

# METRO COUNCIL WORK SESSION

Tuesday, April 25, 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

Joe Hertzberg called the meeting to order at 2:05 PM.

## MISSION STATEMENT

Mr. Hertzberg presented a draft mission statement developed from input at the last Council work session. The draft mission statement read as follows, "Metro provides innovative leadership based on a regional perspective, a long-term, planning orientation, and a focus on issues which cross local boundaries and require collaborative solutions." Following discussion it was decided to change the wording of the mission from "Metro provides...." to "Metro will provide...." and to change "long-term" to "ongoing."

## VALUES

Councilors discussed a draft set of values based on their March 10 and April 18 work session discussions. It was suggested the value "promote economic, social, and environmental quality" be changed to "promote economic, social, and environmental balance." One councilor wanted to eliminate reference to social issues. Following discussion, it was decided to change the wording to "promote economic, social, cultural, and environmental balance." A councilor expressed concern about the statement, "hold jurisdictions to the standards they set." He was concerned there might be a perception that Metro would strong-arm local jurisdictions. Following discussion, it was decided to leave the value in.

## METRO ROLES

Councilors individually listed "who does what" at Metro, using the following categories:

Council	<ul style="list-style-type: none"><li>• Quasi-judicial</li><li>• Establish and review policies</li><li>• Establish and review and approve funding (long-range, broad-based revenue sources)</li><li>• Review and set the budget</li></ul>
---------	---

THE METRO COUNCIL WORK SESSION

April 25, 1995

page 2

Council (cont.)	<ul style="list-style-type: none"> <li>• Refer funding measures to voters</li> <li>• Approve employee contracts</li> <li>• Set goals</li> <li>• Hire and manage council staff</li> <li>• Approve contracts and revisions</li> </ul>
Executive	<ul style="list-style-type: none"> <li>• Create and present a budget based on Council policies</li> <li>• Implement policy</li> <li>• Operate agency               <ul style="list-style-type: none"> <li>• run facilities</li> <li>• hire and manage staff (except Council staff)</li> <li>• provide direct services</li> </ul> </li> <li>• Negotiate labor relations</li> <li>• Recommend contracts and revisions</li> </ul>
Both	<ul style="list-style-type: none"> <li>• Fiscal responsibility -- play fair</li> <li>• Generate ideas for long-term funding sources</li> <li>• Create ideas to run Metro more efficiently the way the taxpayers want it</li> <li>• Disseminate public information               <ul style="list-style-type: none"> <li>• Executive: more objective, technical information</li> <li>• Audience -- other executives, public</li> <li>• Council: more social, political, interpreted information and analysis</li> <li>• Audience -- other councils, public</li> </ul> </li> <li>• Gather information               <ul style="list-style-type: none"> <li>• Executive: more objective, technical information</li> <li>• Audience -- other executives, public</li> <li>• Council: more social, political, interpreted, balancing information and analysis</li> <li>• Audience -- other councils, public</li> </ul> </li> <li>• Work with citizens               <ul style="list-style-type: none"> <li>• Executive: day to day operations</li> <li>• Council: accountability</li> </ul> </li> <li>• Create teamwork</li> <li>• Identify issues</li> <li>• Suggest policies</li> <li>• Propose goals</li> </ul>

WORKING RELATIONSHIPS

Metro Council and Executive Staff

Discussion took place regarding the working relationship between individual councilors and Metro staff. Once the Council establishes its interpretation of the parameters of the role between councilors and executive staff, they plan to enter into a discussion with the Executive to arrive at

## THE METRO COUNCIL WORK SESSION

April 25, 1995

page 3

a consensus. The overall goal in establishing these guidelines was to maintain a spirit of teamwork.

The group agreed that councilors are entitled to go executive staff for information, especially existing information, however, they should not attempt to manage staff's time. Councilors should have access to department heads and managers, but it would be unusual for them to work with direct-line staff. It was pointed out that the correct way to request some form of action would be to create policy through resolution or ordinance, or to go to the Executive. When a member of staff approaches a councilor with a problem, she or he should be referred to the Executive.

### Lead Councilor

The lead councilor acts on behalf of an identified issue of the Council. Therefore, the lead councilor has the prerogative to ask for a higher level of service. However, the process is the same as outlined in the previous section.

### Council Staff Relating to Executive Staff

Council staff is on an equal footing with executive staff. They can approach executive staff directly. It was suggested that the Council and the Executive, along with department heads, should prepare the way for staff-to-staff direct contact through the work plan. If a communication problem arises, Council staff report that problem to a councilor.

## COUNCIL PROCESSES AND PROCEDURES

One councilor stated that individual councilors have a higher spectrum of prerogatives in their districts than they have as part of the whole. The Council is a collective, and the resources are collectively shared. As an individual in that group, on the continuum of available resources, the more Council involvement there is, the more legitimacy is attached to that request.

### Representing Districts

As an elected official all councilors have the right to take a stand and further a cause. However, their access to government resources might be limited in achieving their individual purpose. Each councilor is particularly responsive to his or her own constituents. Councilors should refer inquiries and opportunities outside their district to the proper councilor. The hierarchy of referral is generally as follows:

1. Councilor in whose district the opportunity arises
2. Lead councilor of topical opportunity
3. Support councilor of topical opportunity
4. Presiding Officer

THE METRO COUNCIL WORK SESSION

April 25, 1995

page 4

However, it acceptable for councilors to work in any district as long as the district councilor is informed. Agency staff should inform councilors when they make appearances in the district.

Lead Councilor vs. Committee

One councilor, speaking as a lead councilor, expressed frustration at her lack of a forum to initiate work or policy. It was agreed that the committee system permitted set schedules and agendas which were effective in initiating work, reviewing programs, and obtaining information from department staff. Following discussion, it was decided to establish a committee format. Steps will be taken to implement the committee system, to begin July 1, 1995.

The following committees were proposed:

<u>COMMITTEE</u>	<u>CHAIR</u>	<u>MEMBERS</u>
Solid Waste	Jon Kvistad	Susan McLain (VC), Rod Monroe, Ruth McFarland
Growth Management	Susan McLain	Patricia McCaig (VC), Don Morissette, Ruth McFarland
Transportation	Rod Monroe	Jon Kvistad (VC), Ed Washington, Ruth McFarland
Regional Facilities	Ed Washington	Patricia McCaig (VC), Don Morissette, Ruth McFarland
Finance & Budget*	Patricia McCaig	committee of the whole

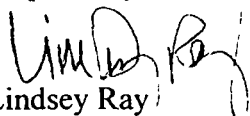
\*as needed

It was decided to not schedule meetings during the month of August.

Discussion took place regarding making decisions and sticking to them. It was pointed out that any decision made can be changed by a vote of the majority. Councilors do not look lightly at changing major decisions. In the future, they agreed to make decisions in a public setting when appropriate, with rules and open discussion, and to ensure all councilors are involved in corporate decisions.

The meeting was adjourned at 5:18 PM.

Prepared by,

  
Lindsey Ray

Council Assistant

c:\lr\leg\042595mm

**METRO COUNCIL WORK SESSION  
APRIL 25, 1995**

■ **MISSION AND VALUES**

■ **ROLES OF METRO COUNCIL AND EXECUTIVE**

- Council functions
- Executive functions
- Shared functions
- Relationship between Council and Executive staff
- Relationship between Council staff and Executive staff
- Relationship with MERC and Zoo

■ **COUNCIL PROCESSES AND PROCEDURES**

- Shared responsibilities and prerogatives
- Individual responsibilities and prerogatives
- Process for making policy decisions
  - Identifying issues
  - Drafting ordinances and resolutions
  - Setting timelines for decision
  - Making decisions
  - Sticking to decisions
- Role of the Presiding Officer
- Communication among councilors
- Utilization of staff
- Effective work sessions

# **DRAFT**

## **METRO MISSION AND VALUES** Based on Discussions of Metro Councilors March 10 & April 18, 1995

### **MISSION**

**Metro provides innovative leadership  
based on  
a regional perspective,  
a long term, planning orientation,  
and a focus on issues which cross local boundaries and require  
collaborative solutions.**

### **VALUES**

- **Think regionally, act regionally**
- **Promote economic, social, and environmental quality**
- **Be proactive, flexible, and innovative**
- **Anticipate emerging issues with information and planning**
- **Use incentives whenever possible**
- **Hold jurisdictions to the standards they set**
- **Do not cling to ideas, plans, or programs**
- **Deal fairly and equitably with all**

## RAW MATERIALS FOR MISSION AND VALUES

### MARCH 10

- Metro provides a regional perspective and regional leadership, combining and transcending local perspectives.
  - Metro anticipates changes that will affect the region, and provides information and plans to confront emerging issues.
  - Metro is the region's central planning agency, sharing planning functions with other jurisdictions.
- Metro is the convener of local jurisdictions to address regional issues that cut across local boundaries.
  - Metro demonstrates connections among cities, counties, and special districts to eliminate redundancy and help provide the best possible services at the lowest possible cost.
  - Metro facilitates, coordinates, or provides services that local governments cannot do effectively or efficiently on their own.
  - Metro acts at the request of local governments to help them do better. (ESD model.)
  - For the most part, Metro uses incentives and positive reinforcement to win the cooperation of local governments.
  - When disputes arise among local jurisdictions, Metro may play the role of mediator.
  - Sometimes the buck must stop at Metro; it must make the hard decisions and hold local governments to the standards they set.
- Metro solves problems and moves on to new ones.
  - Metro is flexible and innovative; it encourages other jurisdictions to be flexible and innovative.
  - Metro builds public-private partnerships and turns responsibilities over to others in the private or public sector once its own role is complete.

### APRIL 18

- Leadership--facilitator, convener, consensus (6)
- Planning (4)
- Regional (3)
- Interjurisdictional--locals cannot do on their own (3)
- Proactive, innovative (2)
  
- Balance economic, social, and environmental quality (1)
- Big picture, linkages, perspective (1)
- Emerging issues, maturing issues, time certain (1)
- Fairness, equity (1)

## METRO ROLES

Councilors began by commenting on the roles suggested by the Executive, then added two others.

- INFORMATION GATHERING. Always.
- DISSEMINATION OF INFORMATION. Often, except when it is more appropriate for others.
- CONVENER. Often, when regional perspective is useful.
- COORDINATION. Essential, when mandated. Often, when regional perspective is useful. (Requires greater commitment of Metro resources than other strategies. Must be based on Council priority.)
- PLANNING. Always.
- FUNDING. Essential to fund Metro's core programs. Sometimes, based on (1) Metro as passthru agent, (2) grants in service of regional goals, (3) priority allocation of scarce resources
- DIRECT SERVICE. Essential, when mandated. Sometimes, based on questions such as: Is it efficient and cost-effective for Metro to provide? Does it help to achieve a regional goal? Are our regional partners requesting Metro to do it? Is there a reasonable chance of success?
- REGULATORY. Sometimes, when required to make 2040 or other priorities work. (Especially solid waste and planning.)
- LEADERSHIP. Always: Incredibly important, Metro's unique regional role and responsibility. All of the other roles are tools of leadership. This role is frightening to people inside and outside of Metro. Examples of leadership values: Promote social, economic, and environmental quality. Innovate for better government.  
ADDED BY COUNCIL.
- QUASI-JUDICIAL. Essential, when required by statute (e.g., Boundary Commission, UGB). ADDED BY COUNCIL.