

MINUTES OF THE METRO COUNCIL STRATEGIC PLANNING

Thursday, September 16, 2004
Metro Council Chamber

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

Councilors Absent: Carl Hosticka,

Others Present: Doug Anderson, David Biedermann, Chris Billington, Andy Cotugno Paul Couey, Jim Desmond, Karen Feher, Karol Ford, Kerry Gilbreth, Michael Jordan, Jenny Kirk, Janice Larson, Kate Marx, Kathy Sherrick, Ruth Scott, Casey Short, Tony Vecchio, Mike Wetter, Karen Withrow

Council President Bragdon convened the Metro Council Strategic Planning Meeting at 2:50 p.m.

1. Discussion of Strategic Plan “parking lot” issues (3:00 PM)

Mike Wetter reviewed the Strategic Plan process up-to-date and reviewed the current tasks that pertained to the Strategic Plan.

He said that the following items were the next items of focus for the plan:

- Edit plan to reduce redundancy
- All staff meetings
- Align programs with objectives
- Identify Council practices for the budget

Rod Park said that there were programs, like transportation and land-use planning, that were currently operating, but he wanted to be sure that projects/activities/programs that Metro should be doing, or that staff had thought of but not presented to Council, were also put on the table during this process.

Mike Jordan said that the staff, as they were thinking about their secondary programs, would define what programs they had today as well as the opportunities for the future. They would also bring up issues that were just barely limping along and needed attention in order to succeed.

Karen Withrow reviewed the “Metro Council Strategic Initiative-Stakeholder Involvement” handout, and took each item one-by-one to discuss with the Council. That sheet is attached and forms part of the record. Discussion centered on following this handout and filling in the respective sections as outlined below.

MERC leadership:

Interest in Metro’s Strategic Initiative:

- Organizational Structure
- Support Services & Costs
- Integrated Vision

Specific Goals:

- P8, P9, P1, P2, and P4

Effect of Strategic Initiative on Stakeholder:

- Common understanding of mutual relationship
- Mutual understanding of both agencies work plan
- Better working relationship, partnership
- Joint priorities
- Evaluation of mix of public services

Best Way to Reach Stakeholder:

- Joint meetings

Notes:

- O5, O7, O10, O3

MCCI

Interest in Metro's Strategic Plan

- They want relevance
- Responsive government
- Transparency of decision making by Council
- They want Metro to be model of government/public interaction
- Better process for communication

General/Specific:

- Mostly general
- Specific O0, O9

Effect of Strategic Initiative on Stakeholder:

- Stick to core mission
- Clarified role
- Good advice and feedback
- Watchdog
- Focus on proper input at the right time

Best way to Reach Stakeholder:

- MCCI meetings
- Send panel of 3 councilors to meetings

Notes:

- Kind, good-hearted, and hard working
- Volunteers

Government Partners

Interest in Metro's Strategic Initiative:

- Customers of Metro
- Regulated by Metro
- They want local control
- Coordination with Metro
- Regional table
- Metro to referee
- Retain their uniqueness
- Funding by Metro

General/Specific:

- Specific: O1, O8, P4, P9 (especially City of Portland and Multnomah Co.)
- General: all others

Effect of Strategic Initiative on Stakeholder:

- Good working relationship with mutual respect
- Utilize Metro as a resource
- Timely implementation of Metro's actions

Best Way to Reach Stakeholder:

- Re-establish the "Metro Matters" mini events in each county (maybe two to each county)
- One-on-one meetings with elected officials

Notes:

- Two audiences: administrative/managerial versus operational
- What do the stakeholders want from us (defining Metro's roles)
- Do stakeholders want Metro involved in the regional economy, and to what degree?
- Where do roles begin and end and how are they linked to responsibility
- Consistency across the region

Business and Industry Representatives

Interest in Metro's Strategic Initiative:

- Metro region successful economy
- Testing ground and model for other governments and states
- Technical capacity – model

General/Specific:

- General focus

Effect of Strategic Initiative on Stakeholder:

- Fair share for regional resources
- Educational tool for public
- Conduit on regional issues

Best Way to Reach Stakeholder:

- Interaction with more interest groups
- Bring them to Metro for informational exchanges
- Create an executive summary “leave behind” sheet

Notes:

- None

Council President Bragdon said that most stakeholders would not really have an interest in the full Metro Strategic Plan and would not want to know the details of Metro’s inner workings. He said that Metro definitely needed better communications with external and internal stakeholders, but that they did not need, nor in most cases would they want, details of the Metro Strategic Plan. They would be interested in what Metro was working on, but not Metro’s internal strategic planning.

Discussion centered on this for a time and it was suggested that an executive summary on the Metro Strategic Planning process would be helpful, but the real undertaking should be outreach efforts on building support for Metro and Metro programs, and where the resources and budget supported those programs.

The “message” that needed to be broadcast was what Metro offered versus what Metro needed internally to make the programs happen. Building alliances with local and state governments was key to Metro’s success. Metro needed to build support for its programs in the community.

It was suggested that the rest of the list on the worksheet be eliminated for specific outreach on the details of the Metro Strategic Plan, but not eliminated for outreach on what Metro does. It was agreed that for some specific things it would be important to talk about the Strategic Plan. Those would need to be identified and kept on the list. New Metro projects would need to be vetted by the corresponding stakeholders.

It was generally felt that Metro employees needed to be part of the process and that they had a big stake in the internal operations. Mike Wetter said that management and staff were working on programs, activities, and performance measures. He also said that plans for outreach to Metro employees were in the works.

Metro Employees

Interest in Metro’s Strategic Initiative:

- Sense of mission
- Job satisfaction
- Connection to agency

General/Specific:

- Share all general
- Specific: O3, O5, O4, O9, O7

Effect of Strategic Initiative on Stakeholder:

- Provide new opportunities
- Provide staff training
- Succession planning
- Retention
- Employee clarification/relationship to mission
- Orientation
- Improved relations with labor force through the union

Best Way to Reach Stakeholder:

- All staff meetings
- Brown Bag lunches
- Monday messages
- Put plan on intramet website

Notes:

- Joint management/labor forum
- Group of non-represented employees that needed to be considered as well (who aren't directors)
- Get different folks from different departments and levels of the work force together for the outreach efforts on the Strategic Plan

Mike Wetter said that they would need to get to the task of prioritizing objectives. The councilors discussed what the next step would require of them and how they would be able to accomplish the goal of identifying and prioritizing the agency objectives. He emphasized that the next step required input from all of the councilors. It was suggested that the objectives exercise would be a take-home project at least for the initial round of work.

2. Adjourn

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 4:46 p.m.

Prepared by,

Kim Bardes

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF SEPTEMBER 16, 2004

Item	Topic	Doc Date	Document Description	Doc. Number
#1	Stakeholder Involvement	9/16/04	Metro Council Strategic Initiative – Stakeholder Involvement	091604csp-1
#1	Stakeholder Involvement	9/17/04	Summary of work done at the meeting on the Stakeholder Involvement worksheet	091604csp-2