City Council
101 W 10th Ave., Suite 203
Eugene, OR 97401
541-682-5010 • 541-682-5414 Fax
www.eugene-or.gov

EUGENE CITY COUNCIL AGENDA

July 26, 2023

12:00 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 26, 2023;
Her Honor Mayor Lucy Vinis Presiding

Councilors

Randy Groves, President	Matt Keating, Vice President
Alan Zelenka	Jennifer Yeh
Greg Evans	Mike Clark
Emily Semple	Lyndsie Leech

12:00 p.m. CITY COUNCIL WORK SESSION

1. **WORK SESSION: Strategic Plan**

2. **WORK SESSION: City Manager Updates**

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

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

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

EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: Strategic Planning

Meeting Date: July 26, 2023
Department: Central Services
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Brooke Freed
Contact Telephone Number: 541-682-5010

ISSUE STATEMENT
The City of Eugene is in the process of finalizing an organization-wide strategic plan. The strategic plan will assist the City in aligning its work with identified priorities and the community's needs. Staff are seeking Council feedback on the final draft of the plan.

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

During the summer of 2022, the City conducted the first comprehensive Community Survey since 2012. A total of 958 community members participated in the representative survey, and an additional 815 community members completed the online version of the survey. The 2022 Community Survey results were presented to Council in a work session on September 21, 2022. These results provide an insight to the community's current experience and values, will help to serve as a benchmark in assessing the Eugene community's sentiment and experience over time, and informed the development of the strategic plan.

Council received an update on the City's financial condition and workforce during a work session on September 14, 2022. The General Fund gap along with a very competitive job market, record number of non-represented employee exits, and growing workloads present significant challenges in building a healthy and resilient workforce to carry out services at a time when community demands are increasing.

Strategic Planning Workshop – Fall 2022
Informed by Council's Vision, Values, Goals and Outcomes, the results of the 2022 Community Survey, and the City's financial and workforce conditions, Mayor Vinis, City Council, Executive Leadership, and 28 staff from across the City organization met for a 2-day workshop on September 23 and 24, 2022 to build the foundation for the draft plan. Facilitated by Bailey Strategic Innovation Group, the workshop helped to ground participants in the steps of creating a strategic plan. This included a results-orientated statement exercise to guide the plan; the identification, development and definition of key focus areas; the initial development of goals; and actions that could contribute to the achievement of the goals during the plan period.

The Plan: Key Focus Areas

Through a process of collaboration and iteration, the City of Eugene identified four key focus areas for the strategic plan: (1) Urgent Community Needs; (2) Communication & Outreach; (3) Culture of Belonging; (4) Organizational Wellbeing. The fourth focus area, Organizational Wellbeing, represents a combination of two focus areas from the Strategic Planning Workshop: How We Do Our Work and People, Time, and Money. These key focus areas are defined as follows:

- *Urgent Community Needs* - We will prioritize crises that are, or may become, problems impacting health, safety, and welfare.

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

- *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.

- *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.

Council provided input regarding these Focus Areas during their January 23, 2023, work session.

The Plan: Strategic Goals and High-Impact Actions

Following Council's feedback in January 2023, staff from various work groups across the organization contributed to the refinement of strategic goals and high-impact actions for each of the four key focus areas. Goals and actions were sourced from existing plans, where appropriate, such as the Climate Action Plan 2.0 and the Housing Implementation Pipeline. Additional actions were surfaced through discussion of existing and planned departmental work that supports the focus areas.

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

Next Steps

Following this work session, staff will share the Strategic Plan with the community and City organization. Staff across the City will continue to engage in departmental action planning to support progress toward these organizational goals. Measures will be developed and implemented to assess progress on the strategic goals and will also be utilized for reporting to Council and the community.

PREVIOUS COUNCIL DIRECTION

February 14, 2022, Work Session
Council received an update regarding a Priority Based Budget process including discussion regarding the forthcoming strategic planning process.

March 9, 2022, Budget Committee
The Budget Committee, which includes the members of Eugene City Council, received an update regarding a Priority Based Budgeting process which included discussion of strategic planning.

June 15, 2022, Work Session
Council received a presentation on the methodology and general subject areas for the 2022 Community Survey.

September 14, 2022, Work Session
Council received an update on the City's financial condition as well as an update on the City of Eugene workforce in advance of the strategic planning workshop.

September 21, 2022, Work Session
Council received a presentation regarding the results of the Community Survey, which informs the City's strategic planning.

September 23 & September 24, 2022, Workshop
Council, executive team, and staff participated in a 2-day facilitated workshop to develop the framework and draft plan informed by Council's priorities, the community survey results, and the current financial and workforce conditions.

January 23, 2023, Work Session
Council received an update on the strategic planning process and progress since the workshop in September.

COUNCIL OPTIONS

A. Approve direction outlined in the strategic plan; or
B. Approve direction outlined in the strategic plan with specific changes; or
C. Request additional information/time for discussion.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends Option A.

SUGGESTED MOTION

Move to approve the direction outlined in the strategic plan set forth in Attachment A to the AIS.

ATTACHMENTS

A. City of Eugene 2023-2026 Strategic Plan

FOR MORE INFORMATION

Staff Contact: Brooke Freed, Chief of Staff
Telephone: 541-682-5010
Staff E-Mail: bfreed@eugene-or.gov

City of Eugene

2023-2026 STRATEGIC PLAN

DRAFT

TABLE OF CONTENTS

Introduction 2
City Context 4
City Council Vision, Values, Goals 5
Strategic Plan Key Focus Areas 6
City Council Outcomes Within Strategic Plan 7
Strategic Goals and High-Impact Actions 8
- Urgent Community Needs 9
- Communication and Outreach 14
- Culture of Belonging 15
- Organizational Wellbeing 16

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

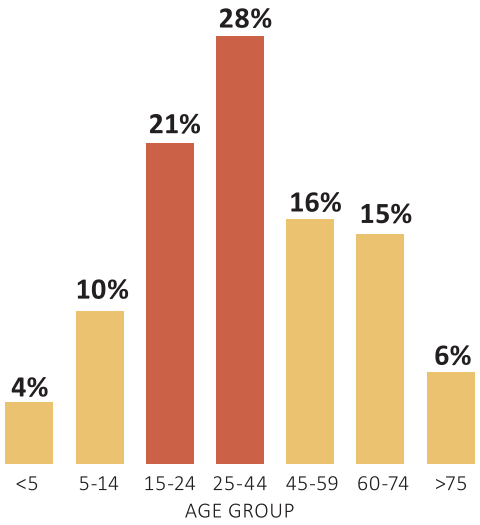
173,278

1.7%
FROM 2020

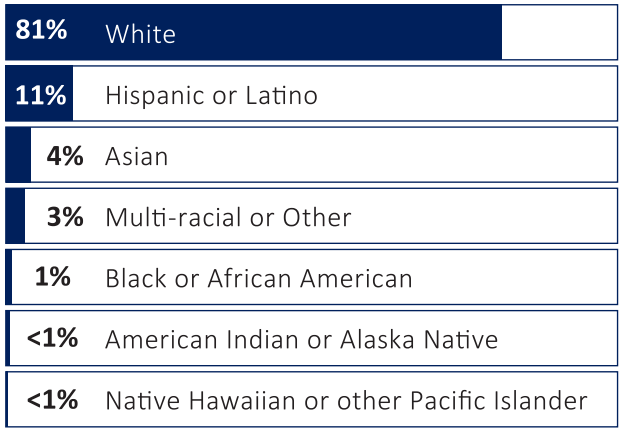
Aging affects the needs and lifestyle choices of residents.

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

POPULATION BY AGE GROUP



POPULATION BY RACE/ETHNICITY

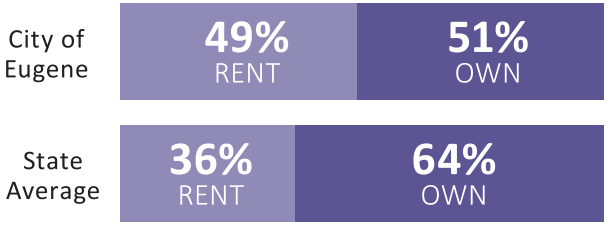


Housing

MEDIAN SALES PRICE

$395,000

18%
FROM 2020



TOTAL HOUSING UNITS

78,322 **95%** OCCUPIED

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

Income

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

MEDIAN INCOME
$59,338

17%
LOWER THAN STATE AVERAGE

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

15% LOWER THAN STATE AVERAGE

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

12% HIGHER THAN STATE AVERAGE

CITY COUNCIL VISION, VALUES, GOALS

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

City Council Vision and Values

We are all Eugene.

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

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

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

City Council Goals

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

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

Accessible and Thriving Culture, Parks and Recreation
A community where arts and outdoors are integral to our social and economic well-being and are welcoming to all.

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

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

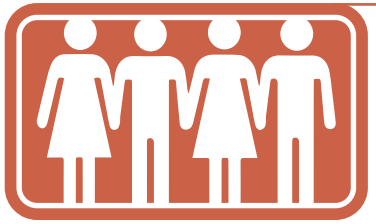
Full document available online:
www.eugene-or.gov/DocumentCenter/Home/View/4808

STRATEGIC PLAN KEY FOCUS AREAS

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

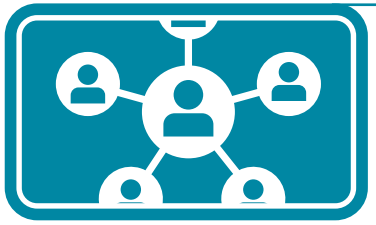
Urgent Community Needs

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



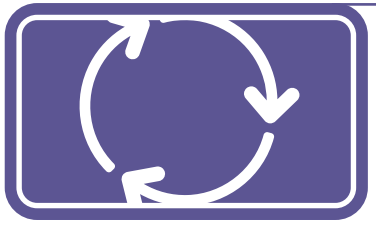
Culture of Belonging

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



Communication and Outreach

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



Organizational Wellbeing

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

CITY COUNCIL OUTCOMES WITHIN STRATEGIC PLAN

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

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

Strategic Plan Focus Area Key

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

STRATEGIC GOALS AND HIGH-IMPACT ACTIONS

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

Other examples of connections between focus areas include:

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

URGENT COMMUNITY NEEDS

Council Goal:
Safe Community for Community Wellbeing.

Council Outcome:
Greater Sense of Safety.

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
Increase sense of safety.	• 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.

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.

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.

Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.

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
Advance climate action and community resilience to natural and human-caused disasters.	• 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.

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.

URGENT COMMUNITY NEEDS

Council Goal:
Sustainable and Accountable Development.

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

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
Mitigate the impacts of homelessness on unhoused individuals and the community.	• 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.

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.

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.

Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.

URGENT COMMUNITY NEEDS

Council Goal:
Sustainable and Accountable Development.

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

STRATEGIC GOAL	HIGH-IMPACT ACTIONS
Stabilize the cost of housing.	• 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.

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.

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.

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.

Identified as a "top quality of life issue" by respondents to the 2022 Community Survey.

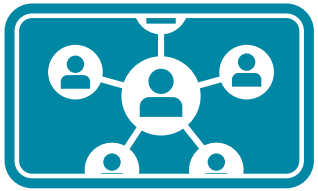
URGENT COMMUNITY NEEDS

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
Increase the vibrancy, economic vitality, and livability of downtown.	• 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.
Improve support for local businesses and the business environment.	
Advance efforts that will increase wages and create new jobs.	

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.



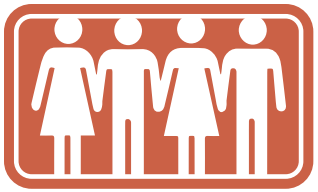
COMMUNICATION AND OUTREACH

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
Improve community awareness and understanding of priority topics. **Engage with a broader cross-section of the community.** **Increase community confidence in council and staff.**	• Conduct outreach to understand how the community currently receives their city news and information, what they are interested in, and how and when they want to receive it. • Develop and enhance communication tools to engage the community on priority topics, and actively inform the community about the organization's efforts. • Conduct a regular community survey (in addition to other targeted surveys) to hear from the community and utilize responses to assess changes over time. • Implement a coordinated approach to city-wide communications, staff resources, and media assets. • Sustain efforts to streamline and improve community engagement and provide staff with tools for communicating with a diverse public.

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



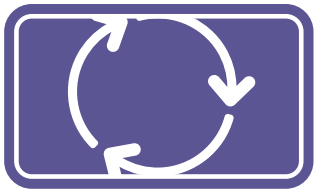
CULTURE OF BELONGING

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

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

STRATEGIC GOALS	HIGH-IMPACT ACTIONS
Establish an understanding of community belonging, what impacts it, and how City policies, programs, and staff can influence it. **Strengthen relationships with the whole community, with emphasis on the inclusion of the most marginalized groups.**	• 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.

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.



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

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

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

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

- 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.

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.

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 Engagement Rights Assistance Program (hate and bias crimes): www.eugene-or.gov/529/Hate-and-Bias

EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: City Manager Updates

Meeting Date: July 26, 2023
Department: City Manager's Office
www.eugene-or.gov

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

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

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

SUGGESTED MOTION
None.

ATTACHMENTS
None.

FOR MORE INFORMATION
Staff Contact: Sarah Medary, City Manager
Telephone: 541-682-5010
Staff E-Mail: smedary@eugene-or.gov