

ROUGHLY EDITED TRANSCRIPT
CITY OF EUGENE
CITY COUNCIL WORKSHOP
JULY 1, 2026
9:30 A.M.

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>> Mayor Knudson: Welcome to the July 1, City Council workshop. Thanks for joining us. For sessions like this one there's no opportunity for public comment, those wishing to access the meeting can do so by watching the livestream available on the website, the broadcast on Comcast channel 21, or calling in to one of the phone numbers listed for this meeting on the public webcast and meeting materials page of the city of Eugene website. Thank you for joining us. I now call the July 1, 2026 meeting of workshop of the Eugene City Council to order. I will turn it over to the team to introduce today's topic and lead us through the long range planning workshop day two. take it away.

>> Good morning. Thank you. Welcome back. And I'm looking forward to really building on a continuum of the conversation we had yesterday. I thought we had a nice foundation. I will offer an opportunity to look back and even to do a quick review. Of the conversations. I want to make space, any takeaways, reflections you might have, as we are preparing ourselves and grounding ourselves in yesterday's conversation for today's conversation. We were identifying potential what we call revised strategic areas of focus. Those things that are important to all of you collectively for moving the city and the community forward. We are going to talk a lot about that this morning and talk about what defines success and how you with a want to chart that vision. Then we would like to hear what are those things that will be important to you over the next two years. We're trying to define that future vision within the focus areas but also start to kind of identify, harvest some ideas what that looks like.

I want to say at the outset, remind us, this is a messy process. We want authentic conversations today. Please give us the space and permission to bring this back to you. We will be regrouping on July 13, and at that time we will have synthesized the outcomes of our conversations yesterday and today. So you can bring it back with fresh eyes. We don't want to get ourselves stuck in ways that are specific to words and intent. We want to have the conversation we can listen to and bring it back. With that permission I want to open up for today. Here's your agenda. I will recap and ask you not to get too settled in, I will have you look at the work that Julie did, a quick walk thru to make it fresh. Then we'll ask for quick reflections. Then we will be focusing just specifically on where do you want to go. This is an important part of the framework for evaluating budget options. So we talked about the importance of those priorities in how choices might be determined. But this is a time to kind of take a step back and have that big conversation. This will be helpful and instructive to the city manager, to staff to hear where we go. And then they can work through the preparation of the budget and work planning to make sure that they are reflecting the direction that you have consensus around through our conversations today. That's what we will be doing. We will wrap up with clarity around actions and next steps. So that you feel like, okay, I know what happens next. It's not just a conversation, that was one of the things we talked about in some of the interviews, where does this go. It's nice to engage and have thoughtful conversation. But it needs to translate the action.

We will outline those next steps. What you can expect from that. And your role in pursuing that. We will connect the dots before we conclude our time together today. Sound good? Okay. Any norms, course corrections that are necessary for our time together? Are we feeling okay with the format and the way that we have been having these conversations? I will do my best to make sure I don't miss any hands. I have done that, I apologize. Good? Okay. I will invite you to take a stand up, and over here we have where we started, what do we hope to accomplish, our hopes for today. We talked about roles and governance, that reminder why it matters, how that is important. Then we talked about budget principles and the surface framework. Fresh eyes, look at Julie's work to get us back there then we'll sit down and any takeaways you have, we can share. We need music. Maybe not Benny hill.

>> I can give us some music.

>> After you have a chance to look at the graphics, I'll ask you to return to your seats.

>> These captures, the images, you have these. You're not going to disappear, you will have them digitally, you will have the major files. Know that we will provide those. I thought it might be helpful to realize we covered a lot of are ground, we had great conversations. They're reflected in the graphics. Any reflections, takeaways from yesterday? Aside from the gratitude for Julie, thank you Julie.

>> Yes!

>> Mayor Knudson: I had a few thoughts, one of them about the work specific to the conversation about principles which I thought was valuable and connects to a lot of the goals that this body has highlighted related to communication. And helping to effectively share all that goes into the work that city of Eugene does and it is thoughtful work and we also, people aren't just coming into a Council meeting or this room and making a decision that is unconsidered. That was a helpful discussion. Then thought about where you left off with us last flight. That we have our organization, operations of the sticks but we also have a strategic plan. With other entities who have strategic plans. Different from their operational work. Just one more moment. I just was thinking there is a strategic opportunity that is before the body that is probably for this next window of years. Then that will happen again and happen again. In the conversation today I hope that our strategic plan refresh can just dig into that opportunity, it's not just about the excellence of the, on and how we opt every day as a base line but how are we trying to strategically focus attention in this next window of time. That's a different -- that's different from an operational plan or work plan.

>> I appreciate the comments. You recall yesterday we had a focus area around organizational excellence. Which is sort of still there. That is the work of the city, how staff deliver on the direction of Council, on the needs of the community, ongoing regular operations of the city. A place to provide clarity of expectations. Strategic focus area we'll talk about this morning are those more focused goals that you want to really drive towards. It doesn't to have capture everything, shouldn't capture everything, it should focus on things that are going to move the city or the organization -- sorry, the community forward. Really strategic in nature, putting on the strategic hat as we think about these. Kind of put ourselves up on the balcony, what is the vision that you hold.

>> How do we communicate concise, accessible, provide clarity. With all of those words. We had initial framing of kind of those broad areas of focus. Seem to emerge through interviews plus the community survey. We had great conversation around those. We tried to do updating, revising based on the conversation. Not a lot of modification but tweaking and refinement that hopefully sets the table for our conversation today. The final language, I want to make sure the essence of what is important is -- there's space for that. This is a bridge between the strategic plan, 2023 through 2026, grew to extend it as a bridge using Council directed commission through the strategic focus areas. We reordered them, some didn't have much change, others did. Financial stability was an attempt to modify the language around sustainability minimizing that confusion. The Mayor suggested that as one of the options. Could be stewardship also. Financial health of the city. A space to provide focus, that will be important over the next 2 years. We want to have in view. Housing and homelessness, the bucket, the know cuss wasn't changed in terms of the category. We'll talk about what does that mean, it's a little more nuanced, more to it. In terms of a category, housing and homelessness, housing affordability, other sorts

much things as well as addressing the homelessness challenge. Nothing bubbled up on transportation, we have left that consistent. We will talk about what does that mean to you this morning. The next two we did a little bit of refinement based on the conversation. Hopefully provides ample space for the conversations around what that looks like. Public safety and community trust. Community trust was part of the themes that emerged in the interviews and the conversation. Also something that has been important in your prior strategic plan. We tried to bridge that a little bit. It still has emphasis on public safety. With a little bit of additional breadth in terms of how the community receives that. Next one previously, thriving community, a lot of conversation around livability and making it a livable community. The quality of life components. So that's what we have tried to reflect here. We left thriving, but it could be broader by nature. Thriving livable community. Organizational excellence. And how that shows up in the organization and that that might be De finds and built out a little bit more through Jenny and her team. Reactions? How are we feeling about this set of focus areas as our launching pad for today?

>> Yes.

>> You want me to preview that? Once we have the buckets, I'm going to suggest we don't focus on -- we'll use organizational excellence as an example. First step defining success. What we would be asking you to do is to think about what is the spirit and intents, the goal that you are striving for in that area. Starting off with individual activities, we brought you all of the tools today with post-it notes and markers, what does that mean to you, what does success look like. If we talk about public safety and community trust, what does that look like. We would capture that first. Then break you into small groups to look at what are the things there. And to draft what is the success statement. We have an example for organizational excellence, just to illustrate, not that it is completed statement, I wouldn't want to presume -- we created this. There may be changes. The idea is to have something succinct that speaks to spirit. The city exemplifies a culture of service and collaboration that delivers solutions rather than road blocks. It tries to make the uniqueness of what is Eugene apparent. In the area of focus. That's what we are striving for, this first iteration to define that. The next step would be to then talk about what are the to dos, the actions that you want to ensure the city is pursuing in that area over the course of the next two years. Two years from, now using the city example, what is going to change. What are the things you want to invest high money and resources into, to move in the direction of your goal. I can take us back to revised focus area and see what it meant.

>> Depends what the bulleted details were.

>> I took those out intentionally.

>> I know. That

>> I want to make space for to you define that. I was trying to show how we arrived at those based on the conversations that we had had. I don't want to overtilt or make it concerning. Thriving livable community, what does it look like you to? What are the ingredients to success?

>> You didn't synthesize what we talked about with another list of details.

>> That's right.

>> I don't generally try to word Smith that can become a distraction and you can end up down a rabbit trail. One thing I have noticed consistently, the use of the term public safety. I have tried to change that to more community safety. The reason being is you say public safety and people instantly think police, law enforcement only. While I think our Police Department is incredibly important, and I've seen the evil that walks amongst us through many, many calls, I still think it is important to broaden that out beyond police and fire. They're supporting pieces that come in, our sewage treatment plant is safety, I know our road systems are, because that's how we get to help people, how people get moved to the hospital, etcetera. Even lighting. A minor detail that I saw yesterday, and I should have said something yesterday, but I said on it today.

>> What do you think about that? So modifying that focus area to describe it as community safety, maybe it's community safety and trust.

>> I think adding the community trust piece gets to the heart of what you are saying. Public safety is on top of people's minds at every poll and every door knock and every Council meeting in which the public comes and testifies to us. There's a range of what that means to that individual. I would caution -- to your point earlier Councilor groves, I would caution changing something so well known.

>> Groves: It's well known as police and community trust.

>> It's tied back to police and nothing else.

>> Keating: I'm okay with that, fine with that. I have a question.

>> Groves: It's not a die on the hill issue.

>> Before you continue can I follow up on that. I want to ask the clarifying question, which is I think an important point. The adding of "and community trust" does that reemphasize even more the focus on --

>> Groves: I think it focuses the emphasis on police. In this community.

>> Zelenka: Maybe that's not a good addition. Illegal activity and public safety. It is just the police. When you add community trust to it, that issue do we

trust the police comes up like that. So it is -- it is confining in that regard. I don't know -- I agree with Randy, things about research plant and all of the other things important public safety. Don't fit there.

>> Community well-being? Is that something that lands it? Is that too --

>> Zelenka: For me it leaves out the Fire Department.

>> Ideas, suggestions?

>> Everybody loves the fire guys. Everybody, not the same with the police. There's a different -- you know, trust factor. [No audio]

>> So maybe I would make a suggestion, kind of to your point here. If we talk about it as community safety to allow us to provide other -- defining success. That's going to point us in to a broader lens. Maybe it'll emerge. Maybe it is community safety, maybe that's the right language to use. We can revisit that after we talk about what are we trying to do. What is the vision. How you define success. Here then here.

>> Clark: Police, fire, then we have other related social services that are part of that triangle, the three-legged stool. That's one of the things as we have taken action in different areas. We adopted 6 years ago. Expectations of our constituents, they expect more police, more effective police response, they expect the same level of fire service, more fire service than they had before. You don't necessarily see that right off the bat when you are calling fire. When you start talking about social service side of that, and plugging in some of the holes that are there. Our police officers are expected to be, you know, instant psychologists, instant social workers, on the spot. A lot of different areas. I was talking to an officer the other day about this. He was telling me about what a lot of people don't see. Like the two suicides he went to. These were, you know, mothers of young children. I don't mean to be the downer on this. But this is a lot of the stuff that they're seeing and dealing with on a first responder basis. When people complain to us about what the police are not doing part of it is being able to communicate to our citizens what the police are doing. That are right.

>> Let me interrupt and I apologize. I think what you are describing is a broader lens, the three-legged stool. I think community safety allows that conversation. Whether the response, safety element is happening through police or happening through response and preparedness to fire emergencies or medical emergencies or other areas. And the social services elements. All of that is a safety focus and how it shows up here. Are we okay with using community safety as framing for this conversation? Thumbs up? Moved.

>> Keating: Yesterday these were ordered 1 through 6. I appreciate the financial stability, I appreciate listening to what we were day saying about livability.

Now they've been reordered. Homelessness and safety dropped to 4. Starting with financial stability indicates that without financial stability we can't do anything. Then the next is broadly, broadly public safety. Safety of the public. Ability to go to school, to go to work, safely. And feel safe. I don't interpret public safety as just fighting crime. The community feeling of wellness and safety of going about our daily lives in this beautiful city.

>> Okay, we'll go -- I'm not sure who was first.

>> Yeh: I get what you are saying. But I don't think this list is just for us. This is for the whole community. If we just stopped people on the street and asked them what is public safety, their view of public safety is narrower than yours or probably ours. Because of just how we talk about it. Rather than everyday life, public safety is fire and police. These are the words that we are creating and going to use as a City Council. But the whole community is going to be reading these. We want their takeaway to be as close to our takeaway as possible. That's part of the communication. Creates transparency. I like community safety, it makes people step outside and think about it for a second. Then they add things to their umbrella. I don't think you're wrong, I just think it is the way that people interpret it. That's my take.

>> Moderator: Really quick, on this topic, we haven't defined what this is yet. So all we're doing is framing it. There could absolutely be a portion of the success statement that speaks to kind of traditional public -- traditional public safety or the broader world of community safety. I think we're jumping ahead a little bit with just the names. I think if we can provide that space, maybe revisit it, maybe public safety is the headline and there is a description that is broader. Or the reverse. I don't think we need to be proscriptive at this moment about what that looks like. I want to make sure that we have space to explore what does it look like, what are we striving for, what is the spirit and intent we're aiming for in that area. That comes through the success defining statement.

>> If I can jump, in I want to give you credit for making us better facilitators. When we realized that our default slide template number thing for visual design purposes fully, not for any sort of this is the order we are recommending things in. We took the numbers out. With the idea that we don't want to presume or suggest that there's an order to these at this moment. You as a body may at some point in time decide let's present them in this order. Awesome, that was not the intent. Also, we had inside baseball on why we changed the order of them solely for how we'll do the next exercise. It has nothing to do with the order of them of operations. You are like the super sleuth that needs the gold star for finding the hidden bit. But I think that, please, hope you don't get caught up on that piece of it. Purely so we can assign activities in the next round. Then how they are presented the order with or without numbers entirely not part of this conversation. If that helps.

>> Keating: That's super helpful. Comes down to semantics, as colleagues pointed out it's what we fill in. I'll get along to get along. I hope we have a robust public safety conversation, I hope we don't get away from that with the public safety and the name. Thanks for the clarification about the numbers.

>> Clark: You have done a great job, contextualizing our conversation might help a little bit. For us to stay focused as a group a little bit more about the moment's discussion. We're doing X exercise to lead to Y result in advance of are doing it might help the group.

>> Facilitator: The moment right now is to define -- this the longer term vision for these areas. The strategic areas that seem to have resonance and we'll define what they look like. That is step one. Absolutely right. What we're working toward after we provide definition, and again we will have to move through the conversation -- we're listening for the spirit of what you want to make happen F we get stuck on specific words at every turn we won't get through the broader conversation of what do we want to prioritize in the next couple of years which is the next step. After we have done the framing, which is important and the conversation, having robust debate and conversation is important. I'm not meaning to suggest we're going to rush through this, because I think it is helpful for you, but those listening. To what does this mean. What are we aiming for. Maybe it's not crystal clear until the conversation starts to emerge. That's fine. The next step is to say, okay, given that, we're not going to be able to do everything in six months, one year, two years. There are things you can continue to make progress on. There are things you want to emphasize and not lose momentum on. That will be the next step in the conversation to define, well, if we had a limited number of things that we can spend our time and energy on within this broader framing what are those things. That is step two in the conversation today. And just as a reminder, you know, we want to listen and we want to hear where there is energy and consensus. We're coming back. You can't shake us, we will be back on the 13th. You will have a second at-bat, hopefully with kind of a revised language, framework that is intended to really reflect the conversation that occurs today. It will be a cleaned-up version that synthesizes what is happening. Again, process is messy, we're comfortable with it. If you can feel comfortable with us listening carefully then I know we'll get there. But I don't want to close off the debate. That's important and it is important for everybody to hear. We will let those trains ride but I will try to keep us moving so that we can get through the depth of conversation that would be helpful.

>> Julie: A broader connection to financial sustainability in the budget principles there was connecting the budget to strategic goals. Within the budget the service evaluation framework, one of the budget lenses is how and what goals is it connected to. Those questions can't be answered unless we know what you all want. So this is the necessary conversation to be able to link those portions of the principles and the framework to something staff can act upon.

>> Facilitator: Perhaps the principle at this juncture, stepping up on the balcony. I will just say this is not easy work. Let's okay knowledge that, that you are trying to get to a distilled, clear statement of what the goal is, what success looks like. It's not something that just magically appears. We will give ourselves some grace and talk about it, explore it and then do our best to define that. It is a little bit of art but we will get there. Okay, so I want to affirm that we can use modifying the fourth one down. We'll use the broad community safety as the framing of that. With the reflections of what is important and what success looks like that have been already outlined in the room. Are we okay with using thriving, livable community as the bucket for that one? He was asking was it public safety and community trust. I heard community safety.

>> Keating: And public trust. [Laughing]

>> Facilitator: The suggestion I'm offering is call it community safety if a success factor is that the public trust the city to create a safe, livable environment that might be what success looks like.

>> Zelenka: Why did you add trust?

>> Facilitator: That was part of the theme, honor the broader lens that I was hearing yesterday. That's why I put it there.

>> Zelenka: I think most of the conversation was about community safety, not the trust part. The trust part is important part of it we all agree.

>> Mayor Knudson: Are you trying to narrow us to community safety. Is everyone good with that as a topic, am I missing where we went with that conversation?

>> Facilitator: The title whether community trust -- I think community trust can be a part of the success statement if that is important. I was trying to synthesize it to community safety to give a broader view in to how we approach this.

>> Groves: I said that up front.

>> Facilitator: Everyone gets one chance to word Smith then you're done.

>> Everybody is done.

>> Facilitator: I'll update it on the slide. Before you all arrived we came around and gave you some post-it notes. With sharpie markers. You can find those, yellow with a little blue marker. What we want to do, this is the example, we're going to start identifying what success looks like. We want, the intents, the spirit, what is it that is important to you in each of these areas. So you can write those as outcomes, can you write those community trust could be an example, what success looks like,

the community trusts us. Whatever. You can define how that looks. Maybe if it's on this living, livable community, maybe part of that is that there is a spirit of community and engagement. Within the community that is thriving, or economic development might be something you are focused on. Maybe you have an active and successful business community or you ever new housing in the housing area. There's success. Don't worry about the words, we want the idea that you can put in there. On those you see behind Julie is moving the big chart away, we have the poster for each of the areas. So once you have your post-its and the ideas, you will stick them on the appropriate one. We'll then break into groups to look at what emerges to try and think how do we want to define success. First one says thriving, livable community.

>> I'm not sure what we are doing.

>> Facilitator: You can do multiple post-its.

>> Zelenka: Can you put them back up here.

>> Yeh: Are we only doing one?

>> Facilitator: One idea per post-it notes rule number one for this type of activity. And we can bring you more post-its.

>> Facilitator: We will work on the statements afterwards. What is important to you in each area.

>> Nancy: We will work on the statements afterward, what is important to you in each of these areas.

>> Keating: Do we post them as we get them?

>> Nancy: What does success look like.

>> Nancy: When you have your ideas down, stick them up on the appropriate place. Nancy: Spelling doesn't count post-it notes. This is not a spelling test. This is like a childhood strategy, make it messy.

>> Nancy:: Lots of post-its, good. Half way there?

>> Nancy: I like it. Wasn't intentional. As you continue writing, we'll break into groups and try to identify what are the major themes that you are seeing across the post it notes. Not the details, but trying to get the is evenings of what you are striving for, the spirit and intent of that focus area. That's what we will be working toward as you prepare for the next part of our activity. Not what are we going to do, what are we going to do. It's tangible, concrete. We're still in the framing conversation. We're not doing that one yet, but let's give to it Jenny so she will have it. Is the if you are working on organizational excellence staff can work on that one,

we're only working on the first five. I'd rather have more information than less information. We all get out of practice, handwriting things, everything is keyboard. I feel like back in the day it was more legible than today. What, your hand loses the practice and the discipline of what you are supposed to do. I can be artistic. That's how I studied things, I had to rewrite them, that was part of my process, that activity. My dad was visiting, he brought old folders. He's taken that, he gave me to me and my sister. It has reports that were all written. Wow, that was my -- as an 8-year-old -- eighth grader. A few more minutes to get final things drafted and on to the wall. We will start with 3 of them. The big reveal that Jen was referring to, to get us to practice and have groups of three working on these. Then we'll do the final two as a second round. Was that intentional?

>> Nancy:: Okay, we have all of the post-its, get them over there. Sort them through. As we get the final post-its on the wall, hopefully this was stimulating, what does this mean to me, how do I define that. We'll start off with financial stability, housing homelessness and infrastructure. Those three we'll work on first in three separate groups. Three separate groups. We'll work in groups of three. We'll count off, and you will get the pleasure have reviewing and trying to review and interpret the writing of your colleagues. To look at the post-its as a group and identify what are the themes. What are the things that consistently are bubbling through what is important, how we define success. I want you to do some sorting and identify those themes. Bonus points if it really emerges and you can write a quick statement of what this synthesizes. If that is too much, it's okay. Make sure we can extract what are the themes of what does success look like for these areas. Does that make sense? Okay. We'll count up on three then hand them off. If you want to barter for what you're in that's on you, but three people per group. Financial stability, housing homelessness, infrastructure. Now that we will come back to the other two in two groups. Yes? [Off MIC] you can do additional post-its, that was okay. If you look why there are more that was okay, that was permitted. One idea per post-it, right.

>> Zelenka: Can you repeat? Nancy: We're going to count off into three groups. Each group is going to be assigned a focus hear area to review the post-its, what are the common themes that come through in terms of what success looks like.

>> Keating: Removing our lens and interpreting what is in fronted of us.

>> Nancy: You, gold star. Let do a count off. Doing it in Spanish. [Counting off] okay, group one, I'm going to go in the order we have. Would be financial stability. That's the one you will work on. Jen is going to take pictures of the -- never mind she's done that already. So go and take a look, read through the comments, have a conversation. You will be reporting back on the themes that emerge. Group two you have housing and homelessness. You will stake a look at the post-its there. Group three you get transportation and infrastructure, same idea. We might give you more space. If you want additional wall space. [Discussion]

>> Nancy: I'll go through each one of these, whole group or one person as spokesperson what you saw on the post-its, what were the things that gave rise to the groupings you have or the statements you developed. A little bit of overview on those. Financial stability, we'll start off, no order of preference, who from group one would like to share, can you come over here or do it from where are you sitting. On the post-its, what did you see and then how did that translate into a time.

>> Leech: This was fairly simple. A lot of the post-its said similar things. Jenny, could you scooch back a bit, we created a theme statement, build a long term vision for financial stability across budget cycles that meets our strategic vision and service delivery within our means.

>> Clark: I didn't hear you.

>> Leech: You can read it.

>> Nancy:: It leads up to the vision of what you want to accomplish. It starts off by build a long term vision for financial stability across budget cycles. Meeting strategic vision and service delivery within means. It is the "within means" the MIC drop that we wanted to do over time, is that fair?

>> Kashinsky: Are we discussing?

>> Nancy:: We are discussing.

>> Kashinsky: I don't feel that captures on what I had on my sticky and other folks' stickies. When I see service delivery, we have to have a balanced budget, service delivery within means. But the way that I interpret that, that's almost a limiting vision that's saying that we are going to deliver the service that we have the means to deliver. Several of the stickies including my own, I got the vibe that it was more sort of investigate how we are able to deliver the services that our community wants and kind of finding the means to do that. I feel like that's a little bit of a different spin. This one to me comes across as sort of a cut, cut, cut, cut kind of vibe as opposed to a how do we create stability and be.

>> Yeh: Funding things within our means.

>> Jenny Haruyama: Maybe aligning with social services, maybe is that softer?

>> Kashinsky there definitely needs to be something being able to provide the services our community wants from us. Like, that maybe isn't captured within the strategic vision.

>> Nancy: Maybe it's the word community needs to be in here.

>> Groves: If we raised our budget 15% we would be living within our means. We weren't qualifying, whatever we have to work with at the ends of the day that's what we need to build our service delivery system around.

>> Zelenka: People who say you need to live within your means, don't mean that. They mean don't raise anymore revenue. That's what that means. That's the trigger for me. Eliza is talking about too. It is a buzz word as opposed to --

>> Groves: I'm saying where our thought process was putting this together.

>> Zelenka: And back to Jennifer, community will read this, what will they say.

>> Clark: MIC or mike? I like what it was. And I understood your point of view. But the only -- we know that we have a structural problem. If we want to solve for the structural problem, the structural problem is expenses are growing faster than revenues. I would hope that our strategic goal in that area is find a way for expenses never to exceed revenues or the other way around, revenues to grow sufficiently to meet and surpass expense needs. I don't know -- I don't need to word Smith it. That seems to capture that. But I don't want to get too far away from that basic reality that we're solving for which is expenses are growing faster than revenues, what do we do about it long term.

>> Nancy: Part of it is the approach. This is helpful. You are expanding the pie to meet need or you are using the resources you have based on to meet those needs, it's a balance, both sides of the ledger. Some of the language that speaks to community need, community priority might help to broaden it to make it accessible.

>> Kashinsky: I think that mike's correct, I agree with that, we need to look at how do we address that broader structural revenues are not growing at the same rate of expenses. Some of it is that this particular statement I think Allen made a good point, some of these terms are used as sort of catch phrases or buzz words that have specific meanings I'm not sure was the meaning intended. Alternate language for service needs, having a balanced budget. I think, Alan, your point of it being a loaded term.

>> Nancy: Addressing the structural budget defense circuit needs to be explicit.

>> Zelenka: By law we have to have a balanced budget, no need putting that up there. I like what mike was talking about, the financial stability challenge is meeting the structure problem. So its the long term vision for sustainability that addresses the long-term structural problem that's created by the state. You have two choices. Can you make cuts or raise revenue.

>> Nancy: Incorporated as structural.

>> Clark: I would call success looking like finding a way inform grow our revenue stream faster. Not increasing taxes, finding new ways to add to the pie, so that you can have revenues meet expenditure projections.

>> Zelenka: I agree but if you talk about short term and long term. The problem is the short term. The long term fix is more economic development, getting more businesses with more revenue. That is not a short term budget strategy. Impossible to get that much development to come up with the \$10 million we need to balance the budget.

>> Groves: Long term doesn't get done?

>> Zelenka: Yes.

>> Keating: It's glad to hear my friend and colleague talk about growing revenue. Yes, yes, yes, yes. I pick up what you are putting down about the way this statement closes the clause, service delivery within our means, is not articulated in one of those post-its. It is not necessary because of the triggers. If you look at potential strategic goal areas that you shared with us yesterday, there are pieces that aren't enumerated in fronted of us, including not limited to the revenue options which is not articulated here. And exploring service delivery alternatives. I want to be clear I'm not advocating for outsourcing. But there are not for profit and for profit partners who can do some of the -- deliver some of the services in a way that might reduce our costs. I don't see that piece articulated in this statement. I do want to give this group credit. This might be the most calling of all the buckets in front of us today to synthesize -- so challenging to put it right here. I give credit and kudos to that financial stability team. I see we have two left over. I think this one could use a revision.

>> Nancy: We don't have to land the plane today, we will bring back kind of a version that reflects what the conversation we're having. Mayor, you had a comment?

>> Just thinking picking up on Councilor Kashinsky's observations about this description and what Councilor Zelenka, shared. We have to balance our budget. And I think the aspect of this that could be important to emphasize is that we're meeting or advancing a strategic vision and we are addressing community needs. That we're doing these things at one time while we build a long-term vision for financial stability. I would be comfortable with it being simpler and shorter and emphasizing a strategic vision and the continuous context of community need that we are having to respond to at the same time. As we are building a long-term vision for finance, stability across budget cycles.

>> Nancy: And the stability may require different approaches. Revenue, how services are being provided, the partnership the other thing, you had a comment.

>> It is so hard to know exactly the right way to approach this task when you don't know exactly how it is going to be used later. There's so much grace for that. Right now, a way to think about that might be helpful, what is it we're trying to achieve, not how are we going to achieve it. Things like alternative service delivery or enhanced revenue options or anything like that is the how, is a later step. But first what are the goal posts. Why would we be doing those things.

>> Mayor Knudson: That's what I was trying to get to, that we are advancing a strategic vision and meeting community needs. We are doing those things, hopefully, all the time.

>> Zelenka: Addressing that exactly. What about build a short term and long term vision to address our structural financial problem.

>> Nancy: That sounds like an action.

>> Zelenka: If we build the long term or short term vision is a success. Short term and long term vision to address our structure financial problem.

>> Nancy: That's the nugget of what success looks like, you have addressed that long term --

>> Zelenka: We have to come up with a plan, a vision.

>> Nancy: What are we working on that can be an action, we need to create a strategy, a plan that is going to accomplish that.

>> Zelenka: Maybe strategy is better than vision.

>> Nancy: Here first then you.

>> Evans: One of the posts that we're missing in the conversation -- one of the pieces are the benchmarks that we need to achieve in order for us to be able to clearly define how we are making progress toward that vision. I have done this with students over the years, always have said, tell me what your life is going to look like in 15 years. Cut it out of a magazine, draw on it a paper, whatever the case may be. What are we going to have in Eugene that we can point to that we said that we were starting this 15 years ago, and this is what we have now. What we did with MX, bus rapid transit. We put out a situation, we said we were going to build 61 miles of this particular system, it is going to be new, it is innovative compared to what's been out there before. It has flexibility. All of those things. But we knew what we were shooting for, we knew what the kind of vehicles were going to look like. We knew where this was going to go then we had to make some adjustments based on political realities to get there. But, again, we're in the same boat. What are we going to have and what is it going to look like.

>> Nancy: Yes. So what you are describing, I asked Jen to put up on a flip chart the interconnectedness of these pieces. We're trying to say if we have been successful what does that look like. We now no longer have a structural deficit. We are meeting community needs within the resources we have available. However we get there is that strategy, those are the things you will be focused on and doing. We want to state that. Which leads us --

>> Clark: That's greater.

>> Nancy: Right, what are the strategies.

>> Zelenka: We come back to it, that's what we're doing.

>> Facilitator: Create a long term plan to address it, advocate for change at the state level. We have things we might want to be working on. That is the how we're going to tricks or structures. What people have said for years. I don't know what beauty is but I can tell you what it looks like when I see it.

>> Nancy: What we're trying to do is describe what we're aiming for. You had a comment as well.

>> Kashinsky: I think some of it is for me, we have morphed into like very strategic plan language which can tend to be fuzzy and not concrete and I'm much more of a concrete person. I feel like for me the kind of concrete goal measure of success is to have a budget meeting where we are talking about where we can invest instead of where we have to cut. That is where I kind of see that being that's the goal, how I know we have succeeded. We're not having the same, okay, are we going to close this, are we going to get rid of that conversation. Are we not going to invest where we need to invest. Not having that conversation again is how I would see success.

>> Nancy: Okay, helpful.

>> Zelenka: That's never going to happen because of the structural problem.

>> Kashinsky: If we get there we'll fix the structural problem.

>> Zelenka: Okay.

>> Nancy: Let's pause on this, this is instructive conversation but we'll bring back language that tries to do it. We accept the task. This is a reminder and I recognize that this is it may feel unsatisfying for some of the things where you want to get to tactics. What are we going to do and how do we do that. I want to share that. We are trying to define, in the world, the future world, the future state what does that look like, what is the goal. Let's hear from the next group which had housing and homelessness. 'S using this, reminder, the things you saw on the post-

its and how they showed up in terms of themes, categories. This is actually maybe helpful. We don't have to get ourselves overly bent on the language of the statement, just hear the themes and talk about those, make sure they reflect.

>> Mayor Knudson: I tried to summarize for bullet points but we tried to organize them into the categories to see what the big stones, big rocks were. Then look for any of the outliers within that. In realtime thinking about what you just said relative to a goal from this work. I'll come back to that at the end. The highlights are to accelerate the production of diverse housing types, and increase affordable housing production and availability within the community. To provide -- to address the homelessness through providing appropriate/adequate shelters capacity. There was a series of points about increasing the production of housing at the median income level, to ensure that both renters and first time home buyers have an access point into the market. Also a point on the series that had to do with economic development and increasing wages. That is a bullet to move over to another conversation. Then also effectively using data on vacancy and median prices to track progress. A couple of sticky notes about vacancy rates and increasing vacancy rates as they relate to an indication of a likelihood of a long degree of homelessness across the city. Those were the big five that we sorted into, the categories. Some of them are goals, some of them are strategies. The goal would be to accelerate the production of housing and mitigate the harms of homelessness if you try to distill it down into one really simple statement. There were a lot of different points made by the body to support that.

>> Nancy: Great. Like I said, that is the place we go to. Hearing all of those, what I hear is a lot of strategy, what do we want to do, focus on. Increasing housing stock. Mitigating harms of homelessness, I'm paraphrasing that, those are the things that you see, as how do we do that. How are we driving those. But the goal is that you have created -- read the last part.

>> Mayor Knudson: Accelerate production of housing and mitigate the harms of homelessness.

>> Nancy: Action of accelerating, the statement is that you have adequate housing that meets the needs of residents. Aspirational. That is where the linkage between the future vision you want to create and then the things you with a tonight focus on, the strategies who are all enumerated nicely are the things that you are working on. Those are the things that you are making progress toward. Some maybe come into play sooner than others. Depending what you are focused on, and where current service levels reside. That's the linkage between the two. Reactions on the categories and what was summarized.

>> Clark: I'm guilty of the following thing, which is my opinion of what I saw this, being in that group, you asked us to draw a picture of happy land. And all of us drew a picture of the road to happy land.

>> Nancy: Yeah.

>> Clark: Not what happy land looks like.

>> Nancy: That's okay. That is perfectly fine. We need to know what is the path you want to take in order to be able to start to define what it looks like. That doesn't concern me and it is natural you are going to focus on these things. That's part of the exercise to understand what are the things you want to work on, that's helpful. To create happy land.

>> Jen: The natural inclination for highly productive action oriented human beings is to identify what is my next action. What is the next step I have to take. The challenge and what staff see over the course of time is when we're only talking about action we don't know what the finish line necessarily is. Or there might be a slightly different finish line for different people. If we take this action it precludes that. It snowballs. I will say as I look at this board there are some post-it notes that speak to what happy land looks like, I'm going to use that at like every meeting from now on. That will be part of your alternative revenue source.

>> Clark: Small fee.

>> Jen: I see affordable housing. You have enough -- regardless of how it's wordSmithed, what is interesting is that was interpreted as how do we get there, there is an action that gets us there. The post-it said sufficient affordable housing. Less vacant homes and more affordable housing options. Those are what happy land looks like kind of ideas. As naturally action oriented human beings you already started solving for X, how do we get there. You have got it. It's in there I'm pretty sure.

>> Mayor Knudson: I'll add there's another note up there that is maybe part of also the getting there and especially the happy land vision which is about development pattern. There is a connection in that work to a lot of the near term and strategic work that this body will be doing around planning for urban growth strategies and strong neighborhood centers and transportation planning work in the coming years, climate friendly and equitable integration. That is probably could be used as some of the clearest inputs to draw a picture of what it looks like to have a community where we have abundant housing options and all of the harms of homelessness have been mitigated. Working towards a functional zero outcome. But that is -- not sure how to pull it into this conversation. It is more a discussion topic than what did we see on the sticky notes and how to bucket them.

>> Nancy: What you have described is when you have the vision, can you articulate what you are aiming for what you are striving for, there are things that, as a body, you want to prioritize and focus on -- prioritize. There are lots of things happening in the organization that are going to contribute to these goals. Some of those other areas that may not bubble up into the conversation here are things that

can still communicate how we're working toward affordable housing, however we define that. That alignment piece is really instructive when we can define what we shoot for. By having some clear kind of bull's eyes we're shooting for and not just everything in our strategic goals, allows that focus. That is the true value in strategic planning, where do we want to go but how does everybody get aligned to that. It is messy. That's okay. I think working through this and thinking about as you evaluate budget proposals, you can say, well, we want to make sure we don't lose momentum on the affordability of housing in the community. It is a strategic goal, okay. What are the things proposed, is it going to get in the way of that or help move it forward. That is the lens you can bring to the budget conversation as it relates to these what feel like broad, lofty goals. If that helps. Comments, reactions? Let's hear from the next group. We have transportation and infrastructure. Then we'll take a break.

>> Keating: Thank you to Councilors Yeh and Kashinsky for the collaboration in this group. We synthesized Council's input to five rocks or buckets. Then we made an action statement, can you take it or leave it. Safety, maintenance, supporting all users, plan for future growth, and reduce deaths to zero with a little artwork. Nod to Julie, you inspired us. What does success look like. We should have let Julie do it. Success looks like a community that fully supports vision zero refusing roadway deaths to zero. A community that prioritizes improving and maintaining our roadways, bike paths and sidewalks, a community that prioritizes and invests in infrastructure, a complete transportation system that should support all users and not be deferred. And not be deferred.

>> Nancy: I'm curious on the post-its in our conversation within transportation and infrastructure because we lead with transportation it puts your head there. And I'm wondering if there are -- if there were post-its or any discussion around related infrastructure, or other infrastructure, even technology.

>> Kashinsky: There were post-its focused on traffic and transportation. But we did interpret there were a few that was like reduce maintenance backlogs, another one that's far away I can't read it verbatim, we definitely got sort of a vibe that it wasn't just roads, sidewalks, it was all -- we discussed wastewater systems, as being part of that full infrastructure picture. When we talk about maintenance and planning for future growth that is including nonroad -- both road and nonroad infrastructure.

>> Nancy: Kinds of got to it at the ends there.

>> Clark: It was the rest of the stuff that isn't roads, about the infrastructure of readiness for our economy to grow. Land development. Availability.

>> Nancy: Anticipating growth and future needs. Alan?

>> Zelenka: The statement came across as being too transportation focused, there's so much more to infrastructure that makes the city work than the roads. There's all sorts of the modes. But also wastewater, the water, electricity, garbage collection, all of those systems that we have in our infrastructure that are the purview of government is what that meant to me.

>> Nancy: Great.

>> Evans: Same thing along the lines of what Alan said. When we talk about housing development in certain areas, like crow road, we had no infrastructure there. So we had to go to the state in order to get the resources and the money to invest in that infrastructure. The same thing is in my ward, in Bethel, other parts of Eugene, and parts which we have designated for residential growth that has the potential to have residential growth like the LCC basin. But we have no infrastructure. So that just --

>> Nancy: The whole readiness piece.

>> Evans: The whole readiness piece is there on the map, we said it, we articulated it, this is what we want to do in 2037. But we don't have the means to get to 2037 yet.

>> Nancy: The future focus within infrastructure is what you are talking about. Anticipating growth, future need, changes perhaps that will need to be addressed. That can be an important part of your defined success. You aren't just reacting, you are proactive and pursuing what the future needs are going to be.

>> Evans: You talk about how -- how do you define that within the context of where we are with our traditional partners. The things that we have been able to move. Major projects, we haven't been able to move that without partnership with the Federal government and/or the state government in a lot of respects. With transportation for example, with LTD and the MX, we wouldn't have been able to build MX if we had to come up with our own local match. We didn't have it. We got the local match from the state. That is how we built it so far. Now the dynamics and formulas have changed on the Federal level. It is no longer 80-20 split. How it's more like 50-50 and we have to compete with other communities.

>> Nancy: You are describing the problem that has to be solved. The dynamics have changed, where with all to do this has changed, so that becomes part of what you have to incorporate in your strategies and what you are going to do. The landscape has changed fundamentally and some of the access to resources.

>> Evans: What happens when the Federal partner either retracts or recedes their original commitment. In some cases that commitment just flat-out disappears.

>> Nancy: This translates how the organization has to respond. We still want to be clear what we are seeking to accomplish. The methods, the means to get there we will have to iterate, they have to evolve based on the current landscape. That is the dynamic and the relationship back between staff and Council in terms of give them permission to figure out some solutions to bring back. This is what we want to do, plan for the future, be ready so that we can invest in economic development, future housing or be ready for those things what is it going to take. Give us guidance. We want happy land. Mayor?

>> Mayor Knudson: I think this topic is particularly interesting there's so many overlaps that connect to the other strategic focus areas in this area of work. The fact it is pulled out as separate really is a way of highlighting the fact that this is a huge area of work within the city of Eugene. It is larger than I think most people in the community realize. We touch infrastructure and we just presume that it has always been there, it is always going to be there and magically continuing to work. When it doesn't we hear about it immediately. This can carry the collective will of the body and the public, there's so much influence that the city has in this category related to economic development, housing production, and climate action. The framing may have pushed us into transportation. But as a goal, overlap with other categories, a thriving livable community has opportunity and diversity of wages and entry points to great infrastructure. Options for active transportation and reliable power and water. This category captures or braids together some issues that we discuss as being separate but that I see as being tightly connected. Nancy: Success here contributes to success in other areas.

>> Keating: I appreciate this conversation. You aren't wrong. It was transportation heavy. My post-it is the one with the other shoddy cartoon, the fewer bike deaths. We have had four bicycle related deaths in this community in the last year. There's a reason why multiple Councilors put zero bike deaths, safety concerns, vision zero goals realized. Insert the infrastructure pieces that you articulated so well without detracting. When we distilled this, we book ended our rocks with safety and reduced deaths to zero. We embrace both. But we failed on delivering the broader infrastructure piece. I would be remiss if I didn't mention the bicycle deaths and the dire need to be at vision zero mark for success.

>> Nancy: Let's take a deep breath, take a break, we'll come back and tackle the last two of these and kind of see where those take us. Then depending where we are with time, we have lunch coming in, until 1:30, I think we will have time to identify some of the key things to prioritize within the next couple of years. We may do -- we'll see how far we get but bring them back. Landing these conversations is really helpful. I want to say gratitude for the engagement is helpful. Take 15 so you can do whatever you need to do. We'll call it 20 after now, 25 till we'll come back.

>> Mayor Knudson: The Eugene City Council will take a break until 11:35A.M. [Short break]

>> Mayor Knudson: Thank you, welcome back to the July 1, 2026 workshop at Eugene City Council. I'll turn it back over to our team from RAFTELIS.

>> Nancy: We'll have a similar -- talking about organizational -- to staff. Community safety -- we're going to do -- sort of with the end in mind of -- [No audio] Nancy: Okay. So after we do that, and we kind of work through stuck looks like and how we define it, we will summarize and synthesize asking for permission to bring them back to you, July 13. But we're going to ask you then to give some thought to the next two years. What is most important to you. We'll do a similar countdown, 1-2. Don't talk with your mouthful. 1s work on community safety, and 2s work on thriving, livable community. When you are at a chewing breaking point, we have community safety where Jen is, the other farther off to the right to give space for the larger groups. Read the post-its, talk about what stands out, identify those themes, then bonus points for a draft statement. Sound good? Community safety, let's do this. Let's try to work through those conversations to resume by noon, 20 minutes for that conversation, there are larger groups. If we're ready earlier, great, but not going beyond that, I want adequate time for the conversation. [Discussion]

>> Mayor Knudson: I put over here next to Jen you are here. Instructive, want to acknowledge that, too. How did you approach the conversation, what are the themes that emerged. Randy?

>> Groves we took what we saw and broke it into three broader categories, recognizing some of them could have fit in multiple categories. Trust, perceptions, and how does the public see what we are providing. Lot about feelings, one on the far right, traditional police and fire and alternative service delivery, pieces like that. The last one was more about the outcomes and we were looking at it from a standpoint of measures and what we're trying to accomplish. Taking community feelings, building that into the operational piece, then measures for lack of a better term. If I didn't get it right, anybody in the group say manager.

>> Nancy: In the goal safety category, trust, belonging, safety those were the post-it themes what you are aiming for. Community that trusts one another, and the organization. People feel safe and they feel a sense of belonging and connectedness, they feel not disenfranchised from others. Is that fair?

>> Groves: I think so.

>> Nancy: Does that describe what you are aiming for, the vision, then, with some obviously framing of the words, does in a miss anything? How you operationalize this and track performance ties back to that. You can see the wheels.

>> Kashinsky: It feels a little, I guess for lack of a better word, I'm having trouble saying what does that actually look like. Okay, we feel very safe and trusting but what feeling safe.

>> Nancy: What does it take to get there.

>> Kashinsky: What kind of safety, where -- we know it what we see it? It's hard to articulate?

>> Nancy: I would ask the group, too, operationalize post-it notes, those are the thing that define a little bit of where you're activating making people feel safe, safe and security. That's maybe where we start to think about them in terms of how do we define it and how do we make these actionable. Thoughts on the post-its that were provided relative to those elements. Things you will do.

>> Keating: We submissions were in the operationalizing category. Shocking paw print or animal services are prioritized. But I submitted the support for the behavioral health and mental health stabilization. I should have started -- I don't see it. Law enforcement and first responders broadly. I appreciate breaking it down in buckets. They need more in outcomes -- more definition in the outcomes and measures.

>> Nancy: Part of the goal reliable response. That can be something that would build in. That could be in fire, police other services.

>> Keating: The best note on this, was the right person for the right response at the right time. Those three bullet points stand out. Kudos.

>> Nancy: Randy then Alan.

>> Clark: This is the third cat --

>> Groves: I'm not saying it's well flushed out at this point, I don't think any of them are but they're a starting point to build the full expectations in. But that's -- the outcomes and measures is the proof that it is working or not.

>> Zelenka: One of the things around community safety, perception and reality dissonance. People fear homeless sites like the opportunity to observe that sunset, the camp sites. They think they create crime. The statistics are just the opposite. They're actually safer around those. Downtown is barely safe but we have a perception problem. The community is safe but people don't feel safe necessarily.

>> Nancy: How you measure, maybe you need to measure the combination of perception and crime rates. Results and measuring what is going on, both sides of the coin help to tell the story narrative. How you are engaging. Maybe that becomes part of the organizational excellence.

>> Zelenka, and overcoming hyperbole making the political point, calling cities out for being hellholes when the murder rates have dropped for 10 years in a row and saying they're horrible.

>> Nancy: Pressures that are contributing.

>> Zelenka: It is hard to break through that.

>> Kashinsky: Trust and accountability, not just trust and accountability between the Police Department and first responders and residents but trust and accountability between residents. Not that I trust the police are going to pull over everyone that runs a red light to feel safe crossing a street. I need to have trust that our community members are going to be accountable to rules and not run red lights. Peep are taking responsibility and working together to kind of beyond just what we as the city are providing, how do we build that community. I don't know how to do that, but we aren't talking about that right now.

>> Nancy: With strategic planning and goal setting there are the things we do, what do we have ownership as an organization, then there's the broader view. This is a bridge for the next couple of years. As you think about what the next full strategic plan looks like. You have to have conversations around the audience and what are we aiming for. What is it that the city, capital city of Eugene is going to focus on.

>> Zelenka: People know it is wrong to run a red light but they aren't taking responsibility to do it. That's a different problem.

>> Nancy: Which we may look at later, you don't have complete influence and control over people running red lights. There is significant component to the work that is down in the bullet points. But just the fact that we take this time to put these up as areas of strategic focus and that is the beginning of telegraphing a lot of different levels of communication. That type of community responsibility that Councilor Kashinsky is raising is a really beautiful aspirational outcome. Much of the success of the work will come back to how we as a community are also engaging with these same sets of goals. To transparency, all of these things. There may be elements that find their home in there. How the organization interacts with and supports the community. This is important lens to bring.

>> Leech: I want to build on the accountability but where in the world are places with less crime, and it ties to this happiness quotient. Prevention piece, prevention looks so many different ways, it is beautiful parks that we make a lot of effort to keep nice and clean for families to come. It looks like appropriate response in every piece of our system. Customer service folks at city level to police and fire. Trusting the people that basically -- I've gone through a lot of collaborative problem solving trainings. It is really this concept of people do well if they can, not if they want to, not if they're trying really hard. Meeting them too create safe environment. Specking the budget language costly behaviors to be reduced. I put so much focus on the budget if we maintain what we needed to address urgent issues, I would put every extra dollar into that. That is our long term financial planning, reduce the

costly concerns that happen in our community, the big crimes, big mental health issues. I think of public health, healthy environments, people have opportunities for exercise, a lot of opportunities for nutritious food, farmers markets are going to reduce the number of times you save somebody who is having a heart attack. My lens is way, way over here. We often are in this land addressing the costly things. Trying to find the revenue to continue in this bucket versus over here. My happy land is having the ability to put a lot of resources over there. Thank you.

>> Nancy: What you describe in the last couple of them, I'm hearing it. Intersection between being a livable community. They are connected in a meaningful way. How those get shaped, how you define those, define success, how that shows up. Other comments relative to community safety.

>> Groves: Housing and homelessness fits in. I think it is good trying to look at our different categories and where the overlap points are.

>> Nancy: And the braid analogy that you used earlier is a good one with some of these pieces. That they WEAVE together. Naming them helps you get focus but recognizing the interconnectedness.

>> Groves: We can't solve all of the problems that way but reduces what our systems might look like in the future.

>> Keating: We have seen a decrease in violent crimes but increase in property crimes. I don't think that's meaning the community is unsafe. I have lived in three different addresses, one in southwest Eugene and two in southeast. Each residences my vehicle was broken into. One of those residences happened so many times I even stopped calling the police about it.

>> Stopped reporting it. I'm not alone. People encourage if you see something say something. It is important to put those on the books so we know where the patterns are and know that these are happening. I think the community, gut check, I think the community has responded, has started to report those smaller property crimes more. That doesn't necessarily correlate or translate to an unsafe community. I think that we are safer when we are all accountable and responsible to each other whether it's running a red light, whether it is reporting a crime, whether it is encouraging others to report what they see. The data can tell a difference story about the reality. I just wanted to point out when we look at -- we've moved on, okay, great. My cheat sheet isn't there. When we get down to the deliverables and the metrics, I don't want to harken apples and lizards, one thing might not mean the other.

>> Nancy: Let's hear about the next one. We have thriving, livable community. Who is reporting out on that one? Okay.

>> Leech: There was a strong role on recreation, keeping our environment clean and healthy, good customer service at the city with an equity lens. Economic development. Our community can freely access good jobs, a clean welcoming environment, recreational opportunities, library and cultural services, good customer service/value for the dollar, and feeling of belonging.

>> Nancy: Comments? No comment? From this group?

>> I feel like that that is all -- there's a lot there. Maybe all there. Gets to the heart what have we are working towards. As a city and community every day. Trying to -- my% natural orientation is to think about how would we see that as -- where do we need to see attention applied or energy applied in that collection of efforts. I don't necessarily have an answer but I think that we're having really active conversations at Council about several of those bullet points. All of them speak to the need to major innovate or shift trajectory.

>> Nancy: In what way?

>> To improve circumstances related to job opportunity and wage growth and career paths.

>> Mayor Knudson: That extends out to the community feedback that we hear around opportunity and careers but also in education and the quality of that experience and connectedness. Not just K through 12 but post-secondary. There is a lot that has to do with accelerating or looking for ways to more quickly retrofit existing environments that aren't supporting some of these outcomes. Trying to process if there's anything else that needs to be added to this. Or any kind of additional energy behind it. I don't have an answer. There are specific areas that it feels like we are trying to lean in to this work. I would say, with that environmental stewardship and climate is a big piece of that and connecting these dots. Also the qualitative aspects in the sense of delivering, return on investment, that is multitude of positives for people.

>> Kashinsky: I feel like within this group there are some places where we have very notable successes and strengths as a city. I think about our library system, park system. Those are areas that I think we as a city and our community are justifiably proud of. Because they are amazing assets that our community has. I think there are other places where we can do more that we're doing now, with the jobs, climate. What we are seeing where we need to focus, we don't want to lose places where we are strong. We don't want to sacrifice our strengths in order to expand areas where we need to do something.

>> Nancy: As we talk about these kind of longer term aspirational future states, right, that you are a division for what you want to create. Defining them is helpful so you can sustain the things that you have but work towards what you want to create. With an understanding of the current context. We are defining where you

want to go, knowing that some of these things may take time. You don't want to lose sight. Maintaining the cultural services that the residents already enjoy, maybe making improvements. But there will need to be, as you are contemplating budget choices and tradeoffs in the next round you have to evaluate what is a longer play, what are the things we are comfortable with making slow progress on. Accelerate when we're evaluate tradeoffs and choices. Keep the importance of where you want it to be is that you keep it in view. I also want to make sure there is an element of realism that we can talk about. As you are working through results of the analysis of the framework, where do we want to go and how do we temper the timing and pacing on some things over other things. If that makes sense.

>> Yeh: The only thing for me is feeling and belonging is that what it says? Feels a little too squishy for me. I think a thriving community acknowledges inequities in the community and is actively working to address those. If you are not, I don't think you are thriving. You think the feeling of belonging is not quite strong enough to say, to be able to use effectively.

>> Nancy: For a vision statement.

>> Yeh: Yes, it needs to be precise. I think this is fairly obvious but if something is a success but only a success for some people then we are failing.

>> Nancy: Or not as successful.

>> Yeh: Depends on perspective. I mean I think that we need to be very clear about that. So our community understands what we are using.

>> Nancy: I think the earlier conversation, Greg we'll come back, the community safety we talked about evaluating through metrics that look at quantifiable metrics and sense of thriving, sense of safety, whatever it might be. Inform where things are. You need to have a little bit of both of those things.

>> Evans: There's two examples that we have to kind of drill down in to. One is the library and the other is parks. Across the country, most libraries are done on a county or regional basis. Here in this area we have the Eugene public library, Springfield library, nothing on the county level. We just got an e-mail, at least I saw one e-mail that came through over the last few days that said we want to form our own kind of library district or whatever the case may be. To address those not annexed into the city, you want to be part of the library system, you have to pay to get into the library system. It's not part of your taxes. You pay a county base versus a city base. Same thing with parks. As was pointed out by Councilor Clark, you go to Springfield, you have Wilama lane, Eugene parks and rec, you have river road parks and they have their own pool, then you have countywide parks. So this goes back to whole governance issue. Within the context of how we move forward. Are we going to have to change, are we going to evolve into a different governance structure to be able to deliver the same level and quality services to our customer

base that has or will expand because it has to expand and we have to figure out a different way shall delivering those services at the same time understanding that we have to get over the governance issues first.

>> Nancy: How these wed together. We expect quality library services for our community, also we have limited resources or ability to level of expectation, we think where we do this. How do you get there it has to reflect current circumstances, financial realities, external pressures, it is that combination of letting you look at solutions to bring to Council with the expectation of this is what we are still aiming for. We want to hold on.

>> Evans: There's a place where we might not want to go. Land use planning. They created a metro system of government in order to coordinate the land use issues between the three counties -- Clackamas, Washington, and Multnomah. You don't see that as being an add-on. It becomes another body to deal with and coordinate with. We want to get away from creating new bodies but want to maximize what we have to provide the best and most efficient governance structure.

>> Nancy: Long term strategy and solution to the resource limitations and the expectations you have for the community.

>> Evans: Is the resource going to stretch. Like I said yesterday, we daughter-in-law worked for FEMA for 10 years, now the Federal government expects the local governments to pick up the services that FEMA provided. We do not have the capacity or capability that the Federal government does have to fly in and drop in people and services and food and resources to a disaster area that either we have partially planned for or haven't planned for in full because we are dependent on our partners at the state and Federal level to provide some backup for what we have already on the ground.

>> Nancy: Any effective planning has to have the broader landscape, who are the reliable partners, what are their resources. You start to get in under the hood of how are we going to approach this. What strategies might we pursue in order to be able to leverage or offset challenges that may come from other areas. Okay, any other comments on the thriving livable community? Lindsey?

>> Leech: I want to thank Councilor Yeh for bringing up the belonging. It is one of the most important while the others support my work. I see the impacts of isolation and not feeling seen, how that impacts just the perception of happiness in general. The solution of bringing community together really helps. We've seen it for a long time, we saw a lot of comments about bringing back Eugene celebration. This is such a small thing, but what does that represent. Represents a community that embraces that connection. I come from a small town in Nebraska, middle of nowhere. The thing you can't do is be hidden. If you only have like 1,000 people in the town everybody knows you and they know their business. What that does is sometimes it is uncomfortable but you feel seen. Feeling seen means you aren't

isolated. These are simple basic concepts. How do we make people and allow people to feel seen in their differences and how do we bring that connection into our community. We have done that in many variety of ways that have been extremely successful. Some other pressures and challenges have made some of those more difficult. Just thinking of that in a broader sense of how do we -- when we're building things always having that focus on connection and coming together, and who is excluded in that and who might not feel comfortable coming to those spaces. We just had pride this last weekend, pride march, sponsored march was cancelled because they didn't feel safe to do that for the first time in a long time. And why. Why are people not feeling seen, safe, like they belong in today's city.

>> Nancy: There's a lot. It is a lot to change the world, it is. There is change, pressures, circumstances that derive people's experience, collectively as a community. Important things in the day to day meeting the needs of the community, not easy solutions but things that inform choices. What can we do. Without feeling like -- there's always more you can do, things are missing and lack of resources, always. That is hard and uncomfortable. How do you prioritize, how do you figure out where we, the City, capital C of Eugene, can contribute to the quality of life. A thriving community. It's a lot, a lot. It is hard. There are choices and tradeoffs that are uncomfortable. As you continue to figure out, grow your budget, change your budget, all of those things. Opportunities about what we can do in the near term that doesn't lose sight of the community we hope for our future.

>> Mayor Knudson: To be thriving and livable is a lot. We're working on it. That I see where we started in the discussion, we have captured a lot of strengths and also being sure that we are applying attention.

>> I feel like the conversation in each area is well framed. There's work to synthesize and fine tune it. I think there are things that resonate around them. Strategies of interest to pursue. We'll come back on the 16th and put fresh eyes how that is taking shape. In light of the timeframe, we unfortunately can't change everything in two years. That's okay. That's okay. What I'm going to ask you to do is take a few minutes kind of reflect on the whole of the conversation, all five areas not just -- Zoom back. If there's one thing two years from now, today is July 1, July 1 of, what does that make, 2028. What is the one thing you can pursue. Take a few minutes, I get it. You aren't held to this but to hear from one another where is the focus, what is the one thing. Write that down and we can share it.

>> Groves: This is big picture not thriving community?

>> Nancy: For our conversations today we talked about from financial stability through thriving livable community. I want you to think about -- what is your one thing that is, like, BEE in your bonnet, we have to do this. Maybe a little step that's going to go to something longer, whatever. This is not saying nothing else will happen. Hear what people are. Here's your thing. We'll share. In two years, July 1 two years from now what are you going to be like. Thank goodness we were able to

do -- fill in the blank. Anybody city slickers? Yeah, remember? What's your one thing. Just what is it. That's for you to decide. That's for you to figure out. If you can do it in one word I'll give you a special gold star.

>> Nancy: Julie is going to capture these but I'll take it also. I want everybody to hear each other. Who is brave? Not get started with a run-on sentence. Matt?

>> Keating: It is broad invest in services that make Eugene shine.

>> Nancy: How do you know if that happened?

>> Keating: Based on the feedback over the last two days, I would submit that that includes but isn't limited to parks, beautiful spaces, one thing.

>> Nancy: What shines, what is in Eugene that is shining two years from now that you are proud of because you invested.

>> Keating: Come back to me.

>> Nancy: Totally, fine. It's harder than that. Who's next?

>> Zelenka: Adequate founding for homelessness and housing, I put it in a work session poll two years ago as one thing. It is one thing.

>> Nancy: Today is a new day. I want to hear it one more time.

>> Zelenka: Adequate funding for climate action, homelessness and housing.

>> Nancy: If you had one shiny thing --

>> Zelenka: They're connected to me, I won't let you do that.

>> Keating: Fewer people living on the streets by investing.

>> Are you going full Austin powers? I knew he wasn't done.

>> Nancy: Focus, fewer people living on the streets.

>> Keating: I have notes.

>> Nancy: I know.

>> Clark: I merged two into one.

>> Nancy: We have a pattern.

>> Clark: Adequate sustainability through adequate housing.

>> Nancy: I need more.

>> Clark: One is a large part of the solution to the other.

>> Nancy: Sustainable housing.

>> Clark: Building enough housing in our community goes a long way to giving us financial stability.

>> Nancy: That's your one thing, investing in building additional housing.

>> Clark: Sufficiently to do both.

>> Nancy: I'm trying to drill in, not trying to be mean but I need to get in --

>> Clark: Financial stability.

>> Nancy: But you have a method. You want to address financial stability.

>> Clark: Yeah.

>> Groves: We have landed two major employers providing 2,000 living wage jobs placing us on the path towards COE financial stability.

>> Nancy: Very specific, read that again.

>> We have landed two major employers providing 2,000 living wage jobs.

>> Nancy: Focused on bringing in sizable new business.

>> Groves towards a stabilized budget. The other half of affordable housing is living wage jobs. We have a dearth of right now.

>> Yeh: Tell our story.

>> Nancy: All right.

>> Yeh: I wrote more but --

>> Nancy: She's a quick study. How you show up with residents shall peeping people connected and transparent, not losing sight of that. Greg?

>> Evans: Mine is welcome to happy land. [Laughing]

>> Clark thank you.

>> Evans: Economic development. That said, unless we are building a strong and resilient private sector which we haven't done since the '80s when the timber industry tanked and all of those guys went in and got involved in commercial real estate. We need to be able to pivot to a more diversified economy. I think when I talk about economic development that's what I look at. More diversified economy, we need family page jobs to come out of that. That will also relate to having people pay more into the property tax pool. Balance our imbalance between our profit sector and nonprofit sector. Welcome to Haney land, Eugene, Oregon.

>> Nancy: The focus making progress in building a diversified economy, that's great.

>> Zelenka: That's three things.

>> Evans: You can smush them into one.

>> Leech: Financial viability is important. There are lots of things up on these boards that are substantially easier and more achievable if we had that financial stability. Focusing on economic stability, investing in local economy thriving. Ensuring appropriate funding levels to have the right person, the right response, the right time.

>> Facilitator: To complete the fire governance work that is under way. Two years from now to be able to have that stable as well. Okay.

>> Mayor Knudson: Am I the only one left? I thought about a couple of things, the first thing that I want to share is context, I remember a few years ago learning from some of our education leaders in Bethel. We were having a conversation about education and where we are trying to go as a community. Many people talked about oak lens as an objective. That is a resonant objective. But one of the thoughtful insights that came from this leader was that we are seeking excellence but we're always seeking relevance. Those things together are really central to how a community moves in ways that are aspirational but also deeply connected to the needs of community. That was -- July 1, 2028, that was what was going through my mind, the excellence and the relevance piece. I care about what I mentioned earlier having to do with the demonstration through outcomes of the full integration of the vision that we hold for sustainable economic development. For sustainability and economic development. Opportunity and the ways in which actions related to environmental stewardship and our local economy support each other. That's central. I tried to write something with that. Then it felt like it is a quadruple bottom line. That is the goal. We are talking about economic opportunity and we are talking about increased economic opportunity and increased climate action and improving quality of life. But specific to this wonderful place. Those actions specific to and calibrated to the needs of Eugene. And every time that we can reset a horizon line

for the capacity or the potential or the goals for our community we need to continually do that and keep putting these really big marks out for ourselves. As orientation points that they might not be within two years. We can deliver on a big vision through incremental action. I think we are starting to see some of that even in a handful of recent actions that City Council, city staff have been mobilizing around. That isn't one thing but never possible for us to do one thing and have it only be one outcome. I'm sticking with the quadruple bottom line.

>> Jen: What are the four things?

>> Increasing economic opportunity. Increasing climate action. And improving quality of life, belonging. But that all of those very specific to the community of Eugene. Very -- based in this place.

>> Nancy: Specific to Eugene?

>> Seeing that, demonstrating that. Very clearly. Two years from now we have a road map for what that looks like?

>> And backing up from there, yes, literal thing. The first piece of that would be demonstrating the full integration of sustainability and economic development vision. We have integrated these goals and they are aligned and working together with two of the sort of deepest largest oars that we have to put in the water.

>> Nancy: That helps, appreciate that. Comments or reactions? Comments to something that stands out to all of you, as you think about what your colleagues have said.

>> Keating they're all connected. That's the one thing that stands out to me. I mean we all had kind of different variations but they're all connected. Stating the obvious. Just to be able to turn off my MIC and let everyone else go.

>> Nancy: Any other reactions or comments? I hear it as the prioritize the foundation for the long term. I hear a lot of "long term" in this. Which is great. But kind of the initial -- maybe, and if I'm overtilting what I heard you correct me. But kind of getting the foundation solid and that is three-through your budget, through investments in kind of the elements we talk about today in terms of thriving community, economic vibrancy, whether it's through specific new involvement of companies or that support of the jobs and the foundation that create some of that thriving piece. Not missing out on the opportunity to engage and tell your story about what is going on. All right? So thank you for all of that. Let's do some kind of next steps. Kind of what to expect. It is a lot. I hope you feel like the dots are connecting when we come back I know you have questions or reactions.

>> Clark: Hopefully we're seeing the dots connect and I way shaking my head, I don't see the dots connecting. We are going to have a problem next year, I

haven't seen what the road is to fixing that. It's a short term problem that connects like he mentioned the other day -- earlier today. Yes we should be looking at the long term and we are. These things do. But they don't help us with the short term.

>> Nancy: What we have spent the time on is attempting to create a framework and tool for having conversations that do what you have just described. What is that path.

>> It is a framework, foundational. There are going to have to be next steps in terms of how you bring it to the community, how you engage with it, how staff applies the framework, all of these dimensions and elements may feel disconnected. You may remember, several slides ahead essential key elements for how bring it together is not going to happen in two half day sessions. But it sets concrete foundation that you can work from. I'm hopeful that the framework while not perfect will help to level the conversation. And the goals conversations we've been having do shed light on those things that you don't want to lose sight of long term. How then can staff move the needle in those directions while still evaluating what you are capable of doing with the resources available. Reactions?

>> Keating: Have we delivered in our conversations we have the last two four-hour sessions for staff, I'd love to hear from staff, is it more of a head scratcher now? Or are you like, oh, I see what Council is talking about.

>> Nancy: We'll still come back, we're loose, we haven't written the final words on paper. So let's give a little bit of space to that reflection. Then make sure it is clear and helpful. Jen, you want to --

>> Jenny Haruyama: There was a graphic that was drawn where it with a us a goals, strategies and measures for success. What this Council collectively has done for the first time, several of you have done this in the past. But you have begun to sketch out your long term vision for this community collectively today, sketched it. As Nancy said we'll put the final touches on it. That is an incredible first step. That gives me a lot of direction because it is helping to inform the shorter term strategies that we will talk about next year. You are still going to put your fingerprints on it. What is important is that you collectively have spoken today with one voice to the community and to staff. That's the first step. Now we'll start to refine that a little bit more and put more bones, meat on the bones for the shorter term strategies which many of you have spoke to today already. We have copious notes. I do think that actually there is some dots starting to connect. Although to Nancy's points not quite clear.

>> You have done a tremendous amount of, would. For that I'm appreciative.

>> Nancy: Thank you. Thumbs up, Jenny. You will be having conversations, you will continue to work on this. And this is, again, this is a two-year horizon that ultimately you will be navigating as you develop the budget and think about next

steps. How you have goals that start to take shape is important. How do you balance these things. Next steps, as Jenny said we have been taking copious notes. We have we have them visually and electronically through Jen. With all of that, also all of the activities in the post-its that we have available, our commitment is to at least bring back a synthesized version that you can react to when we reconvene on the 13th with fresh eyes. We have at goal piece and budget principles that we have refinement to do, then a reminder of the framework that didn't have modification but will be part of the puzzle pieces coming together our next steps are to take this together and get prepared to come back to you on the 13th. But there are steps to follow. We don't end on the 13th. Remy, you don't, the journey continues. We want to preview how do you engage from here. I will give to it TWYLLA to talk about the net steps.

>> TWYLIA: Your next wrap-up session is July 13. We are hoping that we get affirmation on the principles and service framework the from you all. You recall when I was here earlier with work sessions we talked about this being the beginning of a journey with different phases. Phase one is through the end of the summer break. Technical advisory group on fiscal stability, take 2.0, meeting with the city manager later this summer. That group. Then also the citizen members of the budget committee we'd like to meet with them over the summer and provide an overview of the work you all have done here today to bring those folks along as well. Then we would come back as you come back from summer break, we have a tentative work session September 14. You can bring any feedback or information from those groups, and really taking the service framework that you all have drafted. Just providing you, taking our current service set and taking a sort, how do those services and programs sort into the service framework that you all talked about, and you will be affirming on the 13th. As you recall we haven't revisited our financial policies in some time.

We anticipate a couple of budget committee meetings in October and November, full budget committee where we come and we would bring, staff would bring suggested revisions to our financial policies and additions. We have a conversation there along with potentially updates on budget methodology and pieces of that nature. Then financial policies come back to City Council in December for adoption along with your third supplemental budget of the year. That brings us to the end of the calendar year. All during this time period we create the next biennial budget. We are taking the feedback, budget principles, the framework, and your strategic vision that you have been talking about today. We will be Weaving those elements through the budget methodology and our budget to begin to develop the budget framework. We anticipate it might look different. We usually have a very prescribed schedule, the capital budget in February, and then come back with a series of budget committee meetings. We may have a different approach, staff are thinking about how might we engage differently and provide different opportunities as we engage with you as Council and also the community. As we think about developing what that looks like, that will be part of the information we will bring back along the way. Along the way. We haven't developed that plan yet. What we look at

as we think between today, your outcomes that you will be talking about on the 13th, and the proposed budget that you will be considering next spring.

>> Nancy: Questions? Yes.

>> Zelenka: I think this would be the fourth time, third or fourth time we have gone over financial policies since Mike and I have been on Council. They really haven't changed. At all. I'm wondering, this is more of an education process to get everybody on the same page? Or is there something new that will --

>> TWYLLA: The last time we had an overview was some time ago. In 2008 the budget committee, that was the last major conversation, kind of with budget on committee and Council in 2008. We do have updates, both to language, the world has changed, and also there's some new best practices and things that Council might want to consider memorializing, such as for instance we have a reserve shortfall target but not memorialized in the financial policies, best practices, the world has changed, there will be things we want to bring back. So there will be revisions to bring back and consider, and Council to adopt.

>> Zelenka: Thank you.

>> Nancy: Mike, then Eliza.

>> Clark: I can't tell if the light is on, sorry. My only question my last understanding from you, TWYLLA in presentation to us, is that next year's budget looks like current service level is still about 5.1 million dollars shy. Correct?

>> TWYLLA: With the mid biennium it will be about 1.4.

>> Clark: We've talked about long term budget and visioning strategies, I don't yet understand how that connects to next year's discussions and whether it involves increasing revenues or cutting services. To get to that point. I'm hoping, am I hearing you say we're going to hear more about that on the 13th?

>> Nancy: Not on the 13th. But the tools that we have been developing or talking through including the goals as well as the evaluation framework and the budget principles those are the methods that staff will be able to evaluate and bring proposals to you. Jenny or TWYLLA, if you want to speak to this.

>> Jenny Haruyama: It is going to be a combination of both. We aren't here to find solutions for cost containment or revenue. You will have both presented to you. In order for us to know how to present a budget that represents your goals and priorities this is why we have the conversation.

>> Clark: Excellent.

>> Nancy: The budget conversation is a longer term conversation.

>> Kashinsky: I may have had the opposite concerns of Mike. This has been discussed as the long term financial planning conversations. And we have done a lot of planning with sort of broader strategic planning discussions. More details how do we work with our budget for the next year. I don't feel like we have had a really good strategic conversation about how do we approach the long term gaps within our budget. I can hear different Councilors having different visions of what that strategy might look like. We have kind of hinted around the edges of that but haven't said, okay, these are the -- this is the path, this is the path that we need to walk down to get to the financial stability happy land. So I'm wondering where those conversations fall into this plan for the next phase. Because what is up there is very specific to how we're building next year's budget not how we are starting to take the actions that we need to take, build that longer term stability.

>> Jenny Haruyama: Yes and. We need to be clear where we are going before we can start that conversation can Council. That's more nuts and bolts. We need to talk about what we present to you to inform the how in which we get there. Right now we need clarity on what our vision is, the collective vision for the community. Then figure out what is it that we need to do to get there. Whether it is to expand or contract, invest, generate revenue. A combination of all of that. I think we're getting there. The first step today was just more of the bigger picture because that will inform the strategies that staff is going to present to you. We can certainly build in this process, more conversation around the nuts and bolts if that's the desire of Council.

>> Evans: I look at this in a slightly different context when I start thinking about it. Is that we have a health situation. We are continually managing crises across the board. What we don't look at, the more broader context, the chronic situation that we're under. Diabetes you aren't going to cure it but you have tools in the tool box to manage it, to address crisis situations, also understanding that diabetes affects other parts of the body and other maladies that come about because of the nature of the disease. We have a disease we're permanently saddled with, money. Or lack thereof, that's the problem. It is chronic, isn't going away. We always within that context are dealing with crisis points that are coming along that we have to address in the now versus how we are managing ourselves for the long term so that we can stay alive as long as possible, with the right management tools to manage a chronic financial situation. Where we have to get money, how we do it, where our partnerships are, all of that. That's the way I frame it in my head, chronic versus crisis, crisis and chronic at the same time. That we are continuing to manage. We're managing emergency situations on the regular.

>> Nancy: It is complexed by the nature of where courses of revenue come and how they fund different parts of the, on. It gets complex quickly. What I am hearing and tell me if this is reflective of the what I'm hearing in terms of concerns around next steps. Where, within the levers available, what is the conversation and

what is the agreement in terms of what you are interested in and willing to pursue. Is that part of the -- no, yes? I see both. We've been talking about a framework and tools. What do you want to -- what's important to you collectively, those are the conversations we've been having today. Also conversations around the analytical tools and the guiding principles that will inform conversations through staff and then through you in terms of your choices. What I'm hearing is when are we going to talk about what we're willing to do in terms of the levers we want to pull. Are we going to pursue new revenue? Or consider different alternative service deliveries? Stop doing certain things. Those are the questions that I'm assessing here. I just want to check that assumption, is that the missing piece?

>> Keating: Picking up on that and inspired by the medical metaphor, in the pursuit of revenue -- I see all layers of government make the same mistake, they swing for the fences. They want to hit that home run and that's the revenue cash cow that will save the day. Rather than play small ball, get 'em on, get 'em over and get 'em in to win the day. I would love to see us pursuit of revenue conversation that we look at things that might not fundamentally save an entire thing but rather what are the small -- what are the many multiple ingredients that make up the STEW or the soup, moving from medical to baseball to food. But I hope -- yeah, welcome. So my one thing in that pursuit of revenue let's do a series of small things. That will add up to doing things.

>> Nancy: Within the analysis and the framework that we talked about yesterday, and the decision options, right, how you evaluate service delivery models, think about revenue choices, those are all of the conversations that we will have to follow, that's the structure to have the conversations in order to, you know, move in a direction that is more sustainable and stable to the Council. Alan then you.

>> Zelenka: What you are going to bring back on the 13th, what is going to happen on the 14th, that would be helpful to know. That's the road map.

>> Clark: You said for example, you put out a choice there. Are we going to talk about service containment, cost containment and service restrictions or new revenue. We aren't at the point where we define what new revenue means.

>> Nancy: That was my point. Those are the conversations that I'm feeling that you are, how do we have a conversation. That is part of the evaluation through the framework and bringing back ideas. Please jump in Jenny or TWYLLA. This might answer immediate next steps. We want to affirm, clarify, set the direction regarding the budget principles around the framework. Coming up with proposals to consider and define what success looks like in those areas. Those are the three things that we imagine bringing back on the 13th. Two of which will probably be, hopefully, kind of fresh eyes to see the budget principles, the goals which is what points to a direction of what you care about. The work that is to follow is outlined here. Deeper dive.

>> TWYLLA: We are hearing different things, the levers and pieces, is like the smaller, when I say smaller, how we're evaluating choices and bringing information back to you. What I'm hearing as well, the city manager alluded to, what are the levers that you want to consider and how do we bring all of the pieces together as you think about the long term vision, strategies, what the city manager suggested. We need a little more -- this is a great first step. We need a little more conversation and we will be weaving some of these pieces in as we work with you kind of as we work towards the budget. I know that's not a clear answer, but I think part of it is, working to understand some of those pieces more. On the 14th it was really to come back based on what, the outcomes on the 13th, if there are other pieces we need to bring back. The way I was envisioning the 14th is taking the service trail work and taking our current service set so you can see how we operationalize the framework, the services and programs flow, along with new information or considerations that we want to bring at that time. It was thinking about the service framework. So you can see what it would look like with the current service set.

>> Zelenka: I thought you were bringing that back on the 13th then we comment on that --

>> TWYLLA: We need a little more time, we'll bring it back on the 14th.

>> Mayor Knudson: There's work weeks just to clarify.

>> Nancy: And keep in mind that this is, we're July 1. You are aiming for adopted budget a year from now. There are steps that have to occur, and there will be lifting that has to happen.

>> Mayor Knudson: I want to offer as a reminder to that point in terms of the time that we have with just a few weeks until Council break, we have a meeting next Wednesday, meeting following Monday and meeting on Wednesday, that is the duration of our currently scheduled meetings for this body until after labor day. This is coming back quickly with synthesis from these discussions. And I think the time over that Council break, staff will be working intensively is needed to bring really good information back in September and be able to see that clearer, bigger picture.

>> Nancy: All right.

>> Mayor Knudson: That was not the comment I was hoping to make and I was in the queue, I'm not sure where. I don't want to go into that --

>> Nancy:.. Lindsey looks like then Mayor we'll come back to you.

>> Leech: I want to appreciate this process. Partly I see some frustration how high level we are. But I think it is really important work that we're doing right now

that we haven't gotten a chance to do. Alan mentioned a few years ago putting in a work session poll request for figuring out climate and housing funding mechanisms. We started down that line and suddenly it was not funding for climate and housing, it's oh my God we have a huge structural gap. Diving into a revenue committee. And we didn't do this work as a Council before that revenue committee, we -- Alan and I Eliza was there as budget committee, we were in the committee just had a big book of revenue options. And I think what came out of it was good but what didn't happen first was a broader community Council-led vision and values that allowed us to communicate with the broader community about the why and the how and really collectively coming together with the need, and how we're going to get from the need to the funding mechanism and how that funding mechanism is going to lead into the outcomes that we are looking for. It got muddled in there. By actually starting here I think that we're going to be able to -- whatever we come up, whatever levers are there, maybe we make more cuts, maybe we have more revenue, maybe we bring in other strategies. It's going to be because we have done this slower, deeper process. I think the outcome is going to be more accepted and it will feel better as a Council. As a community. I want to appreciate the work that we're doing together in this process. And I'm looking forward to the next steps.

>> Mayor Knudson: I will add to that that I think this is new work, in the sense that having a new city manager, having this body spend time looking at the strategic plan, and refreshing it so that we can be more tightly oriented in the short term and also with the long term trajectory. For those who are listening, our current strategic goals by focus area -- urgent community needs, communication and outreach, cultural belonging and organizational well-being. Those have been category the most similar reference points to this I think six areas of focus that we have discussed today. Which I think give us a much clearer sense of the orientation of this body in the near term strategic work. I'm personally comfortable with now taking everything from this very robust conversation over two days and being able to empower and enable our staff and our expert resources to take that and mill through it. The leadership that is being offered by this body both in providing that feedback and saying we now want to see what comes forward from these inputs is right in the pocket in terms of where we should be as a body trying to guide policy and the near term and long term stability and opportunity of the community. I'm looking forward to this work and appreciate the fact that we have covered so much that is foundational and formative to what we are trying to do in just two four-hour sessions, we have covered an enormous landscape of points of input.

>> Nancy: When we come back on the 13th and we bring the pieces together hopefully you will see that. The fruits of that work, too. It has been -- we have covered a lot of terrain. As I said at the beginning. We could probably have spent our whole time on any one of these topics. We covered a lot. I think in a productive way that will frame it together. You can decide. The objective here is to give the tools and to give the framework that will equip staff and you for future conversations. It is foundational work and big picture. Hopefully you feel satisfied.

>> Zelenka: [No audio] all right, this is really loud now. Now let's try three. One of the lessons learned for me is something that was brought up by Lindsey, this is for the Council, when these processes are Council-driven, they end up having the outcomes that Lindsey was talking about. When they're staff driven they do not. The strategic plan that you referred to, nobody on this Council ever refers to it, it wasn't a Council strategic plan, it was staff-driven. That revenue committee that was staff -- by Council direction by the way, I voted no, but having these processes be Council driven creates a different way of creating it, comes out with different outcome and creates a different buy-in that then can be implemented by staff. It needs to be at the Council level. Otherwise it doesn't have the same weight and the same outcomes.

>> Nancy: Okay. Hopefully you feel that there was space to have those conversations and to provide input that we will revisit on the 13th. You are providing the clear direction around what matters, what are the tools that you want to employ in order to have continued conversations. To provide clear direction to staff. Mike?

>> Clark: I have a question. I don't know, because I'm not sure of the staff involved and I don't see them here for the ones that I think are the case. My question is this. The Council has had a very good couple of days on strategic planning, with? Specific emphasis. How would the rest of the community know if they weren't watching channel 21? What is the plan for telling our story?

>> Jenny Haruyama: This will be pushed out, we have a comms approach to communicate to the community. This is the first meaningful step and there are more. We're packaging this together. Yes, I hear you, it will be happening.

>> Clark: I'm not doubting you, I'm just asking because I don't know. So we have a communications plan and this will be pushed out on social media through our net news?

>> Jenny Haruyama: Yes, and we'll continue to do that through the process of budget development. Points of communication already designed in the past two days the first two and this will be going out.

>> Clark: Thank you very much.

>> Nancy: Okay. Any other closing thoughts or questions? Regarding next steps. Let's just conclude with, as we began, we asked, thank you TWYLLA, I asked your hopes at the beginning of our time. In one word how are you feeling about where we are going? I recognize it is still squishy. But a little closure for today and get to see you in two short weeks to revisit some of these things. Quick wrap-up, how are we feeling? We'll conclude with Matt. You want to start it off Randy, around the horn.

>> Groves: North. I'm still confused but I trust.

>> Clark: I wish I could give you a better answer than I'm not sure. I do, like my friend, trust on the 13th it will become clearer to me what some strategic next steps are.

>> Yeh: I think this was a good start.

>> Leech: Generally positive.

>> Mayor Knudson: Ready.

>> Kashinsky: Okay.

>> Evans: Headed true north.

>> Zelenka: Hopeful.

>> Keating: Confident.

>> Nancy: The real mettle will happen on the 13th, we'll ask that question again, hopefully at that point you will feel clear and content and optimistic and these sorts of words. I appreciate that, I get it. This was a big first lift. We never anticipated that we could get across a finish line for your whole budget strategy in two four-hour sessions. But I believe there are tools and foundation here that will inform your next steps. I was to offer a word which you didn't ask me to do, but I would say hopeful and confident. You guys got this. I think you have had, you know, lots of meandering, perhaps, lots of conversations over many years. I'm hoping that this brings you together in a slightly different way than maybe you have experienced in the past. That is foundational to future conversations which will be uncomfortable no doubt, that's okay. All right, that is what we have. Thank you, Mayor.

>> Mayor Knudson: Thank you. I will close us out. I will say thank you to Nancy and Jennifer and to Julie and RAFTELIS for guiding this conversation over the last two days. Thank you to the city manager and executive staff, our teams for being here and thank you City Council for dedicating this time yesterday and today. We will come back and pick up this discussion on July 13 and I now close the July 11, 2026 City Council workshop.