



**Eugene City Council**

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# EUGENE CITY COUNCIL AGENDA

November 12, 2014

12:00 PM CITY COUNCIL WORK SESSION

Harris Hall

125 East 8<sup>th</sup> Avenue

Eugene, Oregon 97401

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Meeting of November 12, 2014;  
Her Honor Mayor Kitty Piercy Presiding

**Councilors**

George Brown, President	Pat Farr, Vice President
Mike Clark	George Poling
Chris Pryor	Claire Syrett
Betty Taylor	Alan Zelenka

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**CITY COUNCIL WORK SESSION**

**Harris Hall**

12:00 pm    A.    **WORK SESSION:  
Judicial Evaluation Committee Report**

12:45 pm    B.    **WORK SESSION:  
Eugene Springfield 2015 Consolidated Plan Update**

*\*time approximate*

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# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




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### Work Session: Judicial Evaluation Committee Report

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Meeting Date: November 12, 2014  
 Department: Municipal Court  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: A  
 Staff Contact: Alana Holmes  
 Contact Telephone Number: 541-682-5765

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#### **ISSUE STATEMENT**

This work session item is an opportunity for the council to review and accept the report submitted by the 2014 Judicial Evaluation Committee as part of the formal evaluation of Presiding Municipal Judge Wayne Allen. Eugene Code 2.011 requires a formal citizen review of the Presiding Judge's performance in the last year of the judge's four-year term.

#### **BACKGROUND**

Presiding Municipal Judge Wayne Allen was appointed by the council in 1994, and is in the fourth year of his current four-year term. The last formal evaluation was conducted in 2010, at which time the council reappointed Judge Allen and directed City staff to renew his contract for another four-year term. On July 28, 2014, the council appointed the members of the 2014 Judicial Evaluation Committee.

#### **RELATED CITY POLICIES**

The Municipal Court has concurrent jurisdiction with Lane County Circuit Court for violations and misdemeanor crimes in Oregon statute and in Eugene City Code, including all traffic offenses. The Municipal Court has sole jurisdiction over all parking offenses which violate City Code. Municipal judges have the authority to adjudicate cases, impose fines and other sanctions, issue warrants, summon jurors and perform all other judicial functions, according to Oregon statute governing justice courts, Eugene Charter and Eugene City Code. The judges are part-time independent contractors, not employees of the City. The Presiding Judge is appointed by the City Council.

Eugene Code Section 2.011 governs the appointment and evaluation of the presiding municipal judge. In the fourth year of the judge's term, a formal evaluation by an ad hoc citizen advisory committee and public hearing are required. The advisory committee is required to be at least five members, with at least one member of the Human Rights Commission, two attorneys familiar with the Municipal Court, and two other persons generally familiar with the judicial system. On July 28, 2014, the City Council appointed the following individuals as members of the 2014 Judicial Evaluation Committee to conduct a formal evaluation:

Human Rights Commission representative:

- Ken Neubeck

Attorneys familiar with the judicial system:

- Joe Connelly – Defense Attorney
- John Kilcullen – Local Attorney and former Municipal Court Judge

Others familiar with the judicial system:

- Eric Richardson – NAACP President
- Francisca Leyva Johnson – A former coordinator for Court Paso a Paso program
- Kathy Cunningham – Springfield Municipal Court Administrator

The Judicial Evaluation Committee conducted outreach by sending out a total of 364 surveys to defense attorneys, prosecutors, interpreters and advocates, police officers, University of Oregon Public Safety, other judges and court staff, and community partners such as Centro Latino Americano and Mediation Services with a 16 percent response rate. The compiled survey responses are included in the attached report and show that overall these stakeholders strongly agree or agree that Judge Allen continues to meet performance standards in the six categories assessed. In addition, the committee reviewed court performance data, defendant survey responses, complaints filed, and had a discussion with Judge Allen about court issues and accomplishments since 2010. A summary of their findings is also included in the attached report.

A subsequent work session is scheduled directly after the committee's report for council to discuss the evaluation report findings with Judge Allen. A public hearing is scheduled for the council meeting on November 17, 2014. At the November 19, 2014, council meeting, a work session and action item is scheduled for the council to consider reappointment of Judge Allen, or to direct staff to begin a recruitment process for a new Presiding Judge. Judge Allen's contract expires December 31, 2014.

### **COUNCIL OPTIONS**

The council has the option to accept or not accept the 2014 Judicial Evaluation Committee's report.

### **CITY MANAGER'S RECOMMENDATION**

The City Manager recommends that the council accept the 2014 Judicial Evaluation Committee's report on Judge Wayne Allen's performance.

### **SUGGESTED MOTION**

No motion required.

### **ATTACHMENTS**

A. Cover Memo to Council: 2014 Judicial Evaluation Committee Report and attachments

### **FOR MORE INFORMATION**

Staff Contact: Kristie Hammitt or Alana Holmes  
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## Attachment A

### Memorandum

Date: November 5, 2014  
To: Mayor Piercy and City Council  
From: Judicial Evaluation Committee  
Subject: 2014 Judicial Evaluation Committee Report

Attached is the 2014 Judicial Evaluation for Presiding Judge Wayne Allen. The committee completed the fourth year formal performance evaluation as required by Eugene City Code 2.011 (1) and (2) adopted by the City Council in June 1996. The report includes a summary of survey data collected and evaluated by the committee, the Committee's discussion with Judge Allen, and court activity and performance data. All of the information was used to assess Judge Allen's performance in making a recommendation to City Council.

Judicial Evaluation Committee representatives will give a brief presentation and overview of the process to City Council on November 12.

We look forward to discussing Judge Allen's performance with you and thank you for the opportunity to participate on the evaluation committee.

# **2014 Judicial Evaluation Committee Report**

**Presiding Judge Wayne Allen**

## **Committee Members:**

**Joe Connelly**

**Kathy Cunningham**

**Francisca Leyva Johnson**

**John Kilcullen**

**Ken Neubeck**

**Eric Richardson**



## 2014 Judicial Evaluation Committee Report

### City Code Process

The process for selecting and evaluating a presiding municipal court judge is governed by Eugene City Code 2.011 (1) and (2), which the City Council adopted in 1996. The City Council selects a presiding municipal court judge to serve a four-year term. During the four-year term there are three levels of evaluation:

- A *self-evaluation*, submitted to the council following the first and third year of the term;
- An *informal evaluation*, including peer feedback, submitted to the council after the second year; and
- A *formal evaluation* conducted by an advisory evaluation committee during the fourth year of the term and requiring a public hearing.

Judge Wayne Allen was appointed presiding municipal judge in 1994. He is currently completing his fifth four-year term in 2014.

City Code requires the formal evaluation to be completed by an advisory evaluation committee composed of “not less than five persons, including at least one member of the human rights commission, two attorneys familiar with municipal court, and two other persons generally familiar with the judicial system.”

The committee, comprised of the following members, was appointed by City Council on July 28, 2014 to conduct the *formal evaluation*:

Human Rights Commission representative:

- Ken Neubeck

Attorneys familiar with Eugene Municipal Court:

- Joe Connelly – Defense Attorney
- John Kilcullen – Local Attorney and former Municipal Court Judge

Others familiar with the judicial system:

- Kathy Cunningham – City of Springfield Municipal Court Administrator
- Francisca Leyva Johnson – Former coordinator for the Court Paso a Paso program
- Eric Richardson – NAACP President

### Evaluation Process

The evaluation process began in September 2014, following City Council appointment of the evaluation committee. The committee held its first meeting on September 9, 2014. At the first meeting the committee discussed their role and scope, received a binder that included judicial evaluations conducted during the four year appointment period, and approved a timeline and process for the 2014 evaluation. The process adopted for the evaluation included five meetings from September to November as well as the following components:

- Evaluation and selection of criteria to use for the evaluation;

## **2014 Judicial Evaluation Committee Report**

- Review of court activity data and performance data from 2010 to 2014, including complaints, customer survey responses, and judicial evaluations conducted during the four-year appointment period;
- Overview of court programs and policies;
- Tour of Eugene Municipal Court;
- Surveying different populations of stakeholders and community partners for evaluation input;
- Meeting with Judge Allen to discuss survey results and asking for his input on court performance and issues, including accomplishments and challenges since the 2010 evaluation; and
- Use of the survey results, discussion with Judge Allen, information about court performance, activity and programs, and committee member's own municipal court experience to prepare and present formal evaluation results to the City Council.

### **Evaluation Criteria**

For the 2014 evaluation, standards approved by the City Council in the past were taken into consideration. The committee also utilized work done by the Federal Bureau of Justice Administration (BJA) and the National Center for State Courts (NCSC) that developed a set of model judicial performance standards now adopted in several state court systems. The committee reviewed the criteria used by the evaluation committees in 2006 and 2010, which was largely based on the BJA/NCSC model standards applicable to judges, and adopted the criteria for the 2014 evaluation. The committee agreed that using approximately the same criteria facilitates comparison with prior evaluations. The 31 standards developed by BJA and NCSC were organized into the six job elements sections shown below:

### **2014 Judicial Performance Evaluation Criteria**

#### **Section I. Legal Knowledge and Ability in Judicial Role**

1. The judge's actions in court demonstrate knowledge of substantive law.
2. The judge's actions in court demonstrate knowledge of the rules of evidence.
3. The judge's actions in court demonstrate knowledge of rules of procedure.
4. The judge makes decisions based on law, facts, and sound legal reasoning.
5. The judge's sentencing decisions demonstrate knowledge of sentencing laws and appropriate use of available sanctions.

#### **Section II. Case and Courtroom Management**

6. The judge complies with recognized guidelines for timely case processing, keeping current with incoming caseload.
7. The judge conducts court proceedings punctually.
8. The judge makes ruling and renders decisions promptly.
9. The judge maintains a dignified demeanor and proper control in the courtroom.
10. The judge encourages appropriate settlement negotiations and promotes negotiation without coercion or threat.

#### **Section III. Equality, Fairness, and Integrity**

11. The judge shows courtesy and respect to all participants in court proceedings.



## 2014 Judicial Evaluation Committee Report

12. The judge shows fairness and impartiality to all parties in the case and avoids any action that appears to prejudge the outcome of the case.
13. The judge's actions and decisions show no bias based on race, gender, economic status, or their factors external to the facts of the case.
14. The judge's overall conduct is free from impropriety or the appearance of impropriety and promotes public confidence in the court.
15. The judge deals effectively and appropriately with non-English speaking defendants, and shows respect.

### Section IV. Oral and Written Communication

16. The judge explains court procedures clearly and simply for all court participants.
17. The judge listens attentively and actively to all court participants.
18. The judge's oral and written directions and decisions in court clearly and unambiguously address the issues presented and the compliance actions required.

### Section V. Judicial System Administration and Representation

19. The judge works effectively with the Municipal Court Administrator, other judges, Court staff, court participants, City Council, and other agencies to maintain and enhance court system effectiveness.
20. The judge participates appropriately and effectively in reviews of court policy and procedure.
21. The judge ensures that mandated changes in statutes, case law, and court procedure are promptly implemented.
22. The judge participates effectively and resourcefully in administrative problem resolution.
23. The judge establishes a clear focus for administrative projects and monitors progress appropriately.
24. The judge skillfully identifies and analyzes issues relevant to court system effectiveness.
25. The judge effectively anticipates new issues and emergent events, and helps implement operational changes to deal with them.
26. The judge is a proactive and effective spokesperson to the community to build public awareness for municipal court operations and issues.
27. The judge is responsive to changing needs of the community by establishing special programs.

### Section VI. Selection and Supervision of Associate and Assistant Judges

28. The judge selects well qualified and competent associate and assistant judges.
29. The judge promotes consistent standards, behavior, and approach among associate and assistant judges, so that there is no undue disparity among like cases heard and decided by different judges.
30. The judge provides appropriate coaching and performance feedback to associate and assistant judges.
31. The judge's selection and supervision practices show no bias based on race, gender, economic status, or other factors not relevant to an individual judge's performance.

### Review of Court Activity, Performance, Programs and Surveys

The 2014 committee reviewed court activity data and performance surveys for the four years included in the evaluation period. Court staff provided a comprehensive overview of the Court mission, goals, services, programs, statistical performance data, and a tour of the facility. Committee

## 2014 Judicial Evaluation Committee Report

members devoted a significant amount of time learning about Court programs such as those listed below. Please see Attachment A for more information about each program.

- Paso a Paso
- Downtown Clean Team
- Violations Bureau
- Restorative Justice
- Deferred Prosecution Program
- Vehicle Compliance Program
- Bicycle Diversion Program
- Teen Driver Program
- Mental Health Court

Court staff reviewed all core data points used by the court to assess efficiency in case management. The data included statistics on number of case filings and case disposition. Other data reviewed by the committee members were the number of bench and jury trials scheduled and held and, the number of cases appealed to Lane County Circuit Court. This data can be referenced in Attachments B and C.

The committee reviewed compiled responses from defendant surveys conducted in 2010-2014. Each year the survey was sent to 2000 defendants. Historically the Court has asked for input regarding how knowledgeable and professional court staff is. In 2014, the survey tool was updated to capture more specific information regarding Court accessibility and Judicial fairness. A copy of the Court User Survey and the results are available for review in Attachments D, E and F of this report.

During the four-year period, the survey respondents reported that they “felt safe in the courthouse, the court makes reasonable efforts to remove physical and language barriers to service, and they were treated with courtesy and respect”. An average of 90% of survey respondents also rated court staff as professional or very professional during the four-year period.

Similar to the 2010 evaluation, all judicial complaints were requested from the City Manager's office from 2010 to the present. No complaints regarding judicial performance were filed during this period of time.

### Judicial Survey Process

As in past Eugene judicial evaluations, the committee conducted a survey of court participants and stakeholders to obtain input on Judge Allen's performance. The 2014 Committee expanded the survey distribution to include a broader group of stakeholders and community partners. The survey, conducted in October, asked for input related to the six Judicial Performance Criteria by asking respondents whether they strongly agreed, agreed, disagreed, strongly disagreed or had insufficient knowledge to rate, that Judge Allen's performance met the standard as described.

The following groups were surveyed:

- Eugene Police Department
- University of Oregon Police Department
- University of Oregon Restorative Justice
- Eugene Municipal Court Judges and Staff
- Defense Attorneys
- Interpreters and Advocates
- City Prosecutor
- Lane County Adult Corrections
- City of Springfield Jail
- Lane County Behavioral Health
- Parking Control Officers

## 2014 Judicial Evaluation Committee Report

- Quality Research Association
- Mediation Services
- Lane Independent Living Alliance (LILA)
- Centro Latino Americano
- Lane County Victim Impact Board

### Survey Results

In 2014, surveys were distributed to 364 potential respondents, an increase of 37% from 2010. Fifty-nine surveys were returned for a response rate at 16.2%. A copy of the Judicial Evaluation Survey and detailed results are respectively shown in Attachments G and H of this report.

Survey respondents assessed Judge Allen's performance as very positive; with the majority either strongly agreeing or agreeing that he met all of the performance standards described in the survey. Judge Allen continued to receive positive feedback across the six categories used to assess overall performance. Below is a summary of each category.

#### I. **Legal Knowledge and Ability**

An average of 80% of survey respondents "agreed" or "strongly agreed" Judge Allen was meeting the standards for this category. Below are a few examples comments received:

- "Judge Allen's grasp and understanding of law and Eugene City Code is exceptional."
- "Judge Allen understands the delicate balance between punishment, education, and community resources and values to achieve a just result."
- "Very fair. Balances accountability with compassion."
- "Judge Allen is always mindful of applying fair sanctions in accordance with the law. He works closely with all judges to have fair and consistent application of the law at Municipal Court."

#### II. **Case and Courtroom Management**

This category included four questions. Of the 59 responding to the survey, 78.5% agreed or strongly agreed Judge Allen met the standards for this performance measure. More than 85% of respondents either agreed or strongly agreed when asked if Judge Allen maintained proper control and a dignified demeanor in the courtroom. Below are a few survey comments received for this category.

- "Judge Allen stresses the importance of punctuality for staff, judges, and attorneys. He is very mindful of the impact to defendants, victims and witnesses when cases are not resolved in a timely manner. He leads and models high performance courtroom management."
- "In an overburdened system, Judge Allen works with (instead of demanding from) the prosecutor and the defense bar in an attempt to achieve a manageable docket."
- "Judge Allen is dignified, approachable, and kind. He keeps the court sessions moving at an appropriate pace."

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### III. **Equality, Fairness, and Integrity**

Judge Allen received the highest performance marks in this category. An average of 84% agreed or strongly agreed that Judge Allen met performance standards identified in this category. A few comments received are listed below.

- One question in this category asked if the judge shows courtesy and respect to all participants in the proceedings. A respondent stated: “Without question, even when interacting with court clients who are not (in my view) acting respectfully to the judge, or proceedings/place. I see this quality in all other judges, and appreciate the professional attitude in ‘the face’ of unpleasant, maybe ‘troubled’ conduct.”
- “Judge Allen is impartial. He respects every person that walks into the courtroom. It is very important to Judge Allen that the courtroom is a safe, welcoming environment for everyone.”
- “Judge Allen is quick to ‘detect’ possible ‘language barriers’, then offers the court’s language line, or to call in an interpreter. “

### IV. **Oral and Written Communication**

The committee asked two questions for this category. A large number of respondents (82%) agreed or strongly agreed Judge Allen met the standards for this category.

- “Absolutely. Many court clients have shared with me their appreciation that Judge Allen (all judges) help walk them through what is often a ‘new experience’, court appearances. Even ‘court regulars’ are informed about pertinent court procedures.”

### V. **Selection and Supervision of Associate and Assistant Judges**

This category asks respondents to rate Judge Allen’s effectiveness in management of all judges serving on the bench at Municipal Court. An average of 39% of respondents indicated they had insufficient knowledge to rate Judge Allen’s performance in this category. The majority of respondents able to evaluate this category provided a positive response regarding Judge Allen’s ability to select well qualified and competent judges and acknowledge he promotes consistency on the bench. However, this performance evaluation criteria is an area that in the past reflected some concerns, and continues to merit opportunities for improvement. Below are some of the comments received.

- “There is a lot of room for improvement with getting all Judges consistent with decisions on like cases.”
- “There has been a huge disparity compared to actions taken by Judge Allen and the other senior judges versus new hired judges.”
- “Judge Allen and Judge Mori do an excellent job selecting and on-boarding new judges. They spend a great deal of time teaching them about the role of the court and monitor their progress and provide timely feedback.”

### VI. **Judicial Administration and Representation**

Approximately 51% of respondents agreed or strongly agreed that Judge Allen meets the performance standards for this category. More than 35% of the survey respondents

## 2014 Judicial Evaluation Committee Report

indicated they had insufficient knowledge to rate Judge Allen in this category. Overall, comments were positive. Below are some of the comments received.

- “Judge Allen has been a strong advocate for special programs, however, due to other constraints, has not been able to implement them.”
- “Judge Allen has been a strong advocate for looking afresh at how our community meets its needs for safety and justice, and has been instrumental in bringing restorative justice principals into the municipal court system.”
- “From my somewhat limited exposure to his relationships with other court personnel, I can see that he engenders trust and respect in his leadership of the court. And it’s at least partly because he shows respect to them.”

### VII. General Comments

This section provided an opportunity for overall feedback and comments about Judge Allen’s performance. Some of the comments received are listed below.

- “Judge Allen is always professional to UOPD officers in the courtroom and they unanimously appreciate his ability to do his job with equality and fairness. His feedback to officers is constructive and assists them in improving their courtroom presentations. Judges under his supervision are knowledgeable of the laws/statutes and make appropriate decisions.”
- “Of all the judges I’ve been before in 20 years of police work Judge Allen has most consistently performed in an exemplary manner that should be a model to all others in the field.”
- “I continue to give Judge Allen high grades as the presiding judge at this court. I certainly don’t agree with all his decisions and policies, but I think he provides excellent leadership to the court, a difficult job in the best of times. And even more difficult now, at a time when more and more is expected of the court, and fewer resources are available to it to allow it to perform its role as our local, community social regulatory institution.”
- “I have been a defense attorney for 32 years. I have worked in numerous courts...state, federal and municipal. In my opinion, Judge Allen is an excellent judge.”
- “Not working directly within the municipal court system, I was obviously unable to answer many of the survey questions. But as a citizen and as the leader of an agency that works with the court, I have nothing but the highest regard for Judge Allen. The city is being served well by its presiding judge.”
- “Judge Allen has served on the bench and as presiding judge for more than 25 years. He is focused on improving the quality of life in the community. He is an asset to the community and the court. Judge Allen is fair, consistent, and knowledgeable. The past couple of years have been challenging as the court has undergone significant change. During these challenging periods Judge Allen has always stepped up to the task of leading and doing what is best for those appearing before him. He is kind and compassionate and someone we can be proud of in serving our community in a fair and equitable manner.”

### **Discussion with Judge Allen**

On Tuesday, November 4, 2014 the committee met with Judge Allen to discuss the survey results with him. He shared with us his goals as presiding judge, his assessment of changes over the past

## **2014 Judicial Evaluation Committee Report**

four years to address areas of improvements in the court, and his perspective regarding the survey data and comments. Below is a summary of some of those achievements.

### **Areas of Improvement Since 2010**

A key issue noted in his 2010 evaluation identified the importance of finding a sustainable location for the court in that City Hall did not efficiently meet court capacity needs. In 2012 the court relocated to the Roberts Building. The new building provides for a third courtroom, larger jury room space, additional space for judges, as well as space for confidential attorney and client meetings. Judge Allen places an emphasis on making the court safe, accessible, respectful and dignified.

The court has continued to focus on programs responsive to the unique needs of our community. In the past four years the following programs have been added:

- Downtown Clean Team
- Restorative Justice
- Bicycle Diversion Program
- Vehicle Compliance Program

Another focus area identified in 2010 was the need for additional jail bed space. The City has since entered into a contractual agreement with the City of Springfield for the purchase of an additional 10 beds per day.

### **Issues Since 2010**

An area of concern that carried over from Judge Allen's 2010 evaluation was oversight of the associate and assistant judges, as well as an interest in consistent rulings for similar cases. Judge Allen discussed the recent hiring of two new judges and the work that goes into bringing them on board and training them for their work on the bench. In addition, Judge Allen shared some of the other mechanisms in place for the work of the Court that supports consistency, including guidelines for new judges, sentencing guidelines, and monthly meetings for the judges. Judge Allen commented that he is always very receptive to informal meetings with the assistant and associate judges for consultation. The associate and assistant judges consult and collaborate with each other as well.

The court has undergone major change in personnel, key stakeholders, and technology. Efficiencies expected to be gained with new technologies have not been fully realized. The move to the new court building slowed the processing of case loads. In addition, budget reductions have impacted the court's ability to manage case load volume resulting in a backlog of cases. Judge Allen spoke to his commitment to collaboratively working with justice system partners to find creative remedies to this issue.

## 2014 Judicial Evaluation Committee Report

### Future Challenges and Opportunities

Judge Allen's top priorities are supporting the Prosecutor's Office in addressing the backlog of cases and increasing the Prosecutor's staff and resource levels. As part of this priority the Judge has initiated a joint case flow management team with local justice partners to find short and long-term solutions.

Addressing the backlog will require a multi-pronged approach and will include reducing the failure to appear rate by shortening the time from arraignment to trial. Judge Allen has a goal of reducing the time period from release from custody to appearance at court to two weeks. It currently can be two months.

Judge Allen expressed commitment to the continued development of programs focused on meaningful sanctions that connect people with services and education. He expressed strong support and enthusiasm for Community Court. One of the challenges in establishing Community Court is making sure service providers have the capacity to work with program referrals to complete their sanctions. Judge Allen is exploring the option of adding a Veteran's Court. He spoke to the significant value of Mental Health Court and the need for expanding the program in the future in concert with available court and service provider capacity.

Judge Allen said he needs to do a better job of helping people understand the value of Municipal Court in our community. He is interested in finding opportunities to connect with community groups to promote the value of the Municipal Court in Eugene.

The court has had success in working with court advocates and volunteers to assist individuals with understanding their rights and the court process. Judge Allen indicated he welcomes the opportunity to expand on the use of advocates to support individuals as they interact with the court and justice system providers.

Because of the above identified issues, challenges and opportunities, the Judge readily acknowledges that collaboration with stakeholders and partners will be critical to the Court's success.

### Committee Findings

The committee appreciates Judge Allen's philosophy and view of the court. Judge Allen views the court as an important part of the Eugene community and feels that it plays an important role in dealing with all aspects of community livability. He approaches the bench from the perspective of creativity as the court continues to be innovative in implementing programs that encourage individuals to be productive members of the community.

The Judge's enthusiasm for the Community Court model was apparent and is one of the primary reasons he feels a need to continue in his role as Presiding Judge. While he recognizes the importance of consequences, he also supports sanctions/solutions which consider the unique circumstances of each individual and the opportunity to connect them with community resources.

## **2014 Judicial Evaluation Committee Report**

Judge Allen attended a Community Court conference in 2013 along with other court judges, the City Attorney and the Court Administrator. He is very knowledgeable about community court programs across the nation. He shared that the programs are specifically tailored to address the unique problems and issues in the community.

In reflecting on the survey responses, as well as this committee's conversation with Judge Allen, the committee recommends the Judge consider additional standing meetings with the other judges he supervises to create opportunities for improvement as discussed in the report.

After discussion with the Judge about interaction and treatment of defendants in the Court, it was determined that adding an area for individuals to provide their demographic data to the annual survey that goes out to defendants will be highly desirable and beneficial information for the judges.

The committee recognizes the many changes the Court has dealt with since 2010, and is supportive of the direction and path the Judge is on to reduce the current case backlog and request more staff and funding for the Prosecutor's Office, as well as better prepare for creating a Community Court.

Based on the performance ratings received in response to the survey, as well as the information received in conversation with Judge Allen, the Committee finds he is meeting the standards outlined above in the report, and unanimously and enthusiastically recommends the reappointment of Judge Allen for another four-year term.

### **Attachments:**

- A. Eugene Municipal Court Program Overview
- B. Case Statistics information by Fiscal Year
- C. FY10-FY14 Court Activity
- D. City of Eugene Municipal Court User Satisfaction Survey
- E. City of Eugene Municipal Court User Satisfaction Survey Results
- F. FY10-FY13 Customer Satisfaction Survey Results
- G. 2014 Eugene Municipal Court Presiding Judge Survey
- H. 2014 Eugene Municipal Court Presiding Judge Survey Results





## Eugene Municipal Court Program Overview

*Adapted for the 2014 Judicial Evaluation Committee*

**Paso a Paso:** The Paso a Paso program at Eugene Municipal Court is offered to help the Spanish speaking individuals, who have received a citation to appear at Eugene Municipal Court, navigate the court process. Paso a Paso Sessions are scheduled the 2nd Tuesday of each month at 8:00am and 1:00pm and the 4th Tuesday of each month at 1:00pm. At the 8:00 a.m. session on the second Tuesday of the month, individuals will be greeted by a Spanish speaking volunteer advocate. A Spanish video explaining court process will be shown. If the citation is for a criminal offense, a Spanish Advice of Rights video will be shown explaining an individual's legal rights.

**Mental Health Court:** Eugene Municipal Court's Mental Health diversion program was designed to provide resources for individuals who are charged with a crime and who suffer from severe and persistent Axis 1 mental health disorders (thought or emotional disorders). The intent was to provide an integrated set of resources to treat the mental disorder and stabilize an individual in the community, thereby eliminating or reducing the interaction with the criminal justice system both immediately and in the long term.

**Restorative Justice:** Individuals, who are charged with violation of the Unruly Gathering Ordinance (EC 4.672), may be eligible to participate in the Restorative Justice Diversion Program. The program involves entering in an initial Guilty or No Contest plea, pay a \$75 court cost, commit no new related offenses during the six month diversion period and work with our outside partner; Center for Dialogue & Resolutions Services or the UO Conflict Resolution Services depending on their student status. These partner agencies facilitate discussions about the incident and the impact that resulted from it. Participants may include the individuals directly affected by the incident. An agreement is detailed by the end of the discussion that may include apology letters, community services or other creative ways to make amends for the harm caused. At the end of the diversion period, if successful, the case will be dismissed.

**Theft Diversion:** If the individual has no prior theft-related convictions within the last 10 years, has not participated in this or any other diversion program for a theft-related offense in the last 10 years, and are charged with Theft of Services II or Theft of Services III, Theft II, Theft III, or Theft by Receiving they may qualify for the theft related diversion program. The program involves entering in an initial Guilty or No Contest plea, pay a \$300-\$400 court cost, commit no new related offenses during the six month diversion period and observe a Lane County Circuit Court in-custody arraignment session. If the individual cannot pay the diversion fee, alternatives are available. At the end of the diversion period, if successful, the case will be dismissed.

**Alcohol-related Diversion:** The Alcohol-Related offenses that qualify for this program are Minor in Possession of Liquor, Allowing Unlawful Alcohol Consumption on Private Premises and Furnishing Liquor to a Minor. You are not eligible to participate if you previously participated in an alcohol diversion program through this court. The program involves entering in an initial Guilty or No Contest plea, pay a \$75 court cost and commit no new related offenses during the four month diversion period. The individual must also attend and successfully complete an 8-hour education program within 90 days of entering the diversion. At the end of the diversion period, if successful, the case will be dismissed.

**Marijuana Diversion:** If an individual is charged with Possession of Less than an Ounce and have not previously participated in a marijuana diversion program through this court, they may be eligible for this program. The program involves entering in an initial Guilty or No Contest plea, pay a \$75 court cost and commit no new related offenses during the four month diversion period. The individual must also attend and successfully complete an 8-hour education program within 90 days of entering the diversion. At the end of the diversion period, if successful, the case will be dismissed.

**Violations Bureau:** The Violations Bureau is an option provided by the Eugene Municipal Court to resolve eligible minor traffic violations with a reduction in the fine by looking at the person's driving record. Per ORS 153.800 and Municipal Court Order 98-001, Eugene Municipal Court clerks have been appointed by the presiding judge to serve as Violations Bureau clerks.

**Vehicle Compliance Program:** When a motorist drives a vehicle that is not in compliance with the law or fails to update their DMV information, it is common to get a Uniform Traffic Citation if stopped by an officer. If convicted, the infraction would be recorded on that person's driving history. Under this program, motorists will be able to correct certain deficiencies they were cited for, thereby ensuring they are in compliance with the law, with a vehicle safe to drive, and avoiding a conviction on their driving record.

**Bicycle Diversion:** The Bicycle Diversion program is offered to individuals who have received a citation for a bicycle violation. The course was developed in conjunction with GEARS (Greater Eugene Area Riders). The class is 3-hours and costs \$20 for materials needed for the class.. In order to participate in the program you must plead no contest, giving up your right to a trial. There will be no imposed fine but the charge will show as a conviction on your driving record.

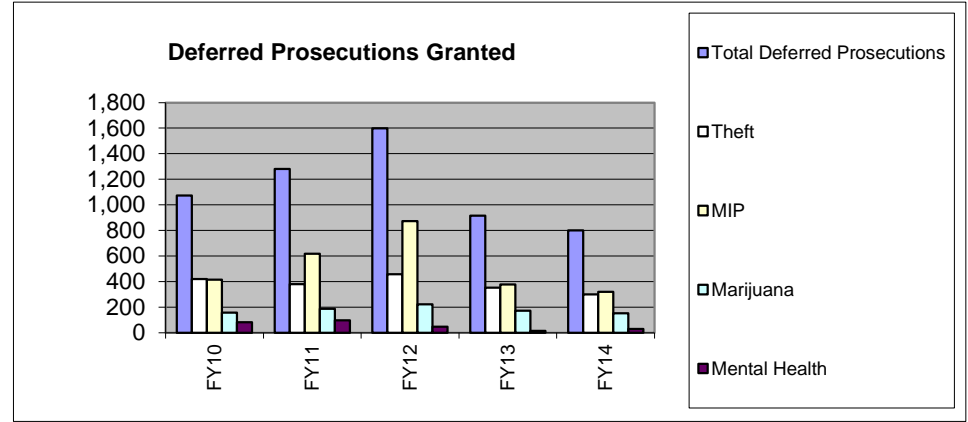
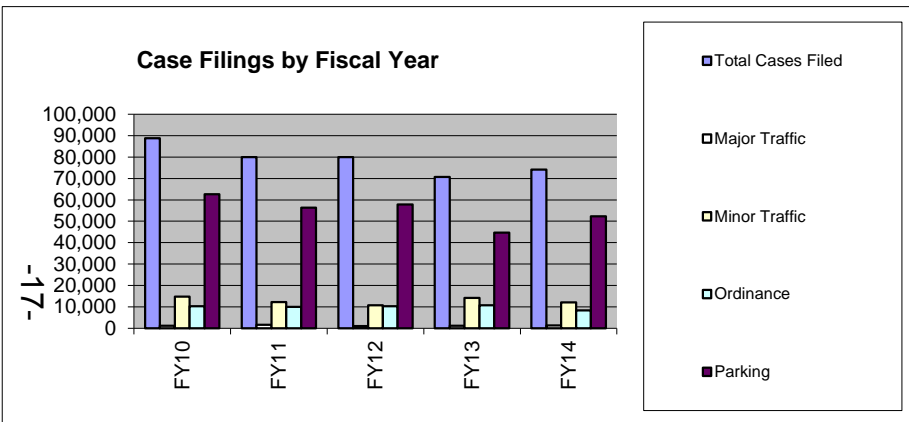
**Teen Driver Program:** The Teen Driver Improvement program is offered to individuals between the ages of 15 – 17 that have received a citation for a moving traffic or seat belt violation. The course was developed in conjunction with the Eugene Fire/EMS Department. The class is 2-hours and costs \$70 without parent participation and \$40 with parent participation. In order to participate in the program you must plead no contest, giving up your right to a trial. There will be no imposed fine but there charge will show as conviction on your driving record.

**Downtown Clean Up Crew:** The City of Eugene has partnered with Downtown Eugene, Inc. offering a program which enhances the cleanliness and appearance of the downtown area through the coordination of court-referred community service work crews. The program operates Monday through Friday between the hours of 6:30 AM and 9:30 AM. In general, work consists of, sidewalk clean up, disposing of Litter and graffiti removal. This program offers double monetary credit over other community service programs. For example, if you owe \$100 for fines and fees to the court, you would traditionally need to work 10 hours at the rate of \$10/hour to complete your service. Working on the Downtown Clean Up Crew provides community service credit of \$20/hour. Therefore, to pay-off \$100 in fines and fees you would only need to work 5 hours.

### Case Statistics Fiscal Year 2010 to 2014

	Total Cases Filed	Major Traffic	Minor Traffic	Ordinance	Parking
FY10	88,878	1,156	14,779	10,338	62,605
FY11	80,002	1,580	12,148	9,895	56,379
FY12	79,963	1,057	10,705	10,316	57,885
FY13	70,691	1,195	14,162	10,719	44,615
FY14	74,088	1,341	12,076	8,297	52,374

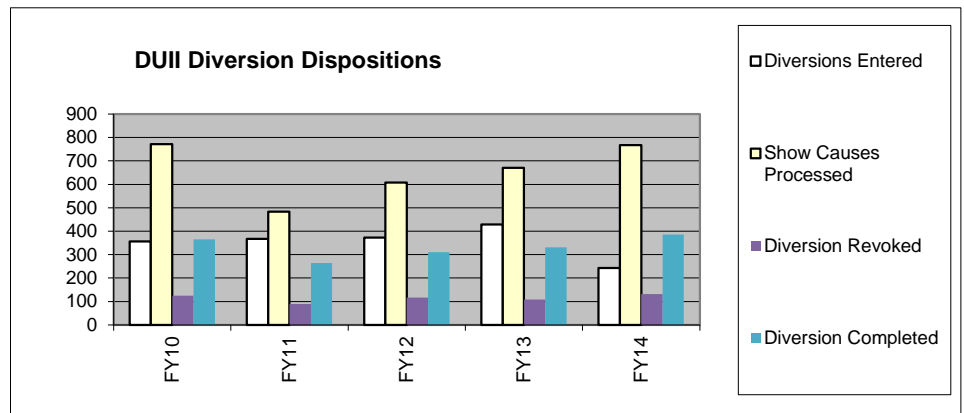
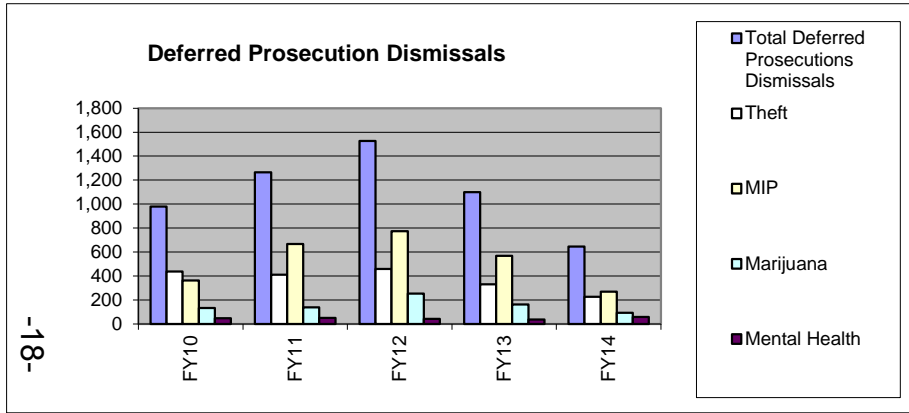
	Total Deferred Prosecutions	Theft	MIP	Marijuana	Mental Health
FY10	1,072	419	415	157	81
FY11	1,280	380	617	187	96
FY12	1,599	457	872	223	47
FY13	916	351	377	173	15
FY14	801	300	320	153	28



Attachment B

	Total Deferred Prosecutions Dismissals	Theft	MIP	Marijuana	Mental Health
FY10	978	438	361	132	47
FY11	1,264	410	666	138	50
FY12	1,526	458	773	253	42
FY13	1,099	331	569	163	36
FY14	646	227	269	92	58

	Diversions Entered	Show Causes Processed	Diversion Revoked	Diversion Completed	
FY10	356	771	125	365	
FY11	367	483	89	264	
FY12	373	607	116	311	
FY13	429	670	109	331	
FY14	243	767	131	385	



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## Court Activity Fiscal Year 2010 - 2014

### Examples of Major Traffic:

DUII  
 Reckless Driving  
 DWS-Mis  
 Hit & Run  
 Eluding  
 Vehicular Assault

### Examples of Minor Traffic

Vio of Designated Speed  
 Driving Uninsured  
 Failure to Obey Traffic Device  
 DWS-Vio  
 Failure to Use Safety Belt  
 Following too Close

### Examples of Other:

Consumption Unlic Premise  
 Criminal Trespass  
 Theft  
 Harrassment  
 Minor in Possession of Alcohol (MIP)  
 Animal Regulation Violations

### Examples of Parking:

Meter Violation  
 Time Zone Violation  
 Storage of Vehicle on Street  
 Yellow Zone  
 Arena Event Violations  
 Parking in Disabled Space

	FY10	FY11	FY12	FY13	FY14
<b>Major Traffic Filed</b>	1,156	1,580	1,057	1,195	1,341
<b>Minor Traffic Filed</b>	14,779	12,148	10,705	14,162	12,076
<b>Other Cases Filed</b>	10,338	9,895	10,316	10,719	8,297
<b>Parking Cases Filed</b>	62,605	56,379	57,885	44,615	52,374
<b>Total:</b>	<b>88,878</b>	<b>80,002</b>	<b>79,963</b>	<b>70,691</b>	<b>74,088</b>

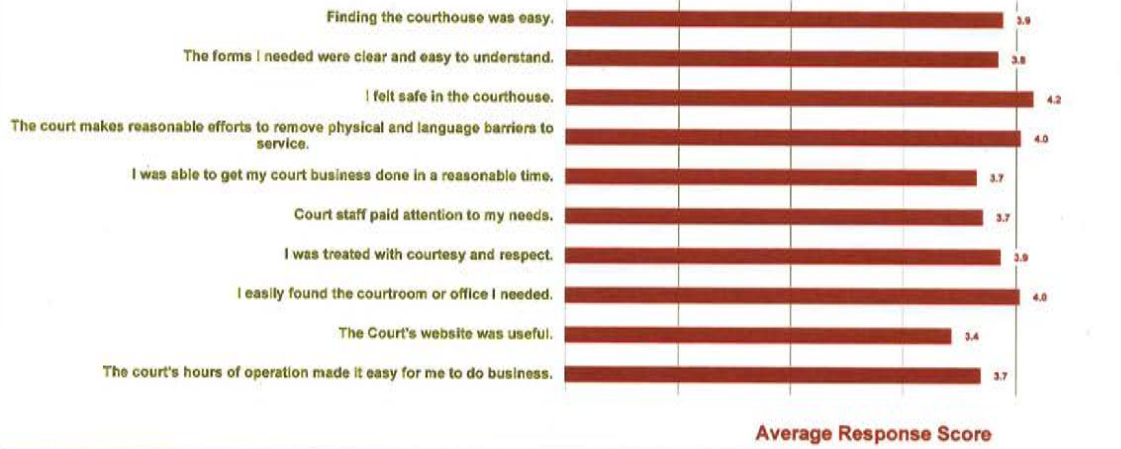
	FY10	FY11	FY12	FY13	FY14
<b>Parking Reviews Filed</b>	2,643	3,153	3,212	2,523	2,308
<b>Parking Cites Dismissed</b>	339	726	793	821	490
<b>Parking Vehicles Booted</b>	965	532	414	159	1,137
<b>Jury Trials Set</b>	1,763	1,886	1,856	1,790	2,309
<b>Jury Trials Held</b>	11	13	8	19	39
<b>Jury Trial Average Age</b>	106	113	70	169	191
<b>Non-Jury Trials Set</b>	1,709	1,981	1,742	1,730	991
<b>Non-Jury Trials Held</b>	546	563	486	496	403
<b>Non-Jury Trial Average Age</b>	35	41	35	52	72
<b>Appeals Filed</b>	20	15	12	8	6

	FY10	FY11	FY12	FY13	FY14
<b>Total Judicial Hours</b>	2,804	3,175	3,125	3,231	3,339
<b>Cases per Judge FTE*</b>	19,461	15,440	14,621	16,715	13,487
<b>Reported CAA Appointments</b>	2,574	2,454	2,974	3,341	3,289
<b>Total Interpreter Hours</b>	605	500	430	420	431

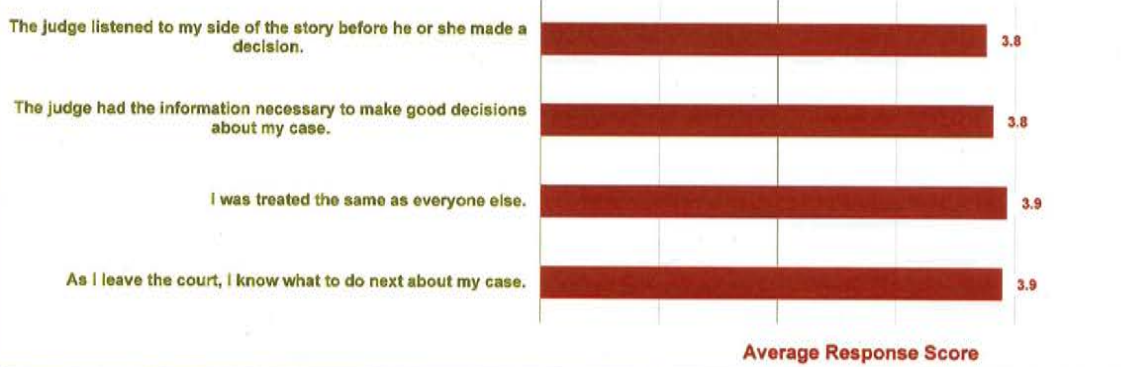
*\*Note: Total cases (non-parking) compared to total judicial hours with 1 FTE equivalent to 2080 hours.*



### Access Survey - Average Response Scores



### Fairness Survey - Average Response Scores



<b>CUSTOMER SATISFACTION SURVEY RESULTS</b>				
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>1. What type of citation did you receive?</b>				
Parking	23%	16%	25%	22%
Traffic	56%	60%	53%	47%
Animal / Other	22%	24%	22%	31%
<b>2. How did the Eugene Municipal Court staff treat you?</b>				
Very Professionally	26%	38%	41%	39%
Professionally	63%	58%	51%	51%
Unprofessionally	2%	2%	5%	8%
Very unprofessionally	3%	2%	3%	2%
<b>3. Was the Eugene Municipal Court staff willing to take the time to help you?</b>				
Very willing	25%	31%	39%	37%
Willing	63%	61%	51%	52%
Unwilling	4%	7%	6%	9%
Very unwilling	1%	2%	3%	2%
<b>4. Was the information that you received from the Eugene Municipal Court staff useful?</b>				
Very Useful	24%	26%	27%	27%
Useful	61%	64%	63%	60%
Not Useful	5%	8%	7%	10%
Incorrect or wrong	3%	2%	3%	3%

**\*\* Note:** Fiscal Year 2014 was completed on a new survey. See survey results attached.



## 2014 Eugene Municipal Court Presiding Judge Survey

Thank you for providing your feedback on the performance of the Eugene Municipal Court Presiding Judge Wayne Allen.

This survey is being conducted by the Judicial Evaluation Committee that was formed by the Eugene City Council in July of this year pursuant to the provisions of the Eugene Code 2.011. Feedback collected through this survey will be used by the Judicial Evaluation Committee as part of Judge Allen's performance evaluation. All survey responses are anonymous.

Please complete this survey by Friday, October 24, 2014. If you have any questions about this survey, please contact the Eugene Municipal Court staff at (541) 682-5405.

### 1. Please identify which group you are associated with:

- a. Defense Counsel
- b. Prosecutor
- c. Eugene or University of Oregon Police
- d. Court Interpreter or Advocate
- e. Eugene Municipal Court Judge
- f. Eugene Municipal Court Staff
- g. Other

If you responded "Other" to the question above, please provide the name of the agency or organization:

### 2. LEGAL KNOWLEDGE AND ABILITY IN JUDICIAL ROLE – The judge's actions in court demonstrate knowledge of substantive law, rules of evidence, and rules of procedure. The judge makes decisions based on law, facts, and sound legal reasoning.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

**3. LEGAL KNOWLEDGE AND ABILITY IN JUDICIAL ROLE – The judge’s actions in court demonstrate knowledge of substantive law, rules, of evidence, rules of procedure. The judge’s sentencing decisions demonstrate knowledge of sentencing laws and appropriate use of available sanctions.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

**4. CASE AND COURTROOM MANAGEMENT – The judge complies with recognized guidelines for timely case processing, keeping current with incoming caseload.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

### 5. CASE AND COURTROOM MANAGEMENT – The judge conducts court proceedings punctually; makes rulings and renders decisions promptly.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

### 6. CASE AND COURTROOM MANAGEMENT – The judge maintains proper control and a dignified demeanor in the courtroom.

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

### **7. CASE AND COURTROOM MANAGEMENT – The judge promotes and encourages appropriate settlement negotiations without coercion or threat.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

### **8. EQUALITY, FAIRNESS AND INTEGRITY – The judge shows courtesy and respect to all participants in court proceedings.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

**9. EQUALITY, FAIRNESS, AND INTEGRITY: The judge is fair and impartial and avoids any action that appears to prejudge the outcome of the case.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

**10. EQUALITY, FAIRNESS, AND INTEGRITY The judge's actions and decisions show no bias based on race, gender, economic status, sexual orientation or disability. The judge's overall conduct is free from impropriety or the appearance of impropriety and promotes public confidence in the court.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

### **11. EQUALITY, FAIRNESS AND INTEGRITY – The judge deals effectively and appropriately with non-English speaking defendants and shows respect.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

### **12. ORAL AND WRITTEN COMMUNICATION – The judge explains court procedure clearly and simply, and listens attentively and actively to all court participants.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

**13. ORAL AND WRITTEN COMMUNICATION – The judge’s directions and decisions clearly and unambiguously address the issues; he explains the decision made and the compliance actions required.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

**14. SELECTION AND SUPERVISION OF ASSOCIATE AND ASSISTANCE JUDGES – The judge selects well qualified and competent associate and assistant judges. The judge promotes consistent standards, behavior and approach among associate and assistant judges, so that there is not undue disparity among like cases heard and decided by different judges.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

**15. SELECTION AND SUPERVISION OF ASSOCIATE AND ASSISTANCE JUDGES – The judge provides appropriate coaching and performance feedback to associate and assistant judges. The judge’s selection and supervision practices show no bias based on race, gender, economic status, sexual orientation, disability, or other factors not relevant to an individual judge’s performance.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

**16. JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION – The judge skillfully identifies and analyzes issues relevant to court system effectiveness, anticipates new issues and emergent events, and helps implement operational changes to deal with them.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:



## 2014 Eugene Municipal Court Presiding Judge Survey

**17. JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION – The judge is proactive and effective spokesperson to the community to build public awareness for municipal court operations and issues. The judge is responsive to changing needs of the community by establishing special programs.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

**18. JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION – The judge works effectively with the municipal court administrator, other judges, court staff, court participants, city council, and other agencies to maintain and enhance court system effectiveness.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

## 2014 Eugene Municipal Court Presiding Judge Survey

**19. JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION – The judge participates appropriately and effectively in reviews of court policy and procedure; ensures that mandated changes in statutes, case law and court procedure are promptly implemented; and participates effectively and resourcefully in administrative problem resolution. The judge establishes a clear focus for administrative projects and monitors progress appropriately.**

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Insufficient knowledge to rate
- f. Other (please specify)

If you would like to provide an additional comment, or if you answered "Disagree", "Strongly Disagree", or "Other" to the question above, please include your comments here:

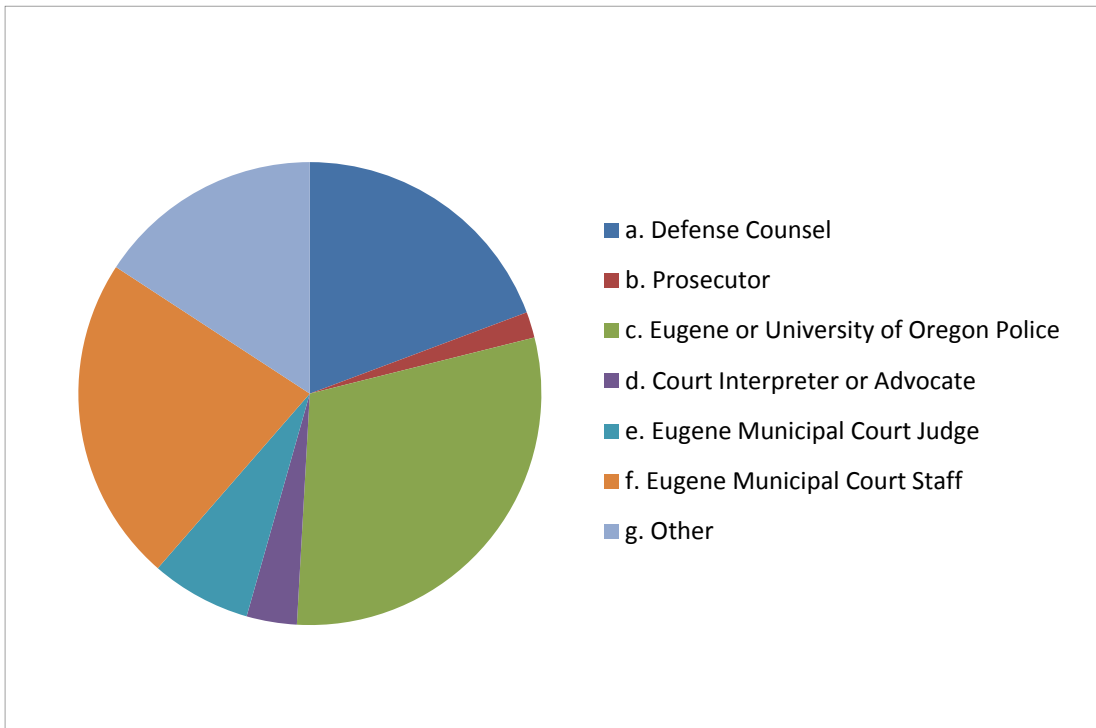
**20. If you would like to provide any additional comments about Judge Allen's performance, please enter them here:**

Question 1

2014 Eugene Municipal Court Presiding Judge Survey

Please identify which group you are associated with:

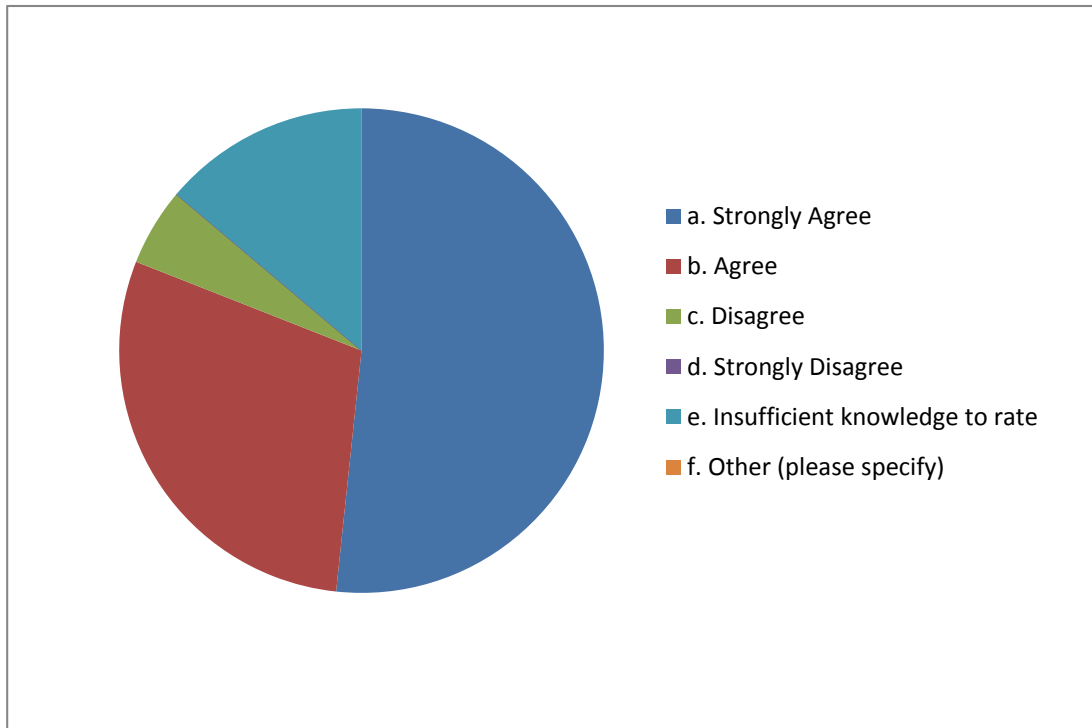
Answer Options	Response Percent	Response Count
a. Defense Counsel	19.0%	11
b. Prosecutor	1.7%	1
c. Eugene or University of Oregon Police	29.3%	17
d. Court Interpreter or Advocate	3.4%	2
e. Eugene Municipal Court Judge	6.9%	4
f. Eugene Municipal Court Staff	22.4%	13
g. Other	15.8%	10
<i>answered question</i>		<b>58</b>
<i>skipped question</i>		<b>1</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**LEGAL KNOWLEDGE AND ABILITY IN JUDICIAL ROLE - The judge's actions in court demonstrate knowledge of substantive law, rules of evidence, and rules of procedure. The judge makes decisions based on law, facts, and sound legal reasoning.**

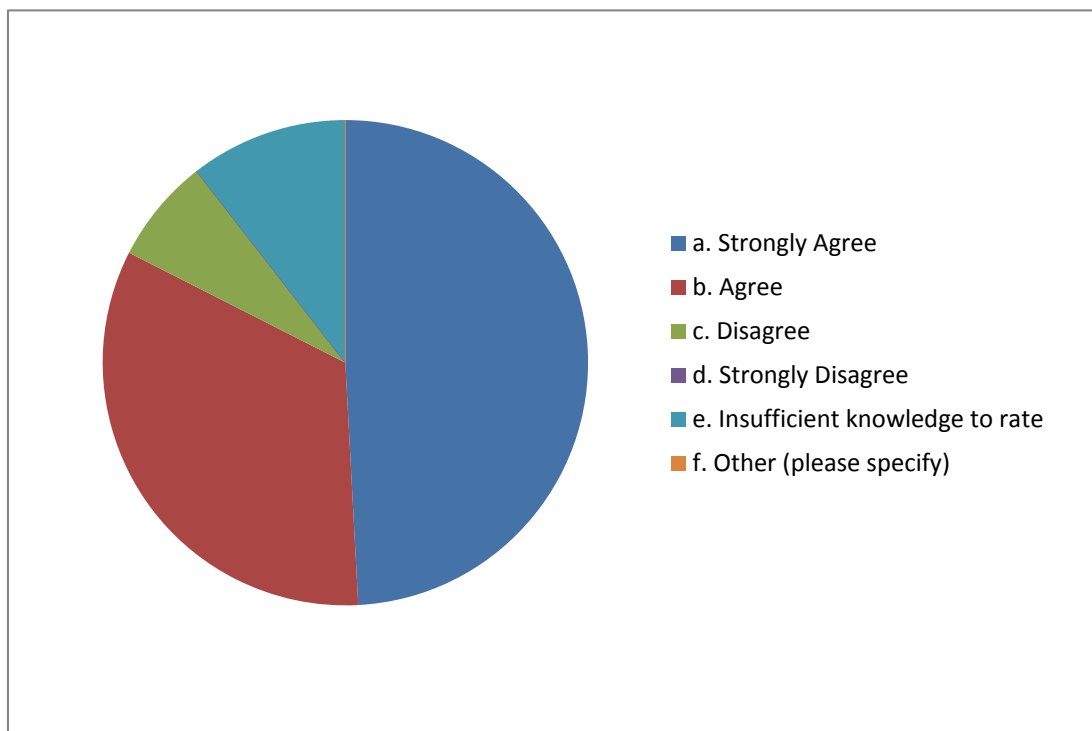
Answer Options	Response Percent	Response Count
a. Strongly Agree	50.8%	30
b. Agree	28.8%	17
c. Disagree	5.1%	3
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	13.6%	8
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>59</b>
<i>skipped question</i>		<b>0</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**LEGAL KNOWLEDGE AND ABILITY IN JUDICIAL ROLE - The judge's actions in court demonstrate knowledge of substantive law, rules, of evidence, rules of procedure. The judge's sentencing decisions demonstrate knowledge of sentencing laws and appropriate use of available sanctions.**

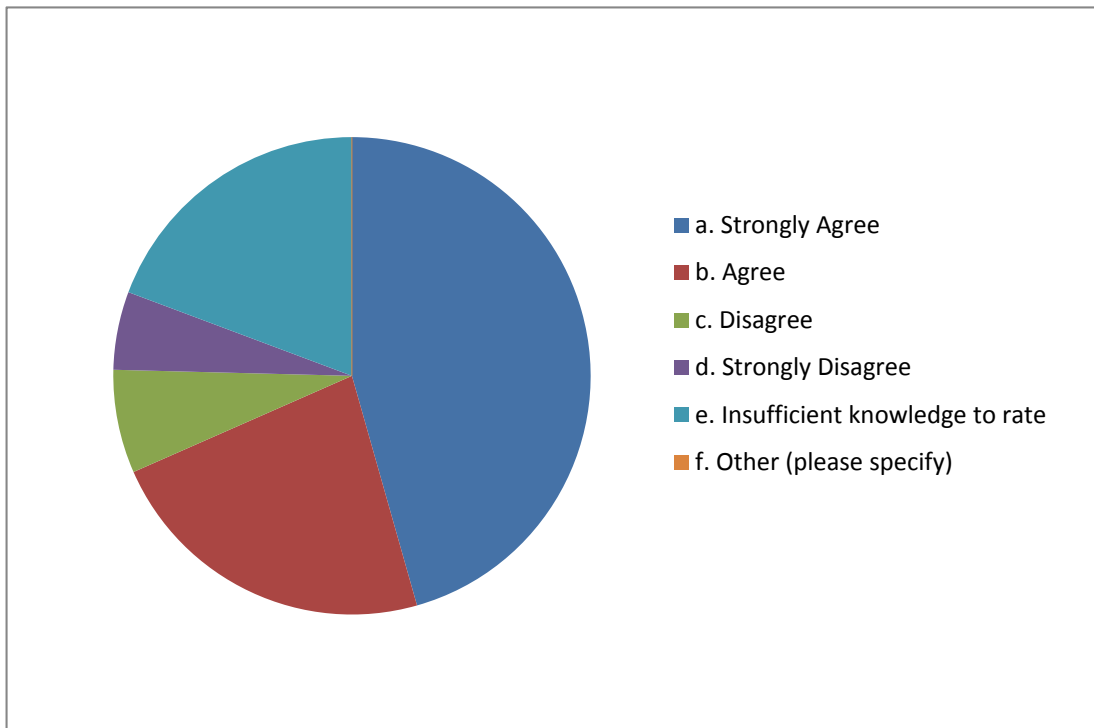
Answer Options	Response Percent	Response Count
a. Strongly Agree	49.1%	28
b. Agree	33.3%	19
c. Disagree	7.0%	4
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	10.5%	6
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

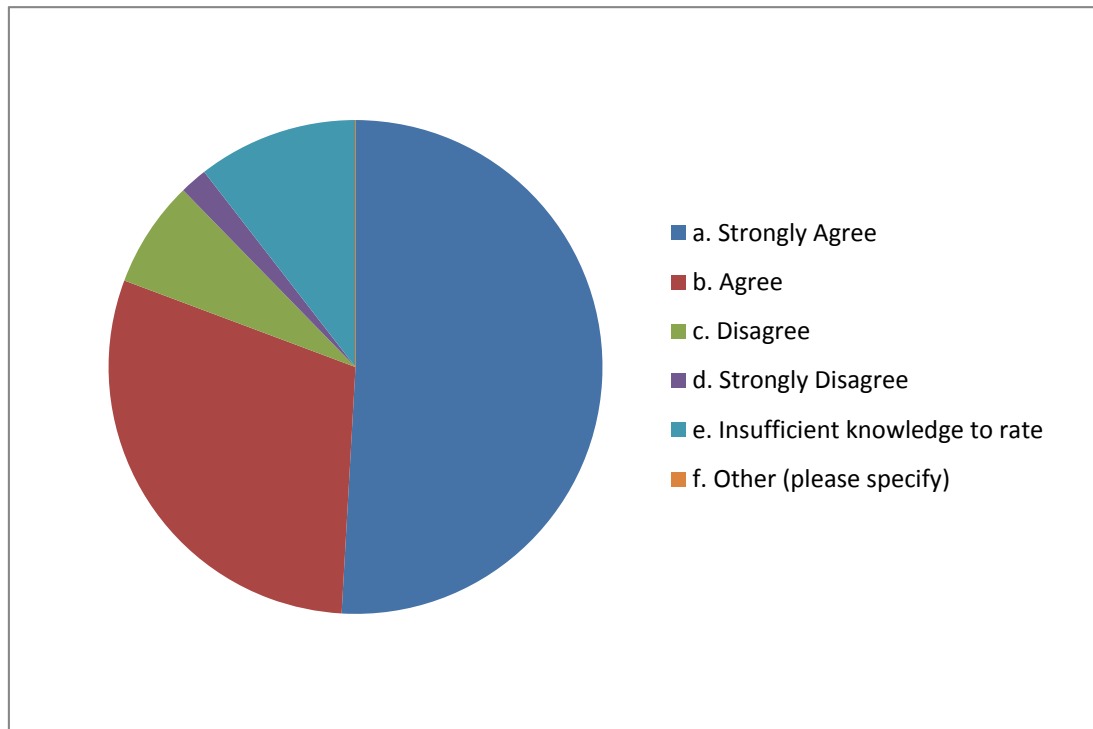
**CASE AND COURTROOM MANAGEMENT - The judge complies with recognized guidelines for timely case processing, keeping current with incoming caseload.**

Answer Options	Response Percent	Response Count
a. Strongly Agree	45.6%	26
b. Agree	22.8%	13
c. Disagree	7.0%	4
d. Strongly Disagree	5.3%	3
e. Insufficient knowledge to rate	19.3%	11
f. Other (please specify)	0.0%	0
<b>answered question</b>		<b>57</b>
<b>skipped question</b>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

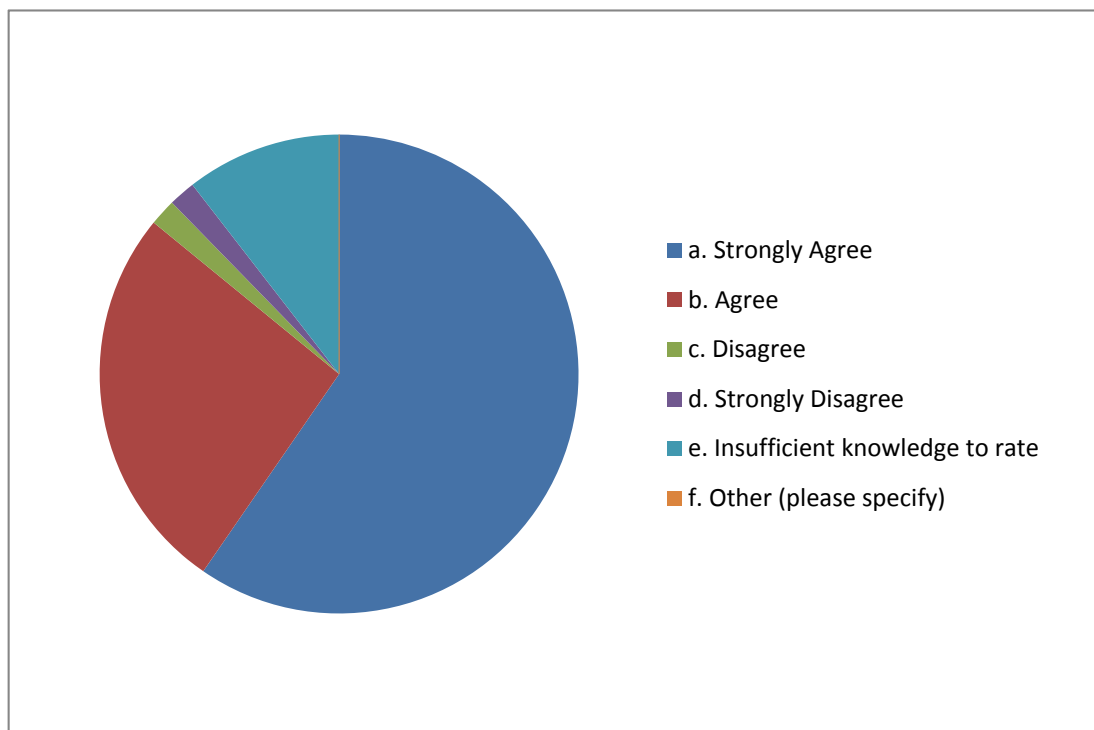
<b>CASE AND COURTROOM MANAGEMENT - The judge conducts court proceedings punctually; makes rulings and renders decisions promptly.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a. Strongly Agree	50.9%	29
b. Agree	29.8%	17
c. Disagree	7.0%	4
d. Strongly Disagree	1.8%	1
e. Insufficient knowledge to rate	10.5%	6
f. Other (please specify)	0.0%	0
<b><i>answered question</i></b>		<b>57</b>
<b><i>skipped question</i></b>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**CASE AND COURTROOM MANAGEMENT - The judge maintains proper control and a dignified demeanor in the courtroom.**

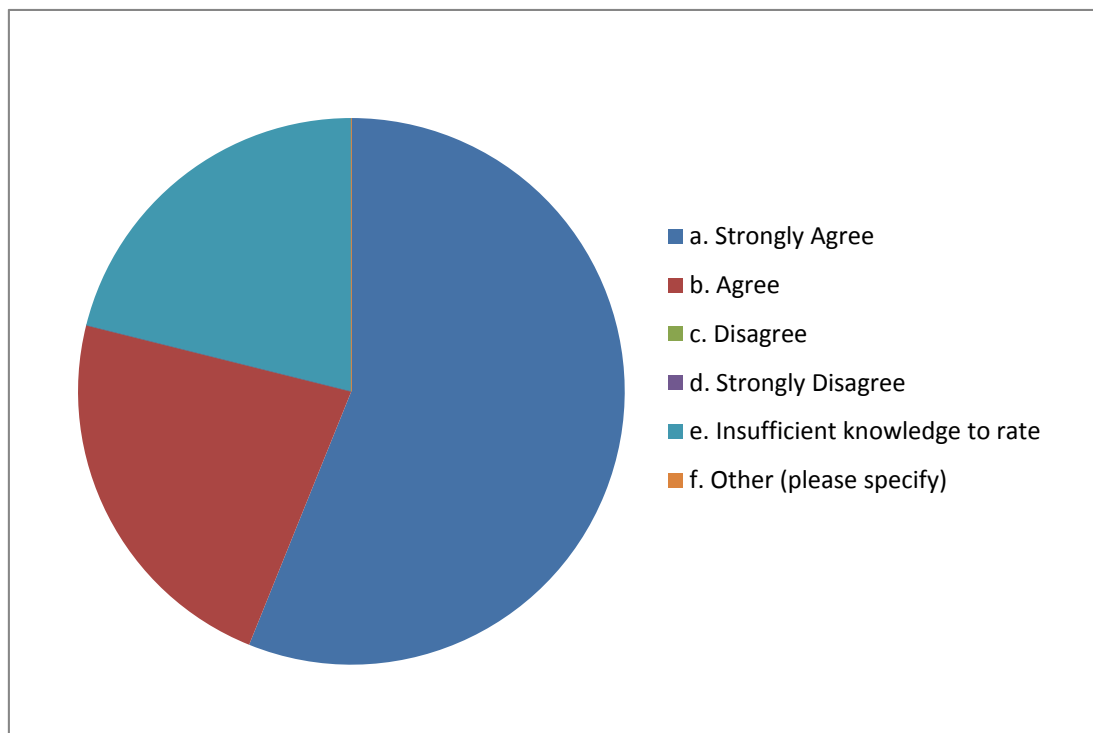
Answer Options	Response Percent	Response Count
a. Strongly Agree	59.6%	34
b. Agree	26.3%	15
c. Disagree	1.8%	1
d. Strongly Disagree	1.8%	1
e. Insufficient knowledge to rate	10.5%	6
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>





### 2014 Eugene Municipal Court Presiding Judge Survey

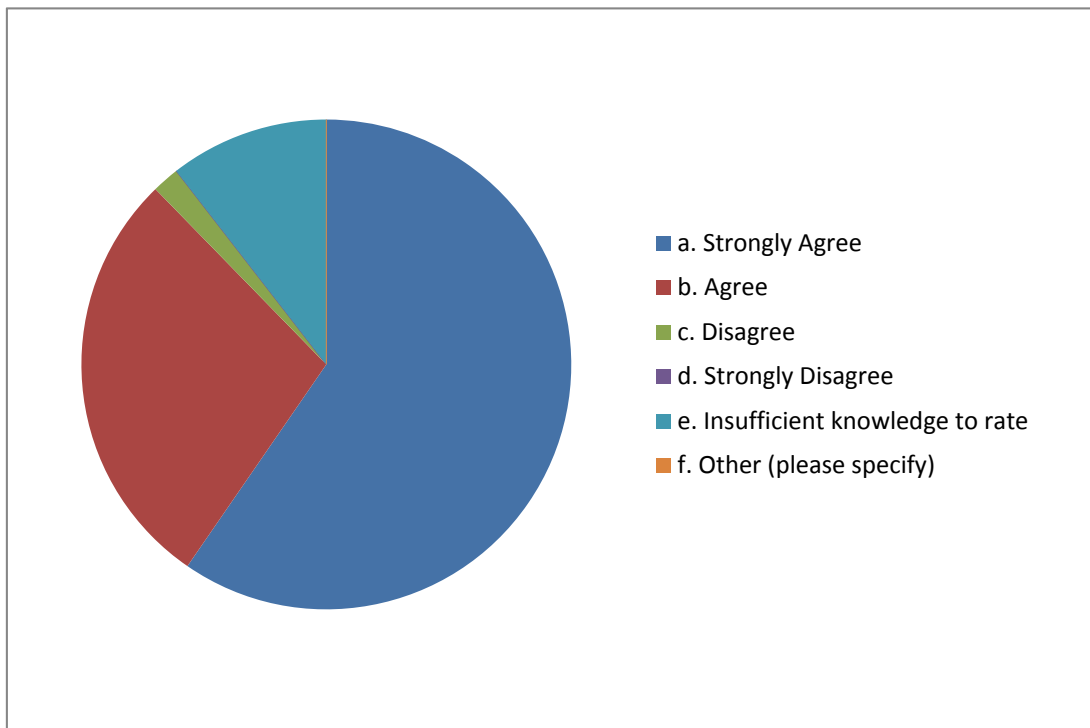
CASE AND COURTROOM MANAGEMENT - The judge promotes and encourages appropriate settlement negotiations without coercion or threat.		
Answer Options	Response Percent	Response Count
a. Strongly Agree	56.1%	32
b. Agree	22.8%	13
c. Disagree	0.0%	0
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	21.1%	12
f. Other (please specify)	0.0%	0
<b>answered question</b>		<b>57</b>
<b>skipped question</b>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**EQUALITY, FAIRNESS AND INTEGRITY - The judge shows courtesy and respect to all participants in court proceedings.**

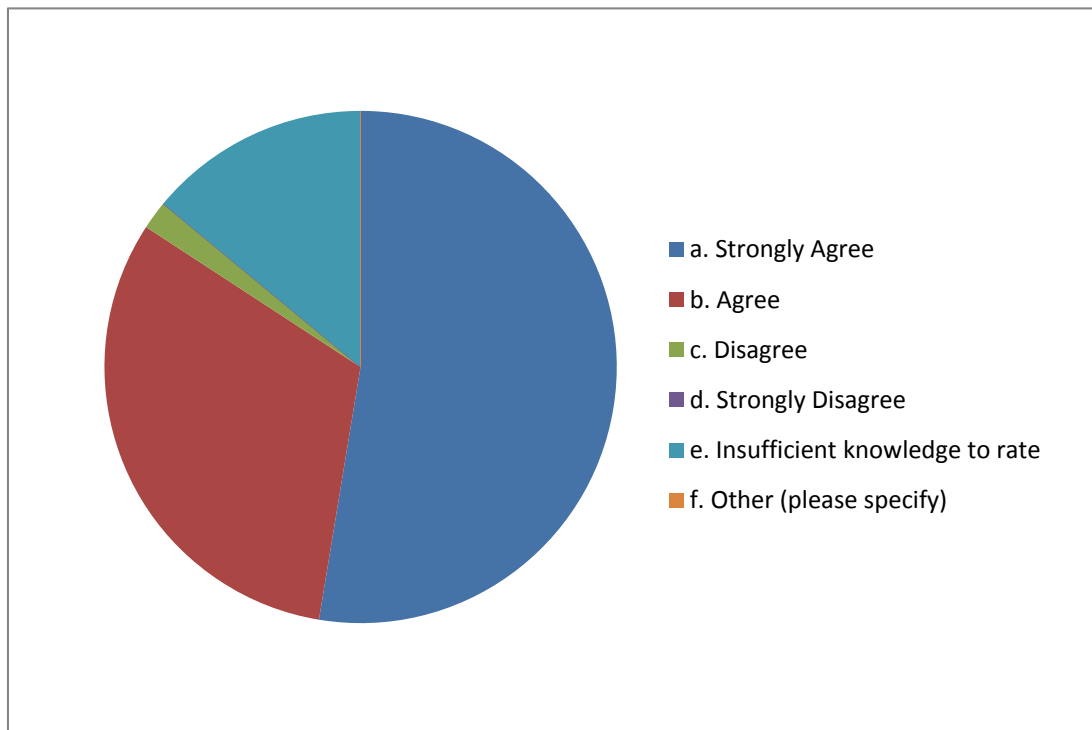
Answer Options	Response Percent	Response Count
a. Strongly Agree	59.6%	34
b. Agree	28.1%	16
c. Disagree	1.8%	1
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	10.5%	6
f. Other (please specify)	0.0%	0
<b>answered question</b>		<b>57</b>
<b>skipped question</b>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**EQUALITY, FAIRNESS, AND INTEGRITY: The judge is fair and impartial and avoids any action that appears to prejudge the outcome of the case.**

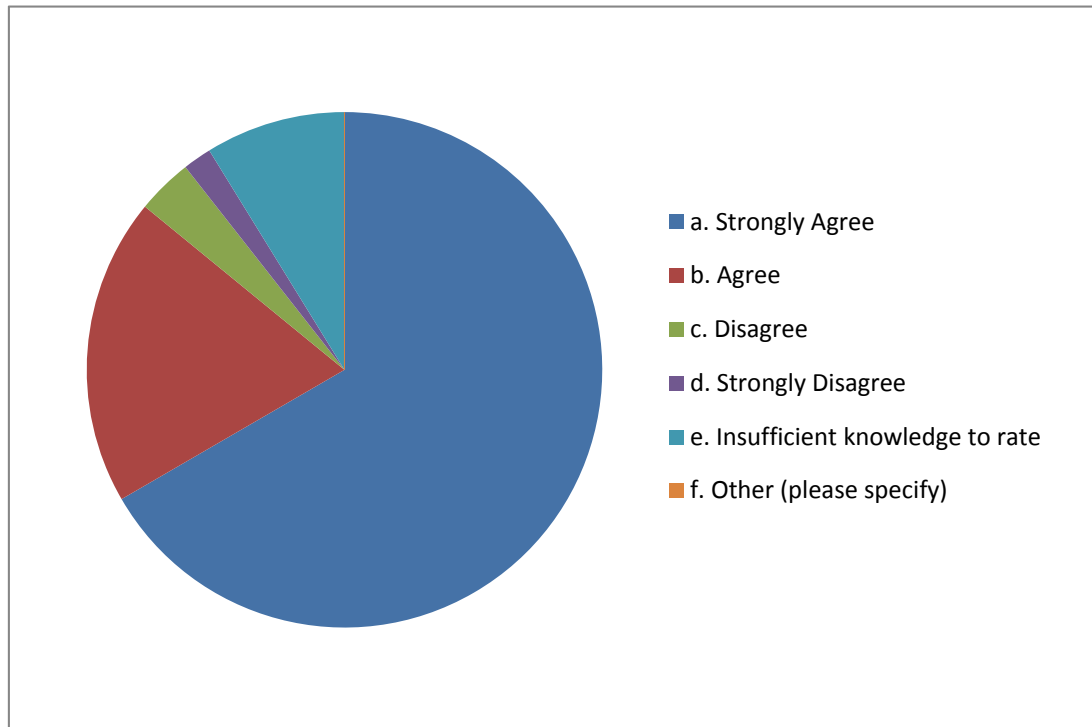
Answer Options	Response Percent	Response Count
a. Strongly Agree	52.6%	30
b. Agree	31.6%	18
c. Disagree	1.8%	1
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	14.0%	8
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**EQUALITY, FAIRNESS, AND INTEGRITY** The judge's actions and decisions show no bias based on race, gender, economic status, sexual orientation or disability. The judge's overall conduct is free from impropriety or the appearance of impropriety and promotes public confidence in the court.

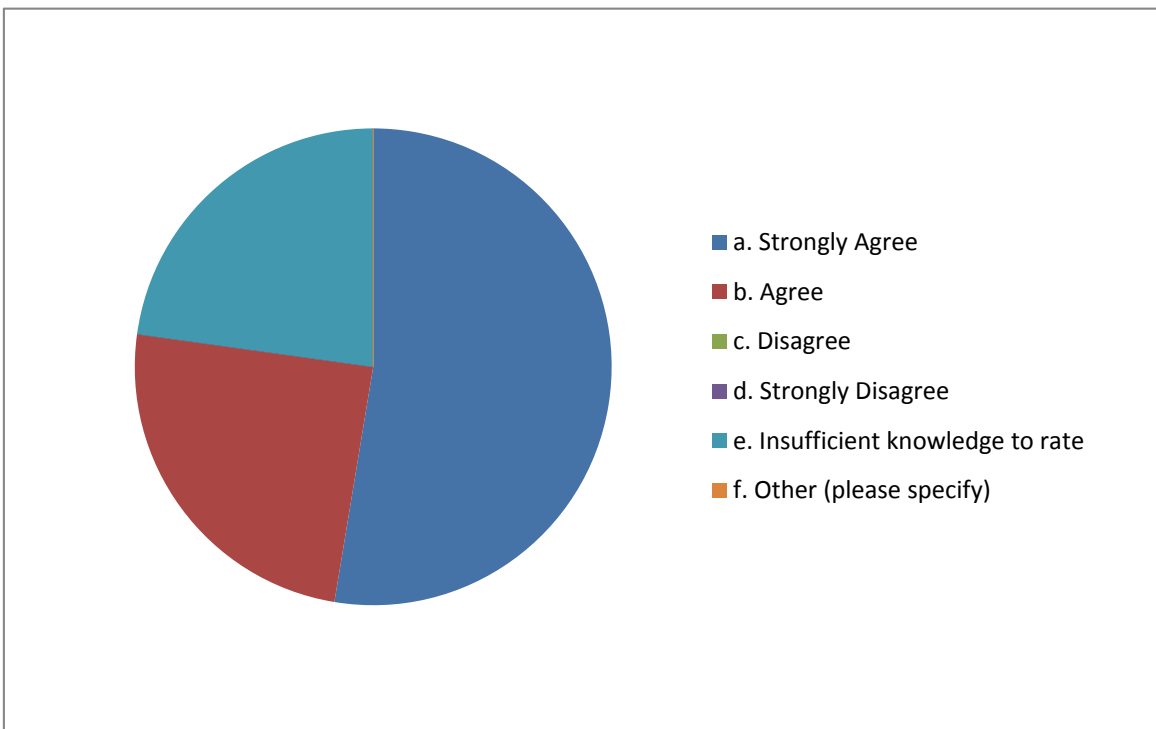
Answer Options	Response Percent	Response Count
a. Strongly Agree	66.7%	38
b. Agree	19.3%	11
c. Disagree	3.5%	2
d. Strongly Disagree	1.8%	1
e. Insufficient knowledge to rate	8.8%	5
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**EQUALITY, FAIRNESS AND INTEGRITY - The judge deals effectively and appropriately with non-English speaking defendants and shows respect.**

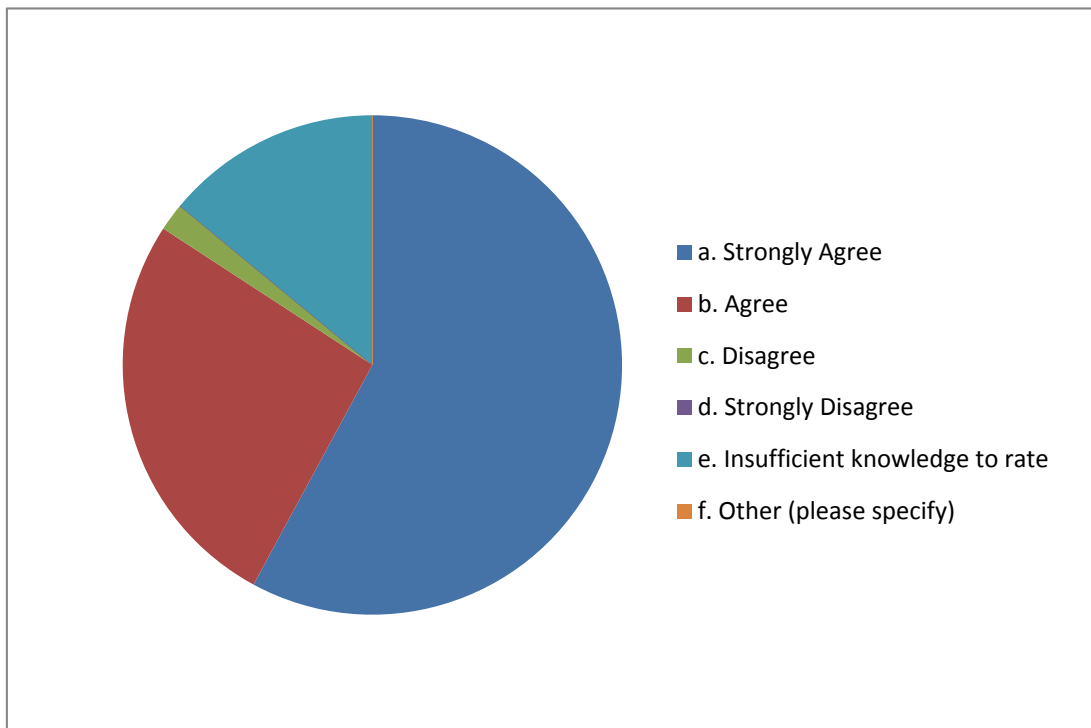
Answer Options	Response Percent	Response Count
a. Strongly Agree	52.6%	30
b. Agree	24.6%	14
c. Disagree	0.0%	0
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	22.8%	13
f. Other (please specify)	0.0%	0
<b>answered question</b>		<b>57</b>
<b>skipped question</b>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**ORAL AND WRITTEN COMMUNICATION - The judge explains court procedure clearly and simply, and listens attentively and actively to all court participants.**

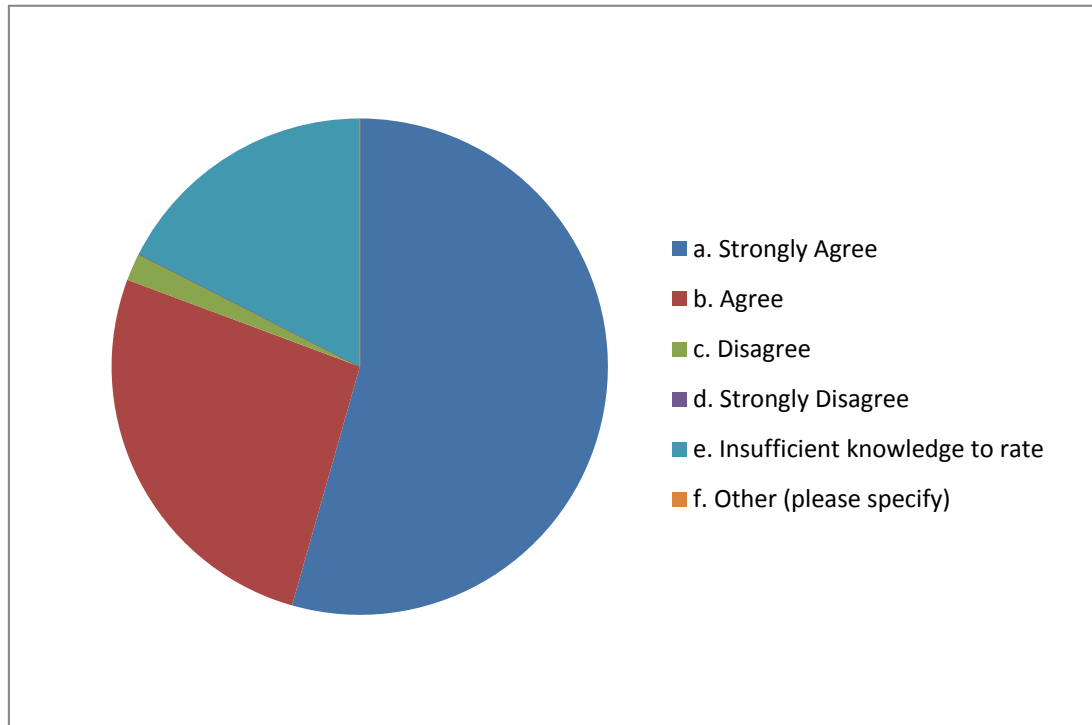
Answer Options	Response Percent	Response Count
a. Strongly Agree	57.9%	33
b. Agree	26.3%	15
c. Disagree	1.8%	1
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	14.0%	8
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**ORAL AND WRITTEN COMMUNICATION - The judge's directions and decisions clearly and unambiguously address the issues; he explains the decision made and the compliance actions required.**

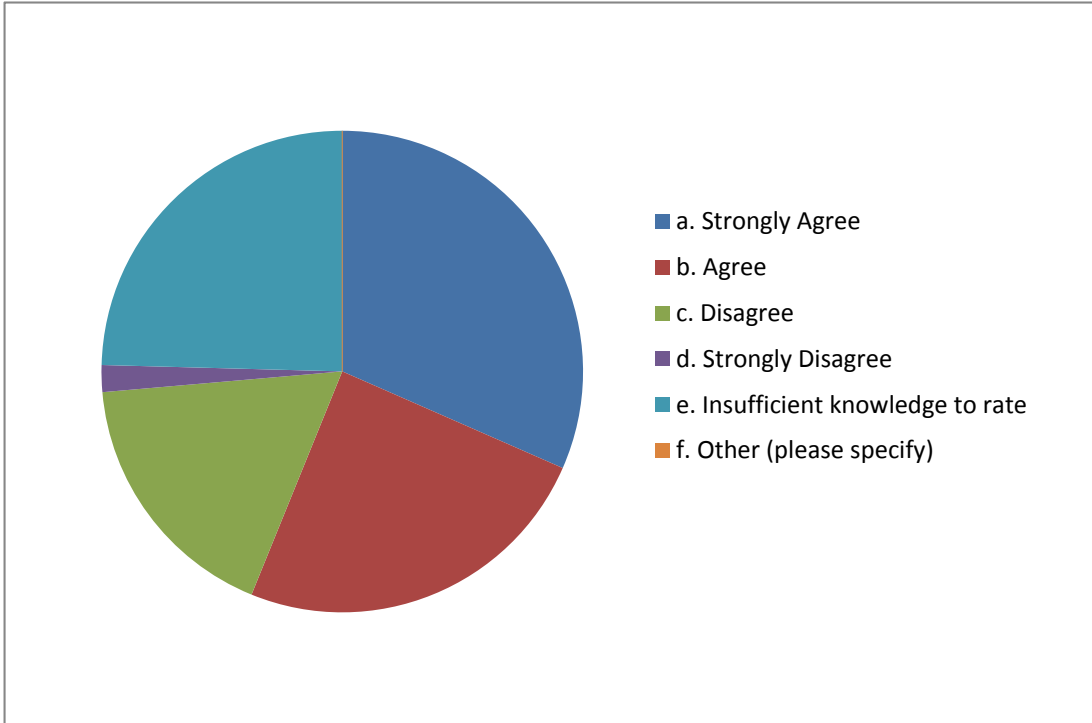
Answer Options	Response Percent	Response Count
a. Strongly Agree	54.4%	31
b. Agree	26.3%	15
c. Disagree	1.8%	1
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	17.5%	10
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**SELECTION AND SUPERVISION OF ASSOCIATE AND ASSISTANCE JUDGES - The judge selects well qualified and competent associate and assistant judges. The judge promotes consistent standards, behavior and approach among associate and assistant judges, so that there is not undue disparity among like cases heard and decided by different judges.**

Answer Options	Response Percent	Response Count
a. Strongly Agree	31.6%	18
b. Agree	24.6%	14
c. Disagree	17.5%	10
d. Strongly Disagree	1.8%	1
e. Insufficient knowledge to rate	24.6%	14
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>

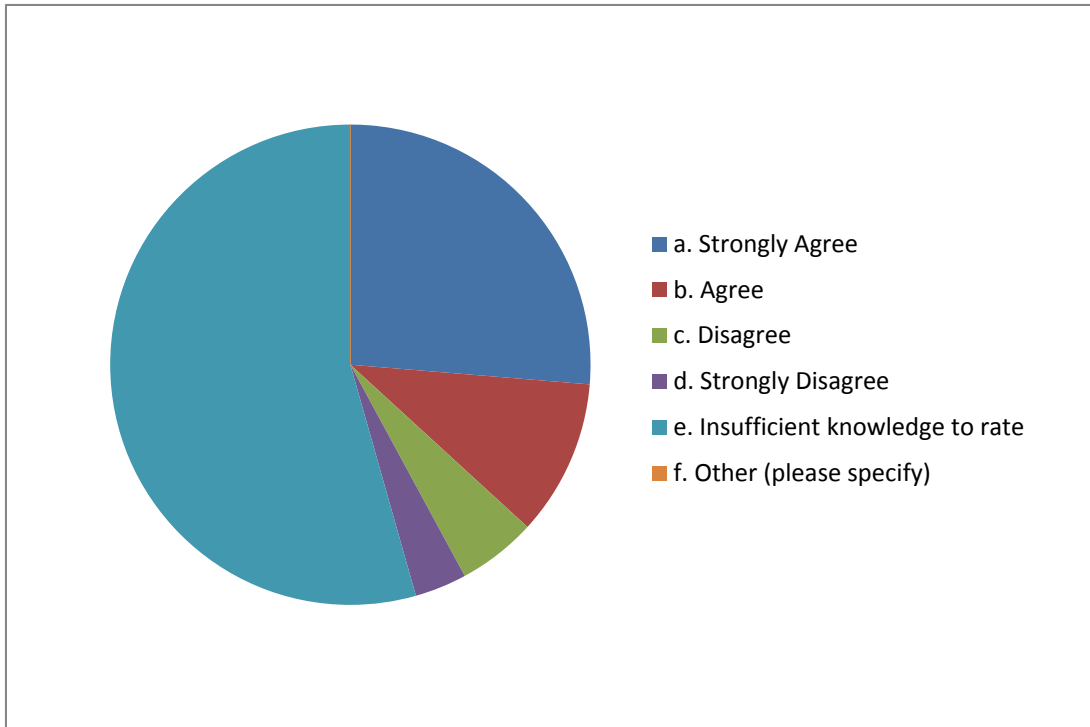




### 2014 Eugene Municipal Court Presiding Judge Survey

**SELECTION AND SUPERVISION OF ASSOCIATE AND ASSISTANCE JUDGES - The judge provides appropriate coaching and performance feedback to associate and assistant judges. The judge's selection and supervision practices show no bias based on race, gender, economic status, sexual orientation, disability, or other factors not relevant to an individual judge's performance.**

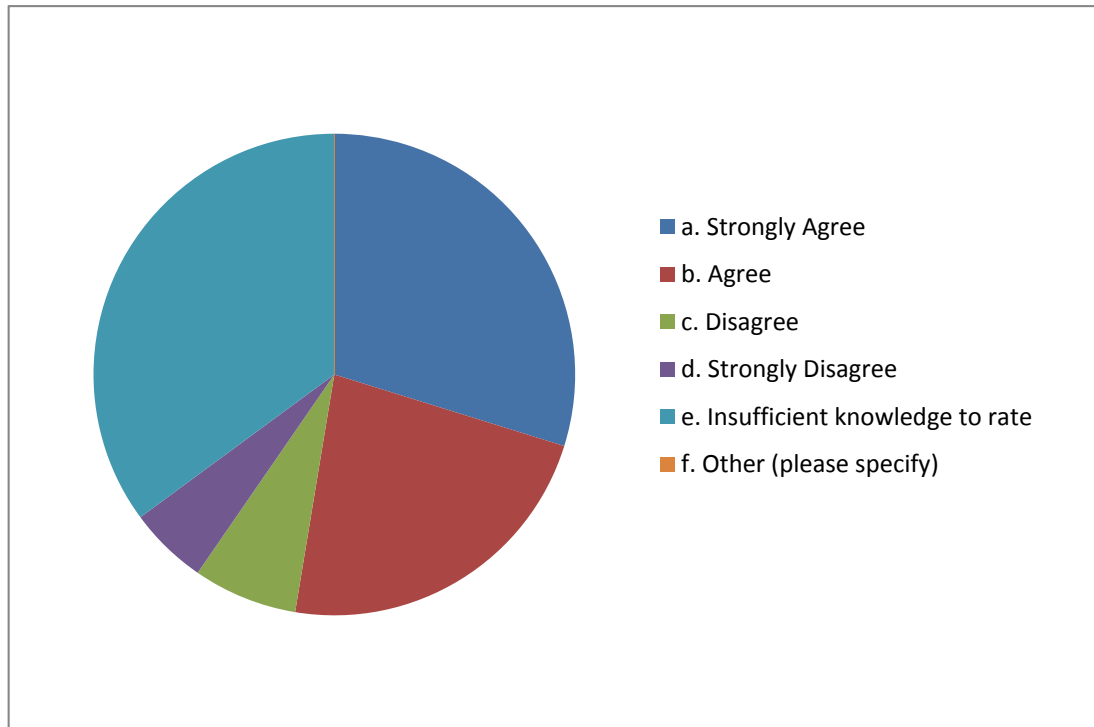
Answer Options	Response Percent	Response Count
a. Strongly Agree	26.3%	15
b. Agree	10.5%	6
c. Disagree	5.3%	3
d. Strongly Disagree	3.5%	2
e. Insufficient knowledge to rate	54.4%	31
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION - The judge skillfully identifies and analyzes issues relevant to court system effectiveness, anticipates new issues and emergent events, and helps implement operational changes to deal with them.**

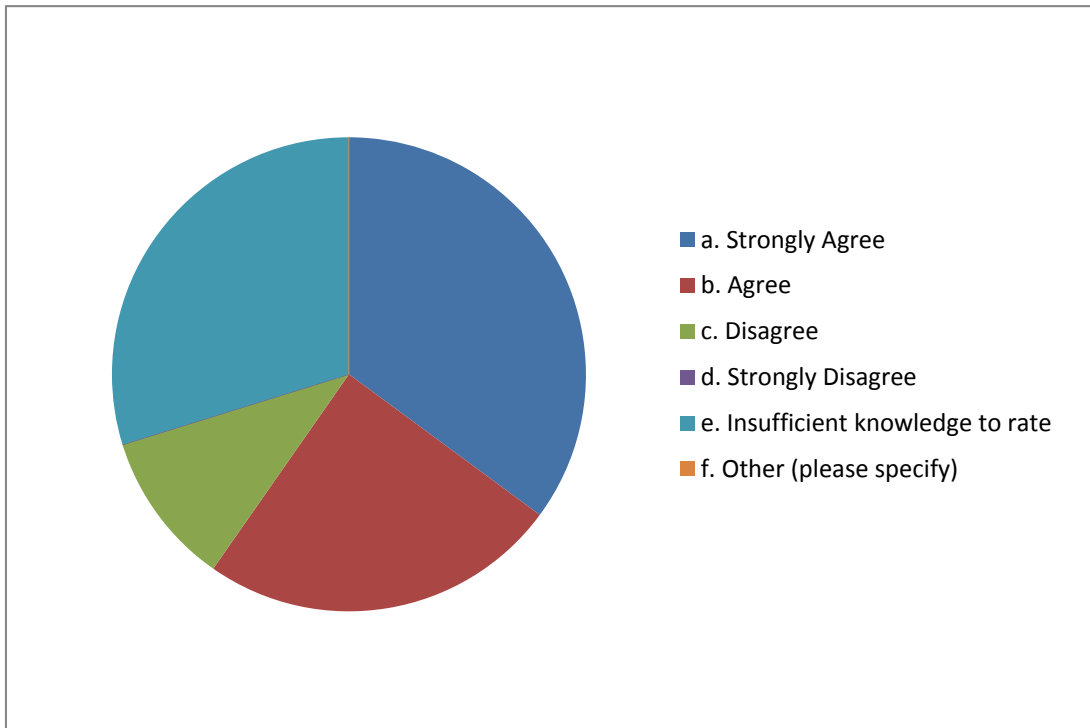
Answer Options	Response Percent	Response Count
a. Strongly Agree	29.8%	17
b. Agree	22.8%	13
c. Disagree	7.0%	4
d. Strongly Disagree	5.3%	3
e. Insufficient knowledge to rate	35.1%	20
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION - The judge is proactive and effective spokesperson to the community to build public awareness for municipal court operations and issues. The judge is responsive to changing needs of the community by establishing special programs.**

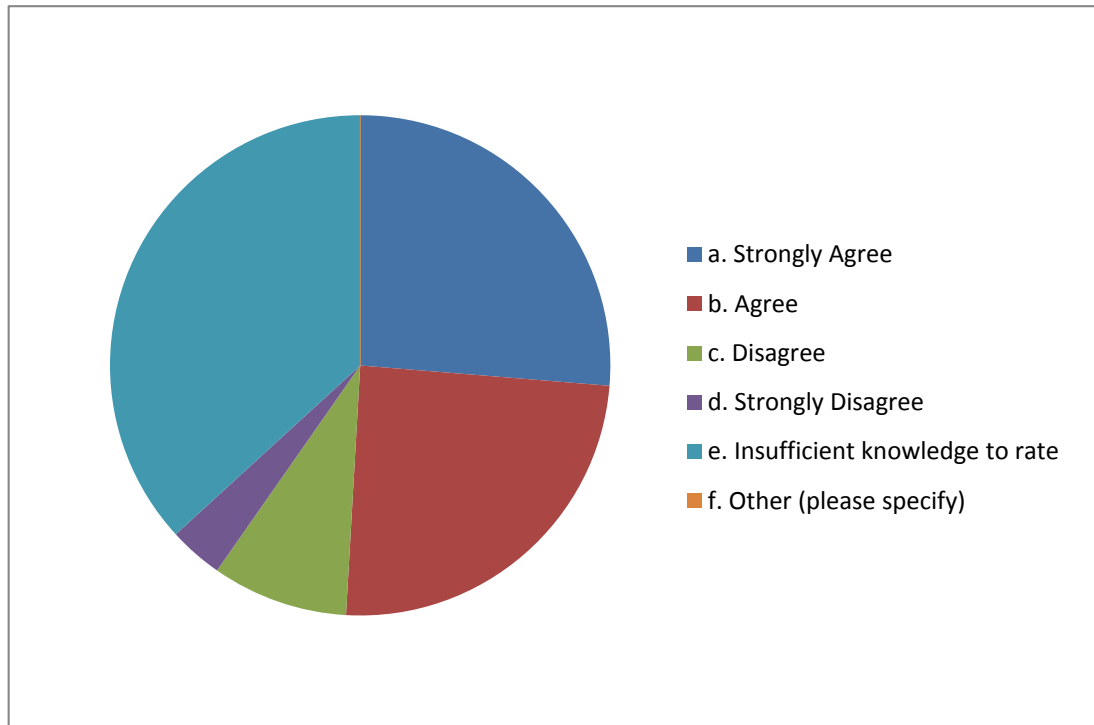
Answer Options	Response Percent	Response Count
a. Strongly Agree	35.1%	20
b. Agree	24.6%	14
c. Disagree	10.5%	6
d. Strongly Disagree	0.0%	0
e. Insufficient knowledge to rate	29.8%	17
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



## 2014 Eugene Municipal Court Presiding Judge Survey

**JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION - The judge works effectively with the municipal court administrator, other judges, court staff, court participants, city council, and other agencies to maintain and enhance court system effectiveness.**

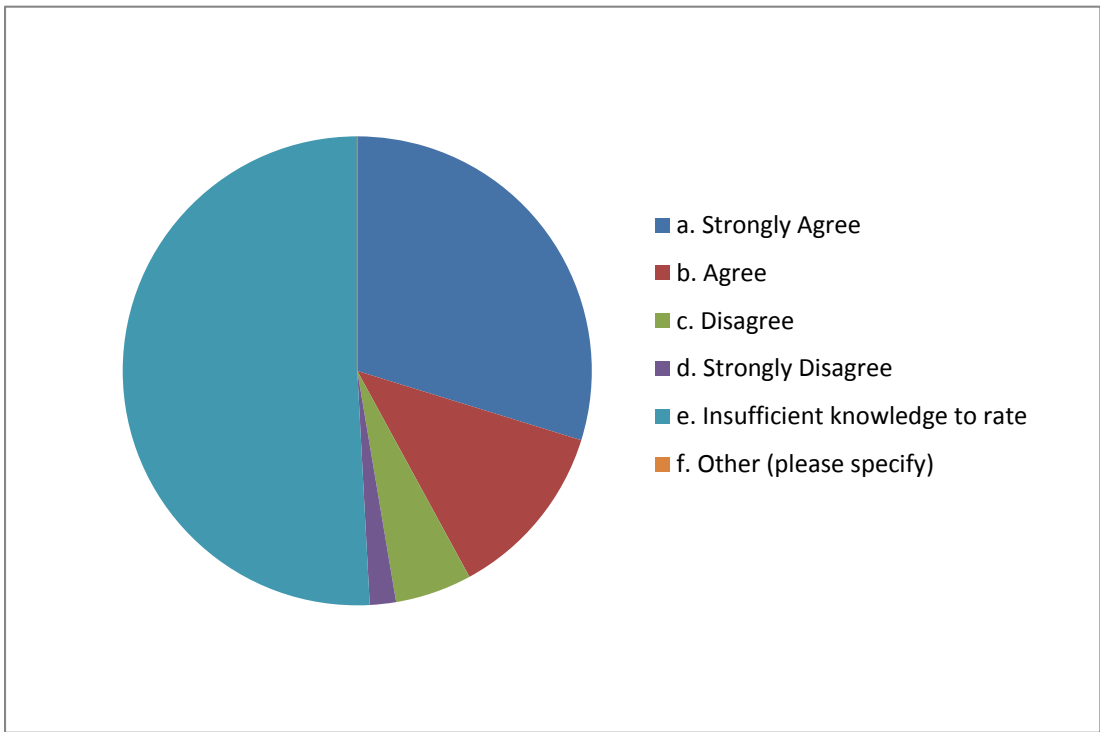
Answer Options	Response Percent	Response Count
a. Strongly Agree	26.3%	15
b. Agree	24.6%	14
c. Disagree	8.8%	5
d. Strongly Disagree	3.5%	2
e. Insufficient knowledge to rate	36.8%	21
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>



### 2014 Eugene Municipal Court Presiding Judge Survey

**JUDICIAL SYSTEM ADMINISTRATION AND REPRESENTATION - The judge participates appropriately and effectively in reviews of court policy and procedure; ensures that mandated changes in statutes, case law and court procedure are promptly implemented; and participates effectively and resourcefully in administrative problem resolution. The judge establishes a clear focus for administrative projects and monitors progress appropriately.**

Answer Options	Response Percent	Response Count
a. Strongly Agree	29.8%	17
b. Agree	12.3%	7
c. Disagree	5.3%	3
d. Strongly Disagree	1.8%	1
e. Insufficient knowledge to rate	50.9%	29
f. Other (please specify)	0.0%	0
<i>answered question</i>		<b>57</b>
<i>skipped question</i>		<b>2</b>





# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




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### Work Session: Eugene Springfield 2015 Consolidated Plan Update

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Meeting Date: November 12, 2014  
 Department: Planning and Development  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: B  
 Staff Contact: Stephanie Jennings  
 Contact Telephone Number: 541-682-5529

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#### **ISSUE STATEMENT**

The Eugene-Springfield Consolidated Plan provides an assessment of local housing, homelessness, and community development needs and establishes a five-year strategic plan for use of federal funds received from the U.S. Department of Housing and Urban Development (HUD). Completion and adoption of the Consolidated Plan is a prerequisite for receiving Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and other HUD funds. At this work session, staff will provide an overview of the HOME and CDBG programs, review progress achieved under the 2010 Consolidated Plan, and discuss the process for development of the 2015 Consolidated Plan.

#### **BACKGROUND**

The Eugene-Springfield 2015 Consolidated Plan will present an assessment of local housing, homelessness, and community development needs and establish goals and priorities for use of HUD funds to address those needs. Eugene and Springfield must complete, adopt, and submit a new five-year Consolidated Plan to the U.S. Department of Housing and Urban Development (HUD) by May 15, 2015. The period covered by the next Consolidated Plan will commence on July 1, 2015, and end on June 30, 2020. Completion of the Consolidated Plan is a prerequisite for receiving CDBG, HOME, and other HUD grants. CDBG and HOME must be used to advance the following statutory objectives principally for low-income and moderate-income residents:

- Provide decent, safe, and affordable housing (CDBG and HOME)
- Create suitable living environments (CDBG)
- Expand economic opportunities (CDBG)

The cities of Eugene and Springfield are both designated as entitlement jurisdictions within the CDBG program. This means each jurisdiction meets the minimum population threshold to receive direct annual allocation of CDBG funds from HUD. The minimum population threshold is higher for the HOME program so only Eugene is eligible to receive a direct allocation of HOME funds from HUD. In 1992, Eugene and Springfield formed a HOME Consortium to provide local access to HOME funds for housing activities in Springfield. Eugene is the lead entity in the HOME Consortium and is responsible for the oversight and administration of HOME funds in the entire Consortium area.

Since the formation of the HOME Consortium, Eugene and Springfield have jointly developed the Eugene-Springfield Consolidated Plan every five years. This collaboration has allowed for consideration of needs for the metropolitan area as a whole, development of shared goals and strategies, and more efficient use of limited resources for plan development and reporting. In addition, the cities of Eugene and Springfield must complete and submit a One Year Action Plan (Action Plan) for each fiscal year within the five-year period. The Action Plan describes the cities' annual allocation process and uses of HOME and CDBG funds allocated by Congress during a specific fiscal year. The next Action Plan will be completed and submitted to HUD along with the new Consolidated Plan. Lastly, the jurisdictions also jointly develop a Consolidated Annual Performance Evaluation Report (CAPER) to report on outcomes and progress achieved for each year. Attachment A provides a visual diagram of the required planning and reporting components.

### **Overview of the 2010 Consolidated Plan**

The Eugene-Springfield 2010 Consolidated Plan provides a foundation for development of the next Plan. Goals and strategies are organized into an Affordable Housing Strategic Plan and a Community Development Strategic Plan in accordance with HUD requirements. Selected goals must address identified community needs but also must be feasible to implement within the complex regulatory requirements of the HOME and CDBG programs. The complete 2010 Consolidated Plan is available at [www.eugene-or.gov/hudconplan](http://www.eugene-or.gov/hudconplan).

As a part of work session, staff will review progress to date under the current Plan as well as related trends and issues. A summary of the goals, objectives and strategies are provided below.

Affordable Housing Strategic Plan - Affordable housing goals, objectives, strategies, and outcomes are intended to address HUD program objectives to provide decent, safe, and affordable housing. Both HOME and CDBG funds are used to support affordable housing goals. A total of five affordable housing goals were included in the 2010 Consolidated Plan:

- Increase the supply of affordable housing
- Conserve and improve existing affordable owner and renter housing stock
- Increase opportunities for low- and moderate-income households to become and remain homeowners
- Increase opportunities for low- and moderate-income households to become and remain renters
- Remove barriers to affordable and supportive housing

Community Development Strategic Plan - Community development goals, objectives, strategies, and outcomes are intended to address multiple statutory objectives by providing human services; promoting economic opportunities; increasing access to public facilities; and improving low-income neighborhoods. A total of four community development goals were included in the 2010 Consolidated Plan:

- Support a human services delivery system that helps low- and moderate-income persons achieve dignity, well-being, and self-sufficiency
- Provide economic development and diversification through the creation of jobs
- Improve accessibility to public facilities



- Make strategic investments to improve low-income neighborhoods and other areas exhibiting conditions of slums and blight

### **Developing the Next Consolidated Plan**

HUD has provided extensive guidance on the required elements of the Consolidated Plan as well as the process for developing the Plan. Required elements of the next Consolidated Plan must include:

- Evaluation of outcomes and results achieved under the previous Consolidated Plan
- Assessment of Needs, Housing Market, and Community Conditions
- Development and Prioritization of Goals, Objectives, and Strategies
- Establishment of an Annual Allocation Process and Performance Metrics

The process for developing the Consolidated Plan requires consultation with a wide range of stakeholders as well as outreach to targeted populations. Engagement is strongly encouraged at both the needs assessment stage and also at the strategy development and prioritization stage. Staff is currently developing a consultation and public participation strategy for the Consolidated Plan. A diagram of the Consolidated Plan development process is provided in Attachment B.

Development and adoption of a new Fair Housing Plan is a required component of the Consolidated Plan. The Eugene and Springfield staff will conduct an “analysis of impediments” to fair housing choice and develop strategies to address each identified impediment. Impediments to fair housing choice are defined as any actions, omissions, or decisions taken because of race, color, religion, sex, disability, familial status, or national origin that have an effect of restricting housing choice or the availability of housing choice. The analysis must also include a review of the entitlement community’s laws, regulations, administrative procedures and practices. It assesses how laws affect the location, availability and accessibility of housing while considering conditions, both public and private, affecting fair housing choice for all protected classes within the jurisdiction.

### **RELATED CITY POLICIES**

Development of the Eugene-Springfield 2015 Consolidated Plan will be coordinated and linked to other plans including Envision Eugene, City Council Adopted Growth Management Policies, the Lane County Ten Year Plan to End Chronic Homelessness, and the Lane County Continuum of Care Plan.

### **COUNCIL OPTIONS**

Information only.

### **CITY MANAGER’S RECOMMENDATION**

No recommendation provided at this time.

Item B.

**SUGGESTED MOTION**

No motion required at this time.

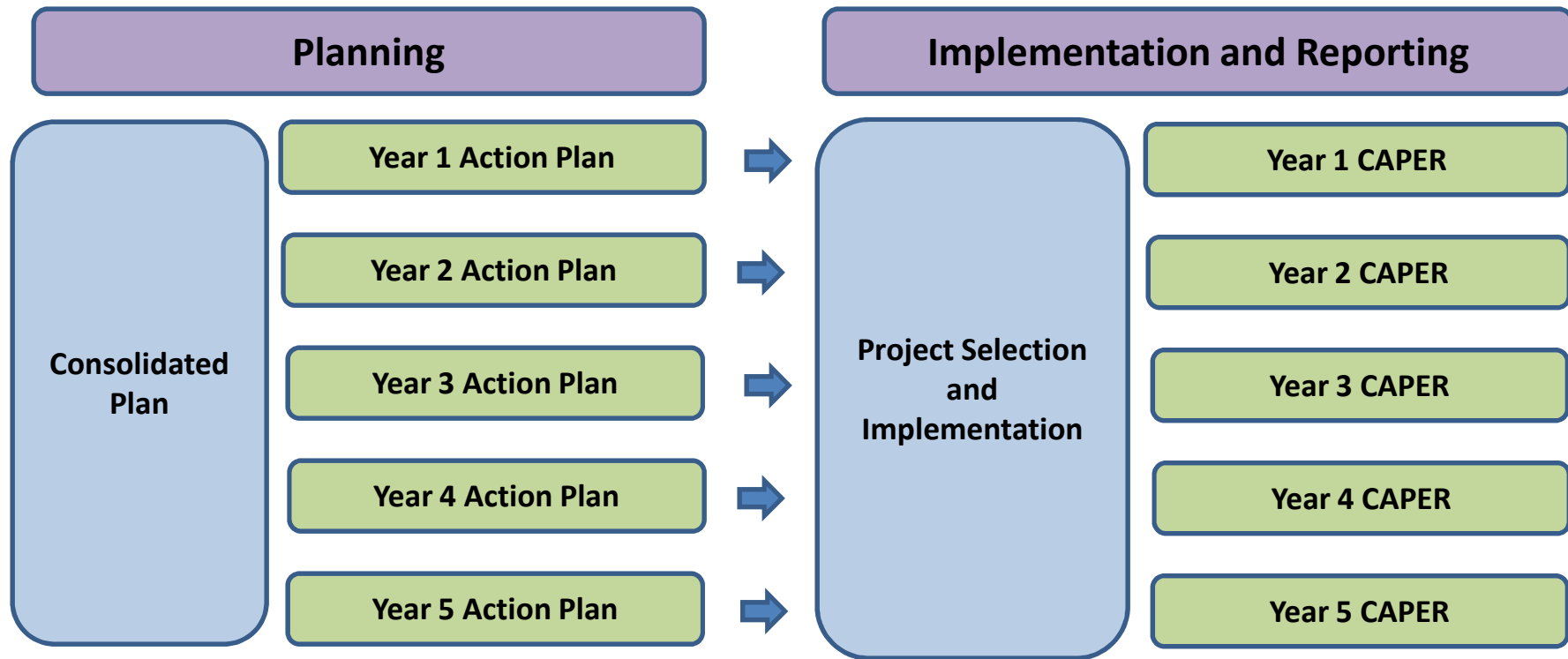
**ATTACHMENTS**

- A. HUD Required Plans and Reports Diagram
- B. Consolidated Plan Development Process Diagram

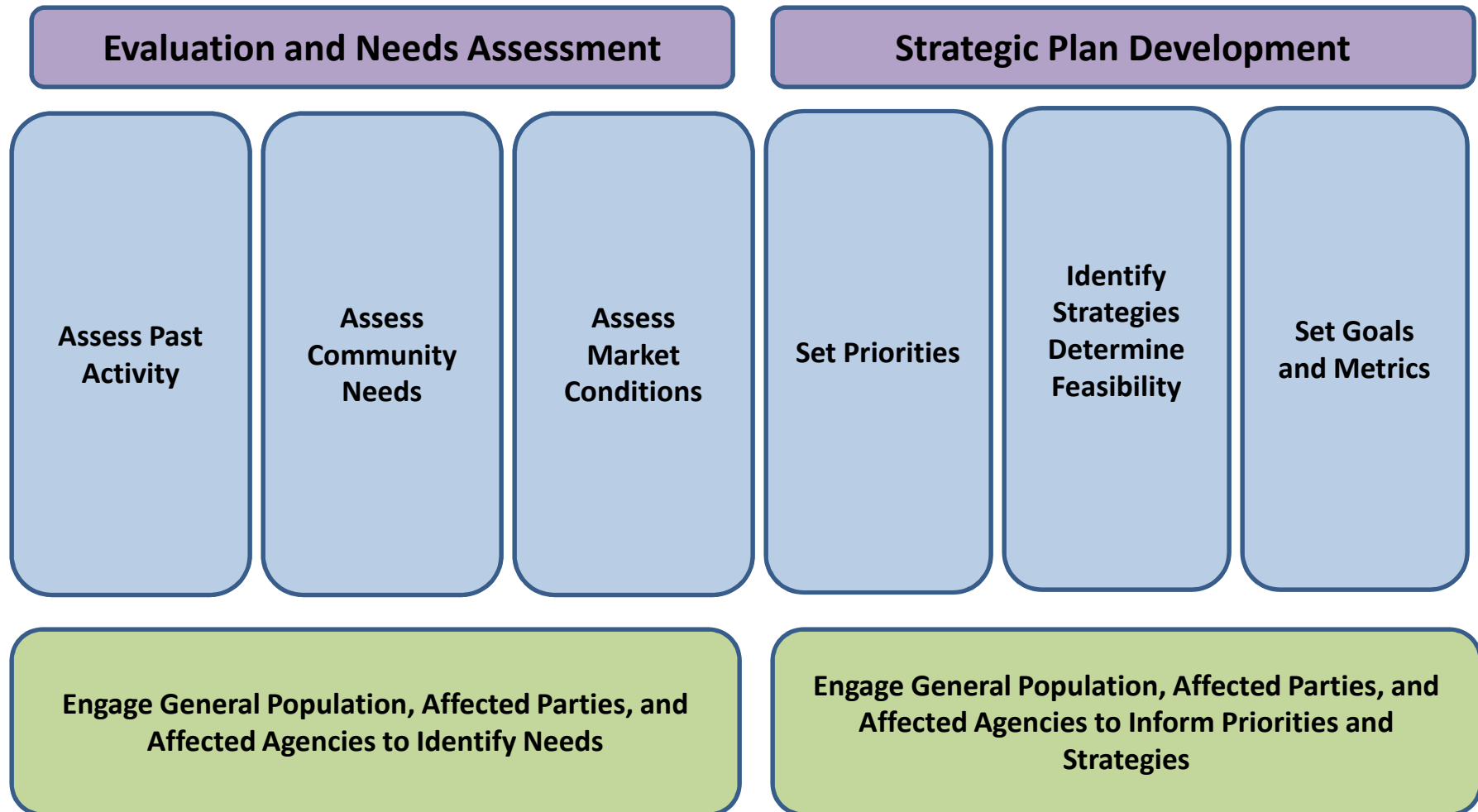
**FOR MORE INFORMATION**

Staff Contact: Stephanie Jennings, Grants Manager  
Telephone: 541-682-5529  
Staff E-Mail: [stephanie.a.jennings@ci.eugene.or.us](mailto:stephanie.a.jennings@ci.eugene.or.us)

# HUD Required Plans and Reports



# Consolidated Plan Development Process





# **Eugene-Springfield 2015 Consolidated Plan**

## **A Five-Year Plan for Housing and Community Development**

Work Session with Eugene City Council  
November 12, 2014

# Presentation Summary

- Provide Overview of the Consolidated Plan
- Discuss CDBG and HOME Programs
- Review 2010 Consolidated Plan Priorities and Outcomes
- Discuss Next Steps for the 2015 Consolidated Plan

# Overview of the Consolidated Plan



# What is the Consolidated Plan?

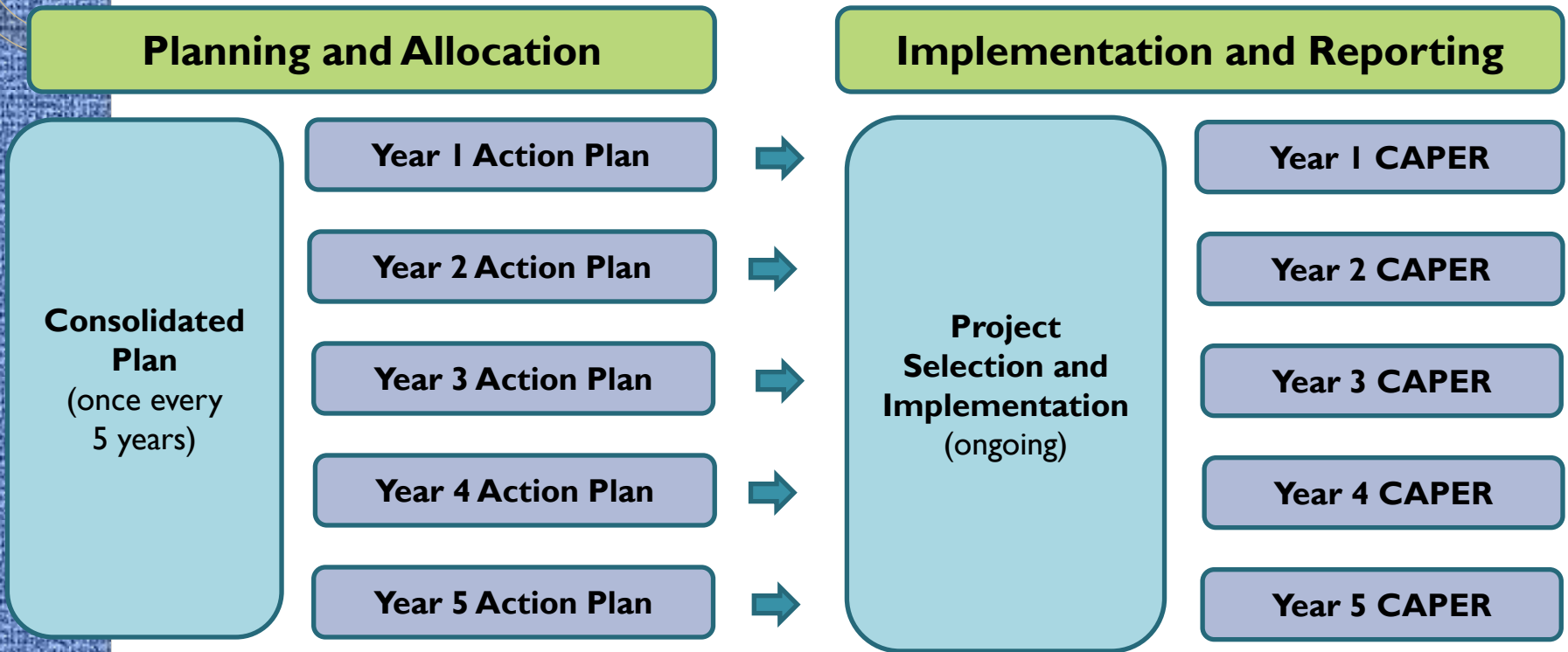
- The Consolidated Plan sets strategies and goals for use of CDBG and HOME funds for a 5 year period.
- Eugene and Springfield receive funds based on formula allocation and Congressional appropriations. Staff estimate the two jurisdictions will receive \$14 million in funds over the next 5 years.
- Current Plan expires June 30, 2015. The next Con Plan is due May 15, 2015 to take effect on July 1, 2015.
- Goals included in the plan must align with the eligible uses of CDBG and HOME funds.



# Purpose of Consolidated Plan

- Assess housing and community needs of low-income people and neighborhoods through data analysis, community involvement, and agency consultation.
- Develop goals, objectives, strategies, and metrics to invest CDBG and HOME funds over next 5 years in areas of greatest demonstrated need.
- Coordinate with other plans and resources to create partnerships and leverage investments.
- Consider how governmental policies affect availability and affordability of housing opportunities and impact low-income neighborhoods.

# HUD Planning and Implementation Structure



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# Understanding CDBG and HOME



# What is CDBG?

- CDBG was created to support viable urban communities through affordable housing, expanded economic opportunities, and creation of suitable living environments.
- All uses of CDBG funds must meet a national objective:
  - 1) Benefit to low-income persons or neighborhoods
  - 2) Prevent or eliminate slums and blight
  - 3) Meet an urgent needs in a disaster
- CDBG funds are restricted to certain eligible uses.
- Eugene is one of 16 jurisdictions in Oregon that receives a direct allocation of CDBG funds.

# CDBG Basics – 5 Things to Remember

- Highly complex and restrictive program with strict expenditure deadlines.
- Up to 15% of CDBG funds may be used for human services.
- Best suited for affordable housing, economic development, human services operations and capital facilities, and improvements to low-income areas.
- Funds can be used for capital projects that create emergency, transitional, or permanent affordable housing that meet habitability standards.
- CDBG has no match requirement but has great potential to leverage other resources.

# What is HOME?

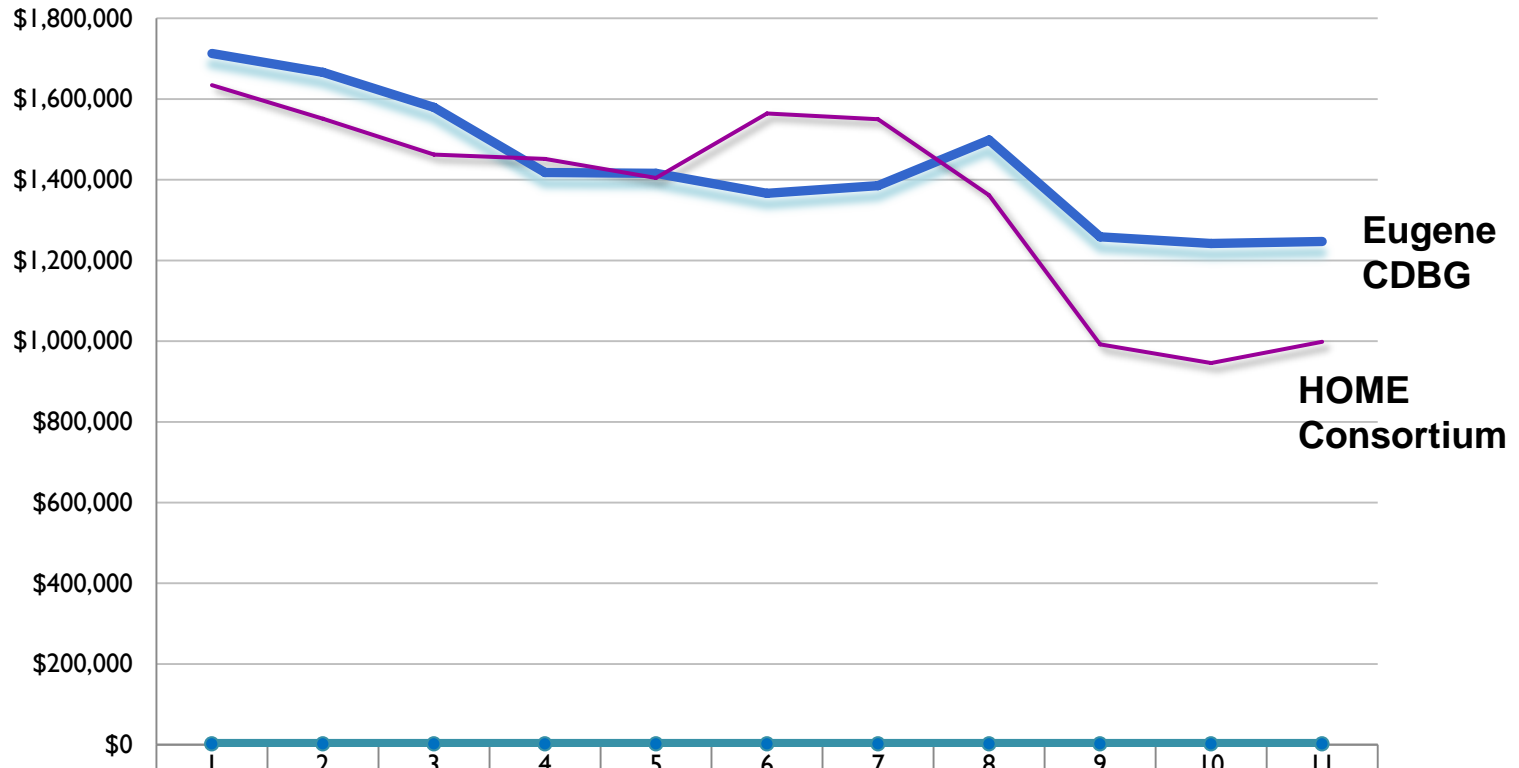
- One and only purpose is to expand the supply of decent, safe, sanitary, and affordable housing.
- Eugene is an “entitlement jurisdiction” for HOME funds.
- Eugene and Springfield formed a “consortium” in 1992 to create a pool of resources to support projects in both jurisdictions.
- Eugene is one of six Oregon jurisdictions that receive HOME funds directly from HUD.

# HOME Basics – 5 Things to Remember

- Highly complex and restrictive program with strict commitment and expenditure deadlines.
- Best suited for supporting new construction or acquisition of existing affordable housing.
- Can only be used to support permanent or long-term transitional affordable housing.
- Requires a minimum 25% match of nonfederal funds.
- Funds cannot be committed until all other project sources are in place.
- HOME projects must meet a very high habitability standard and up to a 20 year period of affordability.

# CDBG and HOME Funding Trend

27% decline in CDBG and 39% decline in HOME in 10 years



Eugene Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CDBG	\$1,713,0	\$1,666,0	\$1,579,1	\$1,417,9	\$1,415,7	\$1,366,2	\$1,385,5	\$1,498,3	\$1,258,6	\$1,242,0	\$1,247,1
HOME	\$1,634,5	\$1,551,0	\$1,462,1	\$1,451,7	\$1,404,3	\$1,564,2	\$1,549,8	\$1,361,5	\$992,142	\$945,813	\$998,583



# 2010 Consolidated Plan Goals and Outcomes

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# 2010 Affordable Housing Strategic Plan

Supported with both HOME and CDBG funds

Objective	Projected Outcome	Estimated Outcome
Increase the supply of affordable housing	500 units	266 units
Rehabilitate existing housing	332 unit rehabs	375 unit rehabs
Acquire landbank sites	2 sites	2 sites
Create homeownership opportunities	100 home purchases	42 home purchases
Provide rental assistance	100 households assisted	0 households assisted
Remove barriers to affordable and supportive housing	Maintain Housing Policy Board	Housing Policy Board maintained



### Lamb Building

34 affordable housing units and  
Ground Floor Retail



### Willakenzie Crossing

56 affordable housing units

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### Bothy Cottage

5 bedroom group home for female ex-offenders with children



### 29<sup>th</sup> Place Apartments

35 units for people with severe mental illness

Lamb Building photo: Marc Allen Mintz

# 2010 Community Development Strategic Plan

Supported with CDBG funds only

Objective	Projected Outcome	Estimated Outcome
Support human services operations and capital improvements	15% to HSC 15 facilities	15% to HSC 10 facilities
Provide business loans to create jobs and support microenterprises	200 jobs created 300 trainees	240 jobs created 390 trainees
Increase accessibility to public facilities	50 curb ramps 25 APDs	92 curb ramps 24 APDs
Make improvements to low-income neighborhoods	3 projects	3 projects

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**Blair Avenue Streetscape**  
Sidewalk, curb ramps, and crossings



**Food for Lane County**  
Food boxes for low-income households



**Oakshire**  
Business loan to create jobs



**Lindholm Center**  
Capital grant to expand services

# Next Steps for the 2015 Consolidated Plan

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# Consolidated Plan Development Process

## Evaluation and Needs Assessment

**Step 1**  
Assess Past  
Activity

**Step 2**  
Assess  
Community  
Needs

**Step 3**  
Assess  
Market  
Conditions

**Engage General Population, Affected Parties,  
and Affected Agencies to Identify Needs**

## Strategic Plan Development

**Step 4**  
Set  
Priorities

**Step 5**  
Identify  
Priorities  
Determine  
Feasibility

**Step 6**  
Set Goals,  
Strategies  
and Metrics

**Engage General Population, Affected Parties,  
and Affected Agencies to Inform Priorities  
and Strategies**

# Community Involvement

- Community involvement is encouraged at both the needs assessment stage and strategy development / prioritization.
- HUD requires community involvement process that includes affected groups and stakeholders.
- Must include low-income persons, residents of low-income neighborhoods, non-English speakers, persons with disabilities, special needs populations, and affordable housing residents.
- Achieved through key informant interviews, surveys, workshops, and public hearings. Will draw on previous efforts where possible.



# Agency Consultation / Plan Coordination

- Agency Consultation is encouraged at both the needs assessment stage and also strategy development and prioritization.
- HUD requires consultation with public, nonprofit, and private agencies.
- HUD encourages coordination with other plans that serve or affect targeted populations.
- Achieved through key informant interviews, surveys, workshops, and public hearings. Will draw on other efforts where possible.

# Step I - Assess Past Performance

- What outcomes and impacts were achieved ?
- What conditions and factors impacted performance?
- What conditions are likely to continue or change in the future?

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## Step 2 & 3 - Assess Needs and Market Conditions

- Components of needs assessment include housing needs by income and population and community development needs.
- Market analysis requires assessment of general housing market characteristics, lead-based paint hazards, public housing, assisted housing, facilities and services for homeless people, and special needs facilities.
- Market analysis also requires assessment of barriers to affordable housing such as tax policies, land use controls, zoning, building codes, and fees.

## Steps 4 & 5 - Set Priorities / Determine Feasibility

- What are the greatest community needs?
- Is it feasible to use CDBG or HOME funds to meet these needs?
- Are there other resources that are better suited to meet these identified needs?

## Step 6 - Identify Objectives, Strategies, and Metrics

- What are the specific objectives and strategies that will be pursued over the next 5 years?
- How much funding will be allocated to each objective?
- What are the metrics and milestones that will be used to measure progress?

# Timeline for Plan Development and Submission

## 2015 Eugene-Springfield Consolidated Plan

	Jan '14	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan '15	Feb	Mar	Apr	May	Jun	Jul	
<b>Plan Process and Setup</b>																				
<b>Assess Past Activity</b>																				
<b>Assess Community Needs/Market Conditions</b>																				
<b>Strategic Plan Development</b>																				
<b>Draft Plan</b>																				
<b>Public Review &amp; Hearings</b>																				
<b>Adoption / Submittal - May 15</b>																				
<b>HUD Review and Plan Takes Effect</b>																				

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# Big Ideas for Exploration

- Creating greater focus for use of funds given declining resources and greater regulatory complexity.
- Find ways to use these funds to leverage other resources and investments.
- Create partnerships to get to shared commitment to achieving goals.
- Use assets and financial stability framework and lens for organizing and connecting actions to increase income, create and maintain assets, and reduce household expenses.
- Explore ways to increase affordable housing production through new funding streams, partnerships, and greater coordination.

**Thank you!**

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