

MINUTES OF THE METRO COUNCIL STRATEGIC PLANNING

Tuesday, July 27, 2004
Metro Council Chamber

Councilors Present: David Bragdon (Council President), Susan McLain, Carl Hosticka, Rod Park, Rod Monroe, Rex Burkholder, Brian Newman

Councilors Absent:

Others Present: Chris Billington, Metro Council Operations Manager; Dan Cooper, Metro Attorney; Andy Cotugno, Metro Planning Director; Jim Desmond, Metro Regional Parks & Greenspaces Director; Michael Jordan, Chief Operating Officer; Bill Stringer, Chief Financial Officer; Mike Wetter, Senior Policy Advisor

Council President Bragdon convened the Metro Council Strategic Planning Meeting at 1:11 p.m.

Develop Objectives Related to Program Goals

1. Review work to date and meeting objectives (1:00 PM)

Michael Wetter reviewed the work-to-date and described for the councilors the purpose of the worksheets hanging on the wall. Copies of these documents are attached and form part of the record.

David Bragdon expressed concern that the steps for this process would not blend. He said that his premise for going into this process was that circumstances in the region and in the business community had changed. He spoke to the driving factors for the councilors and management team to facilitate positive change for the region. He urged the councilors to be aware that there were two possible dangers in the process that they needed to be cognoscente of: platitudes in the beginning of the process and a final product that was just a list of what Metro does as an agency.

Rex Burkholder said it was a good time to look at what their goals were and how they would attain them. He said that they needed to know what they were doing in order to know what changes needed to be made. He said that they needed to make their goals align with the objectives.

Rod Park said that as a council they would have to reach a common understanding of what implementation meant.

Mike Wetter said that they had put together only the framework to help them arrive at decisions. He said that the focus for the meeting was to have the councilors, as a group, express what they wanted to happen: the “what” of the process.

Rex Burkholder said it might help to know what the steps would be after they had completed the 3-day planning process.

Mike Wetter said that they would cover the “what, how and when” aspects of the process at each subsequent meeting.

Bill Stringer said that it was his intention that the budget process would be very different from previous years. He expected it to be very dynamic, and to allow for more in-depth management of projects and objectives. He said that this new format would cause some concern within the departments. The process required department heads to drill down to the programs and specifics of the programs. Therefore, the councilors would be able to better track progress and details for specific programs. He described the new schematic that the Finance Department had been using that started with the Council Mission, Goals, Primary Programs, Secondary Programs, and then Activities. He said that the agency departments would try to put together programs that fit the list of goals/objects that the council had outlined in previous meetings (Metro Council Goals and Objectives). He said that people in the agency were nervous because goals were being identified as activities and not as funds or "usual business."

David Bragdon asked how the budget process accounted for programs that did not necessarily fit in with Metro Council goals.

Bill Stringer said that he expected that if an activity did not meet with Council approval then it would be dismissed and no longer a part of the work or budget.

Mike Jordan said that furthermore the Council would also decide which of those activities or programs were more important than others. This would then segue into determining a time-line that could conceivably reach out 5-10 years as a work plan. He said that Mr. Stringer's ultimate goal was to have the Council to make the decision to allocate funds to those items that were more meaningful for them.

Mike Wetter said that they would review the list of objectives and goals and it was up to the Council to direct staff as to the priorities, to make sure that the list encompassed all their goals, and to remove those objectives that did not meet their goals.

Bill Stringer said that once that list was finalized then the Finance Department would start working on the process of compiling the program activities and budget.

Rex Burkholder said they would need some feedback from the outside world to make sure that they weren't missing programs desired by the constituency, or taking on goals that other agencies might also be tackling.

Mike Wetter said that once the list was agreed upon then they could take the list to stakeholders, but until they had the list, it was a process that was not clearly defined.

Bill Stringer said that staff was trying to put together a calendar with a definitive timeline that encompassed all those goals and then they could roll out the budget.

Susan McLain said she did not want Metro department heads building their budgets around, or by adding, programs that they favored. She said that the Council should weigh-in on where revenue went into programs, and she said that they definitely needed to have public review of the strategy process.

Bill Stringer said that in the past departments had built their budgets and may have added "pet" projects. Those projects may not have popped up or been identified until too late due to the established budget process. He said that he supported the strategic planning process, and that

under the new process the Council would lead in decision-making on programs and the staff would fit the programs to what Council designated as the strategy.

Mike Wetter said he agreed. The list of goals and objectives could be just a list or it could be a real plan based on council priorities. Currently it was only a framework and the council had to put the leadership into it in order to make it a strategy.

Susan McLain said that they had tried to create a strategy before, but that it really was only a budget review in the end. She asked Mike Wetter to explain how this strategy would be different.

Bill Stringer said that the budget had a list of performance measures but no process by which to ascertain if those had been met.

Susan McLain pointed out that performance reviews were time consuming and costly. She wanted to know if Mr. Stringer was looking at the current performance measures to determine success.

Bill Stringer said that many of the staff had been at Metro for numerous years and he had been working with the Finance Department and the Strategy team to do just that. He said it was the departments that had not devised the measures for their programs and implemented them.

Rex Burkholder gave an example of the solid waste program that had a direction but there was no way to direct and measure whether they had met the goals. That was the strategic piece of it.

Susan McLain said her problem was with prioritizing their goals as many of the goals seemed to be of equal importance. She also said that she hoped that this strategy process offered the opportunity to find new funding source(s) and possibly new partners.

Brian Newman said that they needed to have an exercise of matching tasks to resources.

Mike Wetter said that the council did need to let staff know what to emphasize and what to de-emphasize. He invited staff members present to discuss the list of objectives with the council.

Brian Newman asked what the next step would be once the goals and objectives were agreed upon and prioritized.

Mike Wetter said that they would then give it over to staff to firm up the activities that would support the primary and secondary programs. Then council would review those.

Rex Burkholder said that it seemed to be a huge task.

Rod Park questioned the definition of "local" in the first stated goal.

Mike Wetter said that it might be a good idea to re-visit the goals once they completed the list of goals and objectives as that might put a tighter focus on the wording of the goals.

Rod Park expressed concern that if they didn't tighten the stated goal, then they might get off track of what they really intended to accomplish.

Susan McLain agreed that the word "local" was not appropriate either.

Mike Wetter changed the word from “local” to “regional.”

The staff and council formed a circle to better facilitate discussion.

2. Review, add, and edit objectives related to the following goals (2:10 PM)

- Encourage a strong local economy.
- Create vibrant and physically distinct places to live and work.
- Conserve resources.
- Encourage diverse housing options for all residents.
- Create a healthy, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.
- Provide public services that offer substantial value per dollar invested.

Handouts pertaining to this section are attached and form part of the record.

Susan McLain said that she would not be able to stay as Metro also had commitments to the Goal 5 outreach in Washington County and the Washington County Fairs and would have to leave the process early.

First Goal: Encourage a strong local economy:

Rex Burkholder said that the agricultural and forest economy was crucial to the regional economy. He said they should balance that statement.

Rod Park asked if there was a way to rewrite it so that land was not the first part of the equation.

David Bragdon said it implied an expanding urban landscape. He said that he read it as undergoing constant urban expansions.

Mike Wetter said that the list (see “Metro Council and Objectives” spreadsheet) would be reworked and available for Council review at an upcoming meeting. The councilors agreed to the following changes:

- Change the goal to say “encourage a strong and equitable regional economy”
- Change the first objective to say “ensure availability of land to meet the need for housing and employment”
- Bring in the concept of “traded sector” for “expedite the movement of freight”
- Add “provide venue to develop an urban and natural...entrepreneurial activity” to the fifth objective and note the change of last word to “activity”
- Reword objective six
- Add an objective pertaining to the rural economy – include concept of positive impact and responsibility)

Mike Jordan asked to add “provide an acknowledged venue for...” under the first goal of “Encourage a strong and equitable regional economy.” For the tourism conversation he suggested that they wait to re-wordsmith that portion until after their discussion with MERC on Thursday as to how MERC measures success under tourism.

Second Goal: Create vibrant and physically distinct places to live and work:

- Add mention of neighborhoods such as “create and preserve viable neighborhoods” add “play” to the goal so that it is “live, work, and play.”
- Add “public spaces” to the first objective under that goal “create a regional system of parks, trails, greenspaces, and public spaces.”
- Add “maintain” to the goal “create and maintain vibrant and physically distinct places to live and work.”

Third Goal: Conserve Resources:

- Add “maintain” to “protect and maintain open space and habitat areas”
- Change “reduce the amount and toxicity of solid waste generated and the amount and toxicity of solid waste delivered to the landfill” to “reduce the amount and toxicity of solid waste generated and dispersed”
- Change “increase green business practices in Metro operations as a model for the region, and encourage such practices within our jurisdiction” to “increase green business practices in Metro operations as a model for the region, and encourage such practices within the region”
- Merge “use transportation investments...” with “increase the efficiency of the way the land...”
- Change “rural” to “resource” so that it reads “minimize urban encroachment on resource land”

Water supply conservation was discussed as a possible objective here, and it was agreed that that topic needed some more thought before they could decide if that should be a Metro goal.

It was suggested that a goal to “create healthy lifestyle options and livability for citizens” be added to the list.

It was suggested that a goal to “provide transportation options” be added to the list.

Fourth Goal : Encourage [sufficient and] diverse housing options for all residents:

- Remove this goal completely and perhaps replace with a goal geared towards “equity”
- Take this out of goals and make it an objective or put it under “create vibrant and physically distinct places to live, work, and play”
- Also move the objective: “increase the diversity of housing options, specifically in 2040 mixed-use areas to create vibrant and physically distinct places to live, work, and play” to another goal

Fifth Goal: Create a healthy, efficient, and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government

- Change “healthy” to “fiscally sound” to get “create a fiscally sound, efficient, and congruent...”

- Add an objective that says “equitable public services, especially affordable housing, public housing, schools...”
- The council asked the staff to include an objective to reduce or prevent duplication
- Remove the first objective “increase the degree to which the costs of public services are borne by those who benefit from them” and discuss under the “how” meeting on Wednesday and include the concept of urban land being incorporated
- Change the second objective to read “reduce public subsidy of sprawl” and move this item to the goal of Conserve Resource (Mike Wetter asked if Rex Burkholder and Richard Brandman would help him reword this objective)
- Rewrite “rationalize the parks and open spaces...” to be a little more clear and to actually state what the council was trying to get at
- Change “increase the degree to which...” to say “increase the degree to which the costs and benefits of public services accrue to the applicable party”
- Change “reduce local government...” to read “reduce local government dependence on independent effects of the system on land use”
- Change “reduce costs to local jurisdictions...” to “provide services that reduce the costs to local governments and the public to obtain state...”
- Change “implement transportation finance...” to “implement appropriate regional funding mechanisms that support regional needs”
- Reword “increase the portion of the value created by urban expansion...”
- Remove the “leverage actions of local, regional...” to the “how” list for discussion on Wednesday

Sixth Goal: Provide public services that offer substantial value per dollar invested:

Rod Park said that they needed to remember the original charter. They should be looking at how Metro’s “duties” had expanded. The baseline budget was passed in 1992 and since then Metro’s duties have increased. Additional funds are needed to take care of the increasing duties and expanding maintenance, and at some point Metro will have ask the public to increase the cap.

Mike Wetter said that they would discuss that issue at the next meeting.

Rod Park said that Metro continues to evolve, but the financing has not.

Mike Jordan said it was a definite constraint and limited our ability to provide some services to the public.

- Create a goal under this section that will “create, ensure, or allow a financial system that can support the expanding services of Metro”
- Under current portfolio add “project development”

Mike Wetter said that the second goal, “adjust the services portfolio to include only those functions that fit Metro’s distinct competency or regional acope and that most effectively and efficiently support he council’s goals,” was the start of trying to define what Metro does and what it doesn’t do. It was an attempt to put conscious thought towards what Metro does, what it should do, what it does well, and what it might not do well. Metro wanted to raise the profile and specifically acknowledge those facilities while working through the strategic planning process. The idea was to set criteria or a framework to make decisions on what Metro should govern should other things come along that needed regional governance.

Discussion points that the council wanted to revisit at another time:

Parking

Water supply

Define or clarify “council” vs. “region”

Metro services/portfolio – does Metro do anything that does not necessarily encompass a regional scope but Metro does it well so continues to do it?

Cap – ’92 baseline

3. Adjourn (5:00 PM)

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 5:00 p.m.

Prepared by,

Kim Bardes

Clerk of the Council

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF JULY 27, 2004

Item	Topic	Doc Date	Document Description	Doc. Number
#2	Review, add, and edit objectives related to the goals	7/27/04	Metro Council Goals and Objectives, Draft – only those goals being discussed on 7/27/04	072704c-01
#2	Review, add, and edit objectives related to the goals	7/27/04	General Council Direction on Goals	072704c-02
#2	Review, add, and edit objectives related to the goals	7/27/04	Council Office Goals and Objectives	072704c-03
#2	Review, add, and edit objectives related to the goals	7/27/04	Metro Strategic Planning Goals and Objectives	072704c-04