

SPEECHES AND STATEMENTS

1983

GROUP	TOPIC	DATE
Beaverton Chamber of Commerce	Washington County key to Economic Recovery	Feb. 1983
East County Reform	Megaquest:Search for East County Reform	May 14, 1983
	Tilting at the Windmills of Change	June 20, 1983

Feb. 1983

SPEECH
TO
BEAVERTON CHAMBER OF COMMERCE
FROM
RICK GUSTAFSON
EXECUTIVE OFFICER, METRO

I. WASHINGTON COUNTY IS THE KEY TO ECONOMIC RECOVERY OF THE
STATE.

A. During the current recession, Washington County's population growth has been three times greater than Clackamas County, and four times greater than Clark County, while Portland and East Multnomah County's population has declined. Washington County is the only county in the state which has grown as a result of in-migration in the last two years.

II. (Slide 2) VACANT LAND IN THE METROPOLITAN AREA RESTS
PRIMARILY IN WASHINGTON COUNTY.

A. About two-thirds of all the vacant land inside the Urban Growth Boundary is in Washington County.

B. One-third of all vacant developable land is in the Westside Corridor. This area is the prime developable area in the region according to many brokers and land analysts.

- C. In terms of current economic development Washington County has accounted for 48 percent of all new commercial and industrial development during the second quarter of 1982, and 25 percent of all new commercial and industrial projects in the third quarter.
- D. Recent statewide forecasts by the State Center for Population and Census show Washington County as the major growth area in the state over the next ten years.
- E. This growth will support business climate and growth in the Beaverton area.

III. (Slide 3) POOR TRANSPORTATION SERVICE DAMAGES ECONOMIC OPPORTUNITIES.

- A. There are demands for Washington County development and commitments for that development.
- B. The only service needed is transportation and that is a necessary service--without it the growth potential will be slowed.

IV. (Slide 4) TRAFFIC CONGESTION IS A SERIOUS CONSTRAINT TO ECONOMIC DEVELOPMENT.

- A. This slide demonstrates the congestion that would exist in 1995 with no improvements.

B. 80 percent of the congestion would be relieved by implementing the Westside Corridor solution.

V. (Slide 5) THE WESTSIDE CORRIDOR SOLUTION IS AN IMPORTANT PART OF FUTURE ECONOMIC DEVELOPMENT.

VI. (Slide 6) TRANSIT MUST PLAY A MAJOR ROLE IN THE SOLUTION.

A. Road solutions require too significant an investment and commitment in the neighborhood to be feasible.

B. Transit funds currently exist and can provide higher capacity.

VII. (Slide 7) THE PROJECT FOR THE WESTSIDE IS NOT SIMPLY A LIGHT RAIL PROJECT, BUT A SERIES OF ROAD AND TRANSIT IMPROVEMENTS THROUGHOUT THE CORRIDOR THAT CAN IMPROVE ACCESSIBILITY TO THE ENTIRE AREA.

VIII. (Slide 8) THE INCLUSION OF SUNSET LIGHT RAIL IN THE SYSTEM-- IT IS MORE EFFICIENT TO OPERATE, REDUCES TOTAL BUS LOADINGS AND TRANSIT LOADINGS IN THE AREA AND ATTRACTS MORE TOTAL RIDERS AND IT IS THE CHEAPEST SOLUTION.

IX. (Slide 9) HIGHWAY IMPROVEMENTS ARE STILL NECESSARY, BUT CONSIDERABLY LESS EXPENSIVE THAN IN THE ALL HIGHWAY OPTION.

X. (Slide 10) THE WESTSIDE CORRIDOR SOLUTION WILL BE
IMPLEMENTED IN PHASES.

A. \$53 million currently available and spent over the next
seven years.

B. LRT comes in the next stage.

C. Federal funding is possible from the new gas tax.

D. Private financing is being explored.

E. If it is deemed important and if community support
continues it can be done.

XI. (Slide 11) LET'S TALK SPECIFICALLY ABOUT THE BEAVERTON
UPTOWN DISTRICT.

A. The uptown district scheduled for intensive development
currently is almost not developed at all.

XII. (Slide 12) THE PROPOSED TRANSIT STATION HAS BEEN SITED AND
CAN REPRESENT AN IMPORTANT POINT OF ACCESS FOR
THE PROPOSED INTENSE ACTIVITY IN THE UPTOWN
DISTRICT -- COMBINING THAT WITH THE RELIEF OF
CONGESTION ON CANYON ROAD DUE TO THE IMPROVED
TRANSIT ACCESSIBILITY, THOSE DEVELOPMENTS IN
BEAVERTON CAN PROCEED, BE DONE IN AN ENVIRON
MENTALLY SOUND MANNER AND NOT CONTRIBUTE FURTHER

TO THE CONGESTION PROBLEMS THAT BEAVERTON
OBVIOUSLY FACES.

XIII. (Slide 13) THE ACTUAL DESIGN OF THE TRANSIT STATION
PROVIDES PROVISION FOR FUTURE LIGHT RAIL AS WELL
AS EXCELLENT ACCESSIBILITY FOR BEAVERTON CENTER.

XIV. ECONOMIC DEVELOPMENT IS IMPORTANT TO THE STATE OF OREGON, AND
WASHINGTON COUNTY CAN CONTRIBUTE.

A. Transportation investments are essential for Beaverton
development, for downtown Portland development, and for
overall economic development.

B. Where are we? Our Legislators recognize the importance
of the investment with the 5¢ gas tax passing on the
federal level, and the State Legislature talking
seriously about proposals for economic investment--they
understand investment is important.

C. The Westside Corridor is a comprehensive solution that
addresses a considerable part of the difficulties and
problems of the Westside Corridor development.

D. What can you do?

(1) Support public investments at the federal, state and
local level that will provide for the ultimate
economic development we have all committed to in our

Comprehensive Plans.

(2) Join in working together because none of this is possible without:

(a) Recognizing we all benefit from development in one place, not just the governmental jurisdictions responsible for that development.

(b) That without agreement nothing at all will be done.

We must recognize that need for agreement and that need for a common goal--assisting in the economic recovery and carrying out the plans that we have set among ourselves.

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2/11/83

SPEECH BY RICK GUSTAFSON FOR MAY 14 PEOPLE'S FORUM/MM

MEGAQUEST: SEARCH FOR EAST COUNTY REFORM

LADIES AND GENTLEMEN OF EAST COUNTY AND THE REGION: AT THIS POINT IN TODAY'S FORUM, YOU MAY FEEL AS IF EAST COUNTY IS "BESIEGED WITH INSURMOUNTABLE OPPORTUNITIES". IF SO, IT MAY EASE YOUR MIND TO UNDERSTAND THAT "NO MATTER WHAT HITS THE FAN, IT WILL NOT BE DISTRIBUTED EVENLY."

ACTUALLY, INSIDE EVERY LARGE PROBLEM IS A SMALL PROBLEM STRUGGLING TO GET OUT. HOPEFULLY, I CAN GIVE YOU SOME PERSPECTIVE ON THIS PROBLEM BY VIEWING OTHER REFORMS WHICH HAVE ALREADY BEEN MADE WORLD-WIDE, AND REVIEWING THE BALANCE SHEET ON THIS REGION.

OBVIOUSLY, YOU HAVE BEFORE YOU A MEGAQUEST, A SEARCH FOR AN ENTIRELY NEW ENTITY---AS IF A MOTHER HAD TO CHOOSE THE SEX, EYE COLOR, BODY TYPE AND INTELLIGENCE OF HER BABY PRIOR TO BIRTH. DURING THIS DIFFICULT GESTATION, THE QUEST FOR EAST COUNTY REFORM CAN BE SEEN AT THIS POINT IN HISTORY AS A UNIQUE OPPORTUNITY, NOT INSURMOUNTABLE,

FOR CITIZENS AND GOVERNMENT TO WORK TOGETHER FOR A NEW VISION--
A FRESH START--HERE IN EAST COUNTY. WHETHER YOU DECIDE TO GIVE BIRTH
TO A NEW CITY OR ANNEX TO AN EXISTING CITY, YOU NOW HAVE THE OPPOR-
TUNITY TO CHOOSE. THIS OPPORTUNITY FOR LOCAL CONTROL TAKES ON MORE
EXCITING ASPECTS WHEN YOU LOOK AROUND YOU TODAY AND REALIZE WHAT A
DIVERSE GROUP WE ALL ARE, AND HOW AMICABLY WE CAN MEET TOGETHER TO
DISCUSS POTENTIALLY EMOTIONAL ISSUES TOWARD ONE COMMON GOAL:
DECIDING WHAT'S BEST FOR THE COMMUNITY. THIS IS TRULY A PEOPLE'S
FORUM, IN THE BEST SENSE OF THE WORD, AND YOU ARE TO BE CONGRATULATED
FOR YOUR PARTICIPATING LEADERSHIP.

WHETHER YOU KNOW IT OR NOT, YOU ARE PART OF A GROWING TREND TOWARD
DECENTRALIZATION THAT HAS BEEN REPORTED IN THE BEST-SELLING BOOK,
MEGATRENDS. THE AUTHORS OF MEGATRENDS, THE NAISBITT GROUP, READ AND
ANALYZE NEWS IN DAILY NEWSPAPERS AROUND THE COUNTRY, COMPILING A VAST
STOREHOUSE OF CHANGES AND TRENDS NATIONWIDE. ONE MAJOR TREND,
DETECTED IN THIS MANNER, IS THAT OUR CENTRALIZED STRUCTURES ARE
CRUMBLING. THE POWER, RESOURCES AND INITIATIVES FOR DEALING WITH

CRISES ARE COMING FROM THE BOTTOM UP. ANOTHER RELATED TREND IS THAT AFTER FOUR DECADES OF LOOKING TO INSTITUTIONS FOR HELP, WE ARE RECLAIMING OUR SENSE OF SELF-RELIANCE. THIRDLY, CITIZENS, WORKERS AND CONSUMERS ARE DEMANDING AND GETTING A GREATER VOICE IN DECISIONS THAT AFFECT THEM. THE REAL ACTION, POLITICALLY, IS AT THE GRASS ROOTS LEVEL. THE FOURTH MEGATREND IS THAT OF MOVING FROM HIERARCHIES TO NETWORKING--WHICH WE ARE SURELY DOING HERE TODAY. BY PARTICIPATING IN THE SEARCH FOR EAST COUNTY REFORM, EACH OF YOU ARE BOTH CREATING AND REFLECTING SUCH TRENDS.

OF DIRECT INTEREST TO YOU IS THE FOURTH ANNUAL METRO CONFERENCE WHICH THIS YEAR FEATURES MICHAEL ANNISON, A MEMBER OF THE NAISBITT GROUP AND A MEGATRENDS RESEARCHER. HE WILL DISCUSS "IMPACTS OF THE FUTURE ON LOCAL GOVERNMENT". ~~THE CONFERENCE CENTERS ON "ALTERNATIVE WAYS TO PROVIDE AND PAY FOR URBAN SERVICES", NOW THAT GOVERNMENT CAN NO LONGER AFFORD TO BE THE SOLE PROVIDER. SPEAKERS FROM THE PRIVATE AND PUBLIC SECTORS, AS WELL AS EXPERTS FROM ARTHUR YOUNG & CO., WILL PARTICIPATE IN TECHNICAL WORKSHOPS ADDRESSING "STRATEGIC PLANNING FOR~~

~~ECONOMIC DEVELOPMENT" AND "PRIVATE CONTRACTING OF PUBLIC SERVICES".~~
THERE IS STILL TIME TO REGISTER FOR THE MAY 17TH AND 18TH CONFERENCE,
AND BROCHURES ON YOUR TABLE GIVE MORE DETAILS. THERE IS A SMALL
REGISTRATION FEE. THIS IS ONE SERVICE PROVIDED ANNUALLY BY METRO-
~~POLITAN SERVICE DISTRICT FOR LOCAL ENTITIES IN THE INTEREST OF AN~~
~~INFORMED CITIZENRY AND MORE EFFECTIVE PROBLEM-SOLVING. I WOULD~~
~~ENCOURAGE ALL OF YOU TO CONSIDER ATTENDING AND PARTICIPATING IN~~
~~THE WORKSHOPS.~~

FIRST, LET'S LOOK AT OUR ABILITY TO PROVIDE URBAN SERVICES TODAY.
THERE ARE ASSETS TO BE PROUD OF, AND LIABILITIES TO CHANGE. SERVICES
THAT ARE NOW BEING EFFECTIVELY PROVIDED IN THE PORTLAND METROPOLITAN
AREA ARE TRULY ENHANCING TO OUR QUALITY OF LIFE:

-OUR TRANSPORTATION SYSTEM IS ONE OF THE FINEST IN THE
NATION.

-OUR WATER SERVICE, PROVIDED ON CONTRACT BY THE CITY OF
PORTLAND, IS OF VERY HIGH QUALITY AND AVAILABLE.

-OUR PORT AND AIRPORT SERVICES, DELIVERED BY THE PORT OF

PORTLAND ARE OUTSTANDING.

-THE LEVEL OF COOPERATION IN THE REGION IS HIGH AND UNIQUE
IN THE STATE.

-OUR FIRE PROTECTION IN EAST COUNTY AND WASHINGTON COUNTY
SHOULD BE PRESERVED AND RESPECTED.

-OUR POLICE SERVICE IS AN ASSET IN THE SENSE THAT IT IS
MORE EFFECTIVELY HANDLED ON THE LOCAL LEVEL FOR GREATER
RESPONSIVENESS.

THERE ARE SOME LIABILITIES THAT WE FACE IN PROVIDING URBAN SERVICES.
ONE, THERE ARE OVER 200 SEPARATE GOVERNMENT JURISDICTIONS IN THE
PORTLAND METROPOLITAN REGION ALONE. THIS PREVENTS THE CAPACITY TO
RESPOND TO MAJOR GROWTH PROBLEMS IN AN ORGANIZED FASHION. THE SECOND
LIABILITY IS THE SEWER SYSTEM, AS MULTNOMAH COUNTY IS UNABLE TO
PROVIDE FOR THE GROWTH CAPACITY OF THE REGION. EQUALLY CHALLENGING
IS THE THIRD PROBLEM OF UNCERTAINTY FACED IN POLICE PROTECTION,
PARKS AND SOCIAL SERVICES CAUSED BY LARGE AMOUNTS OF CITIZENS, 40
PERCENT IN FACT, WHO ARE IN UNINCORPORATED AREAS AND FACE THE

CHALLENGE OF LOSING SOME URBAN SERVICES.

IDEALLY, SERVICES IN AN URBAN AREA SHOULD BE PROVIDED ON A TWO-TIER BASIS: REGIONAL ORGANIZATIONS HANDLING GENERAL SERVICES EXTENDING BEYOND CITY AND COUNTY BOUNDARIES SUCH AS GARBAGE, TRANSPORTATION, PORTS AND AIRPORTS, AND WATER SERVICES. CITIES TRADITIONALLY DELIVER SERVICES THAT BENEFIT FROM NEIGHBORHOOD PARTICIPATION AND ARE RESPONSIVE TO COMMUNITY NEEDS, SUCH AS POLICE AND FIRE PROTECTION, PARKS AND RECREATION, ZONING AND PLANNING. LOCAL RESPONSIVENESS IS A POSITIVE ASPECT IN SUCH CITIES AS GRESHAM, HILLSBORO, BEAVERTON, OREGON CITY AND LAKE OSWEGO, WHICH PROVIDE IDENTITY TO THE CITIZENS AS WELL AS FUNCTIONAL LOCAL SERVICES.

SUCH NEEDS AND PROBLEMS AS THOSE OF EAST COUNTY ARE PROBLEMS ALL URBAN AREAS FACE.

In the 1950's
THE AUTOMOBILE CHANGED THE SHAPE OF THE CITY--
EXPLODING ITS BOUNDARIES AND REQUIRING MAJOR INVESTMENTS IN NEW SERVICES. A WAVE OF PROBLEMS AND RESULTING REFORMS SWEEPED THE WORLD. LOCALLY, IN THE PORTLAND METROPOLITAN AREA, FIVE SEPARATE REGIONAL

GOVERNMENTS WERE ESTABLISHED BETWEEN 1967 AND 1973: THE PORT OF PORTLAND, TRI-MET, C R A G, METROPOLITAN SERVICE DISTRICT AND THE BOUNDARY COMMISSION, IN RESPONSE TO THE NEEDS OF GROWTH AND COORDINATION OF ESSENTIAL SERVICES.

Worldwide - New Zeal. Sweden, Canada
Turn Cities.
Consolidation, Spec Dist.
Texas, Urban Areas contract for service.

DURING THIS DECADE OF REFORMS STARTING IN THE MID '60's, OTHER CITIES FELT THEIR OWN TRANSFORMATIONS. (CITE EXAMPLES IN SEATTLE, INDIANAPOLIS AND TWIN CITIES). WORLDWIDE, REFORMS TOOK PLACE IN SUCH AREAS AS AUSTRALIA, SWEDEN AND CANADA. (CITE EXAMPLES.) CHANGES CLEARLY SWEEPED AND RESHAPED CITIES STRUGGLING TO RESPOND TO ESSENTIAL HUMAN NEEDS DURING THIS PERIOD.

Many options Oregon guarantees your rights.

AS YOU DELIBERATE OVER THE OPTIONS, IT IS APPROPRIATE TO REMEMBER THE WISDOM OF THE LATE HOUSE SPEAKER SAM RAYBURN, WHO SAID: "ANYONE CAN KICK DOWN A CHICKEN HOUSE. IT TAKES SOMEONE WITH THE PATIENCE AND SKILLS OF A CARPENTER TO BUILD ONE."

IN FACT, THAT'S EXACTLY WHY THIS FORUM IS SO IMPORTANT. NOW THAT PUSH HAS COME TO SHOVE, EAST COUNTY MUST FIND A WAY TO REBUILD ITS

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STRUCTURE OF GOVERNMENT. YOU MUST FIND A WAY TO ORGANIZE IN ORDER TO CONTROL YOUR OWN DESTINY; BECOME YOUR OWN CARPENTERS IN THE DRIVE TO REBUILD. AS YOU HAVE SEEN, YOU ARE NOT ALONE IN THIS DILEMMA, AS MANY COMMUNITIES--PAST AND PRESENT--HAVE FACED SIMILAR, PAINFUL STRUGGLES. YOU HAVE ALL THE ANSWERS WITHIN YOU TO RESHAPE THE SERVICES YOU HAVE COME TO DEPEND UPON. IT MAY SEEM LIKE A DISTANT DREAM RIGHT NOW--EVEN AN EMERGING NIGHTMARE--BUT WHEN THE MEGAQUEST IS THROUGH, EACH OF YOU CAN TAKE CREDIT FOR MIDWIFERY IN THE DIFFICULT, SLOWLY-BUILDING BIRTH OF EAST COUNTY REFORM. WITH PATIENCE AND SKILLS, YOU CAN ENDURE ALL THE NAYSAYERS TO ARRIVE AT YOUR BLUEPRINT.

ALL FACTORS ARE PRESENT AT THIS MOMENT OF BIRTH TO EXPECT A HEALTHY OFFSPRING: LOCAL CONTROL, NETWORKING, DETERMINATION TO SELF-RELIANCE, TALENT AND COOPERATION. WITH PATIENCE, I KNOW YOU CAN DO IT!

END

CALL FOR QUESTIONS.

Saturday, May 14 83

file.

MEGAQUEST: SEARCH FOR EAST COUNTY REFORM

INTRO JOKE(S)
PERSPECTIVE ON PROBLEM
BIRTH/OPPORTUNITY/GUEST

PART I MEGATRENDS RELATING TO THIS PROCESS
MEGRENDIS CONFERENCE INFO

PART II BALANCE SHEET/POSITIVES AND NEGATIVES LOCALLY
TWO-TIER BASIS IDEA/REGION VS. CITY

PART III DECADE OF REFORMS
LOCAL
US
WORLD

PART IV WHAT EAST COUNTY NEEDS NOW

END URGE TO SUCCESSFUL BIRTH
CALL FOR QUESTIONS

TRI-CITY CHAMBER OF COMMERCE

June 14, 1983

I'M DELIGHTED TO HAVE THIS OPPORTUNITY TO MEET AGAIN
WITH GOOD FRIENDS AND TO BRING YOU UP TO DATE ON OUR
SOLID WASTE PROGRAM.

FIRST THE GOOD NEWS.

AS I THINK ALL OF YOU KNOW BY NOW, ROSSMANS LANDFILL CLOSED
LAST FRIDAY.

AND MORE GOOD NEWS.

THANKS TO THE FORESIGHT AND COOPERATION OF THE BUSINESS, CIVIC
AND POLITICAL LEADERS IN YOUR COMMUNITY, THE CITIZENS OF
CLACKAMAS COUNTY HAVE A NEW, CONVENIENT AND ATTRACTIVE FACILITY
FOR GARBAGE DISPOSAL AND RECYCLING.

IN A COUPLE OF MINUTES I'LL INTRODUCE THE FELLOW WHOSE COMPANY
HAS THE CONTRACT WITH METRO FOR THE OPERATION OF THE CLACKAMAS
TRANSFER AND RECYCLING CENTER.

BUT FIRST, LET ME BRING YOU UP TO DATE ON A COUPLE OF ISSUES
WE'VE BEEN WORKING TO HANDLE THE REGION'S SOLID WASTE IN THE
COMING YEARS.

THE EXPRESSION OF OPPOSITION LAST FALL BY VOTERS IN CLACKAMAS
COUNTY HAS SIDELINED THE ENERGY RECOVERY PLANT THAT HAD BEEN
PROPOSED FOR OREGON CITY.

THE METRO COUNCIL HAS TAKEN THE POSITION THAT IT WILL CONSIDER
THE PROJECT ONLY IF A COMMUNITY EXPRESSES INTEREST AND SUPPORT
FOR THE WASTE-TO-ENERGY CONCEPT.

IT IS MY PERSONAL BELIEF, AND I THINK A NUMBER OF THE METRO COUNCILORS SHARE THIS ATTITUDE, THAT ENERGY RECOVERY IS A SOUND, LOGICAL PROPOSAL, AND THAT WE SHOULD KEEP THAT OPTION OPEN AS WE SEEK WAYS TO HANDLE GROWING VOLUMES OF GARBAGE IN THE FUTURE. GIVEN THE CURRENT PUBLIC MOOD, HOWEVER, WE ARE FOCUSING OUR EFFORTS ON INCREASED RECYCLING AND A NEW REGIONAL LANDFILL. AS YOU MAY KNOW, WE HAVE LAND USE APPROVAL FROM MULTNOMAH COUNTY FOR THE PROPOSED WILDWOOD LANDFILL. OPPONENTS TO THAT PROJECT HAVE APPEALED TO THE LAND USE BOARD OF APPEALS. WE ANTICIPATE A RULING FROM LUBA THIS SUMMER. ASSUMING WE PREVAIL IN THE APPEALS PROCESS, THE WILDWOOD LANDFILL WOULD REPLACE THE ST. JOHNS LANDFILL AND WOULD SERVE AS THE REGION'S SINGLE GENERAL PURPOSE LANDFILL FOR AT LEAST 20 YEARS. THE DEGREE TO WHICH PEOPLE RECYCLE, OF COURSE, WILL DETERMINE HOW LONG WILDWOOD WILL LAST. METRO REMAINS FIRMLY COMMITTED TO AGGRESSIVE RECYCLING IN THE REGION. WE HAVE PROVIDED ASSISTANCE TO EXISTING RECYCLING EFFORTS AND WE HAVE WORKED WITH THE PRIVATE SECTOR TO ESTABLISH FOUR SITES WHERE YARD DEBRIS IS RECYCLED.

AS WE MOVE TOWARD A REGIONAL GARBAGE SYSTEM WITH A SINGLE, GENERAL PURPOSE LANDFILL, TRANSFER STATIONS BECOME MORE IMPORTANT.

WITH THE CLOSURE OF ROSSMANS LANDFILL, METRO IS NOW HANDLING ABOUT 80 PER CENT OF THE GARBAGE IN THE REGION. WE EXPECT TO HANDLE ABOUT 50-THOUSAND TONS PER MONTH.

OUR SOLID WASTE STAFF IS REVIEWING ITS SYSTEMS PLAN AND WILL BE MAKING RECOMMENDATIONS TO THE METRO COUNCIL LATER THIS YEAR. ITS CLEAR, HOWEVER, THAT ADDITIONAL TRANSFER STATIONS WILL BE REQUIRED. THE HAULING INDUSTRY AND POLICY MAKERS IN WASHINGTON COUNTY ARE ALREADY WRESTLING WITH THE ISSUE. AND PORTLAND WILL BE AFFECTED AS WELL.

FORTUNATELY, WE HAVE AN EXCELLENT MODEL TO LOOK TO WHEN CONSIDERING WHAT A TRANSFER STATION SHOULD DO AND HOW IT SHOULD BE OPERATED. THE CLACKAMAS TRANSFER AND RECYCLING CENTER, FROM ALL REPORTS, IS WELL ACCEPTED BY COMMERCIAL HAULERS AND THE PUBLIC ALIKE. AS YOU PROBABLY KNOW, THAT FACILITY IS OPERATED BY A PRIVATE COMPANY, THE GENSTAR WASTE TECHNOLOGY GROUP. THE SAME FIRM HAS A CONTRACT WITH METRO FOR THE OPERATION OF THE ST. JOHNS LANDFILL.

AT THIS POINT I'D LIKE TO INTRODUCE THE MAN RESPONSIBLE FOR THE TOP NOTCH WAY GENSTAR IS MEETING ITS CONTRACTUAL RESPONSIBILITIES AT BOTH THOSE FACILITIES. HE'S ALEX CROSS, REGIONAL VICE PRESIDENT OF GENSTAR. ALEX ALSO HANDLES THE MANAGEMENT OF OTHER SOLID WASTE FACILITIES IN THE NORTHWEST FOR GENSTAR, AND I'M PLEASED TO WELCOME HIM AS A NEW CORPORATE CITIZEN TO OUR COMMUNITY.

TILTING AT THE WINDMILLS OF CHANGE

LADIES AND GENTLEMEN, CHANGE-AGENTS AND DON QUIXOTES:

I come to you fresh from tilting at my own windmills as the elected executive officer of the Metropolitan Service District in the Portland, Oregon tri-county region.

#

Metro was formed in 1978 by voters in the region as the nation's first directly elected regional government, responsible for operations and planning in the areas of transportation, solid waste disposal, criminal justice, development services, including the Urban Growth Boundary, and the Washington Park Zoo. We have 12 councilors who are elected from subdistricts, and I am elected by regionwide vote. Our jurisdiction covers three counties with 24 cities all within commuting distance of the major city, Portland. The region encompasses 935,000 people, and is entirely urban. At the time, Metro was a response to government reform, with two agencies--The Columbia Region Association of Governments and the former MSD--combined into one new government to provide coordinated regional services. Metro performs a function similar to COGS in Texas, except that we have no rural constituency and we have independant authority for taxation and provide several direct services. My four years in office at Metro have provided me experience managing a complex government organization, and the experience of winning political

elections. This has provided me the background and motivation to closely monitor local political trends--to see the winds, as it were.

Einstein once said that "Our age is characterized by the perfection of means...and the confusion of goals." It is imperative, However, that our goals be clarified and that they correspond with the public's wishes and demands. How do we determine, in this great age of confusion, what the public wants? Can anyone here tell me what the public wants? This question reminds me of the old timer who let me know that "the trouble with most folks isn't so much their ignorance as knowing so many things that ain't so."

What do we know for sure? That massive, unsettling change is upon us, that it will probably continue for some time, and that no one knows the outcome of this age of turmoil and questioning. The book, MEGATRENDS, provides clues to the shaping of the future. The authors of MEGATRENDS, The Naisbitt Group, gather and analyze news in daily newspapers around the country, compiling a vast storehouse of changes and trends nationwide. They report several trends that are of extreme importance to those of us who are trying to see the wind.

One major trend, reported by MEGATRENDS, is that our centralized structures are crumbling. The power, resources and initiatives for dealing with crises are coming from the bottom up. Another related

trend is that after four decades of looking to institutions for help, people are reclaiming their sense of self-reliance. Thirdly, citizens, workers and consumers are demanding and getting a greater voice in decisions that affect them. The real action, politically, is at the grass roots level. The fourth Megatrend is that of moving from hierarchies to networking--the shift to the information age via computers and the rise of participatory democracy.

These trends, of course, all stem from the number one Megatrend: that we are in a "megashift" from an industrial society to an information-based society. It is no longer simply an idea but a reality, and the problem is that some people still act as though they don't know it.

The value of being able to detect signs of change before the consequences of change are staring you in the face are obvious: you have time to plan for change and to stop fearing it.

How do these emerging Megatrends really affect people? Since we are surely moving into an information-based society, our citizens are demanding more information. As a result, it is natural--when you start getting information--to seek more and more information. Ironically, this should lead to greater consensus and stability; but in fact creates greater uncertainty, because we discover how little we really know. And as we learn about sources we start to question them and even doubt them.

In the move toward the information society, the most critical information is readily available to everyone, immediately. We witnessed the attempted assassination of President Reagan on television as it was happening. He, in turn, witnessed the shooting of Sadat on TV, as opposed to being informed by the State Department. At the local level, cable television is broadcasting government meetings and decisions directly to the populace. Cameras are now being allowed inside the courtroom: People's Court, every ~~Thursday~~ ^{Wednesday} night. The people are eating it up and wanting more. More information, and more control over the results based on this information. This is contributing to the decentralization of institutions in the US, as the public realizes these institutions cannot provide all the answers. It is reinforcing the public's growing sense of self-reliance.

All of these changes are impacting government, especially the decentralization of decision-making. Nationally, the use of the initiative and referendum is up, as citizens claim more control from the bottom up. This is felt most at the local level, where access to information and the ability to mobilize are the easiest.

There is also a trend to elect more people and to elect the city or county manager. As an elected manager, I know that it is an illusion that the voters believe they control government in this manner. This presents a challenge to us in satisfying the public demand for more control over government and our budgets. In some cases, this trend can deteriorate to the revolution stage,

as in California's Proposition 13 and Massachusetts's 2½. This need of the public to assert themselves into the government process and to exert control over it presents our greatest challenge. We will have to stay on top of this trend and try to avert disasters, as Oregon and Texas have done in averting tax revolts before they began.

I attended a local futures conference several weeks ago where 350 citizens of Portland discussed possibilities and problems. The most telling remark for those of us in government came from a community activist who chairs a group called the Mid-County Furtures Alternative Committee. She was quoted in the local paper as saying that "the communications revolution means citizens are going to have a much better chance to watch how poorly some public officials actually carry out their duties." She said many private citizens still do not know how to participate in the decision-making process, but that they are learning. "The way of the future," she predicted, "is that the public will participate, and that they want to, and government has got to recognize that and accommodate that."

Another direction that might be taken by the public, in their effort to exert control, is that of asking others to provide traditional government services. There is much talk of contracting out with private industry for certain services, or using volunteers or other less expensive means of getting the job done.

The challenges for those of us in the public sector whirlwind are clear. We need to be alert to the trends which are upon us:

- the breakdown of centralized institutions.
- the public demand for greater information and control.
- the belief that the election of government managers gives the public more control.
- the questioning of the level and number of services now provided by traditional government units.

In the past, our rural society could read the Farmer's Almanac and learn from the past. Later, industrial leaders were forced to deal more immediately in the present. Now, we must deal with influences which impact the future and we must anticipate change. It is no longer possible to look back to our standard college government cook book for city management recipes.

There is an old Irish legend that pigs can see the wind. It suggests to us that perhaps we need to become attuned to the great shifts in the winds of change, and be able to see the winds before they blow us down.

END