

MINUTES OF THE METRO COUNCIL STRATEGIC PLANNING

Thursday, September 9, 2004
Metro Council Chamber

Councilors Present: Brian Newman, Rod Park, Rex Burkholder,

Councilors Absent: David Bragdon-excused, Carl Hosticka-excused

Others Present: Michael Jordan, Chief Operating Officer; Bill Stringer, Chief Financial Officer; Mike Hogle, Solid Waste and Recycling Director; Andy Cotugno, Planning Director; Mike Wetter, Senior Policy Advisor; Paul Couey, Planning Department; Tony Vecchio, Zoo Director, Jim Desmond, Director Parks and Greenspaces, various other department directors and staff.

Mike Wetter convened the Metro Council Strategic Planning Meeting at 3:20 p.m. and gave a status report of the group's objectives. This report will be available in several days. Mr. Wetter stated that the group needs to talk more about stakeholder engagement and to better review how departments and Councilors communicate.

Mr. Wetter then referred to charts, which he had placed on the wall for the group's review.

The first group of charts referred to "HOW—things that happen within the building"

- *Lead regional problem solving and regional initiatives
- *As stewards of the public trust, practice fiscal prudence and operate efficiently and transparently.
- *Recruit and retain an exceptionally competent productive and motivated workforce.
- *Create, support and encourage a workforce and advisory committee membership that reflects the ethnicity and income distribution of the community we serve.
- *Provide leadership in our community through our diversity practices.
- *Maintain integrity and accountability
- *Optimize asset productivity
- *Maintain open, collaborative working relationships with other governments and organizations.
- *Communicate effectively and develop constructive relationships with both internal (staff) and external (citizens) audiences.
- *Maintain stable and an appropriate level of funding for Metro programs.
- *Provide continually improving service to fellow Metro employees as well as to external customers.
- *Create and sustain a creative, flexible, entrepreneurial, culture that incorporates fresh ideas and support reasonable risk.

The second group of charts referred to "WHAT—things we do externally"

- *Ensure artistic, cultural and recreation opportunities for the region's residents.
- *Ensure an effective, efficient, and environmentally sound solid waste system.
- *Encourage a strong and equitable regional economy.
- *Create a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

Councilor Burkholder commented that the charts are an excellent summation and perhaps some are too long. He asked about where Metro talks about its relationship with the citizens? Councilor Burkholder also commented on the fact that Metro is trying to make citizens lives happier and fuller and that he was disappointed that there was no mention of how Metro is serving its citizens and customers. Andy Cotugno stated that it is important to talk about the fact that there is an accountability to the public and the reason why Metro is an elected form of government.

Mr. Cotugno mentioned that he did not feel that the group had revisited the question of the transportation mission of Metro. Councilor Newman agreed there was something lost in the process. Mr. Wetter answered that it is an issue of being an end to Metro's means. Perhaps that is why it dropped out.

Paul Couey went to the Chart pack and began making the following notations—

Missing---Making people's lives better

Connection to citizens

Responsive to public

The "Table"—Add to goals or mission?

- 1. People**
- 2. Environment**
- 3. Governance**

Plan is central—where is it?

Mr. Wetter and the group talked about how to foster a more collaborative relationship between the council and staff, which would be more focused on policy questions providing objective policy. Mr. Vecchio stated that some of the items being discussed were not missions in and of themselves. Councilor Burkholder asked if perhaps what was missing was the layer of what Metro does and how they do it? That more needed to be said about the program elements.

Members of the group began to talk about what and "end" is. It was stated that Solid Waste is an end, but Transportation is not. Others asked if mobility is an end and if they need to make a separate role for it? Mr. Wetter said that he would make the changes to reflect their questions.

Others in the room talked about the need to say more about how Metro helps to conserve resources and how Metro can state this aspect in a more positive way?

Mr. Wetter went on to a bullet point on the chart, which referred to how Metro manages its portfolios. Casey Short asked why it was defined that way and Mr. Wetter stated that it was an attempt and perhaps a crutch they used at the time they were putting the list together. Mr. Wetter said that he would remove the items. Mr. Cotugno stated that the portfolio could easily be included in the operating goals. Mr. Wetter said he would make that change. The group also asked that Mr. Wetter remove the statement "Provide public services that offer substantial value per dollar invested". Mr. Wetter agreed to remove it.

Janice Larson spoke to the fact that she felt Metro was cheating itself by relegating one side of the table as being outside and the other being inside. Mr. Wetter asked how the group might take Janice's concept and work offline.

Mr. Wetter summarized by stating that the group should be looking for consistency at every level, but to realize that there will be new issues which will surface, down the road.

Jim Desmond stated that at some point the group would need to roll out these new strategies. He also expressed concern that people would look at this effort as a “Metro thing”. Mr. Desmond expressed that there was much wordsmithing to be done. Mr. Wetter stated that Mr. Desmond was absolutely correct, but it would be better to make those changes as a conference committee and not as a whole group. The mission of that committee would be to get rid of the redundancies, but also to preserve and clarify the content. Kate Marx offered guidance by stating that her staff had been working on just that exercise. Mr. Wetter asked that the group include Kate’s work.

Mr. Wetter started another chart pack page to reflect the issues the group had with the product to date:

Status

Step back

Tighten it up

Stakeholder engagement

Mr. Wetter asked the group to look at the plan and talk about which elements of the strategic plan are issues they would like to test with stakeholders. Such as “Lead Regional problem solving and regional initiatives.” Mr. Wetter asked the group to think about what the stakeholders’ perceptions are of Metro’s capabilities? Councilor Burkholder suggested that it would not be beneficial to involve people who do not already work with us. He suggested groups like MPAC, JPACT, elected officials from federal, state and local jurisdictions. Mr. Vecchio asked that we poll those groups on what they perceive to be a regional problem.

Councilor Burkholder stated that the group should talk about who they think they should be talking to and then trying the questions to those people. He also asked if there could be any caveat if they do not bring this out for public discussion.

QUESTIONS ON CHART PACK

- 1. Ask local electeds how to define what they perceive to be regional problems/issues?**
- 2. What is the level of trust in Metro playing this role objectively?**
- 3. What are the characteristics of a regional leader?**

Councilor Park asked that the group to be cautious. His concern is that the Metro get an untarnished view of how the region perceives Metro and asked that we say “Here is what we do today, is that more than enough? Not enough”? Kate Marx stated that in an era of surveys and push polls, there is a heightened sensitivity to what is being communicated. That there is a dimension that is no longer subliminal and people start looking for what you are trying to accomplish.

Mr. Wetter and others commented that what they will do will be targeted and in depth. Some people have more at stake, while others are at a fairly general level and this may end up being far more than you want to do with them. Perhaps more than one group is needed?

Tony Vecchio stated that the group is at a point in the strategic plan where there are questions that the Council must weigh in on. (At this point in the meeting, only Rod Park and Rex Burkholder were present) Councilor Burkholder stated that one item he was interested in seeing Metro work on is how they want to start treating their customers. He went on to comment that even some members of MPAC and JPACT do not even have the full concept of what Metro does. Councilor Burkholder sees that there are huge regional problems out there and how can Metro work on

them? How does Metro package itself in such a way that people can see what Metro is doing and what their message is?

Councilor Park said that he would like to work on this exercise with the other 5 councilors so that there is better cohesion of questions and answers.

Mr. Wetter commenced talking about “Strategic Questions” and things the group would like to revisit before going forward. He started another chart pack page and made a list of groups Metro would like to question about performance.

GROUPS TO QUESTION

Coalition for a Livable Future
Portland Business Alliance
Artistic community
Educational community
Washington elected officials
Department of Environmental Quality
MCCI
Conservation and environmental communities
Various coalitions
Accessibility communities
DLCD and Federal resource agencies
Tri-Met
Port of Portland
Disposal Industry
Property rights
Agriculture/farm communities
Mining and gravel
Development communities
MERC
Larger parks providers
Business interests
Labor Union/employees

Bill Stringer asked about next steps and which direction Mr. Wetter is going to take the group and the work thus far? Mr. Wetter responded that he needs more information about what their priorities are and what they would like to see in the plan. He asked for the group to think about their interests and also what they want to emphasize less. The ultimate objective is to have a template of their priorities and to get more clarity about operating objectives.

Adjourn

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

Prepared by,

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ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF SEPTEMBER 9, 2004

Item	Topic	Doc Date	Document Description	Doc. Number
1.	Agenda	09/09/04	Metro Council Strategic Planning Agenda	090904csp.01