

W O R K S E S S I O N

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METRO

MEETING: METRO COUNCIL WORK SESSION
DATE: January 11, 1996
DAY: Thursday
TIME: 12:30 PM
PLACE: Council Annex

- 12:30 pm **CALL TO ORDER AND ROLL CALL**
- 12:35 pm 1. Discussion and Development of Metro Council's 60 Day Work Plan
- 5:15 pm
(15 min.) 3. **COUNCILOR COMMUNICATIONS**
- 5:30 pm **ADJOURN**

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

For assistance/Services per the Americans with Disabilities Act (ADA), dial TDD 797-1804 or 797-1540 (Council Office)

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

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METRO

MEETING: METRO COUNCIL WORK SESSION
DATE: January 13, 1996
DAY: Saturday
TIME: 9:00 AM
PLACE: Oregon Convention Center King Board Room

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

This meeting did not take place. It was held 1-11-96 work session c. ross

- 9:00 AM **CALL TO ORDER AND ROLL CALL**
- 9:05 AM 1. Discussion and Development of Metro Council's 60 Day Work Plan
(3 hours)
- 12:05 PM **LUNCH BREAK**
- 1:00 PM 2. Continued Discussion and Development of Metro Council's 60 Day
(45 min.) Work Plan
- 1:45 PM 3. **COUNCILOR COMMUNICATIONS**
(15 min.)
- 2:00 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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Thursday, January 11, 1996

METRO COUNCIL WORK SESSION

1. Report from Metro Executive Mike Burton
 - Top issues for departments

2. Committee Work plans
 - Main Goals for council and committees
 - 60 Day Priorities
 - Staff Needs
 - a) Executive
 - b) Council

3. Council-Executive Relationship
 - View of the Presiding Officer
 - Open Conversation
 - Problems or Praise

4. Council-Auditor Relationship
 - View of the Presiding Officer
 - Open Conversation
 - Problems or Praise

5. Council
 - Committee Chair/empowerment of council
 - Basic Needs
 - Durand exercise
 - Dealing with conflict
 - Respect for difference
 - Council session etiquette
 - Meeting schedule for 1996

6. MPAC Role
 - Identify council needs
 - Agenda and staffing priorities
 - Advisory function

7. MCCI
 - Executive or Council
 - Outreach role

8. Issues and the next step

9. Next Meeting
 - Finance/Budget Session

MINUTES OF THE METRO COUNCIL WORK SESSION

January 11, 1996

Room 501, Metro Regional Center

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

Councilors Absent: None

Presiding Officer Kvistad called the meeting to order at 12:40 p.m.

1. REPORT FROM METRO EXECUTIVE MIKE BURTON

Presiding Officer Kvistad introduced Executive Officer Mike Burton. He explained that he had asked Mr. Burton to give the council an overview of what is coming from each Metro department in the coming year. The purpose of the request was to give the Council Standing Committee chairs and members more information, clarification, and direction as they prepare their work plans. He further explained that the presentation by the executive was intended to be a general overview.

Executive Officer Burton began by saying he had been asked by the Presiding Officer to provide calendar information to the Council. He distributed a hand-out which has become part of this record. He explained that the document is marked "draft" because the information was extrapolated from a master calendar which is being developed. The report is broken down by departments within Metro. He proceeded with comments on each section or department:

EXECUTIVE OFFICE

Mr. Burton mentioned the upcoming special session of the Oregon Legislature February 1, 1996. He suggested discussion about a Metro presence in Salem.

The departmental budgets are being developed at this time. Metro's membership in various organizations should be addressed prior to putting the budget together.

Mr. Burton said that he is involved in an urban services boundary dispute between Washington County and the city of Portland that he hopes will be concluded soon.

The executive stated that hopefully before September, 1996 there would be some discussion between he and the Council regarding process for the 1997 Legislative Session.

REGIONAL FACILITIES

Mr. Burton reported that the permanent transfer of Expo and Regional Parks and approving the final IGA with Multnomah County seems to be moving along. He acknowledged that Council had recently taken action to extend the process another 60 or 90 days so they could get through it and it would probably come to Council in February.

He said that the resolution for permanent transfer of the PCPA was progressing. The last meeting of the Consolidation Task Force between the city of Portland, Metro and MERC was held January 1, 1996. They will be coming to Council with a final disposition recommendation in June. One recommendation the Task Force is making is that there be a process set up to occur no later than June 30 as to where ownership shall reside and what type of organization will be used to manage the facilities.

Mr. Burton mentioned Civic Stadium. There was a discussion in the transfer committee about the stadium task force reporting back in April of this year. An ordinance which would amend Metro Code to govern convention, sports, and spectator activities will need to be done by next spring.

He reminded the Council about the possible expansion of the convention center. Price Waterhouse has completed their study and suggested that the Council might want to revisit that issue soon.

ADMINISTRATIVE SERVICES

The Executive Officer reported on a number of activities in Administrative Services. An ordinance amending the contract code is expected to come to the Council in March. He mentioned a supplemental budget request would be coming in February or March.

Primary activity is currently centered around budget preparation. He hopes to be able to bring a contract for a new Management Information System in April or May. This will be a major technological improvement for the agency.

Mr. Burton said that he has asked that Metro codify its fiscal policies, which has not been done in the past. That action item is expected in the spring.

Councilor McLain asked Mr. Burton about the Ordinance amending the contract code and to what committee that would be assigned. Presiding Officer Kvistad said that would be a decision of the Council.

TRANSPORTATION PLANNING

Mr. Burton said the Regional/State Coordinated Position Paper to re-authorize ISTEA and Metro's role as an NPO will be sent to Council in February. He continued to say the Council will have an opportunity for some discussion around JPACT's relationship to the NPO.

He went on to say that segment 1 funding commitments are there for South/North and funding commitments for the completion of the West Side Hillsboro project will need to be done in February.

Mr. Burton said in the Spring, 1996, the EIS on the South/North alignment decisions will come to Council. The final land use decision regarding alignment is expected in the Spring, 1997. He mentioned the 1997 time line because it is a continuing process.

Transportation finance issues concern whether or not Metro should place a measure on the ballot in 1996. He reported that JPACT had not decided as of January 11, 1996. The

Governor has asked Metro to join with him on a state wide effort on the question of transportation.

The region has an obligation to return to the '97 Legislature with proposals to reduce the need for state funding for South/North by \$75,000,000. Mr. Burton said he is meeting with Tri Met General Manager Tom Walsh, as Tri-met is developing a proposal that JPACT and Metro will have to endorse.

The Congestion Pricing Pilot project is being initiated to get us through 1997. The Executive said this issue generates a good deal of public attention.

The adopting of a new Regional Transportation Plan aimed at implementing 2040 and meeting state and federal guidelines is an ongoing process which the Council will continue to receive reports on and have input into.

A request for TOD money from the federal government will go out in April. It will be a revolving fund for land acquisition. Sight selection should come to Council in the Fall, '96.

Mr. Burton next subject was the Zoo. The Re-assignment of the \$100,000 budgeted in 1995-96 for review of the master plan, survey of the proposed project site, a vegetation survey and story line development for the proposed project is expected to come to Council in February. Also in February the Council should expect a request to move \$50,000 from the Capital Fund Contingency and a resolution referring a measure to the voters for approval of a bond.

REGIONAL ENVIRONMENTAL MANAGEMENT

Mr. Burton reported that Regional Environmental Management will provide a status report to Council on the re-bid for transportation of waste from Forest Grove January 18, 1996. Solid Waste rate changes to make them more stable and equitable will come to Council in March.

He mentioned the Jack Gray potential of going public. He explained that a change in ownership would represent a contractual change for Metro that would allow Metro to make some confirmation of current status. He said he has asked Jack Gray what the company's plans are. A response is expected shortly.

Councilor Monroe asked if there is any chance of shortening the contract period with Jack Gray.

Mr. Burton said essentially we are 15% of Jack Gray's total business. The company's financial security is largely dependent on the Metro contract which may make the terms non-negotiable.

GROWTH MANAGEMENT

In March Council should expect a change order for BFI to divert dry waste from Central Transfer Station. And in April a review and evaluation of the Forest Grove Franchise.

There are many dates pending for Growth Management. Time lines for the Interim Measures Functional Plan and Legislative update of the Urban Growth Boundary are targeted for April, 1996. This will be followed by the Urban Reserve Decision in June, '96. The Metro Charter

mandates Regional Framework plan should be introduced in September 1996 with final adoption scheduled for June, 1997.

Councilor McLain added that there is a time line that will come out with some possible changes to the dates suggested by the Executive Officer. These changes would come about as a result of discussions with Council, Executive Office, MPAC and the staff to determine any needs for reordering of the process.

Presiding Officer Kvistad said that the intent of these guide lines are to give the Council a rough overview of what to expect. The dates are not exact.

Mr. Burton agreed and added that the only absolutely firm date is the charter required date.

PARKS AND GREENSPACES

Moving on to Regional Parks and Greenspaces Mr. Burton reported that a resolution authorizing and RFP for the Oxbow Park Master Plan should be coming in February, 96 along with one for property management land acquisition agreement with the Port of Portland.

In April Council can expect an ordinance incorporating MCC Title 10 into Metro Code (Parks Rules/Regulations) and a resolution adopting the Ancient Forest Master Plan. The Howell Territorial Park Master Plan is schedule for June, 1996 as well as Rails to Trails Strategic Plan.

Open Spaces Acquisition refinement plans continue to be developed. Individually they can be expected at council from February until June of this year.

GOVERNMENT RELATIONS

Mr. Burton asked for some discussion soon about our state and federal legislative strategy. He spoke to the need to examine our whole range of lobbying activities. He said he has had an offer from a group of lobbyist to sit down with Metro to talk to us about public sector lobbying. In the past we have been attached to the Special District's Association. Metro is not really a special district and our lobbying presence and role needs to be looked at. He acknowledged the experience of individual Council members with the State Legislature but did say he gets nervous about how our presence on the federal side measures up.

To conclude Mr. Burton said he hoped his overview will serve the Council in their planning.

Councilor Monroe asked the Executive if Metro was going to have any representation at the upcoming Oregon Legislature's Special Session.

Mr. Burton said we no longer have a contract with Western Advocates which is why he believes there is a pressing need for discussion and action. They agreed that there was a definite need for Metro to have "eyes and ears" in Salem during the special session.

Councilor Monroe spoke to his experience and understanding with the Special District's Association. He said he was Council's representative to the association for the last two years and he feels that although Metro is not a Special District there were several times when our membership with the group did assist us in our legislative goals.

Mr. Burton requested a discussion on memberships in various groups and suggested that where we have resources is critical. This discussion will become part of the budget question.

Councilor Morissette asked Mr. Burton about the relationship between Council and staff and his intent as a Councilor to not be too burdensome and asking for too many requests. As a councilor he is being asked to make some pretty important decisions and he wants to make sure that his policy decisions are the best possible. He went on to say that he needed to be able to request information and receive it in a timely manner such that he is able to make a deliberate and considered decision. He sighted URSA as a prime example. His question was how to best accomplish getting his needs for information and time constraints met.

Mr. Burton suggested that a better approach for data requests be consolidated through Committee Chairs. He also reminded Council to allow time for printing and production. He further suggested that it would be best if Committee Chairs make data requests to Department Heads or directly to the Executive Office.

Presiding Officer Kvistad quickly reviewed how upcoming items would be assigned to the Standing Committees. Many are obvious, but for clarification he listed:

GOVERNMENTAL AFFAIRS

- Executive Office
- Legislative Session
- Lobbying
- Government Relations

GOVERNMENTAL AFFAIRS AND FINANCE (both committees to consider)

- Management Information Services
- Contract code changes

2. COMMITTEE WORK PLANS

Presiding Officer Kvistad said he wanted to tie the discussion of committee work plans to the general overview. He suggested a 60 or 90 day work plan or set of priorities for each committee. He asked if working up a work plan would be a valuable tool for the Council members.

Councilor Morissette said he thought doing a work plan is excellent.

Councilor McLain said that in terms of the Growth Management Committee she cannot survive without a work plan. She said the first part of her work plan will be dealing with the time frame set out in the Executive's report. Her work plan will also address policy decisions and options the Council members have.

Councilor Washington said he definitely will develop a work plan. Regional Facilities is now at a point where most things have time lines set. He said his work plan will go out for at least 90 days and probably for the entire year.

Councilor Morissette said he has a preliminary plan of some things he would like to see done as a member of the Growth Management Committee. He said he is pretty close to developing a work plan for Transportation.

Councilor Monroe said the work plan for the next 120 days is the budget. He will be meeting with Jennifer Sims, Chief Financial Officer, and Mr. Burton to establish open communication so that the budget that we get is not one that has to be radically reworked. Councilor Monroe will be developing a schedule and time line as to when budget meetings will take place.

Presiding Officer Kvistad asked if the members would like a standard work plan form and offered his help or that of Assistant to the Presiding Officer, Jeff Stone.

Councilor McLain suggested all work plans be done using the same form.

Councilor McFarland agreed that a consistent basic form for the work plans would be good with each chair being able to give modifications because each councilor have different kinds of needs. In reference to the Regional Environmental Management Committee Councilor McFarland said Mr. Burton basically defined things that are already in process. She added the importance of the survey of Forest Grove operation and rate review as well as the possibility of cuts to the R E M budget.

Councilor McCaig said she will develop a work plan for the Governmental Affairs Committee.

Councilor McLain added that it was her understanding the Governmental Affairs Committee would also address issues regarding Council relationships between community groups like FOCUS. She suggested that be included in the work plan. She also mentioned that the Governmental Affairs Committee would also handle Council personnel issues.

Councilor McCaig indicated it was not her intent to handle personnel issues in her committee.

Presiding Officer Kvistad said he would be assigning personnel issues to the Governmental Affairs Committee. These issues would include: hiring, terminations, and evaluations. He said at this point there are two and possibly three open positions; Office Manager/Clerk; Receptionist; and possibly a public relations position.

Councilor McCaig asked about the role of the Assistant to the Presiding Officer. She expressed some concerns about that position handling public relations.

Presiding Officer Kvistad said his assistant, Mr. Stone, would be doing media relations for the Council for the time being. He continued to say that Cathy Ross had agreed to stay with the Council as Acting Office Manager and Council Clerk until a permanent decision has been made. He said the time line was 60 days.

Councilor Morissette suggested that the Boundary Commission work be part of Governmental Affairs.

Councilor McLain reported that the Boundary Commission was scheduled to complete its work by February 28 and could go to Governmental Affairs in March, 96.

It was agreed that a review of Standing Committee work plans be set for three weeks.

3. COUNCIL-EXECUTIVE RELATIONSHIP

Presiding Officer Kvistad said that the Council could foresee some real bumps in the road both in budgets and issues coming up. He expressed a desire to be prepared to be able to enter those discussions with the Executive and clearly state what the Council views their role to be and how they will deal with the plan he has submitted. He reiterated the importance of a positive working relationship with the Executive.

Councilor McLain began by revisiting the Mission and Values statement developed by the Council a year ago. She indicated she still feels strongly about the Mission and Values and to her the Council/Executive relationship has got to be a very smooth process. If the Council has a structure that makes sense to its members it will also make sense to the Executive. If there is no agreement on the process no one else will figure it out either.

Presiding Officer Kvistad indicated a positive change from two years ago. He asked each Councilor to state what they would like to see developed in terms of the relationship between Council and Executive. He asked for comments on what was being done right and what could be improved on.

Councilor Washington say he doesn't see any glaring problems in dealing with the Executive. He said he thinks Mr. Burton and his staff are faced with difficulties in how Council requests information from them. If there is any potential for tension it is in that area.

Councilor Monroe said that on the positive side Mr. Burton is present at key meetings like JPACT. He acknowledged Doug Butler, Administrative Services Director, as one of the most credible people he has ever worked with and commended Mr. Butler for being a real asset to Mr. Burton.

Councilor Monroe noted that a negative is the perception that Mr. Burton is the "head" of Metro and is therefore asked by media and others his opinions on things and he speaks sometimes as if speaking for Metro. Some members of the Council take a little umbrage to this. Mr. Burton is often mistakenly viewed as the one making policy by the public. Councilor Monroe stressed that he does not blame Mr. Burton personally and suggested that it is the "nature of the beast". The transition in structure and authority brought about by the Charter may not have been fully realized by the public yet.

Councilor McFarland said that one of her primary goals as Presiding Officer last year was to help the Council and Executive get out of a previously filed law suit. She went on to say that her goal would not have been accomplished without Mr. Burton's cooperation. She said she believes that the Council has progressed from being a divided group into working more cohesively.

Councilor McFarland illustrated further how some people do not understand the Council sets policy and Mr. Burton serves as administrator. She acknowledged that we are all still struggling with the transition from 13 to 7 Councilors. Mr. Burton ran as a political person, he talked about policy, he had the expectation that he would be able to implement policy. He knows that largely the implementation of policy that he wants to work with has to do with four votes on the Council. Councilor McFarland stated that she knows that other people do not understand this and sighted an example of a letter addressed to her but came out of Mr.

Burton's office. The letter had clearly been sent to the Executive's office rather than the Council. She suggested the Council work with the Executive and the public to communicate the differences in authority between the Council and the Executive.

Councilor Washington added that he knows Mr. Burton is very clear about the differences between his role and the Council's. He said he has witnessed Mr. Burton correcting the misconception many times.

Councilor Morissette said that over all he had worked well with Mr. Burton. He had some fear toward the end of the year as the Council got into doing some serious deliberating about crucial issues. He found it difficult to get information from staff he needed to make credible decisions. He said he will do a better job formulating his requests and hopes it will help solve the problem.

It is very important to Councilor Morissette that we disconnect with the Executive Officer at the point with which we request things at Council, whether it be by an individual Councilor or by going through the chairs of the Standing Committees, that Councilors have faith that the facts they are getting are just pure facts and that they are delivered in time to process information to a point of decision.

Councilor Morissette indicated some frustration on the URSAs that he felt the Council members were given very little time to grasp control of the decision and they were already being lobbied by the Executive as to what the right thing to do was.

Councilor Morissette acknowledged that the Executive gets some role in saying what he thinks is right for this region because he was elected but at some point we have to make sure there is a disconnect with the Executive and staff so that when Council asks for information it has no policy attached to it. He said it isn't so much a problem as it is a fear. Councilor Morissette went on to say he begrudges no one an ability to make policy, but when you control all the information it is frightening to someone who has to make the decision (using the information) especially when you have an executive who wants to be involved in the policy making process.

Councilor McCaig said that generally the Council has been competitive with the Executive and it has reflected badly on the Council. She feels the Executive has been a pretty good partner on most things and the reason he continues to get the press attention is because he has had a driven agenda and if the Council does the work they probably will get the press coverage also. She expressed hopes that the 60 day work plan rather than comparing ourselves with the Executive all the time, that we understand we have a legitimate role and do the work deserved attention will be received. She stated that she believes the Council has not been a very good partner with the Executive and that we begrudged him his successes.

Councilor McLain stated she has found working with the Executive to have no problems at all and looks forward to continuing that this year. She suggested some improvement in coordination in terms of speaking engagements, contacts with press, avoiding duplication unless there are differences in position and perspective. She also complimented Mr. Burton's presence in Washington County.

Presiding Officer Kvistad noted that the issues brought up by the Council members are actually things that the Council can empower themselves to do in terms of voicing Metro. He said he and his assistant, Mr. Stone, will work on how to do that. Information, policy direction, where that comes from and coordinating that better between the Council and Executive and just

making sure the Council is clear are things the Council can actually do to make the relationship better rather than require things of Mr. Burton.

Councilor Morissette added that he agrees the Council needs to empower themselves but he expressed some concerns about getting enough support to get the work done. He noted that the Executive has far more staff support and information.

Presiding Officer Kvistad said that is a basic need of the Council and it will be addressed later in this discussion.

4. COUNCIL/AUDITOR RELATIONSHIP

Presiding Officer Kvistad asked the members to shift attention to the Council/Auditor relationship. He indicated since this is brand new a discussion was necessary. He said Council has received a couple of audit reports and now have a sense of what to expect. He indicated he wasn't sure about to what degree the Council include the Auditor into the Council process but he thinks that since the resources are available there may be things the Council can do to help build a bridge and bring her in and determine things she may need to do specifically in respect to each committee in terms of requesting audits and budget.

He asked for general discussion of this issue highlighting problems and praise with the Auditor as we have seen it just in the last few months and where we would like to see it go from here.

Councilor Monroe said he views the position of the Auditor as by nature somewhat adversarial and independent. The Council should not expect or desire the same kind of relationship with the Auditor that they do with the Executive. The tension is expected and appropriate. It is important the Council maintain cordial relations and communication with the Auditor and that she informs Council about what she is doing and reports the results of her work. He did not see his role as "trying to meet her half way" or compromising with her.

Councilor McFarland said that the Auditor has a level of autonomy that is important for good government. She said she views the Auditor as basically an instrument of Council. If the Council needs something done they are free to ask her. Councilor McFarland continued to say that she (the Auditor) would agree. She said she has never found the Auditor to not be helpful. She is our "watch dog" over the operations and procedures at Metro. Councilor McFarland said she has never doubted that the Auditor sees herself in that way.

Councilor Morissette agreed that the Auditor has an important function. He would like to see the Auditor find some areas where we could save some tax dollars and run the government better.

Councilor McCaig indicated she was fine with the Auditor.

Councilor McLain said she sees the Auditor as a resource. She agrees that the Auditor needs to be independent and has autonomy. She would like to see a strategy to use the Auditor's skills to save tax dollars also. She suggested a possible review of how we review contracts. She also said that she has no problems with the Auditor.

Councilor Washington said the Auditor's duties are well spelled out in the Charter. He feels the relationship between the Council and the Auditor are good. He believes the Auditor is doing

what she should be doing and added that it is the responsibility of the Council to use information received from the Auditor to take action that results in tax savings.

The Presiding Officer said with the conclusion of the discussion about the Auditor there would be a 10 minute break.

5. COUNCIL

The meeting was reconvened at 2:25 by Presiding Officer Kvistad. His first action was to officially introduce Mr. Jeff Stone, the new Assistant to the Presiding Officer. He said that Mr. Stone's role is Council empowerment. Both he and Mr. Stone will do their best to see that the Council members have access to press and special projects like newsletters.

Councilor McCaig asked if Mr. Stone is a press person or personal assistant.

Presiding Officer Kvistad said he hired Mr. Stone to be the Assistant to the Presiding Officer.

Councilor McCaig asked for clarification. Her view and understanding about the distinction between the Personal Assistant and the rest of the staff was that the rest of the staff would be hired by a committee with the approval of the rest of the Council because in fact the rest of the staff would actually act on the behalf of the full Council.

Presiding Officer Kvistad agreed.

Councilor McCaig said her understanding is that Jeff Stone works directly for Presiding Officer Kvistad and has no oversight of the rest of the Council staff and does not represent the rest of the Council unless something extraordinary occurs.

Presiding Officer Kvistad said that is correct.

Councilor McCaig continued to say that she assumes Mr. Stone's salary was within what was originally set as the limit for the position.

Presiding Officer Kvistad said Mr. Stone's \$35,000 salary is well within the limit.

Councilor McCaig said that it was her understanding that the maximum salary for a personal assistant was \$30,000.

Presiding Officer Kvistad said Mr. Stone is not a personal assistant but rather the Assistant to the Presiding Officer which currently has budget line item for far higher than \$35,000. He explained it was budgeted in last year's budget as a direct line item.

Presiding Officer Kvistad said there are two or three positions that are vacant, the Carlson position which was eliminated, the third analyst and the clerk of the council position. He continued to say that the Clerk of the Council position will be coming before the Government Affairs Committee. There has been general discussion about merging the roles of Council Clerk and Office Manager into one position. That position is currently being filled for the next 60 days by Cathy Ross while the Governmental Affairs Committee reevaluates and deals with basic performance evaluations.

Councilor McCaig stated that she wanted to make very clear from her perspective and to get it on the table for the rest of the Council that if we were hiring a press person to do outreach it would have been more appropriate to solicit comments. Her assumption is that Mr. Stone is the Assistant to Presiding Officer Kvistad and has no authority over anyone else on the staff.

Presiding Officer Kvistad said Mr. Stone is the Assistant to the Presiding Officer. The authority over existing Council staff resides for the next 60 days with Cathy Ross who is the acting Office Manager and Clerk of the Council until he receives the recommendation from the Governmental Affairs Committee.

Councilor McCaig asked about press releases going out which represent the Council as a whole.

Presiding Officer Kvistad said those would come out of his office written by Mr. Stone.

Councilor Morissette said that he understood it to be that at a Councilor's option Mr. Stone would be available to help and assist with outreach.

Presiding Officer Kvistad agreed. He went on to say the items needed to be discussed in terms of personnel are:

1. Office Manager/Clerk of Council
2. Do we want a press person?

Councilor McCaig and Presiding Officer Kvistad agreed that Mr. Stone is NOT the press person that had been discussed last fall.

Councilor Morissette said that we keep talking about getting our own press. He asked if it isn't true that the press decides what to write about.

Presiding Officer Kvistad agreed. He went on to explain that a press person could help produce and set up outreach tools and activities. He reiterated that the decision to hire a press person or public relations specialist has not yet been made. If and when it is determined there is a need for such a position the process of hiring that individual will be handled by the Governmental Affairs Committee which would then send a recommendation to the Council through the Presiding Officer.

Councilor Morissette said that as we go through the process it will generate coverage if the press is interested. He continued to say that one thing the Council spent a lot of time on last year was staff and perhaps some things can be accomplished in the coming year.

Presiding Officer Kvistad said that he thinks the Governmental Affairs Committee should be able to accomplish meeting the staffing needs of the Council.

Councilor Morissette said that if he was looking for help in anyway it would be getting to the very best information possible without stepping on one another's toes. He believes that is the Council's most important function.

Presiding Officer Kvistad responded that if that is the case perhaps the Council should look at hiring another analyst since the analysts are responsible for gathering information.

Councilor McFarland agreed with Councilor Morissette in that it doesn't matter how many press releases we write and how good they are the ultimate decision as to whether they are used or not comes from someone other than the Council.

Councilor Morissette added that information is power. He said that the Council needs to determine a process to access the information without being a burden on the organization. It may not be necessary to hire a new person.

Councilor McLain spoke to the availability and best method of accessing information. She said the Executive has only asked the Council to have a process and make him aware of how the Council is functioning. She added that she feels that is a fair request.

Councilor Washington said the request for a process from the Executive was fair. He agrees that the committee chairs should coordinate requests from the Executive for their areas of concern.

Councilor McFarland said that she wants to respect not making major demands on the staff but she thinks that there will be times when committee members (other than the chair) could solicit information. She empowered her members to do so.

The Presiding Officer asked what the members needs are at this time.

Councilor McFarland said she doesn't have anything that she isn't comfortable with. She has an office that is fine to work in, as all members do and she has a staff person who is cooperative and willing to help her with clerical help. She said her analyst is exceedingly competent. The one thing she needs is a computer.

Councilor Morissette said he needs access to information to be used good policy decisions. He added the importance of the Presiding Officer taking care not to use up Council staff time that would be needed by the Councilors. He wants to have his fair share of staff time this year.

Presiding Officer said the Office Manager will coordinate staff time and suggested that if a Councilor is having a problem with too little staff time available it should be brought to the attention of the Office Manager.

Mr. Stone added that there was a staff meeting yesterday (1-10-96) where these types of issues were discussed.

Councilor Morissette said he wants to see the problem solved. There are still blurred lines where people's priorities are in terms of their jobs. He suggested more communication when staff time is needed for special projects.

Councilor McLain said her needs are being met. Everything is working well.

Councilor Washington said he doesn't have any requests. He would like to see staff issues resolved. He does not think the Council is over staffed.

Councilor Monroe said he likes his new office. He appreciates having a usable office where he can invite people in who want to talk to him. In terms of his needs he believes something that

would really help him would be an enhanced ability to communicate with his constituents such as a quarterly newsletter.

Councilor McCaig said she had no unmet needs.

Presiding Officer Kvistad said the three main needs he heard were:

1. Make sure existing staff functions at maximum ability.
2. Computers for Councilors with E mail and access to the inter-net.
3. Newsletters

Moving on, Presiding Officer Kvistad spoke about Council session etiquette. He asked that if Councilors have something to say to another Councilor please pass a note. It can appear that people are not listening. He continued that conflict between Councilors should not be dealt with at the dais. He suggested if people get frustrated with one another the Presiding Officer will call a break. He then asked the members what things should change in regard to Council etiquette.

Councilor Morissette said members should listen and try not to be redundant. He also wanted it placed in the record that he had talked to another Councilor at the dais during his first year because he was asking questions about process.

Councilor McCaig said she had nothing to add.

Councilor McLain suggested that we should try to orient toward the audience when sessions are being video taped.

Councilor Washington said he had nothing in particular to add but does appreciate the Presiding Officer's requests.

Councilor Monroe agree with Councilor McLain about video taped session but said it would be almost impossible to orient toward both the camera and the Council. He suggested maybe more than one camera. He also said everyone needs to speak through the chair in order to maintain order.

Councilor McFarland said she thinks it is very important to speak into the microphone because the tape of each meeting is very important.

Lisa Godwin, Media Coordinator for the Executive office, said that two sets of visual aids might help; one for the audience and one for the Council.

Presiding Officer Kvistad went over the schedule and noted the every-other week committee meetings. He mentioned Monday holidays in January and February and when make-up meetings were scheduled. He said the potential for monthly 4th Thursday meeting being scheduled for evening times will be based on need. He will try to schedule those evening meetings at least one month in advance.

Councilor McLain asked if the Council will take vacation time in August. It was agreed that the decision on that would be made in May.

Lisá Godwin, Media Coordinator for the Executive office, noted that the Oregonian ads for Council meetings will be in Saturday papers instead of Monday.

Councilor Morissette said his schedule fills up quickly and asked that changes in the meeting schedule be avoided.

6. MPAC ROLE

Presiding Officer Kvistad said that one thing the Council has to do is determine how to best utilize MPAC. He said there are some members of MPAC who seem to believe that they make the decisions and tell the Council what to do. He feels that the Council should help them set their agenda and invite them to come in and evaluate where the Council is coming from and where they might be of help to us. He said that MPAC needs direction from the Council. He asked the members what they want from the Council's relationship with MPAC to be.

Councilor Washington asked who is chairing MPAC.

Presiding Officer Kvistad said Gussie McRobert, Mayor of Gresham, is chair of MPAC now. A new Chair will be elected next month.

Councilor McLain said there will be a meeting with the MPAC sub-committee on agendas, Councilors McFarland, Kvistad and herself on January 17 at 5 PM. This is good news. This is the first year the MPAC Councilors have been invited. The MPAC sub-committee has asked two specific questions of the Council:

1. What advise from MPAC is helpful?
2. How does MPAC relate to JPACT and how does the MPAC/JPACT connection help the Council?

Council McLain said the Council has to answer those questions. She said she never knows what the MPAC staff is going to say to MPAC until the meeting begins. She said she has asked the Executive for a briefing for MPAC Council members by staff prior to MPAC meetings.

Councilor McLain continued to say that Charlie Hale, City of Portland Commissioner, had defined MPAC as at the MOST they are the planning committee for the Council; at the MOST they are a subservient group trying to give the Council their best take on advice; at the MOST they are a group that supports the Council when there is a specific job to delegate; and that feeling and understanding is bubbling to the top slowly. She said MPAC is going through a positive metamorphosis.

Councilor McLain asked the members:

1. What do you want in terms of advise from MPAC?
2. What are your ideas on the relationships between MPAC, JPACT, and Council?
3. An 18 month calendar will be developed so MPAC can track Council activities. Michael Morrissey will be working on this project and will be contacting Councilors for their feedback.

Councilor McFarland said it was just last year that the Council actually began to put all the pieces together. She believes this discussion will bring the role of MPAC as an advisory committee into focus.

Councilor McLain agreed and added that MPAC is but one advisory committee and all must be synthesized.

Councilor Monroe said a current issue is Regional Parking that includes both JPACT and MPAC. He believes that having both advisory committees working on the issue will provide a better result. This is the first issue to bring them together.

Presiding Officer Kvistad said the big problem we face and the one thing he wants to try to do is define the roles. He said it is not appropriate for a member of MPAC to go after Councilors. Because they are using Executive staff (which the Council is often not able to use) many times MPAC gets information that the Council has yet to receive. He said the Council has the right to make decisions.

Councilor McFarland said the ultimate responsibility to take action lies with the elected officials.

Presiding Officer Kvistad stated a need to develop a policy of how to relate to and work with MPAC while keeping them as partners.

Councilor McFarland said being elected to office does not require you to sit and take personal vituperation and she extends that to MPAC.

Presiding Officer Kvistad said he would like to start moving MPAC into a situation where we develop our agenda of specifics. Council gives those specifics to MPAC saying: "These are the items and issues we need advise on. Would you please put them on your agenda and respond to them on these dates and times."

He also said he was going to ask the Executive to find others (other than the key Growth Management staff) to staff MPAC because it is unfair to the Council and the staff members (to have that kind of work-load).

Councilor McLain said Growth Management staff being there at MPAC meetings is beneficial and spoke against the change in staffing for MPAC.

Councilor McFarland said the problem is the Council does not get the staff time and information they need.

Councilor McLain suggested the Presiding Officer slow down the rate of change. Some of the goals are already being accomplished. She said the MPAC agenda list would be helpful in prioritizing needed changes.

Presiding Officer Kvistad asked the committee chairs to communicate what they need from MPAC and make that a part of their work plan. He said we seem to get what is left in terms of staff time; not what we need. It is like MPAC comes first.

Councilors Morissette and McFarland agreed. The Council's need for information should come first.

Councilor McLain also agreed but said the way to get at it is not by changing their staffing at their meetings.

Presiding Officer Kvistad said that he would drop the staffing of MPAC meetings issue. Instead he will focus on committee priorities and assignments for MPAC as part of the individual committee work plans.

Councilor Morissette said he would reduce staffing to MPAC before he would reduce staffing to the Council.

7. MCCI

Presiding Officer Kvistad said the Governmental Affairs Committee will review and evaluate MCCI.

Councilor McFarland wanted to discuss the possibility of turning MCCI over to the Executive.

Councilor McLain said regardless of what happens or is decided about MCCI for the future the short term need requires clerical staffing at .45 FTE as a budgetary line item. We have not been able to adequately staff the committee. MCCI wants consistency in lieu of a staff rotation. And until we change the budget we are obligated to provide that level of service.

Presiding Officer Kvistad said a transition will be completed by the end of February. In the mean time the present Council staff will continue to provide clerical support.

Councilor Monroe said he believes MCCI can be staffed by an associate analyst. He thinks one qualified executive secretary or analyst should be able to accomplish the job very well.

The Council went into executive session pursuant to ORS 192.660 (1) (b) to consider employment policies. Councilor McCaig was absent for the executive session. Staff members in attendance were Jeff Stone, Assistant to the Presiding Officer and Cathy Ross, Acting Council Clerk. There was no media present during the executive session. Council Members present were: Presiding Officer Kvistad, Deputy Presiding Officer McLain, Councilor Washington, Councilor McFarland, Councilor Monroe, and Councilor Morissette.

After the Executive Session Presiding Officer Kvistad directed the Governmental Affairs Committee to begin a comprehensive review of MCCI, its staffing levels, and what our needs are in working with our Citizen Involvement Committee. He said he would like to save the Executive and Outreach questions for a later meeting.

There being no further business before the Council, Presiding Officer Kvistad adjourned the meeting at 4:35 p.m.

Prepared by,

Cathy Ross
Acting Council Clerk

1. Report from Mike Burton



DRAFT

METRO

Date: January 11, 1996

To: Jon Kvistad, Presiding Officer

From: Mike Burton, Executive Officer

Re: Major Issues and Actions For Council Consideration

As per your request, the following list is intended to identify the most significant items which will require Council attention during the coming months. The list was compiled quickly and may require some further editing as we work with it. There will also be the inevitable changes in schedules and strategies. We will, therefore, revisit the list periodically and update it as required.

Executive Office

- | | |
|--|------------------|
| <u>Discussion of Issues for February 1st Legislative Special Session</u> | <u>Immediate</u> |
| <u>Continued Membership in NARC and Other Organizations</u> | <u>January</u> |
| <u>Urban Services Boundary (Washington County-Portland)</u> | <u>On-going</u> |
| <u>1997 Legislative Session - Process</u> | <u>September</u> |

G.A

Regional Facilities

- | | |
|---|------------------|
| <u>Resolution for Permanent Transfer of Expo and Regional Parks</u> <ul style="list-style-type: none"> • approving a final IGA with Multnomah County • accepting transfer of title to the related real property | <u>February</u> |
| <u>Resolution for Permanent Transfer of PCPA</u> <ul style="list-style-type: none"> • approving an amended IGA with the City of Portland • accepting transfer of title/assignment of lease to the related real property • requesting Multnomah County to change structure of Hotel/Motel Tax | <u>Feb.-Mar.</u> |
| <u>Authorization for Accelerated Expansion of the Expo</u> <ul style="list-style-type: none"> • Ordinance approving a Supplemental Budget • Resolution for a contract procedure amendment for construction/management RFP | <u>Jan.-Feb.</u> |

Regional Facilities (Continued)

- | | |
|--|---------------|
| <u>Resolution for Permanent Transfer of Civic Stadium</u> | <u>April</u> |
| <ul style="list-style-type: none">• approving a final IGA with the City of Portland• accepting transfer of title to the related real property | |
| <u>Ordinance Establishing Governance for Convention, Sports, & Spectator Facilities</u> | <u>Spring</u> |
| <ul style="list-style-type: none">• amending the Metro Code relating to MERC | |
| <u>Resolution for Expansion of the Oregon Convention Center</u> | <u>?</u> |
| <ul style="list-style-type: none">• referring a measure to the voters for approval of a bond | |

Administrative Services

- | | |
|---|------------------|
| <u>Ordinance Amending Contract Code</u> | <u>Feb.-Mar.</u> |
| <u>95-96 Supplemental Budget</u> | <u>Feb.-Mar</u> |
| <u>TSCC Transmittal for 1996-97 Budget</u> | <u>May</u> |
| <u>TSCC Hearing for 1996-97 Budget</u> | <u>June</u> |
| <u>FY96-97 Budget Adoption Ordinance</u> | <u>June</u> |
| <u>Management Information System Contract Approval</u> | <u>Apr.-May</u> |
| <u>Resolution Establishing Metro Financial Policies</u> | <u>Spring</u> |

Transportation Planning

- | | |
|--|------------------|
| <u>Federal Legislation - Adopt Regional/State Coordinated Position Paper</u> | <u>February</u> |
| <ul style="list-style-type: none">• Re-authorize ISTEA maintaining a significant planning and funding role for MPOs.• Complete the funding commitment for the Westside/Hillsboro project.• Include the Segment 1 funding commitment for the South/North project. | |
| <u>Complete the South/North Draft Environmental Impact Statement - Final Alignment Decision</u> | <u>Spring 97</u> |
| <ul style="list-style-type: none">• Evaluating the alignment options, leading to a final alignment decision in 1997.• Metro makes the final "land use" decision approving the alignment. | |

Transportation Planning (Continued)

Transportation Finance

- Should Metro place a transportation finance measure on the ballot in 1996? May
- Should Metro support the counties in referring a 1996 ballot measure?
- What should be a proposal for the 1997 Legislature; how do we integrate with Governor Kitzhaber's efforts? July
Endorse state proposal.
- The region has an obligation to return to the '97 Legislature with proposals to reduce the need for state funding for South/North by \$75 million. Tri-Met is in the lead; JPACT and Metro have to endorse. June

Initiate the Congestion Pricing Pilot project

- Extends through 1997.

Adopt a new Regional Transportation Plan

- Aimed at implementing 2040 and meeting state and federal guidelines
- Adoption of the policy framework will be the focus in spring 1996; adopting system improvements will be defined by late 1996.

Establish a TOD Revolving Land Acquisition Fund

- With the \$3 million of STP funds allocated to Metro.
- Approve grant submittal April 96
- Select site for acquisition Fall 96

Metro Washington Park Zoo

Re-assignment of the \$100,000 Budgeted in 1995-96 for Review Master Plan February

- Survey of the proposed project site
- Vegetation survey (including a 3-D model of the forest)
- Story line development for the proposed project.

Request to move \$50,000 from the Capital Fund Contingency February

- To proceed with design of the proposed capital project

Resolution for Major Capital Project at the Zoo February

- Referring a measure to the voters for approval of a bond

Regional Environmental Management

Re-bid Transport of Waste from Forest Grove

March

- Round two

Solid Waste Rate Changes

March

- Designed to be a stable and more equitable rate structure

Jack Gray Transport, Inc. Contract Changes

February

- To be based on negotiations regarding sale of corporation and Metro approval *Rod asked about any chance to shorten the contract period.*

Change Order for BFI

March

- To divert dry waste from Central Transfer Station

Review and Evaluation of Forest Grove Franchise

April

- An in-depth analysis of the franchise and report to Council

Growth Management

Interim Measures Functional Plan

- Response to JPACT and MPAC recommendations that Metro take actions now to ensure region-wide implementation of six elements of the Metro 2040 Growth Concept.

April

Legislative Update of the UGB

- Mandated by the Metro Code and part of our state acknowledged UGB maintenance plan.

April

Urban Reserve Decision

- Mandated by the state's Urban Reserve Rule and once adopted by the Council, will determine the location of urban reserves.

June

Regional Framework Plan

- Mandated by the Metro Charter
- Introduction
- Final Adoption

Sept. 96

June 97

Susan said there is a time line that will come out with some possible changes. The only firm date is the Charter required date.

Regional Parks and Greenspaces

<u>Resolution Authorizing RFP-Oxbow Park Master Plan</u>	<u>Feb. 1996</u>
<u>Ordinance Incorporating MCC Title 10 into Metro Code (Parks Rules/Regulations)</u>	<u>April 1996</u>
<u>Resolution for Property Management/Land Acquisition Agreement with Port of Portland</u>	<u>Feb. 1996</u>
<u>Resolution Adopting Ancient Forest Master Plan</u>	<u>April 1996</u>
<u>Resolution Adopting Howell Territorial Park Master Plan</u>	<u>June 1996</u>
<u>Resolutions Adopting Open Space Acquisition Refinement Plans:</u>	
• Cooper Mountain, Forest Park	<u>Feb. 1996</u>
• Rock Creek, Tonquin Geological, Tualatin River Access	<u>Mar. 1996</u>
• Tryon Creek, Newell Creek Canyon, Canemah Bluffs	<u>April 1996</u>
• East Buttes/Boring Lava Domes, Sandy River, Columbia River Shoreline, Multnomah Channel	<u>May 1996</u>
• Clear Creek, Fanno Creek Greenway, Jackson Bottom (Dairy/McKay Creeks)	<u>June 1996</u>
• Gales Creek, Clackamas River Greenway, Beaver Creek Greenway/Trail	<u>July 1996</u>
<u>Early Acquisition Opportunities</u>	<u>As Needed</u>
<u>Resolution Adopting IGA-Oregon State Parks Planning Grant</u>	<u>Feb. 1996</u>
<u>Resolution Adopting Rails to Trails Strategic Plan</u>	<u>June 1996</u>

Government Relations

State and Federal Legislative Strategy On-going

*Our lobbying presence on the federal side
needs to be looked at. IE FEMA.*

1992 METRO CHARTER

Filed by the Metro Charter Committee with the elections officer of the Portland area metropolitan service district, pursuant to ORS 268.730, which was approved by district voters at the November 3, 1992 general election. Includes Table of Contents and Chronological Calendar added 11/12/92.

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PREAMBLE

We, the people of the Portland area metropolitan service district, in order to establish an elected, visible and accountable regional government that is responsive to the citizens of the region and works cooperatively with our local governments; that undertakes, as its most important service, planning and policy making to preserve and enhance the quality of life and the environment for ourselves and future generations; and that provides regional services needed and desired by the citizens in an efficient and effective manner, do ordain this charter for the Portland area metropolitan service district, to be known as Metro.

CHAPTER I NAMES AND BOUNDARIES

Section 1. Title of Charter. The title of this charter is the 1992 Metro Charter.

Section 2. Name of Regional Government. The Portland area metropolitan service district, referred to in this charter as the "Metropolitan Service District", continues under this charter as a metropolitan service district with the name "Metro."

Section 3. Boundaries. The Metro area of governance includes all territory within the boundaries of the Metropolitan Service District on the effective date of this charter and any territory later annexed or subjected to Metro governance under state law. This charter refers to that area as the "Metro area". Changes of Metro boundaries are not effective unless approved by ordinance. No change of Metro boundaries requires approval by a local government boundary commission or any other state agency unless required by law. The custodian of Metro records shall keep an accurate description of Metro boundaries and make it available for public inspection.

CHAPTER II FUNCTIONS AND POWERS

Section 4. Jurisdiction of Metro. Metro has jurisdiction over matters of metropolitan concern. Matters of metropolitan concern include the powers granted to and duties imposed on Metro by current and future state law and those matters the council by ordinance determines to be of metropolitan concern. The council shall specify by ordinance the extent to which Metro exercises jurisdiction over matters of metropolitan concern.

Section 5. Regional Planning Functions.

(1) Future Vision. (a) Adoption. The council shall adopt a Future Vision for the region between January 15, 1995 and July 1, 1995. The Future Vision is a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life. The Future Vision is a long-term, visionary outlook for at least a 50-year period. As used in this section, "region" means the Metro area and adjacent areas.

(b) Matters addressed. The matters addressed by the Future Vision include but are not limited to: (1) use, restoration and preservation of regional land and natural resources for the benefit of present and future generations, (2) how and where to accommodate the population growth for the region while maintaining a desired quality of life for its residents, and (3) how to develop new communities and additions to the existing urban areas in well-planned ways.

(c) Development. The council shall appoint a commission to develop and recommend a proposed Future Vision by a date the council sets. The commission shall be broadly representative of both public and private sectors, including the academic community, in the region. At least one member must reside outside the Metro area. The commission has authority to seek any necessary information and shall consider all relevant information and public comment in developing the proposed Future Vision. The commission serves without compensation.

(d) Review and amendment. The Future Vision may be reviewed and amended as provided by ordinance. The Future Vision shall be completely reviewed and revised at least every fifteen years in the manner specified in subsection (1)(c) of this section.

(e) Effect. The Future Vision is not a regulatory document. It is the intent of this charter that the Future Vision have no effect that would allow court or agency review of it.

(2) Regional Framework Plan. (a) Adoption. The council shall adopt a regional framework plan by December 31, 1997 with the consultation and advice of the Metro Policy Advisory Committee (MPAC) created under section 27 of this charter. The council may adopt the regional framework plan in components.

(b) Matters addressed. The regional framework plan shall address: (1) regional transportation and mass transit systems, (2) management and amendment of the urban growth boundary, (3) protection of lands outside the urban growth boundary for natural resource, future urban or other uses, (4) housing densities, (5) urban design and settlement patterns, (6) parks, open spaces and recreational facilities, (7) water sources and storage, (8) coordination, to the extent feasible, of Metro growth management and land use planning policies with those of Clark County, Washington, and (9) planning responsibilities mandated by state law. The regional framework plan shall also address other growth management and land use planning matters which the council, with the consultation and advice of the MPAC, determines are of metropolitan concern and will benefit from regional planning. To encourage regional uniformity, the regional framework plan shall also contain model terminology, standards and

procedures for local land use decision making that may be adopted by local governments. As used in this section, "local" refers only to the cities and counties within the jurisdiction of Metro.

(c) Effect. The regional framework plan shall: (1) describe its relationship to the Future Vision, (2) comply with applicable statewide planning goals, (3) be subject to compliance acknowledgement by the Land Conservation and Development Commission or its successor, and (4) be the basis for coordination of local comprehensive plans and implementing regulations.

(d) Amendment. The council may amend the regional framework plan after seeking the consultation and advice of the MPAC.

(e) Implementation. To the maximum extent allowed by law, the council shall adopt ordinances: (1) requiring local comprehensive plans and implementing regulations to comply with the regional framework plan within three years after adoption of the entire regional framework plan. If the regional framework plan is subject to compliance acknowledgement, local plans and implementing regulations shall be required to comply with the regional framework plan within two years of compliance acknowledgement; (2) requiring the council to adjudicate and determine the consistency of local comprehensive plans with the regional framework plan; (3) requiring each city and county within the jurisdiction of Metro to make local land use decisions consistent with the regional framework plan until its comprehensive plan has been determined to be consistent with the regional framework plan. The obligation to apply the regional framework plan to local land use decisions shall not begin until one year after adoption and compliance acknowledgement of the regional framework plan; and (4) allowing the council to require changes in local land use standards and procedures if the council determines changes are necessary to remedy a pattern or practice of decision making inconsistent with the regional framework plan.

(3) Priority and funding of regional planning activities. The regional planning functions under this section are the primary functions of Metro. The council shall appropriate funds sufficient to assure timely completion of those functions.

Section 6. Other Assigned Functions. Metro is also authorized to exercise the following functions: (1) Acquisition, development, maintenance and operation of: (a) a metropolitan zoo, (b) public cultural, trade, convention, exhibition, sports, entertainment, and spectator facilities, (c) facilities for the disposal of solid and liquid wastes, and (d) a system of parks, open spaces and recreational facilities of metropolitan concern; (2) Disposal of solid and liquid wastes; (3) Metropolitan aspects of natural disaster planning and response coordination; (4) Development and marketing of data; and (5) Any other function required by state law or assigned to the Metropolitan Service District or Metro by the voters.

Section 7. Assumption of Additional Functions.

(1) Assumption ordinance. The council shall approve by ordinance the undertaking by Metro of any function not authorized by sections 5 and 6 of this charter. The ordinance shall contain a finding that the function is of metropolitan concern and the reasons it is appropriate for Metro to undertake it.

(2) Assumption of local government service function. (a) An ordinance authorizing provision or regulation by Metro of a local government service is not effective unless the ordinance is approved by the voters of Metro or a majority of the members of the MPAC. Voter approval may occur by approval of a referred measure (1) authorizing the function or (2) relating to finances and authorizing financing or identifying funds to be used for exercise of the function. As used in this section, "local government service" is a service provided to constituents by one or more cities, counties or special districts within the jurisdiction of Metro at the time a Metro ordinance on assumption of the service is first introduced.

(b) An ordinance submitted to the MPAC for approval is deemed approved unless disapproved within 60 days after submission.

(c) No approval under this subsection is required for the compensated provision of services by Metro to or on behalf of a local government under an agreement with that government.

(3) Assumption of other service functions. The council shall seek the advice of the MPAC before adopting an ordinance authorizing provision or regulation by Metro of a service which is not a local government service.

(4) Assumption of functions and operations of mass transit district: Notwithstanding subsection (2) of this section, Metro may at any time assume the duties, functions, powers and operations of a mass transit district by ordinance. Before adoption of this ordinance the council shall seek the advice of the Joint Policy Advisory Committee on Transportation or its successor. After assuming the functions and operations of a mass transit district, the council shall establish a mass transit commission of not fewer than seven members and determine its duties in administering mass transit functions for Metro. The members of the governing body of the mass transit district at the time of its assumption by Metro are members of the initial Metro mass transit commission for the remainder of their respective terms of office.

(5) Boundary commission functions. The council shall undertake and complete a study of the Portland Metropolitan Area Local Government Boundary Commission, with advice of the MPAC, by September 1, 1995. The council shall implement the results of the study and shall seek any legislative action needed for implementation.

Section 8. Preservation of Authority to Contract. All Metro officers shall preserve, to the greatest extent possible, the ability of Metro to contract for all services with persons or entities who are not Metro employees.

Section 9. General Grant of Powers to Carry Out Functions; Construction of Specified Powers. When carrying out the functions authorized or assumed under this charter: (1) Metro has all powers that the laws of the United States and this state now or in the future could allow Metro just as if this charter specifically set out each of those powers, (2) the powers specified in this charter are not exclusive, (3) any specification of power in this charter is not intended to limit authority, and (4) the powers specified in this charter shall be construed liberally.

CHAPTER III FINANCE

Section 10. General Authority. Except as prohibited by law or restricted by this charter, Metro may impose, levy and collect taxes and may issue revenue bonds, general and special obligation bonds, certificates of participation and other obligations. The authority provided under this section supplements any authority otherwise granted by law.

Section 11. Voter Approval of Certain Taxes. Any ordinance of the council imposing broadly based taxes of general applicability on the personal income, business income, payroll, property, or sales of goods or services of all, or a number of classes of, persons or entities in the region requires approval of the voters of Metro before taking effect. This approval is not required (1) to continue property taxes imposed by the Metropolitan Service District, (2) for the rate or amount of any payroll tax imposed by a mass transit district as of June 1, 1992, if the functions of that district are assumed by Metro, or (3) for additional payroll tax revenues for mass transit imposed to replace revenues lost by withdrawal of any locality from the service area of the mass transit district after June 1, 1992. For purposes of sections 11, 13 and 14 of this charter, "taxes" do not include any user charge, service fee, franchise fee, charge for the issuance of any franchise, license, permit or approval, or any benefit assessment against property.

Section 12. Voter Approval of General Obligation Bonds. Issuance of general obligation bonds payable from ad valorem property taxes requires the approval of the voters of Metro.

Section 13. Prior Consultation for Tax Imposition. Before imposing any new tax for which voter approval is not required, the council shall establish and seek the advice of a tax study committee that includes members appointed from the general population, and from among businesses and the governments of cities, counties, special districts and school districts, of the Metro area.

Section 14. Limitations on Expenditures of Certain Tax Revenues.

(1) Generally. Except as provided in this section, for the first fiscal year after this charter takes effect Metro may make no more than \$12,500,000 in expenditures on a cash basis from taxes imposed and received by Metro and interest and other earnings on those taxes. This expenditure limitation increases in each subsequent fiscal year by a percentage equal to (a) the rate of increase in the Consumer Price Index, All Items, for Portland-Vancouver (All Urban Consumers) as determined by the appropriate federal agency or (b) the most nearly equivalent index as determined by the council if the index described in (a) is discontinued.

(2) Exclusions from limitation. This section does not apply to (a) taxes approved by the voters of Metro or the Metropolitan Service District and interest and other earnings on those taxes, (b) payroll taxes specified in section 11 of this charter, and (c) tax increment financing charges on property.

Section 15. Limitations on Amount of User Charges. Except to the extent receipts in excess of costs from food and beverage sales, parking and other concessions are dedicated to reducing charges for the provision of goods or services to which the concession directly relates, charges for the provision of goods or services by Metro may not exceed the costs of providing the goods or services. These costs include, but are not limited to, costs of personal services, materials, capital outlay, debt service, operating expenses, overhead expenses, and capital and operational reserves attributable to the good or service.

**CHAPTER IV
FORM OF GOVERNMENT**

Section 16. Metro Council.

(1) Creation and Powers. The Metro council is created as the governing body of Metro. Except as this charter provides otherwise, and except for initiative and referendum powers reserved to the voters of Metro, all Metro powers are vested in the council.

(2) Composition. Beginning January 2, 1995, the council consists of seven councilors, each nominated and elected from a single district within the Metro area. Until that date the council consists of the 13 members of the governing body of the Metropolitan Service District whose terms begin or continue in January 1993 and whose districts continue until replaced as provided in this section. The terms of those members expire January 2, 1995.

(3) Apportionment of council districts. (a) Creation and appointment of apportionment commission. A Metro apportionment commission of seven commissioners is created. To appoint the commission the council shall divide itself into five pairs of councilors and one group of three councilors. Each pair and group of councilors shall be from contiguous districts and appoints one commissioner. The presiding officer appoints one commissioner and the commission chair. At least two commissioners must be appointed from each of the three counties within the Metro area, and each commissioner appointed by a pair or group of councilors shall reside in one of the districts from which the councilors making the appointment are elected or appointed. All appointments to the commission shall be made by February 1, 1993.

(b) Appointment by executive officer. If all appointments to the commission are not made by February 1, 1993, the executive officer shall appoint all commissioners and designate its chair by March 1, 1993. The executive officer shall appoint at least two commissioners from each of the three counties within the Metro area and may not appoint more than one commissioner from a single council district.

(c) Disqualifications from commission membership. No commissioner, or his or her spouse, children, or stepchildren may (1) be a Metro councilor, executive officer or employee, (2) be an elected officer or employee of any city, county or special district, (3) have an economic interest which is distinct from that of the general public in any policy or legislation adopted by Metro or the Metropolitan Service District within the previous two years or which is being considered for adoption, or (4) be engaged, directly or indirectly, in any business with Metro which is inconsistent with the conscientious performance of the duties of commissioner. No commissioner may be a candidate for the office of councilor or executive officer in the first primary and general elections after adoption of this charter. Any challenge of the qualifications of a commissioner shall be made by May 1, 1993.

(d) Commission vacancies. A vacancy on the commission is filled by action of the authority that appointed the commissioner whose position is vacant.

(e) Filing of apportionment plan. Not later than July 1, 1993, the commission shall adopt and file with the council an apportionment plan dividing the Metro area into seven council districts. Councilors from those districts are first elected in the first statewide primary and general elections after adoption of this charter for a term of office beginning January 2, 1995. The affirmative vote of four commissioners is required to adopt the apportionment plan.

(f) Appointment of apportionment referee. If the commission fails to file an apportionment plan by July 1, 1993, the council shall appoint an apportionment referee by July 15, 1993. The provisions of subsection (3)(c) of this section apply to appointment of the

referee. The referee shall prepare and file with the council an apportionment plan within 60 days after his or her appointment.

(g) Effective date of apportionment plan. An apportionment plan filed under this subsection becomes effective on the 30th day after filing unless a voter of Metro petitions for judicial review of the plan as provided by law.

(h) Criteria for districts. As nearly as practicable, all council districts shall be of equal population and each shall be contiguous and geographically compact. The council may by ordinance prescribe additional criteria for districts that are consistent with the requirements of this subsection.

(i) Appropriation of funds. The council shall appropriate sufficient funds to enable the commission and referee to perform their duties under this section.

(j) Abolition of commission. The commission is abolished upon filing the apportionment plan required by this section or on July 2, 1993, whichever is earlier.

(k) Repeal of subsection. Subsection (3) of this section is repealed January 1, 1994. Upon repeal its provisions shall be stricken from this charter and the other subsections of this section renumbered.

(4) Initial terms of office. The terms of office of the four councilors receiving the highest number of votes among the seven councilors elected in 1994 end January 4, 1999. The terms of office of the other three councilors end January 6, 1997. Thereafter the term of office of councilor is four years.

(5) Council presiding officer. At its first meeting each year the council shall elect a presiding officer from its councilors.

(6) Council meetings. The council shall meet regularly in the Metro area at times and places it designates. The council shall prescribe by ordinance the rules to govern conduct of its meetings. Except as this charter provides otherwise, the agreement of a majority of councilors present and constituting a quorum is necessary to decide affirmatively a question before the council.

(7) Quorum. A majority of councilors in office is a quorum for council business, but fewer councilors may compel absent councilors to attend.

(8) Record of proceedings. The council shall keep and authenticate a record of council proceedings.

Section 17. Metro Executive Officer.

(1) Creation. The office of Metro executive officer is created. The executive officer is elected from the Metro area at large for a term of four years. The executive officer serves

full time and may not be employed by any other person or entity while serving as executive officer.

(2) Duties. The primary duty of the executive officer is to enforce Metro ordinances and otherwise to execute the policies of the council. The executive officer shall also: (a) administer Metro except for the council and the auditor, (b) make appointments to Metro offices, boards, commissions and committees when required to do so by this charter or by ordinance, (c) propose for council adoption measures deemed necessary to enforce or carry out powers and duties of Metro, (d) prepare and submit a recommended annual Metro budget to the council for approval, and (e) keep the council fully advised about Metro operations.

(3) Transition from Metropolitan Service District. The Metropolitan Service District executive officer in office when this charter takes effect is the Metro executive officer until January 2, 1995 when his or her term expires. The Metro executive officer is elected in the first statewide primary or general election after adoption of this charter for a term beginning January 2, 1995.

(4) Veto. (a) Except as provided in this subsection, the executive officer may veto the following legislative acts of the council within five business days after enactment: (1) any annual or supplemental Metro budget, (2) any ordinance imposing, or providing an exception from, a tax, and (3) any ordinance imposing a charge for provision of goods, services or property by Metro, franchise fees or any assessment. (b) The council, not later than 30 days after a veto, may override a veto by the affirmative vote of (1) nine councilors while the council consists of 13 positions and (2) five councilors after the council consists of seven positions as provided by section 16(2) of this charter. (c) A legislative act referred to the voters of Metro by the council is not subject to veto.

Section 18. Metro Auditor.

(1) Creation. The office of Metro auditor is created. The auditor is elected from the Metro area at large for a term of four years. The auditor serves full time and may not be employed by any other person or entity while serving as auditor.

(2) First election; disqualification for other Metro elected offices. The auditor is first elected in the first statewide primary or general election after adoption of this charter for a term beginning January 2, 1995. During the term for which elected, and for four years thereafter, the auditor is ineligible to hold the offices of Metro executive officer or Metro councilor.

(3) Duties. The auditor shall: (a) make continuous investigations of the operations of Metro including financial and performance auditing and review of financial transactions, personnel, equipment, facilities, and all other aspects of those operations, and (b) make reports to the Metro council and executive officer of the results of any investigation with any

recommendations for remedial action. Except as provided in this section, the auditor may not be given responsibility to perform any executive function.

Section 19. Term of Office. The term of office of an officer elected at a primary or general election begins the first Monday of the year following election and continues until a successor assumes the office.

**CHAPTER V
OFFICERS, COMMISSIONS AND EMPLOYEES**

Section 20. Qualifications of Elected Officers.

(1) **Councilor.** A councilor shall be a qualified elector under the constitution of this state when his or her term of office begins and shall have resided during the preceding 12 months in the district from which elected or appointed. When the boundaries of that district have been apportioned or reapportioned during that period, residency in that district for purposes of this subsection includes residency in any former district with area in the district from which the councilor is elected or appointed if residency is established in the apportioned or reapportioned district within 60 days after the apportionment or reapportionment is effective.

(2) **Executive officer and auditor.** The executive officer and auditor shall each be a qualified elector under the constitution of this state when his or her term of office begins and shall have resided during the preceding 12 months within the boundaries of Metro as they exist when the term of office begins. At the time of election or appointment the auditor shall also hold the designation of certified public accountant or certified internal auditor.

(3) **Multiple elected offices.** A Metro elected officer may not be an elected officer of the state, or a city, county or special district during his or her term of office. As used in this charter, special district does not include school districts.

(4) **Judging elections and qualifications.** The council is the judge of the election and qualification of its members.

Section 21. Compensation of Elected Officers.

(1) **Council.** The salary of the council presiding officer is two-thirds the salary of a district court judge of this state. The salary of every other councilor is one-third the salary of a district court judge of this state. A councilor may waive a salary.

(2) Executive officer. The salary of the executive officer is the salary of a district court judge of this state.

(3) Auditor. The salary of the auditor is eighty percent of the salary of a district court judge of this state.

(4) Reimbursements. The council may authorize reimbursement of Metro elected and other officers for necessary meals, travel and other expenses incurred in serving Metro.

Section 22. Oath. Before assuming office a Metro elected officer shall take an oath or affirm that he or she will faithfully perform the duties of the office and support the constitutions and laws of the United States and this state and the charter and laws of Metro.

Section 23. Vacancies in Office.

(1) Councilor. The office of councilor becomes vacant upon the incumbent's: (a) death, (b) adjudicated incompetency, (c) recall from office, (d) failure following election or appointment to qualify for the office within 10 days after the time for his or her term of office to begin, (e) absence from all meetings of the council within a 60 day period without the council's consent, (f) ceasing to reside in the district from which elected or appointed, except when district boundaries are reapportioned and a councilor is assigned to a district where the councilor does not reside and the councilor becomes a resident of the reapportioned district within 60 days after the reapportionment is effective, (g) ceasing to be a qualified elector under state law, (h) conviction of a felony or conviction of a federal or state offense punishable by loss of liberty and pertaining to his or her office, (i) resignation from office, or (j) becoming an elected officer of the state or a city, county or special district.

(2) Executive officer and auditor. The offices of executive officer or auditor become vacant in the circumstances described in subsection (1)(a)-(d) and (g)-(j) of this section, or if the executive officer or auditor ceases to reside in the Metro area. The office of auditor also becomes vacant if the incumbent ceases to hold the designation of certified public accountant or certified internal auditor.

(3) Vacancy after reapportionment. If a councilor vacancy occurs after the councilor has been assigned to a reapportioned district under section 32 of this charter, the vacancy is in the district to which that councilor was assigned.

(4) Determination of vacancy. The council is the final judge of the existence of a vacancy.

Section 24. Filling Vacancies. A majority of councilors holding office shall fill a vacancy by appointment within 90 days after it occurs. The term of office of the appointee runs from the time he or she qualifies for the office after appointment until a successor is duly elected and qualifies for the office. If the vacancy occurs more than 20 days before the first general election after the beginning of the term for that office, the term of office of the appointee runs only until the first council meeting in the year immediately after that election. A person shall be elected for the remainder of the term at the first primary or general election after the beginning of the term.

Section 25. Limitations of Terms of Office. No person may be elected councilor for more than three consecutive full terms. No person may be elected executive officer for more than two consecutive full terms. The limitations of this section apply only to terms of office beginning on or after January 2, 1995.

Section 26. Appointive Offices and Commissions.

(1) **Appointments and confirmation.** The executive officer appoints all employees in the office of the executive officer, all department directors, and all other positions this charter or ordinance requires the executive officer to appoint. Appointments of department directors are subject to council confirmation. The council by ordinance may require confirmation of other positions.

(2) **Removal.** Employees in the office of the executive officer and department directors serve at the pleasure of the executive officer. Staff employed by the council serve at the pleasure of the council. The executive officer may remove his or her other appointees as provided by ordinance.

Section 27. Metro Policy Advisory Committee.

(1) **Creation and composition.** The Metro Policy Advisory Committee (MPAC) is created. The initial members of the MPAC are:

- (a) One member of each of the governing bodies of Washington, Clackamas and Multnomah Counties appointed by the body from which the member is chosen;
- (b) Two members of the governing body of the City of Portland appointed by that governing body;
- (c) One member of the governing body of the second largest city in population in Multnomah County appointed by that governing body;
- (d) One member of the governing body of the largest city in population in Washington County appointed by that governing body;

(e) One member of the governing body of the largest city in population in Clackamas County appointed by that governing body;

(f) One member of a governing body of a city with territory in the Metro area in Multnomah County other than either the City of Portland or the second largest city in population in Multnomah County, appointed jointly by the governing bodies of cities with territory in the Metro area in Multnomah County other than the City of Portland or the second largest city in population in Multnomah County;

(g) One member of a governing body of a city with territory in the Metro area in Washington County other than the city in Washington County with the largest population, appointed jointly by the governing bodies of cities with territory in the Metro area in Washington County other than the city in Washington County with the largest population;

(h) One member of a governing body of a city with territory in the Metro area in Clackamas County other than the city in Clackamas County with the largest population, appointed jointly by the governing bodies of cities with territory in the Metro area in Clackamas County other than the city in Clackamas County with the largest population;

(i) One member from the governing body of a special district with territory in the Metro area in Multnomah County appointed jointly by the governing bodies of special districts with territory in the Metro area in Multnomah County;

(j) One member from the governing body of a special district with territory in the Metro area in Washington County appointed jointly by the governing bodies of special districts with territory in the Metro area in Washington County;

(k) One member from the governing body of a special district with territory in the Metro area in Clackamas County appointed jointly by the governing bodies of special districts with territory in the Metro area in Clackamas County;

(l) One member of the governing body of Tri-County Metropolitan Transportation District of Oregon appointed by the governing body of that district; and,

(m) Three persons appointed by the executive officer and confirmed by the council. No person appointed under this part of subsection (1) may be an elected officer of or employed by Metro, the state, or a city, county or special district. Each person appointed under this part of subsection (1) shall reside in the Metro area during the person's tenure on the MPAC.

(2) Change of composition. A vote of both a majority of the MPAC members and a majority of all councilors may change the composition of the MPAC at any time.

(3) Duties. The MPAC shall perform the duties assigned to it by this charter and any other duties the council prescribes.

(4) Bylaws. The MPAC shall adopt bylaws governing the conduct and record of its meetings and the terms of its members.

Section 28. Metro Office of Citizen Involvement.

(1) Creation and purpose. The Metro office of citizen involvement is created to develop and maintain programs and procedures to aid communication between citizens and the council and executive officer.

(2) Citizens' committee in office of citizen involvement. The council shall establish by ordinance (a) a citizens' committee in the office of citizen involvement and (b) a citizen involvement process. The council shall appropriate sufficient funds to operate the office and committee.

**CHAPTER VI
ELECTIONS AND REAPPORTIONMENT**

Section 29. State Law. Except as this charter or a Metro ordinance provides otherwise, a Metro election shall conform to state law applicable to the election.

Section 30. Elections of Metro Officers.

(1) Generally. Except for certain elections to fill a vacancy in office, the first vote for councilor, executive officer or auditor occurs at an election held at the same time and places in the Metro area as the statewide primary election that year. If one candidate for a Metro office receives a majority of the votes cast at the primary election for all candidates for that office, that candidate is elected. If no candidate receives a majority of the votes cast at the primary election, the candidates receiving the two largest numbers of votes cast for the office are the only names to appear on the general election ballot that year as candidates for that office. The candidate who receives the largest number of votes cast at the general election for that office is elected.

(2) Nonpartisan offices. All elections of Metro officers are nonpartisan. Election ballots shall list the names of candidates for Metro offices without political party designations.

Section 31. Multiple Candidacies. No person may be a candidate at a single election for more than one Metro elected office.

Section 37. Adoption by Council.

(1) General requirements. The council shall adopt all legislation of Metro by ordinance. Except as this charter otherwise provides, the council may not adopt any ordinance at a meeting unless: (a) the ordinance is introduced at a previous meeting of the council, (b) the title of the ordinance is included in a written agenda of the meeting at which the ordinance is adopted, (c) the agenda of that meeting is publicized not less than three business days nor more than ten days before the meeting, and (d) copies of the ordinance are available for public inspection at least three business days before that meeting. The text of an ordinance may be amended, but not substantially revised, at the meeting at which it is adopted.

(2) Immediate adoption. The provisions of this section do not apply to an ordinance adopted by unanimous consent of the council and containing findings on the need for immediate adoption.

(3) Vote required. Adoption of an ordinance requires the affirmative votes of (a) seven councilors while the council consists of 13 positions, and (b) four councilors after the council consists of seven positions as provided by section 16(2) of this charter.

Section 38. Endorsement. The person presiding over the council when an ordinance is adopted shall endorse the ordinance unless the council prescribes a different procedure by general ordinance.

Section 39. Effective Date of Ordinances.

(1) Generally. An ordinance takes effect 90 days after its adoption unless the ordinance states a different effective date. An ordinance may state an earlier effective date if (a) an earlier date is necessary for the health, safety or welfare of the Metro area, (b) the reasons why this is so are stated in an emergency clause of the ordinance, and (c) the ordinance is approved by the affirmative vote of two-thirds of all councilors. An ordinance imposing or changing a tax or charge, changing the boundaries of Metro, or assuming a function may not contain an emergency clause.

(2) Vetoed and referred ordinances. If the executive officer vetoes an ordinance and the council overrides the veto, the date of adoption is the date on which the veto is overridden. If the council refers an ordinance to the voters of Metro, the ordinance effective date is the 30th day after its approval by a majority of the voters voting on the measure unless the ordinance specifies a later date. If a referendum petition is filed with the filing officer not later than the 90th day after adoption of an ordinance, the ordinance effective date is suspended. An ordinance is not subject to the referendum after it is effective. An ordinance referred by a referendum petition (a) does not take effect if a majority of the voters voting on the measure reject it and

Section 32. Reapportionment of Council Districts After Census.

(1) General requirements. Within three months after an official census indicates that the boundaries of council districts deny equal protection of the law, the council shall change the boundaries to accord equal protection of the law and shall assign councilors to the reapportioned districts. As nearly as practicable, all council districts shall be of equal population and each shall be contiguous and geographically compact. The council may by ordinance specify additional criteria for districts that are consistent with this section.

(2) Failure to reapportion. If the council fails to establish council district boundaries as provided by this section, the executive officer shall establish the boundaries within 60 days.

Section 33. Recall.

(1) Generally. An elected officer of Metro may be recalled in the manner and with the effect described by the constitution and laws of this state.

(2) Effect of reapportionment. Upon the effective date of a council reapportionment under section 32 of this charter, a councilor is subject to recall by the voters of the district to which the councilor is assigned and not by the voters of the district of that councilor existing before the reapportionment.

Section 34. Initiative and Referendum. The voters of Metro reserve to themselves the powers of initiative and referendum. The council may provide for the exercise of those powers in a manner consistent with law.

Section 35. Amendment and Revision of Charter. The council may refer, and voters of Metro may initiate, amendments to this charter. A proposed charter amendment may embrace only one subject and matters properly connected with it. The council shall provide by ordinance for a procedure to revise this charter.

**CHAPTER VII
ORDINANCES**

Section 36. Ordaining Clause. The ordaining clause of an ordinance adopted by the council is: "The Metro Council ordains as follows:". The ordaining clause of an initiated or referred ordinance is: "The People of Metro ordain as follows:".

(b) takes effect, unless the ordinance specifies a later date, on the date the results of the election are certified if a majority of the voters voting on the measure approve it.

Section 40. Content of Ordinances. Each ordinance may embrace only one subject and all matters properly connected with it. The council shall plainly word each ordinance and avoid technical terms as far as practicable.

Section 41. Public Improvements and Special Assessments. General ordinances govern the procedures for making, altering, vacating or abandoning a public improvement and for fixing, levying and collecting special assessments against real property for public improvements or services. State law governs these procedures to the extent not governed by general ordinances.

CHAPTER VIII MISCELLANEOUS PROVISIONS

Section 42. Transition Provisions. All legislation, orders, rules and regulations of the Metropolitan Service District in force when this charter takes effect remain in force after that time to the extent consistent with this charter and until amended or repealed by the council. All rights, claims, causes of action, duties, contracts, and legal and administrative proceedings of the Metropolitan Service District that exist when this charter takes effect continue and are unimpaired by the charter. Each is in the charge of the officer or agency designated by this charter or by its authority to have charge of it. The unexpired terms of elected officers of the Metropolitan Service District continue as provided by this charter. Upon the effective date of this charter, the assets and liabilities of the Metropolitan Service District are the assets and liabilities of Metro.

Section 43. Effective Date. This charter takes effect January 1, 1993.

Section 44. Severability. The terms of this charter are severable. If a part of this charter is held invalid, that invalidity does not affect any other part of this charter unless required by the logical relation between the parts.

Section 45. State Legislation. By adopting this charter the voters of Metro direct the council to seek, and request the Legislative Assembly of this state to enact, any legislation needed to make all parts of this charter operative.

**CHRONOLOGICAL CALENDAR
1992 METRO CHARTER**

- January 1, 1993: Appointment of Future Vision Commission¹
- February 1, 1993: Appointment of Apportionment Commission by Council
- March 1, 1993: Appointment of Apportionment Commission by Executive Office if Council fails to appoint
- May 1, 1993: Challenge deadline for disqualification of Apportionment Commission membership
- July 1, 1993: Filing deadline of Apportionment Plan with Council by Apportionment Commission; Commission abolished no later than July 2, 1993
- July 15, 1993: Appointment of Apportionment Referee, if Apportionment Commission fails to meet deadline
- September 15, 1993: Filing deadline of Apportionment Plan with Council by Referee, if Apportionment Commission fails to meet deadline
- October 15, 1993: Effective date of Apportionment Plan
- January 1, 1994: Repeal of Section 16 (3) of Charter (initial apportionment of Council provisions)
- May, 1994: Primary election of Councilors, Executive Officer and Auditor
- November, 1994: General election of Councilors, Executive Officer and Auditor candidates not having received over 50% in primary election.
- January 2, 1995: Elected officers of Metro take office
- January 1 -
July 1, 1995: Council adoption of Future Vision
- September 1, 1995: Completion of Boundary Commission study.
- December 31, 1997: Adoption of Regional Framework Plan
- December 31, 1999: Completion of local compliance process with Regional Framework Plan, assuming Plan not required to procedurally comply with Department of Land Conservation and Development
- December 31, 2000: Application of Regional Framework Plan to local land use decisions, assuming Plan not required to procedurally comply with Department of Land Conservation and Development
- December 31, 2000: Completion of local compliance process with Regional Framework Plan, if Plan is required to comply with Department of Land Conservation and Development
- December 31, 2001: Application of Regional Framework Plan to local land use decisions, assuming Plan is in compliance with Department of Land Conservation and Development

¹No specific point in time referenced. To be appointed between this date and July 1, 1995.

-- REVISED DRAFT --

A DISCUSSION OF METRO'S FUTURE

**Presented By Executive Officer Mike Burton
April 17, 1995**

A DISCUSSION OF METRO'S FUTURE
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This discussion paper presents an initial evaluation of the Executive Officer's view of Metro's Mission and role in the future. It will be used by the Executive Officer during an interim period to direct the work efforts of staff and to guide his decisions and recommendations on a variety of short-term issues which have significant long-term implications. It is anticipated that this paper will be used as the basis for broad discussion and, with refinement, will become Metro's action plan.

Background

- ◆ Metro is faced with a number of finance and governance questions which must be answered in the short-term.
- ◆ The Executive Officer and the Metro Council have not agreed on a clear statement of Metro's roles, responsibilities, and strategies for the future; both, however, have expressed a strong desire to develop one now.
- ◆ There is not sufficient time to go through a full vision, mission, and action planning process before a number of major decisions with long-term implications must be made.
- ◆ Many of these decisions have already been deferred over an extended period and cannot be practically deferred any longer.
- ◆ A preliminary plan (which has not been widely discussed) to guide current decisions is preferable to failing to make essential decisions or to making them with no plan.
- ◆ An immediate and concise effort is required to provide a preliminary framework for answering long-range questions now.

Desired Products

- ◆ A preliminary vision/mission and statement of roles for Metro in the future.
- ◆ A long-range framework for short-term decisions.
- ◆ An action planning process which will involve all of the key stockholders.

General Approach

- ◆ Examine ORS and the Metro Charter to determine what Metro's roles *could* be.
- ◆ Determine what Metro's roles *should* be.
- ◆ Assess needs to make the transition from what Metro *is* to what it *should* be.
- ◆ Create a preliminary financial strategy which answers essential short-term questions and creates a process for answering the remaining questions in a timely manner.

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.

DEPARTMENT VISION / MISSION / GOALS

Planning Department

Mission

To develop a plan for and seek implementation of a model land use and transportation program to address the needs of the Portland region due to growth and protect its livability.

Goals

1. Develop and seek adoption by the Metro Council of a Future Vision by July 1995.
2. Develop amendments to the Regional Urban Growth Goals and Objectives to incorporate the Region 2040 policy direction and seek adoption by the Metro Council by July 1995.
3. Develop a Regional Framework Plan and seek adoption by the Metro Council by December 1997 to address at a minimum the following issues:
 - a. Urban Growth Boundary
 - b. Urban Reserves
 - c. Transportation
 - d. Open Space and Recreation
 - e. Water Supply
 - f. Housing Densities
 - g. Urban Design
 - h. Coordination with Clark County
 - i. Water Quality
4. Seek necessary changes in local comprehensive plans to implement the Regional Framework Plan by December 1999.
5. Manage the Urban Growth Boundary.
6. Ensure the transportation element of the Framework Plan meets the Oregon Transportation Plan Rule and federal MPO requirements.
7. Approve federal funds for transportation projects.
8. Implement federally required management systems on congestion, public transit, bridge, pavement condition, safety and intermodal connections.
9. Secure state and federal approval and funding for South/North Light Rail Transit.
10. Maintain historical data and forecasts on land use, employment, population and demographics.
11. Maintain historical data and forecasts on travel patterns, volumes, trends and behavior.
12. Seek adequate funding to implement the Regional Transportation Plan.
13. Implement the Council-adopted work program for water quality.
14. Evaluate earthquake hazards and develop mitigation and response plans.
15. Provide technical services on a reimbursement basis to local governments and the public.

Solid Waste Department

Mission

The Department will contribute to the preservation and wise use of local and global resources by providing integrated waste management services.

Goals

- Developing and maintaining a regional waste management system that is efficient, economical and environmentally responsible.
- Reducing the amount of waste disposed through waste prevention and recycling practices.
- Operating Metro solid waste facilities in an environmentally sound, safe, and economically efficient manner.

Parks and Greenspaces Department

Vision

Ensure a vital green heritage within our regional community where people and nature can live in harmony

Mission and Goals

Establish and maintain a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people that:

- Contributes to the region's quality of life and economic prosperity.
- Balances human use with the need to protect habitat diversity.
- Is managed in a manner that sustains natural systems over time.
- Provides educational opportunities that inspire wise stewardship of natural resources.
- Provides recreational opportunities integrating natural and cultural resources
- Is accessible and responsive to diverse human and wildlife populations.
- Is assembled and managed through a cooperative process that involves citizens, governments, and private interests.
- Is maintained and operated in a manner that is fiscally responsible
- Reflects leadership in regional protection of natural systems.

Metro Washington Park Zoo

Mission

Metro Washington Park Zoo provides leadership in global and local wildlife conservation and earth-friendly operations. We contribute in a major way to the livability of the region by delighting diverse audiences aesthetically, intellectually and spiritually.

Goals

We aspire to be a zoo that:

- Carries a clear and urgent conservation message to visitors and the community.
- Plays a leadership role in global conservation through breeding and research.
- Delights visitors aesthetically, intellectually and spiritually.
- Touches millions of people and reaches out to diverse audiences.
- Listens to and serves the needs of visitors.
- Provides the very best care for its animals.
- Sets a sterling example of "earth-friendly" operations.
- Capitalizes on the passion and energy of staff and volunteers.
- Is a major contributor to the livability and economy of the community.
- Is enthusiastically supported by the community.

Metro Exposition-Recreation Commission

Mission

The mission of the Metropolitan Exposition-Recreation Commission (MERC) is to promote, develop and manage the region's public assembly and convention facilities in a manner that maximizes cost effectiveness while meeting the diverse interests and needs of both local and visitor audiences.

Goals

- Provide the highest quality events and services in order to ensure community support and pride.
- Meet or exceed clientele expectations.
- Maximize the opportunity for financial return to the community.
- Contribute significantly to the quality of life in the Portland metropolitan area and the State of Oregon.

Finance and Management Information Department

Mission

The Finance and Management Information Department's mission is to:

- Serve as leader in planning, implementing, managing and supporting Metro's financial, information systems, risk and accounting needs.
- Ensure services provided satisfy the customer and provide a good value for the cost.
- Provide timely, accurate and useful management information.
- Ensure District compliance with finance, accounting and risk management related laws and regulations.
- Safeguard the District's assets.

General Services Department

Mission

We care for Metro. We strive to be a streamlined team providing vital, innovative, professional services in support of Metro.

Office of Public and Government Relations

Mission

To increase Metro's visibility and strengthen its position as the regional government that performs services crucial for maintaining livability in the metropolitan area. To assist Metro elected officials and staff in building partnerships with local governments and promoting broader public participation in Metro's decision-making process.

Goals

- Develop a clear identification for Metro.
- Increase local government participation in Metro decision-making.
- Increase citizen understanding of Metro's role and its importance.
- Improve communication and cooperation between the Office of Public and Government Relations and other Metro departments.

Office of General Counsel

Goal

To provide legal services in a cost-effective, responsive and proactive manner, including vigorous litigation when appropriate, that supports Metro in carrying out its mission.

In carrying out its Goal, the Office commits to:

- Provide clear and concise legal advice to policy-makers in making informed decisions in the public interest.
- Ensure to the maximum extent possible that the District's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation.
- Represent the District both formally and informally consistent with the goals of the District and in a manner that is perceived by the citizens of the region as being a responsible contribution to the administration of the courts and justice system.
- Fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court, and the legal profession.

Personnel Department

Mission

We contribute to Metro's success through responsive, resourceful and professional service. We promote a diverse and healthy work environment which values employees.

Goals

- To provide leadership and oversight in human resource activities and functions, including job classification and compensation, recruitment and selection, benefits administration, employee and labor relations, collective bargaining, training, and personnel record processing and maintenance.
- To promote a diverse and healthy work environment which values employees.
- To encourage initiative and creativity.
- To develop and implement consistent and ethical personnel policies and processes.
- To ensure services provided satisfy required state and federal laws, Metro Code, MetroERC Personnel Policies, Executive Orders, and collective bargaining agreements.
- To provide cost effective customer service that keeps the public trust.
- To maintain harmonious relationships with employees, the public, and the unions.

What Should Metro's Roles Be?

Principles

- ⇒ Metro is in the business of solving problems and filling needs which cannot be effectively addressed at any other level; Metro should assume those responsibilities which it is uniquely or best qualified to perform.
- ⇒ Metro's involvement should be at the least intensive level which can effectively meet the need (e.g., regional funding or coordination may be appropriate alternatives to Metro ownership or operation).
- ⇒ Metro's long-term vision should not be limited by current capacity or circumstances; it should reflect a very long-term view (e.g., 20 to 50 years).
- ⇒ Implementation strategies, however, should carefully consider and reflect these facts and plot a realistic course for working toward the vision in the near term (e.g., during the next five years).

Is It Regional?

As a first step in determining what Metro's roles should be, the Charter requires that the Council must determine that the role in question is a matter "*of metropolitan concern.*" Consistent criteria should be applied to make this determination. Meeting any one or more of these criteria would define an activity/function as regional. The following criteria are used in this evaluation:

- Benefits are consumed by the citizens of the region rather than one jurisdiction
- Impacts or outcomes are not, or cannot be, addressed on a more local level
- Actions of one jurisdiction impact another jurisdiction
- Required by State or Federal legislation, rules, or regulations
- Needed for setting standards or providing uniformity for the region
- The majority of jurisdictions in the region support Metro's role.
- Has an inter-regional nature (i.e., crosses State or Metro boundaries)

Using these criteria, it is clear that all of Metro's permitted activities are matters of metropolitan concern. (NOTE: As each permitted activity is considered in more detail in the discussion below, it may be appropriate to consider whether specific programs and activities within the larger general activities also meet this test.)

Should Metro Assume Responsibility?

Having determined that Metro could assume responsibility for these activities, the next step is to determine if it *should* assume responsibility. In addition, the Charter also requires that the Council "...shall specify by ordinance the extent to which Metro exercises jurisdiction over matters of metropolitan concern." In other words, it is not enough to say that Metro should be involved or responsible, it is also necessary to define the nature of our involvement. Again, consistent criteria should be applied to make this determination. The questions listed below are used in this evaluation. An answer of "yes" to any one question does not necessarily mean that Metro should assume responsibility. A more subjective evaluation, considering all of the answers to these questions, is required to determine if Metro should be responsible and, if so, in what manner.

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.

Regional Planning

Background

The Charter identifies nine matters which must be addressed within this function:

1. regional transportation and mass transit systems
2. management and amendment of the urban growth boundary (UGB)
3. protection of lands outside the UGB for natural resource, future urban or other uses
4. housing densities
5. urban design and settlement patterns
6. parks, open spaces and recreational facilities
7. water sources and storage
8. coordination of Metro growth management & land use planning policies with Clark County
9. planning responsibilities mandated by State law

State law also delineates specific planning responsibilities, which include the following:

1. Adopt land use planning goals and objectives;
2. Review the comprehensive city and county plans to assure that they conform to the district's metropolitan area goals and objectives and the statewide goals;
3. Coordinate the land use planning activities of that portion of the cities and counties; and
4. Coordinate Metro activities and the cities' and counties' related activities with the land use planning development activities of the Federal Government and other local governments.

Federal law requires the following:

- Adoption of a transportation plan that addresses transportation needs, is fiscally constrained and conforms with air quality standards.
- Implementation of management systems addressing congestion, pavement conditions, bridges, public transit, safety and intermodal connections.
- Approval of federal funds.

Metro's Planning Department is addressing all of these matters. Evaluation against the criteria outlined at the right does not raise any major questions about either functions that Metro may have assumed unnecessarily or functions that it should, but has not, assumed.

Executive Officer Recommended Role

This is a mandated function which meets all of the criteria as a function that should be performed by Metro. Metro should meet all of its planning mandates and take a proactive role in growth management, implementing all aspects of the framework plan, and monitoring its success.

Council Determination:**Assumptions**

- Metro will retain its federal designations such as MPO (Metro Planning Organization) etc.
- Metro will continue to receive substantial grant funding for transportation.
- That the primary funding need is in the area of growth management and maintenance of the Regional Framework Plan.
- That Metro would have a continuing and active role in the implementation of the Regional Framework Plan.
- Metro will continue to maintain and upgrade the land use database embodied in the GIS system.
- The planning function is currently adequately funded, but the source of funding may not be the most appropriate.
- Current staffing levels are adequate for future needs.

Funding

- Assuming that the planning function is adequately funded, the key issue is finding replacement funding and defining what needs to be replaced.
- To replace current discretionary excise tax funding, a \$3.4M source is needed.

Staffing

- Continue current staffing level (FY 1995-96 proposed 80.9 FTE).

Approvals Required

- Under current charter authority, Metro has all the necessary approvals to carryout this function.
- Council and/or voter approval would be needed to implement a new funding source.

Issues

- How can Metro best facilitate implementation of the Regional Framework Plan?
Special concerns include:
 - financing non-traditional housing
 - consolidation of land parcels
 - involvement in implementation of transit-oriented development projects
 - farm tax deferral
 - Regional Centers
 - definition of continuing role after 1997
- How to achieve the goals of the Transportation Rule?
- Should Metro play an "advocacy" role in bicycle, pedestrian and freight issues?
- Are some Tri-Met mass transit planning activities better provided by Metro?
- Is it appropriate to continue supporting separate parks and open space planning staffs in both the Planning and the Parks Departments?

Further Analysis Needed

- The primary issue relative to this role for Metro is in the appropriate role in implementation. This needs further deliberation and consideration.
- Role of Metro Planning Department in providing planning function for other departments, e.g., Parks, Solid Waste, etc.
- Which services can be provided in-house, and which are to be contracted? How should services be coordinated with other governments?

Data Development and Marketing

Background

Metro developed and has maintained a sophisticated and extensive database in a GIS format. Clearly, data development is an essential element of Metro's regional planning function. Once this data is developed, its consistent use in the development of local plans will improve the effectiveness of the Regional Framework Plan. Finally, the sale of this data to other jurisdictions helps to offset the cost of developing data that is required anyway.

In addition to data development, Metro has produced the Regional Directory, a directory of all jurisdictions in the region, elected officials, meeting times, and other practical information. The directory also includes state and federal officials and agencies as well as those from Clark County, Washington. Jurisdictions, agencies and elected officials listed in the directory have received free copies of the publication. Additional copies are sold to jurisdictions and the public. In the last two years, the Institute of Metropolitan Studies at Portland State University and representatives of some of the jurisdictions in the region have also suggested that Metro develop a regional electronic bulletin board.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should be responsible for data development and marketing. The data function is an integral part of Metro's planning responsibilities and internal management. The production of the Regional Directory continues Metro's leadership role in developing and maintaining partnerships in the region.

Council Determination:

Assumptions

- This function is, and will continue to be, essential as a support to Metro's planning role.
- This function serves many outside clients.
- That this function will continue as a stand-alone section of the Planning Department.
- That Metro will continue to support keeping the data current and expanding its usefulness through updating and using current technology.
- The publication of the Regional Directory is a service to local governments and also assists Metro and other governments in building partnerships in the region and at the state and federal levels.
- Metro will continue to copyright both planning data and the Regional Directory.

Funding

- Discretionary Metro funds are used to support this activity. The current funding source is excise tax and data sales. An alternative to use of the excise tax would alleviate the impact of excise tax on other functions.

Staffing

- Current staffing level is adequate.
- Technology changes and expanded interconnections with local governments may have positive or negative staffing impacts depending on demand for information and cost of administering keeping it current.
- If an electronic bulletin board were expanded to include information from other jurisdictions, additional staff would be required to gather or receive information and maintain the bulletin board.

Approvals Required

- Allocation of discretionary funding and priority ranking relative to other needs.

Further Analysis Needed

- Outlook for market opportunities for data.
- Long-term strategy for data development.

Metro Washington Park Zoo

Background

The Zoo was originally developed, owned, and operated by the City of Portland. Ownership and responsibility was transferred to Metro in order to provide regional funding and accountability for the facility. While the City might still be capable of supporting the facility at least for an interim period, that is basically a moot question given the decisions which have already been made.

Metro now operates this facility as an independent function and because it is unique within the region, there are currently relatively few opportunities for economies of scale or linkage to other Metro programs. The operation may have some of the same characteristics and requirements as the functions managed by MERC and the Parks Department.

Executive Officer Recommended Role

Given both past commitments and evaluation against the criteria at the right, the Zoo is a function for which Metro should continue to be responsible.

Council Determination:

Assumptions

- That the Zoo continues to operate at the present location.
- That limited undeveloped space is available for new exhibits while many current exhibits require significant upgrading.
- That the property tax base will continue in its current form without legislative or voter restrictions.
- That the compression experienced under Ballot Measure 5 will end in 1996.
- That for the current exhibits and programs, the existing staffing level is adequate.

Funding

- Stabilize operating fund. Current fund balance projected to reach critical low in FY 2001.
- Fund capital projects with combination of voter approved bonds and donations and other voluntary contributions.
- Need to establish renewal and replacement account for Zoo facilities.
- This is the only Metro function that is tax base funded.

Staffing

- Assess staff reduction opportunities to improve operating fund balance.
- Carefully evaluate and plan staffing needs for new and/or expanded facilities.

Approvals Required

- Master Plan update including conditional use permit approval from the City of Portland.
- Voter approval for bond measures and/or property tax increase.

Key Issues

- How should remaining available land and outdated exhibits be developed?
- Should Metro purchase or change the lease relationship with the City for the land under the parking lot?
- Are economies of scale possible if MERC or the Metro Parks Department was assigned responsibility for the Zoo?

Further Analysis Needed

- Update projection of fund balance and options for reducing fund balance drain. Consider the following options: further reduce spending; enhance enterprise revenues; eliminate or reduce excise tax; seek voter approval for increased tax base.
- Continue evaluation of zoo operations to ensure they are appropriate and cost effective.
- Review options for zoo governance to achieve greater financial benefit to the zoo and Metro.
- Review role of Friends of the Zoo ("FOZ") and determine appropriate relationship between Metro and FOZ.
- Review options for service delivery and location of education functions.
- Alternatives for management (e.g., consolidation with other facilities or privatization) of service functions (such as security, food and gift, catering, custodial and maintenance) need further analysis.
- Opportunities for creating a more autonomous management structure. Possibly consider combining with Parks.
- What are the long-term opportunities in the relationship with OMSI and the World Forestry Center?

Cultural, Trade, Convention, Exhibition, Sports, Entertainment, & Spectator Facilities

Background

MERC was originally created to manage the Oregon Convention Center. On an interim basis, the PCPA and the Civic Stadium were subsequently transferred from the City of Portland and the Expo Center from Multnomah County for management by MERC. Control and responsibility were transferred to Metro (MERC) in order to provide regional funding and accountability for these facilities. During the balance of this calendar year, Metro will be required to decide if it is willing to assume permanent ownership and/or responsibility for these functions, and, if so, under what circumstances.

By operating these facilities under common management, Metro is able to achieve both economies of scale and greater marketing and operational effectiveness. With Metro management, it is also possible to provide regional funding for both capital and operating needs. As current and continuing Metro functions, it is clearly consistent with Metro's capabilities.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should be responsible for appropriate regional public cultural, trade, convention, exhibition, sports, entertainment, and spectator facilities.

Council Determination:

Assumptions

- Metro will pursue the operation of a system of facilities. The facilities would be jointly managed under an arms-length type commission or other entity providing some degree of independence.
- Assume that the current staffing level and pattern are adequate.
- PCPA, the Civic Stadium and Expo Center have major deferred capital needs.

Funding

- For the current system of facilities, additional operating revenues of about \$1,500,000 per year are needed to support the Portland Center for Performing Arts and Civic Stadium.
- The hotel/motel tax dedicated to support the operations of the Convention Center by Multnomah County should be converted to a regional tax.
- Renewal and replacement accounts should be established for all facilities.
- A capital improvements plan should be prepared for all facilities.
- Expansions and major improvements should be paid from voter approved bonds and donations to the extent those are available and doable.

- Operations should be funded from enhanced enterprise revenues and a regional hotel/motel tax.

Staffing

- No changes proposed at this time.

Approvals Required

- Voter approvals of funding measures.
- Multnomah County participation and approval of change in funding support for OCC.
- Conditional use permit approvals for capital improvements, preferably under a master plan process.

Key Issues

- Is the current governance structure between Metro and MERC appropriate? (More specifically, would it be appropriate to consider either a more independent, entrepreneurial structure or, conversely, conversion to a more typical Metro departmental structure?)
- Should other related facilities be added to MERC's responsibilities?
- Are there less intensive options (e.g. private contracted management) to direct Metro ownership and management of these facilities which could still achieve desired objectives?
- Who should be responsible for managing the PCPA and Civic Stadium over the long term? Who should own them? How should they be funded?
- Who should be responsible for managing the Expo Center over the long term? Who should own it? How should it be funded?
- Should OCC be expanded and, if so, when?
- What action, if any, should be taken on the recommendations of the Cultural Funding Task Force?
- What role, if any, should MERC/Metro play in ensuring a healthy arts community?

Further Analysis Needed

- In-house vs. contracted security and catering service options.
- Capital improvement plan update for all facilities.
- The cost/benefit of marketing for the facilities.
- Demand and need for an outdoor athletic facility such as the stadium.
- Further analysis of the opportunities for development and alternative uses at the current Civic Stadium site.
- Options for managing stagehands, ushers and other part-time staff to reduce overhead costs and liability.

Solid Waste Management

(including the acquisition, development, maintenance, and operation of related facilities)

Background

Metro is responsible for the region's solid waste management. This includes not only the development and management of a plan and system, but also active work in recycling and waste reduction. Metro operates two solid waste transfer facilities as part of a larger system of waste facilities which serve the entire region. State law mandates that Metro implement a waste reduction program and operate two permanent household hazardous waste facilities. There are Federal mandates that affect the closure and maintenance of St. Johns Landfill.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should be responsible for regional solid waste management.

Council Determination:

Assumptions

- The solid waste system will continue to change. There is a need for Metro to lead this change to accomplish our regional policy objectives.
- There will continue to be increased recycling, reducing the percentage of generated waste that goes into the landfill.
- That the current staffing levels for the solid waste disposal system are adequate.
- The system is currently adequately funded assuming there is no major loss of flow control authority or challenge to the fee system.

Funding

- The immediate solid waste funding issue is equity among customers who pay our fees. Some classes of customers are concerned that services received are not in proportion to the fees paid.

Staffing

- No changes proposed at this time.

Approvals Required

- Depending on the structure and definition of alternative funding source(s) chosen, voter approval may be required.

Key Issues

- A Regional Solid Waste Management Plan needs to be adopted that sets the general direction for the region solid waste system during the next ten years, including the expected need for additional transfer stations and future waste reduction practices (Summer 1995).

Further Analysis Needed

- Options for other ways to provide services and conduct operations, which might include contracting and divesting of facilities should be explored.
- Opportunities to move fixed costs off of disposal fees should be pursued so that Metro's fees are more in line with market prices. There are a number of options available.
- The FY 1995-96 budget proposes further study of alternative funding structures. The goal is to identify a more equitable funding structure that correlates more closely to those who benefit pay.
- Is there any overlap in the roles of the separate planning staffs in the Planning and the Solid Waste Departments?
- Are there other cost-effective options for providing recycling and waste reduction education and information which would not require Metro to provide these services directly? (There are really two issues to be addressed here: are education and information services consistent with Metro's mission; and, is the direct provision of these services the most cost effective way of delivering them?)

Metropolitan Parks Facilities, Open Spaces, Recreational Services

Background

A continuum of potential levels of leadership and involvement that Metro could assume over the long-term in this public service area is described in Attachment A. Metro has been progressively moving along this continuum from the role of facilitator/coordinator toward regional provider of metropolitan park facilities, open spaces and recreational services since the inception of the Greenspaces Program.

Between 1988 and 1990 Metro provided inventorying, mapping, and interjurisdictional coordination services as they relate to parks, open spaces and recreational services. In 1990 attraction of funds through the US Fish and Wildlife Service enabled Metro to become the lead agency for development of a regional greenspaces master plan, and a regional funding agency for restoration and environmental education projects and programs, including development of stewardship-oriented public information publications and recreational opportunities.

Also in 1990 the Port of Portland, the City of Portland and Metro cooperatively developed the Smith and Bybee Lakes Natural Resources Management Plan. With joint adoption of that plan, Metro assumed responsibility for implementing the plan and managing the 2,000-acre Smith and Bybee Lakes natural area.

In July 1992 the Metropolitan Greenspaces Master Plan was adopted by the Metro Council as the policy guide for this service area. Developed cooperatively with local governments and parks districts in the metropolitan area, state and federal resource agencies, non-profit conservation organizations and citizens, it calls for Metro to lead cooperative efforts to assemble, improve for public use, operate and maintain an interconnected system of parks, natural areas, open space, trails and greenways in the greater metropolitan area. While not necessarily directing Metro to become the exclusive provider in the region, the master plan anticipates Metro assuming a larger role as a provider of regional parks, open spaces and associated services.

In November 1992 Metro's home-rule charter was approved by the region's voters, explicitly authorizing a potential full-service role for Metro.

In 1994 the consolidation with Multnomah County's Parks Services Division brought an experienced parks operations unit to Metro and led to the creation of the Regional Parks and Greenspaces Department. The primary purpose of the department is to implement the Greenspaces Master Plan.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should be responsible for regional parks and open space services. The long-term roles that Metro should plan along the attached continuum of potential roles should, however, be the subject of a thorough and open policy discussion.

Metro is currently a full services parks provider and has been approached by public and private entities interested in Metro assuming a larger role in developing management plans and, ultimately, assuming responsibility for landholdings with natural resources and associated regional values. Should measure 26-26 be approved by voters in May 1995, significant expansion of Metro's current responsibilities is anticipated.

Council Determination:

Assumptions

- Voters approve the open spaces, parks and streams bond measure.
- Metro negotiates ownership of most of the parks and open spaces-related facilities in Phase II negotiations with Multnomah County.
- Staffing levels are not adequate for existing functions.
- Major capital requirements have been deferred, although several would be addressed by approval of the open spaces, parks and streams bond.
- Expo earnings are diverted, at least for the short term, toward health and safety improvements at Expo.

Funding

- Augmented funding is needed for existing operations and maintenance activities.
- Replacement funding is needed for existing grant-funded greenspaces programs and positions.
- Replacement funding is needed for existing "Expo" supported programs and positions if these funds are redirected.
- "Landbanking" funding is needed for new acquisitions facilitated by the open spaces, parks and streams bond.
- Capital funding will be needed for expansion of existing facilities and significant public use improvements at new facilities assembled through the open spaces, parks, and streams bond.
- A renewal and replacement funding program is needed for all existing and new facilities.

Staffing

- An analysis of staffing levels should be done once a decision as to Metro's long-term role in providing regional parks, open space and associated recreational services is made.

Approvals Required

- The Council will need to approve the terms of any intergovernmental agreement negotiated through Phase II of the consolidation discussions with Multnomah County.

- The Council will need to approve agreements with other public and private entities that wish to transfer parks, open space, and recreational lands, facilities and/or services to Metro for operation and management.
- The Council will need to approve any funding strategy to meet parks and greenspaces program needs. Some funding options may require voter approval.

Key Issues

- Define Metro's long-term and potential roles in this public service area.
- Develop and aggressively pursue a funding strategy to carry out the long-term responsibilities.
- Articulate policy regarding Metro assumption of new responsibilities in the regional parks and open space service area when Metro is approached by private and public entities to assume responsibility for landholdings with natural resources and associated recreational values.
- Articulate the process through which local governments, private organizations, Metro and other interests may engage in a thorough and open discussion of issues relating to Metro's evolution in this service area.
- Some key considerations include cost equity, geographic equity in the region-wide distribution of facilities, existing service voids, cost-effectiveness and user friendliness of management options, and management consistency among the components of the regional parks and greenspaces system.

Further Analysis Needed

- The above-mentioned staffing needs.
- Appropriate management structure.
- Opportunities for outsourcing or modifying involvement in education and recreation programs.
- A more detailed study of ongoing maintenance and support costs for open spaces and trails purchased with bond funds.

Natural Disaster Planning and Response Coordination

Background

Natural disaster planning and response coordination is probably only effective at a regional (or higher) level. It is not directly responsive to the mission but neither is it in conflict. It is a small program which utilizes a substantial amount of information (planning data, facilities information, etc.) generated by Metro. In addition, Metro's role in solid waste and transportation planning could be critical in the region's recovery from a natural disaster.

Executive Officer Recommended Role

Metro should continue to be involved in natural disaster planning and response coordination in cooperation with the Regional Emergency Management Group given its importance to the region, and because it is a natural outgrowth of current planning and coordination activities at Metro.

Council Determination:

Assumptions

- The Executive Officer and Metro Council have important regional emergency management policy roles for actions related to natural disaster response, mitigation, preparedness and recovery.
- Local governments and the State of Oregon want Metro to participate as a partner in the emergency management system that is responsible for natural disaster planning, response, recovery and mitigation.
- Metro is particularly well suited to offer leadership in performing key administrative and technical tasks for the Regional Emergency Management Group — the evolving regional component of the national emergency management system.
- The Planning Department is the logical location for staff assigned to perform regional emergency management activities, and to coordinate plans for providing services to local governments and the people following a regional disaster.
- The Risk Manager is responsible for the internal crisis management plan describing how Metro managers and staff will respond to and recover from a major emergency. Specific recovery planning describing how Metro facilities and services will be restored is the responsibility of department heads and facility managers in coordination with the Risk Manager.
- Earthquake preparedness has become an issue in corporate siting decisions faced by OEDD and PDC.

Funding

- Funding for Metro's Emergency Planning Program is currently provided by Federal Emergency Management Agency grants.
- A stable source of local or state funding will be required to provide consistent levels of support to the regional emergency management process. In the absence of an external funding source, maintenance level funding from Metro discretionary funds will need to be determined.
- Funding for the internal crisis management program is provided through the Risk Management Fund. Funding for facility and service recovery planning is part of the cost of doing business for all Metro departments and facilities.
- A bill has been introduced to tax insurance premiums for earthquake preparedness planning and implementation..

Staffing

- Current staffing is adequate to provide existing levels of service. As Metro's regional emergency management role evolves, additional staff support may be required. If the internal crisis management program expands beyond the proposed nominal status for fiscal year 1995-96, additional Risk Management staff may be required.

Approvals Required

- The use of Metro discretionary funding for the regional or internal program would require Council approval and assessment relative to other priorities.
- Receipt of local or state funds for emergency management purposes would likely require contracts between Metro and funding parties.

Key Issues

- Intergovernmental and private sector responsibilities for responding to natural disasters.
- Affect of increasing regulations on property owners.
- Affect of Regional Framework Plan regarding where to develop.
- Metro role in coordination, planning, response (State law assigns this to Counties and, at their option, Cities)
- Funding
- Multnomah County is re-evaluating County emergency planning roles and responsibilities.

Further Analysis Needed

- Alternatives to FEMA grant funding for the regional component of the emergency planning program should be identified and a work plan to obtain funding should be pursued.
- Pending emergency plan exercises will identify revisions that will be required in the draft Metro Emergency Operations Plan. Analysis of the plan should include the proposed reduction of resources available to Risk Management to administer the internal crisis management effort.

- Local governments want Metro to have a coordinating and planning role that this function continues to be a part of the Planning Department.
- That this function continues to be heavily funded through federal grants.
- Metro's role in emergency response.
- Should Metro participate in implementing a regional emergency operation center?
- Should Metro assist in developing a regional emergency response resources inventory?

Water Supply and Distribution System Management

Background

Clearly, this is a function that is consistent with Metro's mission and an integral part of Metro's planning function. While Metro is participating in regional discussions, it is not serving as the regional manager or convener. Typically, standards are set at the Federal and State levels and policies and facilities are developed at a local level with the support of direct user fees.

Current strategies seem to be effective and it is unlikely that Metro management would add significant value. In addition, the affected local jurisdictions are not asking for Metro to assume a new, larger role.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for water supply and distribution system management. However, further discussions with water supply agencies is needed to determine if Metro should have a role in implementing a regional water supply plan.

Council Determination:

Key Issues

- Metro should incorporate aspects of Water Supply Plan affecting Growth Management into the Regional Framework Plan.
- Do water supply jurisdictions need Metro to adopt an enforceable water supply master plan to ensure interjurisdictional responsibilities are implemented? Does Metro want this role?

Further Analysis Needed

Cooperate with Regional Water Supply Study to determine institutional responsibilities, including Metro's.

Operate A Mass Transit District

Background

In evaluating this activity, it probably best to consider its two primary sub-activities (mass transit planning and operations) separately. Mass transit planning is an essential element of Metro's transportation planning activities. Tri-Met has its own planning function which works closely with Metro transportation planners. On the other hand, transit operations are managed exclusively by Tri-Met and entail expertise and capabilities that Metro does not currently possess. Since Tri-Met is also regional in nature and has its own tax source, there seems to be little advantage or need, at least in the short-term, for Metro to get involved in transit operations.

Notwithstanding the above comments, Metro—with an elected Executive Officer and Council—would provide a better opportunity for public accountability than Tri-Met which has a Board appointed by the Governor.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for operating the mass transit district.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Key Issues

- Would it be more efficient and effective for Metro to provide mass transit planning services *in lieu* of those currently provided by Tri-Met?

Surface Water Management

Background

Clearly, this is a function that is consistent with Metro's mission and an integral part of Metro's planning function. Metro is not serving as the regional manager or convener. Typically, standards are set at the Federal and State levels and policies and facilities are developed at a local level with the support of direct user fees.

Current strategies seem to be effective and it is unlikely that Metro management would add significant value. In addition, the affected local jurisdictions are not asking for Metro to assume a new, larger role. The Metro Council has adopted a work program involving coordinating water quality planning in water sheds needing Metro involvement, and in demonstrating new methods of storm water management.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for surface water management.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Sewers

Background

Current strategies seem to be effective and it is unlikely that Metro management would add significant value. In addition, the affected local jurisdictions are not asking for Metro to assume a new, larger role.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for surface water management.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Boundary Commission

Background

Since _____, the Boundary Commission has been responsible for reviewing and approving local government boundary changes in the tri-county area. Until _____, the Commission was appointed by the Governor. Recently, appointments have been made by the Executive Officer subject to Council confirmation. The Metro Charter requires a study of the Boundary Commission to be completed by September 1, 1995.

Executive Officer Recommended Role

The Executive Officer withholds recommendations pending the outcome of the required study.

Council Determination:

Transportation and Terminal Facilities

Background

While management of regional transportation and terminal facilities could be consistent with Metro's mission, it is unlikely that Metro management would add any significant value. In fact, Metro management could create additional complications. These facilities are now managed at the local, State, and Federal level using complex and unique funding sources.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for transportation and terminal facilities.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Criminal and Juvenile Justice Planning

Background

While management of criminal and juvenile justice planning could be consistent with Metro's mission, it is unlikely that Metro management would add any significant value. Metro is not currently involved in this field and has little expertise or capability to address the related issues. These services are now managed at the county, State, and Federal levels using complex and unique funding sources.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for criminal and juvenile justice planning.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Human Services Planning and Coordination

Background

While management of human services planning and coordination could be consistent with Metro's mission, it is unlikely that Metro management would add any significant value. Metro is not currently involved in this field and has little expertise or capability to address the related issues. These services are now managed at the county, State, and Federal levels using complex and unique funding sources.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for human services planning and coordination.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Criminal and Juvenile Detention and Programs

Background

While management of criminal and juvenile detention and programs could be consistent with Metro's mission, it is unlikely that Metro management would add any significant value. Metro is not currently involved in this field and has little expertise or capability to address the related issues. These services are now managed at the county, State, and Federal levels using complex and unique funding sources.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible for criminal and juvenile detention and programs.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

Metropolitan Library Activities

Background

While management of metropolitan library activities could be consistent with Metro's mission, it is unlikely that Metro management would add any significant value. Metro is not currently involved in this field and has little expertise or capability to address the related issues. These services are now managed at the county level using unique funding sources.

Executive Officer Recommended Role

Evaluation against the criteria at the right indicates that Metro should not be responsible fo metropolitan library activities.

Council Determination:

Based on the Executive Officer's recommendation, no further work is proposed toward developing or carrying out a Metro role for this function.

EVALUATION CRITERIA

Yes	No	
		Consistent with Metro's mission?
		Involvement required to qualify for outside funding?
		Is regional funding required for equity/feasibility?
		Will economies of scale result?
		Required for allocating or protecting scarce resources?
		Integral part of other Metro programs, plans and policies?
		Necessary to resolve conflicts between jurisdictions?
		Legal, administrative, technological & technical capacities fit Metro?
		Other jurisdictions asking Metro to assume responsibility?
		Is Metro the only agency which could perform the function effectively?
		Metro's involvement provide best opportunity for public accountability?

Excise taxes could be considered a stable existing source that is adequately serving current needs. However, it is also recognized that their use is a direct reduction of revenues to the operating departments whose goods and services are taxed.

The report titled Long Range Funding Update, dated March 17, 1995, provides current and comprehensive information on Metro's funding needs.

Funding Assumptions

- ◆ Funding sources will be appropriately matched to what is being funded.
- ◆ Appropriate funding levels shall include:
 - ◇ Renewal and replacement funding;
 - ◇ Adequate revenues to cover projected operating costs for at least ten years into the future; and
 - ◇ All foreseen costs.
- ◆ Operations that are threatened by fund balance declines should be addressed as a priority over capital needs or capital expansion.
- ◆ Metro funding authority will be used on a priority basis to fund existing operations and Metro facilities' needs over needs of non-Metro facilities and other regional requirements.
- ◆ Metro's charter and statutory authority will be the same as today and will be maintained in the future.
- ◆ There will not be significant changes to the structure of Oregon taxes or limitations on taxes imposed by the legislature or voters.
- ◆ Metro will use prudent financial management, effective operating practices, and cost effective process management to ensure effective use of existing resources.
- ◆ Any tax source should be levied to match revenues to needs to prevent over or under collections.
- ◆ All functions assumed by Metro will pay their fair share of general overhead costs and Excise Tax, if levied.
- ◆ Metro will only pursue use of additional property tax (other than for voter approved General Obligation bonds and the existing Zoo levy) when either:
 1. The region is no longer subject to compression under Measure 5, or
 2. The use is coordinated with and supported by the other jurisdictions which are experiencing compression.

Key Issues

- ◆ To what extent, if any, should the Metro excise tax be continued as a discretionary revenue source? Options include:
 - ◇ Continuing the excise tax to fund "general government" functions and replacing other needs from a different source.
 - ◇ Reducing the excise tax to a specific lower level and making up the difference with another source.
 - ◇ Eliminating the excise tax and seeking a broad-based funding source or variety of funding sources for the different functions now dependent on excise tax.

Preliminary Metro Funding Strategy

What Is Our Preliminary Financial Strategy?

Metro is faced with a large number of potential funding requirements that far exceed its current and projected resources. At the same time, a number of major decisions must be made in the short-term before it is possible to fully address all of these funding requirements. A framework is therefore needed to guide decisions until all of the long-term questions are answered.

Goal

To identify appropriate and adequate and equitable funding sources for Metro's operating and capital needs. To determine realistic time frames and methods for securing the funding.

The Starting Points

- ◆ People pay taxes.
- ◆ The previous discussion identified specific activities for which Metro should be responsible; by definition, these responsibilities cannot be assumed by any other agencies as effectively.
- ◆ Therefore, if Metro determines that it does not have the financial capacity or opportunity to assume responsibility for a recommended activity, it is not freed of responsibility for it.
- ◆ It must either look to a later implementation date or commit itself to a process for finding the necessary capacity.
- ◆ Likewise, if voter approval is required as part of an identified strategy but the voters fail to support it, Metro must still be responsible for helping to find a solution.

Defining The Problem

For the short-term, it is assumed that Tipping Fees are not a problem. They are:

- ◆ already in place;
- ◆ generating adequate revenues for their current purposes; and
- ◆ reasonably stable for the foreseeable future.

While there is a consensus that these revenues are not well structured, they will work for an interim period until there is time to develop a plan for improving or supplanting them, assuming there is no major loss of flow control authority or challenge to rate structure based on Charter limits, or fees based on cost of service. The time frame for making a change is likely to get pushed well into the future in order to focus on more critical funding issues.

It is also assumed that funding for potential future RV Parks (at Expo and/or Blue Lake) and for the Washington Park Parking Lot are not a problem. Since these projects would be funded with revenue bonds, they are, in essence, self-funding and do not compete with any other needs Metro might identify.

Excise taxes could be considered a stable existing source that is adequately serving current needs. However, it is also recognized that their use is a direct reduction of revenues to the operating departments whose goods and services are taxed.

The report titled Long Range Funding Update, dated March 17, 1995, provides current and comprehensive information on Metro's funding needs.

Funding Assumptions

- ◆ Funding sources will be appropriately matched to what is being funded.
- ◆ Appropriate funding levels shall include:
 - ◇ Renewal and replacement funding;
 - ◇ Adequate revenues to cover projected operating costs for at least ten years into the future; and
 - ◇ All foreseen costs.
- ◆ Operations that are threatened by fund balance declines should be addressed as a priority over capital needs or capital expansion.
- ◆ Metro funding authority will be used on a priority basis to fund existing operations and Metro facilities' needs over needs of non-Metro facilities and other regional requirements.
- ◆ Metro's charter and statutory authority will be the same as today and will be maintained in the future.
- ◆ There will not be significant changes to the structure of Oregon taxes or limitations on taxes imposed by the legislature or voters.
- ◆ Metro will use prudent financial management, effective operating practices, and cost effective process management to ensure effective use of existing resources.
- ◆ Any tax source should be levied to match revenues to needs to prevent over or under collections.
- ◆ All functions assumed by Metro will pay their fair share of general overhead costs and Excise Tax, if levied.
- ◆ Metro will only pursue use of additional property tax (other than for voter approved General Obligation bonds and the existing Zoo levy) when either:
 1. The region is no longer subject to compression under Measure 5, or
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Key Issues

- ◆ To what extent, if any, should the Metro excise tax be continued as a discretionary revenue source? Options include:
 - ◇ Continuing the excise tax to fund "general government" functions and replacing other needs from a different source.
 - ◇ Reducing the excise tax to a specific lower level and making up the difference with another source.
 - ◇ Eliminating the excise tax and seeking a broad-based funding source or variety of funding sources for the different functions now dependent on excise tax.

◊ Continuing the excise tax.

- ◆ Should Metro fund operations from one broad-based funding source, a package of niche taxes correlated to the specific functions to be funded, or a mix of both broad-based and niche taxes?
- ◆ If a broad-based funding source were to be sought, for which functions and at what level of funding should be included?
- ◆ If niche taxes were to be sought, which functions and what level of funding?
- ◆ To what extent should Metro assist in funding non-profit groups ancillary to Metro functions? For example, the Cultural Funding Task Force recommended Metro lend its regional funding base to support arts groups to facilitate a healthy arts community for MERC facilities.
- ◆ If niche taxes are utilized or funding sources that are not required to be referred for a vote, should they be referred as a matter of policy?
- ◆ Should Metro lend its funding authority to serve as a conduit for funding identified regional needs, particularly infrastructure requirements?
- ◆ Should Metro dedicate general or non-specific revenues to a particular function?

Guiding Principles for selecting the appropriate type of revenue source (broad-based, niche or mix)

- ◆ Those who benefit should pay.
- ◆ Functions of general benefit to the citizens of Metro will be supported by a general revenue source; functions of specific benefit will be supported by a related (niche) revenue source.
- ◆ Metro will develop and maintain diversified revenue streams for all funds to protect from short-run fluctuations in any one source and to avoid over-burdening any one class of payers.

Criteria for selecting appropriate specific revenue sources.

- ◆ Capacity of the revenue stream - ability to generate adequate revenues.
- ◆ Correlation of revenue growth to need.
- ◆ Equity.
- ◆ Stability/predictability.
- ◆ Voter acceptance.
- ◆ Ease and cost of administration in relation to revenues gained.
- ◆ Competition for the source.

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">• Quasi-judicial• Establish and review policies• Establish and review and approve funding (long-range, broad-based revenue sources)• Review and set the budget
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THE METRO COUNCIL WORK SESSION

April 25, 1995

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

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

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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

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April 25, 1995

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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

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**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.

MINUTES OF METRO COUNCIL WORK SESSION

Oregon Convention Center
King Board Room

May 2, 1995

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

Also Present: Cathy Ross, Assistant to the Presiding Officer; Jennifer Sims, Director of the Finance and Management Information Department; and, Doug Butler, Director of General Services Department

Presiding Officer McFarland called the May 2, 1995 Metro Council Work Session to order at 2:06 p.m.

Joe Hertzberg reviewed the work that had been accomplished, and quoted, "If you bring forth what is in you, what you bring forth will save you. If you do not bring forth what is in you, what you do not bring forth will destroy you."

Mr. Hertzberg referenced the Draft document containing Mission and Values statements considered by the Council at its April 27, 1995 meeting. The Councilors discussed whether they might consider using the Mission and Values statements as a checklist when the Council finds themselves in the midst of a controversy. Councilor Kvistad felt it was important that the Mission and Values statements not be considered regulatory in nature.

The Council discussed the Roles of the Metro Council and Executive as outlined in the Draft document. Councilor Kvistad suggested additional language in the Executive "box" following the words "Implement policy" to read as follows: "Implement policy based on Council direction."

Mr. Hertzberg noted the Executive had prepared a statement similar in nature to the statements the Council was working on. The Council discussed how they might engage in a dialogue with the Executive regarding their respective statements. The Council agreed in consensus to give a copy of the document to the Executive and invite comment, at which time they might sit down together for further discussion. Presiding Officer McFarland agreed to implement the matter.

The Council discussed the section entitled Expectations of Councilors. Presiding Officer McFarland suggested possible Committee meeting times. It was noted each Committee would need a Vice Chairperson, and changes from the April 25, 1995 draft document pertaining to Committee membership were discussed.

There was discussion about the Budget and Finance Committee. It was agreed in consensus that the Finance Committee continue as a committee of the whole with Councilor Monroe as Vice Chair of that Committee.

The Council discussed implementation of the new procedures. It was agreed in consensus that implementation begin no later than July 1, 1995 and sooner if possible.

The Council discussed the structure of Committee membership further. Councilor Kvistad expressed concern that the Presiding Officer be a member on every Committee. Presiding Officer McFarland indicated she had some agreement with Councilor Kvistad, and said her concern was that with only three members to a Committee, only two Committee members might be present. The Council discussed the pros and cons further. There was discussion regarding quorums.

Councilor Monroe suggested the Presiding Officer be considered Ex Officiate; i.e. be present ad hoc at any Committee with the power to cast a vote should a quorum of three not be present.

The Council discussed three member Committees further, and agreed in consensus to three member Committees, with Councilor McFarland as a member on the Solid Waste Committee. It was reaffirmed that all Councilors be welcome to attend any committee meetings, noting that only Committee members would have voting power at the Committee level.

Council Standing Committee Membership was agreed upon as follows:

Finance Committee

Councilor Patricia McCaig, Chair
Councilor Rod Monroe, Vice Chair
Councilor Jon Kvistad
Councilor Ruth McFarland
Councilor Susan McLain
Councilor Don Morissette
Councilor Ed Washington

Land Use Planning Committee

Councilor Susan McLain, Chair
Councilor Don Morissette, Vice Chair
Councilor Patricia McCaig

Regional Facilities Committee

Councilor Ed Washington, Chair
Councilor Patricia McCaig, Vice Chair
Councilor Don Morissette

Solid Waste Committee

Councilor Jon Kvistad, Chair
Councilor Susan McLain, Vice Chair
Councilor Ruth McFarland

Transportation Planning

Councilor Rod Monroe, Chair
Councilor Jon Kvistad, Vice Chair
Councilor Ed Washington

The Council moved on to discuss scheduling business for the Council for the month of August.

Councilor Morissette indicated he planned to take a vacation in the near future, and the Council noted his intent to do so. Presiding Officer McFarland noted the rules did not afford excused absences, but that the Council as a body took note of planned absences and that the intent was to work with each Councilor on an ad hoc basis in order to accommodate such planned absences.

Presiding Officer McFarland indicated she would like take two weeks leave beginning Labor Day weekend in September with a scheduled return September 18.

The Council discussed taking a break from conducting Council business for the period from August 11, 1995 to September 5, 1995. They agreed in consensus to do so.

The Council discussed the need to be flexible in order to accommodate emergent needs of Metro should they arise during that time.

The Council discussed the flexibility to be able to have discussions outside the public setting on an ad hoc basis one on one.

The Council went on to discuss review of the committees, task forces, and other groups comprising Councilor Ancillary assignments.

Presiding Officer McFarland suggested Councilors note questions regarding individual committees on the list contained in Resolution No. 95-2070, Exhibit B., and requested those questions be forwarded to the body for further discussion.

Councilor McCaig said it was her goal that an agenda be arrived at that the Council is driven by, rather than that the Council be driven by a set of scheduled events; e.g. committee meetings.

Mr. Hertzberg suggested the review of the list be based on the Mission and Values statements, and brought back to the Presiding Officer for subsequent review. The Council agreed in consensus to take up the matter collectively following the Presiding Officer's review. Councilor Kvistad suggested using a categorization technique: "C" = Councilor function; "S" = Council Staff function; "M" = Metro Staff function; "E" = Eliminate.

The Council recessed at 3:40 p.m.

The Council reconvened at 3:50 p.m.

Mr. Hertzberg asked the Council what they wished to address next. Councilor Morissette asked that another similar meeting be scheduled with the assistance of the facilitator. The Council agreed in consensus to schedule such a meeting for Tuesday, May 9, 1995 at 2:00 p.m. Councilor McCaig noted a meeting had previously been scheduled for 1:00 p.m. May 9 to discuss long term funding issues subsequent to the adoption of the budget. The Council agreed in consensus to reschedule that discussion.

The Council discussed the role of the Presiding Officer. The following key issues were agreed upon in consensus.

Role of the Presiding Officer

- Preside at meetings
 - ◊ Call for recess when Council gets to edge of personal clashes
- Keep Councilors up to date on Metro issues
- Principal liaison to Executive on behalf of Council
- Expedite function of other Councilors
 - ◊ Interface with each individual on divisive issues
 - ◊ Supervise staff
- Principal representative of Council to public
- Ensure that Council/individual Councilors get staff assistance it needs
 - ◊ Direct/supervise Analysts
 - ◊ Indirectly supervise support staff
 - * Not to exclusion of Councilors working with staff assigned to them

Councilor McLain expressed concern that the Presiding Officer be placed in the position of Administrator with hiring and firing authority. Councilor Kvistad indicated he felt a deeper level of discussion providing a higher level of information was necessary when dealing with such issues.

Presiding Officer McFarland called an Executive Session to order according to ORS 192.660 (3) Evaluation of Public Officers and Employees at 4:14 p.m.

Present: Ruth McFarland (Presiding Officer), Rod Monroe (Deputy Presiding Officer), Jon Kvistad, Patricia McCaig, Susan McLain, Don Morissette, Ed Washington, Cathy Ross and Marilyn Geary-Symons

Presiding Officer McFarland adjourned the Executive Session at 4:22 p.m.

The Councilors discussed the matter of hiring and firing authority further and whether Councilors should be fully informed and/or whether such matters should be a matter put forth for a vote. There was discussion regarding whether such authority should be extended to all Council Staff or to what Councilor Kvistad termed "key people." He described "key people" as Council Analysts and the Council Administrator.

Continuing key issues regarding the role of the Presiding Officer were agreed upon as follows:

Role of the Presiding Officer (continued)

- Hiring/firing
 - ◊ Ultimate authority = Presiding Officer
 - ◊ Consult with all Councilors, individually or in Executive Session
 - * Inform all Councilors
 - * Solicit their advice

Mr. Hertzberg clarified that the role of the Assistant to the Presiding Officer was an at will employee at the pleasure of the Presiding Officer who also served as the Office Manager with the supervisory function of the Council Office Staff. Councilor McLain noted she felt that represented a weakness in the model in as much as there was the potential of change of the supervisory function of the Council Office Staff at the end of the tenure of the current Presiding Officer. The Council discussed whether they agreed with that concept.

The Council discussed prioritizing demands on staff time and the role of the Presiding Officer in sorting out staff time demands.

Continuing key issues regarding the role of the Presiding Officer were agreed upon as follows:

Role of the Presiding Officer (continued)

- Assistant to the Presiding Officer serves at the discretion of the Presiding Officer
 - ◊ Some believe this is a weakness of the model
- Intervene in disputes between Councilors regarding allocation of staff time
- Exercise leadership
- Intervene to enforce on Councilors rules of behavior they agree to apply to themselves
- Appoint Councilors to both internal and outside committees and task forces

There was discussion regarding taking responsibility to break for recess when in public session and discussion is becoming offensive or too sensitive for an individual councilor. The Council agreed in consensus that either the Presiding Officer might call for the recess but that it might be suggested by the Deputy Presiding Officer or another Councilor.

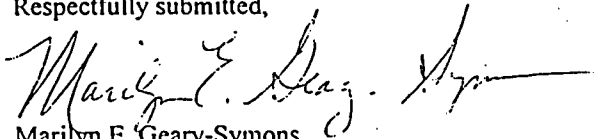
Councilor Morissette asked that a master calendar be developed. Cathy Ross agreed to work on developing such a master calendar.

Councilor Kvistad emphasized that as seven individuals it was inherent they would not agree on all matters, but that they might agree to some matters, such as civility.

Councilor Morissette said he was pleased with the work accomplished by these session with the facilitator.

There being no further business, the meeting adjourned at 5:12 p.m.

Respectfully submitted,



Marilyn E. Geary-Symons
Council Assistant

COUNCILOR ANCILLARY APPOINTMENTS AND ROLE OF THE PRESIDING OFFICER

May 2, 1995

<p>COUNCILOR ANCILLARY APPOINTMENTS/ COMMITTEES</p>	<ul style="list-style-type: none"> • All Councilors review list <ul style="list-style-type: none"> ◊ Apply Mission and Values ◊ Important for: <ul style="list-style-type: none"> * Councilor * Council Staff ◊ Important for Metro, but not Councilor: <ul style="list-style-type: none"> * Metro Staff * No Rep. • Return to Presiding Officer • Discussion of those to be dropped
<p>ROLE OF PRESIDING OFFICER</p>	<ul style="list-style-type: none"> • Preside at meetings <ul style="list-style-type: none"> ◊ Call for recess when Council gets to edge of personal clashes • Keep Councilors up to date on Metro issues • Principal liaison to Executive on behalf of Council • Expedite function of other Councilors <ul style="list-style-type: none"> ◊ Interface with each individual on divisive issues ◊ Supervise staff • Principal representative of Council to public • Ensure that Council/individual Councilors get staff assistance it needs <ul style="list-style-type: none"> ◊ Direct/supervise Analysts ◊ Indirectly supervise support staff <ul style="list-style-type: none"> * Not to exclusion of Councilors working with staff assigned to them • Hiring/firing <ul style="list-style-type: none"> ◊ Ultimate authority = Presiding Officer ◊ Consult with all Councilors, individually or in Executive Session <ul style="list-style-type: none"> * Inform all Councilors * Solicit their advice • Assistant to the Presiding Officer serves at the discretion of the Presiding Officer <ul style="list-style-type: none"> ◊ Some believe this is a weakness of the model • Intervene in disputes between Councilors regarding allocation of staff time • Exercise leadership • Intervene to enforce on Councilors rules of behavior they agree to apply to themselves • Appoint Councilors to both internal and outside committees and task forces

**METRO COUNCIL WORK SESSION
MAY 2, 1995**

■ **REVIEW**

- Mission and Values
- Roles of Metro Council and Executive
- How do we engage in a dialogue with the Executive?

■ **COUNCIL PROCESSES AND PROCEDURES**

- Review expectations of Councilors
- Membership on commissions, committees, and task forces
- Role of the Presiding Officer
- Communication among Councilors; keeping one another informed
- Utilization of staff

■ **ISSUES**

- Planning/Regional Framework: What do we need to make the fundamental decisions?
- Transportation: How do we play the leadership role in the region?

DRAFT

METRO MISSION AND VALUES

Metro Council

April 27, 1995

MISSION

**Metro will provide innovative leadership
based on
a regional perspective,
an ongoing planning orientation,
and a focus on issues which cross local boundaries and require
collaborative solutions.**

VALUES

- **Think regionally, act regionally**
- **Integrate social, cultural, environmental, and economic factors in decision making**
- **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**

Roles of Metro Council and Executive

April 25, 1995

<p>Council</p>	<ul style="list-style-type: none"> ■ Adopt goals ■ Establish and review policies ■ Review and set budget ■ Establish, review, and approve long-term revenue sources ■ Refer funding measures to voters ■ Approve contracts and contract revisions ■ Approve employee contracts ■ Perform quasi-judicial functions ■ Hire and manage council staff
<p>Executive</p>	<ul style="list-style-type: none"> ■ Create and present a budget based on Council policies ■ Implement policy ■ Operate the agency <ul style="list-style-type: none"> - Manage facilities - Hire and manage staff (except Council staff) - Provide direct services ■ Keep Council informed on agency operations ■ Negotiate labor contracts ■ Recommend contracts and contract revisions
<p>Both</p>	<ul style="list-style-type: none"> ■ Maintain fiscal responsibility ■ Keep each other informed ■ Identify issues ■ Suggest policies ■ Propose goals ■ Generate ideas for long-term revenue sources ■ Continually strive to run Metro more efficiently ■ Gather and disseminate public information <ul style="list-style-type: none"> - Executive emphasis more toward operational, objective, technical information - Council emphasis more toward social, political, interpreted information and analysis ■ Work with citizens <ul style="list-style-type: none"> - Executive emphasis more toward day to day operations - Council emphasis more toward accountability ■ Promote teamwork

Expectations of Councilors

Metro Council and Agency Staff

- Requests for information: Go to department heads (including Zoo director and MERC chair and/or general manager)
- Requests for staff action: Go to Executive or enact resolution or ordinance
- Council and department head and/or Executive should lay the groundwork for a working relationship between Council staff and agency staff, who work directly together pursuant to workplans. If misunderstandings or problems arise among staff, they should be referred to department heads, and Councilors.

Representing Districts

- Each Councilor is expected to be particularly responsive to his/her own constituents
- When inquiries and opportunities come to the attention of any Councilor, they should be referred to the district Councilor as a matter of courtesy.
- As team members, all Councilors will work with people in all districts. It is understood that on particular issues a Councilor may disagree with the district Councilor in a public forum in his/her own district.
- When agency staff make public appearances, they should inform the district Councilor as a matter of courtesy.

Committees

To help identify issues, draft resolutions and ordinances, and set timelines for decisions, four committees will be formed.

Solid Waste

Kvistad, chair
McLain
Monroe

Land Use Planning

McLain, chair
McCaig
Morissette

Transportation

Monroe, chair
Kvistad
Washington

Regional Facilities

Washington, chair
McCaig
Morissette

The Presiding Officer will be a member of all four committees. All Councilors are welcome to attend any committee meeting.

The Finance Committee will continue to be a committee of the whole, chaired by Councilor McCaig.

Presiding Officer McFarland will attend to the procedures necessary to implement the committee system on July 1, 1995. Committees will meet on Tuesday afternoons in lieu of work sessions.

August

Council business will not be conducted during the month of August 1995.

Decision Making

Councilors affirmed a commitment to make decisions in a public setting with rules and open discussion. If a decision needs to be reopened, it will be in a public setting.

MINUTES OF THE METRO COUNCIL WORK SESSION

May 9, 1995

Oregon Convention Center
Room C-125

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

Councilors Absent: Susan McLain

Joe Hertzberg called the meeting to order at 2:10 PM.

ROLE OF THE PRESIDING OFFICER

The role of the Presiding Officer was reviewed. It was agreed that a simple list of the Presiding Officer's job duties does not adequately convey the essence of the responsibility and power of the position. Following discussion, the several points were made. It is the role of the Presiding Officer to find consensus of the Council where it exists, marshal resources, carry out the will of the Council, and make policy visible. The Presiding Officer is the public voice of the Council. The force, power, and clout come from the Council.

ORGANIZATION OF COUNCIL STAFF

Following discussion, councilors agreed that changes needed to be made. It was decided to look into reorganization of the Council staff after the current union contract negotiations are completed, and to set a target date for a solution for the first of the calendar year 1996.

TRANSPORTATION

The Council conducted an in-depth discussion of their role in setting transportation policy for the region. Metro is mandated by the Charter to play a leadership role in the region. The Council deals with JPACT and works with local jurisdictions, helping to set regional priorities. Metro does better job than many jurisdictions in the country in terms of getting federal dollars.

Structurally, the Council has ultimate authority in the relationship with JPACT, even though some feel the Council simply rubber stamps JPACT decisions. As chair of JPACT, Councilor Monroe works to keep the Council from being just a rubber stamp. It was agreed that the Metro councilor who chairs JPACT needs to fully utilize the authority of the position. It was pointed out that JPACT is an advisory committee to the Council.

THE METRO COUNCIL WORK SESSION

May 9, 1995

page 2

Because the Council will be held responsible by the public for transportation decisions, they must be made fully aware of the issues at hand, and participate in decision-making at every point of the process.

Councilor Monroe said he would continue to make a point of informing the Council of important JPACT issues. However, another councilor pointed out that the relationship between Council and JPACT is outdated, one councilor cannot represent the Council to JPACT and vice versa. It was felt that JPACT does not respect role of the Council in transportation planning. The Council needs need to work itself into the process in an effective way in order to be able to influence the outcome. Rather than individual briefings, a pattern should be established to inform Council at each step. It was felt the conversion to the committee system would help to this end.

In exercising leadership in transportation issues, the following points were made:

EXERCISING LEADERSHIP

- Chair of JPACT should be a fully operative chair
- The Council needs to be informed of upcoming transportation issues -- have a full briefing and discussion of every issue, recommendation, and decision
- The Council needs to forge regional consensus
- The Council needs to participate in all of the small group meetings of JPACT
- Councilors need to make a commitment to be informed
- Council should work to build respect for Council (Historically, any time Council has shown signs of exercising regional leadership and authority, others threaten the MPO chip and Council backs off.
- Council needs to restructure how it receives information
- Council needs to integrate factors beyond transportation
- Council needs to understand JPACT's role
- Council needs to understand its role
- Others need to understand importance of giving Council full information early -- it has final say

REGIONAL PLANNING

Councilors discussed the Urban Growth Boundary, and whether or not they would vote to expand it if a vote were taken right now. They described the information they would need to obtain in order to make their decision.

Presiding Officer McFarland would vote not to expand the UGB. She indicated she wants to look at growth projections, wants see how much plans for infill will take-up the slack, and she wants to resolve what Metro is going to do with tax exempt farm land

THE METRO COUNCIL WORK SESSION

May 9, 1995

page 3

within the urban boundary. She also stated Metro needs to know what the majority of people involved perceive as a way of dealing with their problems.

Councilor Monroe said he could make a decision on setting aside areas of urban reserves so they have the potential of some day being added to the UGB, however, he doesn't have enough information to vote on any increase to the UGB at this time.

Councilor Kvistad pointed out that if Council is dogmatic about not expanding the UGB it does not follow the values it set for making decisions. He views the boundary as a tool to deal with growth rationally; it is not a wall, it is a line. This thinks the UGB will need to move somewhat to stall inflation. In the long range, up to 200 years, he says it will move. He needs to know if people want density. He does not want to eliminate the UGB.

Councilor Morissette said the UGB is going to need to move in light of research he has undertaken. There needs to be a balance between providing infrastructure for moving the boundary and what the neighborhood associations are willing to take. The 2040 study made a mistake in not clearly describing how it would impact people. We need to deal with growth in a number of ways including greenspaces and light-rail. That 11,600 acres is available is disputable. Currently 1,000 acres per year is used in single family housing under current density guidelines. Even under increased densities, and with farm land, there isn't enough land to last 20 years. Neighborhood associations may not have the political will to deal with density as outlined in the 2040.

Councilor McCaig indicated that given the current climate and regulations she would vote to expand the UGB today. However, she anticipates she will be able to use incentives, reduced regulations, increased density, and working relationships with neighborhoods to protect UGB. These strategies are not in place to do that today.

Councilor Washington wants to see an accurate land inventory and get a better idea of what expanding the UGB will do to the central city. He wants to know what land is available in each district. There needs to be a strong plan for redevelopment within the UGB. He wants to see population numbers more often than every two years. He does not have the information to make a decision at this point, but thinks the UGB will have to be tweaked a little.

It was noted that the region's inhabitants all say not to move the UGB, but they also say not to increase density in my neighborhood. It was also pointed out that Metro cannot afford to expand the UGB because it cannot afford the necessary infrastructure to do so. The answer lies in between.

Mr. Hertzberg asked councilors what they would need to know to make the necessary decisions. Councilors indicated they need to have confidence in data, they need to know

THE METRO COUNCIL WORK SESSION

May 9, 1995

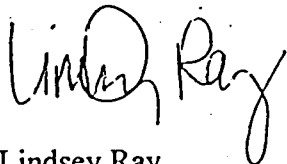
page 4

that it hasn't gone through various political and philosophical filters, they need more specific land bank data. They need to understand and adopt decision points and the process for making UGB decisions, and they need to ensure the decisions are Council driven. All governments need to be involved in decision making in the early stages. A list of incentives and options need to be drawn up, and Metro needs to know what its regional partners are doing.

It was announced that long-term funding will be discussed at the next Council Work Session in the Council Chamber.

There being no further business, the meeting was adjourned at 5:00 PM.

Prepared by,

A handwritten signature in black ink that reads "Lindsey Ray". The signature is written in a cursive style with a large, looped initial "L".

Lindsey Ray
Council Assistant

c:\r\leg\050995mn

METRO MISSION AND VALUES

Metro Council

April 27, 1995

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Summary of Discussion on Processes and Procedures

Dialogue with Executive

Presiding Officer McFarland will forward copies of the Council's draft mission, values, and roles to the Executive for comment and invite him to join in a discussion with the full Council if appropriate.

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McFarland.

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McLain, chair
Morissette, vice chair
McCaig

When tensions arise during Council meetings, the Presiding Officer will call for a recess. Each Councilor will also take personal responsibility to intervene constructively. The Deputy Presiding Officer will pay special attention to situations in which the Presiding Officer is involved.

Metro Representation on Commissions, Committees, and Task Forces

On some, it is important that Metro be represented by a member of the Council. On others, it would be more appropriate for the representative to be a member of the Council or agency staff. Some do not require Metro representation at all.

All Councilors will review the current list based on their understanding of the mission and values statements. For each opportunity, each Councilor will indicate whether Metro needs to be represented, and if so whether the representative should be a Councilor, Council staff person, or agency staff person. The lists will be returned to the Presiding Officer, who will schedule a meeting to discuss the results.

MINUTES OF THE METRO COUNCIL WORK SESSION

May 9, 1995

Oregon Convention Center
Room C-125

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Councilors Absent: Susan McLain

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THE METRO COUNCIL WORK SESSION

May 9, 1995

page 2

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- The Council needs to be informed of upcoming transportation issues -- have a full briefing and discussion of every issue, recommendation, and decision
- The Council needs to forge regional consensus
- The Council needs to participate in all of the small group meetings of JPACT
- Councilors need to make a commitment to be informed
- Council should work to build respect for Council (Historically, any time Council has shown signs of exercising regional leadership and authority, others threaten the MPO chip and Council backs off.
- Council needs to restructure how it receives information
- Council needs to integrate factors beyond transportation
- Council needs to understand JPACT's role
- Council needs to understand its role
- Others need to understand importance of giving Council full information early -- it has final say

REGIONAL PLANNING

In order to prompt a discussion about growth management, Mr. Hertzberg initiated a dialogue by posing the hypothetical question, "If you had to vote today, would you vote to expand the Urban Growth Boundary?" The purpose of the question was to provide a basis for interaction. Given the hypothetical nature of the question, it was recognized that councilor responses were part of the ongoing discussion and did not necessarily reflect their actual position on the issue.

THE METRO COUNCIL WORK SESSION

May 9, 1995

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Presiding Officer McFarland would vote not to expand the UGB. She indicated she wants to look at growth projections, wants see how much plans for infill will take up the slack, and she wants to resolve what Metro is going to do with tax exempt farm land within the urban boundary. She also stated Metro needs to know what the majority of people involved perceive as a way of dealing with their problems.

Councilor Monroe said he could make a decision on setting aside areas of urban reserves so they have the potential of some day being added to the UGB, however, he doesn't have enough information to vote on any increase to the UGB at this time.

Councilor Kvistad pointed out that if Council is dogmatic about not expanding the UGB it does not follow the values it set for making decisions. He views the boundary as a tool to deal with growth rationally; it is not a wall, it is a line. This thinks the UGB will need to move somewhat to stall inflation. In the long range, up to 200 years, he says it will move. He needs to know if people want density. He does not want to eliminate the UGB.

Councilor Morissette said the UGB is going to need to move in light of research he has undertaken. There needs to be a balance between providing infrastructure for moving the boundary and what the neighborhood associations are willing to take. The 2040 study made a mistake in not clearly describing how it would impact people. We need to deal with growth in a number of ways including greenspaces and light-rail. That 11,600 acres is available is disputable. Currently 1,000 acres per year is used in single family housing under current density guidelines. Even under increased densities, and with farm land, there isn't enough land to last 20 years. Neighborhood associations may not have the political will to deal with density as outlined in the 2040.

Councilor McCaig indicated that given the current climate and regulations she would vote to expand the UGB today. However, she anticipates she will be able to use incentives, reduced regulations, increased density, and working relationships with neighborhoods to protect UGB. These strategies are not in place to do that today.

Councilor Washington wants to see an accurate land inventory and get a better idea of what expanding the UGB will do to the central city. He wants to know what land is available in each district. There needs to be a strong plan for redevelopment within the UGB. He wants to see population numbers more often than every two years. He does not have the information to make a decision at this point, but thinks the UGB will have to be tweaked a little.

It was noted that the region's inhabitants all say not to move the UGB, but they also say not to increase density in my neighborhood. It was also pointed out that Metro cannot afford to expand the UGB because it cannot afford the necessary infrastructure to do so. The answer lies in between.

THE METRO COUNCIL WORK SESSION

May 9, 1995

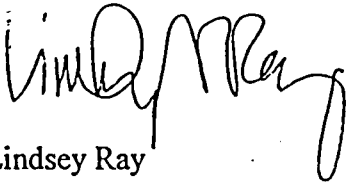
page 4

Mr. Hertzberg asked councilors what they would need to know to make the necessary decisions. Councilors indicated they need to have confidence in data, they need to know that it hasn't gone through various political and philosophical filters, they need more specific land bank data. They need to understand and adopt decision points and the process for making UGB decisions, and they need to ensure the decisions are Council driven. All governments need to be involved in decision making in the early stages. A list of incentives and options need to be drawn up, and Metro needs to know what its regional partners are doing.

It was announced that long-term funding will be discussed at the next Council Work Session in the Council Chamber.

There being no further business, the meeting was adjourned at 5:00 PM.

Prepared by,



Lindsey Ray
Council Assistant

M E M O R A N D U M

600 NORTHEAST GRAND AVENUE | PORTLAND, OREGON 97232 2736
TEL 503 797 1700 | FAX 503 797 1797



METRO

DATE: January 9, 1996
TO: All Metro Departments
FROM: Cathy Ross
RE: 1996 Council Schedule

The 1996 Metro Council Meeting Schedule is attached. I have also included JPACT, MPAC, and MCCI. Any changes to the schedule will be announced weekly.

I have also attached a copy of Resolution 96-2259 which includes listings of Council Standing Committee Membership and Councilor Ancillary Appointments.

Council Staff has experienced some changes in assignments which follow:

Lindsey Ray will assist Councilors McCaig and Washington. She will be staffing the Governmental Affairs and Regional Facilities Committees. Lindsey can be reached at #1536.

Jodie Willson will assist Councilors Morissette and Monroe. She will be staffing the Transportation Planning and Finance Committees. You can reach Jodie at #1543.

Cora Mason will assist Councilors McFarland and McLain. She will be staffing the Regional Environmental Management and Growth Management Committees. Cora's extension is 1537.

Council Analyst, John Houser will work with the Regional Environmental Management, Transportation Planning and the Finance Committees. John's number is 1541.

Council Analyst, Michael Morissey will work with the Growth Management, Regional Facilities, and Governmental Affairs Committees. Michael can be reached at 1907.

Jeff Stone is our new Assistant to Presiding Officer Jon Kvistad. Jeff will be working on out reach activities for the Council. His number is 1538.

I will continue to do Council Clerk duties and the accounting functions for the Council. If you have any questions or concerns please call me at 1542.

Thank you.

January 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 New Year's Day	2	3 6:00pm MCCI Steering Cmte.	4 2:00pm Council	5	6
7	8	9	10 5:00pm MPAC	11 7:00am JPACT 12:30pm Council Work Session	12	13
14	15 M.L.K. Day	16 1:30pm Transportation Planning 3:30pm Growth Mgmt.	17 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	18 2:00pm Council	19	20
21	22 1:30pm Governmental Affairs 3:30pm Regional Facilities	23	24 5:00pm MPAC	25 7:00pm Council	26	27
28	29	30	31			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 1:30pm Governmental Affairs 3:30pm Regional Facilities	6 1:30pm Transportation Planning 3:30pm Growth Mgmt.	7 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	8 7:00am JPACT 2:00pm Council	9	10
11	12 1:30pm Governmental Affairs 3:30pm Regional Facilities	13	14 5:00pm MPAC	15 2:00pm Council	16	17
18	19 President's Day	20 1:30pm Transportation Planning 3:30pm Growth Mgmt.	21 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	22 2:00pm Council	23	24
25	26	27	28 5:00pm MPAC	29 2:00pm Council		

March 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 1:30pm Governmental Affairs 3:30pm Regional Facilities	5 1:30pm Transportation Planning 3:30pm Growth Mgmt.	6 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	7 2:00pm Council	8	9
10	11	12	13 5:00pm MPAC	14 7:00am JPACT 2:00pm Council	15	16
17	18 1:30pm Governmental Affairs 3:30pm Regional Facilities	19 1:30pm Transportation Planning 3:30pm Growth Mgmt.	20 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	21 2:00pm Council	22	23
24	25	26	27 5:00pm MPAC	28 2:00pm Council	29	30
31						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 1:30pm Governmental Affairs 3:30pm Regional Facilities	2 1:30pm Transportation Planning 3:30pm Growth Mgmt.	3 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	4 2:00pm Council	5	6
7	8	9	10 5:00pm MPAC	11 7:00am JPACT 2:00pm Council	12	13
14	15 1:30pm Governmental Affairs 3:30pm Regional Facilities	16 1:30pm Transportation Planning 3:30pm Growth Mgmt.	17 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	18 2:00pm Council	19	20
21	22	23	24 5:00pm MPAC	25 2:00pm Council	26	27
28	29	30				

May 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 6:00pm MCCI Steering Cmte.	2 2:00pm Council	3	4
5	6 1:30pm Governmental Affairs 3:30pm Regional Facilities	7 1:30pm Transportation Planning 3:30pm Growth Mgmt.	8 1:30pm Regional Environ. Mgmt. 3:30pm Finance 5:00pm MPAC	9 7:00am JPACT 2:00pm Council	10	11
12	13	14	15 6:00pm MCCI	16 2:00pm Council	17	18
19	20 1:30pm Governmental Affairs 3:30pm Regional Facilities	21 1:30pm Transportation Planning 3:30pm Growth Mgmt.	22 1:30pm Regional Environ. Mgmt. 3:30pm Finance 5:00pm MPAC	23 2:00pm Council	24	25
26	27 Memorial Day	28	29	30	31	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 1:30pm Governmental Affairs 3:30pm Regional Facilities	4 1:30pm Transportation Planning 3:30pm Growth Mgmt.	5 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	6 2:00pm Council	7	8
9	10	11	12 5:00pm MPAC	13 7:00am JPACT 2:00pm Council	14	15
16	17 1:30pm Governmental Affairs 3:30pm Regional Facilities	18 1:30pm Transportation Planning 3:30pm Growth Mgmt	19 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	20 2:00pm Council	21	22
23	24	25	26 5:00pm MPAC	27 2:00pm Council	28	29
30						

July 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 1:30pm Governmental Affairs 3:30pm Regional Facilities	2 1:30pm Transportation Planning 3:30pm Growth Mgmt.	3 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	4 Independence Day	5	6
7	8	9	10 5:00pm MPAC	11 7:00am JPACT 2:00pm Council	12	13
14	15 1:30pm Governmental Affairs 3:30pm Regional Facilities	16 1:30pm Transportation Planning 3:30pm Growth Mgmt.	17 1:30pm Regional Eviron. Mgmt. 3:30pm Finance 6:00pm MCCI	18 2:00pm Council	19	20
21	22	23	24 5:00pm MPAC	25 2:00pm Council	26	27
28	29	30	31			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 2:00pm Council	2	3
4	5 1:30pm Governmental Affairs 3:30pm Regional Facilities	6 1:30pm Transportation Planning 3:30pm Growth Mgmt.	7 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	8 7:00am JPACT 2:00pm Council	9	10
11	12	13	14 5:00pm MPAC	15 2:00pm Council	16	17
18	19 1:30pm Governmental Affairs 3:30pm Regional Facilities	20 1:30pm Transportation Planning 3:30pm Growth Mgmt.	21 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	22 2:00pm Council	23	24
25	26	27	28 5:00pm MPAC	29	30	31

September 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Labor Day	3 1:30pm Transportation Planning 3:30pm Growth Mgmt.	4 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	5 2:00pm Council	6	7
8	9	10	11 5:00pm MPAC	12 7:00am JPACT 2:00pm Council	13	14
15	16 1:30pm Governmental Affairs 3:30pm Regional Facilities	17 1:30pm Transportation Planning 3:30pm Growth Mgmt.	18 1:30pm Regional Environ. Mgmt 3:30pm Finance 6:00pm MCCI	19 2:00pm Council	20	21
22	23	24	25 5:00pm MPAC	26 2:00pm Council	27	28
29	30					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2 6:00pm MCCI Steering Cmte.	3 2:00pm Council	4	5
6	7 1:30pm Governmental Affairs 3:30pm Regional Facilities	8 1:30pm Transportation Planning 3:30pm Growth Mgmt.	9 1:30pm Regional Environ. Mgmt. 3:30pm Finance 5:00pm MPAC	10 7:00am JPACT 2:00pm Council	11	12
13	14	15	16 6:00pm MCCI	17 2:00pm Council	18	19
20	21 1:30pm Governmental Affairs 3:30pm Regional Facilities	22 1:30pm Transportation Planning 3:30pm Growth Mgmt.	23 1:30pm Regional Environ. Mgmt. 3:30pm Finance 5:00pm MPAC	24 2:00pm Council	25	26
27	28	29	30	31		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 1:30pm Governmental Affairs 3:30pm Regional Facilities	5 1:30pm Transportation Planning 3:30pm Growth Mgmt.	6 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	7 2:00pm Council	8	9
10	11 Veterans Day	12	13 5:00pm MPAC	14 7:00am JPACT 2:00pm Council	15	16
17	18 1:30pm Governmental Affairs 3:30pm Regional Facilities	19 1:30pm Transportation Planning 3:30pm Growth Mgmt.	20 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	21 2:00pm Council	22	23
24	25	26	27 5:00pm MPAC	28 Thanksgiving Day	29	30

December 1996

METRO COUNCIL SCHEDULE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 1:30pm Governmental Affairs 3:30pm Regional Facilities	3 1:30pm Transportation Planning 3:30pm Growth Mgmt.	4 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI Steering Cmte.	5 2:00pm Council	6	7
8	9	10	11 5:00pm MPAC	12 7:00am JPACT 2:00pm Council	13	14
15	16 1:30pm Governmental Affairs 3:30pm Regional Facilities	17 1:30pm Transportation Planning 3:30pm Growth Mgmt.	18 1:30pm Regional Environ. Mgmt. 3:30pm Finance 6:00pm MCCI	19 2:00pm Council	20	21
22	23	24	25 Christmas Day	26	27	28
29	30	31				

Cathy Ross
Deputy Clerk of the Council

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REORGANIZING
THE METRO COUNCIL

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)
)
)
)

RESOLUTION NO. 96-2259
Introduced by
Presiding Officer
J. Ruth McFarland

WHEREAS, Pursuant to Section 16 of the 1992 Metro Charter and Chapter 2.01 of the Metro Code, the Council has elected Councilor Kvistad to serve as its presiding officer during 1996; and

WHEREAS, The presiding officer has appointed Councilor McLain to serve as deputy presiding officer; and

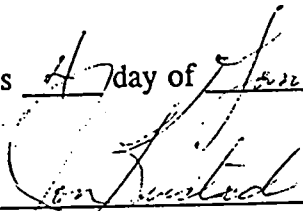
WHEREAS, The presiding officer has appointed councilors to serve as members of the standing committees of the Council and has appointed councilors to serve as members of other Council-related committees or positions; now, therefore,

BE IT RESOLVED,

1. That the existing standing committees created by the Council pursuant to previously adopted resolutions are continued with the same purpose and authority.
2. That the Council confirms and acknowledges the presiding officer's authority to appoint standing committee members. The list of committee members is as described in Exhibit "A" attached hereto.
3. That the Council acknowledges the presiding officer's appointment of members to other Council-related committees or positions as described in Exhibit "B" attached hereto.

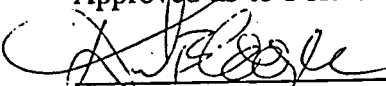
4. That the regular meeting schedule for the Council and each standing committee shall be as described in Exhibit "C" attached hereto, except for special meetings and changes necessary to respond to holiday scheduling or other needs as determined by the presiding officer.

ADOPTED by the Metro Council this 47 day of January, 1996.



Jon Kvistad, Presiding Officer

Approved as to Form:



Daniel B. Cooper, General Counsel

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EXHIBIT "A"

COUNCIL STANDING COMMITTEE MEMBERSHIP*

Finance Committee: Councilor Monroe, Chair; Councilor McFarland, Vice Chair; Councilor Kvistad; Councilor McCaig; Councilor McLain; Councilor Morissette; Councilor Washington

Urban Growth Management Committee: Councilor McLain, Chair; Councilor Morissette, Vice Chair; Councilor Kvistad

Regional Facilities Committee: Councilor Washington, Chair; Councilor McFarland, Vice Chair; Councilor Monroe

Regional Environmental Management Committee: Councilor McFarland, Chair; Councilor McCaig, Vice Chair; Councilor McLain

Transportation Planning Committee: Councilor Morissette, Chair; Councilor Monroe, Vice Chair; Councilor McLain

Governmental Affairs Committee: Councilor McCaig, Chair; Councilor Washington, Vice Chair, Councilor McFarland

* The presiding officer may serve as a member of a committee for which there is a vacancy as a result of a vacancy on the Council.

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EXHIBIT "B"

COUNCILOR ANCILLARY APPOINTMENTS

Council Parliamentarian: Councilor McFarland

Friends of the Washington Park Zoo Board of Directors: Councilor Kvistad, Councilor Morissette

Joint Policy Advisory Committee on Transportation: Councilor Monroe, Chair; Councilor Morissette; Councilor McLain; Councilor Kvistad (Alternate)

Metro Policy Advisory Committee: Councilor McLain, Councilor Kvistad, Councilor McFarland, Councilor McCaig (Alternate)

Greenspaces Citizens Advisory Committee: Councilor McCaig, Councilor Washington (Alternate)

Greenspaces Liaison: Councilor McCaig

Metro CCI Liaison: Councilor McLain

Oregon Regional Council Association Board of Directors: Councilor Kvistad, Councilor McFarland (Alternate)

Regional Emergency Management Policy Advisory Committee: Councilor Monroe, Councilor Morissette

Regional Water Services Leadership Group: Councilor Kvistad, Councilor McLain

Smith and Bybee Lakes Management Committee: Councilor Washington, Councilor McCaig

Regional Environmental Management Policy Advisory Committee: Councilor McFarland, Chair; Councilor McLain

Regional Environmental Management Rate Review Committee: Councilor McFarland, Chair; Councilor McLain

SW Washington Regional Transportation Policy Committee: Councilor Monroe, Councilor Morissette

South/North Steering Committee: Councilor Monroe, Chair; Councilor Morissette (Alternate)

Tri-Met Committee on Accessible Transportation: Councilor Washington, Councilor Morissette

Water Resources Policy Advisory Committee: Councilor McLain, Councilor Kvistad, Councilor McCaig

Westside Corridor Project Steering Group: Councilor Kvistad

Washington County Transportation Advisory Group: Councilor Kvistad

Neighboring Cities Grant: Councilor McLain

Cascadia Task Force: Councilor Kvistad, Councilor Monroe

1% for Art: Councilor Washington

Portland/Multnomah County Progress Board: Councilor McFarland

DEQ Parking Ratio Employee Policy Advisory Committee: Councilor McLain

Portland State Institute of Urban Studies: Councilor Kvistad, Councilor McFarland

Columbia Slough Watershed Council: Councilor Washington

FOCUS Liaison: Councilor McLain

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EXHIBIT "C"

COUNCIL AND COMMITTEE MEETINGS

Council

The Metro Council meetings shall be regularly scheduled as outlined below except when the Presiding Officer finds a need to: (1) convene special or emergency meetings; (2) change meeting dates or times to respond to special scheduling needs; or (3) cancel a meeting due to a lack of quorum or agenda items or other precipitating events.

Regular Sessions: The Metro Council shall meet in Regular Session on each Thursday beginning at 2:00 p.m., except that on the fourth Thursday of each month the regular session may begin at 7:00 p.m. if the Presiding Officer determines the meeting agenda is of significant public interest.

Committees

The Metro Council standing committee meetings shall be regularly scheduled as outlined below except when the Committee Chair finds a need to: (1) convene special meetings; (2) change meeting dates or times to respond to special scheduling needs; or (3) cancel a meeting due to a lack of quorum or agenda items or other precipitating events.

Council committees shall have regularly scheduled meetings at least twice a month. All committee meetings shall be scheduled during the same calendar week. Generally committee meetings will be scheduled at 1:30 p.m. and 3:30 p.m., with the Governmental Affairs Committee and Regional Facilities Committee meeting on Mondays, the Transportation Planning and Urban Growth Management Committees meeting on Tuesdays and the Regional Environmental Management and Finance Committees meeting on Wednesdays. The Presiding Officer shall cause a committee meeting schedule to be published in advance and may adjust meeting times and dates to reflect committee scheduling conflicts as well as other needs.

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