



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

January 4, 1989

The Honorable Jim Gardner
2930 S.W. Second Avenue
Portland, Oregon 97201

Executive Officer
Rena Cusma

Metro Council

Mike Ragsdale
Presiding Officer
District 1

Corky Kirkpatrick
Deputy Presiding
Officer
District 4

Richard Waker
District 2

Jim Gardner
District 3

Tom DeJardin
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Elsa Coleman
District 8

Tanya Collier
District 9

Larry Cooper
District 10

David Knowles
District 11

Gary Hansen
District 12

Dear Jim:

Again, thank you for agreeing to serve on the Metropolitan Service District's 1989-90 Local Government Advisory Committee. For those of you unable to attend the December 14, 1988 meeting, I am enclosing the "Local Government Advisory Committee Program Overview" that was presented for discussion at the meeting.

The next committee meeting is Wednesday, January 25, 1989 at 5:30 p.m. in Room 330 of the Metro Center, 2000 S.W. First Avenue. The purpose of the meeting is to continue discussions of the programs outlined in the enclosed document. I hope you will have an opportunity to review the document before the meeting and contact us so we can respond to any questions or suggestions at the January meeting. For issues relating to transportation or data resources, please contact Andy Cotugno and those relating to planning and development activities to Richard Carson.

I look forward to receiving your advice regarding Metro's dues-funded programs and the assessment of dues in the upcoming fiscal year.

Sincerely,

Rena Cusma
Executive Officer

RC/sl
Enclosure

cc: Don Carlson, Council Administrator ✓



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

January 20, 1989

The Honorable Mike Burton
State Representative
6937 N. Fiske Avenue
Portland, OR 97203

Dear Mike:

I am pleased by both the tone and content of your January 17 statement on the resurrected garbage burner. I agree that incineration of mixed solid waste is not an acceptable alternative for this region, neither economically nor environmentally.

I am less happy that you fail to distinguish between the Metro Executive Officer and the Council on this issue. While the Council in the past has examined garbage burner proposals as part of our review of all disposal alternatives, we have never made a decision to proceed with a specific project. The Council, at my urging, conducted the health impact review last year which raised serious questions about these facilities and made proceedings even more problematic.

However, Rena Cusma has repeatedly made it clear she wants a burner and this recent revival is entirely her doing. I hope the project can be stopped in short order by the Council and I will be working hard to do just that.

I had planned to drop you a note anyhow, on another issue. I wanted to laud your efforts to limit the runaway campaign fundraising we are seeing in Oregon. Too much money, and the influence it carries, will destroy our tradition of state and local government which is responsive to the general public. As someone contemplating further public service, I have been disgusted by the trend toward outrageous campaign spending at every level. I would much rather spend campaign time and effort in meeting and listening to constituents, not shaking down the interest groups and PACs for cash.

Your proposal starts to restore some common sense to spending levels. I wish you every success with it.

Sincerely,

Jim Gardner
District 3

sm-0484D/D4

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
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503/221-1646

February 10, 1989

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

Because of a VA commitment planned long ago, I had to spend last week in Fresno, CA. I was sorry to miss the 1/31 Solid Waste Committee meeting, having as most of you know a long interest in the garbage burner project. I support the Executive Officer's recommendation that we suspend the project and agree with her conclusion that, here and now, incineration of mixed solid waste is not economically feasible. But before we close the file, I'd like to try to clarify some issues related to the burner project and suggest a future course.

Current Metro policy, adopted as part of the Solid Waste Reduction Program, is that we will include alternative technologies (AT) as part of our disposal system if the cost of such a system is no more than 20% higher than a landfill-only system. This is the "120% criterion," and it represented a balance between those councilors strongly opposed to burners and those (myself included) who wanted to continue evaluating their cost and environmental impact. The point I want to emphasize here, though, is that the policy applies to all types of AT, a broad term which includes composting, refuse-derived fuel, and mass burn facilities. The council task force (myself a member) which wrote the policy made it clear during our discussion that we committed to including some type of AT facility if the criterion were met. The policy was not a commitment to build every AT project which met the 120% criterion. And this was true even if the initial project did not handle the full 48% of the wastestream identified as potentially available. In other words, our current composting project, alone, satisfies the commitment to AT expressed in the waste reduction program.

I know I'm not alone on the Council in sensing that staff resources and focus these past two years were diverted from waste reduction and spent chasing a garbage burner. Our current chastisement by DEQ/EQC is the inevitable result of that neglect. Notice that AT, which is as much a part of the waste reduction program as recycling, is not an area where DEQ is prodding us to proceed. Where we have lagged behind schedule - in yard debris programs, rate incentives for recycling, certification of local plans, etc. - we now have an opportunity to refine our approach and perhaps accomplish more than the original goals. I think we on the Council need to make sure, though, that this refinement of programs and goals is done in short order, and that the Solid Waste Department gets on with the job of actually implementing these waste reduction programs.

2. (for those who care)

Which brings me (finally) to my specific reason for writing. Metro has researched and evaluated garbage burner proposals for over two years, not even including the earlier Oregon City venture. The technology is evolving, as is the regulatory environment in terms of emissions standards and ash disposal. The Executive Officer's recommendation, coming through the Solid Waste Committee, is that solid waste staff should report back in two years on incineration technology and its cost-effectiveness. I think this is far too soon! If they are to do a good job of it, solid waste staff would be starting next year in order to make their report in early 1991. I believe we need more of a pause, to get the various recycling programs in place and have a reasonable running time to measure their effectiveness.

I agree that incineration may have a place in a comprehensive solid waste system, if the technology can be developed to solve the emissions and ash disposal problems, and if the cost comes down dramatically. Neither of these things will happen overnight, nor in a mere two years. Let's give it five years, and in the meantime go all out with the comprehensive waste reduction program we just re-committed to. I will propose to amend the upcoming resolution, to provide a five year interval before the next garbage burner study. I'm asking for your support of that amendment. The Executive Officer and I have discussed this and she indicates she would not actively oppose it.

In short, let's not put the garbage burner on the back burner, where it will still be simmering and demanding attention. Let's put it up on the shelf and wait for the new, improved model.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jim".



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

February 27, 1989

Rod Grimm
Grimm's Fuel Company
1631 South Shore Blvd.
Lake Oswego, OR 97034

Dear Rod,

I appreciate your sending me a copy of your recent letter to Oregon City Garbage concerning yard debris compost markets. This was a reminder to me that you are still concerned, or perhaps thoroughly convinced, that the product produced by the Riedel/Metro solid waste composting facility will have a serious impact on the markets for yard debris compost. I know you have worked many years, and invested much time and money, to develop markets for your products. I'm glad Metro has played a small role in this thorough technical assistance and promotion, too.

I have personally been a strong supporter of the solid waste composting approach. This support, though, is based on an understanding that the solid waste compost will not compete for the same markets as yard debris compost. The most recent Metro-commissioned study reached this same conclusion, a conclusion with which you strenuously disagree. Your consistent claim that the two products will compete in the marketplace, and that higher cost will make yard debris compost the loser in that competition, is raising some doubt in my mind as well. I have asked the chair of our Solid Waste Committee, Gary Hansen, to get a further report from Metro solid waste staff on this question. It makes no sense for us to spend public money on a composting facility, with the promise that it will solve part of the solid waste problem, if this brings yard debris back into the general waste stream.

Again, thanks for continuing to raise this issue. We all need to get an answer we can believe, an answer that makes sense, before going ahead with solid waste composting.

Sincerely,

Jim Gardner
Councilor
District 3

Jim Gardner
Councilor
District 3
1930 SW 2nd Avenue
Portland, OR 97201
521-2444 (work)
527-2096 (home)

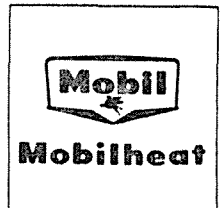
MOBILHEAT
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PRES-TO-LOGS
DECORATIVE ROCK
GARDEN SAWDUST
GROUND BARK

GRIMM'S FUEL CO.

DOING BUSINESS SINCE 1929

1631 South Shore Blvd., Lake Oswego, Oregon 97034



Phone 636-3623

February 8, 1989

Mr. Richard Bloom, Oregon City Garbage
P.O. Box 191
Oregon City, Or 97045

Dear Mr. Bloom,

Over the last two years we have made a tremendous capital investment in equipment to process yard debris into compost. Due to the increased capital investment and the higher cost of doing business, we have been forced to raise our tipping fees. In October 1988 we raised our rate to the general public from \$2.50 to \$3.50 per cubic yard and from \$2.50 to \$3.00 for landscapers. Effective February 26, 1989, our commercial rate will raise from \$1.25 to \$2.50 per cubic yard.

We are also raising our compacted truck rate from \$1.08 per loose yard to \$2.16 per yard. When translated to a 3 to 1 compaction, the present \$3.24 compacted rate will increase to \$6.48 per compacted yard. In comparing this to tonage rates the cost per ton has been approximately \$7.00 per ton, with the new rate the cost will be approximately \$14.00 per ton. In 12 to 18 months we hope to put in a truck scale. At that time we will probably need to raise the rate to \$20.00 per ton.

I feel very fortunate that we have been able to produce a product of highest quality. The general public, landscapers, and nurseries are very pleased with our composted products, and it is their continued patronage that helps to keep the tipping fees down.

Yard Debris recycling in Portland is being threatened by Metro's proposed Mixed Solid Waste Composting Plant. Their marketing plan is to give the product away in our markets. If this takes place the tipping fees will be forced up, because our final product can not effectively compete against a governmental subsidized product which is distributed free at no charge. This would be a great shame for companies like yours and mine. You have led the way in yard debris collection as we have led the way in processing and marketing.

Regardless of what happens to the proposed Mixed Solid Waste Plant, in 1989 Grimm's Fuel will require an additional 75,000 cubic yards of debris in order to meet our anticipated demand. With this additional volume we will process and market over 275,000 cubic yards of debris into high-quality compost. This represents a savings to the general public of over 3/4 of a million dollars in tipping fees.

Together we have had a profound effect on Portland's Waste Stream. Through continued cooperation and hard work most of Portland's yard debris will one day be recycled.

If you have any questions, please feel free to contact me at 692-3756.

Sincerely,

Rod

Rod Grimm, President
Grimm's Fuel Company

cc: Jim Gardner



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

DATE: March 10, 1989

TO: Metro Councilors

FROM: Jim ^{J.B.}Gardner, Chair, Legislative Task Force

SUBJECT: LEGISLATION ON METRO GOVERNANCE

Metro's Legislative Task Force met on February 17 to discuss legislation concerning governance issues. We concluded that the Council should be polled to see if support still exists for our previously-adopted position on an appointed executive, and the results of the poll would guide the content of our testimony before the House Government Affairs Committee.

Last week's poll of councilors showed seven of us support changing to an appointed Metro executive, five support retaining the present system. Based on this majority sentiment, I testified Tuesday before the House Government Affairs Committee, chaired by Representative Al Young. You should have already received a copy of that testimony.

The response of the committee on Tuesday, and discussions with Metro's lobbyist and others active in the Legislature, clearly indicate there is little or no chance the Legislature will agree with this position. Representative Young and Senator Otto (chair of the equivalent Senate committee) support retaining an elected executive, as do most members of those committees.

Now that the position of the Council majority has been presented to the appropriate legislative forum, I feel it is time to shift our efforts to other important legislation where there is greater possibility of success. Our bill to gain authority to place an excise tax on the services we deliver, to provide funding for general government needs, is in trouble. Although it passed the Senate, the measure was defeated in a first vote in the House. The bill is now back in committee, where we have some chance of salvaging it with careful lobbying and perhaps some sensitive amendments. Our disagreement with the Executive Officer on governance is being used by Metro opponents as an excuse to oppose this bill and possibly some others. Ironically, the most vehement opponent of the excise tax is former Councilor Mike Burton.

I do not plan to continue pursuing the appointed executive issue in this Legislature. I felt obligated to represent the Council's position on this at Tuesday's hearing, but now that we've "said our piece" I believe further action would be counterproductive. We have much at stake as an agency in this session, and do not need to give unnecessary ammunition to those looking for a reason to oppose our measures. I wanted to make the entire Council aware of my opinion and intended approach on this issue, and I welcome your comments.

cc: Rena Cusma
Greg McMurdo



METRO

2000 S.W. First Avenue
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March 31, 1989

Doug U'Ren
Bridlemile-Robert Gray Neighborhood Assoc.
4625 S. W. 27th
Portland, OR 97201

Dear Doug:

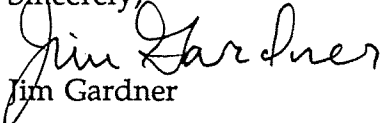
What is Metro? Does it have anything to do with buses? And what is the Metropolitan Service District? Just another layer of invisible government? Because you're a leader in your neighborhood association, you probably know the answers to these questions, or at least have better answers than most people. When I was running for re-election to the Metro Council and going door-to-door in southwest neighborhoods last year, I realized that a majority of people have little idea what Metro is or what it does. And they know even less about who to contact to register an opinion about Metro's business.

So let me introduce myself and get to the point of this letter. I'm just starting a second four-year term as the Metro councilor representing District 3, which includes all of Southwest Portland plus the northeastern corner of Washington County. I know some of you (and you know me) from the years I chaired the Corbett-Terwilliger-Lair Hill neighborhood association and was SWNI's treasurer. But that was six years ago and more, and faces change on neighborhood boards.

Frankly, during my first term on the Metro Council, I devoted most of my time to learning about the issues we were dealing with and figuring out how to affect those decisions. I knew I should be doing more, going to regular neighborhood association meetings, listening to more points of view, but with two or three evening meetings every week for Metro committees, I began to treasure my remaining personal time. I am determined to change that pattern and I'm asking for your help. May I have a few minutes on an upcoming agenda to let your members know what Metro is doing? I can talk about a short prepared topic or simply respond to questions. Topics you might be interested in are the new Oregon Convention Center, the Regional Transportation Plan we just adopted or the never-ending saga of garbage disposal and recycling. And there's always something going on at the Metro Washington Park Zoo, including Africal, the new exhibit opening this spring.

Please call me directly at 221-2444 (work) or 227-2096 (home) to confirm a date when I can come to one of your meetings. I'm looking forward to meeting you and your neighbors.

Sincerely,


Jim Gardner

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)




METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: May 6, 1989

To: Mike Ragsdale
Chair, JPACT

From: Jim Gardner 

Regarding: Agenda item #5, JPACT meeting on May 11, 1989

I regret not being able to attend this meeting due to an important business commitment. I entirely support the request for federal assistance and for changes in certain rules and requirements. The purpose of this memo is to ask that you submit for JPACT's approval a slight change of wording in the opening paragraph of the letter to be sent to Congressman Aucoin. Specifically, I propose the following as the first paragraph:

The purpose of this letter is to forward a proposal which the region believes would significantly move forward its transportation agenda, both roads and light rail.

I believe the original wording in the draft is simply a subconscious reflection of an earlier time, a time when transportation meant only roads. The substance of our (everyone's) thinking has evolved, but sometimes our semantics takes a while to catch up.

Again, I apologize for my absence at the meeting. The JPACT Clerk has been notified and will be contacting the alternate Metro councilor.

cc: Andy Cotugno



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: May 6, 1989

To: Mike Ragsdale
Chair, JPACT

From: Jim Gardner *JG*

Regarding: Agenda item #7, JPACT meeting on May 11, 1989

Although unable to attend this meeting, I wanted to let you know of my continued interest in the issues raised with the above agenda item. Specifically, I remain interested in being a participant on the subcommittee which will consider those issues and make recommendations to JPACT. Further, I would like to chair that subcommittee. I believe I can bring to that role the lack of preconceptions and bias which will be necessary if these sensitive issues are to be resolved to the region's satisfaction.



METRO

2000 S.W. First Avenue
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503/221-1646

Memorandum

Date: May 6, 1989

To: Members of Solid Waste Committee

From: Jim Gardner *JG*

Regarding: Evaluation methodology for Metro East Station proposals

I will be out of town on business and unable to attend the May 9 Solid Waste Committee meeting. I submit the following comments and suggestions regarding the proposed methodology and weighting, and hope you will take these under consideration as you review this important matter.

My first comment involves a matter not addressed in the staff report, the proposed Evaluation Methodology, or the Resolution. What will be the membership of the evaluation committee mentioned in the staff report? For the Council to have confidence in the conclusions and recommendations of this committee, I believe there needs to be significant Council involvement in the evaluation process and the committee itself. This involvement should not be diluted by having a large number of staff and others (non-Metro) on the committee.

A general comment on the suggested methodology: there seem to be too many individual criteria within each category. With such a large number, the significance of each criterion is diminished. Even with the weighting applied, it seems to me that some criteria are far more important than some others, and the weighting does not adequately reflect this. Also, many of the criteria will be quite subjective in actual application (necessarily so). A system which quantifies in such a detailed way factors which are essentially subjective, has the effect of lending an appearance of objectivity where little actually exists. Of course many of the criteria are capable of objective application, but many are not. In the process of adding up all the numbers, applying the weights at the criteria and category levels, and arriving at a score for each proposal, we must not lose sight of the fact that a good deal of subjectivity remains. In terms of affecting the outcome of the evaluation, some of the subjective criteria may in reality have a dominant role.

In the TECHNICAL PROPOSAL category, I have a question about the criteria "Progress in meeting mitigation requirement." Are we saying here that we expect that work to be already in progress --

Solid Waste Committee
May 6, 1989
Page 2

landscaping partially installed, traffic signals on their way up, etc.? This seems inappropriate, and certainly not of equal importance to other criteria with the same weighting.

In the COST PROPOSAL category, there seem to me to be too many minor criteria, weighted too heavily. This serves to reduce the real determinative value of the more important criteria. In this category, I would submit that the most significant criteria should be the first ones listed under each heading: competitiveness of service fee, allocation of economic risk, and proposer's financing plan. If all of the others are to remain, their weighting should definitely be lowered.

Under the VERTICAL INTEGRATION category, again there seem to be too many minor criteria and some inappropriate weighting. Those first five criteria are not of equal importance, by any stretch of imagination. I would suggest a weighting of 5,5,3,2,1 (from top to bottom). The following four criteria are examples of the subjectivity I mentioned earlier, with the fourth (willingness to adjust...) being the most blatantly subjective. This one's weighting seems far too high -- 2 or 3 would be a more reasonable weight. In this critical category, having too many individual criteria simply dilutes the significance of any one of them. Some important policy considerations are wrapped up in these criteria, in this category especially. I think the methodology should place more significance on the more important criteria, rather than diluting their role.

Once again the pressure of immovable deadlines puts you (all of us) in a difficult situation. To me it is deplorable that this evaluation methodology comes to us so late. I don't know exactly what we can do to change this pattern, because we're too responsible to insist on more time for decisions when we know the added time will cause added expense or problems for Metro as a whole. Perhaps some day we'll have to pick a dramatic example and stand our ground, just to deliver a message that we will not allow ourselves to be so manipulated. I'm not suggesting that this is the appropriate time for making such an example, just venting some of the frustration all of us feel.

I hope my suggestions and comments are helpful, sort of a sixth point of view for the committee. I know you have a tough task and I'll be most interested in the outcome. Thanks for listening.




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To: Mike Ragsdale
Chair, JPACT

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May 8, 1989
To Metro Councilors
From: Jim Gardner
FY1

METRO'S BUDGET: DOING MORE WITH MORE

"The Metropolitan Service District is flush with cash these days, including a \$66 million cash carryover from the previous year...."

This was the opening of a March 31 Oregonian story on the Metro budget for next fiscal year. The article went on to explain some of the reasons for this large balance -- bond proceeds to build the Oregon Convention Center, reserve funds for environmental protection at St. Johns landfill -- but the reader's impressions were already set. It appeared Metro had lots of money to spend and (this was implied) was not very concerned about how it spent it.

What a contrast to other local governments! Portland is cutting city jobs, youth programs, parks maintenance -- everything but police on the street. County governments are in less desperate straits but still face cutbacks. The need to reduce budgets and eliminate programs is newsworthy, and articles in the Oregonian have brought this information to the public. However, the public should be informed about local government budgets every year, not just during times of angry hearings and dramatic cuts. Yet Metro's budget process has been essentially ignored by the media this year. This article tries to throw a little light on that subject, from the perspective of one Metro councilor on our Budget Committee. I'll not try to fully explain the budget, but just highlight some areas that involved public policy issues.

Metro has a General Fund that gets all its revenue through transfers from the other funds -- solid waste, zoo, convention center, etc. This means any savings in the general fund reduces those transfers and leaves more money in the operating funds to do the real work of Metro, delivering services to the public. That's why the Budget Committee recommended, and the Metro Council agreed, to cut about \$95,000 from the general fund budget proposed by the Executive Officer. The cuts came from a general "tightening up" which made reductions in numerous line items. There was one major addition to the general fund (which I'll explain later) but the basic approach was to look for every possible place to save, no matter how small the actual amount. It seemed to me that even if the money was already in Metro's hands, saving rather than spending it made sense. This might have the effect of delaying slightly the next landfill rate increase, or reducing the size of the next Zoo admission price increase, or giving us a larger contingency fund while major construction projects are still being completed.

X

This year Metro, like Portland, had to budget for increased payroll costs because of a negotiated wage increase for union employees (and a comparable increase for supervisors). These salary adjustments amounted to approximately \$900,000 more in personal services costs, and the proposed budget had to be amended to cover these. Our employees were overdue for a cost-of-living adjustment, though, and an independent review just last year found Metro salary scales were lower than other local governments and the private sector. If we are to retain and attract good workers, we have to pay them what they're worth. The ultimate beneficiary of this is the public, who get quality service and value for their money. I was glad that money for the salary increase had prudently been placed in contingency within the budget.

The solid waste budget this year is substantially larger than last year, for some very good reasons. One that I have mentioned is the need to build up a reserve fund to pay for environmentally sound closure of the St. Johns landfill. Another is the need for transfer stations and transportation to the new landfill in eastern Oregon. The major increase I like most, though, is in Metro's waste reduction programs. Next year's budget includes five more staff people and spending more than twice what we did this year on a range of programs to stimulate more recycling, develop markets for recycled materials, and help reduce the amount of garbage generated. This is money well spent, not only because it's the right approach in an environmental, global sense, but also because it avoids the need for more expensive solutions later on.

A need clearly exists for regional coordination and planning in the broad area of water resources management. This includes wastewater treatment, storm drainage, non-point pollution of waterways, and clean water supply. The budget proposed by Metro's Executive Officer included a slight increase in staff time for this, but the work program barely went beyond Metro's current role. This consists of certifying to federal authorities a regional water quality plan that is really just a compilation of local plans. I and others on the Council feel a more comprehensive approach is needed, to work with other agencies and jurisdictions in defining the appropriate role for Metro. We recommended creating a full-time position in the General Fund to research water policy issues and develop a strategy for true regional coordination. This increases the General Fund somewhat, but the benefits justify the cost, and more.

Metro is unique among local governments in a couple of ways. First, we have the benefit of some "elastic" revenue sources. Solid waste disposal rates, or Zoo admission fees, can be raised if necessary to collect the amount needed to run those programs. Of course there are practical limits to this, and political limits, but with prudent management Metro can keep its expenses within its means. We are also unique in having an elected Executive Officer and an elected Council. At Metro the Executive proposes a budget but the Council, alone, approves the final budget. Such a system often brings with it a budget game where the administration proposes a budget based on what it wants to spend and accomplish. This is not necessarily what needs to be spent or accomplished. Recognizing the difference is where the Council comes in. Frankly, the Council is just starting to learn how to play this game.

Last year the Council made a start by simply picking a goal -- reduce the general fund by \$500,000 -- and let the Executive decide where to cut to reach the goal. This year we took a more sophisticated approach, making selective reductions ourselves, shifting some programs and funding, even adding a feature or two where we wanted. We refined the budget with a scalpel rather than a machete. It's just too bad no one -- not the Metro watchers, not the Metro bashers, not the Oregonian -- was around to watch.



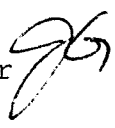
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From: Jim Gardner 

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Solid Waste Committee
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landscaping partially installed, traffic signals on their way up, etc.? This seems inappropriate, and certainly not of equal importance to other criteria with the same weighting.

In the COST PROPOSAL category, there seem to me to be too many minor criteria, weighted too heavily. This serves to reduce the real determinative value of the more important criteria. In this category, I would submit that the most significant criteria should be the first ones listed under each heading: competitiveness of service fee, allocation of economic risk, and proposer's financing plan. If all of the others are to remain, their weighting should definitely be lowered.

Under the VERTICAL INTEGRATION category, again there seem to be too many minor criteria and some inappropriate weighting. Those first five criteria are not of equal importance, by any stretch of imagination. I would suggest a weighting of 5,5,3,2,1 (from top to bottom). The following four criteria are examples of the subjectivity I mentioned earlier, with the fourth (willingness to adjust...) being the most blatantly subjective. This one's weighting seems far too high -- 2 or 3 would be a more reasonable weight. In this critical category, having too many individual criteria simply dilutes the significance of any one of them. Some important policy considerations are wrapped up in these criteria, in this category especially. I think the methodology should place more significance on the more important criteria, rather than diluting their role.

Once again the pressure of immovable deadlines puts you (all of us) in a difficult situation. To me it is deplorable that this evaluation methodology comes to us so late. I don't know exactly what we can do to change this pattern, because we're too responsible to insist on more time for decisions when we know the added time will cause added expense or problems for Metro as a whole. Perhaps some day we'll have to pick a dramatic example and stand our ground, just to deliver a message that we will not allow ourselves to be so manipulated. I'm not suggesting that this is the appropriate time for making such an example, just venting some of the frustration all of us feel.

I hope my suggestions and comments are helpful, sort of a sixth point of view for the committee. I know you have a tough task and I'll be most interested in the outcome. Thanks for listening.



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

May 7, 1989

In My Opinion Editor
The Oregonian
1320 SW Broadway
Portland, OR 97204

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

I wrote the enclosed article out of frustration at the lack of Oregonian coverage of Metro's budget process this year. The tone of the article is personal rather than journalistic, but I can modify this quite easily if you'd prefer something different. Likewise, the length of the piece can be adjusted to fit your space limitations.

If you do feel this is something you can find space for, please allow me at least the first cut at making any significant changes that might be necessary.

Sincerely,

Jim Gardner

METRO'S BUDGET: DOING MORE WITH MORE

"The Metropolitan Service District is flush with cash these days, including a \$66 million cash carryover from the previous year...."

This was the opening of a March 31 Oregonian story on the Metro budget for next fiscal year. The article went on to explain some of the reasons for this large balance -- bond proceeds to build the Oregon Convention Center, reserve funds for environmental protection at St. Johns landfill -- but the reader's impressions were already set. It appeared Metro had lots of money to spend and (this was implied) was not very concerned about how it spent it.

What a contrast to other local governments! Portland is cutting city jobs, youth programs, parks maintenance -- everything but police on the street. County governments are in less desperate straits but still face cutbacks. The need to reduce budgets and eliminate programs is newsworthy, and articles in the Oregonian have brought this information to the public. However, the public should be informed about local government budgets every year, not just during times of angry hearings and dramatic cuts. Yet Metro's budget process has been essentially ignored by the media this year. This article tries to throw a little light on that subject, from the perspective of one Metro councilor on our Budget Committee. I'll not try to fully explain the budget, but just highlight some areas that involved public policy issues.

Metro has a General Fund that gets all its revenue through transfers from the other funds -- solid waste, zoo, convention center, etc. This means any savings in the general fund reduces those transfers and leaves more money in the operating funds to do the real work of Metro, delivering services to the public. That's why the Budget Committee recommended, and the Metro Council agreed, to cut about \$95,000 from the general fund budget proposed by the Executive Officer. The cuts came from a general "tightening up" which made reductions in numerous line items. There was one major addition to the general fund (which I'll explain later) but the basic approach was to look for every possible place to save, no matter how small the actual amount. It seemed to me that even if the money was already in Metro's hands, saving rather than spending it made sense. This might have the effect of delaying slightly the next landfill rate increase, or reducing the size of the next Zoo admission price increase, or giving us a larger contingency fund while major construction projects are still being completed.

This year Metro, like Portland, had to budget for increased payroll costs because of a negotiated wage increase for union employees (and a comparable increase for supervisors). These salary adjustments amounted to approximately \$900,000 more in personal services costs, and the proposed budget had to be amended to cover these. Our employees were overdue for a cost-of-living adjustment, though, and an independent review just last year found Metro salary scales were lower than other local governments and the private sector. If we are to retain and attract good workers, we have to pay them what they're worth. The ultimate beneficiary of this is the public, who get quality service and value for their money. I was glad that money for the salary increase had prudently been placed in contingency within the budget.

The solid waste budget this year is substantially larger than last year, for some very good reasons. One that I have mentioned is the need to build up a reserve fund to pay for environmentally sound closure of the St. Johns landfill. Another is the need for transfer stations and transportation to the new landfill in eastern Oregon. The major increase I like most, though, is in Metro's waste reduction programs. Next year's budget includes five more staff people and spending more than twice what we did this year on a range of programs to stimulate more recycling, develop markets for recycled materials, and help reduce the amount of garbage generated. This is money well spent, not only because it's the right approach in an environmental, global sense, but also because it avoids the need for more expensive solutions later on.

A need clearly exists for regional coordination and planning in the broad area of water resources management. This includes wastewater treatment, storm drainage, non-point pollution of waterways, and clean water supply. The budget proposed by Metro's Executive Officer included a slight increase in staff time for this, but the work program barely went beyond Metro's current role. This consists of certifying to federal authorities a regional water quality plan that is really just a compilation of local plans. I and others on the Council feel a more comprehensive approach is needed, to work with other agencies and jurisdictions in defining the appropriate role for Metro. We recommended creating a full-time position in the General Fund to research water policy issues and develop a strategy for true regional coordination. This increases the General Fund somewhat, but the benefits justify the cost, and more.

Metro is unique among local governments in a couple of ways. First, we have the benefit of some "elastic" revenue sources. Solid waste disposal rates, or Zoo admission fees, can be raised if necessary to collect the amount needed to run those programs. Of course there are practical limits to this, and political limits, but with prudent management Metro can keep its expenses within its means. We are also unique in having an elected Executive Officer and an elected Council. At Metro the Executive proposes a budget but the Council, alone, approves the final budget. Such a system often brings with it a budget game where the administration proposes a budget based on what it wants to spend and accomplish. This is not necessarily what needs to be spent or accomplished. Recognizing the difference is where the Council comes in. Frankly, the Council is just starting to learn how to play this game.

Last year the Council made a start by simply picking a goal -- reduce the general fund by \$500,000 -- and let the Executive decide where to cut to reach the goal. This year we took a more sophisticated approach, making selective reductions ourselves, shifting some programs and funding, even adding a feature or two where we wanted. We refined the budget with a scalpel rather than a machete. It's just too bad no one -- not the Metro watchers, not the Metro bashers, not the Oregonian -- was around to watch.

May 8, 1989
To Metro Councilors
From: Jim Gardner
FYI


METRO'S BUDGET: DOING MORE WITH MORE

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METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: May 23, 1989

To: Mike Ragsdale, Presiding Officer
Rena Cusma, Executive Officer

From: Jim Gardner, *JG* Chair, Intergovernmental Relations Committee

Regarding: Western Bypass EIS

According to ODOT's Regional Engineer, the state will be contracting with a private firm for an environmental impact statement on the full western bypass corridor. As part of preparing the EIS, a citizens advisory committee will be formed in consultation with local governments, presumably including Metro. Given the differing points of view on the western bypass among citizens of the region and on the Council, Metro's appointments/nominations to this citizens advisory committee could be a sensitive subject.

Appointments of this type have traditionally been an administrative function at Metro, although there are no clear provisions for this in the Metro Code except for appointments which require Council confirmation. No such requirement exists in this case, but there is considerable Council interest. Metro's appointments could be the only opportunity for a broader regional perspective on this issue. It's safe to assume that Washington County and its cities will be well represented. The western bypass plays a significant regional role, however, and the rest of the region also should have a voice in the EIS process.

My request is that the Intergovernmental Relations Committee, or the councilor members of JPACT, be involved at an early stage in this appointment. An open public recruitment can be conducted to identify potential appointees. Ideally, the IGR Committee would review the applications and submit recommendations to the Executive Officer. I realize there may be no requirement for the Executive to follow such recommendations, nor to seek Council input at all. Such was the case, for example, in Metro's appointments to the westside light rail citizens advisory committee, although I understand there was consultation with the Presiding Officer. The western bypass is a much more controversial issue, however, and I believe it merits more Council attention.

cc: Metro Council



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

June 9, 1989

Senator Joyce Cohen
State Capitol
Room S-218
Salem, OR 97310

Dear Senator Cohen:

I am writing because of a letter sent to you on May 31 from Corky Kirkpatrick on behalf of Metro's Plastics Recycling Task Force. Corky's letter expressed her group's opposition to SB990 and stated they would recommend the Metro Council adopt a similar position. Unfortunately, Corky's letter may create the impression that the Metro Council has not reached a decision on this bill.

I chair the Council's Legislative Task Force, and we held a public hearing on May 12 to consider the recommendations of the Plastics Recycling Task Force. We forwarded to the Council a number of recommended positions on solid waste legislation but not a specific recommendation on SB990.

The Metro Council, at its regular meeting on May 25, had a lengthy discussion of SB990 which included testimony from Corky Kirkpatrick and other members of the Plastics Recycling Task Force. The Metro Council decided to take no position on SB990.

At the Council meeting on May 25, I presented information in support of the provisions in SB990 which address polystyrene foam food containers. I truly believe I could have persuaded the Council to support the bill were it not for the recent changes which included other types of plastic containers in the ban (or the mandated recycling levels). I considered the outcome a partial victory, however, in persuading the Council not to oppose SB990, despite the strong recommendation of our plastics advisory group.

At the risk of being repetitive, the Metro Council does not oppose SB990 and does not plan to reconsider this position. Personally, I strongly support the bill and hope your efforts to gain Senate reconsideration are successful.

Sincerely,

Councilor Jim Gardner
District 3

JG:bfg

Executive Officer
Rena Cusma

Metro Council
Mike Ragsdale
Presiding Officer
District 1

Sharon Kelley
Deputy Presiding
Officer
District 7

Lawrence Bauer
District 2

Jim Gardner
District 3

Richard Devlin
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

Judy Wyers
District 8

Tanya Collier
District 9

Roger Buchanan
District 10

David Knowles
District 11

Gary Hansen
District 12



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

June 12, 1989

TESTIMONY BEFORE THE SENATE GOVERNMENT OPERATIONS AND ELECTIONS COMMITTEE REGARDING HB 2624

Mr. Chairman, members of the Committee, thank you for this opportunity to present testimony on HB 2624, a matter of great importance to the Metropolitan Service District. I'm Jim Gardner, a Metro Councilor and chair of our Legislative Task Force. I'm here to urge your support of HB 2624.

Metro is unique among local governments for a number of reasons, one of which is our governing structure which has an elected Executive Officer and twelve independently elected councilors. This structure inevitably creates a large grey zone between those areas where authority and responsibility clearly rest with the Executive or the Council, respectively. HB 2624 addresses the approval authority for major Metro contracts, an issue currently in that grey zone and which has proven to be a hinderance to the smooth functioning of Metro. HB 2624, with twenty-seven simple words, can resolve this issue once and for all and allow the Metro Executive and Council to get on with the district's business.

Executive Officer
Rena Cusma

Metro Council

Mike Ragsdale
Presiding Officer
District 1

Sharron Kelley
Deputy Presiding
Officer
District 7

Lawrence Bauer
District 2

Jim Gardner
District 3

Richard Devlin
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

Judy Wyers
District 8

Tanya Collier
District 9

Roger Buchanan
District 10

David Knowles
District 11

Gary Hansen
District 12

Another unusual aspect of Metro is the large portion of our work which is done through contracting (nearly 70 percent of the operating budget--the part that directly delivers our services). This heavy reliance on contracting is why the council needs the authority to review and approve major contracts. Metro's contracting code provided for Council approval during the first nine years of Metro's existence. Only late last year was this brought into question, and Metro's General Counsel opined that ORS 268 did not clearly place contract approval authority with the Council. The Council and the Executive have negotiated for several months on changes to our contracting code, with a result that fits our General Counsel's opinion but leaves Metro with a more cumbersome contract approval process than before. The Council views that as a temporary fix with much potential for future disagreement as individual players change and memories fade.

Why should the Council approve contracts at Metro?

1. To agree to the terms and conditions of the contract.

Contracts are used to carry out the policies and programs adopted by the governing body of the District. Review and approval of significant contracts assures the council that these programs are being carried out in the manner they intend. This is an important way

the Council can carry out its policy and program oversight responsibilities.

2. To assure that contracts are awarded in a fair and impartial manner. One of the best ways to assure the public that contracting procedures are followed in a fair and impartial manner is to bring that contract to an elected governing body in an open public meeting for approval. This is a healthy "check and balance" on the potential abuses of power. It is harder for twelve people to "play games" with the system than one person.

The past few months have provided specific situations, specific contracts, where this oversight was sorely needed. A contract for advertising services at the zoo was pulled from Council consideration at the last moment for questionable and rather flimsy reasons. Because one of the firms contending for the contract (not the winner) had provided advertising services for the Metro Executive's election campaign, and the firm's owner had served on the executive's transition team, there was certainly an appearance that the contract was delayed for political reasons. More recently, a contract to build a new Zoo exhibit contained a reserve clause never included in any past Metro contract. Despite the fact that the contract would require appropriations in more than one fiscal year,

the Executive asserted that this clause meant the contract was not a multi-year contract. Thus, Council approval of the contract was not necessary. Only when the Council made it clear it was prepared to remove the project's appropriation did the Executive relent and remove the offending clause.

True, both of the above situations have been resolved. The solutions, though, involved tense confrontation within Metro and caused considerable delay. Metro has come of age as an organization and does not need areas of ambiguity between the Executive and the Council. However well the present Executive and councilors may be able to negotiate compromises, the issues are not settled for future executives and councilors. HB 2624 can do just that, and I and the Metro Council urge you to give it your support.

I would be pleased to respond to your questions.

jg:gpwb
testim.rpt



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

June 19, 1989

To: Metro Councilors

From: Jim Gardner, Councilor

Subject: Council Per Diem

At the June 15 Finance Committee meeting I proposed amendments to our per diem policy (Resolution 1065A on our 6/22 agenda). My proposal would set the per diem rate at \$42 and provide for an automatic adjustment each year based on changes in the Portland CPI. The primary reason for proposing a \$42 rate was to give another option for those of us who may be a bit uncomfortable with the large increase from the current \$30 to the Legislature's \$66 rate. Also, Don Carlson's analysis (attached) reveals that the \$30 rate, if adjusted for changes in the CPI since 1980, would now be up to \$41.51. Since my proposal includes rounding to the nearest dollar after each CPI adjustment, it seemed reasonable to use \$42 as next year's rate. The annual budget cap for each councilor's per diem account would also be adjusted based on the change in the CPI.

The Finance Committee did not go along with my proposal, and left the rate at \$66 as approved by Council at our May 25 meeting. I'm still concerned that voting such a large increase in our compensation will be used against us when we seek voter approval for a new zoo levy next spring. It could also help generate opposition to the excise tax we will probably enact to fund Metro's general government functions. And, although the Finance Committee did not increase transfers from the convention center, zoo, solid waste, etc. to pay for the per diem increase, the issue of our general governments costs is a sensitive subject with other local governments and some citizens.

For these reasons, and not because I don't feel we work hard enough to deserve \$66 per day, I'm now asking each of you to consider supporting my amendment. I don't plan to argue for it at the Council meeting. I will simply introduce the amendment and hope for the best. I'm taking this approach because the last thing we need is a lengthy public debate on this issue at a full Council meeting. Because the political repercussions are my worry, I would just be exacerbating the situation by dragging out the debate. Please give this some thought, and if you reach a different conclusion than I, at least we'll have put the matter to rest.

cc: Don Carlson,
Council Administrator

PROPOSED AMENDMENTS TO RESOLUTION NO. 89-1065A

by Councilor Gardner

- o On page 1 of Exhibit A in Section 1 of Councilor Per Diem Accounts change "\$6,336" (per diem cap) to "\$4,032" and "\$3,168" (one half year per diem cap) to "\$2,016."
- o On page 2 of Exhibit A in Section 2 at the top of the page, delete the phrase " a member of the Oregon House of Representatives" and insert §42. Also add the following sentences after the word "meetings:" "The per diem rate shall be revised at the beginning of each fiscal year based on the change in the Portland All Urban Consumer CPI for the prior calendar year. The new per diem rate shall be rounded to the nearest dollar and the amounts of per diem authorized in subsection .1 of this section shall be revised based on the new per diem rate times 96 meetings per year or 48 meetings for each half year."

JG:pa

A:\1065A.RES



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503 221-1646

Memorandum

DATE: June 13, 1989

TO: Finance Committee *de*

FROM: Donald E. Carlson, Council Administrator

RE: ANALYSIS OF CPI INCREASES ON COUNCILOR PER DIEM

The Council at its May 25, 1989 meeting amended Resolution No. 89-1065 to increase the Councilor per diem amount to be equivalent to a member of the State House of Representatives (\$66) and referred the resolution to the Internal Affairs Committee. The Internal Affairs Committee at its June 8, 1989 meeting amended the resolution to increase the annual expenditure cap to \$6,336 per Councilor. The current rate and cap are \$30 and \$2,880 respectively. The resolution was then referred by the Presiding Officer to the Finance Committee for consideration of the budget implications of the above changes. Prior to the referral, Councilor Hansen requested information on the effect of CPI changes on the Councilor per diem rate and cap from the start of per diem authorization. Exhibit A attached provides such information.

As indicated in Exhibit A, based on CPI increases for the past nine years, the adjusted Councilor per diem cap should total \$2,990 on July 1, 1989, or the rate should be \$41.51. It is interesting to note that the per diem cap increase approved by the Council effective on July 1, 1987, roughly equated to the CPI increase up to that point in time. If the per diem amount were changed from \$30 to \$40 (to approximate the increase in the CPI) and the estimated number of meetings were held constant (96 per year), the per diem cap would be increased from \$2,880 to \$3,840. On an accumulative basis, the budgeted per diem line item would need to be increased by \$11,520 from \$34,560 to \$46,080.

Exhibit B attached is the fiscal analysis prepared for the Internal Affairs Committee on the proposed change in the per diem rate and cap to \$66 and \$6,336 respectively. Based on that information, the budgeted per diem line item increase would be \$41,472 from the current \$34,560 to \$76,032. As indicated in Exhibit B, there are three ways to find the money to fund the increase: 1) reduce the Contingency; 2) increase transfers or; 3) reduce other fund expenditures. These methods can be used separately or in any combination. If the Committee were to change the recommendation to lower the increase in per diem to \$40 and the cap to \$3,840, staff recommends the FY 89-90 budget be amended to reduce the contingency by \$11,520 and increase the per diem line item in the Council budget by the same amount. If the recommendation is to keep the per diem at \$66 and the cap at \$6,336, staff recommends that contingency funds be used for about \$11,000 of the needed \$41,472 and the balance be found by reducing other General Fund expenditures.

DEC:gpwb
A:\MEMDEC.613

**METRO**2000 S.W. First Avenue
Portland, OR 97201-5398
503 221-1646

Memorandum

Date: June 8, 1989

To: Internal Affairs Committee

From: Donald E. Carlson, Council Administrator

Regarding: FISCAL IMPLICATIONS OF RESOLUTION NO. 89-1065

This memo is in response to a request from the Presiding Officer. The Council at its May 25, 1989 meeting adopted an amendment to this resolution which would set the Council per diem amount at \$66 per day for attendance at authorized meetings.

Based on the current assumptions of per diem for 96 meetings per fiscal year, the amendment would increase Council expenditures as follows:

	<u>Current Rate (\$30)</u>	<u>Amended Rate (\$66)</u>	<u>Difference</u>
Individual Councilor	\$ 2,880	\$ 6,336	\$ 3,456
Total Council	\$34,560	\$76,032	\$41,472

To implement the new rate at the level indicated above for FY 1989-90 would require one of the following three budget adjustments at the June 22, 1989 Council meeting:

1. Reduce the General Fund Contingency by \$41,472 and budget the money in the Council budget. The proposed contingency for the General Fund is \$150,000. This action would reduce it by approximately 28 percent.
2. Increase the total operating fund expenditure by \$41,472 and increase the transfers from the other operating funds accordingly.
3. Reduce proposed expenditures in the General Fund by \$41,472, and budget the money in the Council budget.

DEC:gpwb
891065.mem

EXHIBIT AEFFECT OF CPI ON COUNCILOR PER DIEM

<u>Year</u>	<u>Per Councilor Budgeted Amount</u>	<u>Rate</u>	<u>CPI Increase</u>	<u>Adjusted Amounts Per Councilor</u>	<u>Rate</u>
7/1/80	\$2,160	\$30	-	-	-
7/1/81	2,160	30	11.1%	2,400	33.33
7/1/82	2,160	30	4.2%	2,501	34.73
7/1/83	2,160	30	0.0%	2,501	34.73
7/1/84	2,160	30	3.2%	2,581	35.84
7/1/85	2,160	30	4.0%	2,684	37.27
7/1/86	2,160	30	0.6%	2,700	37.49
7/1/87	2,880	30	2.2%	2,759	38.31
7/1/88	2,880	30	3.4%	2,853	39.61
7/1/89	2,880	30	4.8%	2,990	41.51

CPI INCREASE
All Urban Consumers - Portland
July to July

1980 to 1981	252.7 to 280.8	=	0.11119
1981 to 1982	280.8 to 292.5	=	0.04166
1982 to 1983	292.5 to 291.5	=	-0.00341
1983 to 1984	291.5 to 300.9	=	0.03224
1984 to 1985	300.9 to 312.9	=	0.03988
1985 to 1986	312.9 to 314.7	=	0.00575
1986 to 1987	314.7 to 321.6	=	0.02192
1987 to 1988	321.6 to 332.5	=	0.03389
1988 to 1989	3/88 to 3/89 all West Coast cities	=	4.8%

memdec.6132
 DEC:gpwb
 6/14/89



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

July 14, 1989

Henry Richmond
1000 Friends of Oregon
534 SW Third Avenue
Portland, OR 97204

Dear Henry,

Jim Gardner
Councilor
District 3

2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

I'm writing with a dual purpose, a form of request, actually, with two parts. Let me start with a personal invitation to you for a special meeting of the UGB Policy Advisory Committee on July 26. You should have received the standard invitation earlier, and probably noted that the purpose of this meeting is an informal discussion of growth management issues with Gail Achterman of the Governor's office and Susan Brody of DLCD. I am guardedly optimistic about the Governor's interest in our regional growth management planning, and want to hear more. The meeting on the 26th (with dinner provided by DLCD) will be a good opportunity to share perspectives and expectations and I believe you'd be a valuable contributor to the discussion. Please come.

Which leads me to the other part of my request. I hope you'll be able to get more personally involved with the UGB review and the regional growth management plan. The policy committee largely will determine how the plan deals with issues such as the proliferation of hobby farm parcels outside the UGB, and whether to recognize "sub-regional" need for certain types of urban land. These are critical issues for the region's future, and 1000 Friends's viewpoint should be represented. Paul Ketcham has been attending policy committee meetings and of course is quite knowledgeable about the issues, but he simply does not have the clout you would. Because Paul is also on the technical committee, it's not appropriate that he be your formal alternate on the policy committee. In a similar situation, we asked Larry Cole of Beaverton to designate a different alternate rather than use his administrative assistant.

When we last talked you said you planned to participate in the policy committee's work. I sincerely hope you will. Unlike the so-called compromise on the timber harvest issue, we're not asking you to accept any limits on future judicial review. I believe the policy committee must represent a range of perspectives, not to make the eventual plan unchallengeable but to make it balanced. Participating in the process certainly doesn't waive your right to disagree with the product -- I'm sure Charlie Hales or Mike Nelson reserves that right! Please join us on the 26th, and thereafter.

Sincerely,


Jim Gardner



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

July 14, 1989

Dr. Charles Bellville
720 SW Washington, #665
Portland, OR 97205

Dear Dr. Bellville and Ms Latum:

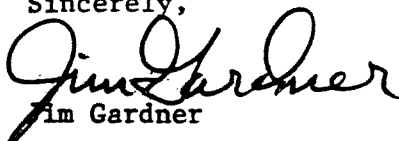
A copy of your recent letter to Metro came my way and, for a number of reasons, I felt I would respond. Based on your residence address, I am your representative on the Metro Council. More to your point, though, I'm chairman of the policy committee working on the review of the Urban Growth Boundary (UGB). Your letter identifies a couple of issues at the core of the debate about the UGB and growth: how much growth is too much, and how can we make sure public facilities (especially transportation) keep up with whatever growth does occur?

The specific traffic problem you cite, mostly the result of Washington County commuters to downtown Portland, is being addressed by the westside light rail project. I wish I could tell you this will solve the problem, but probably the best we can expect is that congestion on Burnside and Barnes won't get any worse than it is today. Because in Washington County and the whole metropolitan area, growth is going to continue. A good urban growth management plan is our only real chance to guide this growth so that we preserve the unique character and the small quiet pleasures which make Portland and Oregon the places we love so much.

I have never considered the UGB, or our current review of it, to be devices for promoting growth. There's support for my attitude in the recent strategic economic development plan out of the Governor's office, titled "Oregon Shines." This plan recognizes Oregon's quality of life as a characteristic to be guarded, not squandered. It also sees the need for regional growth management and a rigid UGB. Seeing the plan use "rigid" in a positive sense regarding the UGB gives me hope, because most of the development community uses the exact same term as a criticism. It's becoming more and more clear -- painfully clear in places such as Seattle -- that there must be limits on where and how much growth can occur. In the long run we'll have a healthier economy and a more effective community, a community that manages growth rather than being managed by it.

I hope you'll continue to be involved and let me know your thoughts about growth management as Metro develops the regional plan. I've asked staff to put you on the mailing list for updates on our progress and notices about hearings. Please don't hesitate to speak out; believe me, those advocating intense growth won't be quiet, and we need to hear balancing points of view.

Sincerely,


Jim Gardner

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

CHARLES G. BELLVILLE, M.D.

PHYSICIAN - PSYCHIATRY

6485 S.W. BORLAND RD.

SUITE D

TUALATIN, OR 97062

PHONE (503) 692-0688

720 S.W. WASHINGTON

#665

PORTLAND, OR 97205

PHONE (503) ~~287-8802~~

274-2661

Dear Metro Member,

I am writing in response to an article in the Sunday Oregonian, Metro Section, on review of the urban growth boundary.

I live in Northwest Portland near the tunnel on Burnside, and have offices in downtown Portland and in Tualatin.

There has been a dramatic increase in traffic on Burnside and Barnes, as well as 217, in the past few years. In the morning, traffic on Burnside is backed up to St. Vincent's Hospital quite often! And there are more new apartments and Forest Park developments planned to feed even more cars into that corridor! Also, 217 is bumper to bumper during rush hour now.

What we need is better services, more roads, etc. for the people that are already here. We don't need more growth until we have the facilities to serve them.

CHARLES G. BELLVILLE, M.D.

PHYSICIAN - PSYCHIATRY

6485 S.W. BORLAND RD.
SUITE D
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PHONE (503) ~~227-2592~~

274-2661

Beyond that, we need to ask ourselves how big we want the Portland Metro area to be.

The front page of The Sunday Oregonian, July 2, 1989, features an article on the problems in Seattle. Developers will always want to build more, grow more. But what about the rest of us? There has to be a limit. We have a very special place here. Let's not ruin it!

Sincerely,

Chas G Bellville

Chas G. Bellville



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 4, 1989

Fellow Councilors:

Fall is finally here, and time to think about Council leadership for the coming year. I've heard I may be a bit late, but here goes: I want the presiding officer job. I've waited this long to announce for two reasons: I wanted to make sure my (paid) job responsibilities would allow the time commitment, and in general I just dislike long campaigns. Two years is far too long for national presidential campaigns, and two months is longer than we should need to decide on our presiding officer. But Knowles and Collier have jumped out like hares in this race, and although I'm not comfortable with characterization as the tortoise, I know I'm playing catch up at this point.

I'm also not comfortable with traditional political patronage, so I won't try to compete on that level. To speak plainly, if I'm elected as your presiding officer I won't be making committee chair appointments based on who voted for me. I'll be talking with each of you in the next few days about my thoughts/leanings on this subject, and will ask for your personal preferences for committees and other appointments. I'll then make some commitments on these, and those commitments will stand regardless of the individual voting results.

Is this naive? Idealistic? Probably the latter, because I'm well aware of real politics and the machinations that come with it, that are it. I'm perfectly prepared to play this game externally, in Metro's business with federal, state, and local elected officials. I also know Rena operates this way and the Council must take the initiative or be left as sideline observers. With our own internal organization, though, I think we can try a different approach. We have serious responsibilities that demand a lot of hard work. Our decisions can be more difficult, or less so, depending on how well our committees function and who is leading them. The Council has much talent and experience, and I believe we should get maximum benefit from this. How that concept translates into specific assignments is what I want to discuss with each of you, and soon.

Jim Gardner
Councilor
District 3

2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

Fellow Councilors

Page 2

I am asking for one thing right now: please don't commit your vote to anyone for presiding officer until the Council retreat in November. Whoever has majority support at that time will still have over a month to make the organizational decisions and prepare to take over in January. We're all stuck with our decision for at least a year - let's make it carefully and look at all the options.

People running for election are supposed to make promises and claim they possess extraordinary abilities. What can I promise? What abilities do I claim? Most of you have known me long enough to see I can be long-winded and dull, or quiet as a statue. I'm usually very thorough and sometimes too focused on the details. When I believe I'm right I can be stubborn but when I make a compromise deal I stick with it. I promise that as your presiding officer I will be fair, and I will work hard. That's all.

Sincerely,


Jim



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 11, 1989

The Honorable Darlene Hooley
Clackamas County Courthouse
807 Main Street
Oregon City, OR 97045

Dear Darlene:

You might be feeling "lettered" to death by now on your comments to Rena about the Urban Growth Management PAC. Taking that risk, I wanted to let you know I also have been concerned and I am going to make sure future meetings produce a more substantive product.

I think part of the problem has been the enormous amount of background data we needed to assemble and review. All of this sets the context within which our policy decisions will be made. Our October 4th meeting started to frame those policy issues, and the next meeting (October 25th -- note the special date) will really get into the meat of the policies. By the way, the October 4th meeting was poorly attended and I want to thank you for making sure your alternate was there.

I hope you will feel comfortable talking directly with me about any concerns you have with the PAC's progress or process. We need the active, enthusiastic participation of every member, and this won't happen if we don't get real work done at each meeting. This will be the case from now on.

Sincerely,

A handwritten signature in cursive script that reads "Jim".

Jim Gardner

cc: Rena Cusma
Richard Carson


Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

DATE: October 20, 1989
TO: Metro Council
FROM: Jim Gardner 
RE: EAST TRANSFER STATION PROPOSALS

The purpose of this memo is to suggest that the Council modify the selection process now underway to select a vendor for the East Transfer Station. I will describe the reasons why I feel this is appropriate, and will propose an amended process.

Dan Cooper has reviewed my suggested process and feels it is legal under the Metro Code and Oregon public bidding statutes. He feels that altering our course under these terms would not expose Metro to undue liability from dissatisfied vendors or other parties.

First, immediately suspend negotiations with Trans Industries/Rabanco/BFI. The Council should do this by resolution, but even before the resolution is approved, the Executive Officer should be asked to notify TI that negotiations are suspended immediately. This will stop further Metro liability for design costs incurred by TI under terms of our earlier Resolution No. 89-1131. Dan Cooper estimates that, to date, TI's costs for which we are liable should be considerably less than \$100,000. Appropriate reasons for suspending negotiations include:

New evidence:

- o Information coming to our attention about the impacts of the EPA clean-up of the Gould property. The EPA remediation plan states that lead-containing dust would enter the TI site and be likely to require the use of respirators by staff (and the public?).
- o Apparent existence of wetlands on the TI site that could require preservation or other federally-approved replacement.
- o Information about train movements and switching adjacent to the TI site, including shipments of toxic materials (chlorine gas, caustic soda, etc.).

Remedies to other proposals:

- o Rose City Resource Recovery (RCRR): Legal developments that remove some of the doubts about land-use approval for their site.

- o Norcal: Modifications to their transportation access plans that eliminate some of the problems with the rail crossings near the site. Also, potential improvements to the site itself, adjacent wetlands, and the Columbia Slough.
- o Wastech/Riedel: May modify their proposal to address concerns about the management structure and corporate arrangement.

Decreased confidence in initial evaluation:

- o Information described above, as well as additional examination by individual Councilors, has led to a lack of confidence that the initial evaluation was fully objective and thorough.

Metro's primary goal should be to select the best proposal in terms of cost, amount of materials recovery, transportation access and environmental conditions. This is not a game where rigid adherence to the "rules" is paramount. We can, and should, change the rules (within legal limits) if, by so doing, we achieve a sounder project for this region's solid waste system. I believe my proposed modification will be fair to all vendors, will meet legal requirements, and will produce an end product in which we have greater confidence.

<u>Date</u>	<u>Action</u>
ASAP	Formally suspend negotiations, notify TI
10/31	Solid Waste Committee consideration of resolution which modifies selection process
11/9	Council consideration of resolution
11/10 - 11/20	Period for all vendors to submit modifications to their proposals
11/20 - 11/28	Solid Waste staff prepares synopses of modified proposals, referenced specifically to each of the evaluation criteria
11/28	Solid Waste Committee worksession to evaluate and score the modified proposals. All Councilors invited to participate, and do individual evaluations/scoring. Only Solid Waste Committee members scores are used for committee recommendation
12/7	Council decision, resumption of negotiations

METRO COUNCIL
October 20, 1989
Page 3

This proposal represents a delay of five weeks in the current negotiations. It's reasonable to assume that when negotiations resume, either with TI or a different vendor, both parties will be able to benefit from the progress already made. Metro will know very specifically what terms we want to see in the contract, what language meets our needs. Other vendors will know that a quick resolution of issues will be imperative. Having stopped negotiations once, they will know we have the will to do so again if necessary.

I believe the result of all this will be increased competition among the vendors, greater confidence by the Council in our choice, and ultimately a better East Transfer Station.

JG:pa
#1C:\JG.MEM



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: November 29, 1989

To: Mike Ragsdale, Presiding Officer
Rena Cusma, Executive Officer

From: Jim Gardner *JG* Councilor

Regarding: Appeal of LUBA decision on western bypass

On November 9 the Council voted to appeal the LUBA decision in the S.T.O.P. lawsuit challenging the western bypass. During Council discussion of the decision and its implications, we focused on the broad issues of Metro's planning authority -- questions such as whether Metro does comprehensive planning, whether our functional plans are parts of a regional comprehensive plan, and whether LUBA's decision has fundamentally altered our relationship with other local governments and the state. The Council was unanimous in supporting an appeal, but clearly there were differing viewpoints on the stance Metro should take regarding the specific issue of the western bypass and its inclusion in the Regional Transportation Plan.

As you mentioned November 9, Mike, it is obvious that Metro legal staff cannot consult with 13 "clients" on every decision involved in putting together our appeal brief. However, legal staff did hear the diversity of opinion on the Council regarding the bypass, and they should be sensitive to this when choosing which arguments to emphasize, which points of the LUBA decision to attack strongly and which to finesse a bit.

Similarly, I believe Metro's public affairs staff should be aware of and sensitive to the fact that not all Metro public officials are of one mind regarding the bypass. The November 13 press release (copy attached) on the decision to appeal contained statements such as,

"Metro believes that land goals should not be applied until a project is included in a city or county comprehensive plan,"

and,

"Metro...continues to maintain, that since the Regional Transportation Plan is merely a list of alternatives, land use goals should not apply to the projects it contains."

Statements of this type create a false impression of unanimity on that particular issue. I and other councilors disagree with those statements, or at least with their tone of absolute certainty. A good case can be made for Metro to address regional aspects of

(other side, please)

Appeal of LUBA decision on western bypass
Page 2 - November 27, 1989

state land use goals when we do our functional planning. Actually the RTP does that with the intergovernmental agreement with Washington County (although inadequately, in LUBA's view).

Why am I writing this now? Simply to express some discomfort with the press release, and a greater concern that my views and those of other councilors not be completely disregarded on this issue. The credibility of Metro and of individual councilors would not be enhanced by a battle of contradictory press releases. This need not become a divisive issue if everyone will recognize there are differing viewpoints and show some sensitivity when describing the "Metro" position.

cc: Metro Council



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

News Release

Nov. 13, 1989

For immediate release

For more information, contact Vickie Rocker, 220-1163, or Dave Kanner, 220-1165

Metro to appeal LUBA ruling on western bypass project

The Metropolitan Service District will appeal a recent decision by the state Land Use Board of Appeals (LUBA) that Metro has comprehensive planning powers.

LUBA found that Metro's Regional Transportation Plan was subject to review by the land use board in a case challenging the inclusion of the western bypass in the plan. Metro included the project in the transportation plan subject to a later determination by Metro and Washington County that the project could be built consistent with state land use goals.

The Metro Council voted unanimously last Thursday night (Nov. 9) to appeal the ruling to the Oregon Court of Appeals.

"What's at stake here is not simply the future of a single highway project," said Metro Executive Officer Rena Cusma. "The courts must settle the broader question of whether LUBA has jurisdiction over the functional plan of a regional government.

"This case could have far-reaching impacts on our functional plans for solid waste disposal, water quality and parks, as well as transportation. It could, in effect, make Metro a regional land-use planning agency. That is a role we believe is better reserved for cities and counties."

The LUBA ruling upheld the arguments of the citizens group Sensible Transportation Options for People that the proposed western bypass project should not have been included in the transportation plan because Metro did not meet certain land use goals findings for projects outside of the urban growth boundary and Metro did not seek an exception to those goals. The bypass, if built, would connect Interstate 5 near Wilsonville with U.S. 26 (Sunset Highway) near Cornelius Pass Road.

"No party to this case has argued that the statewide land use goals should not be applied to every transportation project, including the bypass," said

Cusma. "However, Metro believes that land use goals should not be applied until a project is included in a city or county comprehensive plan.

"It's our position that by requiring that land use goals be applied to a project in a functional plan, LUBA is assigning us comprehensive planning authority."

Metro has maintained, and continues to maintain, that since the Regional Transportation Plan is merely a list of alternatives, land use goals should not apply to the projects it contains. Urban areas must have a transportation plan to be eligible for federal highway funds. In the tri-county area, Metro is the agency responsible for developing such a plan.



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

December 4, 1989

Ron Buel
2817 NE 19th
Portland, OR 97212

Dear Ron,

Your November 30 letter to the Governor hit so many targets and missed so few that I am driven to respond. Your fundamental point, that major transportation decisions are being made without reference to a long-term vision of the best urban form for this metropolitan region, is clearly true. You are also right that the Metro Council has not articulated such a vision. That shouldn't be surprising -- rarely can any large collective body focus its attention and achieve the unanimity needed for such an abstract task. This is especially true of the Metro Council, many of whom believe their role is to be the policy-setting arm of a local special service district, not a general government. And on land use issues the Council reflects much of the same ambivalence as the Legislature, with some members philosophically uncomfortable with the statewide system and its impact on local control.

Unfortunately, in one sense you and I are both wrong -- there is a vision of the future behind the regional transportation decisions. Never actually stated, the vision is that the future will be just like the present, only more of it: more people, more roads, more houses, more jobs. This vision has it all functioning together in the same ways as today. This "project and provide" approach, planning for the future based on what we know about the past, is all that professional planners feel they should do. Any new policy direction must come from the public or its elected officials (you and me). Issues such as the Western Bypass focus attention on the absence of any clear mandate to innovate, to guide the future of this region in ways different than we've seen here or in other U.S. metropolitan areas.

I guess where you and I differ is on how to make that happen, how to have that broad discussion of urban form and quality of life issues. Your letter suggests a number of organizations and interests who should be included in a blue-ribbon citizens' commission. With very few exceptions, those same interests are represented on the Policy Advisory Committee for Metro's urban growth management planning. I chair that committee and I would be very receptive to expanding its membership to bring into the process any constituency that was left out or is under-represented.

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

Ron Buel
Page 2

Although this policy committee's meetings of course have been public and open to anyone, the first real public outreach efforts started this week. Metro planning staff, specifically Rich Carson and Ethan Seltzer, are conducting a series of workshops (scoping sessions, we're calling them) with many of the interest groups you named. The products of these scoping sessions, the issues people identify as important, will become the framework for Metro's Growth Management Conference on January 10, 1990.

I'm glad you mentioned the conference to Neil. We tried our best to get him interested, and held hopes until a few weeks ago that he might agree to be the luncheon speaker. His office finally told us he had another commitment. I would be very pleased if you're able to change that situation.

Ron, you and I have met only a couple of times, and briefly, but from your letter I can tell we have many perspectives in common. My biggest frustration with Metro's growth management planning, and the policy committee, is the tendency to jump quickly to specifics. I've kept the agenda open to issues of urban form, sense of place, and overall quality of life, long after many on the committee were eager to talk about what residential density goes where, or how much new industrial land comes inside the UGB in Clackamas County. Frankly, I could use some allies to help keep those broader issues in the forefront and not have them subsumed by the decisions on details. The scoping sessions will be a good place to make that point, and the January conference as well. Please involve yourself and encourage others of like mind to do so.

I'd like the chance to talk more about the issues you raised in your letter. I'd also very much enjoy participating in the meeting you asked for with Neil (if I'm not being too presumptuous). Please give me a call.

Sincerely,


Jim Gardner

P.S. I'm enclosing a copy of a letter I wrote to Neil a long time ago, as you can see. I've received no reply.



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

File

December 13, 1989

The Honorable Craig Allen
City of West Linn
P.O. Box 29
West Linn, OR 97068

Dear Councilor Allen:

As chairman of Metro's Urban Growth Management Policy Advisory Committee, one of my duties is to make sure that we have good attendance at our meetings. I am concerned that you have only been able to attend two meetings since we started holding monthly meetings in April, 1989.

It is important that all the cities in Clackamas County be represented at every meeting, so I am proposing that Metro appoint a new city representative from your county. I understand how an elected official's time is always in demand and I hope this proposal is acceptable to you.

If you have any questions or want to continue as a committee member, please contact me by December 22, 1989. I can be reached at work at 362-2444 or you can write to me in care of Metro.

Sincerely,

James Gardner, Councilor

Executive Officer
Rena Cusma
Metro Council
Mike Ragsdale
Presiding Officer
District 1
Gary Hansen
Deputy Presiding
Officer
District 12
Lawrence Bauer
District 2
Jim Gardner
District 3
Richard Devlin
District 4
Tom DeJardin
District 5
George Van Bergen
District 6
Ruth McFarland
District 7
Judy Wyers
District 8
Tanya Collier
District 9
Roger Buchanan
District 10
David Knowles
District 11



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

January 24, 1990

Mr. Paul Grattet, Chair
Transportation Policy Committee
Intergovernmental Resource Center
1351 Officers' Row
Vancouver, Washington 98661

Dear Mr. Grattet:

Executive Officer
Rena Cusma

Metro Council

Mike Ragsdale
Presiding Officer
District 1

Gary Hansen
Deputy Presiding
Officer
District 12

Lawrence Bauer
District 2

Jim Gardner
District 3

Richard Devlin
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

Ruth McFarland
District 7

Judy Wyers
District 8

Tanya Collier
District 9

Roger Buchanan
District 10

David Knowles
District 11

Thank you for your letter January 10 regarding the selection of citizen-at-large representatives for Metro's Transportation Policy Alternatives Committee (TPAC). While I appreciate your concern for committee structures to enhance bi-state communication, the TPAC citizen slots are not tied to specific jurisdictions, but rather, are open to all interested parties. This year's application deadline was January 5 and the Metro Intergovernmental Relations (IGR) Committee began the application screening process January 9. It should be noted there was one applicant from Clark County; unfortunately, he withdrew his application. We anticipate completing finalist interviews by the end of this week and look forward to TPAC representatives being in place by early February.

TPAC meetings are open to the public and citizens throughout the region are encouraged to attend and share their views. If you have any additional questions or concerns, please do not hesitate to contact me. For your general information, I have enclosed the new Metro Committee roster effective January 11, 1990.

Sincerely,

Jim Gardner
Intergovernmental Relations Committee

c: Intergovernmental Relations Committee
Andy Cotugno, Transportation Director

jpmthree
b:\JGTPAC.LTR



1351 Officers' Row
Vancouver, Washington 98661
(206) 699-2361
Fax (206) 696-1847

Executive Director
Gilbert O. Mallery

January 10, 1990

Mr. Jim Gardner, Chairman
Intergovernmental Relations Committee
METRO
2000 S.W. First Avenue
Portland, OR 97201-5398

Dear Mr. Gardner:

On behalf of the Intergovernmental Resource Center's (IRC) Transportation Policy Committee, I would like to emphasize the need to have a representative from Clark County as a citizen-at-large on the Transportation Policy Alternatives Committee (TPAC). As the Portland and Vancouver region continues to grow and as the economic and transportation systems within each metropolitan area continue to merge, we believe it is increasingly important to develop committee structures that will enhance bi-state communication. A citizen representative on TPAC from Clark County, as one of six citizen-at-large appointments, would help to broaden TPAC's perspective of citizen transportation issues in Clark County.

It is our understanding that the Intergovernmental Relations Committee is now in the process of selecting the six citizens-at-large for TPAC. We would appreciate your attention to our request.

Sincerely,

Paul Grattet
Chair, Transportation Policy Committee

\sm

c: Transportation Policy Committee Members
Andy Cotugno, METRO Transportation Director



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

February 7, 1990

Dear Councilors Ragsdale, Devlin, Bauer and McFarland:

At our next meeting the IGR Committee will be making the final choices for the six citizen members of TPAC. Your selection subcommittee (Gardner, Devlin, and Cotugno) will be forwarding three names with a definite "do appoint" recommendation, and five other names from which the IGR Committee will select three. I am writing today to explain why I feel one particular person should be appointed to TPAC.

First some background on how the selection subcommittee reached our recommendation. We started with twenty-five applications for the six slots, and picked thirteen to interview. The staff report from Andy Cotugno explains fairly well the criteria we tried to balance -- geography, interest groups, prior experience. One of the interest groups we identified from the start was "mass transit advocates." There were three applicants in that group, but we interviewed only, Ray Polani. I had wanted to interview two, but Andy argued, persuasively, that Mr. Polani was the most articulate spokesperson for that point of view.

Mr. Polani is among the five names coming to the IGR Committee for your choice of three, and I feel strongly he should be one of those selected. It has been argued that his pro-transit views are so well known, and so consistent, that he has become too predictable and therefore might be ignored by the rest of TPAC. I don't believe this will happen, but more importantly, I believe the perspective Mr. Polani brings to transportation decisions needs to be heard even if the eventual decisions don't reflect that perspective. It was also argued that others from the list of five could speak up for transit options. While a couple of others on the list did admit to occasionally riding a bus, none are regular users of transit to commute to work (I asked everyone that question in interview). They have, in a sense, more of a "generalist" perspective of support for a clean environment, for a multi-modal transportation system, and for rational planning and decision making. We're recommending places on TPAC for other interest group advocates -- for the trucking industry, for the private cab/bus operators -- and rightfully so. I'm convinced there should be a place for a mass transit advocate also.

While I'm at it, I might as well let you know my three personal choices from the list of five. They would be Polani, Molly O'Reilly, and Greg Oldham. With these three, complementing the other three "do appoint" recommendations, I think we will have achieved an excellent balance of perspectives, interests, and geographic distribution. We'll also have an interested and informed group ready to breathe new life into the citizen representation on TPAC. Whatever your personal choices, please give them careful consideration.

Jim
Jim

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

February 13, 1990

To: Urban Growth Management Policy Advisory Committee Members

From: Jim Gardner, PAC Chair

Re: Committee Alternates

In the next few months, the Policy Advisory Committee will be reviewing and deciding on the draft Regional Urban Growth Goals and Objectives and implementing policy statements. I anticipate that we will move through this phase of our work sequentially, meaning that decisions made at one meeting will not necessarily be revisited at subsequent meetings.

Therefore, it will be very important to either make a point of attending the meetings over the next few months or to designate one alternate that will be familiar with the project and who can fill in for you when you can't make it. In general, we would like alternates for elected officials to be other elected officials, either from the same Council or Commission or from another elected body. Alternates for representatives from organizations should be drawn from the board of the organization, or from the board of an organization with similar aims.

If you haven't yet designated an alternate, please let me know who it will be and how they can be contacted. We will furnish them with background material and will include them on the agenda mailing list.

Thank you for your attention to this matter and for your commitment to this project. I am confident that our final product will be worthy of the effort we've all invested to date, and will invest in the months to come.

Please feel free to contact me should you have any comments or questions.



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

February 22, 1990

Ken Rosenbaum
Congressman Ron Wyden's Office
2452 Rayburn House Office Building
Washington, D.C. 20515

Dear Mr. Rosenbaum:

Thank you for meeting with us January 30th to discuss Metro's Natural Areas, Open Space and Corridors Planning Program. Our desire was to share with you a more complete picture of the region's efforts:

- o the planning process' broad-based support from and involvement of cities, special districts, counties, the private sector, parks advocates, and state and federal agencies;
- o the initiation and acquisition of color-infrared aerial photographs for the four county metropolitan area -- the first regional photographic update since 1980 and a superior planning tool to identify natural areas, open space and possible corridors; and
- o the current analysis and inventory of the region's remaining natural areas -- rivers, streams, wetlands, riparian areas, uplands, meadows, forests, greenways that will enable the region to begin to identify potential sites for preservation, protection and acquisition.

As we discussed, the development of the Regional Plan for Natural Areas, Open Space and Corridors is on track for six phases, with Phase I completed in June 1989 and Phase II, "Inventory Work, Site Visits and Mapping of Natural Areas" currently underway. During the next two years we clearly have within our grasp the capability of making this plan a reality. However, we are at a point where our ability to stay on schedule is dependent on funding for the project.

We are committed to utilizing all funding sources at our disposal (local, regional, state and private). However, we anticipate these sources will be inadequate and that we are at risk of losing the critical momentum and regional consensus this program has generated. In light of this conclusion we have directed agency staff to analyze all potential federal

Executive Officer
Rena Cusma

Metro Council

Tanya Collier
Presiding Officer
District 9

Gary Hansen
Deputy Presiding
Officer
District 12

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District 10

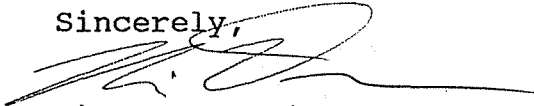
David Knowles
District 11

February 22, 1990
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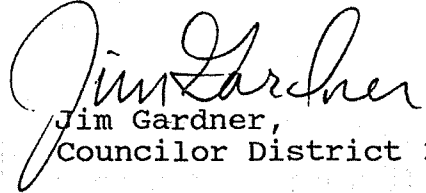
funding sources. We hope in the coming months your office might assist us in this task in any ways appropriate in identifying and securing federal funding for this project of regional significance. We will keep you informed of the Plan's progress.

Thank you for your time, interest and continued assistance.

Sincerely,



Richard Devlin,
Councilor District 4



Jim Gardner,
Councilor District 3



2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

March 2, 1990

The Honorable J. E. "Bud" Clark
City Hall
1220 SW Fifth Avenue
Portland, OR 97204

Dear Mayor Clark:

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

I am writing to urge that the City not take actions that would diminish the future usefulness of Union Station as a transportation center for Portland. Specifically, I have learned that the Portland Development Commission (PDC) is considering the removal of two more sets of railroad tracks from Union Station. This would leave only five sets of tracks, which is the minimum required for current operations (three needed for Amtrak and two for freight rail service). You may recall that more than twenty sets of track were in place prior to PDC's development of the station area, and all but seven were removed to free up land for the mixed-use projects that are planned.

The seven remaining sets of track at least allow some room for growth in the amount and type of rail passenger service using the station. It would be extremely short sighted, bordering on negligence, to remove any more. The few additional acres of developable land this action would create cannot begin to make up for the lost transportation potential. In the near future we may need those two rail rights-of-way for new light rail lines into downtown, or for expanded Amtrak service. In the not too distant future we could also have high speed trains linking Portland with Seattle and Eugene. Union Station could be a vital hub connecting all of these together into a comprehensive transportation system.

PDC's "develop at any cost" mentality cannot be allowed to prevail here. For the sake of a few extra offices, or another boutique or two, they would cripple our transportation future. I urge you to take whatever steps are necessary to prevent this happening.

Sincerely,


Jim Gardner

cc: PDC Commissioners

PORTLAND DEVELOPMENT COMMISSION
1120 S. W. Fifth Avenue
Portland, Oregon 97204

Commission Members

Term Expires

Harry L. Demorest - 226-1331 (Chairman) Managing Partner Arthur Andersen & Co. 111 S.W. Columbia, Suite 1400 Portland, Oregon 97201	7/10/90
Neil Kelly - 288-7461 Chairman, Neil Kelly Co. 804 N. Alberta Portland, Oregon 97217	7/10/91
C. Douglas McGregor - 225-2140 Executive Vice President First Interstate Bank P. O. Box 3131 Portland, Oregon 97208	1/14/90
Carl B. Talton - 282-4320 Portland District Manager Pacific Power P. O. Box 12699 Portland, Oregon 97212	7/10/90
Robert D. McCracken - 222-9671 Patrick Lumber 828 S.W. First Avenue Portland, Oregon 97204	7/10/91

1/11/89



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

March 12, 1990

Robert Liberty
1000 Friends of Oregon
300 Willamette Building
534 SW Third Avenue
Portland, OR 97204

Jim Gardner
Councilor
District 3

2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

Dear Mr. Liberty,

I received a copy of your 3/8/90 letter to Tanya Collier regarding a presentation to the Metro Council on the interrelationship of land use and transportation planning. I wanted to respond myself, although I am sure Tanya will also, to let you know I share your conviction that there needs to be a fundamental change in how these two aspects of growth management planning are coordinated.

Metro is currently developing, as you know, a growth management framework plan for this urban area. Transportation is certainly an element of this, as it should be. At our recent growth management conference, transportation was identified by the participants as the #1 growth management issue for the future of the region. Whatever form the transportation element of the growth management plan takes, it will only be a beginning. My hope is that this element of the plan can focus on a planning process rather than a product -- in other words, it can begin to define ways in which transportation and land use planning can be coordinated at the city, county, regional, and state levels. This is not happening now, and the current system of divided responsibilities and authorities makes true coordination improbable.

Until recently I was chair of Metro Council's Intergovernmental Relations Committee, which has responsibility for our land use and transportation planning. On my list of future agenda items was "contact 1000 Friends for a presentation/discussion of the relationship of land use & transportation." I am still a member of that committee, and feel strongly that such a discussion should take place as soon as possible, and probably before the full Metro Council. I plan to discuss this with Councilor Collier and Councilor Ragsdale, the current chair of Intergovernmental Relations.

I appreciate your letter and your willingness to be part of the Council's examination of how to better coordinate all aspects of growth management planning for this region. Please let me know if I personally can be of help..

Sincerely,


Jim Gardner

cc: Tanya Collier, Mike Ragsdale, Rich Carson, Andy Cotugno



METRO

2000 S.W. First Avenue
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503/221-1646

April 24, 1991

Mr. Walter Hitchcock, President
Sherwood City Council
90 N.W. Park Street
Sherwood, Oregon 97140

Dear Mr. Hitchcock,

I am writing in response to your "In My Opinion" piece in the Oregonian regarding Metro's "regional growth plan". Although I completely agree with your conclusion that a broad-based partnership is the key to our future success or failure, I must take issue with your analysis leading to that conclusion.

First, the current effort to develop the Regional Urban Growth Goals and Objectives is not intended to result in a "plan for the region". The legislature specifically did not give Metro either the authority or responsibility for developing a regional land use plan. Consequently, the process used to develop the goals and objectives was intentionally developed to address broad issues of regional urban growth rather than to produce a single plan or vision.

The goals and objectives process will yield three important products that will, I believe, begin to lead to a cooperatively developed vision for our collective future:

a) In response to public comment, including that received from you and the rest of the Sherwood Council, the goals and objectives now begin with an explanation of how the jurisdictions, Metro, citizens, and other interests in the region will carry out regional planning. This is the first time that this process, stemming from Metro's existing enabling legislation, has been spelled out. By adopting this process, Metro is actually "sharing" part of its existing authority with other local jurisdictions.

b) The goals and objectives put forward substantive approaches to a range of regional issues stemming from growth and development. Further, they begin to describe the kinds of concerns that regional planning ought to embody. Again, this kind of framework has never been developed.

c) The process that has produced the goals and objectives will also result in a workplan to begin to refine and clarify a vision for the development of the region. Again, it will not be Metro's vision, but a vision

Jim Gardner
Councilor
District 3

2930 SW 2nd Avenue
Portland, OR 97201
221-2444 (work)
227-2096 (home)

developed in partnership with cities, counties, special districts, citizens, and other interests.

Hence, the Regional Urban Growth Goals and Objectives represent not the final and only product, but the first step towards developing a joint vision of where the region seems to be and should be heading. The goals and objectives provide a set of initial "building blocks" for that effort, not the final and only picture of the end result.

With respect to your other comments, please know that the goals and objectives do, as you suggest, propose to employ a fifty-year planning horizon. In addition:

- The goals and objectives do suggest that emerging technology needs to be assessed for its ability to offset the need to accommodate the automobile with new highways.

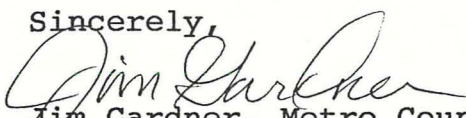
- The goals and objectives specifically include a section on urban design because cities involved in the process wanted it there to deal with issues of community identity.

- The goals and objectives, especially in the newly formulated Goal I, do give cities a special role in the regional planning process. However, as has been made apparent during the development of the document, counties are not presently willing to forgo their land use planning authority and rely only on a city-run process.

I've attached a copy of the current draft of the Regional Urban Growth Goals and Objectives, now being sent from the Technical Advisory Committee to the Policy Advisory Committee. The Policy Advisory Committee will consider the revised draft beginning at its meeting on May 15 and will conclude its final review on July 10. The Metro Council will then consider the goals and objectives for adoption beginning sometime in late July or early August.

I personally look forward to working with you on these issues in the years ahead. Please feel free to contact me should you have any comments on the draft or questions about my remarks.

Sincerely,



Jim Gardner, Metro Councilor and Chair
Urban Growth Management Policy Advisory Committee

cc: Urban Growth Management Policy Advisory Committee
Metro Council



METRO

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Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

May 3, 1991

Vicki Ervin, Director of Elections
Multnomah County Elections Office
1040 S.E. Morrison Street
Portland, OR 97214

Dear Ms. Ervin,

This is to notify you that Metro Councilors **Jim Gardner** (District 3) and Richard Devlin (District 4) in accordance with Section 2.(1)(f) of Senate Bill 298, hereby make the following appointment to the Metro Charter Committee:

Mr. Charles Hales
3501 SW Illinois
Portland, OR 97221

Executive Officer
Rena Cusma

Metro Council

Tanya Collier
Presiding Officer
District 9

Jim Gardner
Deputy Presiding
Officer
District 3

Susan McLain
District 1

Lawrence Bauer
District 2

Richard Devlin
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

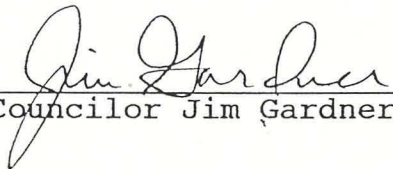
Ruth McFarland
District 7

Judy Wyers
District 8

Roger Buchanan
District 10

David Knowles
District 11

Sandi Hansen
District 12


Councilor Jim Gardner


Councilor Richard Devlin



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: May 13, 1991

To: Daniel B. Cooper, General Counsel

From: Jessica P. Marlitt, Council Analyst

Regarding: PUBLIC MEETINGS LAW PROVISIONS REGARDING SUBCOMMITTEE MEETINGS

I am writing this memo on behalf of Councilor Gardner who expressed concern about application of public meeting laws provisions to subcommittees of the Council. Could you please respond to the following two questions:

- 1) If a five member Council standing committee, such as Transportation and Planning, appoints a subcommittee of three Councilors in an advisory capacity to the committee (i.e., not addressing specific legislation or other action items), must the subcommittee follow public meeting laws provisions for meeting announcements, minutes, etc.?
- 2) Under what circumstances, if any, may a formally designated subcommittee meet without observing public meeting laws provisions?

Thank you in advance for your assistance.

cc: Jim Gardner
Don Carlson
Paulette Allen



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

TO: Metro Council

FROM: Councilor Jim Gardner *JG*

DATE: May 22, 1991

RE: 1988 meeting with local governments

At last night's Council Solid Waste Committee meeting, Executive Officer Rena Cusma said that Metro had entered into an agreement in 1988 with local governments about how the local option process would work. She said this agreement obligates the Council to accept the Washington County Plan as presented, without further debate or change. She said this was a question of integrity, of "keeping our word".

In my view, her comments mischaracterize the results of that meeting. Metro has obligated itself only to follow the Regional Solid Waste Management Plan, which clearly reserves key decisions for the Council, including facility ownership.

1988 meeting

On June 3 and 4, 1988, the Council and the Solid Waste Planning Policy Committee met jointly to discuss regional solid waste management policies. The meeting was attended by several current Council members: DeJardin, Van Bergen, Collier and me. An account of the meeting appears in a document entitled "Retreat Synopsis", prepared in lieu of minutes by Planning and Development staff, which I have attached for your review.

At this meeting, those present developed the policy that solid waste facilities may be publicly or privately owned, subject to established criteria. It was also agreed that implementation shall give priority to solutions developed at the local level, consistent with plan policies. The latter discussion focused on community responsibilities for functions such as facility siting and recycling.

Given Metro's historic difficulty in facility siting, it made sense to seek local cooperation with siting. But the only reason most Councilors, including myself, agreed to include the local option concept in the Regional Solid Waste Management Plan was the assurance that the Council could modify any local proposal deemed

inconsistent with the Plan. In other words, the Council would have the final decision on which parts of a local solution it found consistent with the Regional Plan.

In no way did participants commit themselves to delegate key management decisions to local governments, much less to adopt a particular approach to solid waste management for Washington County.

Since the Plan states that ownership decisions will be made by the Council on a case by case basis, it is fundamentally inconsistent with the Plan to delegate the ownership and procurement decision to a local jurisdiction.

Another commitment made in 1988 was that local governments would adopt appropriate zoning to allow solid waste facility siting. This agreement was clearly a "quid pro quo" for the Council's recognition of the local option approach. Three years after that meeting, zoning laws have not been changed. In my view, it is local jurisdictions, and not Metro, who have not held up their end of the bargain.

I would be glad to discuss this matter individually with any interested Councilor to set the record straight.

cc: Rena Cusma
Rich Carson
Bob Martin

R E T R E A T S Y N O P S I S

This report is a synopsis of the retreat held by the Metro Council and the Solid Waste Planning Policy Committee on June 3 and 4, 1988. The purpose of the retreat was to gain consensus on key policies for the management of solid waste in the region. The agreed upon policies will form the basis for the development of a Policies Plan to be completed by the Policy Committee by August 1, 1988. This Policies Plan, when adopted by the Metro Council, will be used to develop the System Design Plan and the Operations Programs, the other two elements of the proposed Solid Waste Management Functional Plan.

The retreat was organized jointly by the Executive Officer of Metro, Rena Cusma, and the Presiding Officer of the Metro Council, Mike Ragsdale. Moderator for the discussions was Jim Durham.

Attendance Metro Council

Mike Ragsdale, District 1
Jim Gardner, District 3
Corky Kirkpatrick, District 4
Tom DeJardin, District 5
George Van Bergen, District 6
Sharron Kelley, District 7
Tanya Collier, District 9
Larry Cooper, District 10
Gary Hansen, District 12

Absent Metro Council

Richard Waker, District 2
Mike Bonner, District 8
David Knowles, District 11

Attendance Policy Committee

Fred Hansen, Director, DEQ
Bob Koch, Commissioner, City of Portland
Dale Harlan, Commissioner, Clackamas
County
Steve Larrance, Commissioner,
Washington County
Clifford Clark, Mayor,
Forest Grove
Barbara Rutherford, Councilor,
Wood Village
Carol Powell, Commissioner,
City of Oregon City
William Stark, Mayor,
Wilsonville

Absent Policy Committee

Brian Campbell, Port of
Portland
Polly Casterline,
Commissioner,
Multnomah County
Shirley Huffman, Mayor,
Hillsboro

OPENING STATEMENTS

Rena Cusma, Executive Officer, and Mike Ragsdale, Presiding Officer, opened the retreat. Mike acknowledged the importance of a regional, cooperative decision-making process as the vehicle to resolve solid waste policy issues. He noted that progress toward producing a solid waste management plan has been slow and that the process would benefit if a comprehensive set of policies were forthcoming on which the Council could make decisions. Mike expressed his hope that the retreat would be successful in laying that solid policy foundation upon which Metro could build a plan in which the jurisdictions of the region would have a sense of ownership.

Rena spoke to system components and events that were running ahead of the updating of the Solid Waste Master Plan and the present level of policy decisions. She noted that the St. Johns' closure and the Arlington landfill drove the immediate need to put on line an effective transport system, transfer stations and low-grade waste facilities that would reduce the quantity of shipped material. Basic policy agreements resulting from the retreat, said Rena, would focus and speed Metro's planning and decision process. Rena emphasized the high priority of waste reduction and recycling and the responsibility of local governments to implement innovative ways to reduce and recycle waste.

LEGAL COMMENTARY

Dan Cooper, Metro's Legal Counsel, gave a summary of Metro's solid waste management authorities (memo attached). He indicated that Metro had the authority to operate solid waste facilities, to exercise flow control, and to develop a regional plan for solid waste management. He further stated that Metro was responsible for semi-annual household hazardous materials collection events once it begins using the out-of-region landfill. Also, Metro must develop and carry out a DEQ-approved waste reduction program.

Dan mentioned that the cities and counties have authority to regulate commercial collectors; however, Metro has implied powers to regulate collectors in order to carry out the functions which are Metro's responsibilities.

Solid Waste System Overview

Rich Owings, Metro's Solid Waste Director, gave an overview of the existing solid waste system. He reviewed critical project time lines associated with the need to have new facilities on

line to get waste to the Arlington landfill prior to the closure of St. Johns (charts attached). Rich explained that the solid waste plan needed to accommodate these time-critical projects as well as those less critical. He noted that the kind of plan to achieve this would be developed in three steps: A Policies Plan which sets the region's solid waste policies for the short term and the long term; a System Plan and an Operations Plan. The Policies Plan is the focus of this retreat.

Policy Plan Discussions

Introduction

Prior to the retreat, Jim Durham conducted personal interviews with members of the Council and the Policy Committee to identify policy areas which they felt should be considered. Mr. Durham compiled the results of the individual discussions and listed policy subject areas on a ballot sheet. Each retreat participant had the opportunity to prioritize the policy topics prior to the retreat discussions. This exercise was intended to ensure that all solid waste issues of priority were addressed. The retreat proved very successful in that all of the policy issues were discussed and policy direction was developed for each one.

Policies

The following are the policies developed by the participants at the retreat. Under each policy subject area are one or more policies which were agreed to by consensus. Following the policy statement is a brief summary of the discussion that led to consensus on the statement.

1. Public or Private Ownership

"SOLID WASTE FACILITIES MAY BE PUBLICLY OR PRIVATELY OWNED, SUBJECT TO ESTABLISHED CRITERIA."

A preliminary list of criteria for evaluating public/private options on a case-by-case basis was developed. It was determined that facilities may be privately owned if that best serves the public interest. The following are the criteria developed thus far:

Facilities may be private if:

- a. cost competitive
- b. not a monopoly (two out of three parts of the collection/transfer station/landfill system does not constitute a monopoly)
- c. public access allowed

- d. best serves the public interest
- e. environmentally acceptable
- f. flexible to change
- g. ease of management
- h. provide materials recovery/recycling opportunities

Major questions raised and addressed by the group include how to exercise Metro's responsibilities, to effectively manage a system of private facilities, to set rates, to ensure equitable fee collection, to provide for flexibility to change, to ensure public access, not to monopolize the solid waste system, and to provide the public the best service at a competitive price. The question of prospective operator's prior performance was considered important, too. It was agreed that regulatory controls would be necessary if the facility were to be privately owned. Such controls could be in a franchise, a contract or a license and should allow Metro to exercise flow control and periodic review.

The cost competitive criteria were discussed. Determination need not involve developing a "real" (site, design, construction specifications, etc.) public facility option in order to compare with a private sector option.

2. Metro vs. Local Governments (roles/responsibilities)

"SOLID WASTE IMPLEMENTATION SHALL GIVE PRIORITY TO SOLUTIONS DEVELOPED AT THE LOCAL LEVEL THROUGH INTERGOVERNMENTAL COOPERATION, CONSISTENT WITH ENVIRONMENTAL AND WASTE REDUCTION REQUIREMENTS AND REGIONAL PLAN POLICIES."

The group pointed out that such a policy would facilitate local options for solid waste management. This may work toward better local community acceptance and cooperation in carrying out solid waste functions such as siting facilities and recycling.

This policy was the result of lengthy discussion regarding the roles and responsibilities of Metro and local governments in managing solid waste. At the center of the exchange was the issue of local governments allowing sites for facilities. It was agreed that with local system flexibility comes local responsibility to ensure implementation. Local governments should not be allowed to enact local legislation to prohibit solid waste facilities. Further, the group discussed the importance of each local government being responsible for solid waste handling. To accomplish this, local governments could employ inter-governmental agreements with neighboring jurisdictions to handle solid waste, provide solid waste facility sites, and/or pay added costs to utilize another jurisdiction's or subregion's facilities.

3. Host Fees/Mitigation/Enhancement

"METRO SHALL REQUIRE PAYMENT FOR MITIGATION ON ALL SOLID WASTE FACILITIES. IN ADDITION, A FEE WILL BE NEGOTIATED DURING THE PERMITTING PROCESS TO INCLUDE:

IN LIEU OF PROPERTY TAX
AN ENHANCEMENT PROGRAM NOT TO EXCEED
\$0.50/TON

A RECLAMATION PLAN AND FINANCING SHALL BE DEVELOPED AT THE HALF-LIFE OF THE FACILITY, BY METRO IN COOPERATION WITH THE LOCAL GOVERNMENT(S)."

These mitigation measures imposed by Metro and by a city or county need to fit together in an overall program. A local outright use approval may preclude local mitigation means which must then be added by Metro.

The group directed staff to define the terms "host fees," "mitigation," and "enhancement." In general, the discussion focused on the need to compensate neighborhoods for hosting solid waste facilities on a case-by-case basis. The group pointed out the need to make a negative situation positive and to achieve equity for host communities. Specific considerations mentioned include compensation for lost property values, in lieu of lost taxes, road usage, litter and odor problems. These problem areas were seen to occur upon siting, during operation and at closure of a facility. Also, there was consensus here that monies collected in a mitigation program should be spent for purposes related to solid waste management as demonstrated by the host jurisdiction.

4. Illegal Dumping

"NEGATIVE EFFECTS CAUSED BY CHANGE IN THE WASTE SYSTEM WILL BE CORRECTED."

It was recognized that illegal dumping was a solid waste, not a policing problem. Solutions about managing illegal dumping included a range of suggestions: strict policing of illegal dump sites, continued local actions, and funding. The group directed staff to address the issue and develop options to resolve it. No time limit was set.

5. Rates; Uniform or Variable

"RATES ARE TO BE DEVELOPED BASED ON REAL COST-OF-SERVICE."

It was determined that everyone should pay for those costs which are indeed regional in nature. They include the landfill, transportation system, mixed waste compost facility and possibly others, such as a base transfer station system. "Add-ons" for local communities such as multi-transfer stations and certain mitigation factors would be reflected in the cost-of-service fee structure.

6. Low-Grade Waste (Special Waste)

"SPECIAL WASTE IS A REGIONAL PROBLEM. METRO IS RESPONSIBLE FOR DEVELOPING A SPECIAL WASTE PLAN THROUGH THE REGIONAL PLANNING PROCESS."

Discussion about this issue reflected the importance of finding solutions for low-grade waste prior to transporting waste to the Arlington landfill. All agreed that it did not make sense to transport large quantities of yard debris, bricks or demolition debris to eastern Oregon. It was also recognized that a pro-active approach was necessary to resolve the problem as Metro could no longer simply rely on the private sector to bring forward hopeful solutions.

7. Waste Reduction

"PURSUANT TO STATE LAW AND TO MINIMIZE DISPOSAL COSTS, THE REGION WILL PLACE HIGHEST PRIORITY ON WASTE REDUCTION."

AND

"EXISTING LOCAL GOVERNMENT/METRO PARTNERSHIP IN MAXIMIZING WASTE REDUCTION SHALL BE MAINTAINED."

The group further requested that the Policy Committee address the feasibility of a mandatory regional recycling system. If such a system is feasible, then the Policy Committee is to address the feasibility of a mandatory standardized regional recycling program.

The discussion on waste reduction reflected the need for local governments and Metro to work together to maximize waste reduction efforts. It was pointed out that local governments are the appropriate entity to collect recyclables and education, while Metro needed to continue its efforts in market development, program planning, demonstration projects and media campaigns for promoting recycling.

DIRECTIVES:

The following directives were established at the retreat:

1. The Solid Waste Policy Committee is to submit the Policies Plan portion of the solid waste management function plan by August 1, 1988. In developing the Policies Plan, consideration is to be given to local government proposals.
2. The public/private facility ownership criteria are to be further developed by staff in the next 30 days.
3. Definitions for "host fees," "mitigation," and "enhancement" are to be developed by staff.
4. Staff is to address the illegal dumping issue and develop options to resolve it.



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

May 30, 1990

Commissioner Steve Larrance
Board of County Commissioners
150 North First Avenue
Hillsboro, OR 97124

Dear Commissioner Larrance:

I appreciate your thoughtful letter and your commitment to a cooperative planning process for your area's portion of the regional solid waste system. I believe the concerns expressed by some Metro councilors on May 10 came about because we had read the entire Concept Plan, rather than because we had not. We know how easily "preliminary preferences" can become final recommendations. This is especially true if the technical analysis now to be done focuses on the "preferences" in greater detail than on other options.

I for one am very thankful for the amount of time and effort given by you and other members of your steering committee. Working with Metro staff and some Metro councilors, your group appears committed to developing a Washington County approach that can be compatible with the regional system. Where we might differ -- and I hope this is only a semantic difference -- is in whether there can be a Washington County Solid Waste "System." I believe there is a regional solid waste system, and that different areas of the region can be served in different ways as reflected in the "local option" policy of the Solid Waste Management Plan.

Certainly the decisions about how best to provide solid waste disposal for Washington County's citizens are still in our future. That doesn't mean the past is irrelevant to those decisions. William Saroyan's famous line about not forgetting the past may be a hackneyed cliché by now, but it is still true.

As this planning process moves forward, we need more opportunities for the Metro Council and your steering committee to communicate openly and frankly. On May 10, we asked our Solid Waste Committee to revise the work plan to provide more of those "check points." Within that spirit of cooperation and communication, I don't believe participants in the planning process should be taking formal positions until the final product is completed. I'm concerned by your statement that the Washington County governments will be asked to formally approve the System Plan before it is submitted to Metro. That would mean any Metro changes, of any dimension, would then have to go back to those governments as formal amendments to their previously approved position. A preferable sequence would be for those governments to wait and take their formal actions on the final Metro-approved plan.

Good letter!
282-9325

Jim Gardner
Councilor
District 3
2930 SW 2nd Avenue
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Commissioner Steve Larrance
Page 2

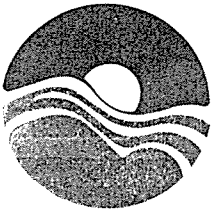
I look forward to continuing work with you and the steering committee. Much has already been accomplished, so let's pull together the remaining pieces as expediently as possible. I don't think either of us wants to make solid waste a lifetime endeavor. Again, thanks for your letter and for your good work.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jim", with a stylized flourish at the end.

Jim Gardner

cc: Metro Council
Rena Cusma



WASHINGTON
COUNTY,
OREGON

May 23, 1990

Mr. Jim Gardner
Council Member
Metropolitan Service District
2000 S.W. First Avenue
Portland, OR 97202

Dear Council Member ^{Jim}Gardner:

As the chair of the Washington County Solid Waste System Design Steering Committee, I appreciated the opportunity presented on May 10 to address the Metro Council on the recently approved Washington County Solid Waste System Concept Plan. I was concerned at the time of the hearing, and remain so today, that our Steering Committee needs the opportunity for more communication with the Council on both the content and standing of the Concept Plan. After discussing this situation at today's meeting, the Steering Committee unanimously agreed.

I would like to use this opportunity to call your attention to some of the issues raised May 10 and encourage the Council members to read the Concept Plan in its entirety. We believe that the document answers many of the questions and concerns which were raised by Council members.

1. It is important for the Council to understand the high level of commitment that the Washington County governments have for making this project a success. All of the governments are very actively involved, and will be asked to formally approve the System Plan next fall before it is submitted to Metro for action.
2. The Washington County governments are committed to a fully cooperative planning process with Metro. Anyone who attends our meetings will see first-hand the constructive dialogue between Metro staff, Metro councilors and Steering Committee members on the many difficult and sensitive issues we face together. The Council's participation in the process by providing input in a constructive and timely manner is very much encouraged and will invariably result in a better plan.

3. While NO final recommendations have been made, several issues under study have reached the level of preliminary preference. These preferences require technical analysis along with the remaining issues that to date stand without preference. These preferences were stated at this time for the purpose of helping to ensure that the technical research to be conducted this summer addressed all of the relevant issues. We worked closely with your staff on this particular process issue; our intention was to improve the usefulness of the technical research, not to bias the research somehow to validate our preferences.
4. The County is committed to producing a viable solid waste system plan that is consistent and compatible with the state hierarchy, the Regional Solid Waste Management Plan and all current operations that are a part of the metropolitan region system. We have, within the Concept Plan, established a framework on which the final system-wide plan will be built. It includes many criteria, but especially the following:
 - a. That the Washington County system will achieve the highest level of waste reduction practically and technically feasible. To achieve this end, the County has taken the lead to coordinate and manage the 5-year waste reduction plan for all local governments within the County recently required by Metro;
 - b. That by recognizing and fully utilizing the benefits of Washington County's very cooperative and active operators and haulers, we will function as a more efficient and cost-effective member of the overall region; and
 - c. That we will create equity and balance the impacts of any and all solid waste system facilities throughout the County, in part by strongly encouraging every local government to cooperate in the development and adoption of uniform solid waste facility siting standards at the earliest possible date.

We are committed to fully and objectively analyze all of these issues. The final system may ultimately result in something different than our current very broad outline indicates. Policy preferences of both the Steering Committee and the Metro Council may change as the technical research on the Washington County system is completed. We are working hard to identify the very best system which can be put in place in Washington County. To succeed will require the best efforts of all of us. I do not expect that we will

always agree, but I do expect that our disagreements will be constructive and based on the best information available to all of us. We must both look to the future, not the past. I will be in contact with all of you over the next several weeks in hopes of meeting with you to discuss this important issue.

Sincerely,



Steve Larrance
Washington County Commissioner
and Chair, Wa. Co. Solid Waste System Design Steering Committee

c: Members of the Steering Committee
Rena Cusma

SL100Lnp



METRO

2000 SW First Avenue
Portland, OR 97201-5398
(503) 221-1646
Fax 241-7417

file

FOR THE TAX SUPERVISING & CONSERVATION COMMISSION TESTIMONY OF COUNCILOR JIM GARDNER June 14, 1990

Good afternoon members of the Tax Supervising & Conservation Commission, Mr. Gutjahr and staff. My name is Jim Gardner and I am a member of the Metro Council serving District 3. With me are Councilor George Van Bergen, District 6, Chair of the FY90-91 Council Budget Committee; Metro Executive Officer Rena Cusma; and two of Metro's principle Finance and Administration Department staff who supported the FY90-91 budget process -- Neil Saling, Acting Department Director and Jennifer Sims, Head of Management Services. We are here today to briefly review Metro's Approved FY90-91 budget with you and to answer any questions you may have. I would like to begin by recapping the budget preparation and review process which Metro followed this year and highlighting some of the important changes which you will see in the FY90-91 budget.

First, the FY90-91 budget resulted from one of Metro's most comprehensive preparation and review processes ever. The Executive Officer forwarded her FY90-91 Proposed Budget to the Council by its first March meeting -- March 8 -- providing the Council Budget Committee five weeks to review and prepare recommendations for Council consideration by May 3 and submission to TSCC by May 15. The Budget Committee process, totalling nine meetings and public hearings, consisted of three phases for each department's budget:

- 1) Hearing budget overviews by department staff and discussing preliminary questions or information requests;
- 2) Receiving and considering recommendations on department policies and program priorities from the Council's five Standing Committees, in addition to individual Councilors and the public; reviewing Council staff analyses of the departments' budgets; and,
- 3) Developing final recommendations for Council consideration in approving the budget.

The process achieved Budget Committee goals of eliminating redundant budget review meetings between Standing Committees and the Budget Committee; incorporating key policy concepts into our fiscal decisions; providing ample opportunities for public input; and covering the budget thoroughly with adequate time for staff to prepare analyses and respond to Committee inquiries.

Second, I believe the FY90-91 budget reflects some impressive results for Metro, thanks to voter support and the District's

Executive Officer
Rena Cusma

Metro Council

Tanya Collier
Presiding Officer
District 9

Gary Hansen
Deputy Presiding
Officer
District 12

Mike Ragsdale
District 1

Lawrence Bauer
District 2

Jim Gardner
District 3

Richard Devlin
District 4

Tom DeJardin
District 5

George Van Bergen
District 6

Ruth McFarland
District 7

Judy Wyers
District 8

Roger Buchanan
District 10

David Knowles
District 11

efforts to streamline the budget and make it a more readable, accountable document for the public. Some of the notable changes include:

- o Initiation of an excise tax to pay for general government functions and end our use of the inter-fund transfers for this purpose. The FY90-91 Approved Budget reflects a rate of approximately 5 percent or \$2.8 million in revenue. This rate was based on the Council's desire to have the excise tax last for at least three years within the 6 percent rate cap.
- o Enactment of a Zoo tax base to provide stable funding for Zoo maintenance and operations, thanks to the region's voters. Approved on the May 15 ballot at \$5.1 million annually, the budget reflects first year receipts of \$5,065,000, which are projected to equal approximately 50 percent of total operations revenues, consistent with District policy. The other 50 percent will come from gate receipts, retail sales and other enterprise revenues.
- o Establishment of a new Support Services Fund to separate central services costs of Metro work, charged back to departments. The General Fund will now consist solely of the costs of general government and regional planning activities and will be funded by excise tax revenues. With the excise tax in place, Metro can finally respond to prior year TSCC concerns about the inter-fund transfer system and provide a much more easily tracked and understood funding structure for central support and general government costs.
- o Consolidation of Solid Waste Operating, Capital, Debt Service, and St. Johns Reserve Funds into one fund consistent with Metro's master Ordinance No. 89-319 establishing a plan for financing various components of Metro's solid waste disposal system.
- o Addition of the Metro ER Commission Management Fund, the Spectator Facilities Operating Fund, and the Portland Center for the Performing Arts Capital Fund to clearly track facility funds as Metro and the Metro Exposition-Recreation Commission assume management responsibility, through our consolidation agreement with the City of Portland, of the Memorial Coliseum, Civic Stadium and the Portland Center for the Performing Arts.

These are some of the "structural" changes you will see in Metro's FY90-91 budget. I will now turn this over to Rena Cusma who will share some of the budget's program and project highlights. Thank you for your consideration.



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

JG's FILE
Memorandum

RECEIVED AUG 07 1990

Date: August 2, 1990

To: Loren L. Wyss, President
Tri-Met Board of Directors

From: Jim Gardner, Chair
Council Intergovernmental Relations Committee

Regarding: REQUEST FOR PROPOSALS FOR "METRO/TRI-MET MERGER SERVICES"

Attached please find a copy of the Metro Council Office RFP for professional services to provide research and analysis staff work to the appointed Tri-Met Merger Subcommittee, comprised of yourself, Metro Executive Officer Rena Cusma, and Councilors Richard Devlin, Ruth McFarland and myself as members. Upon review of the RFP, please let me know if you have any concerns or recommended changes. The documents are currently going through Metro internal review by our contracts, fiscal and legal staff and we hope to release the RFP for response by Wednesday, August 8. You can contact me during the day at the Veteran's Administration Offices, 326-2444, or evenings at 227-2096.

Consistent with our contracting guidelines, we will mail copies of the RFP to interested vendors listed in our files and to all appropriate disadvantaged business enterprises. We anticipate a response return date of Monday, August 20, by 5:00 p.m. As noted in the RFP, an evaluation committee will review all of the submissions, determine whether interviews should be conducted and make a recommendation to the Metro Council on final award of the contract. I hope that you or your representative will participate on the evaluation committee which will also have as members myself, Council Administrator Don Carlson, Metro Deputy Executive Officer Dick Engstrom, and Metro Transportation Department Director Andy Cotugno. Staff from the Council Office will contact you next week to confirm the evaluation committee participants and review process.

Again, if you have any questions or concerns, please do not hesitate to contact me.

cc: Rena Cusma
Dick Engstrom
Don Carlson
Andy Cotugno

JG:JM
jpsix b:\JGWYSS.MEM

METRO

Memorandum

2000 S.W. First Avenue
Portland, OR 97201-5398
(503) 221-1646 Fax 273-5585

DATE: August 13, 1991
TO: Chairman Gardner and Members, Transportation and Planning Committee
FROM: Andy Cotugno, Rich Carson
SUB: Region 2040: Response to Council Staff August 6 Memo

Waiver of Council Approval/Schedule of Events

Background

As noted in the staff report, the Transportation Department and Planning and Development Department would like to initiate work on Region 2040 as soon as practicable. The staff report also states that substantial additional detail is now available for the scope of work to be completed. It will take approximately 4 1/2 months to refine the work scope, develop the RFP, solicit consultant proposals and select a consultant. Up to an additional 1 month will be needed to seek Council approval of the contract. In order to expedite the process as much as possible, it is recommended that Council approval be a single step (release of the RFP) rather than two steps (RFP release and approval of the contract). This will accelerate the schedule by one month.

New Information

Council staff have indicated that an accelerated schedule for Transportation and Planning Committee and Council meetings might be possible. In addition, the schedule contained within the staff report and RFQ assumed an August 22nd Council meeting and because of the cancellation of this meeting, the schedule must be delayed.

Alternatives

The Transportation and Planning Committee could amend the RFQ/RFP schedule as follows:

Basic Schedule

August 13	Transportation and Planning Committee Consideration.
September 12	Council Approval to Release RFQ/RFP.
September 25	Pre-submittal conference.
October 4	Statement of Qualifications due, in response to the RFQ.
October 10	Review by Management Committee. Short list determined.
October 11	Notification.
November 1	Proposals due, in response to RFP.
November 6	Proposal review completed.
November 12	Interviews conducted by Management Committee.

Schedule Options for Transportation and Planning Committee consideration:

Option A	Standard Schedule with Council Approval.
November 26	Transportation and Planning Committee Consideration.
November 28	Council meeting falls on holiday - no action.
December 12	Metro Council Consideration.
December 16	Contract signed*.
Option B.	Accelerated Review Schedule with Council Approval.
November 12	Transportation and Planning Committee Consideration.
November 14	Metro Council Consideration.
November 20	Contract signed*.
Option C.	Council Waiver of Contract without Council Approval.
November 18	Contract signed*.

* Assumes all deadlines met and Transportation and Planning Committee and Council approval on dates indicated.

Recommendation

As shown by the options, there is very little time difference between Option B and C, **assuming that the events proceed as scheduled**. If there are any delays, the timing of Option B will be reflect an additional month. In addition, the scheduling of the proposal review and interviews is very, very tight, especially considering that some of the consultants may be located outside of the region. The schedule is provided in the RFQ./RFP as a guide to the timing of consultant selection. However, it would seem risky and place substantial time pressures on the consultant selection to complete interviews and bring the recommendation to the Transportation Committee in one day. Accordingly, staff recommends Option C. (The schedule in the RFQ/RFP must be changed regardless of the choice of the Council, as it currently assumes an August 22 Council meeting.)

In addition, we recommend that the Transportation and Planning Committee consider the following:

1. Council staff are provided copies of all Management Committee agendas and may wish to participate in the screening and selection of the consultant.
2. Direct staff to provide copies of the final work program to Transportation and Planning Committee (as submitted by the selected consultant) for individual member review and comment prior to the initiation of work.

OTHER ISSUES

1. Policies, Plans and Trends - Council staff asks which policies, plans and trends the consultant would be expected to consider.

Response

Policies, plans and trends would include: 1) Metro documents including the Regional Urban Growth Goals and Objectives, the Regional Transportation Plan, Regional Solid Waste Management Plan and Metro growth projections; 2) existing and likely Federal transportation, housing and regulatory policies; 3) the Statewide Planning Goals; 4) the adopted 27 comprehensive plan maps and their policies from the 24 cities and 3 counties of the region. In addition, working with the public, planners and elected officials of the region, assumptions about the base case will be explicitly documented to help describe the base case.

2. Review of Base Case - Council staff asks when and how the review of the base case will take place.

Response

No detailed timeline has been prepared to date. This task will be completed by the consultant. However, as indicated on the schematic diagram, the base case, along with the values assessment will be the first major work products to be completed for review. Review will include examination by citizens, cities and counties, JPACT, RPAC and the Metro Council. The schedule and means to complete this review is yet to be developed. However, the review process will include opportunities for the Transportation and Planning Committee as well as the full Metro Council to shape the products. Staff recognizes that this must occur in a manner which involves T&P and the Council very early in the process, so that the Council is not placed in a position of having to either approve or deny a recommendation at the end of a long and complex process.

3. Public Participation - Council staff asks to what extent will the process involve citizens.

Response

The effort to involve citizens will be conducted in two ways. First, the consultant will design methods to target the public so that there is ample opportunity for the public to participate throughout the life of the project. This task will be carried out by the consultant along with Metro staff and the planning staffs of cities and counties. Existing neighborhood, community and citizen organizations and contacts will be used. Where available, the process will make use of citizen participation structures already in place at cities and counties. In addition, the strategy will provide independent means to reach citizens.

The second means to understand the public's attitudes will be to use a survey or focus groups or both (the consultant will recommend the most cost-effective method). These more measurable methods will be used to secure an independent view, and can serve as a way to

better understand public attitudes which may not otherwise be gathered with traditional public participation methods.

4. Council Involvement - Council staff asks how the Metro Council will be involved and the role that the Management Committee may play in assuring this involvement.

Response

This project, supported by discretionary funds of Metro, Tri-Met and ODOT involves the use of a Management Committee. The membership of the committee includes representatives of Tri-Met, ODOT, the 3 counties, the City of Portland, and staff as representatives of Metro. The Council staff are also provided an opportunity to participate. The Management Committee is intended to review the day-to-day issues of the project, with JPACT and RPAC considering and recommending policy directions and the Transportation and Planning Committee and ultimately the Metro Council making the policy decisions. However, the Management Committee is a place where policy issues and concerns can be identified early. Metro staff, including Council staff intend to work together on an ongoing basis to identify issues of potential concern to the Transportation and Planning Committee and Metro Council so that Metro concerns are articulated early in the policy determination process, rather than as the last point in the process.

5. ODOT/TRI-MET Roles - Council staff asks what roles Tri-Met and ODOT may play in the process beyond participation on the Management Committee.

Response

Tri-Met and ODOT both serve on JPACT and TPAC, which will review all of the recommendations that come out of the Region 2040 process. In addition, Tri-Met and ODOT are major players who will be asked to implement the recommendations of the Region 2040 process as it may become a part of the RTP or other functional plan of Metro.

6. LUTRAQ study, Putman Model - Council staff asks for more information about the LUTRAQ study and the Putman model.

Response

The LUTRAQ study, as noted on page 5 of the RFP is a study being conducted by 1,000 Friends of Oregon looking at the area around the proposed Western Bypass. The LUTRAQ study is proposed to look at alternative land use patterns and transportation systems. LUTRAQ is one of the alternative futures being developed independently of Region 2040 and which will be monitored and which could be included as an alternative development concept, as could any other proposal.

The Putman model is a computer program which uses projections of employment and population, transportation accessibility, income, building constraints and other variables to forecast where and what kind of growth will occur. Metro has purchased use of the Putman

model for transportation and planning use and will be a tool available to the Region 2040 analysis.

7. Alternative Development Concepts - Council staff asks what the consultant's parameters will be for designing alternative development concepts and asks for examples of a potential alternative.

Response

The alternative development concepts will be designed through the public involvement process. The consultant will facilitate the selection of the alternatives through JPACT, RPAC and the Metro Council, the consultant will not determine what will be the development concepts. On page 10 of the RFP, several examples of possible development concepts are listed (e.g., no ugb change, no ugb change with satellite cities, more density inside the ugb with the ugb moved to accommodate additional growth). These possible development concepts have already been suggested in discussions concerning RUGGO. Each of the up to 6 development potential will be described in sufficient detail to allow measurement by the evaluation criteria. Each development concept will be applied to a map of the region to illustrate how the concept could work if selected and implemented. Any further definition at this time of the parameters to be used by the consultant is premature.

8. "Reasonableness" criteria - Council staff asks if criteria other than the three cited in the RFP will be used to determine whether potential development concepts are reasonable and what happens if an alternative is not deemed reasonable.

Response

The Regional Urban Growth Goals and Objectives as well as the Statewide Planning Goals will be used to judge whether a development concept is reasonable in addition to the criteria already cited. The decision as to whether development concepts are reasonable will not be scientific, rather they will reflect the deliberations of JPACT, RPAC and the Metro Council as they hear the desires and concerns of community. In addition, the purpose of the study is not to select the preferred future, but to define 6 possible scenarios to be evaluated in detail. The evaluation criteria to be developed through this contract will be used during Phase II for final selection (See the response to the following question.)

9. Preferred Alternative Selection - Council staff asks who will select the preferred alternative, how will it be selected, documented and implemented.

Response

This question concerns Phase II, which is outside the scope of this RFP, but an important issue and question. Therefore, staff recommends that the following explanatory text be added to the RFP:

"Phase II of the project, not the subject of this work effort, will involve the following work elements: 1) measurement of the costs and benefits of each alternative; 2)

completion of a public participation process which allows sufficient time for the public to understand and respond to the alternatives; 3) completion of a public deliberation process which concludes with the selection of a preferred alternative; and 4) adoption of the preferred alternative as an amendment to RUGGO in the form of refined policies and a map. Implementation of the preferred alternative would be by individual organizations and/or by a functional plan or plans such as the Regional Transportation Plan or Urban Growth Management Plan as proscribed by the RUGGO."

METRO

Planning and Development
2000 S.W. First Avenue
Portland, OR 97201-5398
(503) 221-1646

Memorandum

DATE: September 11, 1991

TO: Jim Gardner, Chair, Council
Transportation & Planning Committee

FROM: *RAC* Richard Carson, Director

SUBJECT: Albina Community Planning

In regard to your memo of August 20, Metro programs that may apply to the Albina Community Plan include Data Resources Center, RUGGO, transportation, housing, Smith and Bybee Lakes, water quality and Greenspaces.

The initial comment period for the draft Albina plan ends September 30. The Bureau intends to prepare its recommendation to the planning commission between October and December.

Andy Cotugno has been monitoring the transportation aspects of the city's planning effort and Henry Markus, our Senior Regional Planner for Intergovernmental Relations, is a member of the Portland Bureau of Planning Albina Community Plan Technical Advisory Committee (TAC). The TAC is the Bureau's effort to coordinate with other city departments as well as affected governmental units like Multnomah County, Tri-Met and Metro.

Henry has attended committee meetings since Fall 1990 when he started work at Metro. The Bureau wanted Henry to serve both to represent Metro as well as for his expertise with economic planning. The only enterprise zone in the metropolitan area is located in northeast Portland. In his last job, Henry was the manager of the state's Enterprise Zone Program. He has attended about two 2 hour meetings per month. The Bureau's current schedule includes one meeting in September, two in October, four in November and two in December.

The Planning and Development Department may suggest amendments to the Albina Community Plan concerning preservation of natural areas in the Columbia corridor.

Metro's role in implementation of the Albina Community Plan may include coordination with RUGGO, Greenspaces and the RTP as well as providing information through the Data Resources Center.

c: Andy Cotugno

jgrcalbi.hsm



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 10, 1991

Mr. Gregg Kantor
121 SW Viewpoint Terrace
Portland, OR 97201

Dear Gregg:

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Thank you for testifying at the Metro Council hearing on the Regional Urban Growth Goals and Objectives. Now that the RUGGOs have been adopted, we need to keep moving and immediately do the detailed planning work on the most critical areas. Perhaps these include preserving plenty of greenspace and open areas within the growth boundary, and identifying at the boundary's edge those areas (the large majority, I believe) where the line should never be moved. Specific regional plans adopted by Metro can be mandatory--this is where the "teeth" can come which some citizens felt were lacking in RUGGOs.

All it takes to do this right is for Metro to keep its political courage up. And all that will take is the support of citizens like you, who'll find the time to express your support. We can make the slogan come true, things can look different here, if the people demand that it be done and hold their governments responsible.

Again thank you for devoting your evening to the task.
Please let me hear from you again.

Sincerely,

Jim Gardner
Metro Councilor

JG:pa

Gregg -
Good to see you
again - and on the
right side!



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 10, 1991

Mr. Brian Scott
2610 SW Brae Mar Court
Portland, OR 97201

Dear Mr. Scott:

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Thank you for testifying at the Metro Council hearing on the Regional Urban Growth Goals and Objectives. Now that the RUGGOs have been adopted, we need to keep moving and immediately do the detailed planning work on the most critical areas. Perhaps these include preserving plenty of greenspace and open areas within the growth boundary, and identifying at the boundary's edge those areas (the large majority, I believe) where the line should never be moved. Specific regional plans adopted by Metro can be mandatory--this is where the "teeth" can come which some citizens felt were lacking in RUGGOs.

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Again thank you for devoting your evening to the task. Please let me hear from you again.

Sincerely,

Jim Gardner
Metro Councilor

JG:pa



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 10, 1991

Ms. Linda Tipton
11948 SW 34th
Portland, OR 97219

Dear Ms. Tipton:

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Thank you for testifying at the Metro Council hearing on the Regional Urban Growth Goals and Objectives. Now that the RUGGOs have been adopted, we need to keep moving and immediately do the detailed planning work on the most critical areas. Perhaps these include preserving plenty of greenspace and open areas within the growth boundary, and identifying at the boundary's edge those areas (the large majority, I believe) where the line should never be moved. Specific regional plans adopted by Metro can be mandatory-- this is where the "teeth" can come which some citizens felt were lacking in RUGGOs.

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Again thank you for devoting your evening to the task. Please let me hear from you again.

Sincerely,

Jim Gardner
Metro Councilor

JG:pa



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 29, 1991

Frank L. Mungeam
Senior Producer
TOWN HALL
KATU Television Center
PO Box 2
Portland, OR 97207

Dear Frank:

I appreciate your letter of thanks for my "participation" in the City Club-TOWN HALL program on October 4. Your letter helps put a positive cast in what for me had been, to be frank, a disappointing experience. But I can understand how signals get crossed and plans sometimes don't work out, especially with a live show format.

Of the more than a dozen elected officials present for the show, only Tualatin's mayor (on the stage) and I hold unpaid positions and therefore were there on our own time. I felt as you did, that Metro should be represented. Perhaps there will be other occasions, and other topics, where the audience will be made aware that someone from Metro is present.

Again, I do thank you for making amends. I look forward to any opportunity, such as future TOWN HALL programs, to engage in conversation with the general public about their regional government.

Sincerely,

A handwritten signature in cursive script that reads "Jim Gardner".

Jim Gardner
Councilor, District 3

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 30, 1991

Cecil Edwards
4520 SW Taylors Ferry Rd.
Portland, OR 97219

Dear Mr. Edwards:

Thank you for speaking to the Transportation and Planning Committee about community concerns over the future of Taylors Ferry Road.

The public testimony was quite helpful in making Metro Councilors and staff aware of the interjurisdictional aspects of this situation. As a result, we will be watching the progress of discussions between Washington County and the City of Portland toward resolution of the issues raised.

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Sincerely,

A handwritten signature in cursive script, reading "Jim Gardner".

Jim Gardner, Chair
Transportation and Planning Committee

c: Andy Cotugno, Transportation Director



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

November 8, 1991

Carol Flannery
John J. Flannery
4631 SW Brugger St.
Portland, OR 97219

Dear Mrs. and Mr. Flannery:

Thank you for writing about the Taylors Ferry Road situation. As you know, this street connects two different jurisdictions, Washington County and the City of Portland, each of which has responsibility for the plans for their area. I was contacted by residents of your neighborhood because they felt the street improvement plans of Washington County were very different from those of Portland. To see if this were true, I put the issue on the agenda of Metro's Transportation and Planning Committee.

Metro is responsible for regional transportation planning. As only a neighborhood collector street, Taylors Ferry Road is not officially part of the regional system of major routes. Metro does have an interest, though, in seeing that adjoining local plans are consistent with one another. Now that we know there are some apparent inconsistencies here, Metro will be monitoring the negotiations between Washington County and Portland and urging them to agree on how Taylors Ferry Road should be treated.

Personally, I favor a design that puts more emphasis on sidewalks and bike lanes and less on higher speeds for cars. If you feel the same, please make your views known to the Portland Transportation Bureau. And thank you for letting me know how you feel - I'll be watching the situation closely because of folks like you.

Sincerely,

Jim Gardner
Councilor, District 3

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

November 8, 1991

DeAnne M. Hayes
9525 SW 49th Ave.
Portland, OR 97219


Dear Ms. Hayes:

Thank you for writing about the Taylors Ferry Road situation. As you know, this street connects two different jurisdictions, Washington County and the City of Portland, each of which has responsibility for the plans for their area. I was contacted by residents of your neighborhood because they felt the street improvement plans of Washington County were very different from those of Portland. To see if this were true, I put the issue on the agenda of Metro's Transportation and Planning Committee.

Metro is responsible for regional transportation planning. As only a neighborhood collector street, Taylors Ferry Road is not officially part of the regional system of major routes. Metro does have an interest, though, in seeing that adjoining local plans are consistent with one another. Now that we know there are some apparent inconsistencies here, Metro will be monitoring the negotiations between Washington County and Portland and urging them to agree on how Taylors Ferry Road should be treated.

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Sincerely,


Jim Gardner
Councilor, District 3

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 30, 1991

Dave Kanner
9436 SW 48th Ave.
Portland, OR 97219

Dear Mr. ^{Dave}Kanner:

Thank you for speaking to the Transportation and Planning Committee about community concerns over the future of Taylors Ferry Road.

The public testimony was quite helpful in making Metro Councilors and staff aware of the interjurisdictional aspects of this situation. As a result, we will be watching the progress of discussions between Washington County and the City of Portland toward resolution of the issues raised.

Sincerely,

A handwritten signature in cursive script that reads "Jim Gardner".

Jim Gardner, Chair
Transportation and Planning Committee

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

c: Andy Cotugno, Transportation Director



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 30, 1991

Jack Klein
10534 SW 55th
Portland, OR 97219

Dear Mr. Klein:

Thank you for speaking to the Transportation and Planning Committee about community concerns over the future of Taylors Ferry Road.

The public testimony was quite helpful in making Metro Councilors and staff aware of the interjurisdictional aspects of this situation. As a result, we will be watching the progress of discussions between Washington County and the City of Portland toward resolution of the issues raised.

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Sincerely,

A handwritten signature in cursive script, appearing to read "Jim Gardner".

Jim Gardner, Chair
Transportation and Planning Committee

c: Andy Cotugno, Transportation Director



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

October 30, 1991

John Prouty
5262 SW Taylors Ferry Rd.
Portland, OR 97219

Dear Mr. Prouty:

Thank you for speaking to the Transportation and Planning Committee about community concerns over the future of Taylors Ferry Road.

The public testimony was quite helpful in making Metro Councilors and staff aware of the interjurisdictional aspects of this situation. As a result, we will be watching the progress of discussions between Washington County and the City of Portland toward resolution of the issues raised.

Jim Gardner
Councilor
District 3

2930 SW Second Ave.
Portland, OR 97201
326-2444 (work)
227-2096 (home)

Sincerely,

A handwritten signature in cursive script that reads "Jim Gardner".

Jim Gardner, Chair
Transportation and Planning Committee

c: Andy Cotugno, Transportation Director