



CITY OF  
**PORTLAND, OREGON**

**OFFICIAL  
MINUTES**

A REGULAR MEETING OF THE COUNCIL OF THE CITY OF PORTLAND, OREGON WAS HELD THIS **4TH DAY OF SEPTEMBER, 2002** AT 9:30 A.M.

THOSE PRESENT WERE: Mayor Katz, Presiding; Commissioners Francesconi, and Saltzman, 3.

OFFICERS IN ATTENDANCE: Karla Moore-Love, Clerk of the Council; Harry Auerbach, Senior Deputy City Attorney; and Officer Peter Hurley, Sergeant at Arms

	<b>Disposition:</b>
<p><b>DUE TO THE ABSENCE OF TWO COUNCIL MEMBERS NO EMERGENCY ORDINANCES WERE CONSIDERED THIS WEEK</b></p> <p><b>ALSO, ITEMS WERE NOT HEARD UNDER A CONSENT AGENDA</b></p> <p><b>COMMUNICATIONS</b></p>	
<p><b>1079</b> Request of Bill White to address Council to give a simple prayer (Communication)</p>	<b>PLACED ON FILE</b>
<p><b>1080</b> Request of Larry Cousin to address Council regarding the Sit/Lie/Stand Ordinance (Communication)</p>	<b>PLACED ON FILE</b>
<p><b>1081</b> Request of Paul J. Ballway to address Council regarding the Sit/Lie/Stand Ordinance (Communication)</p>	<b>PLACED ON FILE</b>
<p><b>1082</b> Request of Jamie Manuel to address Council regarding the Sit/Lie/Stand Ordinance (Communication)</p>	<b>PLACED ON FILE</b>
<p><b>1083</b> Request of Glenn F. Warren to address Council regarding the Sit/Lie/Stand Ordinance (Communication)</p>	<b>PLACED ON FILE</b>
<p><b>1084</b> Request of Patricia Annis to address Council regarding the Sit/Lie Ordinance of Title 14 (Communication)</p>	<b>PLACED ON FILE</b>

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<p style="text-align: center;"><b>TIME CERTAIN</b></p> <p><b>1085</b> <b>TIME CERTAIN: 9:30 AM</b> – Adopt the Bureau of Information Technology Five Year Strategic Plan and direct implementation (Resolution introduced by Mayor Katz)  (Y-3)</p>	<p><b>36094</b></p>
<p style="text-align: center;"><b>REGULAR AGENDA</b></p> <p style="text-align: center;"><b>Mayor Vera Katz</b></p> <p><b>1086</b> Appoint Clark Brockman to the Adjustment Committee for a term to expire July 31, 2006 (Report)  (Y-3)</p>	<p><b>PLACED ON FILE</b></p>
<p><b>1087</b> Amend the Code to restore the City of Portland flag to its original design (Second Reading Agenda 1073 ; amend Code Section 1.06.010 and repeal Section 1.06.020)  (Y-3)</p>	<p><b>176874</b></p>
<p style="text-align: center;"><b>Commissioner Dan Saltzman</b></p> <p><b>1088</b> Amend contract with Cornforth Consultants, Inc. to extend the contract time for professional engineering services (Second Reading Agenda 1066; amend Contract No. 30891)  (Y-3)</p>	<p><b>176875</b></p>

At 10:30 a.m., Council adjourned.

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**WEDNESDAY, 2:00 PM, SEPTEMBER 4, 2002**

**DUE TO LACK OF AN AGENDA  
THERE WAS NO MEETING**

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GARY BLACKMER  
Auditor of the City of Portland

By Karla Moore-Love  
Clerk of the Council

For discussion of agenda items, please consult the following Closed Caption Transcript.

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**Closed Caption Transcript of Portland City Council Meeting**

This transcript was produced through the closed captioning process for the televised City Council broadcast.

Key: \*\*\*\*\* means unidentified speaker.

**SEPTEMBER 4, 2002      9:30 AM**

**Katz:** Good morning everybody, the council will come to order. Karla, please call the roll.

**Francesconi:** Here. **Saltzman:** Here.

**Katz:** Mayor is present. Commissioner Sten is on vacation. Item 1079.

**Item No. 1079.**

**White:** Good morning, I just want to pray and ask the blessing of god on the city council and all the decisions your about to make today and for the blessing of the city of portland in particular and father we'd like to thank you for this opportunity to pray for the city council and the mayor continue in blessing good health and the wisdom and knowledge and we ask the blessing of god over the city. Amen.

**Katz:** Thank you very much. 1080.

**Item No. 1080.**

**Larry Cousins:** Good morning, my name is Larry Cousins and I'm with crossroads. We're a people's organization, and we have some stuff we want to talk about with the sit/lie/stand ordinance.

And mayor Katz, on may 29th, 2002, you made promises to have a public process before implementing substantive revisions to title 14. But by enacting the obstructions as nuisances ordinance september 1st, you not only made it a crime to be homeless, but you're also losing the trust of the people. All we're asking is that you please reconsider this act and change it because the homeless are not criminals. We are human beings, just like you, but just a little unfortunate. Please just imagine being homeless and having nowhere to sleep and the sidewalk is your only choice. How would you feel about how this city is treating you? Would you like it if you were finally getting some sleep and a bunch of officers came up with flashlights, woke you up, went through your belongings and then gave you a ticket for doing a human necessity, which is sleeping? Because they had nothing else better to do. And madam mayor, and the city council, how much more do we need to endure before we are equal to you? Also, we have postcards --

**Katz:** You can leave them with the clerk.

**Cousins:** -- that were signed, we have over 650 postcards signed by people all over Portland, and all they ask is, mayor Katz, I urge you to suspend the enforcement of Portland city code obstructions as nuisances. Portland does not need a sit/lie/stand ordinance especially one so vague and sweeping. Furthermore, I strongly urge you keep your word made at the may 29th, 2002 city council hearing. There will be plenty of time for collaborative work to go on to make sure that we bring your -- you code changes that make sense for the city of Portland. Code changes that are constitutional.

**Katz:** Thank you. Let me just correct you. Usually we don't commend, but -- comment, but I need to correct you. Title 14 has a lot of components. I kept my promise. All of them are still being looked at and reviewed before they come to city council. I haven't even seen those items whatsoever. What we did begin to enforce is old code language. Language that's already in the code. But you will be seeing all the new, the potentially new code language in a public hearing when we review it and look at it and see if we even need to make some changes. Thank you. All right. 1081.

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**Item No. 1081.**

\*\*\*\*\*: That was kind of disturbing.

**Katz:** Identify yourself for the record.

**Paul Joseph Ballway:** Paul Joseph Ballway. It was disturbing all this took place, we were invited, but things were done behind our back. I mean, you know, I assume being in America this law and the sit/lie does pertain to the big business people that I've got to shove out of the way all the time blocking public access, standing room signs for Gucci shoes only. I've got my tape measure for the six-foot allowance. What are the taxpayers going to pay for the cops to get their tape measures? This sounds strange. These are being happening, panhandling is not going to be a major issue, but the laws out there, throwing people left and right, I mean, where do we go? Safe shelter? There's no overflow right now. You need to pay to get into the shelter for a bunk. And I personally won't go into a shelter. Very unsanitary. This sit/lie, that's sort of directing pointless at homeless people, we don't look right, can't afford a suit and tie, but you know, you take a walk around, there's all your suit coat and ties blocking sidewalks, try to get by, people eating, the chairs and tables are out in the middle of the sidewalk. I mean, you know, if we've got to pay rent, how much do we pay for three square feet to stand on the sidewalk? I mean, think about it a minute. It's kind of ridiculous. The judges in court rooms have nothing better to do than to look at cases like this? You know, it's kind of disturbing. We were supposed to be in here all this. Then it's all of a sudden, surprise: I don't know. Very unprofessional. I mean, a little bit of lying, deceitfulness, maybe I'm wrong, I don't know. But why all of a sudden these Gestapo tactics? We're people. Don't have a suit, got a lot of call uses from working, can't get a job. Commercial fisherman, industrial landscaper. I get sick and tired of being called a bum and these people couldn't lift a 50-pound weight in a gymnasium. Personally, you know, I got questions. Why? Why weren't we invited to hear this? Because I personally think this whole ordinance stinks. Thank you for hearing me.

**Katz:** Thank you. 1082.

**Item No. 1082.**

**Jamie Manuel:** Hello. I'm Jamie Manuel, an employee of the Sisters of the Road Cafe, and I'm also a member of Crossroads. Mayor Katz, members of council, I'm here to speak against the new enforcement guidelines. Last May members of Crossroads spoke in front of council about revisions to Title 14 of the city code. One of the controversial new measures in Title 14 at that time was what was dubbed as the sit/lie ordinance. The city removed this measure along with others from the draft of Title 14 passed at that time, and Mayor Katz promised a public process before pushing through any of the removed code changes. Mayor Katz's decision to create a new enforcement guideline for the old obstructions as nuisances has created an ad hoc sit/lie law. The new guidelines are overly broad, its requirement of maintaining six to eight feet effectively makes it illegal for two citizens to stand and talk on the sidewalk. It makes it illegal for me to sit -- stand in front of my house and talk to my neighbor because there's not six feet to pass if I'm standing there to talk with someone. I know that I'm not going to get a ticket standing in front of my home talking to my neighbor, but it's clear that this law can't be enforced against everyone in violation of it. It's too broad. This makes it clear that the intention of this is to target people that are homeless, people that are panhandling, it's clear that it's there to target anyone who the Portland police or the downtown merchants find to be undesirable. It's my opinion that your statements to the press that these guidelines are not intended to target the homeless are not correct. The only organization that's requested a sit/lie law is the Portland Business Alliance. While they also state that their support for a sit/lie ordinance is not intended to target panhandlers, their president has been quoted in the Portland Tribune objecting to alternatives to this ordinance to the bases that he believed they would do nothing to curb panhandling. In the same article he tout the Portland Business Alliance survey saying it's panhandling is a problem for downtown. Will none of the organizations that have objected to a

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sit/lie ordinance were invited to your press conference announcing the new guidelines for this ordinance. The Portland business alliance was invited. We do not feel that meeting with the Portland business alliance constitutes the public process we were promised. We're asking today for you to suspend the new enforcement guidelines for the obstructions as nuisances ordinance until there is a public process. If mayor Katz will not do so, we're asking the council members present to state whether or not they support these new guidelines.

**Katz:** Thank you.

**\*\*\*\*\*:** Thank you.

**Katz:** 1083.

**Item No. 1083.**

**Glen F. Warren:** My name is glen warren, i'm from crossroads, a volunteer. Well, I have a statement written here but i'm not going to read it because I have a lot to discuss with you three obviously. So i'm having trouble finding a place to begin. This was obvious that -- the city of Portland made it obvious that there was a conflict of interest in what was going on with title 14. It would have remained a secret if it hadn't been discovered, and once it was discovered there was resistance followed by compliance, followed by resistance. I could get right to the point. We live in a democracy. And we expect a democracy. There's obligations required by law that democracy is what we get. So I know there's a lot of things to be talked about, and, you know, we want these round table discussions to continue, because that's democracy. The people are involved with government. Last time we were here, may 29th, everybody agreed, that's how things are done. That's what makes for a good city. Good government. So all I can say is, we're not going to just go away because you decide to have closed-door meetings and make decisions without the input of Portland. Thank you.

**Katz:** Okay. 1084.

**Item No. 1084.**

**Patricia Annis:** I'm patricia annis. Good morning.

**Katz:** Good morning.

**Annis:** I'm a long-time native of Oregon, a resident citizen of Portland since 1945, almost since birth. Mayor, what year did you take up residency in Portland?

**Katz:** Go ahead. Continue testifying.

**Annis:** Can you answer me, please?

**Katz:** No. We're not going to have a discussion. This is your three minutes to testify.

**Annis:** Okay. As the youngest of my siblings, who were here before me and my parents here before us, imagine, mayor, the enormous amount i've added this up on paper, took me a while, but the enormous amount of money and time and effort and community involvement that my family alone has invested thus far in the Portland community. We're grandparents now, so our investments span four generations. From birth to death, to birth, and that means we have summarily expended our many -- more than 27 homes, more than 200 cars, vehicles, motor homes, vacations, movies, doctors, dentists, and in times of trouble, some divorces, a lot of lawyers, and I don't remember much mitigation out of the legal fees, either. We practically for a while supported lawyers. There have been funerals, births, baptisms, churches we've supported, colleges, pcc, psu, lewis and clark, back to pcc later on. So if you get the picture of the amount of investment that just my family alone has put into this community through these generations, it adds up to more than \$2 million, and we were just middle class. In the past couple years, due to a lot of adversity, I have become homeless, and i'm referring to some of the most recent comments that are attributed to you, mayor, in the press, like black and silver don't belong in this town --

**Katz:** Excuse me?

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**Annis:** Black and silver don't belong in this town. It's in a quote in a newspaper last week. I don't know if you said that or not, but -- you're wearing black right now. I'm wearing black. We don't belong in this town, I guess. But guess what? I think that's wrong. And I'm staying. And I'm going to continue to stand before you every chance I get and tell you that just because I've become homeless that doesn't draw a curtain across my personhood or across my integrity or my education or my entire life experience and make me simply homeless, worthless, lazy, a drug addict, a drunk, and all the other things attributed to homelessness, and I deserve some help, and I only became homeless recently because I couldn't even get a simple \$165 rental assistance from any social service agency that I needed in order to stave off an f.e.d.. Rather than look at criminalizing any further people who have become homeless and have no more resources left and nowhere to go, I say, housing, not sit/lie. Jobs, not sit/lie.

**Katz:** Thank you.

**Annis:** Thank you.

**Katz:** All right. Let me repeat again title 14 has many components. We're reviewing them to see whether we in fact will be amending some of them, all of them, or none of them. We haven't even begun that kind of work through my office and the city attorneys. This was existing language of the code. If there will be more elements of title 14 that we want to keep as existing language, then we'll keep it on the books and we're not going to have a hearing, since it's current code. If there will be changes, they will be public hearings on the changes. All right. Let's go to time certain, 1085.

**Item No. 1085.**

**Katz:** Let me say a few words before we start. As you all know, over the last two years the council has taken significant action in redesigning the way we provide administrative and support services within the city. We did it for not only customer service reasons, but also for cost reasons rather than going into the budgets and making further reductions in the budgets, we looked at how we were doing business and made those reductions through all the administrative and support services through the office of management and finance, which we also created during that period of time. We created a new chief administrative officer, says sit -- he's sitting right before you, who has the responsibility to look at how we provide administrative and support services citywide as opposed to doing it through silos, which is what we were doing through all these years. You also -- all supported it, you all supported making sure that we had a long-range business plan, operating procedures, and service policies, how we were going to provide the services to all the bureaus. You recall we approved a business plan for the human resources. This is now the plan for i.t., for the business plan for technology. I know that all your offices have been briefed about the plan. We're going to hear a little bit about it and there are some bureau managers that will also testify. I also know that there was some anxiety about all these changes that we made, and if there's enough time we can talk about what still needs to be done, but I need to tell you that I have not received complaints that we're working through any of the barriers that are created when change occurs, and I'm very proud and pleased of Glen and certainly Tim and your staff for making the changes as smooth as possible in this -- and as productive as possible. Okay?

**Tim Grewe, Chief Administrative Officer, City of Portland:** Thank you, Mayor Katz. Commissioner Francesconi, Commissioner Saltzman, for the record, I'm Tim Grewe, Chief Administrative Officer for the city. We'll be very brief, because we have had the opportunity to brief each of your offices on this, but for purposes of public presentation we want to cover some of the basics. I do want to emphasize since you appointed me Chief Administrative Officer, my management team has been working very hard to develop a standard approach to the provision of administrative support services and other services within the city on a citywide basis. Each one of our service areas will have a strategy business plan, a long-term strategy business plan. It is our intent to have clear, written policies and procedures where appropriate we're restructuring our

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businesses to provide better services citywide, and many other actions. As commissioner -- as mayor Katz indicated, you recently approved the hr strategy plan and its policies and today we're asking you to consider the i.t. strategy plan and shortly thereafter we'll be bringing forth those policies to you. To provide guidance, you did approve the omf strategy plan, which is what we utilized to provide guidance in the development of these individual service plans. The i.t. plan was developed over a long period of time with the full participation of Glen Myers, i.t. management team, as well as i.t. managers that are assigned throughout the city. It also involved many bureau personnel and to make sure we were thinking outside of the box, we also included outside i.t. advisors and experts to give us guidance in the plan. It provides a logical sequencing of i.t. improvements over the next five years, it takes a building block approach to making these improvements. We also took a cost neutral approach in recognition of the city's current financial condition. By this I mean we're borrowing from what is a rather low fund balance to invest in the i.t. improvements needed citywide. We're then taking the efficiencies created and reestablishing a reasonable balance and eventually those efficiencies will translate into savings for the bureaus. Over time. The plan also, however, identifies a number of emergency -- emerging issues that Glen will talk about that will require additional resources over the life of the plan. Foremost amongst those are issues such as business continuation, the event of a significant emergency in the city. I believe this plan signals a very exciting future for the city. We will see over the life of this plan streamlining of services, we will see better access by the public and easier access to the public to city services and city information. And we will see I believe a containment of costs. Some years ago the city established a priority of becoming a 24 by 7 city hall. I think this plan very definitely will make that a reality over the next five years. Again, we did brief your offices. I've asked Glen to give a very brief overview of the plan, and then that will be followed by a few comments from our outside advisors and bureau representatives.

**Katz:** Okay. Glen, go ahead.

**Glen Meyer, Director, Bureau of Information Technology:** Thank you. For the record, my name is Glen Meyer, I'm the bureau of information technology director. I would like to begin by acknowledging the support and effort of i.t. staff, bureau managers, and council offices. Thank you all very much. As you can see from this brief chronology plan development as Tim mentioned, it was an inclusive process taking into account the constructive input of stakeholders and city leadership alike. The plan is designed to address three major trends that we see. The first is the city's financial situation that remains challenging. The second is that there is an increased focus post 9-11 on information security and business continuation in the event of a disaster. And the third is that there's continued growth in customer expectations for internet-based services any time, anywhere. Plan implementation is guided by the following approaches. Tim explained the cost neutral approach, so I'll move to the service-based approach, which simply means that cost recovery and services will be changed from an fee-based process to a service delivery process. Lastly, we'll take a partnership approach at all times in which bureaus will define their business needs and i.t. will supply the best i.t. solutions. We'll standardize whenever possible to reduce cost, leverage our combined purchasing power, including product licensing. We'll develop and/or purchase software once to be used many times and we'll use as one i.t. business rather than 27 separate shops. The plan includes these five integrated areas of activity. I.t. administrative rules and standards will achieve our three primary goals as listed in the plan. And they are to ensure a safe and secure i.t. environment, maintain excellent service delivery and finally to increase citizen access to services through a coordinated e-government plan. We have a number of pilot projects proceeding and -- in preparation for operations consolidation. We have identified that we spend annually close to \$14 million on software and data maintenance, so we're focusing the software evaluation component of our plan on large corporate systems that are duplicated in part many times over. We're currently



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participating in i.t. strategy planning with omf, parks, fire, boec and police bureaus and plan to assist other bureaus as needed. Finally, as we consolidate operations, i.t. managers will transition their focus from operations management to increased bureau business assessment, customer support, and project management. Now, tim mentioned i'd say something about emerging issues. We have a gap in information security staffing area. At the same time we also lack an objective way to evaluate how and in what sequence to recover key business systems in the event of a major disaster. That's an unfunded problem. We have several large aging systems, specifically the financial system, and the Portland police data system. Those are linked because they're both on the main frame and if we're going to replace one, we need to have a plan to address the other. And in park, their system replacement is due to the maturity of the support staff that support those software programs. Also, equipment replacement is funded inconsistently across the city, making maintenance costs unnecessarily high. Our rate model is an art fact of preconsolidation days and does not serve our customers fairly or equitably. An e-government we're paying for the same thing many will times often missing the opportunity to remove unnecessary steps and reduce costs. How can we address our future needs? By investing anticipated savings back into i.t. This slide shows i.t. savings and new revenue since 2001 as well as our five-year target. It's interesting to note here that the \$2 million in cost avoidance for enterprise gis licensing is not included in the \$2.9 million savings to date as these avoid a cost in the bureaus and so the corporate program has no way of accounting for what happened to those dollars. What will it take to ensure success? We'll need continued leadership and commitment. We will need the ability to accept and lead change. We will need to enforce the imminent i.t. administrative rules and standards, and of course we'll need sufficient resources and the ability to reinvest i.t. savings. What can you expect from us in the near future? We'll bring a set of i.t. administrative rules to council as tim mentioned for approval in the october-november time frame. We'll conduct an e government council work session in the october-november time frame as well. And we will work with our customers to develop a new rate model that spreads costs fairly by july 2003. Now i'd like to invite Multnomah county cio lisa yeo to testify. Lisa was one of the hard working members of my advisory team.

**Katz:** Thank you. Thank you, glen. All right. Let's put on the lights.

**Lisa Yeo, Chief Information Officer, Multnomah County:** Thank you, glen. Tim, mayor Katz, commissioners. For the record, i'm lisa yeo, Multnomah county chief information officer. As glen mentioned, I served as one of the external advisors with bureau of i.t. Throughout the development of the plan, as did howard ferbman, who was formerly the i.t. Director for the port of Portland. The plan says it is based on proven technology and i.t. industry best practices. And I can vouch for that. There is nothing in the plan that is out of line with where the information technology industry is going. Almost every organization is facing the same kinds of dictates, looking at cost containment, trying to increase access to information through increasingly network systems and integrated systems, and also setting enterprise wide standards and policies which not only help with cost containment but also make the organization moorage ill in meeting external changes. There's quite a bit of similarity between Multnomah county's strategy i.t. planning and the city's i.t. plan. In fact, way more is similar than is different. The differences come mostly from the priorities, the orders in which we're addressing those things, but as I said, we are all facing the same challenges so we see very many of the same elements in our plan that we see in the city's plan. I think that it's a solid plan. I believe it will serve the city well.

**Katz:** Thank you.

**Meyer:** Next we have ed wilson, and carl simpson.

**Katz:** Good morning.

**Ed Wilson, Chief, Portland Fire and Rescue:** Good morning. For the record, ed wiLon, fire chief for Portland fire and rescue. I'm here to testify in support of this resolution for a couple

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reasons. I believe a corporate strategy makes perfect sense, especially in these challenging economic times. The plan identifies and begins to address some of the issues that were raised or identified in the emergency preparedness council, and that being technology, security, redundancy and the business continuation, the need to assure that happens for the city. Then I also believe the standardization of technology and procedures makes perfect sense so all bureaus can in fact communicate with each other and there are definitely savings to be made, to be found by standardization. Just finally, i'd like to thank glenn meyer and his team for soliciting input as they put the final touches on their plan. They came to the fire bureau and were very interested in our input and they did dovetail that into their plan, so we're in support of it.

**Carl Simpson, Bureau of Emergency Communications:** Good morning. Carl simpson, bureau of emergency communications. I too am here to support the bureau of information technology five-year strategy plan. I would like to thank tim and glenn for making it a point to include us in the development of this plan. I found it to be well written and comprehensive. Most importantly, to me it supports the public safety partnership that we're forging here at the city level. Police, fire, and emergency communications were deeply involved in the development of the plan. I'm interested in the business continuance in the event of an emergency citywide. That's -- that is definitely a priority. And the second priority is to have a safe and secure network, and I think this plan provides good leadership for that to happen.

**Katz:** Thank you. Thank you both.

**Meyer:** Finally we have jim wadsworth, who would like to testify. And while jim is getting ready i've got a letter of support from chief kroeker that i'd like to enter.

**Katz:** Before jim starts, sitting here, I look at carl and ed and jim, and i'm thinking how lucky we are we have a whole new generation of bureau managers who are not kind of surrounded by old stories and old tapes, and have the ability to think anew and participate in something very exciting. Not terribly sexy, but very important to the city and being real partners. With the exception of tim, they're all five years or under. But the reason tim's still around, he's still got new tapes running through his head. So jim, go ahead.

**Jim Wadsworth, Director, Bureau of Licenses:** I'm jim wadsworth, director of the bureau of licenses. Mayor Katz, I hate to contradict you, but I do find this extremely sexy. [ laughter ] this for us at the bureau of licenses, our lifeblood is our technology and the enablement it gives us to be able to improve our revenue collections and do the best we can at all times. I'll echo what the chief and carl have said. This is a very workable plan, has a lot of our input into it. It provides us the opportunity to include in our strategy plans in each of our bureaus the enablement that we need to continue to be -- to continue to move forward, whether it's through e-commerce, or whether it's through better equipment, whether it's through increased partnering which the chief and fire and the bureau of licenses have done over the past few years. It's a tremendous enablement for us, and we'll -- will allow us to utilize each others' strengths and be able to move forward where we might not have been able to before. Glen and his crew have emulated a private sector model, and they have provided us with improved service delivery, even in a time where costs are higher and resources are down, but they're still providing us with more bang for our buck, and I commend them for that. So we're very excited about this.

**Katz:** Thank you. Glen? That's it?

**Meyer:** That's it.

**Katz:** Okay. Tim, did you want to come up again? Is there anybody else who's signed up? All right. Tim?

**Grewe:** We'll be happy to respond to any questions.

**Katz:** Questions by the council?

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**Francesconi:** Just a few. How about some of the other bureaus? How are we doing with parks and pdot?

**Grewe:** We've been very careful to have glen make the rounds to each and every bureau where we're able to schedule meetings, and glen, perhaps you can give them a brief update of some of those other meetings.

**Meyer:** We've met several times with charles, and charles indicated that he would -- he's in favor of the plan, but he had prior commitments this morning, otherwise he would have come as well. The enterprise bureaus are still, you know, to be honest I think they're somewhat skeptical. I think the -- they agree with the approach, the approach of doing the operations consolidation first, gaining those efficiencies, and moving slowly into the application development area, the software application area, which we've taken into consideration that's exactly how we're timing things. And the rest of the bureaus I believe are in support of the plan.

**Katz:** What are they nervous about?

**Grewe:** I think it is still the transition from a highly decentralized approach to i.t. To more of a centralized approach, and whether or not that new organization is going to adequately address their priorities versus citywide priorities. Frankly, I think continuing to have what I would call at this point at least some healthy constructive criticism of any plan we put forward or any project we do will serve us well. We're trying very hard to keep our ears open and listen to those issues, and address them as soon as we hear about them. I would like to share with council the team has had one successful pilot which was the consolidation of our help desk, and I was very apprehensive about that because that was going from a very decentralized type of service to a centralized service. I literally received no complaints. I actually received some compliments about that transition. It was almost seamless, not completely. And I think that is an indication of how sensitive we are to customer service needs as we go through these transitions.

**Meyer:** I'd also add that my focus through august has been -- actually, through summer is to work individually with the bureau managers. I've met with mark three or four times to help him in any way that we can with his specific problems. As far as dean and the bureau of environmental services, his concern and the concern of many of the large bureaus was the transfer of their application development staff which we've held off on for another year to make sure that we develop a workable plan that we have time to review with them individually and as a group to make sure that their needs are met. And that we understand exactly what their needs are.

**Francesconi:** One of the concerns i've heard from some bureaus, and the smaller ones in my own office staff, was the issue of cost. Do you -- and I think you said it a bit, sometimes there might be some unfairness in the cost side of it. Is there anything you can do to address that?

**Grewe:** We don't disagree with that, commissioner. As glen said in his presentation, we're still operating with -- with an old rate model based upon the old system, and we're working on that right now to develop a system that reflects the new approach, has more equity in it and where we know there's clear inequities we're going to try to iron those out in the new model. You'll probably hear about problems continuing to develop, and when we encounter them, we'll seek to try to problem solve them.

**Francesconi:** On the expense, trying to -- the other side of that coin, we were trying to save money for the city, so we cut positions I think on the i.t. side. Have we reached the end of those cuts, and are you to the point where you can't cut any more? Have we cut too deep?

**Meyer:** Thank you for asking that. Our -- one of the concerns that we do hear from the bureaus is that they're concerned that we can't provide the same level of management -- i.t. management capability that we were accustomed to. The 7% reduction to meet our 7% goal, we accelerated our plan by cutting vacant positions, funded vacant positions that were due to retirement -- due to retirement and that type of thing. And that changes how we implement the plan. What we wanted

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to do was -- in terms of trying not to get too technical, in terms of the operation consolidations, we were moving the i.t. operational management component from the i.t. managers gradually. That's a three-year plan. We've had to accelerate that, so there's a gap in terms of who we've got to cover things. I think boec and fire are good examples of the partnership approach that we're taking to that where we have one i.t. manager, malcolm, who's doing a really excellent job of covering two bureaus where he used to cover one, and that requires an awful lot of discussion between the chief and carl, but that's working I think really well.

**Grewe:** I think it's going to be very important for us to actively track service levels, and customer satisfaction as we further curtail staff, if we get to the point where we're seeing true deterioration in those two factors, we'll probably need to take action. Getting away from positions, I think the area of more concern is emerging issues. Glen's pretty tired of coming to me with legitimate business plans and i'm sending him back to tell him to find the money from within through efficiencies to fund those things. The facts are there are significant issues on the city's plate that we're not going to be able to self-finance. I'm concerned about the business continuation area, and -- particularly in light of the new area of -- era of terrorism in the united states. I know that's a national issue, because i've talked to my pierce about that. I'm also particularly concerned about some of the aging of our major systems, and I think eventually that's going to become a real barrier in terms of becoming more efficient as a city. So we'll be back to you with business plans in those areas, but I did want to say we probably are facing some resource commitments downstream here within the next 24 to 36 months that we'll have to be talking to council about.

**Katz:** Are there federal funds that we're missing out on, pieces of what you just described as emerging issues, because we have other priorities as a council and those never quite make the list?

**Grewe:** I don't know if we're missing out. We are tracking the homeland security resources as they become available. We haven't acquired any of those resources for this particular purpose, but due to my activities in the government finance officers association, business continuation is very much a national issue amongst finance officers. In fact, the new mantra is duplication is no longer a bad word. So we're also looking at some opposites of how major cities can work closer together to replicate systems, but that requires us to have similar business practices.

**Katz:** Thank you.

**Francesconi:** I had two more questions. Regarding this issue of microsoft and the licensing that caused some sparks last time you were here, I noticed a sentence in this report, interest in the use of less proprietary operating systems and web software is also emerging as businesses fear rising dependency on microsoft products and pricing strategies that are increasingly seen as abusive. Can you maybe -- what's our -- how are we going to counter that? What are we doing?

**Meyer:** You know, i'd love to call it my operation -- call up my operations managers on that, but we're -- I share really the concern although it didn't come across at that particular event, I share the same concern that we're in some cases we're almost held hostage by the large vendors. So we're actively looking at options for operating systems. The situation is still, though, that microsoft is still the best integrated solution at the lowest cost in the market at this time.

**Francesconi:** My last question is to end this -- my question on a more positive note here. You say it, but can you say a little more about how -- create more of a picture and a vision for our citizens about how we can e-government can give more access to our citizens to government. I think part of it is we need to make this a contrary to my bureau manager, we have different versions of -- I won't go there. We need to make this a little more exciting, and can you say a little more about what e-government can do for our own citizens if we invest in it the way you're suggesting?

**Grewe:** I'll give you my realistic view of the future. I think the future is occurring as we speak. I believe our citizens will be able to access the majority of the informational services they require from the city. That they'll be able to do that through a consolidated port, like you would with any

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major business, retail operation, and it will be very service oriented. Right now if a citizen enters the city, they do so typically by bureau, and it's often very difficult for them to find whether or not they're in the bureau for which they're seeking information on a particular service. We are in the process of designing an entry point for the city where they won't be looking at bureau titles, though that will be there if they need it, but they'll be looking at services. For example, if a citizen wants information on their sewer bill, there will be someplace to click and go to the right location within the city to get that information. So that's one vision I think is going to become a reality very shortly. The other vision is, I believe we'll increasingly be chaining our business practices and putting more and more of those -- making more and more of those businesses web accessible. I think i've informed council before, if I can balance my checkbook on a website or pay a bill on a website with a private business, why can't we pay our bills to the city in the same manner? I think that will be a reality over the next two years. Where it makes financial sense to do so. And we're working very hard in those areas. So when I say -- final area will be in the area of governance. And by that, tracking what's on the city council, even being able to track issues and being notified when an issue is coming before the city council so I don't have to do all the work you want. And perhaps even encouraging citizen-to-citizen involvement out there in the communities using some of the tools the city will have available. That's what i'm seeing in the near term and definitely within the next five years.

**Francesconi:** Thank you.

**Meyer:** Just to add a few things to that, the city here is really positioned to take advantage and move into e-government. Our -- fortunately our corporate gis program has developed a number of approaches that foresaw the web-based and internet revolution. We've got the foundation as far as the infrastructure, the capability to design our databases, we have what I refer to as component application development, where we build core components and use them many times. And we've developed a system security aspect that support applications like crime mapper, carpool match, housing connections and a whole host of other things we're doing already. So we're well on the way to doing 7 by 24, 365-day delivery to our citizens. For me, the e-government piece is probably the most exciting component. That's why we'll come back with a work session to brief you further on that.

**Katz:** As you know, the police bureaus involved working with both glen and tim on e-government and involvement with the citizens.

**\*\*\*\*\*:** Absolutely.

**Katz:** All right. Further questions?

**Saltzman:** What's the time line for the new rate model, and also for coming back to us with business recovery?

**Grewe:** I'm going to look over my shoulder. We'll have that running by the time you see the next one, commissioner.

**Saltzman:** And the business recovery strategy and investment cost?

**Meyer:** Business -- the business recovery and disaster recovery component is articulated in detail in the emergency preparedness council report. So it's -- I could look in my notes and find the one-time and ongoing --

**Saltzman:** It seems to me tim was saying we're still exploring the options, as are a lot of cities, counties throughout the country. And I know you've spoken to me in the past about conversations, I guess with san francisco as an example. So i'm wondering where do we go, how do we get from beyond identifying the problem and knowing the vulnerabilities which we know very well?

**Grewe:** We're working in the contents of the task force report. My hope would be to bring back a specific business proposal in conjunction with the next budget. We're already into august, that's relatively soon.

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**Saltzman:** Okay.

**Grewe:** September. Excuse me.

**Saltzman:** A final thought, it just struck me as you were talking about inability for our citizens to pay water, sewer bills or other payments over the internet, but as I look around and see our new parking meters, I wonder what possibility could they be programmed to be remote pay station that's people could pay their water and sewer bills at the parking meter and pay their overtime tickets?

**Katz:** If they could figure out how to use them.

**Meyer:** We'll check into it.

**Katz:** Speaking of the meters, I think we need to review the instructions on the meters. But that's a whole other topic and I don't want to get into it. Further questions? All right. Anybody else want to testify on this? Well, you're a little late this morning, but maybe we'll excuse that since we have a short agenda. All right. Roll call.

**Francesconi:** This is a very good -- good work, all of you. It's nice to have your staff here as well. Your vision to be able to deliver the right information to the right clients and the right time frame using the right resources at the lowest possible cost, so that's a very good vision. So it is important that we have a safe and secure infrastructure, that we maintain excellent service delivery and we have some ways to go in that regard, but I really appreciate your attitude, first of all. It begins with that, as well as your expertise. I'm looking at you, tim, because you took a lot of heat when this happened, and glen, i'm looking at you for the execution. Let me see if I can help you, and I haven't talked to brant williams about this, but he very much is a team player. If I can help you with pdot, you may not need the help, but if you do, let me know. Of your objectives I have the most interest in, it is increasing citizen access to government. I think it can also help keep us in closer touch with our customers, which is one of the reasons we're such a well-managed city, under the leadership and the mayor and you folks. But we need to keep doing more to keep in better touch. The private sector is ahead of government in terms of keeping in touch with the customers. So this can help us do that. And I think because we're so well managed, once we get our mentality a little less severe, we can help break this down and do an even better job of giving access to our citizens in all parts of the city. The truth is, certain groups have more access to us, and if we can use this to help increase access to others, it -- we will be all the better for it. So I look forward to working on it. As we move forward with the strategy plan for the city, which the mayor's been pushing for for a long time, this should actually be included in it as a strategy of keeping in touch with our customers. Aye.

**Saltzman:** Well, it's a good job that everybody, I see a lot of people who have worked very hard on this plan and will continue to work even harder. It's -- in its execution and implementation. I think this is -- information technology area is one of the areas things can go have wrong very quickly, and those of us up here on this side of the dias have to entrust you very much because few of us even understand what is it you're talking about in any detail. So there's a great level of trust we have to put into you to make sure that we are spending taxpayer dollars as efficiently as effectively as possible, and as you have identified already, i.t. Software purchases, decentralization can lead to costly and unnecessary investments that we really need to overcome. You've done a great job in the last budget in reducing your costs. We need a rate model that convinces your customers that they are not being hit for overhead, another -- and other expenses they don't feel are proportionate to the burden they're imposing on i.t. Or the customer service they're getting from i.t. As you know, that's been a hot issue and I know you've taken steps in the last budget and hope you will get us a good rate model that will hopefully make everybody happy so we can put that issue to bed. So anyway, it's good work, and I know we'll be hearing more about it in the future. Aye.

**Katz:** You all know that I have been critical of the organizational form of our government in -- especially as we entered the 21st century. The silo mentality doesn't do much for confidence or cost

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savings or service providers, so we have to work a little harder, and I want to thank the council, because commissioner Saltzman is right, many of us don't understand the details of all of the technology elements that you have to deal with every day, so we trust you, we're willing to take some risks, but we're confident in your expertise. And for that I want to thank the council for allowing them to do their job, to centralize these key services to look a little bit more like the county in providing those centralized services. And we've got to do it gingerly because of the history, and the culture and old history and old tapes. I want to thank the bureau manager who clearly understand that, all your staff who has to work through all these details to be more service oriented to reduce the costs, and to be innovative. I also, personal thanks, I guess it's the help desk, you sent us a wonderful person who's there and who solves problems, and I want to thank you for that. Aye.

\*\*\*\*\*: Thank you. [ gavel pounded ]

**Katz:** All right. 1086.

**Item No. 1086.**

**Katz:** I don't think there's anybody that wants to testify. Roll call.

**Francesconi:** Aye.

**Saltzman:** Aye.

**Katz:** Aye. [ gavel pounded ] 1087.

**Item No. 1087.**

**Katz:** Before we vote, if the council will give me an opportunity to point to the new flag, we asked them to bring a new flag in, and this is the first one. We took the old one off and it's going into the archives, and someday we'll have a history museum, and it will be the day that the last flag -- at least several decades has flown. So I want to thank alex and everybody else for -- that's worked on this. So roll call.

**Francesconi:** So this is terrific. We have to have a flag we can reproduce, and it's also very striking. Now we have to get to the step of sienna, italy, where every neighborhood has a flag, and we have a competition, and the winner of the neighborhood will pick -- we'll pick something other than a horse race that we get to plan. So this is the first step. But we have 90 flags for you to design. Aye.

**Saltzman:** I missed the hearing on this last week, but I have read the record, so I feel i'm well versed to make a vote in favor of this decision. This moment us decision to change our flag design. And it's been an education to understand what the flag was all about, just reading here in the -- hearing the description how the green represents our green city, and our commitment to the environment, it really -- it's great, and it's something we should take pride in, renewed pride in our new symbol. Aye.

**Katz:** I'm very excited that doug was still interested in making the changes and to come and bring us the original design, and it is much more attractive. A lesson to be learned -- don't mess with design as a council. It doesn't work. Aye. [ gavel pounded ] all right. 1088. [ applause ] [ gavel pounded ] you're out of order. 1088.

**Item No. 1088.**

**Katz:** Roll call.

**Francesconi:** Aye.

**Saltzman:** Aye.

**Katz:** Mayor votes aye. [ gavel pounded ] thank you, everybody. Jada? Will council please suspend the rules to allow jada two minutes? I'm giving you two, not three. Is that all right? Okay, come on.

**Jada Mae Langloss:** I planned on being here with the rest of the group early this morning that -- but there was a lady who is only a few days from graduating to the next dimension, and where I am

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staying, most people go in and when they come out, they go to intensive care or the morgue. So this woman, she needed some extra help. I feed her. I help her get into bed, and it's -- it takes a couple strong people to help do this. So I spent the time with her this morning when I should have been here earlier. But I want to explain to you that I defend you wherever I go. I stick up for you. You have never once offended me or said anything to me that bothered me at all. So I was going to be here this morning for the same purpose, to tell this group of people that I will defend you with my life without getting paid for it. And I think you're a very good woman, and you have some very hard decisions that you have to make that some people don't understand, including myself. But I know there's a good reason for whatever happened. But I have a solution for sitting on the sidewalk. If I ever did it, I have to have a crane lift me up and haul me off. But the idea of having benches, and then you pay for how many hours you spend on the bench. Pay, have a little, you know, machines where you put in a quarter for staying for half an hour. So you can see the action going past. Why not charge just like cars for sitting in a place that is a very busy public place on benches that are provided with little coin-operated -- like the cars do. I thought that would be an alternative to solution. And maybe we wouldn't have quite so many people and our archeology started to give these people something worthy to work on. It's time for Portland to have an archeology. It makes sense to me because I gave up cars 22 years ago, and I find my life as much better. I don't have to work three jobs to support four cars.

**Katz:** Thank you. And thank you for taking care of a human being. And I like the way you describe her going into another dimension.

**Langloss:** Well, there's all sorts of dimensions.

**Katz:** Thank you.

**Langloss:** You have to go through all of them to graduate.

**Katz:** Thank you. Everybody, we stand adjourned. [ gavel pounded ]

At 10:30 a.m., Council adjourned.