

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL RETREAT
DATE: October 05, 2006
DAY: Thursday
TIME: 2:00 PM
PLACE: Blue Lake Park Lake House

CALL TO ORDER AND ROLL CALL

- 1. Review updated draft of Metro Council goals and objectives and critical success factors. Discuss progress towards goals and objectives.**
- 2. Discuss performance measures for goals and objectives.**
- 3. Discuss progress on implementing critical success factors. Identify priority Critical success factors for 2006-07.**
- 4. Review budget process for 2007-08.**

ADJOURN

Metro Council Goals and Objectives (August 23rd Draft)

1. Great Places

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

1.1 Natural areas, park land and outdoor recreation infrastructure are ~~available near housing and employment~~ accessible to all.

1.2 The region's centers and corridors are distinctive, attractive- and efficient ~~and while fully developed they are also continually and dynamically re-creating themselves.~~

1.3 A diversity of artistic, cultural and recreational opportunities are available.

1.4 ~~The region's residents choose from a diversity of housing options~~ Housing is available and affordable in mixed use, walkable neighborhoods close to services.

2. Environmental Health

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

2.1 Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.

2.2 Our community is inspired to create a better future for wildlife and the environment.

2.3 The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.

2.4 Metro is a model for ~~green-sustainable~~ business practices.

2.5 Urban land is used efficiently and resource land is protected from urban encroachment.

~~2.6 Residents' health is enhanced by exceptionally clean air and water.~~

3. Economic Vitality

Goal: Residents and businesses benefit from a strong and equitable regional economy.

3.1 Land is available to meet the need for housing and employment.

3.2 ~~Industry clusters thrive~~ The region's economy provides a plentiful supply of family wage jobs.

3.3 Access to jobs, services, centers and industrial areas is efficient.

3.4 Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.

3.5 The region ~~is strong in tourism jobs~~ attracts tourists and businesses from throughout the US and the world.

3.6 The region's rural economy thrives because of its proximity to the urban area, not in spite of the urban area.

3.7 The region grows and reinvests in ways that assure a high quality of life for residents of all incomes, races and ethnicity.

Questions

Should Metro be working at the level of supporting specific industry clusters? (Carl)

Should infrastructure be added to 3.1?

4. Smart Government

Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

4.1 Regional needs are supported by appropriate regional funding mechanisms.

4.2 Public services are available and equitable.

4.3 Metro provides services that fit its distinct competency or regional scope.

4.4 There is no duplication of public services among jurisdictions.

4.5 The tax system and investments in the region are congruent with region 2040 fundamentals and does not have inadvertent effects on land use.

4.6 Metro encourages and supports the leadership of other organizations and governments that serve the interests of the region's residents.

Questions

I would like to strengthen our emphasis on fiscal and taxation issues PARTICULARLY AS THEY RELATE TO LAND USE OUTCOMES. While there are references to that link in the current document I am more and more convinced that we need to strengthen our understanding and leadership about how public spending and investment and taxation systems influence development and redevelopment patterns. It's not just about smart government but also about smart growth. (David)

Critical Success Factors

What is needed in order to achieve the program objectives?

What must we achieve financially?

1. Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others-are valued and practiced.

1.1 Assets, investments and risks are managed prudently.

1.2 Long-range strategic planning supports Metro's budgeting process.

1.3 Metro programs -are sustainably supported with stable funding-at an appropriate level and are right-sized in relation to their benefits. (Possible performance measure: voters continue to support funding of Metro's programs)

1.4 All applicable requirements of Metro Code, federal and state law are met.

1.5 Metro financial documents are accessible and easy to understand.

What outcomes must we achieve related to leadership?

2. The Metro Council is recognized for solving regional problems and leading regional initiatives.

2.1 The Metro Council and staff demonstrate a capacity to inspire, engage, teach, and invite residents to make the region an extraordinary place to live.

2.2 -Metro has a local, statewide and national reputation for its professional, productive and innovative approaches to regional problem solving. The region's citizens think of Metro first when there is a regional problem.-

2.3 Metro area city, county and business leaders recognize the Metro Council President and Metro councilors as the primary liaisons representing regional interests at the state and federal level.

2.4 Federal and state leadership looks to Metro to build consensus on regional issues.

2.5 Consistent policy-making processes and clear communication of Metro Council priorities guide message development, timing and release of information to stakeholders and the public.

2.56 Metro's professional legislative leadership is recognized statewide.

2.67 Metro continues to change and adapt to reflect the evolving needs of its constituencies.

2.8 The Metro Council works together as a cohesive (but not necessarily homogenous) whole, while supporting the individual initiative and points of view of its seven members.

Questions

I think there is something to be said about the appropriate role of cohesion and discipline among the Council itself, consistent of course with the freedom and initiative of seven individually elected members. We each rightfully have our individual objectives and careers to think of, but at the same time we are part of a group that to some extent gets a group grade from the public. Achieving the objectives we all want to achieve will require the careful accumulation and strategic spending of our political capital, a currency that can compound if we work well together but can also be frittered away. (David)

How are we doing on our commitment to "no surprises?" (Rod)

What limits do we place on our leadership including our role as a regional convener? Which issues do we take on and how do we decide? How do we choose in ways that best manage both our political and financial capital? (Rod, Brian, David, Carl)

We need to move from planning the future to making it happen, e.g. control transportation investment decisions so that they conform to land use outcomes. (Rex)

What implications does the Regional Leadership Initiative have for Metro's identity, branding, and communications?

How should ~~our~~ relationships with customers ~~and stakeholders~~ be characterized?

3. Constituents and customers are valued.

3.1 Customer service continually improves **for both internal and external customers.**

3.2 Working relationships with other governments and stakeholder groups are open and collaborative.

3.3 Metro's diversity practices are a model for other governments.

3.4 Groups convened by Metro represent a balanced range of competing interests.

What must we achieve operationally?

4. Metro's business and operations processes are efficient and serve program objectives.

4.1 Core cross-department functional processes such as environmental education, communication, information design, and planning are integrated and streamlined.

4.2 Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

What standards do we hold for our workforce?

5. Metro's workforce is exceptionally competent, productive and motivated.

5.1 Metro's culture is creative, flexible, entrepreneurial, incorporates fresh ideas, and supports reasonable risk **to successfully respond to a dynamic and changing environment.**

~~5.2 Staff provide objective policy and program options and rigorous analysis to support a council focused on policy questions.~~

~~5.23~~ Principal Metro staff is skilled in policy development processes, facilitation and public forum management.

~~5.34~~ Managers and employees clearly understand the standards of performance to which they are accountable.

~~5.45~~ ~~New employees~~ ~~The workforce~~ reflects the geographic and demographic diversity of the region.

~~5.56~~ Total compensation practices allow Metro to recruit and retain an exceptional workforce. ~~Employee compensation neither leads nor lags the market.~~

~~5.67~~ Metro employees have opportunities for professional growth.

~~5.7~~ ~~Staff provide objective policy and program options and rigorous analysis to support a council focused on policy questions.~~

Questions

In response to 5.7—How to get the staff off auto-pilot? (Rex)