

MINUTES

Eugene City Council
McNutt Room--City Hall

February 23, 1995
5:30 p.m.

COUNCILORS PRESENT: Nancy Nathanson, Tim Laue, Shawn Boles, Pat Farr, Laurie Swanson Gribkov, Jim Torrey.

COUNCILORS ABSENT: Kevin Hornbuckle, Barbara Keller.

The regular City Council meeting of February 23, 1995, of the Eugene City Council was called to order by Her Honor Mayor Ruth Bascom.

I. CITY COUNCIL GOALS SESSION

A. Process Introduction

Mr. Laue referred to Diagram 2 on the "Council Goals: Setting Direction and Evaluating Results" schematic to orient the council to where in the process it was. He described results of the homework, saying that the only difference was that Mr. Farr's outcome choices were represented in Part 2 instead of Bobby Green's. He explained that Part 1 of the homework resulted in a list of 15 outcomes from the December 9-10 vision/mission session, but individuals would have an opportunity to add to that list from outcomes in Part 2, which are additional outcomes from the visions exercise.

Ms. Swanson Gribkov expressed concern with adding more to the original list, saying her assumption was that the list would be reduced.

Ms. Nathanson noted that some of the things in Part 2 could be subsumed under language in outcomes in Part 1.

Mr. Laue asked council members to be flexible and read the ground rules for the session, adding that they were the same as those applied in previous sessions. He described his role as facilitating the council's arrival at a "group mind," adding he would not participate in the dot exercises, but will participate when goals motions are introduced. He indicated that Mayor Bascom would chair the meeting.

Mr. Laue said that a consensual process would be used in transference voting, moving outcomes to the initial list. The level of support would be based on a five-finger voting process, with 1-strongly support, 2-support, 3-willing to support, 4-want to be heard, and 5-not willing to support. Any goal that received a 5 would be removed from the list.

B. Homework Results

Referring to the "CC Goals in Median Rank Order" chart, Mr. Boles explained the results as follows: "safety" and "thoughtful government" tied as the council's top goal; the third-, fourth-, and tenth-ranked goals had strong council agreement about their rankings, while some on the top 15 outcomes list had wide disparity among individuals with respect to the rankings; the third-ranked outcome produced an "outlier." Mr. Boles explained that an outlier was someone that was outside the 1.5 times range of the median range.

Mr. Boles circulated page two of the chart that showed the extent to which individuals agreed with the council as a whole around each of the 15 goals.

Ms. Nathanson reported that she ranked some important issues lower because it was unlikely that much could get done in a two-year period. Mr. Boles said that the urgency, impact, and do-ability concepts were interpreted differently by individuals. As a consequence, he said, there is relatively little relationship between the mean score for a goal on, for example, urgency and the median rank.

Mr. Boles said he had hoped for clearer information, adding that the council should use it as information much like the background information distributed prior to the session.

In response to a comment from Ms. Nathanson, Mr. Boles said that collecting eight responses out of nine greatly affected the results, as that other response would have accounted for one-ninth the data.

Mr. Boles produced a third diagram, depicting agreement relationships between pairs of individuals.

Ms. Nathanson expressed "much" appreciation for the committee's work.

Mr. Laue said he did a different analysis--around urgency and impact--which resulted in a quadrant matrix depicting areas of 1) high urgency/high impact, 2) high urgency/low impact, 3) low urgency/low impact, and 4) high impact/low urgency. He noted that there was nothing in high impact/low urgency because it has probably already been done. There were quite a few things in high urgency/low impact, suggesting that there are more things that are urgent in the community than the council believes it has the capacity to do. Mr. Laue said food/housing and education are close to reflecting that pattern. He noted that community policing fell into the high urgency/high impact quadrant. He added that results also revealed that the council believed it could have high impact if it was "the best of all possible councils."

The council took a short dinner break.

C. Council Goals/Oregon Benchmarks/90-Day Work Plan

1. Oregon Benchmarks

Mr. Boles said the State has established a set of benchmarks at the State level for key issues, some of which appear to be useful at the local level as well either because the local jurisdiction can derive the same type of measure or a measure is specified that performs the same function. He said that other municipalities, counties, and chambers of commerce are using the State benchmarks in the same way. He said the council would try using those to test whether it had a good measure or was developing good measures.

2. 90-Day Work Plan Cycle

Mr. Boles said that there was a 90-day cycle during which staff attempts to organize the council's goals in the context of the ongoing work of the organization. He said staff was expected to check back with the council and/or the Council Committee on Working Relationships (CCWR) for additional direction. He referred individuals to the "1995-96 Council Goals Cycle" time line that depicted the 90-day period for integrating goals into resource and work plans, including clarifying goals, setting targets and measures, and developing the work plan.

Mr. Boles said the council's role is to identify its goals that match the State's benchmarks and deciding what to do if there is no match. He said staff analysis would include costs and the council may want to decide whether to proceed with some of those goals.

Mayor Bascom expressed concern with arriving at measurements for social goals. Mr. Boles said that would be addressed in the discussion of what constitutes an acceptable measure.

Mr. Boles reviewed the other steps for development of measures and targets for council goals as outlined in the handout.

Mr. Laue said the time line between now and the fall of 1996 could be split into internal and external measures, with the Oregon benchmarks (external) providing at least one set of measures without having expanded any resources.

Referring to the handout on measures, Mr. Boles said the bulk of the work falls under part C, steps one through four. He added that if there are not resources available, the council may want to reprogram its work, choosing to do other things. Mr. Boles said staff would likely report to the Council Committee on Working Relationships, the council willing, two or three times during the 90-day cycle to develop the document that will come to the council in May.

Mr. Laue summarized the discussion, saying that for its goals, the council will ultimately do one of two things, identify resources or reprogram. He added a third: seek new resources to apply to some of its goals.

D. Select Community Outcomes that will be the Focus of 1995-96 Goals

The council went through a process of imbedding some of the outcomes from the second part of the homework assignment in the initial 15 outcomes. Some outcomes were removed from consideration, resulting in nine rubrics of interest. The council used a three vote ballot to drop some of these, further reducing the list to six areas, acknowledging that those dropped (education, diversity, and food/housing) were addressed in several of the other areas.

The council took a short break.

E. Draft Goal Statements

The council used a ranked (1 meaning most important to 3 meaning least) vote to arrive at the top three council goals: public safety, transportation, and government.

Mr. Boles described a process called cognitive mapping that staff had been using, which identifies related concepts within areas. Tony Mounts explained that the statements expressed various degrees of specificity and the outcomes under each rubric could be ordered from high level statements to very specific ones. He added that the council may want to think about getting to measures at the lower levels, while the upper levels point to goals and community vision.

The council ranked the outcomes under each of the rubrics.

Addressing concern expressed by Mayor Bascom with regard to dropping food/housing, Mr. Laue noted that housing was on the council's 1993-94 list of goals and the council was addressing the issue already.

The council discussed non-linear relationships among outcomes, and how they inform and support one another.

The council divided into groups of two to develop goal statements under each of the rubrics. The five-finger voting method was used to arrive at the following preliminary goal statements that could be supported by the entire council. Mr. Laue explained these would be revisited at the council's March 8 meeting for final approval. The council acknowledged that some of the areas should be separated, resulting in five goals.

LAND USE

The urban environment is balanced with the natural environment's ability to support us through compact urban development and redevelopment, including a healthy downtown core and a network of parkland.

TRANSPORTATION

Transportation that promotes conservation of natural resources and natural environments by encouraging and enhancing transportation systems (bus, bicycle, road, and sidewalks) responsive to the needs of the community, including options such as trolley and frequent passenger train service in the

Cascadia Corridor.

GOVERNMENT

The City Council acts in a thoughtful and deliberative manner in providing essential services, quality programs, and information to the community, maintaining investments in public assets, while collaborating with other governments.

PUBLIC SAFETY

Eugene is a safer community with fewer crimes against people and property, emphasizing community policing, deterrent programs for youth, and social services.

Fire and emergency medical services are more equitably provided within optimal response times.

HOUSING

City of Eugene is supportive of community resources required to meet the needs of individuals and families, emphasizing the sustained development of low-income housing.

Mr. Laue said the next step is for the council to close on its goals by adopting them on March 8. He emphasized that these were "draft" goal statements.

Mr. Boles noted that the council was relying on staff to take the ranked set of items under each rubric to develop possible measures, given time constraints.

Members of the council debriefed the session, generally describing it as productive but feeling constrained by the time allotted.

Mr. Laue said that diversity was an integral concept in the community and he asked members to think about different ways of refining and bringing the concept back in some way.

The meeting adjourned at 10 p.m.

Respectfully submitted,



Micheal Gleason
City Manager

(Recorded by Yolanda Paule)
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