

**RESERVES STEERING COMMITTEE**  
**OPERATING PRINCIPLES**  
*(ADOPTED ON MARCH 14, 2008)*

For any collaborative process to operate smoothly, it is necessary for those involved to agree at the outset on the purpose for the process and on the procedures by which the group will govern its discussions and deliberations.

**I. BACKGROUND AND PURPOSE OF THE RESERVES STEERING COMMITTEE**

In 2007, the Oregon Legislature approved Senate Bill 1011. This bill, and subsequent rules adopted by the Land Conservation and Development Commission, enables Metro and the counties of the region to establish urban reserves and rural reserves to provide greater predictability for local governments, service providers, and landowners regarding where future growth may be accommodated and where it will not be accommodated. The process of studying and designating urban and rural reserves is also designed to provide greater flexibility in considering multiple factors for determining which areas are suitable for future urbanization and which areas should be set aside to enhance the agricultural and forest economy and protect natural areas.

The Reserves Steering Committee (“Steering Committee”) has been convened to oversee the study of urban and rural reserve areas and to make recommendations to the boards of commissioners of Clackamas, Multnomah and Washington counties and the Metro Council on the final designation of reserve areas. The Reserves Steering Committee will meet regularly in 2008 and 2009 to develop recommendations to the Metro Council and the county commissions on the designations of urban and rural reserves.

Urban and rural reserve designations will first be recommended through intergovernmental agreements between the Metro Council and the county commission in whose jurisdiction reserve areas are located. Following the endorsement of intergovernmental agreements in summer 2009, the Metro Council will designate urban reserves through amendments to the Regional Framework Plan, and the county commissions will designate rural reserves through amendments to their comprehensive land use plans. The amendments to both the Regional Framework Plan and the county comprehensive land use plans will be submitted to the Oregon Department of Land Conservation and Development for review and acknowledgement in late 2009.

**II. RESERVES STEERING COMMITTEE STRUCTURE**

The Steering Committee is co-led by one Metro Councilor and one commissioner each from Clackamas, Multnomah and Washington counties (the “Core 4”).

The Core 4 members are:

- Metro Councilor Kathryn Harrington
- Clackamas County Commissioner Martha Schrader
- Multnomah County Commissioner Jeff Cogen
- Washington County Chair Tom Brian

The Steering Committee also has seats for representatives from the two largest cities in each county, as well as one seat apiece representing the smaller cities of each county. One representative is designated to represent the neighboring cities outside Metro's urban growth boundary. In addition, the Steering Committee includes representatives of business, the agricultural community, the environmental conservation community, social and economic equity organizations, and state agencies.

The Steering Committee members will:

- Work together to develop the recommendation for designation of reserve areas;
- Agree on the desired level of specificity of agreement components;
- Strive to concur in all Steering Committee recommendations;
- Ensure adequate integration of the governance, funding, policy and analytical considerations to reach sound recommendations; and
- Concur in recommendations about the Steering Committee process, including overseeing the implementation of these operating principles.

In order for an agreement of this scope to be acceptable to and implementable by all authorities, those involved in this process agree to work together to produce an agreement that integrates the mandates, concerns, and ideas of all those significantly affected by the outcome.

Subgroups may be formed at the direction of the Steering Committee, which will designate subgroup members as needed for the anticipated tasks and outcomes. At the direction of the Steering Committee, subgroup members may develop draft products and make recommendations to the Steering Committee. Subgroups will not make decisions on behalf of the Steering Committee.

Governance, Funding, Policy and Technical Analysis will be provided by Metro and designated county staff, consultants or other designated entities. To the extent a Steering Committee member is relying on the expertise of their own technical staff, such technical staff should be made available for discussion with other members of the Steering Committee if requested or needed. These technical advisers will not make decisions on behalf of the Steering Committee.

### **III. PARTICIPATION**

Interests Represented. Steering Committee parties, identified on the signature page for these Operating Principles, represent the Core 4, cities, non-governmental stakeholders, and state agencies.

Attendance at Meetings. Each member must make a good faith effort to attend each Steering Committee meeting. If a Steering Committee member cannot attend, he or she may designate a regular alternate to attend. It is the responsibility of the member and alternate to stay fully briefed on all Steering Committee meeting discussions and deliberations. It is the responsibility of the member to inform the alternate concerning the deliberations. All alternates are also bound by these Operating Principles.

Constituent Interests. Steering Committee members are expected to consult with and represent the concerns and interests of the organizations and constituents they were appointed to represent. They are responsible for ensuring that all significant issues and concerns of their organizations and constituents are fully and clearly articulated during Steering Committee meetings. Members are also responsible to solicit support from their constituents and/or agencies they were appointed to represent for the eventual recommendations or agreements of the Steering Committee.

#### **IV. MEETINGS**

Agendas. Proposed meeting agendas will be drafted by the facilitator in consultation with Core 4 members and Steering Committee project team staff. The facilitator and project team will post draft agendas to the Steering Committee website for review at least one week in advance of Steering Committee meetings. The website is maintained by Metro and can be found at [www.metro-region.org/reserves](http://www.metro-region.org/reserves). Agendas will be approved or revised at the beginning of each meeting.

Meeting Summaries. The facilitator will prepare Steering Committee meeting summaries. They will be provided electronically in draft form to the Steering Committee website for review and comment within one week of the Steering Committee meeting. Meeting summaries will be approved by the Steering Committee at the following meeting. Final meeting summaries will also be posted on the project website.

Action Items. Action item lists will be prepared by the facilitator to assist the Steering Committee in documenting its progress and activities. The facilitator will ensure that items included on the lists are tracked and that Steering Committee members are informed of their progress.

Caucuses/Breaks. Meetings may be suspended at any time at the request of any member to allow consultation among group members. Requests should be respectful of all members' time. If the use of caucuses becomes disruptive, the Steering Committee will revisit the process. The facilitator may be used to assist parties during the caucus if requested.

Distribution of Information. In the event a Steering Committee member would like to present additional information to the Steering Committee, members will provide that information to Core 4 staff through John Williams at [williamsj@metro.dst.or.us](mailto:williamsj@metro.dst.or.us). Information will be posted on the website and emailed with attached documents to the whole group. When time and schedule allow, information relevant to a particular meeting will be included on the agenda and presented to the Steering Committee. Staff will provide the Steering Committee with an updated work program and meeting topic schedule to help committee members and others in determining when particular items will be needed by the committee.

Facilitator. Steering Committee meetings will be facilitated by Debra Nudelman of Kearns & West, Inc. The facilitator will be funded by Core 4 entities but will remain independent and not take positions on the issues. The facilitator will work to ensure that the process runs smoothly. The facilitator's role usually includes developing draft agendas, distributing meeting materials,

facilitating meetings, working to resolve any impasse that may arise, preparing meeting summaries, action items and other tasks as requested.

The facilitator will work directly with all Steering Committee members to ensure their ability to represent the concerns and interests of their organizations and constituents. The facilitator will serve at the will of the group and may be replaced by another facilitator upon consensus of the Core 4.

## **V. COMMITMENTS**

The Steering Committee includes only four voting members (Metro and the three counties—the Core 4) and all votes of the Core 4 must be unanimous before recommendations are carried back to their governing bodies, which retain authority for approval of the intergovernmental agreement. All other Steering Committee members serve in non-voting advisory positions and bring a responsibility to represent their entity or constituent group.

Core 4 Intent and Commitment. Steering Committee members recognize that under SB 1011, the ultimate decision-making on the designation of urban and rural reserves rests with the Metro Council and the boards of county commissioners. The Core 4 members, who are the representatives of those elected bodies on the Steering Committee, are committed to developing final urban and rural reserves recommendations in a collaborative forum in order to achieve concurrence and support from potential objectors and partners. However, all Steering Committee members understand that, if full group concurrence is not possible, the Core 4 will make the final decision with regard to the establishment of study areas and recommendations for reserve designations.

Steering Committee Intent and Commitment. It is understood that Steering Committee members are representing interests of their organization, agency, and/or constituents. Steering Committee members agree to regularly brief the decision-makers within their respective organizations to ensure support and buy-in for recommendations developed through the Steering Committee process, as well as the greatest likelihood of successfully implementing final recommendations and designations. All Steering Committee members agree to:

- Strive to look beyond individual and constituent interests toward the interests of the group to create a collaborative process focused on meeting regional and local needs;
- Attend meetings and follow through on promises and commitments;
- Bring concerns from their interest group or organization up for discussion at the earliest point in the process;
- Share all relevant information that will assist the group in achieving its goals;
- Participate in a free, open, and mutually respectful exchange of ideas, views, and information prior to achieving consensus;
- Resolve issues being addressed by the Steering Committee within the Steering Committee structure;
- Articulate interests and concerns to the best of their ability in an effort to find common ground among the parties;

- Communicate the expectation to subgroups and those providing scientific and technical input that these Operating Principles are also applicable to them;
- Characterize individual, caucus, or subgroup viewpoints as fully and accurately as possible;
- Keep its organization's decision-makers informed of potential decisions and actions, in order to expedite approval for the final product; and
- Support the eventual product if they have concurred in it.

## **VI. PROCESS REMINDERS/GROUND RULES**

- Seek to learn and understand each other's perspective.
- Encourage respectful, candid and constructive discussions.
- Provide balance of speaking time.
- Seek to resolve differences.
- Discuss topics together rather than in isolation.
- Make every effort to avoid surprises.
- Limit side conversations.
- Turn off cell phones or place in the non-ring mode during formal meeting sessions.
- Make every effort to start and end meetings on time.

## **VII. SAFEGUARDS**

Good Faith. All members agree to act in good faith in all aspects of the collaborative effort. Specific offers made in open and frank problem solving conversations will not be used against any other member in future litigation or public relations. Personal attacks and prejudiced statements are not acceptable. Good faith requires that individuals not represent their personal or organization's views as views of the Steering Committee, and that they express consistent views and opinions in the Steering Committee and in other forums.

Open Meetings. Meetings of the Steering Committee are open to the public and will include an opportunity for public comment. Notice of Steering Committee meetings will be posted in advance of meetings on the Metro website.

Public Comment. The facilitator will provide periodic public comment opportunities for non-Steering Committee members during meetings. Comments from the public will be limited in time to allow sufficient opportunity to conduct the other portions of the Steering Committee agenda. Citizens are encouraged to participate in the Urban and Rural Reserves Coordinated Public Involvement Plan process and to submit written comments to project team staff for circulation to the full Steering Committee.

Public Records and Confidentiality. Steering Committee records, such as meeting documents, discussion drafts and meeting summaries are public records. Steering Committee communications (oral, written, electronic, etc.) are not confidential and may be disclosed. However, the private documents of individual Steering Committee members and the private documents of the facilitator that are not shared with the Steering Committee are not considered public records and are not subject to disclosure under public records laws.

Roster. A roster with Steering Committee member contact information will be provided to each of the Steering Committee members to foster open dialogue, conversation, and sharing of useful and relevant information. The roster is provided in good faith that Steering Committee members will strive to use this respectfully and mindful to the needs of other members.

Press. Steering Committee members will strive to keep each other apprised of communications with the press regarding the Reserves Steering Committee process. Upon request, contact from the press related to the Steering Committee process may also be referred to the Core 4 representatives.

Right to Withdraw. Any member may temporarily or permanently withdraw from the Steering Committee at any time after discussing the reasons for withdrawal with the facilitator and Steering Committee members. Any entity that withdraws from the Steering Committee shall remain bound by the good faith provisions of these Operating Principles.

### **VIII. SCHEDULE**

The Steering Committee as a whole will meet approximately once a month between January 1, 2008 and July 31, 2009. With few exceptions, each regularly scheduled meeting will be held on the second Wednesday of each month. The Reserves Milestone Chart includes a proposed timeline of events and decisions points and may be found at [www.metro-region.org/reserves](http://www.metro-region.org/reserves). It is anticipated that the Steering Committee's work will be completed during the summer of 2009.