

## MINUTES

Eugene City Council  
McNutt Room--City Hall

July 19, 1995  
5:30 p.m.

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

COUNCILORS ABSENT: Kevin Hornbuckle.

The adjourned meeting of July 12, 1995, of the Eugene City Council was called to order by Her Honor Mayor Ruth Bascom.

### I. PROCEDURAL ISSUE FROM JULY 12, 1995, CITY COUNCIL MEETING

Ms. Nathanson noted that the following motion was tabled at the July 12, 1995, meeting due to adjournment without a vote.

MOTION: that there be no additional staff work on Hyundai permits until the council can review the information it has requested.

Ms. Nathanson moved, seconded by Mr. Laue, to postpone discussion on the question on the table to Monday, July 24, 1995. The motion passed 6:1; with Ms. Keller opposed.

### II. CITY COUNCIL TRIMESTER WORK PLAN SESSION

#### A. Introduction

Mr. Laue called the council's attention to diagrams on page 9 of the meeting packet showing the current position in the goals process, integrating goals into a multi-year resource and work plan.

Ms. Bellamy reviewed the components of the work plan, including the council's goals, outcome measures, and goal components, i.e., concepts derived from the goals. She explained the process staff followed in developing the work plan, including strategies, two-year objectives, and work plan activities. Ms. Bellamy said staff addressed the following questions in making recommendations: how can we achieve the council's goals; how can we maintain core service delivery; and how can we balance the work plan with existing resources. She noted that staff has recommended some workload adjustments and suggested alternatives. If the council chooses an alternative, she added, further work plan adjustments will be required. The primary factor in recommending work plan adjustments, Ms. Bellamy said, has to do with staff

resources rather than dollars. She said staff needed the council's approval and direction on the work plan. The council may also decide to adjust targets for the outcome measures based on the work plan. Finally, she said, the key to implementing the work plan was having a multi-year financial strategy that supports the goals. Ms. Bellamy noted that the last multi-year financial strategy developed through the Eugene Decisions process had been implemented.

Ms. Bellamy reviewed the process outlined by the Council Committee on Working Relationships (CCWR) for the council review of the work plan: brief staff presentation of the goal, council clarifying questions, council discussion, and then final review of all goals and decision.

**B. Review Work Plan Recommendations for each Goal**

**1. Public Safety**

Dave Whitlow, Department of Public Safety (DPS) Executive Director, said his assignment was to 1) identify work plan activities, 2) identify revenue measures, 3) comment on the achievability of the targets, and 4) discuss work plan adjustments. He said that the public safety goal was focused on achieving a safer community through the following: fewer crimes, equalizing and reducing emergency medical services/fire (EMS/Fire) response time, and increasing youth recreational opportunities and social service funding as related to the public safety goal. Mr. Whitlow explained that 13 strategies supported by 33 work plan activities had been identified to meet the goal. He noted that the activities actually involved four different City departments. He indicated that much of the work had already been started and the work plan would reflect a continuation of that work. He identified the following as the most important work plan activities: community policing; construction of the fire redeployment facility, assuming passage of the September measure; and a set of three different activities providing low-income/at-risk youth with recreational opportunities. He identified the general obligation bond on the September ballot and the work of the Council Committee on Public Safety (CCPS) and City Council as revenue measures associated with the goal.

Mr. Whitlow said the working target for EMS/Fire response times was achievable but not within the two-year period because the facility would open about two years from the date of the election. He added that the crime rate target was not achievable due to the underreporting of crime, which should be greatly improved through the department's community policing effort. He reviewed work plan adjustments, noting that the need to delay or drop had to do with other council goals that directly involved the department's work plan.

Addressing a question from Ms. Swanson Gribskov, Mr. Whitlow said that the amount mentioned in Strategy 7 was funding identified initially as part of the department's Long-Range Public Safety Plan for community policing. He added that funding for phases three and four of the plan had yet to be allocated.

Ms. Nathanson wondered if the age of the building and housing stock had been taken into consideration during the discussion of fire safety and hazards.

Mr. Whitlow said it was discussed because the lives lost are often in standard homes, adding that fire prevention activities had been cut to enable implementing more concrete programs.

Councilors flagged for further discussion: dropping off-site affirmative action recruiting; the State Corrections Plan; dropping DPS service/budget review; and dropping support for the citizen patrol.

## 2. Government Goal

Deputy City Manager Linda Norris noted that the goal was broad-ranging and encompassed much work for the council as well as for other departments. Staff's approach to the goal, she said, was to view it as a way to support the other council goals. Ms. Norris said that links would be identified as others presented their goal areas. Key work activities for the goal were the council goals process and work planning sessions and a multi-year financial strategy including capital and operating revenue measures. Ms. Norris said staff believed that most of the targets could be met within the two-year goals cycle with the exception of increasing preservation funding by 50 percent. The only change staff recommended was doing one assessment of a high performance organization in the goals cycle instead of two. Ms. Norris reviewed staff's recommendations for adjustments and asked for the council's direction.

In response to a question from Ms. Nathanson, City Manager Mike Gleason identified "Boards and Commissions software update" as software used for recruitment and maintenance of the member list. Ms. Nathanson indicated that she would raise the issue with the Council Committee on Automation.

Councilors flagged the following for further discussion: reducing the Human Rights Commission (HRC) subcommittees; reducing discretionary funding for the HRC; reducing the Affirmative Action Plan; dropping the Oregon Benchmarks research; reducing the work activities database; more information on the Community Dialogue Pilot and the Urban Lab; reducing activities in cooperative efforts under "collaborate with other governments"; moving to a three-year update of the capital improvement project (CIP); adding high-speed/light rail to Strategy 5; and dropping the Voter's Pamphlet changes.

## 3. Housing Goal

Abe Farkas, Planning and Development Department Director, said the primary goal for housing was meeting the needs of families and individuals in sustaining the development of affordable and low-income housing. He identified as key work activities for this goal area finding new revenue sources, securing landbank sites, completing regulatory review processes, and enhancing the efforts to generate more family wage jobs. He said that staff believed the council's targets in this area are too ambitious, given the reality that housing costs are going up and Federal subsidies are drastically reduced. The same was true for the target on subsidized shelter, he said. The target translated to 880 units within the two-year period and there simply weren't sufficient resources to accomplish that. The target for subsidized new housing, he added, was achievable. Mr. Farkas added the following to adjust-

ments listed in the packet: passing the leadership responsibility on homeless issues to another jurisdiction; deferring development of the Housing Code to 1997; and reducing City support of nonprofits by limiting it to funding as opposed to technical assistance.

Mayor Bascom flagged for further discussion the City's work with nonprofits.

### 3. Transportation Goal

Terry Smith, Public Works Deputy Director, identified the following as key work activities: high speed rail; bus pass enhancement project; and the TransPlan update. He said there were no explicit revenue measures proposed for the work plan but any major transportation system enhancement would require a new revenue source. He explained that the current revenue source barely covered routine operations and maintenance. Mr. Smith described the targets as achievable and within the currently adopted CIP, although this will achieve only about 72 percent of the target. He said the bus pass enhancement target was unachievable unless the City imposed mandatory action or provided significant revenue as incentives for employers and businesses. Mr. Smith said the City had little control of the single occupancy vehicle (SOV) target in the short run, given how "hot" the local economy is. Adjustments to the goal include increasing the Planning Commission's role in transportation and reducing the CIP Updates, Statewide Transportation Finance, and Transportation Demand Management (TDM) Pilot Projects.

The council flagged the following for further discussion: reduction of the TDM Pilot Projects; the bicycle percentages and bikeways; Lane Transit District (LTD) bus pass enhancement; and the City organization meeting SOV goals.

### 4. Land Use Goal

Jan Childs, Planning Division Manager, said the land use goal had three primary components: compact urban growth; parkland; and the downtown core. She described the following as key work activities: the Growth Management Study; financing for parkland acquisition and maintenance; and the West End Plan and Library expansion. Ms. Childs emphasized that the Growth Management Study was a priority. She said the financial strategy included two revenue measures most likely to be staged through the multi-year financial strategy, the park bond and funding for the Library. The target certain to be met was no net loss to wetlands, but without additional revenue sources the council's other targets could not be met although some progress could be made. Ms. Childs said that progress could be made on the targets related to housing units per acre and housing and employment in the core area but they depended heavily on what happened in the private sector.

Addressing a question from Ms. Nathanson, Ms. Childs said that the concept of open space will be reviewed by the Planning Commission during the Zoning Code Review Project. Ms. Nathanson asked staff to explore the possibilities with school districts 4J and Bethel for redevelopment of publicly owned space for joint use by schools and the community.



The council flagged the following for further discussion: delay of the systems development charges (SDCs) third year review; land bank issues related to parks, which may have implications for transportation and the Ferry Street Bridge; City/County ownership transfer of Delta Ponds; and the Central Industrial area infill/redevelopment issue.

The council took a short break.

C. Council Discussion of Work Plan Recommendations for each Goal

1. Public Safety

Off-site Affirmative Action recruiting. Ms. Swanson Gribskov reiterated her concern about dropping off-site AA recruiting. Mr. Whitlow said the department recently reviewed its AA strategies and with the help of a consultant identified new strategies. In response to a question from Mr. Farr, Mr. Whitlow said that the department was nearing the end of its last recruiting effort and out of the 17 tentative offers for positions, 6 are people of color and 3 are women. Two of the six, he added are Latino officers.

DPS Service/Budget Review. Mr. Laue wondered how the review could be dropped, given that DPS is the largest single item in the City's General Fund. Mr. Whitlow explained that the department instead would be involved in the multi-year financial strategy. Mr. Torrey expressed concern that citizens would raise questions about dropping the review and he would need more information to explain it to the public and promote the fire redeployment measure on September's ballot. Mr. Gleason expressed concern with staff resources and the inability to carry out two major reviews simultaneously. Ms. Keller noticed that everything the Budget Oversight Committee was scheduled to do seemed to appear on the "drop" list, adding she was opposed to dropping the review at this time.

Programs for Youth. Ms. Keller questioned including the Graffiti Removal Program as a youth recreational activity under this goal. She said the same was true of the strategy to increase DPS presence in schools. She said she hoped for new programs for youth, not just an expansion of existing programs. Staff identified new youth programs including the Middle School After School Program and Strategy 6, which calls for working with other jurisdictions to coordinate services to youth. Mr. Torrey said the Graffiti Removal Program was an activity most appropriate under Strategy 9.

Mr. Boles expressed concern that the Interagency Youth Strategy seemed to be yet another group meeting about the problems of today's youth and said the issue needed to be the responsibility of a single entity. Mr. Johnson explained that the City's role would be to support the Commission on Children and Families, the entity with the prime responsibility.

Mayor Bascom and Mr. Boles expressed support for the Graffiti Removal Program as a deterrent program.

**Community Policing.** Ms. Keller said Strategy 8 seemed to be part of the City's core service program and not directly related to the council's goals.

**Neighborhood Transportation Program.** In response to a question from Ms. Keller, Mr. Smith described the program as redirecting an existing resource from general neighborhood traffic issues to those related to community policing interactions between public safety and neighborhood representatives. Ms. Keller asked for an information memorandum on the program. Ms. Nathanson said she was pleased that staff identified a way for Public Safety to cooperate with Public Works to respond to community problems, adding that part of the program should include sensitizing Public Works staff to looking at an issue and making a referral to Public Safety.

**Neighborhood Groups.** Ms. Keller expressed concern with the apparent setting up of alternatives to neighborhood groups and asked that they be included in Strategy 10.

**Citizen Police Academy.** Ms. Nathanson wondered if staff had explored using graduates of the Citizen Police Academy as volunteers. Ms. Keller supported the suggestion.

**Support for Citizen Patrol.** Mr. Boles expressed concern with dropping support for citizen patrol, saying it would be much better to have them under the guidance of trained staff.

**Fire Prevention and Education.** Ms. Keller expressed concern that these programs focused on high-risk facilities and regions of the City, which was just another way of saying "high income portions of the City."

There was council consensus on the public safety goal, including the following changes/requests: Strategy 5 was deleted, with the Graffiti Removal Program placed under Strategy 9; September reports/options were requested for the Citizen Patrol, the DPS Services/Budget Review, and the Neighborhood Transportation Program, and neighborhood groups were added to Strategy 10. Additionally, the council asked the department to inform the Council Committee on Public Safety (CCPS) about the implications locally of the State Corrections Plan. Ms. Nathanson asked the CCPS to research using Citizen Police Academy graduates as volunteers.

## **2. Government**

**Council and Mayor support.** Ms. Keller expressed concern that the documentation for this activity focused on computer support, adding she was most interested in individual staff support.

**Alternative: Council Work Planning Sessions.** The council chose to continue the trimester planning sessions for one year, then moving to the medium resource option.

**Alternative: City Council Automation.** The council chose the medium resource option for City Council Automation.

**Oregon Benchmarks.** Mr. Boles asked staff to explain what dropping the Oregon Benchmarks would mean in terms of the City's ability to work with other communities and remain supportive of the State level orientation. Ms. Norris explained that staff planned to use the State benchmarks on a broad basis for the community outcomes the council was interested in but found that to do that, much of the State's data would have to be desegregated to discern progress in those areas locally. She noted that only three of the council's targets were related to the Oregon Benchmarks and staff already has that desegregated data so the broader analysis is not needed. Mr. Laue said the council will continue to review State data as it relates to its goals that is collected on a local or county level.

**Work Activities Database.** Mr. Boles said that the CCWR agreed that the work activities database was unfinished and wondered why staff recommended a reduction in this activity. He and Mr. Laue agreed to discuss the issue in a CCWR meeting.

**Human Rights Commission Subcommittees and Discretionary Funding.** Ms. Swanson Gribskov expressed concern about this activity, saying it was bad timing and people would misinterpret the council's intention. Ms. Norris said the recommendation is to drop the commission's Committee on Harassment & Discrimination as it has not met for several months and there is uncertainty over its membership. With regard to funding, she said the council may wish to pull those funds back into the department, given the politically sensitive issues that have arisen in the last couple of years over allocation of those funds.

Mr. Boles suggested treating the requests for those funds as the council treats all other requests for funding.

Several councilors expressed concern with the council's full agendas and opposed adding more funding requests. Ms. Keller suggested that the question of whether to allow discretionary funding for the commission be deferred to the Budget Committee. Mayor Bascom suggested that Ms. Swanson Gribskov discuss both issues with the HRC and report back to the council.

**Summary Minutes.** Councilors Keller and Boles favored the current level of detail in meeting minutes. Mr. Boles added that public meetings of a public body required a detailed public record, although he would entertain alternatives to the current text-based format. Mr. Torrey asked for a staff recommendation on alternatives to the current minutes process at the September meeting.

There was consensual support for the strategy, with the concerns mentioned above to be addressed at the September meeting.

**Multi-year Financial Strategy.** Mr. Torrey wondered how the multi-year financial strategy would be developed. Ms. Norris said there would be several options and the council may choose to discuss those at another time.



Alternative: The council chose the medium resource option without the last statement, regarding the number of election measures.

Citizen Oversight Committee (COS). Ms. Keller expressed concern with dropping the Citizen Oversight Committee. Mr. Wong explained that staff believed the committee had given the organization clear direction and staff was implementing that direction over the next three years, adding that the committee had developed a template for staff to follow. Ms. Keller said that some of the work the committee was charged with was not completed, e.g., review of DPS and the City's legal services. She suggested the council reevaluate the committee's charge rather than drop the committee.

The council agreed to accept staff's recommendation to drop the COS and ask the members of the committee if there are any activities that would not be covered as a result of it being dropped. Mayor Bascom asked that the committee be thanked for providing the template.

Mr. Boles commented that it was not clear to him how the council could simultaneously look at service improvement and drop many of the activities that appeared to support that, but he looked forward to staff's September report on how the City was doing that.

Citizen Information--24-Hour City Hall. Ms. Keller noted that improving "meaningful dialogue" was a two-way communication that could not be accomplished via provision of information on "a pretty screen on the WorldWide Web" system, adding that it did not meet the needs of the people who felt most disenfranchised. She suggested developing a City marketing plan to more adequately communicate with its citizens. Mr. Boles pointed out that the City was a general-purpose government and crafting a clear message as compared to other entities, such as a utility, would be difficult.

Alternative: Mr. Boles suggested the low resource alternative. The council concurred.

Mr. Boles asked for more information on the Community Dialogue Project and preferred to defer a decision pending receipt of more information. The council agreed that more information should be presented at the September meeting.

High Speed/Light Rail. Mr. Torrey asked that this item be added under Strategy 5.

Urban Lab. Mr. Boles said he wanted to be sure that the City was being compensated for staff time devoted to Urban Lab projects and, if the City is involved in joint ventures, that those be paid for with external funding. Ms. Keller asked for more information on the lab in September.

Cooperative Efforts with 4J School District and the University. Mr. Boles wondered why these cooperative efforts were being dropped and suggested adding them back, and at a minimum, continuing cooperation among the administrative and policy representatives. Ms. Keller added that a greater effort should be



made to continue to work cooperatively in other joint commissions and agencies. Ms. Norris noted that page 63 of the meeting packet outlined the City's collaborative efforts with other governments and there were opportunities under each of the goal areas to collaborate.

**Emergency Preparedness Report.** Mr. Boles said it was sending a mixed message to drop the Emergency Preparedness Report and continue with the City Hall Seismic Study. Ms. Norris indicated that a staff proposal for the seismic study will be coming back to the council soon and inconsistencies could be addressed then.

**The Voter's Pamphlet.** Mayor Bascom expressed concern at dropping the voter's pamphlet changes.

**Capital Improvement Program (CIP) Update/Review.** The majority of the council supported the two-year update process for the CIP.

There was consensual support for the goal on government.

### 3. Housing

There was consensual council support for Strategies 1 and 2.

Ms. Keller said that if the council adopted Strategy 1, it needed to adopt Strategy 6.

**Home Ownership Opportunities for Low- and Very-Low-Income Households.** The council changed this to opportunities for Low to Moderate households. Ms. Keller explained that lease-to-own programs were for moderate income households as low- and very-low-income households could not afford the costs associated with home ownership.

**Industrial Siting Assistance.** Mr. Boles suggested dropping industrial siting assistance, noting that it was part of the ongoing work program for the Planning and Development Department (PDD) and not a part of the council's goals.

Ms. Keller suggested dropping the entire strategy, saying it was not about sustained development of affordable housing but rather about economic development. There was disagreement among councilors, several saying there was a relationship between development of the economic climate in the community and affordability of housing.

Ms. Nathanson suggested changing the title of the column to "Improve Ability of Residents to Afford Housing." No decision was made.

Ms. Swanson Gribkov suggested deleting "industrial siting assistance" from the strategy. The council agreed.

**Housing Code Development.** Mr. Boles asked to add Housing Code Development to the strategy. Ms. Keller supported the suggestion, adding that to do other-

wise was to undo the work that the council had recently completed on increasing affordable housing.

Addressing a question from Ms. Nathanson, Mr. Farkas said the housing dispersal update was due in the fall of 1995.

Mr. Farkas noted that the staff who would be involved in the Housing Code came from other divisions; the lead would be the staff now involved in the Zoning Code Review and the tremendous influx of work created by the current construction boom. He wondered if it were possible to wait until after the election when more staff would be available to do the work.

Mayor Bascom said the piece of the housing picture which is missing is the encouragement of the nonprofits. She expressed concern with overloading staff in an area that was critical.

Mr. Laue agreed that the Housing Code should be added to the work plan, with a staff recommendation for an alternative at the September trimester meeting. The council concurred.

There was consensual support for Strategy 6.

Work Activities Adjusted. Ms. Keller said she agreed with dropping staff support of Emergency Shelter pilot projects but asked staff to follow-up on one of the group's recommendations: revisiting the issue of allowing camping on private property. She asked that the policy be considered in the Zoning Code Review Project. Ms. Childs said that may require a change in the City's camping ordinance. Ms. Keller asked for a staff report at the September trimester meeting.

Ms. Keller said the council had yet to address an item left over from the Budget Committee, the low-income permit fund, and asked for information on that as well.

There was consensual support on the housing goal as amended above.

The council deferred further discussion of the work plan to 6 p.m. on July 25, 1995, in the McNutt Room.

The meeting adjourned at 10 p.m.

Respectfully submitted,



Michael Gleason  
City Manager

(Recorded by Yolanda Paule)