

MINUTES OF THE METRO COUNCIL WORK SESSION MEETING

Tuesday, November 2, 2004
Metro Council Chamber

Councilors Present: David Bragdon (Council President), Susan McLain, Carl Hosticka, Rod Park, Rod Monroe, Rex Burkholder, Brian Newman

Councilors Absent:

Council President Bragdon convened the Metro Council Work Session Meeting at 1:30 p.m.

1. PERFORMANCE EVALUATION PROCESS DESIGN

Ruth Scott, Human Resource Director, introduced Bruce Lawson, Fox Lawson Performance Evaluation Consultant and Rachel Bertoni, Compensation Manager. She identified the advisory committee members. She reminded Council of the three components to the project. She gave a brief history of the process to date. She talked about the guiding principles of the project. She spoke to transparency and trust. They planned to build the system slowly. She spoke to the training aspect and explained the training the trainer concept. Mr. Lawson updated Council on the performance evaluation process and design. He spoke to his firm's credentials to do this project. He noted projects he had done in Maryland, Washington and Arizona, which related to work they were doing at Metro. He talked about what was critical to the project, which was that the organization had to be committed to its success. He spoke to managing expectations and the possibility of making changes as they go. He noted the need to align jobs with agency strategies. He then talked about performance measurements and the need for good communication in the process. The performance management process would help identify succession planning for employees. He gave an overview of the pay for performance concerning non-represented employees. He talked about incentive opportunities, also recognizing financial rewards were not the only way to reward people. He said the Auditor's report on Pay for Performance recommendations were solid. He then shared the four-step work plan, developing the performance criteria, the design piece, tie pay structure, and training. They had agreed that the process should be the same for non-represented and represented employees

Councilor McLain gave an example of her experience with 7th and 8th graders. Councilor Burkholder asked about employee motivation. Ms. Scott said it was part of the non-represented and represented pieces. Managers would be trained to coach and support. Ms. Bertoni talked about the process for doing an evaluation. Council President Bragdon said the non-monetary components were very important. He talked about losing people and why, which was not monetary in nature. Michael Jordan, Chief Operating Office (COO) talked about skills, attribute, behaviors, characteristics.

2. GOVERNOR KITZHABER NATURAL RESOURCES PRESENTATION

Council President Bragdon introduced Governor Kitzhaber and talked about his op ed piece on Natural Resources protection.

Former Governor John Kitzhaber shared some perspectives he had gained over the past several years. He was engaged in natural resource management and environmental stewardship. He said originally he was a big proponent of regulatory tools. He noted we were now in a different era. Those regulations were created in an era of abundance. They were to management conflict rather

than resolve conflict. He noted the major tools were laws and litigation. It was also important to recognize that these laws were not design when there were limits of resources. They were also not designed to bring together large groups of people with varying interests. He talked about place-based processes where people had a stake in the outcome. You could regulate who lived in the riparian zone but not those who were away from that area. They began to look at the habitat of the Coho Salmon. The watersheds needed restoration far beyond what you could accomplish with regulation. They had tried to build voluntary tools. Regulations were important but did not provide incentives for people to go beyond. Was the objective to win in court or to actually do something on the ground? Were the tools actually getting us there? The issue was how we seek to implement those regulations. He gave an example of the operating system and holding on to tools that weren't working. He spoke to the challenges we had: 1) start with having clear ideas of what the outcomes would be, 2) be able to measure it, and 3) what was the best governance structure to create success – erase political boundaries and asked yourself what would be the most logical way to manage this issue? Metro had a unique opportunity. It was a huge challenge and a huge opportunity. He urged organizing it around natural boundaries not political boundaries.

Councilor Hosticka talked about what kind of expectation people should have (a copy of which is included in the meeting record). He wondered when Governor Kitzhaber talked about regulatory tools, how would he define success? The definition of success was key. It was worth taking the time to define success. Part of defining success was dependent on how you measured it. Success needed to be tied to something that was measurable. Councilor Hosticka talked about properly functioning habitat and wasn't sure how we could measure this. Governor Kitzhaber said you could measure acres of habitat. There were also things you could measure. You needed victories along the way to acknowledge success. It built support from the constituencies. As you get higher towards your desired outcome, it will get harder to achieve the next level of success.

Councilor McLain talked about the three elements. They had taken their time at the vision. The measurement component was difficult. She explained what they had tried to measure. If you were going to look for a measurement, it had to be something that you could measure. She wondered about measurements on the Willamette River salmon restoration. Governor Kitzhaber said temperature was one measurement. The challenge was that natural eco-systems were very complex. We had a lot of science but it was often apples and oranges. He gave an example of evaluating prescription drugs where they looked at the research on each of the medication. The value of the process was very clear and very transparent. He talked about looking at watershed health at the Lewis and Clark Center. You needed a neutral place to assess the trade offs. You needed social scientists as well as scientists. He spoke to measurements and creating several levels of measurements. Councilor Hosticka said they were trying to do this in an urban environment. You had to be very creative to deal with this in an urban setting. The more the tools engaged people, the more successful they would be. Councilor Newman said a regulatory base was critical but didn't get you improvement over the long term. He wasn't sure what the base was. They also had to answer the long-term role of Metro. Did they ever get out of this undertaking? What was the base and had they achieved it already? What was the timeline for Metro's role. Governor Kitzhaber said whether you adopt regulatory approach or an incentive approach, you still had the single most important aspect as to what was it you were trying to accomplish. He spoke to value. Councilor Monroe asked how we were going to tell if the program was successful and how would we measure this? He thought that urban stream quality was the one measurement they could use. What was success over that five-year period? If you improve the quality of the creek, you have improved the habitat as well. Governor Kitzhaber said you had the same issues around timber management. He wasn't sure we had the science. He talked about measuring watershed health. The challenge was to better understand the relationship between the extraction of natural resources but also mass transit. It was the same thing. He

thought there were people and interests who would be interested in participating in this process. Councilor Park talked about SB 1010 and what intrigued him was the ability to change people's attitudes. How did you get people to embrace them? Governor Kitzhaber said regulations were based on compelled behavior. We didn't spend enough energy in engaging people in the larger value of environmental health. Councilor Newman talked about getting to the point of buy in. Were there models anywhere that could get at this. Councilor McLain said they needed as many tools as we can get to have success. She spoke to balance. She talked about the success of SB 1010 and why people have stuck with it. She gave an example of some of the tools they were working on. What were some of those incentives? How did we keep working without losing more inventory? Governor Kitzhaber said if you were concerned about losing acres of habitat it was easy to measure. It got increasingly more complex. He was not sure we had done the do diligence as to what it was they were trying to accomplish. He talked about the need for a vehicle to engage people in the process for recovery. Council President Bragdon talked about the Urban Growth Boundary (UGB) process. Governor Kitzhaber said sometimes the tools needed to be updated and sharpened. Councilor Hosticka said on this natural resource management and protection, he raised the question of scale. If you could have a manageable landscape with a management group of people you could probably manage the project. How did you engage people at the level of a metropolis? Council President Bragdon said Governor Kitzhaber had used the term place-based. He asked him for clarification on what that meant. Governor Kitzhaber said they had a big watershed in this region. Were there ways you could break that up such as a neighborhood. You needed some kind of self-organizing entity. What were the possible units? You had to break it down. He didn't know how you could engage people without a sense of place. Mr. Jordan asked him to expand on social scientists. Governor Kitzhaber talked about a balance of values. Mr. Jordan said they were struggling with measuring indices. If you started with pure science, the rest of the community was in play. How did you stop this? The problem got more complex. Governor Kitzhaber said you couldn't take the politics out of it. He talked about the blurring of political decisions. Councilor Park asked about resource allocation and protection of the fish. Governor Kitzhaber talked about the Columbia River and designing a theoretic recovery system. He spoke to getting to a point where you could balance economics and environment. Council President Bragdon talked about the governance process. He talked about the mix of human nature and science, blending development in an urban area with nature. He thanked Governor Kitzhaber for sharing his thoughts. Governor Kitzhaber talked about framing the debate. Make a distinction between by reframing the debate that was based on fact, trying to get sustainable solutions and frame choices in a way that it appealed to our sense of community. He said you had stakeholders who cared about their piece of the pie but suggested framing the connection. Councilor Hosticka also provided his thanks.

3. DISCUSSION OF AGENDA FOR COUNCIL REGULAR MEETING, NOVEMBER 4, 2004/ ADMINISTRATIVE/CHIEF OPERATING OFFICER AND CITIZEN COMMUNICATIONS

Council President Bragdon reviewed the November 4, 2004 Council agenda. He noted the two contract review board items and that the Goal 5 resolution would have a public hearing but no final decision.

4. LEGISLATIVE AGENDA

Randy Tucker, Legislative Affairs Manager, talked about the substance of the legislative agenda, how to proceed and the final question about the housing alliance. He had pulled together information. He had ranked the legislative concepts in two ways. The good news was here were very few zeros in the ranking but it was hard to make cuts. He noted how each councilor ranked

each category. Mr. Tucker said this was an objective exercise. The next step of the process was deciding what they could pursue effectively. He had categorized the concepts to help package the legislative agenda. He noted the four top priorities and felt that the head quarter' hotel was not ready for prime time. Councilor Hosticka asked about the 30-year review issue. Mr. Tucker then talked about the other concepts that Metro should draft and who were participating in these processes. The next category was priority issues for monitoring or collaboration. Metro didn't need to be the lead group but needed to participate. He then spoke to the lower priority issues. He talked about big overarching land use issues that would be most effectively managed through the 30-year land use review. Councilor McLain asked about the funding for planning issue. Mr. Tucker clarified this issue, which had to do with grant funding from Land Conservation and Development Commission (LCDC). Council President Bragdon said the policy issues were probably higher than the financial issues. Mr. Tucker said his energy would be focused more on these top priority issues than their lower priority issue. Councilor Burkholder raised concerns about the watershed council and funding because of our Goal 5 efforts. He then briefly summarized the issues that were not ripe for legislation. He asked Council if the legislative agenda draft spoke to the Council's needs. Was this way of structuring the concepts acceptable to the Council? Councilor Burkholder suggested taking the MTBE issue to a collaborative approach. He also suggested a collaborative approach to the multi-model funding package, which may be coming forward on November 18th. He said it was pretty general. Council President Bragdon asked about the Port of Portland standing. Councilor Burkholder said they would like to have the governor include it in the budget.

Mr. Tucker then reviewed the legislative principles. He said Council had not commented on the principles. He then passed out a draft resolution. There would be two exhibits, recasting the legislative agenda and the legislative principles. Council President Bragdon talked about what worked for Council in the past, broad concepts. He talked about the need for check in time. Mr. Tucker said Councilor McLain suggested daily email reports. He would figure out a managing procedure for providing information to the Council. Councilor Monroe said when the session got going, he would have opportunity to have a specific contact or two to check in with. He said he felt Mr. Tucker was our voice at the legislature. Council President Bragdon suggested reviewing the principles. Councilor Burkholder said he would add under Measure 37, a recommendation to the State concerning use allowed outside the Urban Growth Boundary. Mr. Tucker asked if there was a principle that Council should adopt if Measure 37 doesn't pass. It might be important to get out in front of the issue. Councilor Park thought that the principles itself would be good to adopt. He didn't think the legislature had had the debate. Councilor Newman said even if Measure 37 fails, the issue was not going to go away. He said they might fold in the issue of equity and fairness to the land use principles. Mr. Tucker said the principles emerged from the Council discussion. Councilor Burkholder said there were people that got hurt by land use decision, they should try to resolve these. Councilor McLain said she felt these principles were pulled out of the air. She said all of the concepts were because of a vision. Councilor Park said he wasn't sure the efficiency principles were what they wanted. They should include some comment about the economics. Councilor McLain said they had an acknowledged formula on the expansion of the UGB. Council was responsible for utilization and looking at every possibility inside the UGB before they expanded the UGB. Mr. Tucker said he would re-craft the efficiency guideline. Council President Bragdon asked on the second bullet on funding was this fiscal responsibility? Councilor Burkholder talked about work force issues. He suggested talking to Human Resources. Mr. Tucker said his contact was Kevin Dull and Mr. Dull hadn't had any suggestions. Councilor Burkholder also suggested a principle around facilities. Councilor McLain said insurance were also an issue. Mr. Tucker said he would be watching those issues. Councilor Park asked what Mr. Tucker meant by the second Funding bullet. He said did this mean those who were surrounding development or those who were doing the development? He suggested tightening this principles

up. Councilor Monroe said that was one of the issues we couldn't carry as an agency but should be a partner. Mr. Jordan asked about a cap on the System Development Charges (SDCs). Mr. Tucker said they were talking about a cap. Mr. Tucker talked about the internal preparation that had gone on, some of the things he planned to do externally and the housing alliance issue. Internally, he established a tracking system. David Biedermann, IT Director, had suggested software that would track the legislation, the website was billstatus.com. It was cheaper to buy it than to build it. They would have to establish some procedures. Next was packaging the document. He was working with Janice Larson on this document. Internally he would set up a meeting for next month with all of the legislative contacts to run through the procedures for managing the system. Externally, he could go ahead and get some of the bills drafts. He needed to set up some legislative briefings to introduce people to Metro. He also wanted to meet with Council to inventory their contacts in the legislature. He wanted to coordinate all of the legislative contacts. He talked about the idea of creating a Metro caucus. They were trying to figure out how to bring this group together. The public lobbyists were the members of the caucus. The group was coalescing on the transportation funding issue. Councilor Monroe said his idea to invite the legislature to Metro was a good idea but hadn't been very successful. Councilor McLain suggested going to the Zoo or Oregon Convention Center (OCC) where something was going on and having someone cosponsor the event. Mr. Tucker reported on the Housing Alliance. The City of Beaverton had joined the Housing Alliance as well as the League of Oregon Cities. He had provided their agenda in the packet work session. He asked Council about whether it made sense to join the Alliance. Councilor Burkholder supported joining the Alliance. It wasn't so much the dollar amount that Metro chipped in but that they were at the table. Council President Bragdon supported joining as well. Mr. Tucker said Councilor Newman had suggested that if we were to join it would be important to communicate to certain parties Metro's stand. We were not in favor of preemption.

Council supported joining the Housing Alliance. Council President Bragdon talked about the Economic Revitalization Group going to Hillsboro. Mr. Jordan said they had been invited to join the tour. He clarified the agenda for the tour. Mr. Tucker said there was a likelihood that there would be some things that come at them during the session that they wouldn't know about ahead of time.

5. BREAK

6. HOUSING TECHNICAL ADVISORY COMMITTEE FOLLOW-UP

Chris Deffebach and Gerry Uba, Planning Department revisited Title 7 work. Ms. Deffebach explained the process. Councilor Burkholder said this had been both interesting and frustrating. He was trying to tie this into the long range planning that we did as well as how it fits into our centers program. He suggested a housing affordability discussion. There were four trends, rising costs of housing in areas that have good access, demographic shifts where households were changing, was the housing stock meeting that need, fossil fuels were becoming less and less affordable and then finally national trends on wages. There were some trends that may change and some that wouldn't. That was the problem statement. The housing industry had been building larger but fewer housing units. Council President Bragdon asked why this was. Councilor Burkholder continued with the national trends. He then talked about transit stations that currently existed and the increasing needs for housing. Were they building the right type of housing in the right places? That was the big question he felt they should be trying to answer. The other question was what was Metro's role? He noted some additional questions which addressed barriers, why weren't we getting more smaller units, what strategies might make it easier to build in centers. Had they done enough? They were trying to look at the appropriate role for Metro in terms of

being a convener. Council President Bragdon said he felt what Councilor Burkholder presented was really good. It had implications for the composition of Housing Technical Advisory Committee (HTAC). Councilor McLain concurred. She reminded them of what had gone on before. Affordable Housing Technical Advisory Committee (AHTAC) was looking at the bottom, the lowest and the most needy. Dr. Uba said when AHTAC looked at housing strategy they decided to focus on and figure out ways to use land use strategies to bring up the supply of affordable housing. Councilor Burkholder said they had a body of work that had been done. He wanted input from the rest of the Council but wanted to flesh it out some more with staff. It would be a multidisciplinary group. Councilors concurred with the process. Councilor Park said he liked this approach because it discussed the full range. He talked about smaller households. Councilors felt Councilor Burkholder was on the right path. Ms. Deffebach said this raised the issue of did we have targets for centers and corridors. It would also have implications for what kind of progress the region had been making. Andy Cotugno, Planning Director, said he heard them saying to start shopping this around. Councilor McLain raised an equity issue where you had haves and have-nots. She felt this wasn't addressed in Councilor Burkholder's memo. Dr. Uba said they could also address that when they talked about centers.

7. METROPOLITAN PLANNING ORGANIZATION (MPO) SUMMIT DEBRIEF

This subject was delayed until another meeting.

8. COUNCIL BRIEFINGS/COMMUNICATIONS

There were none.

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 4:39 p.m.

Prepared by,

Chris Billington
Clerk of the Council

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF NOVEMBER
2, 2004**

Item	Topic	Doc Date	Document Description	Doc. Number
3	Agenda	November 4, 2004	Metro Council Agenda for November, 4, 2004	110204c-01
1	Power Point Presentation	November 4,2004	To: Metro Council From: Ruth Scott, HR Director and Bruce Lawson, Fox Lawson and Associates Re: Metro-Wide Performance Evaluation Project	110204c-02
4	Metro's Legislative Agenda draft	11/2/04	To: Metro Council From: Randy Tucker, Legislative Affairs Manager Re: Metro Legislative Agenda and prioritizations	110204c-03
4	Draft resolution	11/2/04	To: Metro Council From: Randy Tucker, Legislative Affairs Manager Re: Draft resolution on direction to Metro concerning bills before the 2005 Oregon legislature	110204c-04
4	List of principles	No date	To: Metro Council From: Randy Tucker, Legislative Affairs Manager Re: Land Use and other legislative principles – draft	110204c-05
4	Proposed Metro Coalition	10/27/04	To: Metro Council From: Randy Tucker, Legislative Affairs Manager Re: Tri-County Area – identity piece	110204c-06