

MINUTES

Eugene City Council
McNutt Room--City Hall

May 22, 1995
5:30 p.m.

COUNCILORS PRESENT: Nancy Nathanson, Tim Laue, Shawn Boles, Pat Farr, Kevin Hornbuckle, Barbara Keller, Laurie Swanson Gribkov, Jim Torrey

The adjourned meeting of May 17, 1995, of the Eugene City Council was called to order by Her Honor Mayor Ruth Bascom.

I. CITY COUNCIL WORK SESSION

A. Council Goals Review--Transportation, Land Use, and Government

Mr. Laue stated that the first order of business was to adopt the council's goal statement.

Ms. Nathanson moved, seconded by Mr. Laue, to adopt the May 17, 1995, goals statement. The motion passed unanimously, 8:0.

Mr. Laue stated that the second discussion was concerned with working targets for goals as recommended by the Council Committee on Working Relationships. He said that the committee had developed targets for each of the five goal areas, some of which were ambitious. He invited the councilors to review each goal area and express their opinions and concerns.

1. Public Safety

Mr. Laue referred councilors to the section of their agenda packets that dealt with Public Safety. He reviewed the four working targets as follows:

- 1) Crimes per 1,000 population are reduced in each of the city's three sectors: crimes against persons; property crimes; behavioral crimes;
- 2) Structure fire damage per year is no greater than \$2.17 million.
- 3) Lives lost and injuries sustained due to fire is no greater than 1994 levels (1 death; 20 injuries);
- 4) Response time to 80 percent of EMS/Fire emergency calls is within four minutes.

Mr. Laue, referred councilors to a handout that described personal crime data spanning the last decade, and stated that the target for personal crimes was a fairly ambitious target. He stated that in the North Sector the target called

for a 35 percent reduction, in the East Sector a reduction of 11 percent, and in the West Sector a reduction of 34 percent, all in a period of two years.

Mr. Laue stated that Dave Whitlow, Eugene Public Safety, was available to answer any questions.

Mr. Whitlow stated that this target was extremely ambitious. He added that there were four reasons why the Public Safety staff actually expected to see the number of reported personal crimes go up.

- 1) The department was encouraging people to report personal crimes;
- 2) The department was creating the capacity for people to report crimes more readily by staffing the public lobby seven days a week;
- 3) There will be more officers on the streets due to an increase in the hiring of officers in the next 12 months;
- 4) The number of juvenile crimes is going up, and that trend is not expected to change in the near future.

Mr. Boles observed that regardless of the number of officers on the streets or the relative change in reported crime, the number of reported personal crimes should not be expected to change more in one sector than another. He said that his concern was with balancing the effects across the whole community, and the sector approach equalized the approach.

Ms. Swanson Gribbskov asked if there was another statistic that would give the council an indication of the relative safety of the City of Eugene. Mr. Laue stated that the committee had wrestled with that issue, and had narrowed its focus to the four targets listed. Mr. Whitlow added that members had discussed trying to measure the rate of crime versus the actual rate of victimization.

Mr. Torrey observed that the issue could be approached in another direction by putting all of the policing effort in a high crime area and drive the crime rate down in that area while simultaneously driving crime rates up in other areas. He said that he was opposed to having a measure that could not be achieved.

Mr. Farr stated that more than a single measure was needed. He said that a comment he heard quite a bit was "I called the police and they did not do anything." He suggested that a measure that reflected the number of complaints versus the number of arrests would give more information.

Mr. Whitlow responded by saying that staff was attempting to put together that information by separating the number of crimes from the calls for service.

Mr. Boles stated that council needed to get some working targets for the next quarter. He said that the issue was to create targets that indicated the direction in which the council wished to move in the next two years.

Mr. Boles stated that the reason the committee suggested a sector measure was because there were external things that could affect the entire city. He said

that by using the sector approach, one could find the lowest rates in a certain sector and make that the target for the whole city. He said that each sector would require very different approaches to achieve the goal.

Ms. Nathanson observed that there were changes in the geographic distribution of crime that had nothing to do with actions that the council took at the public level.

Mr. Laue stated that part of the original deployment of the sectors themselves was based upon the calls for service from those areas. Mr. Whitlow stated that the deployment was based more on geographic location than on calls for service.

Mr. Torrey asked how Mr. Whitlow would approach the policing of the City so that the crime level was maintained at zero in all sectors. Mr. Whitlow said that he could not answer the question because the department was in such an early stage of community policing.

City Manager Micheal Gleason said that it was staff's expectations that until community policing was fully underway (two years), the department would still be in a reactive mode. He added that some of the most effective crime reducing techniques were things that were out of the department's control; i.e. an increase in owner-occupancy. He said that the department could influence that trend over a 15-20 year period, but not within two years.

Ms. Keller stated that the numbers on the handout were incorrectly calculated. She noted that the person who created the handout added all the rates to get a sector rate, and that was incorrect. She said that the numbers needed to be reconfigured, and she was concerned with the idea. She asked if there was a better way of measuring community policing effectiveness. Mr. Whitlow stated that he did not currently have a better way of measuring the program's effectiveness. He noted that, with Federal grant money, the department was investigating the methodology of measuring program effectiveness.

Ms. Keller stated that she would rather compare the percentage of crimes that are committed versus how many are reported, and know about the outcomes of the crimes.

Mr. Boles stated that many of the ideas that councilors were describing had been discussed in committee, but the mechanism and the data did not currently exist to use some as targets. He said that of the data that was produced, the committee chose those targets that would best fit the council's agenda.

Mr. Farr asked why the committee did not come up with more than one measurement. Mr. Boles stated that the committee did that in early discussions, but in order to clarify the target goal, the committee narrowed it to one measurement. Mr. Farr observed that one measurement rarely gives the entire picture of things. He asked that the committee be willing to add a couple other measures. He suggested arrests per 1,000 hours of police activity.

Mr. Laue stated that there were two levels of measurement: 1) outcome level and 2) strategy level. He said that much of what was being discussed was on the strategy level. He said that his sense was that councilors were not comfortable with what was before them, so he suggested that they move on and come back to this issue.

Ms. Swanson Gribkov indicated that she wanted to "red flag" some of the percent changes in reported crime rates because they were too ambitious.

Ms. Keller said that her overall concern was that these goals were for a two-year sequence and it was important to have some positive outcomes. She said that the council needed to have goals that were possible to achieve in the cycle.

Mr. Boles said it would be helpful for the councilors to review all of the public safety working targets, and noted that the committee recommended four targets rather than one. He added that it was important for the council to determine the direction in which it wanted to head in relation to public safety. He noted that council could always change its targets in the future, but it was important to determine what its targets were for now.

Mayor Bascom stated that she had heard some support for reducing some of the targets because they were too ambitious. She suggested sending the issue back to committee for further review.

Mr. Farr asked if the committee members would consider having neighborhood goals rather than sector goals. Mr. Boles said that the committee did consider neighborhood goals and moved to the sectors because it worked better with the organization used by public safety.

Mr. Torrey, referring councilors to public safety working target number four, stated that the goal would be accomplished if the council was successful in getting the citizens of Eugene to pass a bond measure. He said that a tangible goal was to get the Public Safety Department to administer community policing in "X" amount of time. He said that would be a specific result that citizens could see accomplished.

Ms. Nathanson suggested changing the language of the documents so that it listed "reported crimes" rather than "crimes."

Mr. Laue suggested that working target number one be changed to state that there be a reduction in crimes per capita in the city, and that the city move closer toward an equalization of crime rates in the community. He noted that there were three other targets related to Public Safety. He reviewed number two through four.

Mr. Whitlow stated that both number two and three were already very low in the community.

Mr. Laue asked for support of targets two and three. He said that the members would vote on a one to five rating basis. If councilors strongly supported the target then they would show a one; if they supported the target they would show a two; if they could "go along with it" they would show a three; if they wanted to be heard they would show a four; and if they did not support the target they would show a five.

The council agreed with targets two and three.

Mr. Whitlow stated that target number four was a long standing standard in public safety.

Ms. Keller stated that the council needed to adopt this target. She added that she had concern about creating targets that measured effectiveness based solely on response time or number of arrests. She said that she would like to see things like number of hours in contact with community groups or number of community service workers per police officer incorporated within the targets.

The council agreed with target four.

2. Government

Mr. Laue stated that there were four working targets for government.

- 5) Annual community survey results: "Providing leadership for the city" is rated average or above average by 75 percent of respondents and 75 percent of respondents say that they "feel part of this community;"
- 6) There is a 10 percent increase in the percentage of registered Eugeneans voting on citywide measures and races;
- 7) Real capital outlay for infrastructure meet specific targets as outlined on a graph in the agenda packet;
- 8) Eugene city government's rating as a high performance organization shows a positive change over two self-assessments which are validated by a citizen group, using the Oregon Employer Survey.

The council agreed with target five.

Mr. Boles stated that the committee members thought number six was a reasonable goal, and that it would reflect the overall engagement of citizens with their community.

Ms. Keller stated that the council would not get this kind of change without producing a voter's pamphlet. She said that the council could not choose not to inform voters and then expect high citizen involvement in elections.

Ms. Nathanson stated that she liked the idea of number six, but she thought that perhaps 10 percent was too ambitious.

Ms. Swanson Gribbskov stated that number six was a valid concept, and that there had to be a goal to achieve. She said that 10 percent was as valid a goal as another number.

Mr. Boles clarified that 10 percent meant a 10 percent change from the base rate and not an overall increase of 10 percent.

The council agreed with target number six.

Mayor Bascom stated that she supported the goal, but the council needed to be thoughtful in how it attempted to reach the goal.

The council moved on to discussion of target goal number seven.

Terry Smith, Public Works, stated that the target for transportation preservation and transportation replacement was based on percent of need. He noted that the target the committee recommended was funding 50 percent of need for those items. He said need was defined by a combination of adopted plans; the percent of need that the City was currently meeting was defined as the commitment made in the CIP. He said that streets, airport, parking structures, and bike paths were combined under the heading of transportation. He reported that the City was currently funding roughly 25 percent of the preservation needs in those facilities. He said that preservation needs with respect to streets and off-street bike paths were significantly small. He remarked that this target was very ambitious.

Mr. Smith said that it would be politically difficult for the council to get a new revenue source for transportation in this region as long as there was \$40 million in the county road fund as a balance. He said that staff would bring back a strategy that the council engage in some discussions with the County, and that it continue its legislative strategy.

Ms. Swanson Gribkov said that she was confused by this target because it had so much information packed into it. She said the chart was confusing, and the format was not clear. She asked if there was a way in which a particular area could be focused upon in order to simplify the target. She added that for this goal, she was most interested in the issues of thoughtful deliberative council intergovernmental relations and cooperation.

Mr. Boles stated that Ms. Swanson Gribkov's concerns were legitimate. He noted that the chart became expanded because some council members stated that facilities was too broad a category and had to be broken down into smaller categories. He added certain categories of funds could not be spent on preservation and maintenance, so he said that the theory behind this target was to reallocate discretionary funds towards preservation and maintenance. He said that the value statement was that it "was more important to take care of what the City had then it was to build new stuff."

Ms. Nathanson stated that the amount of money spent on projects did not necessarily give her the information she wanted. She asked if the committee had considered other methods for making statistical counts.

Mr. Smith stated that the table could end up being the executive summary for a fairly significant report that would describe all of the infrastructure

elements. He said that for council goal purposes, there were only two changes from status quo in the table: 1) transportation; 2) fire redeployment.

Mr. Torrey stated that this information was very complicated, and in order for the council to make a meaningful decision, members needed to be able to understand the information completely. He asked if there was a way that staff could investigate and provide a "big" number about how many roads were in need of preservation so that the council could then set a goal about making headway in maintaining the roads. He said that this information could not be communicated effectively to the general public.

Mr. Smith said that there was not enough discretionary funding in the areas of enhancement and expansion that the council would be willing to shift to maintenance and preservation to make a meaningful dent in the number of roads that needed to be preserved. He added that this was a discussion about a major revenue source because that is what it would take to make headway in the preservation and maintenance of existing roadways.

Ms. Keller stated that the council had an understanding of the direction that the chart illustrated, and added that council needed to give this way of looking at the issue a chance to work. She agreed that the council needed to have the discussion about its philosophy concerning roadways. She pointed out that the none of the numbers on the chart were 100 percent, which meant that there was not one area in which the goal would meet the public need. She said that the council was not being overly ambitious, and added that she wanted the council to move forward and reach consensus on adopting the presented goals.

Ms. Nathanson stated that she was interested in creating targets such as "miles of bicycle paths awaiting repair or construction, and a percent as to how much the council moved toward meeting that target." She said that information would be more helpful in creating dialogue with the general public.

Mr. Laue stated that type of information would be available within the document. He noted that the presented chart described outcomes rather than the processes of creating those outcomes. He added that when the Council Committee on Working Relationships came up with this chart and this goal, the biggest issue was around transportation. He said that to increase that area by 100 percent in two years seemed like a very ambitious goal. He said that members were comfortable with setting this goal because as part of the budget committee's work plan, members would engage in a dialogue about the road fund and the council's desire to free some road funds for preservation and maintenance. He asked the council if it wanted to adopt the target.

Mayor Bascom did not support the target. She stated that she wanted to see transportation and parkland emphasized more greatly in the target.

Ms. Swanson Gribskov stated that the general public would not understand this chart because it was fairly complex and said that it needed more work.

Ms. Keller suggested asking staff to reconfigure this target as a statement rather than a chart, and bring it back to council on Wednesday.

Mr. Laue stated that the target would be sent back to staff for more clarification.

The council moved on to discussion of target number eight.

Mr. Hornbuckle asked what "high performance" meant, who would select the citizen group, and if it would be employers that were surveyed.

Mr. Boles stated that a whole series of standards defined high performance, some of which were taken from the Oregon Employers Survey. He added that the committee would convene consistent with the council's ad hoc committee construction (1/3 special interest, 1/3 citizens, and 1/3 technical support). He said that the reason for creating a citizens group was to protect against the problem of the people disbelieving the council when it said that it was effective and efficient.

Ms. Keller stated that she was not interested in this goal at all. She said that it was unclear exactly what was being measured or why it was being measured. She added that a report stating that the City Council was doing a good job would mean nothing to the citizens because they would make that decision based on service rather than a report.

Ms. Swanson Gribkov stated that this effort might be premature. She added that she wanted to have further discussion about how transportation and 1/4 mile within transportation capital outlay fit into the general government goal. She said there needed to be an "arrow" about coordination with local governments as part of the thoughtful and deliberative council goal.

Mr. Boles said that he hoped the council would decide to keep at least the Oregon Employer Survey because it is short. He said that performance measures have been absent from Eugene government in the last ten years.

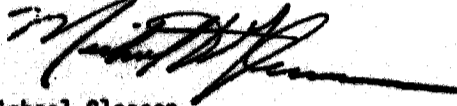
Mr. Hornbuckle said he appreciated Mr. Boles sentiment, but he did not think the goal set up a reliable measure for performance. He said he agreed with Ms. Keller that momentum on the high performance "stuff" in the private sector was a mechanism by which businesses made people work harder for less compensation. He said that fostered higher unemployment. He said the target should be "shelved."

Mr. Laue recommended that measure number eight be moved to a strategy level rather than the outcome level.

No agreement was reached regarding goal number eight.

Council adjourned at 7:00 p.m.

Respectfully submitted,



Micheal Gleason
City Manager

(Recorded by Jennifer Self)
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MINUTES

Eugene City Council
Council Chambers--City Hall

May 22, 1995
7 p.m.

COUNCILORS PRESENT: Nancy Nathanson, Tim Laue, Shawn Boles, Pat Farr, Kevin Hornbuckle, Barbara Keller, Laurie Swanson Gribkov, Jim Torrey

The adjourned meeting of May 22, 1995, of the Eugene City Council was called to order by Her Honor Mayor Ruth Bascom.

I. CONSENT CALENDAR

- A. Approval of City Council Minutes of March 6, 1995, Dinner Work Session; March 8, 1995, Lunch Work Session; April 10, 1995, meeting; April 24, 1995, Special Meeting; and April 25, 1995, Special Meeting.
- B. Ratification of Council Officers' Recommendations of May 16, 1995.
- C. Community Development Block Grant (CDBG) Reprogramming

Mr. Hornbuckle requested that item I-B, the Council Officers' Recommendations, be withdrawn for further consideration at the end of the agenda.

Ms. Nathanson moved, seconded by Mr. Laue, to approve all the items on the City Council Consent Calendar listed in I-A and I-C. The motion passed unanimously, 8:0.

II. WETLAND BURNING ORDINANCE

CB 4540--A special ordinance granting an exemption to the Application of Eugene Code, 1971, Section 6.200.

City Manager Micheal Gleason introduced the item.

Ms. Nathanson moved, seconded by Mr. Laue, that the bill, with unanimous consent of the council, be read the second time by council bill number only, and that enactment be considered at this time. The motion passed unanimously, 8:0.

Ms. Nathanson moved, seconded by Mr. Laue, that the bill be approved and given final passage. The motion passed unanimously, 8:0.

III. LIBRARY RULE MAKING

CB 4541--An ordinance concerning rulemaking authority; amending sections 2.019 and 2.1990 of the Eugene Code, 1971; adding a new section 2.1996 to that code; and repealing sections 2.812, 2.813, 2.814, 2.815, 2.816, and 2.817 of that code and became ordinance 20014.

Mr. Gleason introduced the item.

Ms. Nathanson moved, seconded by Mr. Laue, that the bill with unanimous consent of the council, be read the second time by council bill number only, and that enactment be considered at this time. The motion passed unanimously, 8:0.

Ms. Nathanson moved, seconded by Mr. Laue, that the bill be approved and given final passage. The motion passed unanimously, 8:0 and became ordinance 20015.

IV. APPROVAL OF INTERGOVERNMENTAL RELATIONS COMMITTEE MINUTES

Ms. Nathanson moved, seconded by Mr. Laue, to approve the Intergovernmental Relations Committee minutes of April 21 and May 5, 1995, and to affirm the consensus of the full City Council on those items not recommended unanimously by the committee.

Mr. Boles stated that the intent of the motion was to ratify the majority recommendations of the Intergovernmental Relations Committee.

Ms. Keller moved, seconded by Mr. Hornbuckle, to amend the main motion to change the council's position on House Bill 2789 to priority 2 opposed.

Mr. Hornbuckle said he agreed with Ms. Keller's stance on this issue because HB 2789 was another in a line of "union busting" legislative bills in that it would require public body labor negotiations to be conducted in open meetings. He noted that the Eugene City Charter did not require such a thing, so it would be inconsistent for the council to maintain a priority 3 position on this issue.

Ms. Swanson Gribkov asked for comments from members of the committee majority as to why they recommended priority 3 for this issue.

Mr. Torrey stated that he thought this was a personnel matter and administrative staff should make these types of decisions.

The amendment to the main motion failed by a vote of 5:4, with Mayor Bascom casting the decisive vote and Mr. Hornbuckle, Ms. Keller, Ms. Nathanson, and Mr. Laue voting in support.

Mr. Hornbuckle commented that many of the bills were personnel-related and for a councilor to argue that the council should not get involved is an abdication of the authority vested in the City Council. He said that the economic implications for workers in Eugene would be significant if some of the legislation passed. He added that the City Council should do anything in its power to bring these economic issues to the table.

Mr. Boles stated that the IGR committee has taken on as one of its charges to bring back to the council the issue of how the City deals with labor-related legislation.

The main motion passed by a vote of 7:1, with Ms. Keller voting in opposition.

V. CONSENT CALENDAR REVISITED

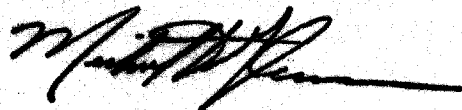
Mr. Hornbuckle referred councilors to June 21, 1995, number four, and said that he did not see the Process Session Recommendations in the packet. Mayor Bascom stated that it was in the packet.

Mr. Hornbuckle added that he did not understand the question on May 24, 1995, about "delete War Memorial Work Session." Deputy City Manager Linda Norris clarified that one sector of the proponents' group had requested the issue not move forward at this time.

Ms. Nathanson moved, seconded by Mr. Laue, to ratify Council Officers' Recommendations of May 16, 1995. The motion passed unanimously, 8:0.

Council adjourned at 7:25 p.m.

Respectfully submitted,



Micheal Gleason
City Manager

(Recorded by Jennifer Self)
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