

*get minutes*

MEMO

January 11, 1982

To: Board of Directors, Metropolitan Citizens League  
From: Sue Altstadt - Staff Assistant  
Re: Board Meeting                      Wednesday, January 20, 1982  
   Ione Terrace Bar & Grill  
   7:30 A.M.

AGENDA:

1. Additional items for Agenda
2. Minutes of November 18, 1981 meeting
3. Treasurer's Report - Pat Giardina
4. Committee Reports:
  - a. Program - Oliver Larsen
    1. Report on January 26, 1982 meeting
    2. Plan for March 24, 1982 meeting
  - b. Land Use & Urban Affairs - Gene Peterson
  - c. Transportation
  - d. Finance - Wanda Mays
  - e. Membership - Bob Weil
  - f. Public Relations - Beth Blunt
  - g. Gov"t. Structure & Finance - Ron Ceace
5. "Critical Choice" for Greater Portland project.
6. Old Business / Announcements
7. New Business
8. Adjourn

*Apply 501-c -*

Woods

Red

Ron Chase - 2

Maclene

Hemis

McKay - 2

Bah Wiel

Bah Stacey

Bah Simpson - 2

Conference

McKay Reeb ?

METROPOLITAN CITIZENS LEAGUE  
Treasurer's Report

Date JAN. 19, 1982

	<u>Year to Date</u>	<u>1981-82</u>
<u>Income:</u>		
Balance Forward		\$ 2500
Dues:		
Individual) 132 new (20)	667.50	3300
Corporate) members (10)	2350.00	3500
Interest on Savings Foundations	263.52	500
Contributions (4)	400.00	1000
Fund Raising Events Luncheons		<u>200</u>
Total	<u>3,681.02</u>	\$11000
 <u>Expenses:</u>		
Rent & Phone	480.00	\$ 720
Salaries	963.00	6240
Payroll Taxes		
Office Supplies	189.10	300
Member/Board Expenses	43.88	600
Duplicating/Printing	31.76	150
General Postage	117.40	200
Bulk Permit Postage & Fees		100
Study Committees:		
Land Use Task Force	57.51	200
Transportation	—	200
Government Structure & Finance	4.08	200
Standing Committees:		
Finance	207.30	400
Membership/Nominating Program	99.18	200
Projects	.18	50
Public Relations	44.73	50
Contingency		150
Misc. Expenses LUNCHEON	19.55	1000
		<u>240</u>
Total	<u>2,257.67</u>	\$11000

Balance in Checking

319.50

Balance in Money Market DEC. '81

3,763.52

MEMO

To: Board of Directors, Metropolitan Citizens League  
From: Sue Altstadt, Staff Assistant  
Re: Board Meeting: Wednesday, February 17, 1982  
Ione Terrace Bar & Grill  
7:30 AM

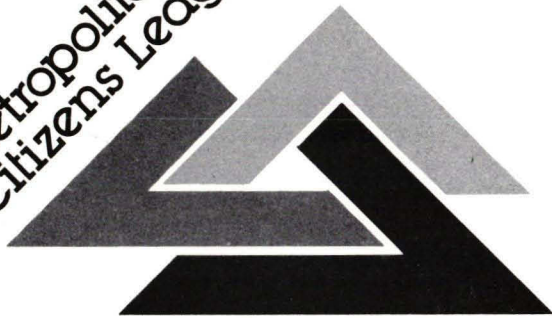
AGENDA:

1. Additional items for Agenda
2. Minutes of January 20, 1982 meeting
3. Treasurer's Report - Pat Giardina
4. Committee Reports:
  - a. Program - Oliver Larson
    1. Report on January 26, 1982 meeting
    2. Plan for March 24, 1982 meeting.
    3. Annual meeting (May 26, 1982) subject.
  - b. Land Use & Urban Affairs - Gene Peterson
  - c. Transportation
  - d. Finance - Wanda Mays
  - e. Membership - Bob Weil
  - f. Public Relations - Beth Blunt
  - g. Gov't Structure & Finance - Chuck Kemper
  - h. Metro review - Ron Cease

"Critical Choice for Greater Portland" Project
5. Old Business/Announcements
6. New Business
7. Adjourn



Metropolitan  
Citizens League



March 15, 1982

**BOARD OF DIRECTORS**

Oliver Larsen  
A. McKay Rich  
Marlene Bayless  
Carl Halvorson  
Rusty Goldy  
Robert G. Simpson  
Keith Burns  
William Moshofsky  
Ronald Cease  
Wanda Mays  
Jerry Tippins  
Jan Egger  
Philip Bogue  
Charles Kemper  
Pat Giardina

Robert E. Stacey, Jr.  
Melvin Peters  
Roy Schnaible, Jr.  
Dennin Ryerson  
Ned Look

Mr. Robert G. Simpson  
1200 Standard Plaza  
Portland, Oregon 97204

TO:

There will be an election of Board members at the annual meeting of the Metropolitan Citizens League on May 26, 1982.

You were elected to a term of 1 (one year) in 1981 and your term expires on May 31, 1982. Please indicate below your willingness to be nominated for a 3 (three) year term, expiring on May 31, 1985, and return this letter to me by March 24, 1982.

Thank you

Robert G. Simpson

I am      I am not\_willing to be nominated for a three year term.

signature \_\_\_\_\_

BOARD MEETING - METROPOLITAN CITIZENS LEAGUE

April 21, 1982 - Ione Plaza Restaurant

The minutes of the March 17, 1982 Board meeting were approved. The treasurer's report was accepted and approved. It was moved and seconded to have the candidates for MSD come to the April meeting as guest speakers.

Gene Peterson reported on Lane Use & Urban Affairs committee. He said a report will be available at the annual meeting with the findings of that committee.

Bob Weil reported that he will be accepting renewals at the April membership meeting.

Ron Cease reported that his committee had been interviewing councillors and others and the report will be available for the annual meeting.

Ned Look reported on Futures Project, "Critical Choices for Greater Portland". The Board expressed interest in it as a continued project.

Admendments <sup>to the By Laws</sup> and articles of incorporation were <sup>ADOPTED AND</sup> recommended to be adopted <sup>BY THE MEMBERS</sup>

<sup>BOFO</sup> The nominated ~~and~~ committee presented; and elected

For a 3 year term

McKay Rich, Carl Halvorson, Rusty Goldy, Robert Simpson, Wanda Mays, Jerry Tippens, George Beard

For a 1 year term to complete a 2 year term

Gene Peterson, Beth Blunt

For a 2 year term to complete a 3 year term

Burke Raymond, Muriel Goldman

Meeting was adjourned.

Board Meeting - Metropolitan Citizens League

May 19, 1982, 7:30 a.m. - Ione Plaza Restaurant

The minutes of the April 21 meeting were corrected as follows:

Paragraph 6 was corrected to read: "Amendments to the by-laws and articles of incorporation were reported and recommended to be adopted by the membership."

Paragraph 7 was corrected to read: "The Board of Trustees nominated:"

With the corrections, the minutes were adopted.

Bob Weil, Membership Committee Chairman, reported that we now have 152 members. He received only 1 response from candidates mailed to, but suggested that the new membership chairman mail to the successful candidates.

Gene Peterson, Chairman of the Land Use and Urban Services Committee, presented a copy of his preliminary report on Sewer Service. Copy is attached. The Board decided that copies of this report should be made available to the membership at the annual meeting on May 26 so members could see that the organization is functioning.

Ron Cease, Chairman of the METRO Review Committee, gave a brief oral report of his committee's work, but said he is not ready yet to present a written report because it will be necessary to complete the interviewing of METRO personnel. His committee has been interviewing all METRO councillors, top staff and the candidates. When all this is finished, his committee will prepare a written report together with recommendations for improving the operation of METRO. He will present an oral report at the annual meeting plus an outline of what the written report will contain.

Attending the meeting were: Bob Simpson, Ned Look, Bob Weil, Marion Goldman, Keith Burns, Gene Peterson, Jerry Tippens, Ron Cease, McKay Rich, Pat Giardina, Rusty Goldy and Jan Egger.

The treasurer reported that her report as attached erred but that she would have it corrected and a complete report ready for the meeting on May 26.

The meeting was adjourned.



July 21  
Doro Plaza

MEMO

TO: Board of Directors, Metropolitan Citizens League  
FROM: Sue Altstadt - Staff Assistant  
RE: Board Meeting Wednesday, May 19, 1982  
Ione Terrace Bar & Grill  
7:30 AM

AGENDA:

1. ~~Additional items for Agenda~~
2. Minutes of April 21, 1982 meeting
3. Treasurer's Report - Pat Giardina
4. Committee Reports:
  - a. Program ~~for members meeting - meeting May 26 -~~
  - b. Land Use & Urban Affairs - Gene Peterson
  - c. ~~Transportation~~
  - d. Finance - Wanda Mays
  - e. Membership - Bob Weil
  - f. Public Relations - Beth Blunt
  - g. ~~Gov't Structure & Finance~~
  - g. Metro Study Committee - Ron Cease  
~~other items~~
5. Old Business ~~critical issues report~~
6. New Business
7. Adjourn

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Membership & dues report - Wanda Mays  
committee reports:

Metro Review - Cease  
Land Use - Peterson

Future's Project - Ned Sank  
work Plan for 1982-3 - Beth S,  
see Bees.

Imp meeting please attend.

MEMO

to: Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
re: Board of Directors Meeting May 19, 1982  
Ione Terrace Bar & Grill  
7:30 AM

AGENDA

1. Additional items for Agenda
2. Minutes of April 21, 1982
3. Treasurer's Report - Pat Giardina
4. Committee Reports:
  - a. Program: Annual meeting - election of officers
  - b. Land Use & Urban Affairs - Gene Peterson
  - c. Finance - Wanda Mays
  - d. Membership - Bob Weil
  - e. Public Relations - Beth Blunt
  - f. Metro Study Committee - Ron Cease
4. Old Business - Critical Choices Report
5. New Business
6. Adjourn



MEMO

TO: Board of Directors, Metropolitan Citizens League  
FROM: Sue Altstadt - Staff Person  
RE: Board Meeting July 21, 1982  
Ione Plaza  
7:30 AM

AGENDA

1. Membership & Dues Report - Wanda Mays
2. Committee Reports
  - a. Metro Review - Ron Cease
  - b. Land Use - Gene Peterson
3. Futures Project - Ned Look
4. Work Plan for 1982 - 1983 - Bob Simpson
5. Other Business

\*\*\* Important Meeting \*\*\*

Please Attend

METROPOLITAN CITIZENS LEAGUE

MINUTES - SEPTEMBER 15, 1982 BOARD MEETING

Robert Simpson presiding

Announcements -

501 C3 Status - It was announced that the bylaws and articles of incorporation had been revised and a new application will be submitted soon to the Internal Revenue Service.

Critical Choices-An October 7 meeting is scheduled at John Russill's to review the CUE and RAIN proposals. The question of joint sponsorship by MCL will be reviewed after that.

Future of Local Government-Gladys McCoy will gather a group of elected officials to discuss spearheading a drive for a ballot measure in 1984 that would restructure local government. Meeting scheduled for September 28.

MCL Study of Metro-The report by Ron Cease's committee will be ready in October and could be focus of a general membership meeting.

Program-September 22

The program for the September 22 general membership meeting will be a panel discussion of the impacts of Ballot Measure #3. Speakers will be Jack Nelson, Mayor of Beaverton; Helen Barney, budget director for Multnomah County and Chuck Clemans, Superintendent of the Oregon City Schools.

ACTION - Wanda Mays moved and Marlene Bayless seconded motion for the Metropolitan Citizens League to oppose Ballot Measure #3. Motion was approved unanimously.

This action will be reported to the membership at the conclusion of the September 22 program.

Goals - 1982-83

The Board discussed the need for MCL to narrow its focus and to increase its membership. It was suggested that MCL should return to the task force approach with focus on no more than three areas.

Possibilities

1. Local government finance - the use/adequacy of the property tax; alternatives - other sources of revenue
2. Regional mandated services - how can they be better provided
3. New finance systems-What new systems can be created to finance the infra structure needs within the region. What changes might be needed in Oregon law?
4. Local government services-educational speakers bureau to provide information about local government to community groups and classes.

5. Economic Development - permit process. What local government regulations inhibit this?

Discussion produced -the suggestion that Kay Rich's committee weave some of these issues into one task force, relating to the services necessary and methods for financing.

Assignments

1. Review either/or approach, should ballot measure 3 pass - assigned to McKay Rich, chair and Burke Raymond, Jerry Tippens.
2. Develop recommendations for MCL public information effort relating to local government services - Ken Martin, chair and Chuck Kemper, Marlene Bayless

Next Meetings:

Board - Wednesday, October 20, 7:30 a.m.

General Membership - Wednesday, October 27, noon

Respectfully submitted,

Marlene Bayless, acting secretary





METROPOLITAN CITIZENS LEAGUE BOARD MEETING - October 20, 1982

PRESENT: Bob Simpson, George Beard, Kenneth Martin, McKay Rich, Bob Weil, Jerry Tippens, Muriel Goldman, Ron Cease, Rusty Goldy, Gene Peterson, Marlene Bayless

McKay Rich reported on Local Government Finance Committee. The main concern was that if the region is to be kept healthy, you must have a community that is economically healthy and viable. The basic services that should be focused on are;

- a. developmental background
- b. effectiveness of the needs (why economic development was able to keep up with needs in some areas but not in the others).

It is imperative to come up with an adequate means of revenues. The City of Portland issues Revenue bonds, to enable us to keep a healthy water supply, but there should be a study done to help determine the qualifications for the spending of grant money. A task force could explore tax procedures in the Twin Cities area. The final result would be their recommendations for legislation to enhance services. Ron Cease added that the construction of new plants plus the maintenance of existing services has to be considered. Gene Peterson mentioned the study done by the Urban Services Committee covers a lot of these services in the unincorporated territories, excluding a study on the finances. This task force would study the entire area. A motion was made to form a task force to study Urban Boundaries centering on the areas of water, sewers and streets. It was seconded and amended to include the work of the Urban Services Committee. The amended motion passed unanimously.

Ken Martin reported formation of a new Education Committee. It would be an educational program explaining the workings of local government; how local government services are provided and paid for. The committee would first study the possibilities and approve or give direction, outline a program, give a specific date to decide if this can be done, and study the extent of the operation.. When formulated and the slide show is set up, the committee would handle the requests, promote the show, and set up either a permanent person in the office to handle the phone and office work, or train volunteers. Suggested was to include the responsibility of state government for local government. The second task is to acquire the equipment to put this show on. There was discussion on the different areas to contact who could do a good professional job. There was also discussion on expanding the show to doing a TV documentary by approaching the Public Affairs offices of the TV stations; to contact students in technical TV work; to approach people in the graphics field; and contact the Port of Portland. A motion was made to form this Education Committee to formulate the plans, put to start out on a small scale. The motion was seconded and passed unanimously. It was suggested that the committee look into Educational Grants to subsidize this program. George Beard offered to process the proposals on the word processor.

Bob Weil reported on the Program Committee. Don Carlson will talk at the October 27th meeting at the Mallory Hotel. Also Ron Cease reported on the METRO COMMITTEE. What impact will measure 3 have on METRO? Should the size of METRO be reduced? Some of the problems discussed in this committee have been remedied. The two remaining problems are

- a. a credibility issue
- b. long term funding.

A report to the Membership will be made at the November 24th meeting.

The December Membership meeting will be a week earlier - December 15, 1982

MEMO

TO: BOARD OF DIRECTORS, METROPOLITAN CITIZENS LEAGUE  
FROM: SUE ALTSTADT, STAFF PERSON  
RE: BOARD MEETING;  
IONE PLAZA TERRACE ROOM  
7:30 AM  
OCTOBER 20, 1982

AGENDA

1. ADDITIONAL ITEMS FOR AGENDA
2. MINUTES OF SEPTEMBER 15, 1982
3. TREASURER'S REPORT - WANDA MAYS
4. COMMITTEE REPORTS;
  - A. PRESENTATION BY A TASK FORCE FOR THE WORK SCHEDULE FOR THE REMAINDER OF THE YEAR - MCKAY RICH
  - B. LAND USE & URBAN AFFAIRS - GENE PETERSON
  - C. PROGRESS REPORT BY RON CEASE OF THE METRO REVIEW COMMITTEE
  - D. PROGRAM COMMITTEE REPORT - BOB WEIL & MURIEL GOLDMAN
5. OLD BUSINESS/ANNOUNCEMENTS
6. NEW BUSINESS
7. ADJOURN



MEMO

to: Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
Re: Board Meeting:

Ione Terrace Bar & Grill  
7:30 AM

*Oct 20, 1982*

AGENDA

1. Additional items for Agenda
2. Minutes of
3. Treasurer's Report - ~~Pat Giardina~~ *Wanda*
4. Committee Reports:
  - a. Program
  - b.  Land Use & Urban Affairs - Gene Peterson -
  - c. ~~Transportation~~
  - d. ~~Finance - Wanda Mays~~
  - e. ~~Membership - Bob Weil~~
  - f. ~~Public Relations~~
  - g. ~~Gov't Structure & Finance - Chuck Kemper~~
  - h. ~~Metro review - Ron Cease~~
5. Old Business / Announcements
6. New Business
7. Adjourn

*Presentation by a Task Force for  
work schedule  
the agenda for the remainder of year  
McKay Rich -*

*Progress Report by Cease of Metro  
Review Comm.*

*Program Comm. Report - Bob Weil  
- mural*

Meeting of Metropolitan Citizens Committee Board, Wednesday, Nov. 18,  
7:30 am, Copper Kitchen

Attended: McKay Rich, Bob Weil, Gene Peterson, Bob Stacey, Ron Cease,  
Chuck Kemper, Bob Simpson, Pat Giardina, Phil Bogue, Wanda Mays,  
Oliver Larson, Marlene Bayless and Rusty Goldy. Beth Blunt also attended.

Minutes of previous meeting were approved; also treasurer's report as  
presented.

After describing next week's meeting--as shown in the newsletter-- Oliver  
Larson asked for ideas for upcoming meetings. The following were suggested:

1. The economic impact on both sides of the new bridge--205--when it  
is opened
2. The effect on the Portland area of the forest products industry's  
current problems
3. What is the Metropolitan Service District doing to provide a regional  
perspective?
4. Long term water needs of region
5. Impact on regional area of Northwest regional energy bill, and  
the effect of Washington Public Power's problems on the metropolitan area

It was decided that topic 1 above be used for the next public meeting in  
January, and number 5 for the March meeting.

Ron Cease raised the issue of visibility of the organization and suggested  
that perhaps we should have monthly instead of bi-monthly meetings. After  
some discussion, it was decided that the matter be deferred until the next  
meeting of the board.

Wanda Mays reported that her finance committee expects to meet its goal for  
corporate members in the near future.

Bob Weil, chairman of the membership committee, asked the board to set an  
example of attendance at public meetings and that every member bring a guest  
to the meetings.

It was decided that committee chairmen appoint a member of their committee  
to clip notices relevant to that committee's concern for our records.

It was announced that Gene Peterson has been appointed to chair the committee  
on Land Use and Urban Services succeeding Bill Moshofsky who has resigned as  
chairman. That committee will meet every second Tuesday at 7:30 am at the  
Copper Kitchen.

Ron Cease announced that his committee on Government Structure and Finance  
meets every other Wednesday at 4:00 at Portland State in Cramer Hall.

MEMO

to; Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
re: Board Meeting November 17, 1982  
Ione Terrace Bar & Grill  
7:30 AM

AGENDA

1. Additional items for Agenda
2. Minutes of October 20th
3. Treasurer's Report
4. Committee Reports:
  - a. Program - Bob Weil & Murial Goldman
  - b. METRO Review- Ron Cease
  - c. Land Use & Urban Affairs - Gene Peterson
  - d. Education Committee - Ken Martin
  - e. Finance - Philip Bogue
  - f. Membership - George Beard
  - g. Local Government Finance Committee - McKay Rich
5. Old Business
6. New Business - Vote on Kenneth Martin for Board Position
7. Adjourn



METROPOLITAN CITIZENS LEAGUE

Board Meeting

November 17, 1982

PRESENT: Bob Simpson, Ken Martin, George Beard, Murial Goldman, Rusty Goldy, Jan Eggar, Beth Blunt, Keith Burns, Ron Cease, Bob Weil, McKay Rich, Gene Peterson - Guest Speaker - Mark Gardiner

Guest Speaker Mark Gardiner, spoke on annexation policy. There are danger flags in the central city as the size is declining. Urban subsidy is a very important issue because there is a tax transfer to unincorporated areas. Police, parks and sewers (the largest problem) are the areas of concern where services have to be provided in the unincorporated areas. The industrial zone by the new bridge is not available for economic development. It is industrial territory but is not available for development because there has been no provisions made for sewer service. He proposes annexation is the best way to go, however, the danger areas are the creation of a 'strung-out' city and the problems created with the Fire District (this is probably the greatest opponent to annexation). The Mid-County Futures Commission is working with city council and commissioners. (check the brochure handed out.)

The minutes of the previous meeting were approved.

Bob Weil reported on November 24th meeting. Carl Halvorson will speak. The December 15th meeting will host Vera Katz and Norm Smith talking on Tax Reform in 1983. The meeting will be held at Tuck Lung just for December. Bob Weil passed around a list of suggestions he has compiled for meetings and asked for any other ideas. Ken Martin suggested Don Clark. Bud Davis was also suggested to be asked to talk on relationship of Higher Education and Community College. Also, Gladys McCoy has talked to groups on City-County consolidation. Norm Winnensgard of Floating Points also gives a superb talk.

George Beard, reporting on the Membership Committee, is setting up a phone committee, and asked for an updated membership list.

Ken Martin reported that the slide program is getting moving, and after experience with this, the committee will pursue a video type presentation. He has sent a letter out to some key people in the area who might be able to help in production.

McKay Rich is looking for a Chairman for the Local Government Finance Committee.

Gene Peterson reported that a preliminary report on Land Use and Urban Affairs will be available for the Board of Directors.

A motion was made and passed to send a copy to each member of the Board of Directors.

Ken Martin was proposed for membership on the Board of Directors - He was unanimously approved for membership.

Metropolitan  
Citizens League



**BOARD OF DIRECTORS**

Oliver Larsen  
A. McKay Rich  
Marlene Bayless  
Carl Halvorson  
Rusty Goldy  
Robert G. Simpson  
Keith Burns  
William Moshofsky  
Ronald Cease  
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**Bob Weil**  
Robert E. Stacey, Jr.  
Melvin Peters  
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Dennin Ryerson  
Ned Look



METROPOLITAN CITIZENS LEAGUE

Board Meeting

November 17, 1982

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## I. I N T R O D U C T I O N

Charge to Committee -- quote from formal charge statement

indication of committee members, persons interviewed, other material reviewed, etc. --

Please note that (1) a strong statement would be added to final copy that our critical statements of Metro should not be viewed as hostile ones -- we value the organization, need to get on with the job, etc.

and

(2) we will include a short paragraph, probably under Conclusion, that Metro needs to become more involved in efforts to look at and restructure local governments -- needs to play a role -- more leadership, etc. --



## II. FINDINGS AND CONCLUSIONS.

Credibility:

Metro has low credibility with the public, local governmental officials, and the media. Unfortunately, it has a loser's image. There are several reasons for its credibility problem:

1. Metro does not have a secure niche within the political and governmental system. Although it was created by a substantial majority vote, some of the "yes" voters had little understanding of the proposal. And the opposition to its creation was pointed. It remains so today. Opposition is particularly vehement within East Multnomah County and Clackamas County--the proposal for the creation of Metro carried by a good margin within Multnomah County and by a smaller margin within Washington County, but failed within Clackamas County. It is interesting to note that the locus of concentration for the controversial issues in which Metro has been involved has been in those areas where Metro has the least support.
2. Metro has made mistakes and has not handled several major issues of situations well. In the case of Johnson Creek, for example, it ran head-first into a buzz saw--it apparently operated on the assumption that it could achieve a quick success and failed to understand the political nature of a problem that had been around for years and was not subject to a quick fix.
3. The public has little or no knowledge of Metro except through brief items in the newspapers.
4. Metro was established and is coming of age at a time characterized by general public disaffection with government. Metro is a particular "beneficiary" of this disaffection.

Expectations and Response:

Metro's reputation has been adversely affected by its inability to meet the high performance levels initially expected of it. Upon its establishment it was to be a full-blown and mature institution ready to solve all problems and to set standards of operation higher than those of other local governments. There was a sense--a reflection of the Oregon populist tradition--that electing Metro officials would lead to great achievements. Metro was to be "the model" of performance. These expectations were quite unrealistic and failed to take into account that Metro as a new organization would need time to organize, work out the organizational bugs, and mature.

The situation was complicated by the fact that part of the media was too quick to criticize and other media organs would not criticize at all. Metro's officials and staff have been far too defensive--a response which makes it difficult to look at issues and problems honestly and admit mistakes --and its friends, out of fear of hurting "our child," have failed to provide friendly and constructive criticism, a commodity sadly lacking to Metro.



### Nature of the Organization:

1. The structure of Metro, its relationships, and the types of activities and functions it performs or could perform are little understood, even by some of its officials and staff members. Metro is modeled on an executive-legislative arrangement. The council is to perform policy, approve budgets and appropriate funds, and provide administrative oversight; the executive, to perform policy and management roles. Neither is the creature of the other. It could be argued, and is by some, that a manager form of executive would be a more preferable arrangement for Metro than the current one of an elected executive officer. Certainly, the manager system could work, but it has other problems. The Tri-County Local Government Commission opted for the elected executive system and there is no convincing argument to change it. The problems of Metro are not essentially structural in any case. They are problems of relationships, understandings, attitudes, and competencies. Changes and improvements in these will go a long way to removing much of the current friction between the council, executive officer, and staff of Metro.

2. Metro is a hybrid organization. It provides direct services (the Zoo and aspects of solid waste), is seeking to provide for a more substantial solid waste program, and has authorization to offer other direct services. But as the successor to the old Columbia Region Association of Governments (CRAG), it also acts as a council of governments--planning, cooperating, coordinating, and distributing of grant funds. The latter activities are essentially intergovernmental in nature, requiring on-going relationships and negotiations with the local governments in the metropolitan area.

### The Council:

Only in recent months does one detect evidence that the council is finally beginning to get its act together. It suffers from many of the same dysfunctions of local government councils: it is unwilling or unable to deal with long-term policy questions and possibilities, can't agree on policy, is unable to develop any sense of the need for policy consistency, and does not seem to understand the difference between administrative interference and administrative oversight.

But the Metro council also suffers from other problems. While it is not too large and in fact may be too small for effective representation, it may be too large to operate effectively as a policy body, at least without more cohesion and leadership. Council members indicate little agreement in their characterization of the council's role. Several seem to view it merely as an advisory body to the executive officer.

Despite the suggestions of some councilors, they are not volunteers. They are unpaid, but they are elected officials of a governmental body and have a solemn obligation to the public to perform their responsibilities to the best of their abilities. Unfortunately, the council has been tarnished by one or two members with low attendance records at council meetings.



The size of the Metro council requires the use of committees. The council has created committees but does not appear to have used these very effectively. It recently hired its own staff person and Cindy Banzer, the current council presiding officer, has demonstrated that an active and committed chair can have a substantial impact on pulling the body together. However, it should be noted that she has essentially been working on a full-time basis to do this and, like other councilors, she is unpaid.

The Executive Officer:

The Executive Officer is a major policy maker of Metro and is its chief "politician." He is also responsible under the law for the management of the institution. Metro's current executive officer is an effective politician and appears to work effectively with local government officials. However, he is not a manager and, although he need not be involved in direct day-to-day management activities and supervision, he cannot escape responsibility for the poor management that has plagued Metro. He shares responsibility with the Council -- he, because he is responsible in the final analysis for the performance of the management team and staff, and the council, because it did not perform its management oversight role.

There is little purpose in detailing Metro's management difficulties here. In the first place, they have been reported ad nauseam and, secondly, much of the current management team has joined Metro over the last year and has been instrumental in substantially improving the management record. Suffice it so say that the operation of Metro during the first two or three years of its existence could be characterized as management by intimidation and "kill the messenger who brings the bad news." Communications were poor and as problems with the accounting and computer systems developed, the staff was intimidated from bringing this news to the top management. Under these circumstances it is not surprising that staff morale was not good and, although morale is still not what it should be, the reasons for the problem are different than they were.

The good news is that the management record of Metro has improved. There has been progress in providing monthly reports on revenue expenditures and Metro is making more effective use of the computer system. The 1981-82 audit was completed in mid October of this year while the 1980-81 audit was by comparison completed in February of this year. Don Carlson was hired as Deputy Executive Officer about a year ago and obviously was a good choice for this top management role.\* The Executive Officer and the Deputy appear to work together well and there now appears to be an atmosphere of management by cooperation instead of intimidation. However, communications are still not what they should be--as evidenced by the saga of the energy recovery facility, management is not adequately keeping the staff informed of developments or is not providing sufficient directions.

\*Carlson spends a great deal of his time on financial management. While this is an essential job, it may not be the best place for utilization of his broad-gauged management talents.



### The Staff:

There has been substantial turnover in the Metro staff since CRAG and the old Metropolitan Service District were combined to create Metro almost four years ago. The CRAG staff was composed almost entirely of planners, while Metro currently has few planners on its staff. The staff --smaller than it was--is generally of good to excellent quality, largely young, idealistic, and politically naive. Metro's record of hiring technicians is quite professional; its record for other staff positions is mixed.

Metro's staff, particularly those individuals who can be characterized as technicians or professionals, are suspicious and disdainful of the politicians (top management and councilors). This is perhaps not surprising, considering the situation in other governmental organizations. However, it is an obstacle to cooperation and communication between the various components of Metro and is patently inappropriate. The obstacle does seem to be softening.

Staff morale continues to be a problem for Metro and is an issue that should command major attention of top management. However, a major reason for poor morale today is the low public credibility of Metro which is not amenable to a quick turn-around, and job insecurity.

### Direct Service Functions:

Metro is involved in two major direct service areas: the zoo and solid waste. The zoo has high credibility, is well managed, and operates essentially as a discrete unit. Solid waste is quite a different situation altogether. Metro did get a lift with the recent vote of the Board of Commissioners of Multnomah County concerning the proposed Wildwood landfill site, but it has received little but bad news in reference to the proposed energy recovery facility. Merits of the proposal aside, it does seem that Metro let the discussions and decisions concerning the facility go on too long. The council really got into the act relatively late. Failure of the executive officer and the council to communicate in reference to this project and to operate as component parts of the same organization has been costly.

### Finances:

Metro has short- and long-term financial difficulties. Grant programs, which have provided much of its revenue, are in decline. Its authorization to levy a per capita charge against cities and counties will expire July 1, 1985--this authorization was extended for four more years during the last legislative session, but six of the seven members of the House Committee on Intergovernmental Relations signed a letter indicating that this would be the only extension that they would vote for and that Metro would have to find other financial resources. Revenue from the per capita charge which brings in approximately \$580,000 a year is the major source of Metro's discretionary funds.

Metro's general fund depends heavily on "contributions" from zoo and solid waste revenues. These contributions are used for Metro administrative and



and overhead expenditures. There are suggestions from time to time that these charges against the zoo and solid waste are excessive.

#### Role of Local Governments:

Officials of local governments within the Portland metropolitan area played directed roles in the CRAG and old Metropolitan Service District organizations. Under the current Metro structure they do not play a direct role and do not appear to have the same commitment to the operations of the new institution as they did to the old--it is not their "baby." Metro's executive officer understands the importance of local government support to the success of Metro and has done well in relating to local officials. However, more needs to be done to enhance their understanding and get their support for the development and resolution of areawide issues and problems.

#### Metro's Successes:

This analysis of Metro would be incomplete and distorted if the impression were left that Metro's record is characterized solely by problems and failure. In fact, Metro has some substantial successes to its credit.

Metro enjoys a superb record in the transportation area. It has done an excellent job in transportation planning, working with and getting local governments to work together and with it. It has aided local governments in various transportation projects and it has played a significant leadership role in garnering public support and getting funds for light rail projects.

It also needs to be said that, despite the many frustrations in the solid waste area, it is to Metro's credit that the public now has some understanding and interest in solid waste problems and program needs. There may be major disagreements as to the efficacy and desirability of particular solid waste projects, but there is little disagreement that we have a regional problem.

### III. CONCLUSIONS

Metro is in difficulty. It has low credibility with the public and local government officials. It has made mistakes and not handled some issues and situations well. It has short-term and long-term financial problems.

But the picture is not all bleak. Metro has some real successes to its credit. Though frustrated and showing evidence of low morale, its officials are no longer green. There is substantial evidence of growing institutional and political maturity. Organizational kinks are being resolved. Metro still has great potential to respond to regional issues and problems which confront the tri-County metropolitan area. It is a government in place. Change may be needed, but we don't want to "throw the baby out with the bath water." If the first four years of Metro's existence have taught us anything, it is that organizations don't spring full blown as Athene from the head of Zeus--they are created, they evolve, they have problems, and they need time to mature!



IV. RECOMMENDATIONS

The Committee submits the following recommendations for review and action by the Board of Directors of the Metropolitan Citizens League:

1. Metro should develop an agenda for credibility building. While the main ingredients for the improvement of Metro's credibility with the public and local governments are time and performance, a number of short-term improvements could be effected. Metro should seek the help of the Metropolitan Citizens League, the City Club, and other civic and community groups to assist it in this regard.
2. ~~Review and~~ efforts need to be made to bolster local government commitment to and a stake in the operations and performance of Metro.
3. Review should be made of State statutes governing Metro to clarify and simplify these statutes in reference to the roles and relationships of the Metro council and executive officer. This recommendation is for clarification and not for structural change.
4. Metro's executive officer and council should make every effort to improve the morale of Metro's staff and officials and to continue improvements in communications. Periodic workshops on communications and morale building would be helpful.
5. The Metro council needs to be more public and political. Councilors should spend more time with their constituencies, and the council should provide funds for constituency mailing.
6. *Combining* The Metro council needs help ~~improving communications between its members and the public in~~ developing its policy and administrative oversight roles. Assistance could be sought from the urban and management faculty of Portland State University or other colleges and universities within the tri-County area.
7. *Delete* ~~The membership of the Metro council should be reduced or increased by one to provide for an odd number of members. The current even number of twelve provides too many opportunities for tie votes.~~
8. *improvement delete* The role of the presiding officer of the Metro council should be enhanced. ~~Consideration might be given to authorizing a partial salary for the person who occupies this position.~~ *Comm. septem should be*
9. Councilors who cannot find time to attend council meetings should ~~be asked and encouraged to~~ resign.
10. The Deputy Executive Officer of Metro should spend more time dealing with general management issues, relationships, and communication needs. Further consideration might be given to creating a financial manager position.
11. ~~Now that they are off the hot seat concerning the issue of the energy recovery facility--at least for the time being--~~ the executive officer and the councilors should jointly review and consider all of the options in the area of solid waste and develop new plans and strategies. Frustration

over the energy recovery facility (or the Wildwood landfill proposal) should not be permitted to derail or retard forward movement in solid waste.

12. Individuals with a metropolitan perspective and a supporting interest in metropolitan governments should be more active and visible in taking stands on metropolitan issues and candidates for office.

13. The Metropolitan Citizens League needs to improve its organization and performance. A metropolitan-wide, activist-oriented citizens group is needed more than ever. The League should develop working relationships with the City Club and other civic organizations, seeking to develop some common agendas on many of the serious problems facing the metropolitan area in the years ahead.

14. The Metropolitan Citizens League should lead the effort, in cooperation with other civic organizations and local governments, to create a non-governmental commission similar to the Tri-County Local Government Commission. The Commission would (1) review the missions of the regional governments within the Portland area, their relationships with one another and with the cities and counties, their revenue sources and needs, and (2) make recommendations on both a short- and long-term basis and develop an action program to accomplish the recommendations.

*13 and 14  
are valid  
but*



## APPENDIX

List of persons interviewed

--to be provided for completed report.

MEMO

to: Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
Re: Board Meeting:

Ione Terrace Bar & Grill  
7:30 AM

AGENDA

1. Additional items for Agenda
2. Minutes of
3. Treasurer's Report - Pat Giardina
4. Committee Reports:
  - a. Program
  - b. ~~Land Use~~ & Urban Affairs - Gene Peterson
  - c. ~~Transportation~~
  - d. Finance - Wanda Mays
  - e. Membership - Bob Weil *George*
  - f. Public Relations - *Beth*
  - g. ~~Gov't Structure & Finance~~ - Chuck Kemper
  - h. Metro review - Ron Cease  
*Edaca MCL Educational Program - Ken Martin*  
*Local govt Finance comm. McKay Rich*
5. Old Business / Announcements
6. New Business
7. Adjourn

MEMO

to: Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
re: Board Meeting  
Ione Terrace Bar & Grill  
7:30 AM  
December 8, 1982

AGENDA:

1. Additional items for Agenda
2. Minutes of November 17, 1982 meeting
3. Treasurer's Report
4. Committee Reports:
  - a. Program Chairpersons - Bob Weil & Murial Goldman
  - b. Membership - George Beard
  - c. Public Relations - Beth Blunt
  - d. MCL Educational Program - Ken Martin
  - e. Local Government Finance Committee - McKay Rich
  - f. METRO Study Committee - Ron Cease
    1. Adoption of Recommendations
  - g. Report of Nominating Committee
    1. Election of Officers
5. Old Business / Announcements
6. New Business
7. Adjourn

Metropolitan  
Citizens League



**BOARD OF DIRECTORS**

Oliver Larsen  
A. McKay Rich  
Marlene Bayless  
Carl Halvorson  
Rusty Goldy  
Robert G. Simpson  
Keith Burns  
William Moshofsky  
Ronald Cease  
Wanda Mays  
Jerry Tippins  
Jan Egger  
Philip Bogue  
Charles Kemper  
Pat Giardina  
**Bob Weil**  
Robert E. Stacey, Jr.  
Melvin Peters  
Roy Schnaible, Jr.  
Dennin Ryerson  
Ned Look



MEMO

to: Board of Directors, Metropolitan Citizens League  
from: Sue Altstadt  
re: Board Meeting

Ione Terrace Bar & Grill

7:30 AM

December 8, 1982

AGENDA:

1. Additional items for Agenda
2. Minutes of November 17, 1982 meeting
3. Treasurer's Report *cents \$319.21* *\$4056.95*
4. Committee Reports:
  - a. Program Chairpersons - Bob Weil & Murial Goldman
  - b. Membership - George Beard
  - c. Public Relations - Beth Blunt
  - d. MCL Educational Program - Ken Martin
  - e. Local Government Finance Committee - McKay Rich
  - f. METRO Study Committee - Ron Cease
    1. Adoption of Recommendations
  - g. Report of Nominating Committee
    1. Election of Officers
5. Old Business / Announcements
6. New Business
7. Adjourn

BOARD OF DIRECTORS MEETING  
METROPOLITAN CITIZENS LEAGUE  
DECEMBER 8, 1982

Present: Bob Simpson, Ken Martin, George Beard, Chuck Kemper, Bill Moshofsky, Burke Raymond, McKay Rich, Bob Weil, Murial Goldman, Gerre Peterson, Ron Cease, Rusty Goldy

Ron Cease presented his unedited report on the METRO study. Suggestions were made for changes. There was discussion on the size of the council. The study group had previously recommended reducing the size of the council, but they decided not to recommend the change due to the fact that the council now has a problem relating to its constituency and the reduction in size of the council would exaggerate this problem. A suggestion was made to add a paragraph on "why we need METRO." All the recommendations of the study group were discussed and suggested changes were presented to Ron for his final report.

# 13 The Metropolitan Citizens League needs to improve its organization and performance. A metropolitan-wide, activist-oriented citizens group is needed more than ever. The League should develop working relationships with the City Club and other civic organizations, seeking to develop some common agendas on many of the serious problems facing the metropolitan area in the years ahead.

#14 The Metropolitan Citizens League should lead the effort, in cooperation with other civic organizations and local government to create a non-governmental commission similar to the Tri-County Local Government Commission. The Commission would (1) review the missions of the regional governments within the Portland area, their relationships with one another and with the cities and counties, their revenue sources and needs, and (2) make recommendations on both a short- and long-term basis and develop an action program to accomplish the recommendations.

The Board felt these two paragraphs were very good, but not in relation to the METRO review.

Motion was made that Ron reduce the report, show it to Bob Simpson and then have it available at the December 15th meeting for distribution. The motion was seconded and passed.

The nominating committee recommended the new slate of officers

Ron Cease as President and Burke Raymond as Vice President.

A motion to accept the nominations was made, it was seconded and unanimously passed. A second motion was made and seconded for the nominating committee to continue its work in filling the board vacancies.



RESTATED ARTICLES OF INCORPORATION  
OF  
METROPOLITAN CITIZENS LEAGUE

1. The name of this corporation is METROPOLITAN CITIZENS LEAGUE.
2. The period of duration of the corporation shall be perpetual.
3. This corporation is organized and shall be operated exclusively for charitable, educational and scientific purposes, including for such purposes the making of distributions to organizations that qualify as exempt organizations under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law).

The corporation may engage in any lawful activity for which corporations may be organized under Chapter 61 Oregon Revised Statutes within the above-stated purposes.

4. No part of the net earnings of the corporation shall inure to the benefit of or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Third hereof. No substantial part of the activities of the corporation shall be the carrying on of propoganda or otherwise attempting to influence legislation and the corporation shall not participate in or intervne in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision os these Articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue law), or (b) by a corporation contributions to which are deductible under Section 170(c) (2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law).

5. Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue law) as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by the Presiding Judge of the Circuit Court of the State of Oregon for the County of Multnomah exclusively for such purposes or to such organization or organizations as the Court shall determine, which are organized and operated exclusively for such purposes.

6. These Restated Articles of Incorporation supercede the heretofore existing Articles of Incorporation and amendments thereto.

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President

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Secretary

I declare under penalties of perjury that I have examined the foregoing and to the best of my knowledge and belief it is true, correct and complete

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President