

## **Council Retreat June 23, 2004**

Attendees: David Bragdon, Dan Cooper, Paul Couey, Carl Hosticka, Michael Jordan, Kate Marx, Susan McLain, Rod Monroe, Brian Newman, Kathy Rutkowski, Bill Stringer, Reed Wagner, Mike Wetter

Minutes taken by Kim Bardes.

### **STRATEGIC PLANNING**

Discussion centered on goals and how agency goals seemed to differ from department goals. Department goals should align with agency goals. Some departments/facilities have goals that seem bigger than Metro goals, such as the zoo wanting to save a species (condors). Metro should sets goals for departments that align with agency goals. What agency “tone” or behavior is required to achieve a successful outcome? Many departments have similar goals of conservation and education but they are all going after those goals in disparate ways. They need to restructure department processes so that they fall in line with agency goals.

Whether to use consultants to help them through this process of setting goals and restructuring the agency to align with those goals or to use in-house talent was debated. It was agreed that there was a lot of talent at Metro that could be tapped into for this endeavor and that while some people had volunteered and were already working in the loop, perhaps others should be recruited.

It was generally agreed that during the summer and before the summer recess much of this work should be completed or very underway. The council members agreed to have 6 half-day meetings to work on this, preferably in the morning. It was also suggested that some work sessions could be given over to this discussion and strategic planning. The 6 half-day sessions would focus on setting the vision for Metro’s role in the region, the vision or mission of Metro, and agency goals.

It was suggested that talent within Metro could be pulled from different departments around a particular project, that a project did not necessarily need to sit in one department. One person still would have to be responsible for the project and it’s ultimate success. By pulling from talent in the agency and from various departments people would present more directions or ideas for a project that could lead to greater success or new focus.

The goal was set to achieve the Vision/Mission, Agency Goals, Department Goals (as they pertain to agency goals), and Objectives/Success Factors Core Competencies by the August recess. Then staff would work on setting Initiatives and Measures/Targets for review by Council by October 15, 2004. They agreed that they did not want to re-plow the same ground but rather get the work done.

Conversation turned back to aligning agency goals with facility/department goals. It was generally felt that some facilities had run themselves in the past and there was a general desire to have the council setting the vision and agency goals.

Mike Wetter warned that strategic planning could indeed lead to a significant reorganization.

## BUDGET

Discussion centered around what worked and what didn't work for the budget that was just completed. That information is attached in a spreadsheet. The process was discussed at length and it was agreed that the current process was not as helpful as it could be. It was stated that once the Council President's budget was on the table that there was not enough time for the council members to review, absorb, or affect the budget. The council members said they were looking for more in-depth information on some issues, suggestions from staff on alternatives or scenarios for some projects or issues, and a better time-line that allowed for these things to be reviewed before hitting the public forum.

Bill Stringer suggested that for the next fiscal year the council allow for a performance based budget process. He felt that that type of budget would address a lot of their concerns and even eliminate many of the problems. He suggested that at the end of the next fiscal year, they could evaluate that process and have something to compare to the current process.

## CONCLUSION

It was agreed that Metro needed a strategic plan and that a performance based budget system would help to achieve agency objectives.

There was discussion about telling the story of what Metro does and what Metro wants to do versus defending Metro decisions and actions. It was agreed that these would be good things to keep in mind when working on the strategic plan.