

MINUTES OF THE METRO COUNCIL WORK SESSION MEETING

Tuesday, November 20, 2007
Metro Council Chamber

Councilors Present: Kathryn Harrington, Carl Hosticka, Rod Park, Rex Burkholder, Carlotta Collette

Councilors Absent: David Bragdon (excused), Robert Liberty (excused)

Councilor Collette convened the Metro Council Work Session Meeting at 2:04 p.m.

1. ADMINISTRATIVE/CHIEF OPERATING OFFICER COMMUNICATIONS

Mike Jordan, Chief Operating Officer, began the work session by informing the Council of an upcoming Design Code Workshop, which will be held on December 14. He provided a summary of what would be covered at that workshop. Councilor Harrington asked that a summary of that workshop be included in the next Metro Technical Advisory Committee (MTAC) and Metro Policy Advisory Committee (MPAC) packets.

2. PERFORMANCE MEASURES

Mr. Jordan introduced Jeff Tucker, Regional Parks and Greenspaces Finance Manager. Mr. Jordan then provided an overview of the performance measures presentation. A packet accompanied the presentation, that packet was included with the minutes. The presentation provided the Council with an update on the project, responded to feedback, asked for additional feedback, allowed project guidance from the Council and let the Council decide if the material was ready to be presented externally.

Mr. Jordan was responsible for creating a performance measurement system, which would help Metro to measure its effectiveness and efficiency. Mr. Jordan discussed the development of this system and some of the issues involved. A packet, which was included with the minutes, contained information on the project. The materials provided a status report of work that had been completed on the project.

Councilor Burkholder mentioned the difficulty in evaluating the Chief Operating Officer position, currently held by Mr. Jordan. He said there wasn't an easy way to measure performance. Councilor Hosticka also wanted to see how it was linked to performance-based growth management.

Councilor Park asked about sustainability and the evaluation of sustainability in the context of 2040. Mr. Jordan asked if Metro should view this more broadly; should we be explicit about this being a sustainability framework? Councilor Harrington questioned cross-departmental cooperation and how it could be improved.

Mr. Tucker provided a background on the project. Four teams were created; people from various departments were responsible for determining the high-level outcome measures for each of the goal areas. The teams created a results map. The map focused on the goal,

which was “great places.” Four objectives had been identified within that goal: access to natural areas; centers and corridors; access to the arts and housing affordability and availability. It was asked what the necessary conditions were to reach those objectives. Mr. Tucker used the centers and corridors goal and gave the Council an example of the process. Looking at causality and influence provided a road map for reaching the goals.

The next step was identification of high-level outcomes. Councilor Hosticka said the chart implied if you did “x” you would get “y.” He questioned what else might help Metro to reach “y.” Mr. Jordan said the maps would help Metro to facilitate that conversation. The maps would identify the necessary conditions and help Metro see where it sat. Mr. Tucker said the teams also worked on the identification of externalities. They wanted to look at all the measures in the areas identified.

The group that looked at critical success factors had a slightly different approach. When they began, most of the existing data evaluated the Council. The group wanted to find data that evaluated the agency as a whole. The group developed a framework that was expanded to meet all of the needs identified in the critical success factors. They identified seven dimensions that could be used in analysis across the agency.

Councilor Burkholder saw this as a great opportunity for review; he asked if there were any changes or improvements that could happen because of this review. Mr. Tucker replied that there were several areas that overlap significantly. Work could be done to confine those; he noted that the same measure was used repeatedly in different objectives. Mr. Jordan questioned the process for identifying performance measures that could be used consistently across the agency. Councilor Hosticka agreed that continuous improvement was good, but that for lasting value a consistent system was needed. It would lose that value with too many revisions. Mr. Jordan agreed; some of the benchmarks had existed for 15 years. He felt that to change them would almost be like starting over. Mr. Tucker said that a process should be developed for how revisions could be made. Mr. Jordan said it was a work in progress and that the document was organized around making suggestions on internal and external measurables in the various categories. Absolute measures hadn’t been identified. He asked for feedback from the Council and if there were any items they would want to revisit at a later time.

Mr. Jordan then discussed customer relation factors. Councilor Harrington felt the internal and external measurables looked exactly the same. She felt there were differences that could be identified. Mr. Jordan summarized it as an output and an outcome measurement. Councilor Harrington thought both measurables were important. Councilor Burkholder asked who “a citizen that benefits from our activities” was. He also questioned the mechanism that was used for approaching and surveying people.

Mr. Jordan told the Council that Metro currently performed customer success surveys. Additional surveys could be done; the Council would need to decide how much they wanted to spend to get new data. An annual, or bi-annual, multi-purpose survey could give feedback on several dimensions.

Mr. Jordan next discussed communication factors, he asked for feedback on definitions. Councilor Harrington pointed out that new employees might not be familiar with all of the definitions.

Councilor Harrington questioned what categories were being used with the various critical success factors. She asked how a solid set of categories could be ensured. Mr. Jordan felt that indicators were needed at the programmatic level. He didn't want it to be at a departmental level, because he eventually wanted to be cross-departmental. Councilor Collette felt that emphasis was on information generated by Metro; she didn't see information as receptive and responsive. She felt more emphasis was needed on how Metro received information.

Councilor Harrington questioned how goals were distinguished through various fiscal years. The role for achieving success needed to be understood; she would like to see that come through with the measurables. She provided an example using the "New Look" initiative. Mr. Jordan summarized what Councilor Harrington had said and said that the ultimate operationalizing of the work would be to give the Council more information about making choices.

Councilor Park asked about operating using different modes; he felt the process had different levels of effectiveness. Performance measurements change and different arenas had different expectations. Mr. Jordan replied that he felt every category of measure wouldn't apply equally to every program. He felt as they moved forward and met with different departments, they would run into new dynamics. Councilor Park felt an entrepreneurial category could be missing.

Councilor Hosticka questioned the definition of a "media audit." Mr. Tucker explained that it judged how effective communication was. It was an external performance audit through the media. Councilor Burkholder noted inconsistencies in wording and questions. He thought what was being measured wasn't always clear.

Mr. Jordan next discussed learning organization factors. Councilor Harrington felt she hadn't seen this at Metro. Mr. Jordan suggested that a part of the goal could state that Metro seeks out best practices models. Councilor Harrington explained that she looked at this from a business level. Councilor Burkholder felt he would have the most difficulty recognizing how performance was measured and said that the teams had done excellent work.

Councilor Harrington felt that within the building, monetary gain was over emphasized, particularly bonuses. She felt that programs that were well defined, aggressive yet achievable and deliver generally had the most success getting funded. Her experience was that people complained too much about not getting bonuses, like the private sector.

Councilor Hosticka mentioned there would be failure when risks were taken and how the Council respond to failure was important. Councilor Park mentioned there were different

kinds of failure. Councilor Harrington said the learning organization felt like a place to reinforce cultural shifts.

The financial, program value and efficiency and critical success factors were discussed next. Mr. Tucker noted that a distinction had been made between finance and efficiency. Councilor Hosticka commented on fiscal prudence and the continuity of Metro's operations. He mentioned that funding the reserves was short-term and in 5-10 years we would know performance results.

Councilor Harrington would like each department to come out with some ideas that would be tried for at least the first year. She felt that new things could be tried to see what worked. Mr. Tucker said there were a number of programs that could do that. Councilor Park said that went back to the enterprise operation vs. other operations. He mentioned the differences between the zoo and convention center and the different missions they were trying to achieve. Mr. Tucker said that doing really well in one department could be at the expense of another department. He felt they should be looked at collectively. Councilor Hosticka questioned whether the number of comments on audits indicated thoroughness. He felt that counting comments wasn't a good measure.

Councilor Burkholder said the second half didn't seem to be addressed by any of the measurables. Mr. Tucker said all of the programs aligned to other Council goals and most had an external focus. Mr. Jordan and Councilor Burkholder discussed efficiency. Councilor Hosticka felt it didn't make sense to ask if something was cost effective without defining what effective meant. He would object to using spending as a measure; he felt outcome should be incorporated into the equation. Councilor Harrington wondered why the first and third bullets, under internal measurables, were separate. She felt they should be combined, possibly using a sub-bullet. Mr. Tucker felt they were measuring different things.

Mr. Jordan talked about various ways to evaluate rankings; he wanted to get feedback from the Council on the ranking issue as a form of measurement. Councilor Burkholder felt that Metro's mission changed over time; he felt it would need to be more programmatic. Councilor Hosticka agreed with Councilor Burkholder; he didn't feel that rankings captured any of the important information. Councilor Park mentioned that there were often many other factors involved. Councilor Harrington would like to see the programmatic budgeting measure explored, what was trying to be achieved and what the objectives were each year. She would like to see a new summary style practiced which would increase efficiency. Using programmatic budgeting in the upcoming annual budgets she wanted to see a list of the new programs, what programs already existed and what programs had ended.

The Council next discussed the "collaboration" success factor. Councilor Burkholder felt the internal measurables were good and that the external measurables were more difficult to judge. Councilor Harrington said a timeline could help with direction and that looking at major programs and stakeholders could also be beneficial. She noticed that she hadn't seen opps reviews at Metro; she wondered how risk taking and innovation could be

recognized. Mr. Jordan said his impression was that the organization relied heavily on the elected auditor as the only group that performed opps reviews. Councilor Harrington mentioned that Mr. Jordan could deliver a quarterly report about opps reviews and observations.

Councilor Park discussed increasing capability, he felt “capability” referred to the ability to move an agenda. Councilor Collette asked about the partners and collaborators of Metro. Councilor Burkholder wondered about a scan for collaborators that already existed. Councilor Harrington mentioned internal and external measurables; she felt some efforts could be measured in both columns. Mr. Jordan talked about sustainable decisions. Councilor Collette and Councilor Burkholder provided feedback.

“Sustainable business practices” were discussed next. Mr. Jordan provided a background on sustainability and business practices and how they were related. Councilor Burkholder felt there could be many measurables under this topic. He mentioned the impacts that were generated through travel and that the Convention Center and the Zoo relied on people traveling to reach them. Councilor Harrington brought up some wording about sustainability that she wanted changed. Mr. Jordan questioned if it was environmental sustainability or the triple bottom line that was being referred to. He mentioned there were different elements to sustainability and different elements to Metro’s sustainability efforts. Councilor Hosticka asked if a standard set of measures already existed. Councilor Burkholder questioned the measurables. Councilor Park asked if sustainability had been considered when certain Zoo exhibits were created. Councilor Harrington felt there were good ideas that could be looked at and some of them modified.

Mr. Jordan covered three categories of high-level outcome measurements. He asked for feedback and said the critical question was if the packet was ready enough to be presented to stakeholders. The project was created to be an internal operation, however, performance measures and performance based growth management were crossovers. He felt they should be mostly aligned. Metro was required to report on how the 2040 Growth Concept was doing in the region. He also talked about compliance; he felt this could be an opportunity to develop a more valuable compliance regime. Mr. Jordan mentioned performance based growth management and performance management. He asked for feedback from the Council. Councilor Park mentioned that he would prefer if it were called “performance based urban management.”

Mr. Jordan said the Council should try to avoid things that required Metro to develop an entirely new data regime to measure. Councilor Park mentioned local sensitivity to workload. Mr. Jordan explained how he would present this project to various governments. Councilor Collette asked who the stakeholders were.

Councilor Harrington felt major strategies were missing and that before going external, she would like the information assessed with a goal of clarity. She wondered how this would help the external stakeholders that it was presented to and how it would open Metro up to criticism. She felt strategies were missing and referred to Council objectives 1.2, 1.3, 1.4 and 2.6. Councilor Hosticka asked if the strategies and indicators would be

listed when they presented the project to stakeholders. Councilor Burkholder felt they should be called regional objectives. He felt the measures could be regional and also jurisdictional. Councilor Collette thought this could be a valuable community tool. Mr. Jordan felt Metro should try to align their performance measures with their local goals and tasks. Councilor Collette felt that whom Metro worked with in the various cities was important.

Councilor Park felt the placement of sustainable growth was important. Councilor Burkholder gave examples of the benefits of performance measurements and problems he had seen. Mr. Jordan summarized what he had heard. Councilor Burkholder felt that Metro had something to offer that was useful, valuable and non-threatening. Mr. Jordan said they would gather the Council comments and continue work on the project.

Andy Cotugno, Planning Director, said the set of goals and objectives were too narrow. There were other objectives Metro had been trying to accomplish and should be substituted for compliance. He felt part of the goals that were being measured against were part of the review process. Mr. Jordan encouraged the Councilors to provide feedback. Councilor Hosticka inquired about a deadline. Mr. Tucker and Mr. Jordan said the deadline was December 7. Mr. Jordan discussed the compliance regime and the interaction with other governments. Councilor Harrington said she would like to see the status of how goals and objectives were being measured internally. Mr. Jordan said the goal was to provide the Council with structure and content.

Mr. Tucker talked about the project schedule, multiple phases that would happen, going external with high-level outcomes and the key performance indicators that needed to be further developed. Councilor Hosticka discussed the logic chain. He hoped Metro was working in both directions so they could test one against another. Councilor Harrington had a problem with the development of a Metro-wide data collection system listed in year three; she felt it could be developed now. She expected to see the information utilized in the next budget, perfected in year two and improved in year three. Mr. Tucker responded to the feedback and talked about data management. Councilor Park commented on communication. He felt things got lost between creation and implementation and referred to density requirements.

Mr. Jordan discussed senior management and performance measurements. He talked about a standard set of performance measurements and a changing set of specific goals. Councilor Harrington proposed that Mr. Jordan provide the Council with a written response to each of the deliverables and objectives listed in the performance measure project.

Mr. Jordan thanked the Council for their work and Councilor Burkholder thanked the groups who had worked on the project

3. COUNCIL BRIEFINGS/COMMUNICATIONS

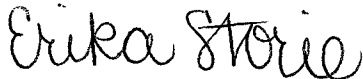
Councilor Burkholder talked about the upcoming transportation plan. He asked the Councilors about their concerns with the plan. He also talked about the Columbia River Crossing. He reported on the consultants work with the Natural Areas Conservation and Education Initiative Concept. He talked about funding for the outdoor school program.

Councilor Harrington reported on the Hillsboro Evergreen and Helvetia industrial concept plans and reports that requirements were not being met. She talked about growth projection in Washington County and the source of that information.

Councilor Park talked about sustainability as a region, he wanted a broader discussion on the topic. He thought it should be looked at on a broader scale than just neighborhoods and discussed development and sustainability. Councilor Hosticka talked about regional population and employment centers and their gradual movement.

There being no further business to come before the Metro Council, Councilor Collette adjourned the meeting at 4:44 p.m.

Prepared by,



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**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF
NOVEMBER 20, 2007**

Item	Topic	Doc. Date	Document Description	Doc. Number
1	Performance Measurement	11/20/07	Metro's Performance Measurement System	112007cw-01