

W O R K S E S S I O N

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**METRO**

MEETING: METRO COUNCIL WORK SESSION  
DATE: April 18, 1995  
DAY: Tuesday  
TIME: 2:00 PM  
PLACE: Oregon Convention Center Room 116-B

\*\*\*\*PLEASE NOTE CHANGE IN MEETING PLACE\*\*\*\*

- 2:00 PM                    **CALL TO ORDER AND ROLL CALL**
- 2:15 PM                    1.    Discussion of Metro Council's Mission, Goals, and Process                    Hertzberg  
(3 hours)
2.    **COUNCILOR COMMUNICATIONS**
- 5:00 PM                    **ADJOURN**

Items scheduled at the work session may be continued for further discussion or action at the regular Thursday Council meeting.

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\* All times listed on the agenda are approximate; items may not be considered in the exact order listed.

### What Roles *Must* Metro Assume?

The Metro Charter includes language which *requires* Metro to do only one activity: **Regional Planning**. Specifically, it requires Metro to:

1. adopt a Future Vision between Jan. 15 and July 1, 1995;
2. adopt a Regional Framework Plan by December 31, 1997;
3. require each City and County within the region to make their land use decisions and comprehensive plans conform with the Regional Framework Plan.

### What Roles *Could* Metro Assume?

Except for certain mandates relating to land use planning and solid waste, State Law permits but does not require Metro to assume a number of roles. Metro has exercised some of the authority granted by State Law. The Metro Charter permits but does not require Metro to do certain activities without any further approval of the voters. These include the acquisition, development, maintenance and operation of:

- ◆ a metropolitan zoo;
- ◆ cultural, trade, convention, exhibition, sports, entertainment, & spectator facilities;
- ◆ facilities for the disposal of solid wastes;
- ◆ disposal of solid wastes;
- ◆ a system of parks, open spaces and recreational facilities of metropolitan concern;
- ◆ metropolitan aspects of natural disaster planning and response coordination;
- ◆ development and marketing of data;
- ◆ assuming the duties, functions, powers and operations of a mass transit district; and
- ◆ other functions that are matters of metropolitan concern.

In addition to those activities already authorized by the Metro Charter, State Law permits a number of other activities. These include:

- metropolitan aspects of sewers (interceptors, trunks, outfall sewers; pumping stations and treatment facilities);
- controlling the flow, and providing for the drainage, of surface water;
- providing public transportation and terminal facilities;
- providing planning for criminal and juvenile justice;
- acquiring, developing, constructing, maintaining, and operating metropolitan aspects of water supply and distribution systems;
- planning, coordinating and evaluating the providing of human services, including but not limited to, programs for the aging, health care, manpower, mental health and children and youth;
- providing facilities for criminal and juvenile detention and programs;
- providing metropolitan aspects of library activities; and
- assumption of the Boundary Commission function.

The Metro Charter empowers Metro to assume any function authorized but not mandated by the State, subject to procedural requirements set forth in the Charter. However, assumption of the Boundary Commission function is an action that requires voter approval under current law.

## **METRO VISION / MISSION / VALUES**

### **VISION**

Metro ensures a livable, sustainable future for citizens of the region.

### **MISSION**

Metro provides regional leadership by managing growth, and providing services and facilities which must be addressed regionally to be most effective, cost efficient, and equitably financed.

### **VALUES**

- It is imperative to lead.
- It is essential to care; excellence is a natural consequence.
- The process is important, but the results really do matter.
- We are committed to the worth and dignity of each individual.
- Our work is principle-driven and reflects our integrity.
- Teamwork is critical to our mission.
- Diversity is essential for balance.
- We meet life's challenges through discovery, exploration, and sharing.
- Fun is basic.
- We take initiative to accomplish our goals, creatively and enthusiastically.

### **Refinement of Roles**

In addition to determining if Metro should assume responsibility for an activity, it is also necessary to determine what role it should assume. The following list provides examples of some of the types of roles that Metro might assume for those functions where a regional role has been determined. The list is organized in a spectrum from least intense with the least amount of involvement to the more involved and with greater impact. Potentially, Metro could be involved at any level, and could have any one or several of the roles described.

- \* **Information Gathering**--One of the best examples of this currently at Metro is the Data Resource Center. This work group collects population employment data, and records on the Geographic Information System ("GIS") a range of information related to land features and usage. Because of the wide geographic coverage of Metro, information gathering at the regional level lends consistency and uniformity to the data and, particularly because there are many variations in the size of jurisdictions, supplements the technical capacity of smaller jurisdictions. It also provides economies of scale in this role.
- \* **Dissemination of Information**--There is information which is of interest to people throughout the region and best distributed by one entity in print or electronically. An example of this would be The Regional Directory.
- \* **Convener**--Metro could serve as a facilitator to bring issues forward, and to bring together parties needing to address a specific issue. This could either be at Metro's initiative where there appear to be conflicts between jurisdictions and a broader forum would be useful, or it could be at the request of local governments where a broader perspective or broader involvement was being sought.
- \* **Coordination**--This is a more intense level of involvement than Convener in that this role implies seeking mutual consensus to resolve a problem or to provide a service. Convener does not assume that there is an outcome that involves Metro or has a policy conclusion.
- \* **Planning**--Metro's mission, as stated in the Charter, is to perform regional planning and, more specifically, to prepare a Regional Framework Plan. There are many elements to this Plan, giving Metro a planning role in many functions. Planning involves establishing goals and setting policies for the long term. A Plan adopted at the regional level also has elements of information gathering, convening and coordinating. The primary difference is in an outcome that sets forth the future.
- \* **Funding**--One potential role is for Metro to serve as a conduit for funding, though not providing direct service. This would provide a broad funding base to fund identified regional needs. In funding, there are three potential sub-roles: conduit, direct funding, and providing grants aimed at serving as incentives toward regional goals.
- \* **Direct Service**--Metro could, as it is now, be involved directly in managing facilities and providing services. Direct Service could also involve running programs, such as Waste Reduction. And finally, it could include education services. Metro has education functions in Solid Waste, Waste Reduction, Parks, and the Zoo.

- \* **Regulatory**—Metro could assume a regulatory role, which would be the most intrusive. This would involve in establishing laws and engaging in enforcement of those laws for a specific role. It would be unlikely that Metro would assume a regulatory role unless it were providing a direct service. One example of a current regulatory role is in Solid Waste, where Metro is enforcing its flow control authority through the use of law enforcement officers.

### **Evaluation**

The following pages examine each of the potential functions (from the charter and statute) in which Metro could play a role (become involved). The criteria listed below are a reference point, and provide a process for consideration.

**The same list has been provided on page 40; turn to it now and unfold it for reference as you proceed through this report.**

- ◆ Is the function consistent with Metro's mission?
- ◆ Is Metro's involvement required to qualify for outside funding?
- ◆ Is regional funding required to support the activity?
- ◆ Will economies of scale result from Metro's assumption of the function?
- ◆ Is Metro's involvement required for allocating or protecting scarce resources?
- ◆ Is the function an integral part of other Metro programs, plans and policies?
- ◆ Is Metro's involvement necessary to resolve conflicts between jurisdictions (regarding, for example, authority, objectives, timing, phasing, and/or sequencing)?
- ◆ Are the legal, administrative, technological and technical capacities required to perform the function consistent with the Metro organization?
- ◆ Are other jurisdictions within the region asking Metro to assume responsibility?
- ◆ Is Metro the only agency which could perform the function effectively?
- ◆ Does Metro's involvement provide the best opportunity for public accountability?

For each function, the Executive Officer has recommended a role for Metro. Also, some action plan elements are essential to carrying out the role described. Key issues and points needing further analyses are listed.