



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

July 13, 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 July 13, 2026;
Her Honor Mayor Kaarin Knudson Presiding**

Councilors

Lyndsie Leech, President
Jennifer Yeh
Mike Clark
Randy Groves

Eliza Kashinsky, Vice President
Alan Zelenka
Greg Evans
Matt Keating

5:30 p.m. CITY COUNCIL WORK SESSION

1. WORK SESSION: Long Range Financial Planning & Strategic Plan

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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or visit us online at www.eugene-or.gov.

EUGENE CITY COUNCIL

AGENDA ITEM SUMMARY



Work Session: Long Range Financial Planning & Strategic Plan

Meeting Date: July 13, 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 affirm items discussed at the Council Workshop on Long Range Financial Planning (LRFP) including draft budget principles, a service framework, and strategic focus areas and strategies that will serve as a bridge strategic plan for the next two years. Council is asked to provide direction so that staff can engage with the Technical Advisory Group and community members of the Budget Committee on the draft budget principles and service framework this summer and begin 2027-2029 budget development.

BACKGROUND

The City Council had a series of informational work sessions and a two-day workshop in support of Long Range Financial Planning:

- March 11, 2026: Benchmarking and LRFP Process Overview
- April 8, 2026: LRFP - Economic Development
- May 11, 2026: LRFP Overview and General Financial Education
- May 20, 2026: Financial Policies and Service Framework
- June 8, 2026: Financial Condition Overview
- June 30 & July 1, 2026: Long Range Financial Planning Workshop

The City engaged a team from Raftelis to support the City's LRFP workshop and associated work sessions. The Raftelis team participated in the May and June work sessions virtually and the lead facilitator, Nancy Hetrick met individually with the Mayor and Councilors in preparation for the workshop. Raftelis will attend the July 13 work session to support Council's discussion to affirm the draft budget principles, service framework, and Council's strategic focus areas and strategies that will serve as a bridge strategic plan for the next two years. The draft budget principles, service framework, and strategic plan will be utilized by staff this summer to begin budget development.

RELATED CITY POLICIES

The City of Eugene [Strategic Plan](#) outlines direction and organizational priorities for the 2023-2026 period. City of Eugene long range financial planning and 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](#)

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](#)

This was an informational session where Council received an update on the work of the TAG and an overview of draft recommendations to date.

[February 9, 2026 Work Session](#)

This was an informational session where Council received the final recommendations and report of the TAG.

[March 11, 2026 Work Session](#)

This was an informational session where Council received information on how Eugene benchmarks to comparable cities and the next steps in the long-range financial planning work for council in the spring of 2026.

[April 8, 2026 Work Session](#)

This was a work session focused on Economic Development.

Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to begin implementation of Strategic Recommendations on Economic Development from the TAG and to add three related positions to the Supplemental Budget.

Passed 4:3 (Opposed by Councilors Leech, Kashinsky, and Keating, with Mayor Knudson voting as a tiebreaker. Zelenka and Evans absent for the vote).

[April 13, 2026 Meeting](#)

As part of Committee Reports and Items of Interest, Councilor Leech proposed a motion related to the Supplemental Budget motion made on April 8, 2026.

Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to include in Council's June 8th Work Session on unfunded needs, information and an opportunity to discuss the three economic development staff positions costing \$800,000 a year.

Passed 5:3 (Opposed by Councilors Clark, Evans, and Groves)

[May 11, 2026 Work Session](#)

This was an informational session where Council received information on the Long Range Financial Planning process, a financial overview and the elements of Long Range Financial Planning.

[May 20, 2026 Work Session](#)

This was an informational session where Council received information on Financial Policies and considerations/approaches for drafting a service evaluation framework.

[June 8, 2026 Work Session](#)

This was an informational session where Council received information on the city's overall financial condition.

Councilor Leech, seconded by Councilor Kashinsky, moved to direct the City Manager to add the business development manager position to the June Supplemental Budget and include the two analyst positions in the 2027-2029 Proposed Budget.
Passed 7:1 (Opposed by Councilor Keating)

[June 30, 2026](#) & [July 1, 2026 Workshop](#)

Council discussed draft budget principles, a service framework, and strategic focus areas during their two-day workshop.

COUNCIL OPTIONS

1. Approve the Revised Budget Principles as set forth in Attachment A to this AIS or as specifically amended by Council.

AND

2. Approve the Service Framework as set forth in Attachment B to this AIS or as specifically amended by Council.

AND

3. Approve the Strategic Plan Framework as set forth in Attachment C to this AIS or as specifically amended by Council.

OR

4. Take no action on one or more of the documents and provide further direction to the City Manager.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends that the City Council approve the Revised Budget Principles, Service Framework, and Strategic Plan Framework.

POSSIBLE MOTIONS

1. Move to approve the Revised Budget Principles as set forth in Attachment A to this AIS.

AND

2. Move to approve the Service Framework as set forth in Attachment B to this AIS.

AND

3. Move to approve the Strategic Plan Framework as set forth in Attachment C to this AIS.

OR

Move to approve the Strategic Plan Framework with the following changes to Attachment C to this AIS: _____

ATTACHMENTS

- A. Revised Budget Principles
- B. Service Framework

C. Strategic Plan Framework

FOR MORE INFORMATION

Staff Contact: Twylla Miller, Chief Financial Officer

Phone: 541-682-8417

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

City of Eugene REVISED Budget Principles

1. **Promote transparency and shared understanding.**

Clearly communicate financial realities, tradeoffs, service impacts, and the rationale for budget decisions with employees, elected officials, and the community.

2. **Prioritize core and essential services.**

Focus available resources on services that are legally mandated, critical to community health and safety, and foundational to the City's mission.

3. **REVISED: Advance financial sustainability through continuous improvement.**

Regularly evaluate programs, services, and operations to improve effectiveness, eliminate redundancies, maximize value for the community, and ensure the City's long-term financial sustainability while maintaining essential services.

4. **Connect the budget to strategic focus areas and strategies.**

Direct investments toward programs and services that advance the City's most important long-term goals, and track progress so the community can see the tangible impact of every dollar spent.

5. **Align ongoing commitments with sustainable funding.**

Avoid adding new ongoing programs, services, or positions without a clearly identified and sustainable funding source.

6. **NEW: Invest in the workforce needed to deliver services.**

Ensure staff have the appropriate resources and support needed to do their jobs effectively.

7. **Strengthen and diversify revenue sources.**

Pursue opportunities to broaden and stabilize the General Fund revenue base to reduce reliance on any single funding source (Financial Policy C1).

8. **Use one-time resources for one-time purposes.**

Direct one-time revenues toward capital investments, equipment, limited-duration initiatives, or other non-recurring needs that do not create ongoing financial obligations (Financial Policy C6).

9. **Make decisions with a long-term perspective.**

Consider the future operational, financial, and service impacts of decisions made to address near-term budget challenges.

10. **Maintain strong financial reserves.**

Preserve the City's financial stability by maintaining:

- a. An Unappropriated Ending Fund Balance equal to at least two months of operating expenditures (Financial Policy B7).
- b. A Reserve for Revenue Shortfall equal to 4% of operating expenditures.

City of Eugene Service Framework

REQUIRED SERVICES

Programs and services the City must provide to comply with federal or state law, City Charter requirements, court orders, or regulatory requirements.

Key Question:

- Is the service required by law, regulation, charter, or court order?

ESSENTIAL SERVICES

Programs and services necessary to protect public health, safety, critical infrastructure, and continuity of government operations.

Key Questions:

- Does the service protect life, safety, health, or critical infrastructure?
- Would significant service reductions create unacceptable community or organizational risk?
- Is the service necessary for the City to effectively function?

CORE COMMUNITY SERVICES

Programs and services that residents reasonably expect their local government to provide and that contribute to community livability, identity, and quality of life.

Key Questions:

- Does the service contribute to community livability, identity, and quality of life?
- Is the service typically offered to residents of comparably sized cities?

STRATEGIC PRIORITY SERVICES

Programs and services that advance Council's strategic focus areas and strategies, respond to emerging community needs, foster innovation, or create targeted community benefits beyond core service expectations.

Key Questions:

- Does the service directly support an adopted strategic focus area strategy?
- Does the service address a significant emerging need or opportunity?
- Does the service create measurable benefits that will exceed core service expectations?

Budget Decision Lens

Are there legal, financial, or operational consequences of reducing or eliminating the service?

- | | |
|-------------------------|--------------------------------|
| • Community Impact | • Service Level |
| • Organizational Impact | • Cost and Sustainability |
| • Risk | • Alternative Service Delivery |
| • Strategic Alignment | • Revenue and Cost Recovery |

Note: Service categories are not rankings. Categories describe the nature of a service; the Budget Decision Lens informs funding decisions.

City of Eugene – Strategic Plan Framework

DRAFT

Financial Stability

Success Statement

Eugene's finances are stable and sustainable, with revenues that keep pace with the cost of delivering services, healthy reserves, and a budget that supports community needs without relying on one-time solutions.

Strategy 1: Align Resources Through the City's Service Framework

Strategy 2: Build a Long-Term Financial Stability Plan

Strategy 3: Strengthen and Diversify Revenue

Community Safety

Success Statement

Eugene is a community where people feel safe, connected, and resilient, with risks reduced through prevention, early intervention, and effective response.

Strategy 1: Strengthen Trust and Transparency

Strategy 2: Ensure Timely, Effective Emergency Response

Strategy 3: Reduce Crime and Strengthen Code Compliance

Strategy 4: Strengthen Partnerships that Support Behavioral Health and Crisis Response

Thriving, Livable Community

Success Statement

Eugene is a community where everyone has access to opportunity, welcoming public spaces, and amenities that support a high quality of life.

Strategy 1: Sustain Eugene’s Library, Parks, and Cultural Programming

Strategy 2: Expand Economic and Job Opportunity for Shared Prosperity

Strategy 3: Keep Public Spaces, Parks, and Waterways Clean, Safe, and Accessible

Strategy 4: Advance Community Resilience, Climate Action, and Environmental Stewardship

Housing and Homelessness

Success Statement

Eugene expands housing opportunities for all people and supports a coordinated system that helps those experiencing homelessness achieve long term stability.

Strategy 1: Increase and Accelerate Production of Diverse Housing Types

Strategy 2: Remove Barriers to Housing Production

Strategy 3: Coordinate Regionally on Homelessness Response

Transportation and Infrastructure

Success Statement

Eugene delivers safe, reliable infrastructure and transportation that supports community growth while working toward zero roadway deaths.

Strategy 1: Advance Transportation Safety

Strategy 2: Invest in a Connected Multimodal Transportation System

Strategy 3: Modernize and Maintain City Infrastructure to Support Community Needs

Strategy 4: Pursue Funding Partnerships for Infrastructure Investment