

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF DESIGNATING THE) RESOLUTION NO. 05-3603
COLLABORATIVE LEADERSHIP INITIATIVE)
AS A COUNCIL PROJECT AND DESIGNATING) Introduced by Council President
LEAD COUNCILORS AND COUNCIL) David Bragdon
LIAISONS)

WHEREAS, the development and/or implementation of certain Metro projects have policy implications that require the attention of the Metro Council; and

WHEREAS, some projects with policy implications are of a scope and complexity that, for purposes of efficiency, benefit from the focused attention of a subset of the Council; and

WHEREAS, members of the Council have identified the Collaborative Leadership Initiative as such a project; and

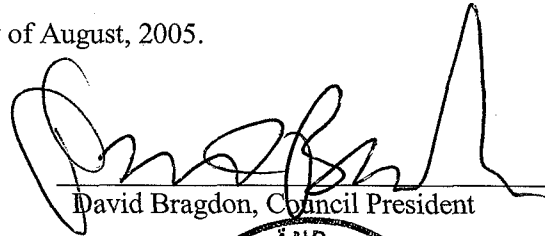
WHEREAS, the Collaborative Leadership Initiative has been defined and put forth in the form of a project proposal; and

WHEREAS, the Council President, working with members of the council, has designated specific councilors to play lead and liaison roles on the Collaborative Leadership Initiative as specified in Exhibit A; now therefore


BE IT RESOLVED:

1. The Council confirms the Collaborative Leadership Initiative proposal including project definition, lead councilor assignment, and councilor liaison assignments as specified in Exhibit A.

ADOPTED by the Metro Council this 11th day of August, 2005.


David Bragdon, Council President

Approved as to Form:


Daniel B. Cooper, Metro Attorney



Resolution No. 05-3603

Exhibit A

Metro Council Project Proposal

Lead Councilor: David Bragdon

Council Liaisons: Rex Burkholder, Carl Hosticka

Project Title: Collaborative Leadership Initiative

Project Begin Date: July, 2005

Estimated Date of Completion: July, 2006

Project Description (What questions will the project answer? What issue/problem will be addressed?):

Last year the Metro Council identified, as a strategic priority, the goal of strengthening Metro's role as a regional problem solver and a leader of regional initiatives. This undertaking sits at the nexus of "policy" and "administration" in that it relates both to "what" the agency does and "how" it does it – so Councilor involvement, in tandem with management, is desirable on this project. A conceptual framework has been developed and approved by the council that outlines Metro's role as a convener, facilitator, technical assistance provider, public process architect and process manager. The council approved a set of projects with the intention that these projects both accomplish important regional objectives as well as demonstrate a new or strengthened approach by Metro to lead regional problem solving initiatives. The Collaborative Leadership project described here is instrumental to all the others.

This "new role" for Metro is in some ways not new at all. Metro has always in theory been a convener, leader, and problem solver. However, what the council has outlined is a significant departure from the past in the way Metro approaches its role and in Metro's commitment to developing capacities and skills in the area of public process design and management.

A group of project managers have been convened to form a project management team. The team will:

- Help identify and adopt methodologies and best practices for leading regional initiatives. This will define the specific nature of Metro's role in convening stakeholders and designing and facilitating processes that lead to durable solutions.
- Identify skills that must be strengthened at Metro including project management, communications, public involvement, facilitation, decision support, and others that may be identified by the project management team. The essential questions are: 1) What specific techniques, skills, and methodologies do we need to master to excel at convening disparate organizations and interests to create regional solutions? 2) What training and support do we need individually and as an organization to adopt these techniques, skills, and methodologies?

- Serve as a peer group for learning and sharing best practices.
- Be the vanguard, the “early adopters.” To serve as a role model in helping Metro integrate new techniques and methodologies across the organization.

The lead councilor and council liaisons to this project will serve as members of a joint Councilor-management steering committee for this project providing guidance to the Project Management Team. Other members of the steering committee include the Directors of Metro’s Planning, Solid Waste and Recycling, and Parks and Greenspaces Departments. Metro’s Chief Operating Officer and the lead councilor will serve as co-chairs of the steering committee.

Outcome (What will result from the project? What must be in place for the project to be considered complete?):

The project will strengthen Metro’s capacity to lead regional initiatives using collaborative leadership and other stakeholder involvement approaches. As a result, the credibility of the agency will be enhanced, and the policies the agency develops will be more broadly embraced and lasting. In the words of the Chief Operating Officer, the Metro Council will achieve the status of “the place the region goes to solve vexing problems.”

Collaborative leadership is a problem-solving model that convenes, facilitates and empowers stakeholder organizations to develop consensus solutions and engenders their mutual commitment of resources to implementation.

Specific Deliverables:

June 15, 2005

- Document detailing rights and responsibilities of project management roles

July 20, 2005

- Selection of methodologies with appropriate processes for collaborative leadership
- Selection of trainers (internal and external) who can cultivate essential project management skills in staff
- List of essential skills for successful project management
- Catalogue of essential skills that already exist within Metro, identifying specific staff and their competencies

January 11, 2006

- Best Practices Manual (including criteria to determine projects that should follow the collaborative leadership model)
- Project Management Team trained in essential project management skills and methodologies and prepared to serve as a training resource for project managers throughout the agency

June 30, 2006

- Collaborative leadership projects consistent with Council goals and responsive to regional needs are planned and implemented by capable staff who support one another as peers in a continuous learning organization

Connection to Council Goals and Objectives:

The project meets several of the objectives identified by the council:

Critical Success Factors

- 3. Communications and Leadership Excellence
 - 3.1 Lead regional problem solving and regional initiatives.

Resources Required / Budget Implications:

The project is being managed with existing staff including support from Financial and Administrative Services, Public Affairs and Governmental Relations, and the Office of the Council President. The project may require some training funds; \$50,000 was budgeted for FY 05-06, of which some portion may be needed by this project.