

# Minutes from the PSC Commissioners' Retreat

## October 8, 2010

### **Introductions: Who we are and why we care & City Bureau Introductions**

*Questions posed to PSC commissioners and city bureau directors*

- You don't often get to be present at the creation of something important. Tell us about another time when you were.
- What skills, experiences, passions, and perspectives do you bring to the PSC?

### **Joe Hertzberg, Facilitator:**

Welcome to new commissioners. "this is the first day of the rest of your life."

### **PSC Commissioners' introductions:**

#### **Irma Valdez**

Attended a law school that had accepted many minority students but instructors were unsure how to teach to the host of different perspectives. She was in the first classes where the instructors had to be sure to address the different backgrounds each student brought.

The Cesar Chavez (39<sup>th</sup> Ave) street renaming while on the Planning Commission. She brings her perspective as an attorney who was born in Mexico, so border issues are important to her. Also works in real estate; people feel comfortable talking to her about what they think.

#### **Mike Houck**

He was at the start of Collation of Restorative Waters (inner city rivers) as well as at the meeting when Metro's Robert Liberty and Myron Orfield (MN) began forming Coalition for a Livable Future (1994).

Houck also worked to ensure affordable housing was included in the Metro 2040 plan

His work has brought together people of color, greenies, and housing advocates. His work brings nature in the city to integrate it with the built environment.

#### **Don Hanson**

He started architecture school at the end of the Vietnam War; he was one of the kids coming out of high school who met with people returning from Vietnam, which created an interesting dynamic in trying to reconcile different perspectives.

To the PSC, he brings: chair PC for a couple years. His background includes site planning, master planning, and zoning. Especially interested now in the outer east side – where families and children are – with a care to take the quality of the city core to grow it out to perimeter of city.

#### **Karen Gray**

In her fourth year at Parkrose as the Superintendent, previously at Coos Bay schools for 17 years. The birth of children her as her memorable first beginning of something important. Also started work on the East Portland Action Plan as an original member when it was just a planning team in 2007. She had never been engaged in "anything of this size".

She brings: 32 years in education. The most important issue for her is the EPAP and the diversity in East Portland where over 30 languages are spoken in the schools, 40% of population is "white". Key topics for her are geographic equity, parody, and cultural responsiveness.

#### **Gary Oxman**

He worked on the Recovery Association Project, a collaborative of "junkies" in recovery from alcohol and heroin abuse. Being a participant in the process was a "gorgeous piece of political theater" in figuring out how to bring issues of overdoses and recovery to the community. In an intervention with elected officials and community of supporters, everyone got what they wanted, teaching a lesson in the power of "extraordinary ordinary people" to lead to some changes.

He brings a health perspective to the PSC, especially with a passion for issues of health. He feels the Planning and Sustainability Commission is a rebirth of public health and hopes for a group with creative thinking where people have a willingness to learn and to be curious”.

### **Howard Shapiro**

Describes his first career in Seattle as a “mad man”. He’s been involved in arts, banking, social change, and housing. His “start of something important” was with Food Front, which was supported originally by PDC. The group came away with \$20,000 to start, and because of the community’s energy it has sustained itself.

He says “Portland is not a community, it is a series of communities.” He has a “passion for the place” and feels the Portland Plan is a “must” to continue what we have in Portland.

### **Chris Smith**

Gave a welcome to Karen, Gary. His start of something was in 1995 as a systems engineer who helped with the first website for Tektronix’s. In 2005, started a blog about transportation in Portland. The common element in his work is that he could not have predicted all the experiences the project brought him through, similar to his work on the Planning Commission.

He hopes the PSC will create similar new, positive experiences.

He brings a “nerd, geek” view to various topic areas – he focused on the details and is not a 30,000 foot person. Much of his work and advocacy is in transportation, but he knows you can only make good transport decisions in the context of looking at the place you want to live in. Information Technology is radically changing what we do, so there are huge opportunities for government to use tools.

### **Lai-Lani Ovalles**

A native Hawaiian/Philippina; grounded in her indigenous values and principles. She notes where ever you go, you recognize the people of the land and reminds everyone that Portland has benefited from those who came before us.

She brings a passion for civic engagement. In Seattle about 10 years ago, she and other young friends wanted to get on city boards to be involved in decision-making. They allied with the Mayor and got an ordinance passed that still reserves 10 seats of one-year terms for 18-29 year-olds. It includes a year-long training process with a mentor on the board.

She has a connection to community – people who feel, work, and who are engaged in smaller communities that often don’t get a voice at the table, but should be included.

### **Michelle Rudd**

Background in civil engineering and brings a planning perspective to the commission. She comes from a family in which “every generation has done better” than the one before, but she recognizes other families have not had those opportunities. Her daughter was 11 when the family moved to Portland, and while she had been involved in Girl Scouts before, when they moved to Portland, there was not an organized troop in their neighborhood. So she got involved in creating troops for her neighborhoods to provide support for young girls and their families. From her kids she remembers “you have to have fun and take a break”.

### **Andre’ Baugh**

Worked for Weyerhaeuser in Seattle, a 40,000-person company at the time... with only 10 African Americans in management. He worked to find minority staff to go on a sales trip to Asia, but had limited opportunity to do so. When he spoke with owner, he decided, “we have to change that [the lack of diversity in management] so we can grow the company and grow markets”.

He recognizes that this worked as a business decision as the bottom line (not a social position to hire someone, but if it doesn’t work biz-wise, it disappears).

He advocates for equity in a business manner. Portland is going to grow, but equitably, it is unclear if it will be the same place as today if we don’t have equity in all aspects.

### **Jill Sherman**

Works for Gerding Edlen in commercial real estate, much of which includes public-private relationships. Her background is in affordable housing development, and she has an MA in Urban Studies.

She is involved in the Oregon Sustainability Center, a project joining OUS, the City of Portland, PDC, and non-profits to design and construct the first living building in an urban setting: net zero energy, water and stringent materials requirements.

### **City of Portland Staff/Director Introductions:**

#### **Michael Armstrong (BPS Sr Policy Manager)**

Oversees the Policy, Research, and Innovation division at BPS. He has two daughters and agrees kids are a great metaphor for starting something new. They have a curiosity and few expectations.

He and his wife have been at the beginning of encouraging kids and families at their girls' elementary school to bike to school; they have gone from being one of a very few families to bike to the current status of having 20 overflowing bike racks at the school. The biking has brought parents and kids together to create a stronger community.

He describes himself as the "bass player" of BPS (Joe as guitarist, Susan as rock star).

#### **Joe Zehnder (BPS Chief Planner)**

Oversees the Planning and Urban Design division at BPS. 25 years in planning capacity with an attitude that is trying to stay true to smart planning and making opportunities work out as best as possible. Six years ago, he was at the start of the District Planning program at the City. This is a division of the 5 districts, 7 community coalitions who work with a city planner to each district to "go out, do good".

His goals are to solve problems in near term and long-range, for example the East Portland Action Plan and in Cully Concordia – bringing the efforts of the neighborhoods the assistance and support of city planners.

#### **Amalia Alarcon de Morris (ONI Director)**

Involved in work on the Portland Plan; Diversity & Civic Leadership working with BPS

Handouts: a layout of ONI's programs, programmatic organizational chart.

Work includes a public involvement program to work with the community and city staff about how city does public involvement – including an advisory council and principles recently adopted by the city.

In the mid 80's, she was involved in community public health and especially remembers when a friend was diagnosed with HIV at age 23. She got involved in conversations about how does research get done and how care work for women and minorities is lacking. Years later at crime prevention meeting in Portland when she met with the same woman who she had worked with – now with a daughter who was 16... she realized rarely do you do something then see the impact on the other side that shows it was worth it.

#### **Sue Keil (PBOT Director)**

Always a Portland person; grew up in Cully and attended public schools. An interest in public and private management. She was a Pacific Bell operator to pay for school at PSU – where she was successful and moved into management. She discovered how much she liked getting results through people and says "management is management is management (public and private sector)". If you don't learn something along the way, your experiences are a loss.

She's been the Chair of the YWCA, on the symphony board, and other social service organizations. "If you can get people to agree on what it is you're trying to do, then you can find a way to get there."

PBOT intersects with many plans including the transportation system plan; bike master plan; regional transportation plan. She sees the PSC as buffer for city council where her bureau will bring transit projects, street vacations, and renaming projects.

#### **Keith Witcosky (PDC)**

He worked for Mayor Katz as volunteer, his first experience in city government. A key thing in his work is to think about what you've done every day to make things better. He joined PDC in 1998 and continues to do policy work and manage relationship with city council.

He sees the possibilities for conversations between the PDC board and the PSC.

The PDC board wants a designated percent of time to be devoted to looking at jobs. An example would be to take advantage of companies like Keen who has relationships elsewhere who want to come to

Portland to grow... looking at questions about how to nurture and grow businesses in Portland. Current focus is on Neighborhood Economic Development.

**Paul Scarlett (BDS Director)**

Started 21 years ago as a staff planner. First major work was with the Albina Community Plan – working with citizens, community, biz owners to revitalize inner N/NE Portland. He learned how important it is to listen... you might have plan, solutions, ideas, but you won't be able to complete it unless you incorporate ideas. A comprehensive planning process includes citizen input and how you touch communities who are not usually involved and needs innovative ways to reach different populations to ensure the success of a plan.

BDS administers codes and regulations – how to make it reasonable, applicable to various situations?  
BDS in working with BPS: How does policy fit more closely to reality of people's lives?

**Linda Dobson (BES)**

Holds a passion in her life through work. Background in land use planning; sewer construction, maintenance + surface & ground water, manage watershed health

How BES does its work is the important piece – the approach today is about blending green infrastructure and grey infrastructure –and the green infrastructure approach is the nexus with PSC... using natural processes with vegetation. The green provides health benefits including clean air and slowing water down. The process works to ensure the natural system processes as part of urban environment: ecoroofs, rain gardens, green streets, managing flood plains. The integration of tree plantings, green corridors, etc into the urban framework and design is the important next step.

**Margaret Van Vliet (PHB Director)**

PHB is a new bureau that brings together housing department and money, federal entitlement funds, city general funds, and policy/strategy. PHB is creating a new commission (handout: overview of what the commission looks like). She has been involved in housing for 20 years... "place matters", and studies show the zip code into which you are born is the single-most predictor into your chance in life.

We know how to do smart housing development and building, but what is really tricky is that we do it in the right places. We need to weave housing more intentionally into larger planning conversations.

Her story of beginning of something was the development of New Columbia community: 80+ acres, a \$135M project – that shines the spotlight on questions of equity, density, who lives there, and how the community is supported... the connections of housing and planning.

**Sandra Wood (BPS Planning Manager)**

Her role with the PSC is new. The bureau had a concern with the quantity of work coming to commission when the PC and SDC came together. There is a question of the SDC advocacy role versus/and the PC staff-driven project reviews. She helps to manage the commission's agenda to ensure it is balanced in projects and programs presenting. Initially there should be time for commission members to coalesce during meetings to ensure they are on track. People from different bureaus and organizations call Sandra to get on the PSC agenda. Project working groups who want reps from PSC... she provides the intercept between staff and the commission. A new step will be to help prepare staff prior to coming to PSC meetings to ensure concise and useful presentations.

- *Comment from Don:* for officer briefings, if a quorum for the PSC is now 6, more people could attend officer briefings. This would be especially useful for new commissioners.
- Commissioners can have direct dialogue with staff as long as it is not a decision-forming message. E-mail messages should Cc: Sandra so she can follow up with staff. It is OK to ask staff questions, but not to ask them to do things without going through the chain of command.

**Julie Ocken (BPS Executive Assistant, PSC Coordinator)**

Role/title is Executive Assistant to Susan Anderson, BPS Director. Additionally, she will staff, set-up, provide document management, draft city council correspondence, and communications to the PSC. Commissioners should send any questions to her or to the PSC e-mail box for responses between meetings.

### **Lisa Libby (Mayor's Office)**

To date, the Mayor's office has been (by design) outside of the scope and realm of the PC. Lisa's team includes herself and 2 other staff: Lisa oversees the 30,000 foot level, the big picture; Amy Ruiz works on a district scale, focusing in on-the-ground projects; Raihana Ansary, provides support, especially in Solid Waste & Recycling.

If PSC members want something for Mayor to hear, they can contact Lisa directly.

### **Eric Engstrom (BPS project manager for the Portland Plan)**

There are multiple managers for the Portland Plan, but Eric keeps the pieces of the Portland Plan running. Other BPS managers of the Portland Plan include Steve Dotterer (research, content, policy development) and Deborah Stein (outreach component). There are also various committees (Community Involvement Committee – Howard chairs; Portland Plan Action Group; Technical Action Groups for each of the 9 action areas of the plan). Eric also oversees the WHI project.

### **Others in attendance:**

Lee Pearlman, freelance writer  
Lise Glancy, interested citizen

### **BPS 101:**

Bureau divisions:

- Policy, Research, and Innovation
- Outreach & Education
- Policy & Urban Design
- Communications
- Director's Office (includes Operations)

Michael Armstrong gave an overview of the groups. BPS organizational chart is included in orientation binders as are budget diagrams (sources of funding and what programs receive how much funding).

Discussion of funding included the difference between general fund 1-time versus general fund ongoing. Within the new bureau, there is a broader range of tools at our disposal as described in the BPS mission, values, toolbox document.

### **Project Overviews (2 PowerPoint presentations)**

Climate Action Plan 101 (Michael Armstrong):

- Full CAP document included in commissioners' orientation materials
- CAP will inform some consideration in the PP
- adopted by city council in 2009; builds on prior work and plans around carbon regulation in Portland
- about reducing carbon in ways that aligns with other city goals and plans
- carbon emissions were 2% below 1990 levels in 2009 (the goal for 2010 is 10%)
- 8 areas within CAP
- CAP is a living document that will be reviewed and revisited continually

*Howard Shapiro question:* how does CAP live and fit with other plans?

*Michael Armstrong:* in several places – the CAP has already been adopted by city council (October 2009); there are 93 actions the city bureaus and county are undertaking. The city is highlighting the PP and CAP more than other plans because they weave many pieces together. The PSC will be briefed on the CAP at the 11/09/10 meeting.

Portland Plan (Joe Zehnder):

- PP 1-pagers, draft project timeline, and Action Area Directions document provided in orientation materials
- a 25 year strategic plan for the city
- near term: strategies are built around Portland being a thriving and sustainable city... prosperous, healthy, and full of opportunity
- partnerships are key to the plan and its execution
- 9 action areas

*Question from Commissioners:* Why 20 minute versus 20 minute complete neighborhoods (verbiage)?

*Joe Zehnder:* We're still working to figure out the way to present and talk about this concept. People have latched on to the 20-minute concept in some areas of the city, but in places like farther east Portland, areas are still more in the 40-minute range.

### **What does “sustainability” mean to us? How does it change the Commission’s work in terms of role, priorities, perspectives, decision-making, and allocation of time?**

(Started discussion with document “What is Sustainability”)

It's about the lens and how you look at projects

- *Question posed to commissioners from Joe Hertzberg:* Is there anything you would change, add, delete, emphasize in the document? This is the heart of what the PSC will need to wrestle with.

*Irma Valdez:* This definition is “right on”... it is what teachers at Catlin Gables are teaching 5 year-olds. If we can impact this message into the young people, and get east county to feel like they are part of this, then it's going to work. Challenge: how do you change the educational mindset so you can get to this concept?

*Howard Shapiro:* It [the statement] is absolutely correct.

*Lai-Lani Ovalles:* Note that something is missing, but probably embedded, and that is cultural sustainability; values, and beliefs. In defining cultural sustainability, she explained it as the connectedness to ones cultural identity... and questioned: “are we creating that space in the city?”

*Gary Oxman:* likes the definition. But he asks, “how are we going to do our work under this vision? What is role of PSC?” This is something the commission will work on defining in the early meetings.

*Mike Houck:* One thing jarred me – it's about more than just the environment; where I come from, “sustainability” has rarely included the natural environment; it's usually energy-related.

*Howard:* Supports Mike's statement, but notes “environment” is a broad term. It includes everything in the world we care about and more.

*Mike Houck:* Agrees with the statement that sustainability is about the spaces in-between... we've progressed to integrate large chunks e.g. Forest Park, but now it's about the smaller spaces in-between.

*Eric Engstrom:* encourages the commission to think if we invest in the right things, it's also about how we identify things that will matter most and will be more all-encompassing.

*Chris Smith:* We need to emphasize time dimension in our definition. We can't pull more out of a system than we can replenish. We are borrowing from the future (e.g. fossil fuels), and we're under a ticking clock, pushing natural environment. There is a possible need more urgency in the message.

*Andre' Baugh:* There is a challenge – how do we engage people who think of sustainability as a barrier? How to integrate, make it a benefit so we live up to what this document is talking about?

*Karen Gray:* In regard to Irma's comment, East Portland is committed to 20-minute neighborhoods (access), but we have a long way to go (including the addition of sidewalks!). She is involved in P-20 work (education incorporating social services for pre-k through grade 20), comprehensive and different work.

*Don Hanson:* hopes PSC can learn more about P-20 work at a future meeting time.

*Howard Shapiro:* Responding to Andre' about cultural communities – a fundamental belief is that everything is connected to and is about the future. We have to answer minority communities and speak to and from the heart.

*Irma Valdez:* From a real estate perspective, professional minorities can't afford neighborhoods any more (and find "sustainability" as pejorative); some communities feel they have been displaced. They are not embracing and not hostile to the idea of sustainability.

*Andre' Baugh:* What is the benefit to the minority community? They might not see it yet. "Sustainability" (the word) has often been correlated to a displacement activity instead of being inclusive. He agrees with the words in the document, but asks, "how does the implementation work?" That is the work of PSC.

*Joe Zehnder:* Noted a discrepancy in minority groups and participation in 401k input. Often your socio-economic status influences what you determine to be "long-range", so the idea of the 25-year Portland Plan is still difficult for some.

*Mike Houck:* In reiterating the "multi-objective" Portland Plan and how we think about how we solve problems. The Big Pipe does one thing; but Gray-to-Green (for example) does numerous things and is less expensive.

*Gary Oxman:* Responding to Andre's comment in a larger context of institutionalized racism: we have the habit of laying down rules and objectives, but not everyone fully realizes the vision depending on where you're starting from.

## **Working Lunch**

*Words from Mayor Sam Adams:*

Thank you for serving, continuing to serve on the commission.

Provided some information about his background: growing up with a single mom raising four kids, which has influenced what topics are important to him:

- Education (two of his siblings dropped out of high school)
- Jobs
- Recycling, environmental sustainability
- Being openly gay clearly influences how people see me differently

Portland Plan is an important project for me and PSC: we want to inject "radical common sense" to the city to help improve it for everyone.

The process is grounded in facts and leadership; we are challenging the rhetoric and superficial understanding of things by looking at the city as it really exists and how it will look/exist.

How much government money is spent in the 146 square miles of Portland's limits? \$9.7B/year... but it will shrink. It is the city's and PSC's responsibility to look at work in holistic AND targeted way... a challenge, but one that is surmountable. When looking at multiple benefits and objectives, we should continually be asking, "what is it in service to?"

Land use and transportation, for example, should go to higher goal and ideal... they should not exist on their own.

"If there is a panacea in life, it certainly includes education and health. The city doesn't focus on this, but I want this group to focus on it and take responsibility."

Investments should be aligned around the most efficient "drivers of change"... ones that serve multiple objectives. As a city, even if we prioritize topics, we still have to take care of daily things such as sewage. We can focus on the overarching drivers of change with the least cost results, but we still have to provide some direction to all pieces of the city (e.g. fire, water) and how they fit in.

No other city has sought to create a strategic plan (the Portland Plan) that is not solely a land use plan.

This commission is not just the PSC, it is the Planning, Sustainability, and DOING Commission.

### **Questions from Commissioners:**

*Chris Smith:* The new commission is merging cultures... the Planning Commission has been prescribed part of legislative process for certain decisions; Sustainable Development Commission has had an advocacy role. What degree are you looking for PSC to play in each role? How do we best blend the two?

*Mayor:* My hope is that you will meld and go beyond. The biggest challenge is to look at a more holistic approach, to challenge ourselves... equity has to infuse everything we do... how/what is effective to move this forward. More than goals, conversations are needed to test and achieve the goals. I see the PSC as the "keeper of the whole" that should challenge the city to have thought through ideas on all levels. I encourage the PSC to help us invite people in and advocate with them in the room. The PSC has a powerful place of advocacy. It's OK to push on small things to leverage on other things; we can learn from unusual places.

*Howard Shapiro:* In terms of advocacy, more than anything else, I've been struck by people who come before us, and we should weigh in all ideas into PSC letters to city council. But I want a closer relationship between city council & PSC.

*Mayor:* My advice about this city council is that it is moved by the quality of the argument; they are often willing to make tough decisions based on quality of the advocacy. There is sensitivity around if city council disagrees with a citizen who relays "we are a part of the process, too".

*Mike Houck:* Suggests working cross-jurisdiction, for example, bring ideas to Metro about Portland's CAP goals as Metro begins to create its climate plan.

*Mayor:* The PSC has an enhanced credibility, power, and influence that we hope will be used fully.

### **Swearing In**

LaVonne Griffin-Valade, City Auditor provided an official certificate for each commission member to sign and keep along with a copy for Auditor's office file. Officers were sworn in together. Photos available.

### **Vision of the PSC in the future – the Role of the Commission**

Green sheets were provided for each commissioner to write down three words or phrases that, in the best of all circumstances, describe the PSC three years from now. The words and phrases were then clustered on the wall based on how they fit together (grouped together here):

(1)

Creating the best city

Prosperous

PSC is a model for local government sustainability work

Education success indicators move away from deadlines to high quality skill proficiency

Integrated gray and green

Healthy



East Portland has sidewalks that facilitate 20 minute neighborhoods  
World class region, world class city, world class neighborhoods

(2)

PSC deeply incorporates equity in its work

There is pervasive geographic equity (also budgetary equity) for planning in Portland

Social equity

Watching who pays and who benefits

Personal

(3)

Innovative

Innovative

Creative decision making

Innovative

(4)

Intentional

Strategic

Taking long term view

Balanced, comprehensive approach

Connected

Integrative and multi-objective

Nimble to opportunity

Seizes opportunities

Finding connections

Advocates for reality

Integrated and smart

Strategic

(5)

Community

Excels in community engagement

(6)

Influential

Effective

Proactive

Meaningful role in shaping Portland Plan & Comp Plan

Implementers (action)

Proactive

Proactive to change

Influential

## **PSC Agenda for the Next Two Years**

### **BPS Workplan (PowerPoint)**

This showed the pipeline of what BPS will be giving PSC.

*Chris Smith:* How do we (PSC) key up SW Barbur Concept Plan to be a mobility corridor versus rail only? The rhetoric is at Metro, but figuring out how to do it is the question... and more generally, how does PSC get in at the beginning to say "we want x, y, z in this plan"? Where does PSC decide when/how we give input? We should get in front of issues instead of waiting for them to come to PSC. In the briefing, scoping phase – come a project to PSC sooner rather than later?

*Howard Shapiro:* This is similar to the question of the River Plan North Reach, which changed its focus at city council. Now that the PSC has sustainability in its lens, should another recommendation be made / re-support PC's original plan?

*Don Hanson:* The monitoring of projects once they pass through PSC will be the most important next step; but we should not revisit this specific plan

*Andre' Baugh:* Had a request for staff – that once city council approves a plan that the PSC has seen prior, staff could give an update about what changes have been made; then they can address how the PSC can engage in that process to see how well changes are made in future.

*Jill Sherman:* Perhaps PSC members should have visits with city councilors about decisions – as a way to have additional input.

*Michelle Rudd:* PSC members should proactively follow plans they've approved, suggested, etc.

Upstream to where commission acts, council acts, and beyond, the PSC may be involved in many different ways.

Commissioners discussed an "early warning system" (for example, using the Director's Report and/or Commissioners' items of interest parts of the standard PSC meeting agenda more pro-actively).

Commissioners discussed the flow of information and projects to the PSC:

- Primary conception
- Visit individual council members
- Council hearing
- Council decision
- Follow up: monitor, update

*Sandra Wood* further explained the sequence of the process with bringing a project to the PSC:

- Briefing(s) – generally the staff presentations about the project
- Hearing (testimony) – decision/recommendation may be determine at this time
- Work Session – the commission members deliberate on the topic and question at hand
- Recommendation by PSC

*Chris Smith:* This plan is followed by BPS, but not consistently by the other bureaus. How can we get those who come to the PSC to think about this flow prior to their plans being laid out?

*Don Hanson:* We have a series of briefings. The bigger and more intricate projects have more briefings, which allow us to give feedback early on to staff. But we also need an environment for PSC members to talk together around specific topics.

*Howard Shapiro:* Gave an example of a project where the Planning Commission could have done some brainstorming prior to the project beginning (Old Town Plan)

*Joe Zehnder:* We typically haven't structured "pre-sessions" with the Planning Commission during "loose thinking" phases so that member are treated as executives. But this could be overlooking opportunities for engagement with the PSC, but there needs to be a balance so we don't waste time for PSC members.

*Chris Smith:* Returned to finding connections – staff could come to the PSC to identify connections staff should be making, thinking about for plans from the start.

*Mike Houck:* Sometimes "thrashing ideas around in public" can bring up issues and question the dynamics regarding public meetings. Perhaps workgroups could be formed to help in this?

*Karen Gray:* This brings up a process question – does the PSC have executive sessions (discuss specific things e.g. contract, labor negotiations)?

*Response:* No – since the PSC does not work with labor issues, we have not had executive (non-full commission) meetings.

*Karen Gray:* [also noted] The importance of the PSC in creating its own mission statement... could this be on the agenda for a future meeting?

*Eric Engstrom:* My hope with the Portland Plan is that it is a vehicle for what the Commission can use as common principles to guide its work and decision-making in the future.

*Michelle Rudd:* We need to be strategic – to explain and play out the interconnections with partners and other bureaus

*Joe Zehnder:* It's still not always clear what needs to come to PSC and what doesn't. Staff needs to help the PSC and talk about what is being worked on – and then help figure what comes to PSC ultimately. The Commission is more influential than staff is, so we should hear what the commissioners' expectations of projects and what comes to their meetings are.

*Gary Oxman:* A brainstorming session could be powerful and positive even with other bureaus' projects. This would get to a framework where something is open, before plans are developed. We need to be explicit about the lens we're using, which issues we'll consider, and our operating standards.

*Irma Valdez:* The PSC can be really effective with the addition of our new commissioners. What we have set up now really works. Many agencies have a limited tax basis, so it's a good argument for them to work with the PSC. We should keep the flow in PSC meetings the same in terms of organization as the Planning Commission meetings were, but we should use the Director's Report to give synopsis of future projects coming down the pipe. We could then discuss which commissioner(s) is interested in which topic. Possibly we could move the Director's Report up on agenda at meetings instead of having it at the end. A PSC member could volunteer to go to various meetings, plans outside regular PSC meetings to get in front of projects before they come to the PSC in more of a final form. Also, the officers' briefings could include discussion about new projects and could be used to help scope what should come to PSC meetings.

*Andre' Baugh:* The PSC needs to be clear about our expectations when receiving projects from bureaus; what are we interested in seeing in the project recommendations? We should provide some guidance about when you come with a plan, you should address the large issues the PSC is looking at.

*Mike Houck:* The PSC (or specific PSC members) should meet with other commissions' leadership to establish rapport, learn from each other.

*Joe Zehnder:* It's an intriguing idea to beef up Director's Report and Items of Interest on PSC agendas. It could be a means by which BPS can say what is happening throughout the organization – and if the PSC want to know more about specific projects or programs, we can get people to come in to brief commission or share info otherwise.

*Howard Shapiro:* It's important that we look at things from a universal lens, but we all will have our own ideas, so we should see how members operate together to find our common voice. Timing is important about when someone writes a letter to another entity to have full commission's awareness, etc prior (e.g. in items of interest)

*Don Hanson:* Just one general thought: it's ok for us to disagree on things!

## **Nuts & Bolts – How do We Make This New Vision Work?**

### **(1) Leadership & Officers – positions and election procedure at first meeting**

*Sandra Wood:* [overview and suggestion] The Planning Commission had a president and two vice presidents; the PSC could have one chair and two vice-chairs (The Chair calls meetings to order, suggestion motions. All officers come to briefings; the vice chairs step in if the Chair is not there for meetings, etc).

*Commissioners discussed:* One Chair and two vice chairs would be best. On October 12 meeting, Joe Zehnder will call the meeting to order and will suggest commissioners nominate one Chair, and two vice chairs.

*Howard Shapiro:* The Chair or designatee should go to city council when a project is presented there to advocate for what the PSC has decided and supported.

*Don Hanson:* It would be good to have different commissioners attend city council for different projects.

## **(2) Discussion of Processes**

At Officer Briefings, there cannot be quorum. In the past, if there has been a quorum of commissioners who are interested in attending, there can have two briefings.

On the point of a Decision Process, currently the majority rules, the Chair votes, and a motion fails if the vote is a tie. Robert's Rules will prevail, but the Commission may adopt its own rules which supersede Robert's Rules.

Sandra Wood and Michelle Rudd are drafting Bylaws for the PSC and will bring to a future meeting.

Exceptions from Robert's Rules:

The PSC chair votes on every matter, so there is a possibility of a tie if an even number of commissioners is present for a vote. In the case of a tie, the motion fails.

*Don Hanson:* likes the idea of the Chair not voting and acting as more of a facilitator. S/he would only vote in case of a tie. Based on Robert's Rules, the Chair votes to make or break a tie.

*Gary Oxman:* It would be helpful to provide explicit criteria to consider in the PSC lens. We should have something standard about what we believe/support to frame each issue.

*Sandra Wood:* explained that when a project goes to City Council, staff has to write a report to Council in addition to their project presentation. This could be brought to the PSC before going to Council to show what staff has looked at within project/report.

## **(3) Further Q&A**

*Don Hanson:* Is the CAP an appealable set of requirements (appealable by LUBA e.g. in a land use action)?

*Joe Zehnder:* When you include things that aren't traditionally thought of as land use, then going forward they can be appealed too.

*Mike Houck:* My hope is that we do start making decisions based on CAP.

*Karen Gray:* We have multiple tiers of filters – perfunctory one that we have to do, optional ones, and also a higher order filter that a group develops... our higher-value orders that are beyond the written word. Because this is a new commission, I hope people are open to doing things in a new way and evolving.

*Sandra Wood:* Reported on representation of PSC members on other committees. The PSC should discuss what the expectations are of those members who serve on other committees and should decide who appoints members to outside groups/project committees.

Currently –

PPAG: Karen, Chris, Mike, Howard

PP CIC: Howard, Lai-Lani, [OPEN SPOT FOR PSC member]

CC2035 Advisory: Michelle, Mike, Andre'

CC2035 Transportation working group: Chris

Airport Futures: ongoing committee 20 member + 10 ex-officio members [OPEN SPOT FOR PSC member]

River Plan: Don served (done)

New to come: West Hayden Island

[open positions will be discussed at a future PSC meeting]

*Chris Smith:* Another question – how do we communicate with each other between meetings? e.g. via e-mail, phone, in person, etc.

There is a request for clarification from the City Attorney, who will meet with Commissioners immediately following the 10/12 PSC meeting. The concern is when people reply "to all", but *Karen Gray* suggested what she does in starting any full-commission (or more than quorum) e-mail with "do not reply"... then it's OK to send the message to all commissioners.

## **Final Thoughts and Next Steps**

### **Everyone was asked to express their thoughts on the day and/or the commission**

*Joe Zehnder:* This is a big deal to have a new commission... very impressive... I am optimistic about the new work.

*Gary Oxman:* thank you for the opportunity to serve; this should be a fun group

*Don Hanson:* welcome to the new members, thanks to old ones

*Irma Valdez:* I believe that we are an incredible group of people. If you look at other planning commissions, we are smarter, we bring many lenses, and we can create an incredible commission and future for Portland

*Michelle Rudd:* I'm hopeful that what we come out with is grounded, and that people understand what it means

*Lai-Lani Ovalles:* We've been sitting in the Billy Frank Jr Room all day, and I'm reminded about what he says – it's great to have a plan, but always have a plan B

*Michael Armstrong:* I appreciate being here and hope to be a participant in all that PSC does

*Joe Hertzberg:* thanks for letting me play with you

*Andre' Baugh:* welcome to new members... remember to speak up

*Sandra Wood:* thank you Joe Hertzberg. A word we didn't talk about today is "ambassadorship", which could be a part of the PSC work. I appreciate the respectful, open ears of commission. In bureau folklore, the Planning Commission created our bureau to staff them, so I hope PSC commissioners feel they have support from the BPS staff.

*Chris Smith:* it will be fun

*Howard Shapiro:* feedback from insomniacs that watch meetings at night; appreciates Susan's description of sustainability, and I'll use that as a guiding light going forward. I'm grateful to commissioners and the staff.

*Karen Gray:* thank you for welcoming me as a new member. It is a great honor, and I hope to be of service to this work