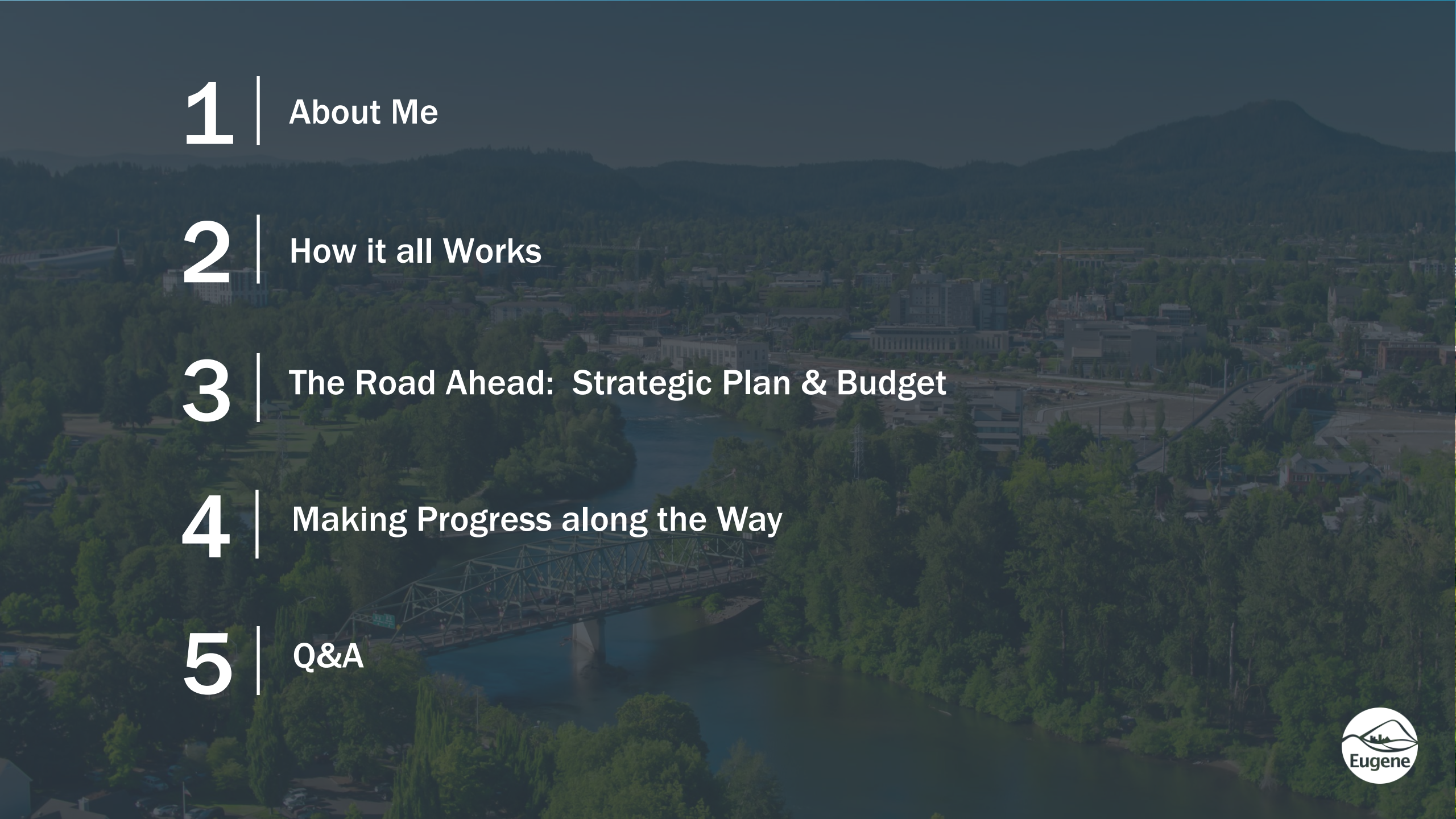


Leading Eugene Forward:
Governance, Challenges, and Community Progress

Jenny Haruyama, City Manager

November 2, 2026



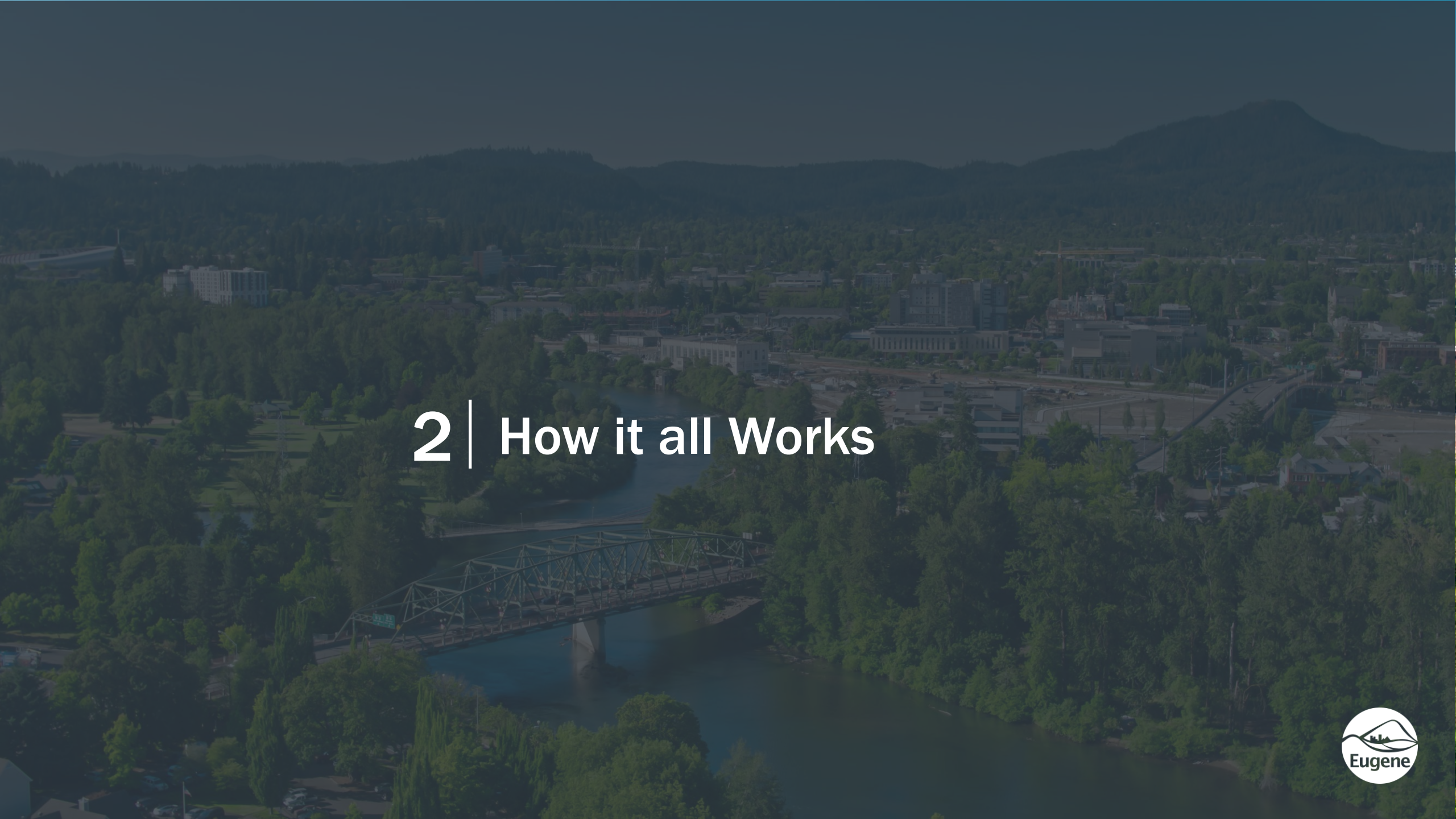
1 | About Me

2 | How it all Works

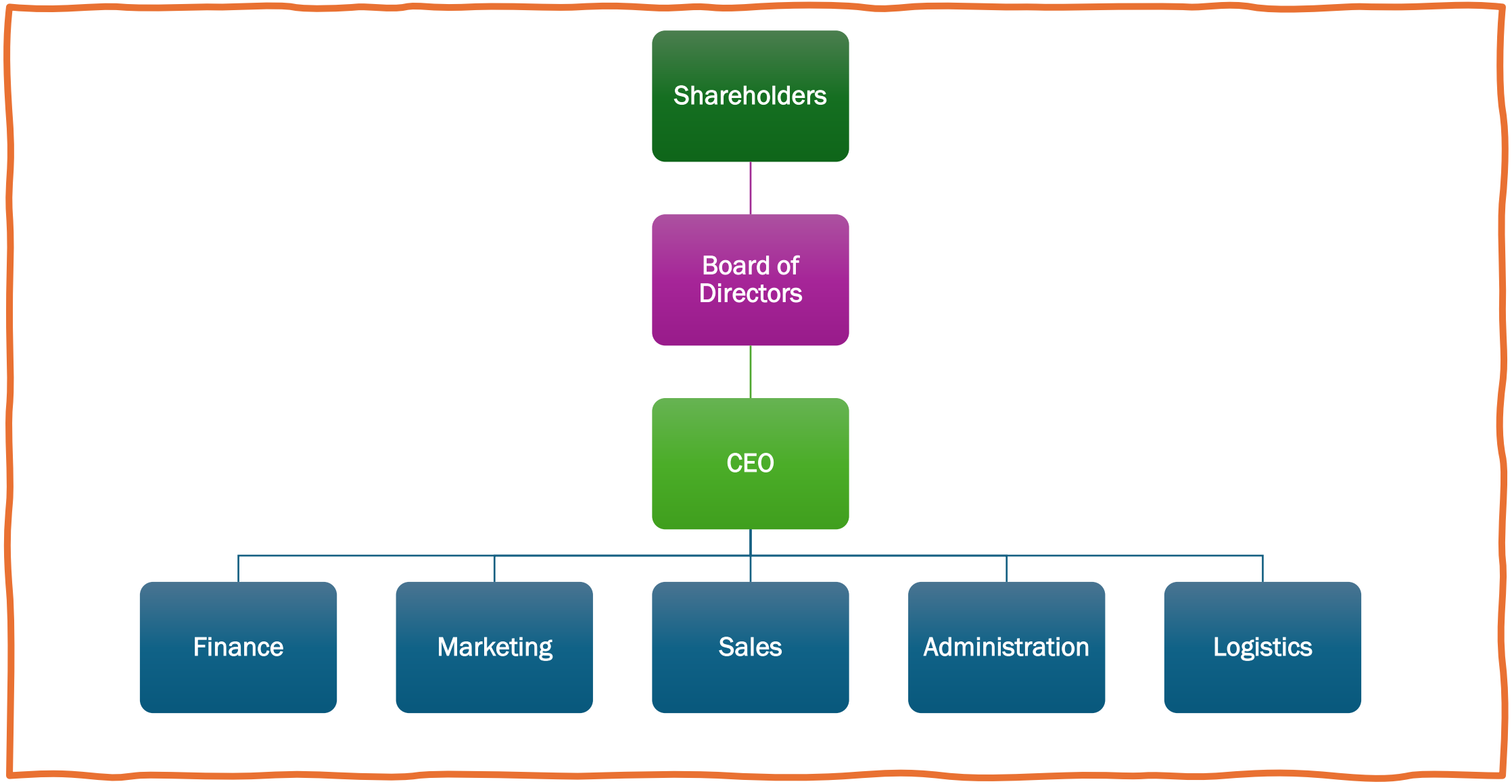
3 | The Road Ahead: Strategic Plan & Budget

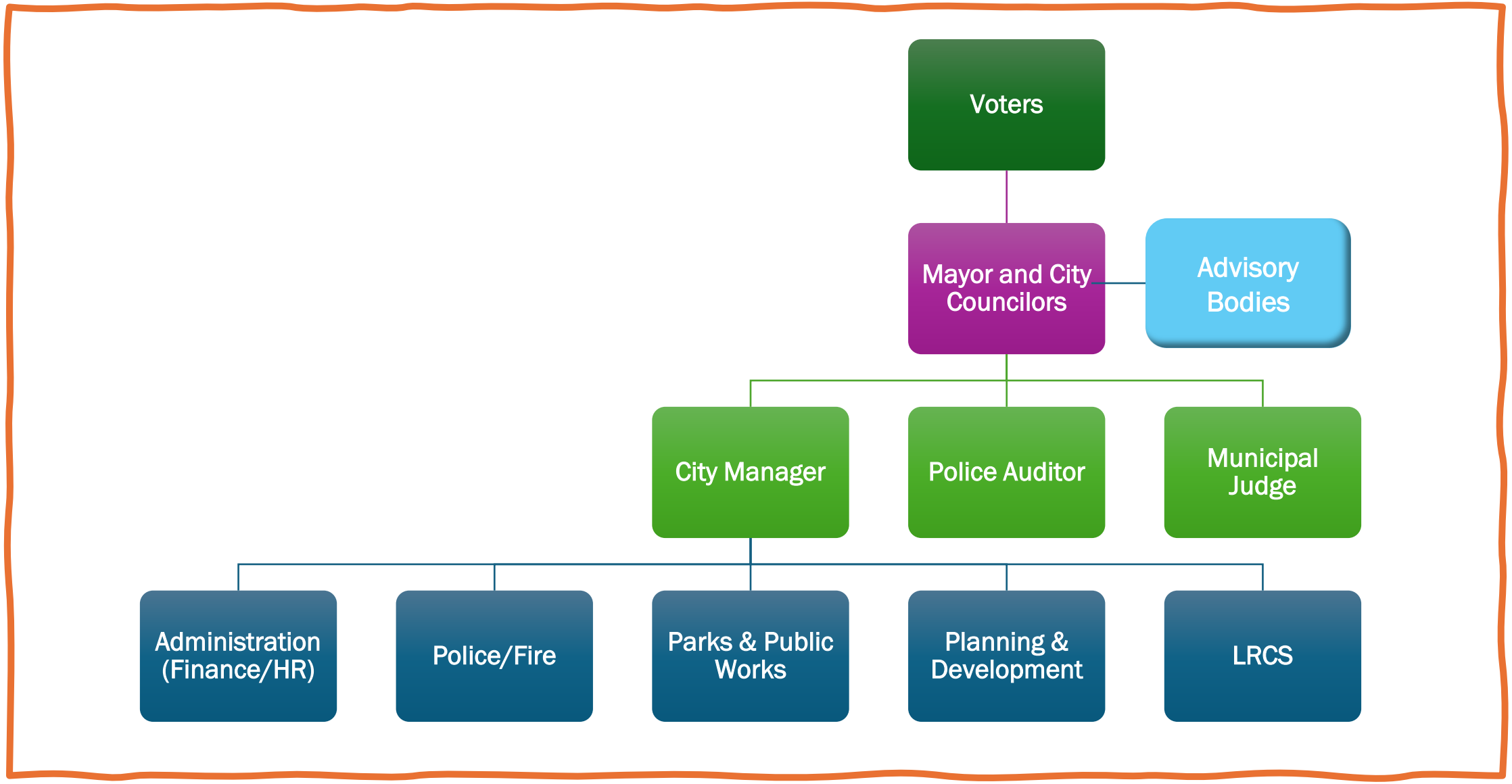
4 | Making Progress along the Way

5 | Q&A



2 | How it all Works


Shareholders
Board of Directors
CEO
Finance
Marketing
Sales
Administration
Logistics


Voters
Mayor and City Councilors
Advisory Bodies
City Manager
Police Auditor
Municipal Judge
Administration (Finance/HR)
Police/Fire
Parks & Public Works
Planning & Development
LRCS


Neighborhoods
City Council
The "What"
Advisory Bodies
Stakeholders
City Staff/
Community
Partners
The "Who"
City
Organization
The "How"



3 | The Road Ahead: Our Strategic Plan & Budget

Strategic Plan Framework Five Strategic Focus Areas



Financial Stability

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

- Align Resources Through the City's Service Framework
- Build a Long-Term Financial Stability Plan
- Strengthen and Diversify Revenue



Community Safety

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

- Strengthen Trust and Transparency
- Ensure Timely, Effective Emergency Response and Resource Allocation for First Responders
- Reduce Crime and Strengthen Code Compliance
- Strengthen Partnerships and Services that Support Behavioral Health, Crisis Response, and Prevention/Early Intervention



Thriving, Livable Community

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

- Sustain Eugene's Library, Parks, and Cultural Programming
- Expand Economic and Job Opportunity for Shared Prosperity
- Keep Public Spaces, Parks, and Waterways Clean, Safe, and Accessible
- Advance Community Resilience, Climate Action, and Environmental Stewardship



Housing & Homelessness

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

- Increase and Accelerate Production of Diverse Housing Types
- Remove Barriers to Housing Production
- Coordinate Regionally on Homelessness Response
- Support Access to Services that Help People Achieve Long-Term Housing Stability



Transportation & Infrastructure

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

- Advance Transportation Safety
- Invest in a Connected Multimodal Transportation System
- Modernize and Maintain City Infrastructure to Support Community Needs
- Pursue Funding Partnerships for Infrastructure Investment

Eugene



Community Safety

Council Success Statement

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

Council Strategies

Ensure timely, effective, emergency response and resource allocation for first responders.	Strengthen partnerships and services that support behavioral health, crisis response, and prevention/early intervention.
Reduce crime and strengthen code compliance.	**Strengthen trust and transparency.**

Organizational Tactics

Create a public-facing dashboard featuring safety-related data from across the organization.

Implement an enterprise-wide single technology platform that allows community members to report issues, request services, and access city information through one centralized interface. Develop new processes to improve the feedback loop and accountability for community members on how reported incidents are resolved.

Review existing community engagement and conduct any additional outreach needed to understand trust and transparency issues across demographic groups and create an action plan to address them.

Service Framework

A guide to understanding and prioritizing the services our community relies on.



Required Services

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

Key Question

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

Essential Services

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

Key Questions

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

Community Services

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

Key Questions

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

Strategic Priority Services

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

Key Questions

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

Budget Decision Lens

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

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

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

Eugene

Adopted Budget Principles

A strong financial foundation for a stronger Eugene

1 Promote Transparency and Shared Understanding

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

2 Prioritize Core and Essential Services

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

3 Advance Financial Stability through Continuous Improvement

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

4 Connect the Budget to Strategic Goals

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

5 Align Ongoing Commitments with Sustainable Funding

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

6 Invest in the Workforce Needed to Deliver Services

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

7 Strengthen and Diversify Revenue Sources

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

8 Use One-Time Resources for One-Time Purposes

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

9 Make Decisions with a Long-Term Perspective

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

10 Maintain Strong Financial Reserves

Preserve the City's financial stability by maintaining:

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

Strong Finances. Stronger Community. Brighter Tomorrow.

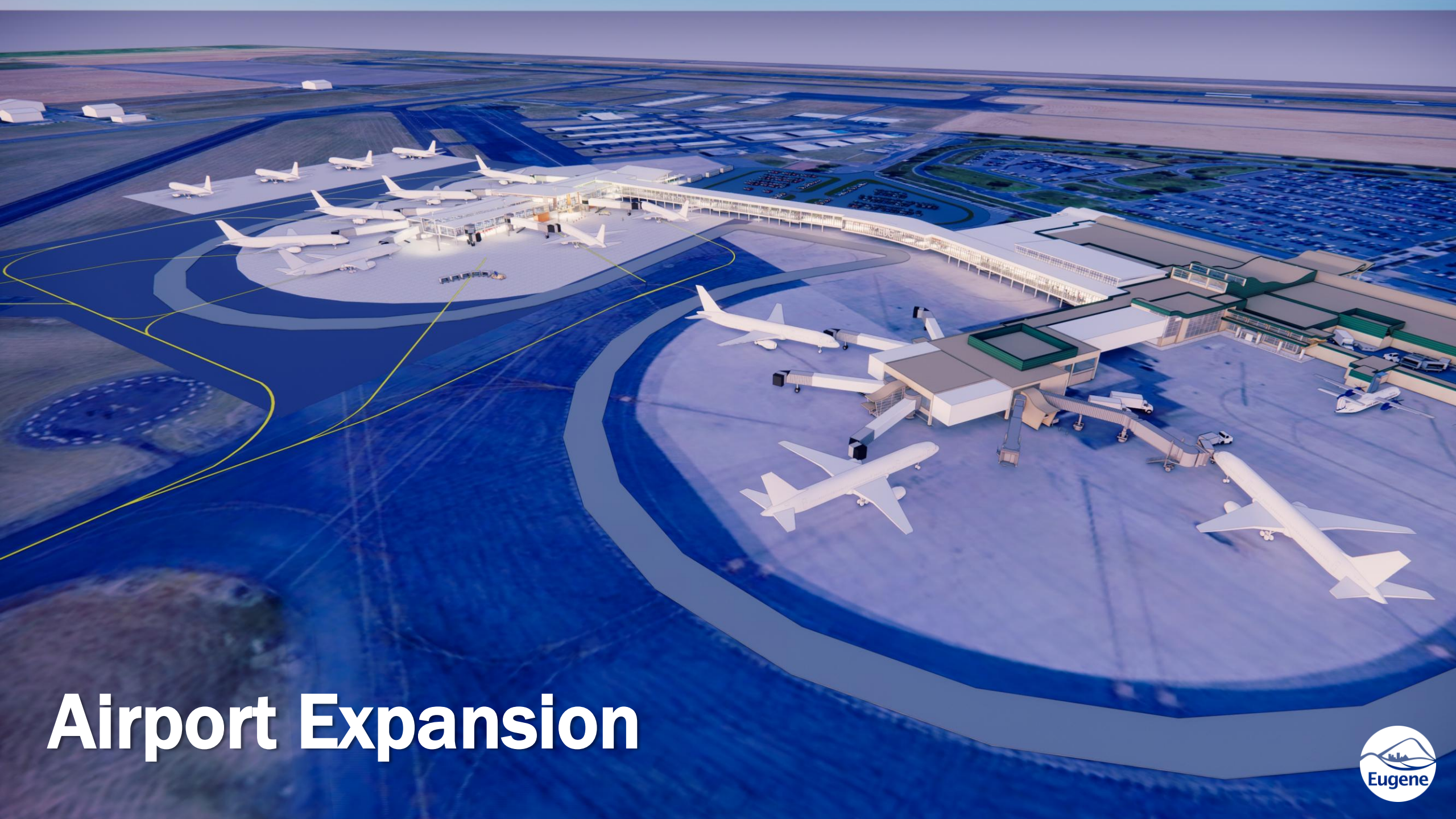
Eugene



4 | Making Progress Along the Way

SWVIC


REGIONAL EXPANSION
AGRICULTURE
FOREST
LOCAL EXPANSION
GROWING BUSINESSES
RECREATION
DOWNTOWN
INNOVATION HUB
NEIGHBORHOODS
CAMPUS



Airport Expansion

Steam Plant






1059 Willamette

North Butterfly Lot



Peer Navigation Program











5 | Q&A

Topics of Interest



Planning and growth



Annexation



Housing needs



Emergency preparedness