

# MINUTES OF THE METRO COUNCIL WORK SESSION

March 10, 1995

Oregon Convention Center  
King Board Room

Councilors Present: Ruth McFarland (Presiding Officer), Rod Monroe (Deputy Presiding Officer), Jon Kvistad, Patricia McCaig, Susan McLain, Don Morissette, Ed Washington

Councilors Absent: None

Presiding Officer McFarland called the meeting to order at 1:30 PM.

Presiding Officer McFarland introduced work session facilitator Joe Hertzberg of Decisions, Decisions to the Council. The following policy questions were set forth for discussion.

1. What are the Council's common goals?
2. What is the Council's balance between funding and function?
3. What are policy directions for Metro's negotiating team regarding Metro's future role with the PCPA?
4. How can the Council work together more effectively in asserting its proper role? What is the process to take and the division of responsibility? (Mr. Hertzberg stated process questions will be reserved for a later meeting.)

Each individual shared with the group the qualities, qualifications, and perspectives she or he brought to the Council, and what he or she wanted others to know about her- or himself.

## 1. GOALS FOR METRO AND THE REGION

Mr. Hertzberg asked councilors to list goals they hoped to accomplish by the year 2000 if, in a reversal of Murphy's Law, "everything that could go right did go right."

In the year 2000 "in a perfect world," councilors projected that Metro will:

- have accomplished and implemented 2040 goals
- have reached resolution of roles of the Executive and Council
- have eliminated redundancy in government, providing the best possible services at the lowest possible cost
- have reached a definition of which responsibilities are Metro's and which are not
- share planning functions with other jurisdictions, Metro being the central planning agency
- provide leadership in a regional filter
- have achieved a broad-based funding source that has been approved by constituents

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- have defined Metro's regional functions
- take on only those functions that correspond with Metro's central critical mission
- have accomplished some tasks, making them work and turning them over to the private sector (i.e., recycling, solid waste)
- find the arts community, zoo, and public transportation functioning and happy
- find the regional community thriving and coordinated by Metro so that the natural, social, and built environments are healthy
- find the market accepts and embraces our ideas
- have defined and prioritized long term funding goals for next 20 - 30 years, and have developed funding strategies
- have addressed issues of affordable housing and clean water
- have restructured Metro into a regional government of governments, a regional facilitator to provide services that local governments cannot do on their own
- anticipate changes that will affect the region, moving in and out of problems, leaving solved problems behind
- find Metro playing the role of convenor of local jurisdictions, holding local governments to the standards they set

Mr. Hertzberg asked councilors to "red flag" any of the above statements with which they were uncomfortable. Individual councilors made the following comments and observations.

- Government cannot be run like a business. Metro needs to be cautious when sending things to the private sector.... Private/public partnerships work best (i.e., our involvement in solid waste and recycling businesses).
- Metro should not become dependent upon a broad-based funding source.... The 7.5% excise tax should be dramatically reduced. In order to pay for charter-mandated pieces, a new funding source is needed.... A new, broad-based funding source, coupled with a reduction in the excise tax, is not a tax increase.
- Metro is not a government of governments, it has unique and separate responsibilities and needs.
- Metro should not adopt the concept that the market accepts and embraces our ideas. The market may resist change until you prove its effectiveness.... Intention of the statement is that in a perfect world people will see the benefit.
- We do not have a regional community, and do not want one.... In a regional community, not everyone agrees, but recognizes that they are part of a region.

Councilors were asked what they thought Metro was doing the best at currently, and what areas needed the most attention.

- Mixed response to 'Accomplish 2040 process.' Implementation of dreams can be difficult.... With RUGGO and the Regional Framework Plan, we are on the right course.... The 2040

process is not a failure, but new councilors can put pressure on the process to make it successful.... It is a highly ranked commitment of the Council.

- Mixed response to 'Metro builds public/private partnerships.' We do not build enough partnerships.... Metro has done a good job in this area. Where it is not economically feasible for private industry to take over, we have done so (i.e., toxic waste). Where private industry can make money, coordination has taken place.... There isn't a clear or creative way of looking for public/private solutions, not just partnerships.... We need look at the education and restoration grant partnerships.... Partnerships should be built to get a good return for the agency and our constituents. Where money can be made to help run the agency, we should act.... Where profit can be made it should be turned over to private industry.
- A majority felt Metro was doing a good job of 'sharing planning function with other jurisdictions.' We should bring some planners from local jurisdictions to work at Metro on loan. We could send planners to local jurisdictions.
- Several felt Metro was doing a poor job of 'defining Metro's responsibilities.' There is no definition.... We need a mission statement for Metro.... The charter and RUGGOs have provided us with part of Metro's mission statement.... The charter has been interpreted differently by different parties.... In a perfect world, our mission statement would be changing all the time, as our goals were met and new ones added.
- Several had a problem with 'broad-based funding source approved by constituents.' Funding should not increase exponentially, but should replace funding that is coming from the wrong source.... Either broad-based or niche taxes directly related to services they pay for is preferable to the current situation where users of the solid waste system pay for unrelated services.

## 2. BRINGING FUNDING AND FUNCTIONS INTO BALANCE

Councilors made the following comments and suggestions for bringing funding and functions into balance:

Metro needs to prioritize its responsibilities, rather than looking for more money.... Metro should not sacrifice standards and quality.... Planners never have enough money.... Council needs to draw lines and make hard decisions.... A move back to project-based funding needs to occur.... Metro's needs are larger than its resources.... Metro should create incentives to find better ways to do things.... We have a serious long-term problem with Metro's excise tax. As the amount of the solid waste stream that goes into recycling increases, the less money Metro makes. There will either be a shortfall in revenue or Metro will have to start applying the excise tax to recyclables. Growth will offset some of this. We can look for end users for recycled materials.... This year, the Executive expanded the excise tax to other areas -- a short-term solution.... Metro needs to be a government that people can understand and feel ownership in. It needs to keep some real services to provide perceived value to region.

A discussion followed regarding Metro's future functions as a service provider and/or facilitator. One councilor views solid waste, transportation, facilities management, police, fire, water,

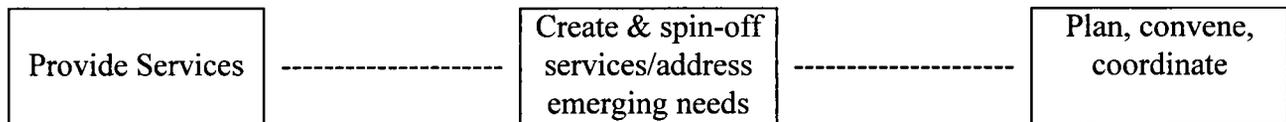
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emergency services as broad-based categories of services that are regional in nature. Another view is, Metro would plan and facilitate regional planning, and would provide no services. A third councilor was not in favor of being a regional service provider, stating that bigger is not necessarily better, and that a facilitation process that will permit autonomy for local governments is the best model. Yet another councilor would add sewers, roads, and airports (not the Port of Portland) to the list of regional services.

Councilors agreed there is a continuum for how Metro will function in the future:



### 3. METRO'S STRATEGY REGARDING PCPA AND CIVIC STADIUM NEGOTIATIONS

Councilors Washington and McFarland will represent Metro in negotiations with The City of Portland and Multnomah County to discuss funding/ownership issues for the PCPA and Civic Stadium. The consensus of the Council is that ownership is not possible at this time. The role of Metro in the negotiations is to be a convenor of funding source discussions, to bring input regarding long-term packaging, and to provide short-term funding, subject to conditions.

When negotiations have been established, Councilors McFarland and Washington will report back to the Council and the Executive Officer and will solicit further input.

### 4. ADDITIONAL COUNCILOR INPUT AND FACILITATOR/PARTICIPANT FEEDBACK

Councilor Kvistad presented a proposal for a long-term facilities funding model which was discussed by councilors. Councilor Kvistad suggested Metro operate as an umbrella government under which stand-alone services such as MERC and Tri-Met would operate. Metro would focus on coordination, policy development, regional planning. A benefit of the proposed model would be enhanced oversight, coordination, ability to obtain regional funding, and public accountability. Discussion of pros and cons of the proposal followed.

Three more work sessions will be held to cover the topics listed below. Councilors Morissette, McCaig and Monroe will meet with Mr. Hertzberg as a subcommittee to develop agendas for the sessions.

1. Metro's mission
2. Council process
3. Long-term funding

Councilors then shared what they appreciated about other members of the Council followed by input regarding the benefits of the session.

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Councilor Morissette asked for input on his plan to lobby the Legislature for South/North Light Rail. He distributed a memorandum of questions to be answered.

There being no further business before the Council, the meeting was adjourned at 5:37 PM.

Prepared by,

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