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METRO

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Memorandum

Date: May 15, 1987

To: Metro Council
Executive Officer
Department Heads

From: Ray Barker, Council Assistant

Regarding: PRIORITIES AND OBJECTIVES WORK SESSION

The second work session to consider Metro's Priorities and Objectives for FY 1987-88 will be held on Wednesday, May 20, 1987, at 3:00 p.m. in Room 330 of the Metro Center. The goal of this second meeting is to reach agreement on Metro's priorities and objectives.

Attached for your review are the recommended priorities and objectives submitted by the Councilors, Department Heads and Senior Staff who worked together as teams on their assigned priorities.

Those priorities and objectives not completed by the mailing deadline on May 15 will be available at the work session on May 20.

RB/gl
7512C/D3

Attachments

cc: Len Borer
Don Carlson

PRIORITY A

Councilor Kelley, Ray Phelps and Jennifer Sims met to discuss this priority. They concluded that this should be eliminated as a priority. Instead, the Objectives should be placed under the relevant functional priority. Also, objectives should be added to the Convention Center, Solid Waste and Zoo priorities regarding Affirmative Action and Disadvantaged Business participation. Specific language will be presented at the work session.

PRIORITY B

ESTABLISH FINANCIAL PLANS AND UPDATE FINANCIAL PRINCIPLES
AND POLICIES

Objectives:

1. Review and update the District's long-range financial principles and policies.
2. Prepare five-year financial plans for all operating and capital projects of the District.
 - Zoo
 - Solid Waste
 - Convention Center
 - Planning
 - General Government
 - Support Services
3. Implement any new funding authority authorized by 1987 Oregon Legislature.
4. Review need for and decide on whether to submit tax base proposal to voters on November 8, 1988.
5. Review need for and decide on financing proposals, if any, to be submitted to 1989 Oregon Legislature.

(Waker/Carlson/Phelps/Sims/Stoudt)

PRIORITY C

SOLID WASTE DEPARTMENT PRIORITY AND OBJECTIVES

Submitted by Councilor Jim Gardner, Tor Lyshaug, and Judith Mandt

PRIORITY:

DEVELOP, IMPLEMENT, AND PROMOTE MANAGED
REDUCTION AND DISPOSAL OF SOLID WASTE.

OBJECTIVES:

Conserve remaining capacity at St. Johns Landfill by diverting waste to other disposal sites when economically feasible.

Implement waste reduction, reuse, and recycling programs in economical and environmentally sound manner.

Complete functional plan element of regional Solid Waste Management Plan, adopt completed plan as a whole.

Select specific resource recovery vendor (s), negotiate service agreement, proceed with financing and development of resource recovery project (s).

Select and develop a replacement for the St. Johns Landfill.

Develop the West Transfer and Recycling Center.

Develop long-range financial plan for the regional solid waste system.

Inform the public of the needs of the region to promote understanding and acceptance of Metro's mandate to manage the solid waste system.

(Gardner/Lyshaug/Mandt)

PRIORITY D

IDENTIFY AND RESOLVE ISSUES OF REGIONAL SIGNIFICANCE

Objectives:

1. To provide data analysis and structure to solve common problems in the metropolitan area.
2. To determine regional functions that are appropriate Metro responsibilities.

(DeJardin/Madden/Cotugno)

PRIORITY F

PROVIDE EFFECTIVE ZOOLOGICAL EDUCATION, RECREATION,
AND CONSERVATION SERVICES TO CITIZENS OF THE REGION.

OBJECTIVES:

1. Proceed with capital construction projects in accordance with the 1987 adopted Zoo Master Plan.
2. Implement Council policy with regard to a regional marine aquarium as defined in the 1986-87 Feasibility Study. (In fiscal year 1986-87, the Council will review the feasibility study conducted by Metro, the Portland Development Commission, and the Portland Bureau of Parks, and determine a course of action to be pursued under this objective.)
3. Develop a stable financing strategy for zoo operations, master plan capital improvement projects, parking lot improvements, and a marine aquarium as defined by Council policy.
4. Analyze the strengths and weaknesses of establishing a zoo commission and implement this commission if it is in the best interest of Metro.

Kirkpatrick/Ragsdale/Leo

PRIORITY H: DEVELOP AND OPERATE THE OREGON CONVENTION CENTER AS AN ECONOMIC RESOURCE FOR THE CITIZENS OF THE REGION

OBJECTIVES:

1. Construct the Oregon Convention Center on-time and in-budget.
2. Implement a marketing program which maximizes direct and indirect economic benefits to the region's citizens.
3. Establish a regional commission to operate regional convention center.
4. Establish an operations reserve to ensure the fiscal solvency of the facility in its early years of operation.
5. Begin operations planning to ensure efficient and effective operations of the center upon opening.
6. Pursue, in cooperation with the regional partnership formed by the Committee on Regional Convention, Trade and Spectator Facilities, the development of other regional facilities called for in Regional Convention, Trade, and Spectator Facilities Master Plan.

(Van Bergen/Wilson)

PRIORITY I

TO DEVELOP THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Objectives:

1. Build an economic data base.
2. Establish a functional economic development plan (ORS 268.390).
3. Provide technical assistance to implement the functional plan by and through comprehensive land use plans.

(Ragsdale/Cooper/Madden)

PRIORITY J

INCREASE THE COUNCIL'S EFFECTIVENESS IN
CARRYING OUT ITS POLICY-MAKING AND FISCAL
AND ADMINISTRATIVE OVERSIGHT RESPONSIBILITIES

Objectives:

1. Review Council organization, rules and procedures.
2. Increase staff support in the areas of policy analysis and development.
3. Increase the Council's role in the selection of the financial auditors and in the review of the annual audit.
4. Conduct a performance audit of adopted programs determined by Council.
5. Ensure that standards and procedures for Council and Council committee meeting agendas are met and followed.
6. Utilize Council staff to staff Council committee meetings.

Bonner/Van Bergen/Carlson/Barker

RB/gl
7464C/447

PRIORITY A *NEW*

Recommend eliminating this priority. Instead, the objectives should be revised and placed under the relevant functional priorities as follows:

Priority C -- Solid Waste

Add Objectives:

- Maintain effective service operations at the St. Johns Landfill and Clackamas Transfer & Recycling Center.
- Achieve adopted goals for disadvantaged business participation in contracting.
- Improve employment opportunities at Metro for women and minorities through enhanced Affirmative Action efforts.

Priority F -- Zoo

Add Objectives:

- Maintain effective Zoo service operations.
- Achieve adopted goals for disadvantaged business participation in contracting.
- Improve employment opportunities at Metro for women and minorities through enhanced Affirmative Action efforts.

Priority H -- Convention Center

Add Objectives:

- Achieve adopted goals for disadvantaged business participation in contracting.
- Improve employment opportunities at Metro for women and minorities through enhanced Affirmative Action efforts.

Priority I -- Economic Development

Add Objectives:

- Achieve adopted goals for disadvantaged business participation in contracting.
- Improve employment opportunities at Metro for women and minorities through enhanced Affirmative Action efforts.

(Kelley, Phelps, Sims)

NEW D

1. To provide data, analysis and structure to solve common problems in the metro area.
2. Carry out the following priority programs:
 - Update the Regional Transportation Plan
 - Review the Urban Growth Boundary
 - Define regional economic development priorities
 - Enhance database to support Transportation and Development Services
3. Define the appropriate reorganization of IRC to carry out these functions.
4. Determine additional regional functions that are appropriate Metro responsibilities.

PRIORITY E:

Promote public understanding (and awareness) of Metro

Objectives:

1. Communicate the mission of the agency to the public.
2. Create an awareness of demands made on government regionally and the services Metro offers to meet those demands.
3. Publicize our achievements/accomplishments.

(Alternate)

Create awareness of the services Metro offers to meet regional demands and our achievements.

PRIORITY F:

Assure the Opportunity for Public Involvement in Metro's Decision-Making Process

Objectives:

1. 1. Advertise meetings.
2. Offer information meetings, briefings, events.
3. Council and Executive Officer will take lead in creating support for Metro services and areas of responsibility.
4. Provide opportunity to citizens to influence the decision making process.

Ten Criteria for Evaluating Mission Statements

1. The mission statement is clear and understandable to all personnel, including rank-and-file employees.
2. The mission statement is brief enough for most people to keep it in mind.
3. The mission statement clearly specifies what business the organization is in. This includes a clear statement about:
 - a. "What" customer or client needs the organization is attempting to fill, not what products or services are offered;
 - b. "Who" the organization's primary customers or clients are; and
 - c. "How" the organization plans to go about its business, that is, what its primary technologies are.
4. The mission statement should have a primary focus on a single strategic thrust.
5. The mission statement should reflect the distinctive competence of the organization.
6. The mission statement should be broad enough to allow flexibility in implementation but not so broad as to permit a lack of focus.
7. The mission statement should serve as a template and be the means by which managers and others in the organization can make decisions.
8. The mission statement must reflect the values, beliefs, and philosophy of operations of the organization and reflect the organizational culture.
9. The mission statement should reflect attainable goals.
10. The mission statement should be worded so as to serve as an energy source and rallying point for the organization.

PRIORITIES/OBJECTIVES GUIDELINES

THE FOLLOWING GUIDELINES SHALL BE USED IN ESTABLISHING METRO'S PRIORITIES AND OBJECTIVES:

- 1) PRIORITIES MUST CARRY OUT METRO'S MISSION AND PURPOSES.**
- 2) TIME FRAME: A SPECIFIC TIME FRAME IS NOT REQUIRED BUT ACTION IS REQUIRED WITHIN TWO YEARS.**
- 3) RESOURCES (\$\$ AND STAFF) SHOULD BE AVAILABLE TO CARRY OUT THE PRIORITY.**
- 4) PRIORITIES SHALL BE ESTABLISHED FROM AN OVERALL ORGANIZATION PERSPECTIVE, NOT JUST FROM A DEPARTMENT OR DIVISION PERSPECTIVE.**
- 5) PRIORITIES ARE NOT A REPRESENTATION OF ALL METRO ACTIVITIES, BUT A SUMMARY OF OUR MOST VITAL PRIORITIES.**

FY 1986-87

METROPOLITAN SERVICE DISTRICT

Mission and Purposes

MISSION

The mission of Metro is to identify solutions to issues of regional concern and to provide services for which public support has been developed.

PURPOSES

In carrying out its mission, Metro will:

1. Provide authorized services including solid waste management planning and disposal, zoo operations and urban growth boundary management.
2. Encourage public discussion regarding the provision of all regional services.
3. Provide forums and analyses for regional and intergovernmental problem-solving.
4. Provide technical and coordination services to governments.

Adopted by the Council on February 27, 1986

1986/1987 PRIORITIES/OBJECTIVES

PRIORITY A

EFFECTIVELY ADMINISTER THE EXISTING SERVICES

OBJECTIVES:

1. Maintain effective service operations.
(Solid Waste, Zoo, Intergovernmental Resource Center)
2. Meet major program commitments adopted by the Council.
(adopted budget programs)
3. Conduct periodic reviews of agencywide policies, procedures and programs.
 - a. Personnel policies and procedures
 - b. Contract procedures
 - c. Data processing plan

PRIORITY B

ESTABLISH AND MAINTAIN ADEQUATE AND FIRM FINANCIAL SUPPORT FOR ALL SERVICES

OBJECTIVES:

1. Submit and secure passage of the tax base measure in May 1986 for zoo operations and required regional policy activities.
2. Prepare financing proposals for submittal to the 1987 Oregon Legislature as required to establish financial support for Metro services.
4. Prepare 5-year financial plans for Solid Waste and the Intergovernmental Resource Center.
5. Determine allocation of methane gas revenues.

PRIORITY C

DEVELOP AND IMPLEMENT THE SOLID WASTE REDUCTION PROGRAM

OBJECTIVES:

1. Create an understanding of the solid waste "dilemma," including the need to reduce the volume of waste being landfilled.
2. Implement reduce, reuse and recycle programs.
3. Select specific alternative technologies and vendors.
4. Review and comment on the Department of Environmental Quality waste disposal site.
5. Ensure that the region will have an environmentally safe and financially sound solid waste disposal site.

PRIORITY D

IDENTIFY AND RESOLVE ISSUES OF REGIONAL AND MUTUAL INTEREST

OBJECTIVES:

1. Utilize the Intergovernmental Resource Center consensus-building model, where appropriate, in resolving regional issues.
2. Review regional services and Metro's future role in the provision of those services.
3. Prepare legislative action required for Metro to carry out its role and authority.
4. Determine the future role of Metro and regional government.

PRIORITY E

INCREASE PUBLIC AWARENESS OF METRO'S ROLE IN THE REGION AND ASSURE THE OPPORTUNITY FOR PUBLIC INVOLVEMENT IN METRO'S DECISION-MAKING PROCESS

OBJECTIVES:

1. Create a clear understanding of the services Metro offers, our areas of responsibility and our achievements.

2. Establish direct, two-way communication with citizens in the region in order to listen and respond to their need for services.
3. Utilize the Council in a leadership role to create a climate of confidence for public support.

PRIORITY F

REVIEW THE FUTURE DIRECTION AND ROLE OF METRO'S ZOO IN THE REGION

OBJECTIVES:

1. Review the role and purpose of the Zoo in the region.
2. Determine future priorities, particularly with regard to construction projects such as a new entrance, a children's zoo, and expansion of the Cascades Exhibit .
3. Update the Zoo Master Plan to reflect future priorities and proceed with capital construction projects in accordance with the plan.