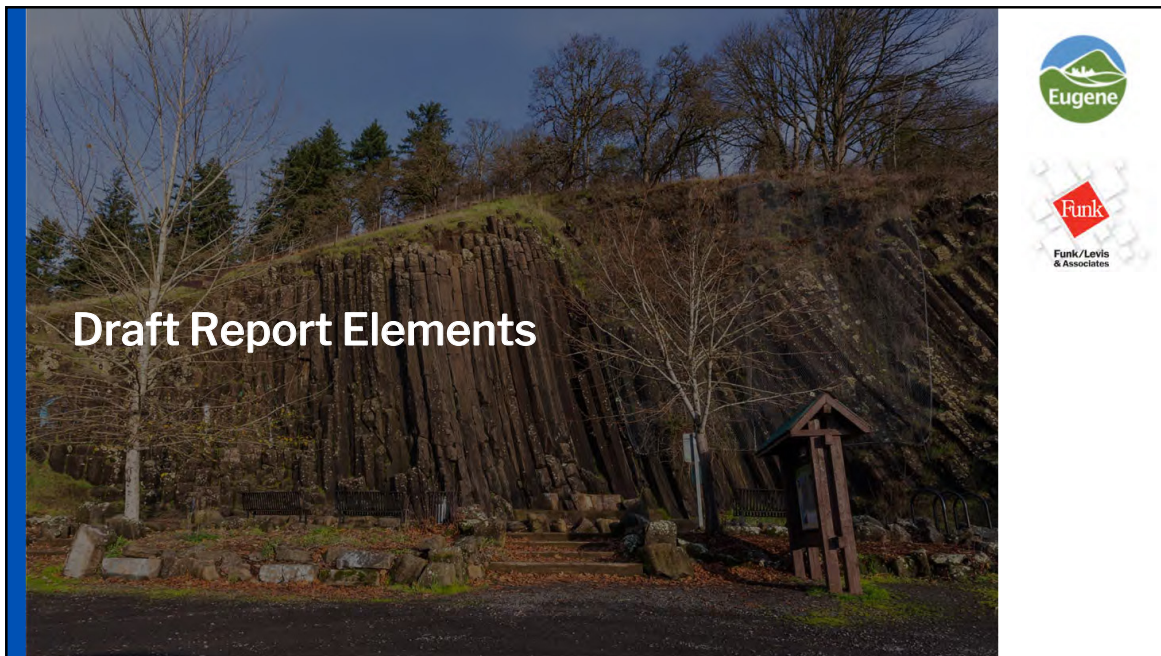
Considerations for Revenue

Overall Consideration. If it is determined that a new revenue source is needed to close the short-term budget deficit, that decision should only come after all efforts have been made to minimize current expenditure levels and efficiencies have been made. Additionally, any new revenue source should be done in an equitable manner that impacts the community as evenly as possible (such as a service fee) and not imposed on select or smaller groups of taxpayers. Lastly, any new revenue generating tax or fee structure should also have a portion of that new revenue source allocated and dedicated toward economic development efforts and not done solely to fill current budget shortfalls or constraints.

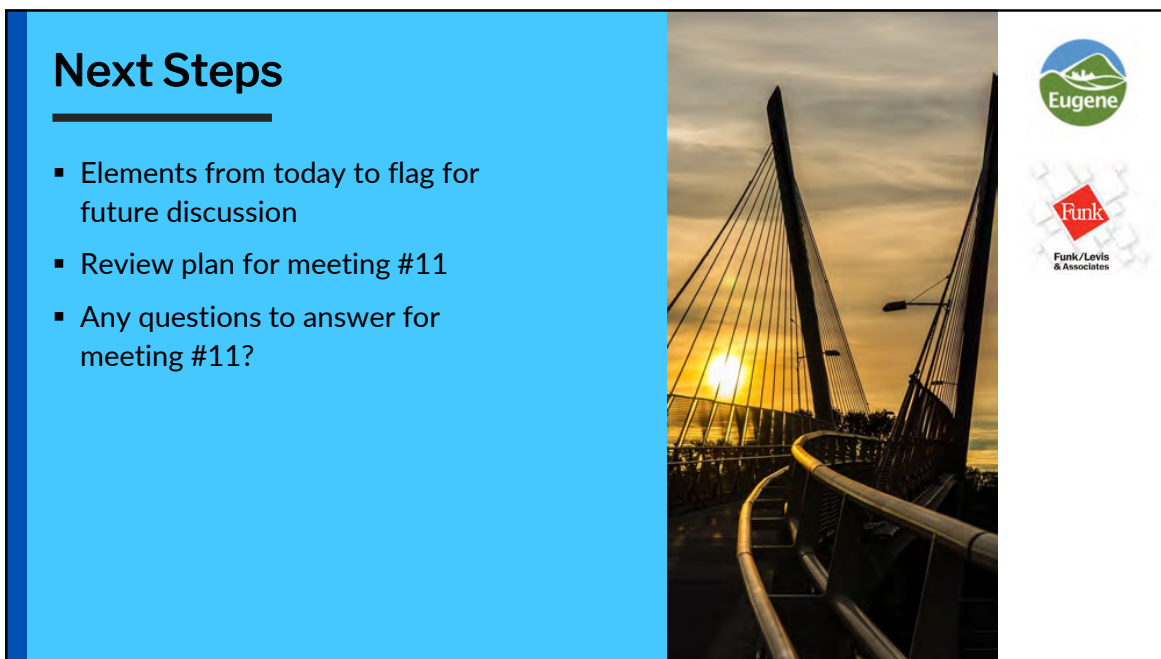


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City of Eugene Technical Advisory Group on Fiscal Stability

MEETING #11

December 9, 2025

11:30 am - 1:00 pm

AGENDA

Meeting Objectives:

- Debrief City Council Presentation
- Determine Economic Development Target
- Revise/Validate Elements of Final Report Outline

1. Updates and Announcements
2. Debrief City Council Presentation
3. Report from Economic Development Small Group
4. Review of Final Report Outline
5. Next Steps

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #10 Notes
December 2, 2025**

Members Attending: Greg Erwin, Alicia Beymer, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert, Samantha Sorensen, Darren Sparks, Liz Tate.

Absent: None

Others: Sarah Medary, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Twylla Miller, Matt Rodrigues, Katie Harrif, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. She reminded everyone that the goal is to have recommendations identified in time for a City Council meeting on December 8, so the focus today will be on finalizing the recommendations, and then we will address other elements of the final report as time allows.

Review and Finalize Recommendation Matrix

The group reviewed the draft recommendations from the last meeting, including fiscal goals and category goals, making revisions as they went. Anne Marie Levis asked if there was consensus around the revised goals, in preparation for presenting these to City Council on 12/8/25. Everyone agreed that these were the group recommendations. The edited version is attached.

Set Financial Targets for Each Category

The group discussed the issue of financial targets for each category of recommendations, and agreed that the Economic Development work would benefit from a small team meeting to run some scenarios and bring back suggested targets at the next meeting. The small group will be Greg Erwin, Brian Fox, Steven Korth, Morgan Mann, Stephanie Seubert and Darren Sparks. They will meet on Friday December 5 and bring back suggestions at the next TAG meeting.

Next Steps: Questions, Observations, Requests

Everyone is invited to the City Council meeting on December 8. The support team will provide some information from the City regarding economic development to the small group at their meeting on Friday. The next meeting will focus on the rest of the draft report outline.



City of Eugene Technical Advisory Group on Fiscal Stability

Meeting #11
December 9, 2025



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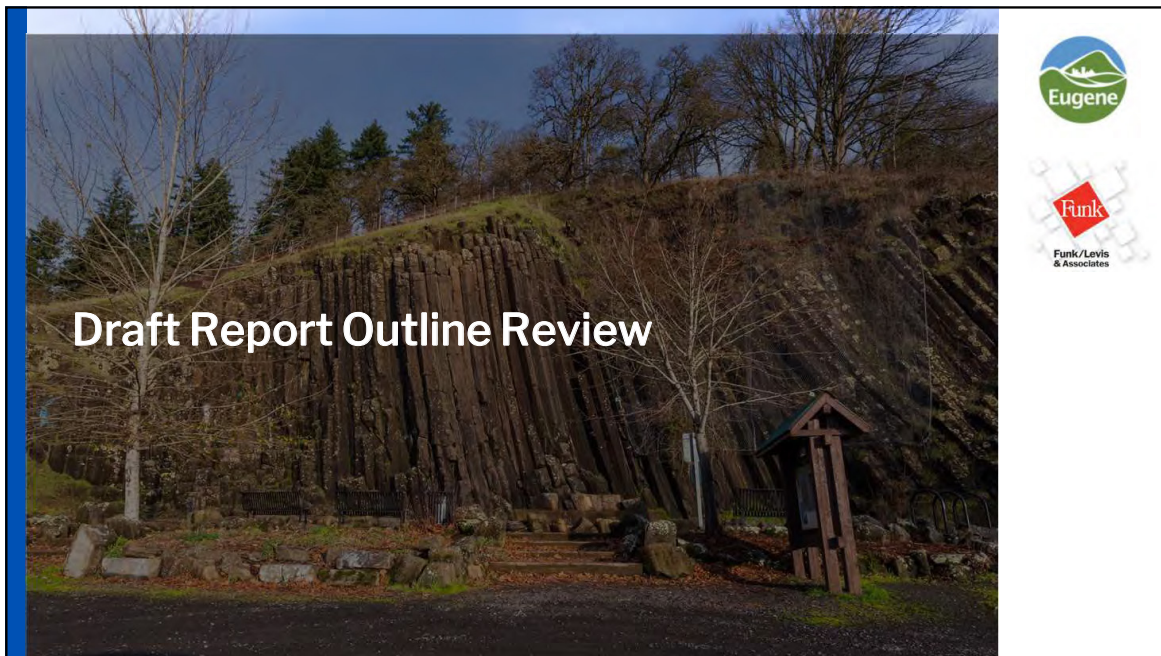


Debrief City Council Presentation

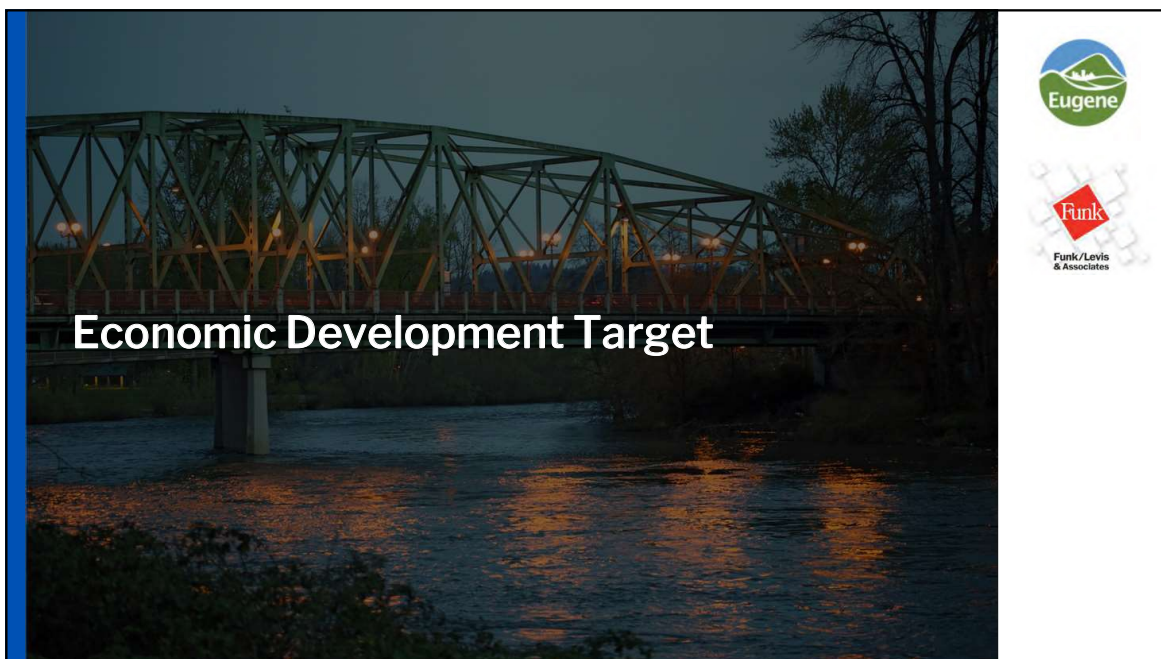


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Next Steps

- Elements from today to flag for future discussion
- Review plan for meeting #12
- Any questions to answer for meeting #12?



**Eugene Technical Advisory Group on Fiscal Stability
DRAFT Outline
December 3, 2025**

Executive Summary

Problem Statement
Values & Principles
Strategies & Recommendations

Charter & Process

[This section will briefly list the TAG members, describe the process, and emphasize that the TAG took an “everything on the table” approach.]

Fiscal Background

[This section will provide a brief summary of fiscal presentations: description of budget structure and growth, trends in revenues and expenditures, and description of Measures 5 & 50 limitations.]

- ❖ The City of Eugene faces a general fund structural deficit, with expenditures consistently outpacing revenues.
- ❖ Staff costs (particularly healthcare and pension costs) are growing faster than other areas of City spending and therefore drive a significant portion of the structural deficit.
- ❖ State statutes limit the City’s ability to grow property taxes (its primary source of general fund revenue) from the existing residential and commercial tax base to three percent growth, annually. Further, many other City revenues are restricted in growth and use.
- ❖ The City has taken steps to address the structural imbalance in recent years, including reductions, reallocations, and new revenues.

Economic Development Background

[This section will provide a brief summary of the economic development presentation, focusing on: the critical issues & challenges facing Eugene; the focus areas of the City’s economic development approach; economic development opportunities; and data points on the tax impact of economic development.]

- ❖ Eugene’s Economic Development team focuses on keeping existing businesses successful, growing existing businesses, and attracting new businesses.
- ❖ Creating shovel-ready industrial land is necessary to accommodate potential large employers. Firms looking for sites today cannot wait three years for a site to be ready.

- ❖ The research at the University of Oregon, especially its Knight Campus, can become commercial activity. The absence of physical space and private capital investment are challenges to retaining start-ups in Eugene.
- ❖ New development adds to the tax base, but different development types have different impacts. Industrial development often includes large 'machinery & equipment' investments, which has a taxable value very close to appraised real market value, yielding high tax revenue. Multi-story residential generates high tax revenue on a per-acre basis.
- ❖ The City does not have an updated economic development strategy that clarifies priorities and works collaboratively with regional partners.
- ❖ Eugene lacks large, high-value private employers that add to the property tax base.
- ❖ The perception or rhetoric that Eugene is anti-business can discourage new investment.

Benchmarking

[This section will include key findings from City fiscal benchmarking presentation.]

- ❖ Compared to a group of cities of comparable size and responsibility profile, the City of Eugene has high rates of poverty and homelessness, and the lowest median income in the sample.
- ❖ The City has more renters and higher residential density than other cities.
- ❖ The City has higher educational attainment, but lower employment (even compared to a sample including several other higher ed communities).
- ❖ The City has higher staffing levels than other Oregon cities of similar size and responsibility profile.
- ❖ The City spends more on Police than other Oregon cities in the peer group.
- ❖ Despite the higher staffing levels, the City spends relatively less overall than a multi-state group of peer cities, including in areas that may reflect community values such as libraries and parks.
- ❖ Local revenues in Oregon are more restricted than in other states.

TAG Findings & Observations

[This section will summarize takeaways and themes from TAG discussion that underly the recommendations the group formed.]

Operations and Expenditures

- ❖ The City's general fund structural deficit is caused by expenditure growth (particularly personnel costs) outpacing growth in revenues.
- ❖ Personnel costs are pressuring the budget, growing faster than tax revenues, especially in the areas of healthcare and pensions costs.
- ❖ The City Budget could better delineate between core or necessary functions versus new, enhanced, or "nice to have" services and programs, many of which have contributed to growth in staff in recent years.

- ❖ The City's strategic plan does not focus on defining "core" services for the community, and on how to pay for strategic priorities. It is not always clear how the City's adopted budget flows from the City's strategic plan.
- ❖ There is a general lack of community understanding and familiarity with the City's budget process and decision-making.
- ❖ The City provides services that other regional entities (both nonprofits and other governing districts) provide, and there are likely opportunities to leverage partnerships and improve coordination.

Revenues

- ❖ The City has limitations in what can be done with current revenues, and limited options to increase or raise new revenues.
- ❖ The City has discussed and evaluated revenue options for several years, including a Revenue Advisory Committee.
- ❖ There may be tension among Council priorities – City revenue structures may conflict with broader economic development goals.
- ❖ Property taxes are the single largest source of revenue for both general fund services and levy funded services such as parks and library. Because property tax growth is restricted by state law, the City needs new growth to expand the tax base.

Economic Development

- ❖ The City has many assets, including natural beauty, livability, a world class university, and outdoor recreation. These historic strengths have made the City and broader region a place that people want to come to, raise a family, start businesses and reinvest in for future generations.
- ❖ This growth has occurred despite the fact that the City and the region have not prioritized a cohesive or coherent economic development strategy that can grow the tax base and support a flourishing community.
- ❖ The City could improve its perception as a business-friendly community.
- ❖ The Downtown area continues to be a high priority for economic growth, and the City's strategy should reflect this.
- ❖ There is a desire from the business community to partner with the City and be more active in pursuing economic development and growth together.

TAG Problem Statement

The City of Eugene faces both short- and long-term financial and strategic challenges. In the short term, expenditures are outpacing revenues, creating a structural imbalance amid broader economic uncertainty. State laws control the City's ability to grow property taxes (its primary source of revenue) and to diversify its revenue base. Longer term, the City and region's fragmented economic development strategy hinders the City's potential for economic growth – without which the City will continue to face budget challenges. **This will diminish the City's abilities to provide services necessary to maintain livability, to grow and invest in its competitive**

advantages, and to enhance the community's quality of life for future generations. To address these issues, the City should focus resources on core services and key priorities, with the goal of aligning the budget with the shared vision and the variety of needs in the community. A thoughtful and disciplined budget must be paired with a more aggressive economic development plan that brings jobs, ensures shared prosperity, and generates tax revenue to the City to help ameliorate its long-term fiscal challenges.

Principles of Action

- ❖ The City should conduct an organizational review to identify inefficiencies or gaps and to provide recommendations on how to improve organizational alignment and deliver services more effectively and efficiently.
- ❖ The City should examine cost drivers with a goal of saving money in the general fund prior to requesting new or increased revenues. This work should be documented.
- ❖ The City should explore possibilities to work with or support the not-for-profit sector to provide needed community services in a responsive and economical way. The City should also explore opportunities to work with other government entities providing the same services.
- ❖ Revenue options should only be considered as a last resort. If revenue options are considered, Council should include guardrails that tie revenues to achieving economic development goals.
- ❖ The City, after engaging its stakeholders to determine their needs and priorities, should educate the community about the fiscal realities of providing services, making clear which are considered essential, and which are considered non-essential.
- ❖ The City should engage and partner with the business community to understand their unique needs and their potential for driving growth. This will help ensure the City is on a sustainable path to grow and provide for the community.
- ❖ The City should clearly articulate an economic development strategy based on our unique strengths in the Southern Willamette Valley and prioritize its services to enhancing these strengths.
- ❖ Rather than increasing the proportion of economic activity it retains as tax revenue, the City should focus on increasing the size the economy and tax base within the City and region.
- ❖ The City should act as a convener with neighboring jurisdictions to ensure that we are efficiently and effectively providing services, working collaboratively to support economic expansion in Eugene, in Springfield and surrounding areas.
- ❖ The City should partner with other cities in Oregon and aggressively engage with the state legislature to address regulatory and development issues that pose significant obstacles to fiscal and economic health.

Evaluation Criteria

[This section will briefly describe the development of scorecard, explanation of categories, and how they were used to identify the strategic recommendations.]

Strategic Recommendations

The recommendations that follow should be considered as parts of a whole strategy. The TAG offers this strategic framework as a guidepost, recognizing that the timelines and details may be adjusted.

Overall Consideration. If it is determined that a new revenue source is needed to close the short-term budget deficit, that decision should only come after all efforts have been made to minimize current expenditure levels and efficiencies have been made. Additionally, any new revenue source should be done in an equitable manner that impacts the community as evenly as possible and not imposed on select or smaller groups of taxpayers. Lastly, any new revenue generating tax or fee structure should also have a portion of that new revenue source allocated and dedicated toward economic development efforts and not done solely to fill current budget shortfalls or constraints.

Fiscal Goals. The City's current structural deficit is \$10 million annually. A combination of operations efficiencies, reductions, and savings and new revenues will be needed to close the gap. Longer-term, the economic development strategy recommended below should also deliver measurable fiscal impact in the form of property tax or payroll tax revenues.

Fiscal Goal	Combined target: at least \$10 million annually within 5 years		Target: economic output generating \$X million in tax revenue within 10 years
Summary	Operational Efficiencies and Reductions: Identify and achieve ongoing, annual cost-savings to the general fund in the form of efficiencies, savings, and reductions.	Revenues: After achieving savings goal and extensive education/engagement, implement new revenue with a goal of closing any remaining structural gap. Evaluate and select revenue options based on considerations below.	Economic Development: Growing the business community and shared prosperity should be a priority. Over the long term, produce economic output generating \$XX million in annual new revenue within 10 years from strategic growth policies, recruitment and retention efforts, infrastructure investments, and reduction of regulatory barriers.
6-24 months	<ol style="list-style-type: none"> 1. Identify "core" City services which are essential, then align the budget with stated priorities. <ol style="list-style-type: none"> a. Update the Financial Policies and Procedures Manual to define City service priorities. b. Create a service prioritization framework to align the budget with realistic revenue projections. c. Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations. 2. Engage an outside expert to conduct an assessment of operations to determine ways that the City might operate more 	<ol style="list-style-type: none"> 1. Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in. 2. Before implementing a new revenue, consider the following: <ol style="list-style-type: none"> a. Efforts made to minimize expenditure levels and increase efficiency b. New source should impact the greater community as evenly as possible and not selectively target individual or small groups of taxpayers. c. A portion of the new revenue should be dedicated toward economic development 	<ol style="list-style-type: none"> 1. Identify an Economic Development Strategic Advisory Team to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort. 2. Initiate strategic economic development planning process. <ol style="list-style-type: none"> a. Conduct analysis to understand Eugene's strategic and competitive advantages. b. Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses. c. Work with public and private partners to define clear roles in moving this work forward.

	<p>efficiently and lower costs. This will provide important data to make difficult decisions, and also provide transparency to the public for future decisions.</p> <p>3. Streamline processes to improve turn-around times for planning and development; proactively identify ways to minimize regulations.</p>	<p>efforts to create long-term shared prosperity.</p>	<p>d. Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote engagement in the wider community (ie good paying jobs, ability to keep young people in the community, overall thriving community).</p> <p>e. Articulate partnerships (Knight campus, regional partners, etc) and bring along our public partners (EWEB, education system and healthcare) to show strong infrastructure to support growth.</p> <p>3. Identify needed resources for implementation, including staff and other investments.</p>
2-3 years	<p>4. Update the City's long-term strategic plan to focus on reinforcing the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.</p> <p>5. Identify strategies to reduce employee costs and collaborate</p>		<p>4. Begin to coordinate and align with regional partners to enhance strategic advantage.</p> <p>5. Enhance business retention and expansion, clearly identifying what infrastructure is needed.</p> <p>6. Market competitive advantage to actively recruit employers.</p> <p>7. Look at ways to support housing expansion as an economic development tool.</p>

	with partners to provide services more cost-effectively.		
3-5 years		3. Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals including potential FTE or targeted investments.	8. Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential. 9. This is a dynamic process that needs to be developed and maintained over time. 10. Advocate for state-level reforms on regulations, education, taxes and revenues.
5-10 years	6. City government continues to operate leanly and with a culture of efficiency to deliver services that align with redefined strategic priorities.		Achieve economic outcomes that generate a target of \$X million / year in new property tax and CSPT revenue due to new jobs.

Fiscal Goal	Combined target: at least \$10 million annually within 5 years		Target: economic output generating \$X million in tax revenue within 10 years
Summary	Operational Efficiencies and Reductions: Identify and achieve ongoing, annual cost-savings to the general fund in the form of efficiencies, savings, and reductions.	Revenues: After achieving savings goal and extensive education/engagement, implement new revenue with a goal of closing any remaining structural gap. Evaluate and select revenue options based on considerations below.	Economic Development: Growing the business community and shared prosperity should be a priority. Over the long term, produce economic output generating \$XX million in annual new revenue within 10 years from strategic growth policies, recruitment and retention efforts, infrastructure investments, and reduction of regulatory barriers.
6-24 months	<ol style="list-style-type: none"> Identify "core" City services which are essential, then align the budget with stated priorities. <ol style="list-style-type: none"> Update the Financial Policies and Procedures Manual to define City service priorities. Create a service prioritization framework to align the budget with realistic revenue projections. Direct limited resources toward functions that most directly impact safety, livability, and compliance obligations. Engage an outside expert to conduct an assessment of operations to determine ways that the City might operate more efficiently and lower costs. This will provide important data to make difficult decisions, and also 	<ol style="list-style-type: none"> Communicate budget processes, priorities, and choices in ways community members can connect with and be involved in. Before implementing a new revenue, consider the following: <ol style="list-style-type: none"> Efforts made to minimize expenditure levels and increase efficiency New source should impact the greater community as evenly as possible and not selectively target individual or small groups of taxpayers. A portion of the new revenue should be dedicated toward economic development efforts to create long-term shared prosperity. 	<ol style="list-style-type: none"> Identify an Economic Development Strategic Advisory Team to advise and drive implementation of the economic development planning effort. Potentially include some of the TAG members in this effort. Initiate strategic economic development planning process. <ol style="list-style-type: none"> Conduct analysis to understand Eugene's strategic and competitive advantages. Amplify the importance of a healthy business environment to the overall community; help reinforce for current businesses. Work with public and private partners to define clear roles in moving this work forward. Clearly describe the strategy and shared interests in shared prosperity to help reduce barriers and promote engagement in the wider

	<p>provide transparency to the public for future decisions.</p> <p>3. Streamline processes to improve turn-around times for planning and development; proactively identify ways to minimize regulations.</p>		<p>community (ie good paying jobs, ability to keep young people in the community, overall thriving community).</p> <p>e. Articulate partnerships (Knight campus, regional partners, etc) and bring along our public partners (EWEB, education system and healthcare) to show strong infrastructure to support growth.</p> <p>3. Identify needed resources for implementation, including staff and other investments.</p>
2-3 years	<p>4. Update the City's long-term strategic plan to focus on reinforcing the competitive advantage of the community to help align values and services with the realities of revenue. Have economic prosperity be an obvious and clear element of the strategic plan.</p> <p>5. Identify strategies to reduce employee costs and collaborate with partners to provide services more cost-effectively.</p>		<p>4. Begin to coordinate and align with regional partners to enhance strategic advantage.</p> <p>5. Enhance business retention and expansion, clearly identifying what infrastructure is needed.</p> <p>6. Market competitive advantage to actively recruit employers.</p> <p>7. Look at ways to support housing expansion as an economic development tool.</p>

3-5 years		<p>3. Implement new City revenue in the amount necessary to close any remaining general fund gap after expenditure reductions are made. Earmark a portion of revenue for economic development goals including potential FTE or targeted investments.</p>	<p>8. Identify and begin to invest in the infrastructure, incentives, partnerships, and human capital (FTE funded with dedicated revenue) needed for the City to grow to its potential.</p> <p>9. This is a dynamic process that needs to be developed and maintained over time.</p> <p>10. Advocate for state-level reforms on regulations, education, taxes and revenues.</p>
5-10 years	<p>6. City government continues to operate leanly and with a culture of efficiency to deliver services that align with redefined strategic priorities.</p>		<p>Achieve economic outcomes that generate a target of \$X million / year in new property tax and CSPT revenue due to new jobs.</p>

**Eugene Technical Advisory Group on Fiscal Stability
Meeting #12 Notes
January 8, 2026**

Members Attending: Greg Erwin, Alicia Beymer, Brian Fox, Steven Korth, Paula Lafferty, Morgan Mann, Jeff McGillivray, Stephanie Seubert.

Absent: Samantha Sorensen, Darren Sparks, Liz Tate.

Others: Matt Rodrigues, Kaarin Knudson, Anne Marie Levis, Karen Gaffney, Twylla Miller, Kristie Hammit, Katie Harrieff, Christina Wozniak.

Updates and Announcements

Anne Marie Levis reviewed the agenda and materials. Matt Rodrigues invited interested TAG members to have a conversation about the proposed “Day 2” process, between now and the City Council presentation on February 9. He will send out an email asking to hear from any members who would like to participate in this conversation.

Review Draft Final Report

Sarah Emmans led a discussion on the draft report, starting with the Economic Development Overview section. After discussion, the group agreed to add jobs numbers and centering this work on job creation rather than tax revenue generation. Members also want to frame the whole report clearly and with as much specificity as possible. The group agreed that the table of recommendations is quite specific, and there could be more clarity about that in the beginning of the report. This report focuses on the “why” and the “what” in terms of fiscal sustainability, and the next phase (“Day 2”) will focus more on the “how” of implementation.

The group discussed the overall framing of growth, noting that growth is not the same as sprawl. The report can be clear that we can do both 1% additional growth while also protecting the things that make Eugene most livable (and support our competitive advantage).

The group reviewed additional graphs and content and provided Sarah with input about the best way to convey the information for a variety of audiences for the report.

Preparation for City Council Presentation

Anne Marie Levis reminded members that she is meeting with individual Council members in advance of the presentation, and is hoping to include different members in those meetings. Additionally, there is an opportunity for a few of the TAG members to be at the table and part of the Council presentation in February. She will reach out to individuals about participating as the presentation gets refined.

Next Steps: Questions, Observations, Requests

Members have until the end of day January 12 to make comments on the google doc for the final report. Everyone is encouraged to attend the City Council presentation on February 9, 2026, and watch for the invitation from Matt Rodrigues.

Report discussion goals

1. Additional economic development thematic and framing recommendations
2. Finalize initial targets (recognizing that there will be a Day 2)
3. Any other comments – deadline Monday 1/12/2026

1

Economic Development Themes/Framing

- Add notion of “shared prosperity” or the “why” of economic development
 - Oregon Business Plan: “Sustained prosperity depends on a stable workforce, which requires modest population growth—not for its own sake, but to support jobs, public services, and community well-being.”
 - “The City must reframe its perspective on economic growth. Growth equates to high paying jobs and improved quality of life. Growth is the key to ‘shared prosperity’ and must be a focus of the City to both fix its structural budget challenges and to not fall further behind. Growth must first be framed as a way to maintain and improve quality of life for the City's residents - tax revenues are but one positive outcome of growth.”
- Governor’s pronouncements on growth
- Add in necessary investments in Ec Dev staff
- Mention Southern Willamette Valley Innovation Corridor

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Baseline Population Growth

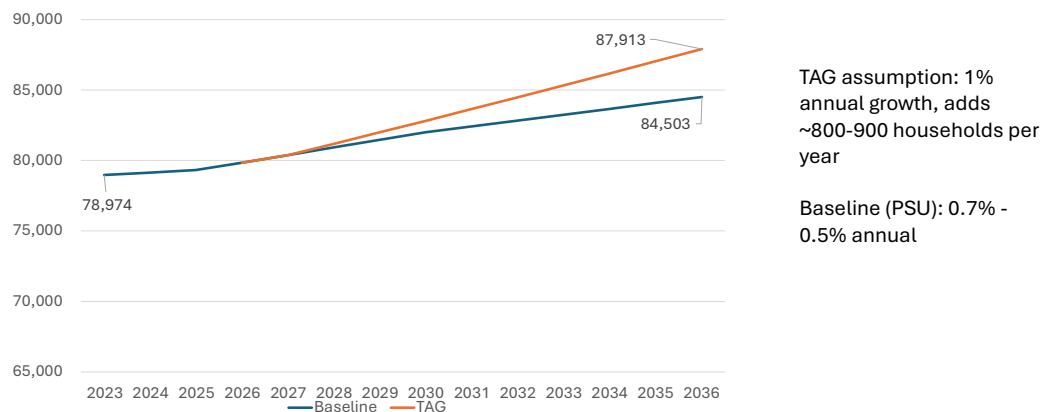
Historic and Forecasted Annual Population Growth, Eugene UGB

Source: data, PSU Center on Population, SME growth rates

2020-25	0.2%
2025-30	0.7%
2030-35	0.5%
2035-55	0.4%
2055-70	0.5%

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Baseline “Do Nothing” versus TAG Forecast - Households



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Baseline Employment Growth

Historic Annual Employment Growth, Eugene UGB

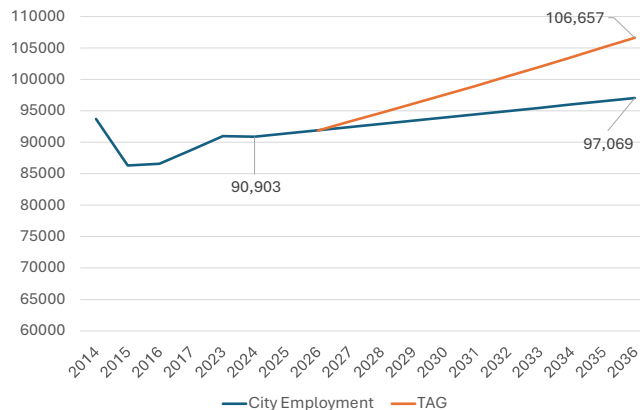
Source: data, Oregon Economic Development, SME growth rates

2014-2024	0.5%
1 to 4	1.0%
5 to 9	0.7%
10 to 19	0.3%
20 to 49	0.8%
50 to 99	2.2%
100 to 249	0.5%
250 or more	-2.7%

Lane County employment is projected to continue to grow at **0.5% annually** from 2024 – 2034.

5

Baseline “Do Nothing” versus TAG Forecast - Employment



Baseline forecast (City employment number, OED growth rate): 0.5% annually

- Adds ~4,000 in employment

TAG forecast: 1.5% annually (1% over natural growth)

- Adds ~15,000 in employment (more than 3x as much growth)

6

368