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2

2021 Council Goals & Outcomes

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 & 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

3

3

Strategic Plan Structure

Key Focus Areas (4)

Strategic Goals (15)

High-Impact Actions (44)

4

4

Key Focus Areas

Urgent Community Needs

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

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.

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.

5

5

Strategic Plan Connections & Intersections



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6

Strategic Plan Implementation



7

7

Annual Report

Format

Structure: report progress by 15 goals.

Approach: highlight 109 efforts towards 44 high-impact actions



8

8

Annual Report Summary

Nearly all 44 high-impact actions are in progress; a few are complete.



All departments are contributing toward the strategic goals.



Sustained efforts on services not emphasized in the plan.



9

9

KEY FOCUS AREA

Urgent
Community
Needs

STRATEGIC GOAL

Increase sense of safety.

77%

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



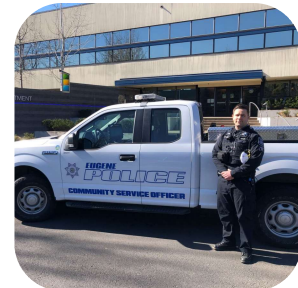
Youth Empowerment



Signature Downtown
Events



Eugene-Springfield Fire
Governance



Community Service
Officer Staffing

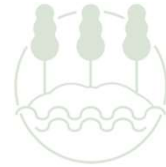
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10

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

Advance climate action and community resilience to natural and human-caused disasters. 61%



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



CAP 2.0 Implementation



Equity-focused Tree Planting



Wildfire Planning and Fuels Management Program

11

11

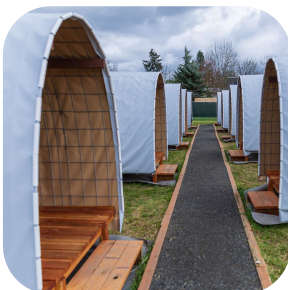
KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

Mitigate the impacts of homelessness on unhoused individuals and the community. #1



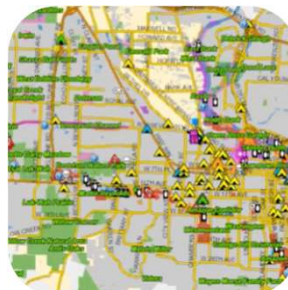
2022 Community Survey respondents feel that homelessness is the top issue for the City to address to improve quality of life.



Shelter Consortium



Regional Efforts



Public Spaces Team



Community Court Supportive Services

12

12

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

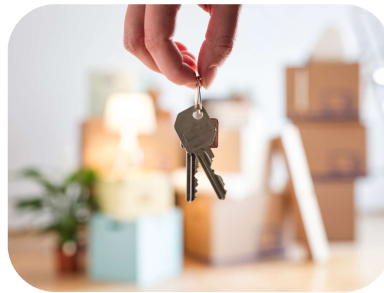
Stabilize the cost of housing.

#2

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



Urban Growth Strategies Project



Renter Protections



Infrastructure Extension

13

13

KEY FOCUS AREA
Urgent
Community
Needs

STRATEGIC GOAL

**Increase the vibrancy, economic vitality,
and livability of Downtown.**

95%

Downtown Activity Zone visitation has returned to 95% of pre-pandemic levels



Downtown
Incident Commander



Qualified Mental Health
Professional



Downtown Housing
Incentivization Program

14

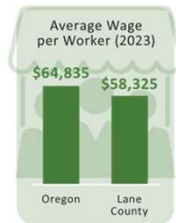
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KEY FOCUS AREA
**Urgent
Community
Needs**

STRATEGIC GOALS

Improve support for local businesses and the business environment.

Advance efforts that will increase wages and create new jobs.



Business Liaison



Mayor's Blue Ribbon Panel on Economic Development



Community Development Block Grant Funds

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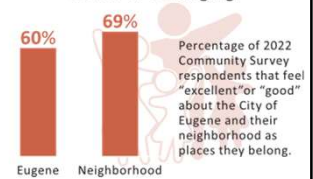
KEY FOCUS AREA
**Culture of
Belonging**

STRATEGIC GOALS

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.

Sense of Belonging



Recreation Program Survey



Intergovernmental Tribal Relations



Cultural Services Programming Shift

16

16

KEY FOCUS AREA

Communication and Outreach

STRATEGIC GOALS

- Improve community awareness and understanding.**
- Engage with a broader cross-section of the community.**
- Increase community confidence in council and staff.**

105 ?

Articles posted in the City Newsroom since launched in April 2024



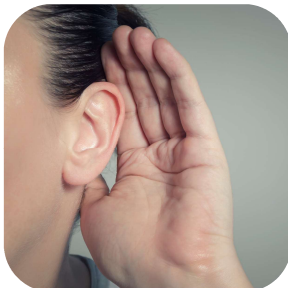
City Newsroom



Web Accessibility



Public Records Requests



Community Engagement & Communications Survey

17

17

KEY FOCUS AREA

Organizational Wellbeing

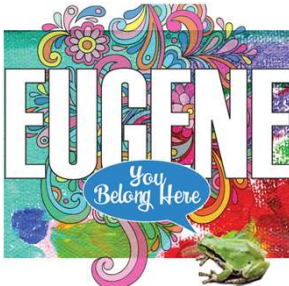
STRATEGIC GOAL

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

#6

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





Belonging Trainings



Equity and Community Engagement Network



Staff Safety Summit

18

18

KEY FOCUS AREA

Organizational Wellbeing

STRATEGIC GOAL

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

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

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



Strategic Planning



Performance Measures



Data Collection & Management

19

19

KEY FOCUS AREA

Organizational Wellbeing

STRATEGIC GOAL

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

31% 2022 Community Survey respondents feel that the overall value received for City tax dollars and fees is "excellent" or "good".



Revenue Team



Efforts to Explore Revenue Mechanisms

20

20

Other Impacts of Strategic Plan

- Strong foundation for legislative efforts
- Framework for City Newsroom stories
- Created stronger connections to existing plans
- Leverages existing and new data to inform progress and performance

21

21

Next Steps

Short Term

1. Share Annual Report with community and staff
2. Update website with Annual Report
3. Implement measures, data collection, and reporting tools

22

22

Next Steps

Longer Term

1. Continued Council Strategic Workshops on different areas of plan (quarterly)
2. Collaboration with community partners
3. Community Survey
4. Next Annual Report (September 2025)
 - Progress toward strategic goals
 - Performance measures and metrics