

# A G E N D A

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**METRO**

## **Agenda**

MEETING: METRO COUNCIL WORK SESSION MEETING  
DATE: December 15, 2004  
DAY: Wednesday  
TIME: 2:00 PM  
PLACE: Metro Council Chamber

### **CALL TO ORDER AND ROLL CALL**

- 2:00 PM      1.      BUDGET FOLLOW-UP**
- 3:45 PM      2.      COUNCIL BRIEFINGS/COMMUNICATION**

**ADJOURN**

## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

Secondary Program	Department	Direct Revenue	less Direct Costs	less Allocated Costs	plus Allocated Revenue	equals Net Resource Requirements	FTE
<b>1. Great Places</b>							
Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.							
<b>1.1 Natural areas, park land and outdoor recreation infrastructure are available near housing and employment.</b>							
Site Planning	Parks	0	133,040	67,198	0	(200,238)	1.30
Construction and Project Mgt.	Parks	811,902	2,250,625	79,563	441,386	(1,076,900)	1.00
Regional System Planning	Parks	30,000	267,538	153,384	0	(390,922)	2.55
Land Acquisition and Negotiation	Parks	55,000	3,945,854	305,595	91,600	(4,104,849)	2.00
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,643)	7.40
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
<b>TOTAL</b>		<b>896,902</b>	<b>9,807,312</b>	<b>1,752,728</b>	<b>2,547,160</b>	<b>(8,115,977)</b>	<b>32.68</b>
<b>1.2 The region's centers and corridors are distinctive, attractive and efficient.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Corridor Planning	Planning	0	1,470,129	233,101	1,590,008	(113,222)	5.62
Transportation Revenue Development	Planning	0	62,511	25,400	79,643	(8,268)	0.54
Freight Programs	Planning	0	101,610	27,624	112,447	(16,787)	0.65
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
<b>TOTAL</b>		<b>0</b>	<b>12,195,955</b>	<b>1,997,074</b>	<b>12,463,528</b>	<b>(1,729,501)</b>	<b>45.90</b>
<b>1.3 A diversity of artistic, cultural and recreational opportunities are available.</b>							
Convention and Trade Shows	MERC	26,295,523	22,964,096	3,550,376	0	(218,949)	127.46
Arts and Culture	MERC	9,106,283	7,504,705	1,187,413	0	414,165	22.59
Conservation Education	Zoo	914,453	1,597,480	377,128	1,060,154	(1)	15.86
Community and Guest Services	Zoo	14,109,246	17,676,201	4,451,364	8,045,349	27,030	118.16
<b>TOTAL</b>		<b>50,425,505</b>	<b>49,742,482</b>	<b>9,566,281</b>	<b>9,105,503</b>	<b>222,245</b>	<b>284.07</b>
<b>1.4 The region's residents choose from a diversity of housing options.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Affordable Housing	Planning	0	158,183	55,544	0	(213,727)	1.06
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
<b>TOTAL</b>		<b>0</b>	<b>6,279,529</b>	<b>561,356</b>	<b>5,595,332</b>	<b>(1,245,553)</b>	<b>11.64</b>

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## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

Secondary Program	Department	Direct Revenue	less Direct Costs	less Allocated Costs	plus Allocated Revenue	equals Net Resource Requirements	FTE
<b>2. Environmental Health</b>							
Goal: The region's wildlife and people thrive in a healthy urban ecosystem.							
2.1 Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.							
Resource Restoration and Management	Parks	583,940	1,767,512	317,179	0	(1,500,751)	3.45
Land Acquisition and Negotiation	Parks	55,000	3,945,854	305,595	91,600	(4,104,849)	2.00
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Regional Framework Plan	Planning	0	331,164	162,258	50,000	(443,422)	3.02
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
Hazardous Waste Reduction	SW&R	884,500	5,128,480	1,855,187	76,773	(6,022,394)	30.05
Private Facility Regulation	SW&R	15,000	601,823	369,694	9,009	(947,508)	5.00
Illegal Dump Site	SW&R	0	434,455	112,295	6,504	(540,246)	1.00
Landfill Stewardship	SW&R	0	900,628	429,570	13,482	(1,316,716)	6.50
<b>TOTAL</b>		<b>1,538,440</b>	<b>20,760,530</b>	<b>5,903,903</b>	<b>7,347,640</b>	<b>(17,778,353)</b>	<b>105.36</b>
2.2 Our community is inspired to create a better future for wildlife and the environment.							
Environmental Education and Interpretation	Parks	188,800	375,095	110,058	0	(296,353)	3.25
Public Outreach	Parks	43,800	293,436	105,312	0	(354,948)	2.75
Volunteer Services	Parks	0	121,181	51,894	0	(173,075)	1.25
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
Conservation	Zoo	0	800,813	157,071	957,884	0	8.91
Conservation Education	Zoo	914,453	1,597,480	377,128	1,060,154	(1)	15.86
Community and Guest Services	Zoo	14,109,246	17,676,201	4,451,364	8,045,349	27,030	118.16
<b>TOTAL</b>		<b>15,256,299</b>	<b>22,836,588</b>	<b>5,905,094</b>	<b>10,888,719</b>	<b>(2,596,664)</b>	<b>163.51</b>
2.3 The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.							
Waste Reduction	SW&R	60,000	3,397,996	1,063,020	50,868	(4,350,148)	7.67
Outreach and Education	SW&R	2,500	1,313,238	498,928	19,659	(1,790,007)	11.33
Hazardous Waste Reduction	SW&R	884,500	5,128,480	1,855,187	76,773	(6,022,394)	30.05
Private Facility Regulation	SW&R	15,000	601,823	369,694	9,009	(947,508)	5.00
Illegal Dump Site	SW&R	0	434,455	112,295	6,504	(540,246)	1.00
Disposal Services	SW&R	29,159,153	28,332,938	4,100,711	424,143	(2,850,353)	19.15
Facilities Asset Management	SW&R	0	499,323	169,051	7,475	(660,899)	4.00
Landfill Stewardship	SW&R	0	900,628	429,570	13,482	(1,316,716)	6.50
<b>TOTAL</b>		<b>30,121,153</b>	<b>40,608,881</b>	<b>8,598,456</b>	<b>607,913</b>	<b>(18,478,271)</b>	<b>84.70</b>

## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

<i>Secondary Program</i>	<i>Department</i>	<i>Direct Revenue</i>	<i>less Direct Costs</i>	<i>less Allocated Costs</i>	<i>plus Allocated Revenue</i>	<i>equals Net Resource Requirements</i>	<i>FTE</i>
<b>2.4 Metro is a model for green business practices.</b>							
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
<b>TOTAL</b>		0	5,517,746	199,102	5,579,221	(137,627)	5.18
<b>2.5 Urban land is used efficiently and resource land is protected from urban encroachment.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Regional Framework Plan	Planning	0	331,164	162,258	50,000	(443,422)	3.02
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Transportation Revenue Development	Planning	0	62,511	25,400	79,643	(8,268)	0.54
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
<b>TOTAL</b>		0	12,810,182	2,656,072	11,999,915	(3,466,339)	61.08

## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

Secondary Program	Department	Direct Revenue	less Direct Costs	less Allocated Costs	plus Allocated Revenue	equals Net Resource Requirements	FTE
<b>3. Economic Vitality</b>							
Goal: Residents and businesses benefit from a strong and equitable regional economy.							
<b>3.1 Land is available to meet the need for housing and employment.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Regional Framework Plan	Planning	0	331,164	162,258	50,000	(443,422)	3.02
Economic Development	Planning	0	0	0	0	0	0.00
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
<b>TOTAL</b>		0	2,924,490	1,046,502	2,064,174	(1,906,818)	22.92
<b>3.2 Industry clusters thrive.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Freight Programs	Planning	0	101,610	27,624	112,447	(16,787)	0.65
Economic Development	Planning	0	0	0	0	0	0.00
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
<b>TOTAL</b>		0	2,694,936	911,868	2,126,621	(1,480,183)	20.55
<b>3.3 Access to jobs, services, centers and industrial areas is efficient.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Corridor Planning	Planning	0	1,470,129	233,101	1,590,008	(113,222)	5.62
Transportation Revenue Development	Planning	0	62,511	25,400	79,643	(8,268)	0.54
Freight Programs	Planning	0	101,610	27,624	112,447	(16,787)	0.65
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
Travel Forecasting	Planning	0	889,806	190,915	1,008,150	(72,571)	4.34
<b>TOTAL</b>		0	13,085,761	2,187,989	13,471,678	(1,802,072)	50.24
<b>3.4 Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.</b>							
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
<b>TOTAL</b>		0	4,354,451	1,172,218	4,978,180	(548,489)	27.76
<b>3.5 The region is strong in tourism jobs.</b>							
<b>TOTAL</b>							
<b>3.6 The region's rural economy thrives.</b>							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
Freight Programs	Planning	0	101,610	27,624	112,447	(16,787)	0.65
Economic Development	Planning	0	0	0	0	0	0.00
<b>TOTAL</b>		0	2,759,022	1,052,473	2,531,236	(1,280,259)	22.46

## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

Secondary Program	Department	Direct Revenue	less Direct Costs	less Allocated Costs	plus Allocated Revenue	equals Net Resource Requirements	FTE
<b>4. Smart Government</b>							
Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.							
<b>4.1 Regional needs are supported by appropriate regional funding mechanisms.</b>							
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Corridor Planning	Planning	0	1,470,129	233,101	1,590,008	(113,222)	5.62
Transportation Revenue Development	Planning	0	62,511	25,400	79,643	(8,268)	0.54
<b>TOTAL</b>		0	5,221,146	1,380,825	5,946,528	(655,443)	32.67
<b>4.2 Public services are available and equitable.</b>							
Affordable Housing	Planning	0	158,183	55,544	0	(213,727)	1.06
Arts and Culture	MERC	9,106,283	7,504,705	1,187,413	0	414,165	22.59
<b>TOTAL</b>							
<b>4.3 Metro provides services that fit its distinct competency or regional scope. (Includes such service goals as "Lead in public facility management.")</b>							
Pioneer Cemeteries	Parks	303,100	358,885	102,278	19,590	(138,473)	2.05
Parks and Natural Area Management	Parks	2,281,790	2,314,546	716,831	3,150	(746,437)	17.40
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
Performance Measures	Planning	0	127,079	64,877	0	(191,956)	1.26
High Capacity Transportation Implementation	Planning	0	2,386,547	486,998	2,683,420	(190,125)	12.10
Corridor Planning	Planning	0	1,470,129	233,101	1,590,008	(113,222)	5.62
Transportation Revenue Development	Planning	0	62,511	25,400	79,643	(8,268)	0.54
Freight Programs	Planning	0	101,610	27,624	112,447	(16,787)	0.65
Regional Transportation Options Implementation	Planning	0	665,945	49,894	701,303	(14,536)	1.25
Livable/Green Streets Implementation	Planning	0	85,908	32,919	107,918	(10,909)	0.75
TOD Implementation	Planning	0	4,734,983	99,335	4,770,000	(64,318)	2.65
Centers Implementation	Planning	0	30,910	16,954	0	(47,864)	0.53
Economic Development	Planning	0	0	0	0	0	0.00
Data Resource Center	Planning	0	1,237,873	494,721	1,188,842	(543,752)	12.50
Travel Forecasting	Planning	0	889,806	190,915	1,008,150	(72,571)	4.34
Community and Guest Services	Zoo	14,109,246	17,676,201	4,451,364	8,045,349	27,030	118.16
Waste Reduction	SW&R	60,000	3,397,996	1,063,020	50,868	(4,350,148)	7.67
Outreach and Education	SW&R	2,500	1,313,238	498,928	19,659	(1,790,007)	11.33
Hazardous Waste Reduction	SW&R	884,500	5,128,480	1,855,187	76,773	(6,022,394)	30.05
Illegal Dump Site	SW&R	0	434,455	112,295	6,504	(540,246)	1.00
Disposal Services	SW&R	29,159,153	28,332,938	4,100,711	424,143	(2,850,353)	19.15
Convention and Trade Shows	MERC	26,295,523	22,964,096	3,550,376	0	(218,949)	127.46
Arts and Culture	MERC	9,106,283	7,504,705	1,187,413	0	414,165	22.59
<b>TOTAL</b>		82,202,095	104,493,182	20,648,734	23,306,556	(19,633,265)	426.79

## RESOURCE USAGE: OBJECTIVE AND SECONDARY PROGRAM "BEST MATCHES"

<i>Secondary Program</i>	<i>Department</i>	<i>Direct Revenue</i>	<i>less Direct Costs</i>	<i>less Allocated Costs</i>	<i>plus Allocated Revenue</i>	<i>equals Net Resource Requirements</i>	<i>FTE</i>
4.4 There is no duplication of public services among jurisdictions.							
Integrated Land Use/Transport Concept Planning	Planning	0	1,355,453	389,523	825,332	(919,644)	7.40
Regional Framework Plan	Planning	0	331,164	162,258	50,000	(443,422)	3.02
Metropolitan Planning Organization	Planning	0	1,301,959	635,326	1,593,457	(343,828)	14.41
Natural Resource Implementation	Planning	0	616,929	262,744	0	(879,673)	5.93
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Travel Forecasting	Planning	0	889,806	190,915	1,008,150	(72,571)	4.34
Waste Reduction	SW&R	60,000	3,397,996	1,063,020	50,868	(4,350,148)	7.67
Outreach and Education	SW&R	2,500	1,313,238	498,928	19,659	(1,790,007)	11.33
Hazardous Waste Reduction	SW&R	884,500	5,128,480	1,855,187	76,773	(6,022,394)	30.05
Illegal Dump Site	SW&R	0	434,455	112,295	6,504	(540,246)	1.00
<b>TOTAL</b>		<b>947,000</b>	<b>25,555,660</b>	<b>6,634,367</b>	<b>14,676,763</b>	<b>(16,566,264)</b>	<b>121.51</b>
4.5 The tax system in the region does not have inadvertent effects on land use.							
<b>TOTAL</b>							

# COUNCIL RETREAT JUNE 23, 2004

## LESSONS FROM THE 2004 - 2005 BUDGET PROCESS

WHAT WORKED	WHAT DID NOT WORK	THE OBJECTIVE	POSSIBLE SOLUTIONS
Staff assistance worked well. There was a good response time.	Direction was not given early enough in the process	We need to focus on the QUALITY of council involvement more than the QUANTITY	Earlier councilor involvement regarding significant policy
	We need to realize that our decisions effect other governments such that we need to make those decisions earlier in the process.	There should be better discussions of Policy issues and at an earlier date both inside and outside Metro	Strategic planning must produce councilor input earlier on and discussion inside and outside Metro
	There was no framework for decision making ~priorities, goals, strategic plan. The programs/areas that were offered up for cuts by the departments were often the most popular programs	We need to have departments explain how each program relates to broader agency objectives. Performance measures are key.	Council must provide clear and prioritized objectives. Performance measures should link Programs to Council objectives
	Policy decisions embedded in the budget were not explicit	There needs to be more thorough public review. In the past, this process was too internal	Develop a budget process that is more transparent, involves stakeholders and makes Policy decisions explicit.
Communications: Communication with the press was well coordinated.	The causes of budget problems and opportunities were often poorly communicated.	Making the budget process a communication opportunity (internal and external). Externally, we should strategically plan information that is released.	There must be a process for Departments to discuss key issues and opportunities with the Council in a context that is understandable to each.
	Efficiencies within Metro are not identified and implemented.	There needs to be greater ability to weigh priorities across departments	Management must work to identify key competencies across Metro and identify efficiencies where there are efficiencies.
Ability to incorporate new direction in regards to the budget. For example, the additional excise tax for Parks.			Both the expenditure and revenue side of the Budget must be flexible enough to incorporate new ideas and initiatives.
	Coordination of analysis and examination with the Elected Auditor	Metro processes and procedures deserve examination.	
		We need a shorter, comprehensive snapshot or where we are with each department	Develop a "scorecard" response that reflects performance, costs, effort and so forth.
Rate setting paralleled the budget process. Associating revenues with the budget process.		We should institutionalize paralleling rate setting with the budget	Rate setting should be coordinated with the Budget.
	We don't want public affairs defending the President's budget	Council needs to be more engaged in budget production	Make certain that Council is engaged and develop a Budget Process that engages Council.
Lay-offs were handled in a humane manner. Council behaved appropriately by not getting involved in direct management decisions			

12/504c-02

# **Council Budget Advisory (Strawman)**

Draft December 15, 2004

**(As gleaned from Councilor comments and strategic planning exercises April through November 2004)**

## **Programmatic Objectives**

**1.1 Natural areas, parkland, and outdoor recreation infrastructure are available near housing and employment.**

- Take the next step in creating a regional parks network by translating the vision developed by GPAC into specific initiatives to be implemented by Metro and its partners. This step may include preparing to acquire property as part of the November 06 bond measure outlined in resolution 04-3605 as amended.

**1.2 The region's centers and corridors are distinctive, attractive and efficient.**

- Lead an initiative, based in part on education and capacity building with public and private partners in the region, to attract more investment into selected Regional Centers and Town Centers designated in the 2040 Growth Concept. Include an affordable housing component.

**1.2 The region's centers and corridors are distinctive, attractive and efficient.**  
**and**

**3.2 Industry clusters thrive.**

- Shift resources away from urban growth boundary expansion activities and lead a regional initiative that develops a collective vision for "quality of life" among the region's leaders and the public, that develops a multi-disciplinary strategy to be implemented by a broad array of partners to achieve that vision, and initiates action that yields both short and long-term results.

**2.1 Natural areas are large enough, have the appropriate balance of species, and are interconnected with other natural areas so that normal ecological processes are maintained.**

- Lead a regional initiative to protect and restore natural areas by convening and collaborating with local governments, business groups, and non-profits, by using core competencies from several Metro departments to strengthen habitat measures consistent with resolution 04-3605 as amended.

#### **4.3 Metro provides services that fit its distinct competency or regional scope.**

- Maintain Metro's leadership role in public facility management in the region. Make progress towards financially sustainable operating strategies for Metro's facilities portfolio including the zoo and Oregon Convention Center.

### **Operating Objectives**

#### **1.1 As stewards of the public trust, practice fiscal prudence, and operate efficiently and transparently.**

- Reign in Metro's burgeoning overhead costs.

#### **3.1 Lead regional problem solving and regional initiatives.**

- Develop more capacity within the organization to facilitate efficient consensus based decision-making processes among broad and diverse sets of stakeholders. This will include staff training in decision support, project management, facilitation and other skills necessary to better support both external and internal policy development processes.



**METRO**

PEOPLE PLACES  
OPEN SPACES

FY 2005-06  
STRATEGIC BUDGET  
INITIATIVE

WORKING DRAFT

NOVEMBER 2004

## Metro Council Goals and Objectives\*

### 1. Great Places

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

- 1.1 Natural areas, park land and outdoor recreation infrastructure are available near housing and employment.
- 1.2 The region's centers and corridors are distinctive, attractive and efficient.
- 1.3 A diversity of artistic, cultural and recreational opportunities are available.
- 1.4 The region's residents choose from a diversity of housing options.

### 2. Environmental Health

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

- 2.1 Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.
- 2.2 Our community is inspired to create a better future for wildlife and the environment.
- 2.3 The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.
- 2.4 Metro is a model for green business practices.
- 2.5 Urban land is used efficiently and resource land is protected from urban encroachment.

### 3. Economic Vitality

Goal: Residents and businesses benefit from a strong and equitable regional economy.

- 3.1 Land is available to meet the need for housing and employment.
- 3.2 Industry clusters thrive.
- 3.3 Access to jobs, services, centers and industrial areas is efficient.
- 3.4 Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.
- 3.5 The region is strong in tourism jobs.
- 3.6 The region's rural economy thrives.

### 4. Smart Government

Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

- 4.1 Regional needs are supported by appropriate regional funding mechanisms.
- 4.2 Public services are available and equitable.
- 4.3 Metro provides services that fit its distinct competency or regional scope.
- 4.4 There is no duplication of public services among jurisdictions.
- 4.5 The tax system in the region does not have inadvertent effects on land use.



**METRO**

PEOPLE PLACES  
OPEN SPACES

FY 2005-06  
STRATEGIC BUDGET  
INITIATIVE

WORKING DRAFT

NOVEMBER 2004

## Critical success factors

### **1. Financial and Operational Excellence**

- 1.1 As stewards of the public trust, practice fiscal prudence, and operate efficiently and transparently.
- 1.2 Maintain asset value of facilities through preventative maintenance, monitoring and fully funding renewal and replacement reserve.
- 1.3 Maintain stable and appropriate level of funding for Metro programs.
- 1.4 Improve business processes to increase efficiency.

### **2. Workforce Excellence**

- 2.1 Recruit, train and retain an exceptionally competent, productive and motivated workforce.
- 2.2 Provide leadership in the community through our diversity practices.
- 2.3 Create and sustain a creative, flexible, entrepreneurial culture that incorporates fresh ideas and supports reasonable risk.

### **3. Communications and Leadership Excellence**

- 3.1 Lead regional problem solving and regional initiatives.
- 3.2 Foster a collaborative relationship between a council, focused on policy questions, and staff, focused on providing objective policy and program options and rigorous analysis.
- 3.3 Maintain open working relationships with other governments and organizations and provide a venue for regional collaboration.
- 3.4 Communicate effectively and develop constructive relationships with internal and external audiences.

\* Note This is not a statement of official Metro policy nor has it been voted on by the Metro Council. It is a working draft for departments to use as the foundation for the strategic budget initiative.

## Metro Council Goals and Objectives

November, 2004

### 1. Great Places

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

### 2. Environmental Health

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

### 3. Economic Vitality

Goal: Residents and businesses benefit from a strong and equitable regional economy.

### 4. Smart Government

Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

121504c-05 Paul Cheney 12/15/04

## **Metro Council Goals and Objectives**

*November, 2004*

### **1. Great Places**

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

**1.1** Natural areas, park land and outdoor recreation infrastructure are available near housing and employment.

**1.2** The region's centers and corridors are distinctive, attractive and efficient.

**1.3** A diversity of artistic, cultural and recreational opportunities are available.

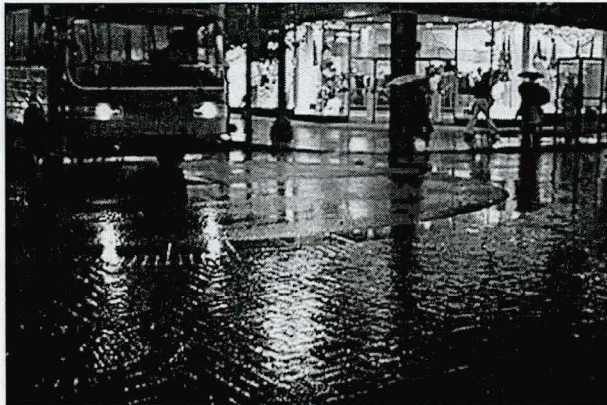
**1.4** The region's residents choose from a diversity of housing options.

# Metro Council Goals and Objectives

*November, 2004*

## 1. Great Places

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

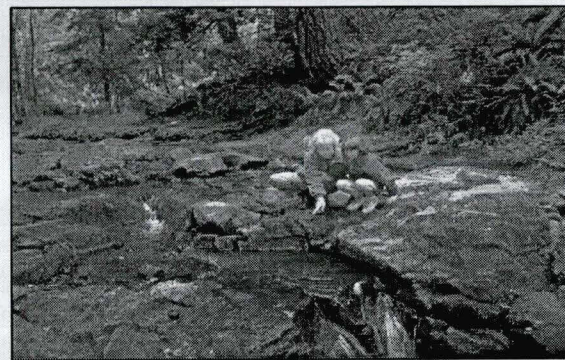
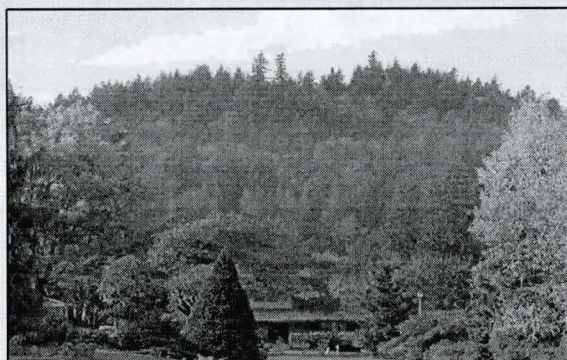
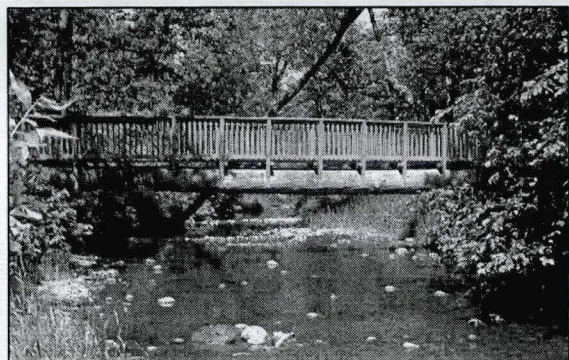


# Metro Council Goals and Objectives

November, 2004

## 1. Great Places

1.1 Natural areas, park land and outdoor recreation infrastructure are available near housing and employment.

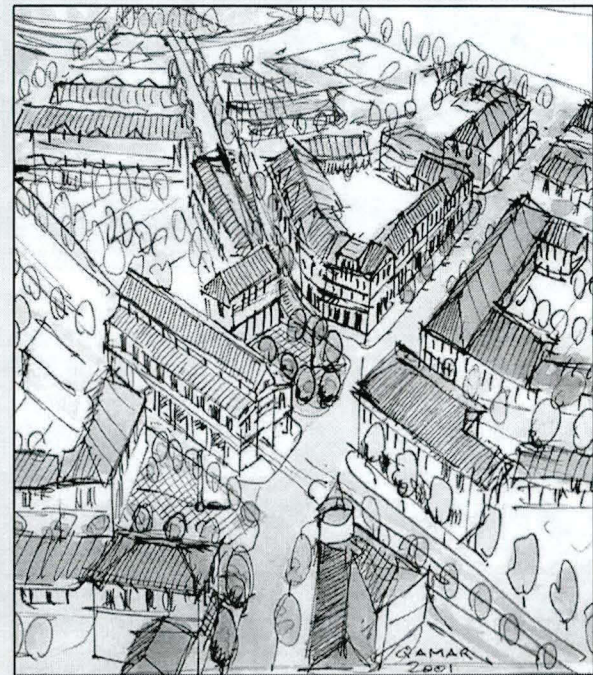
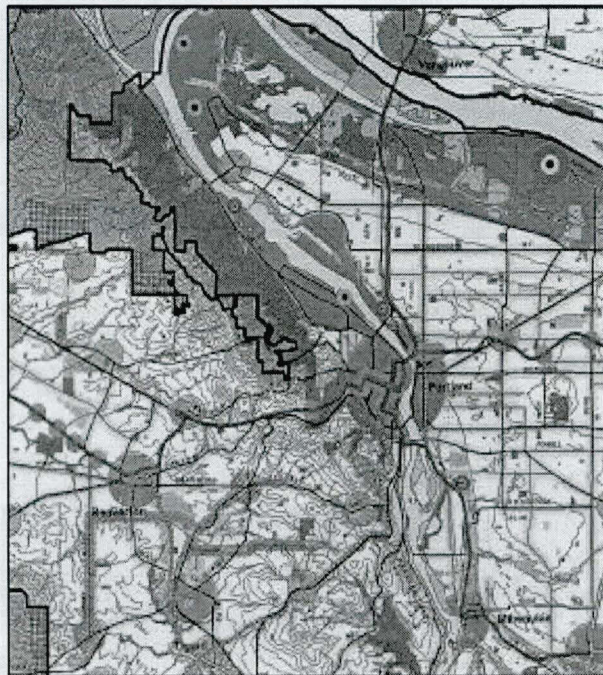
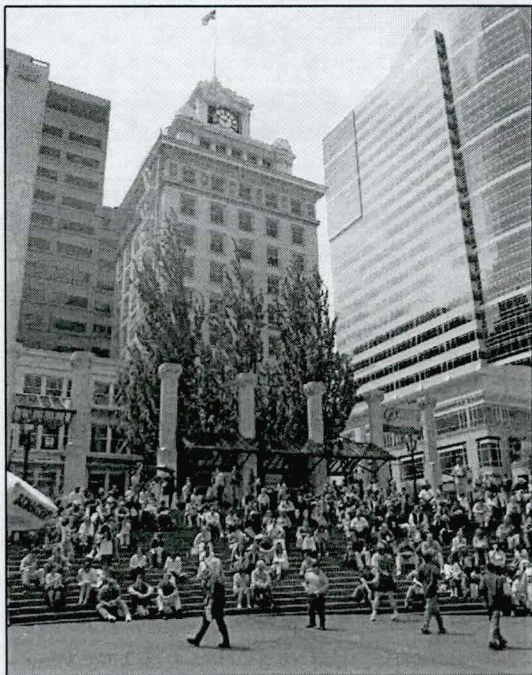


# Metro Council Goals and Objectives

November, 2004

## 1. Great Places

1.2 The region's centers and corridors are distinctive, attractive and efficient.

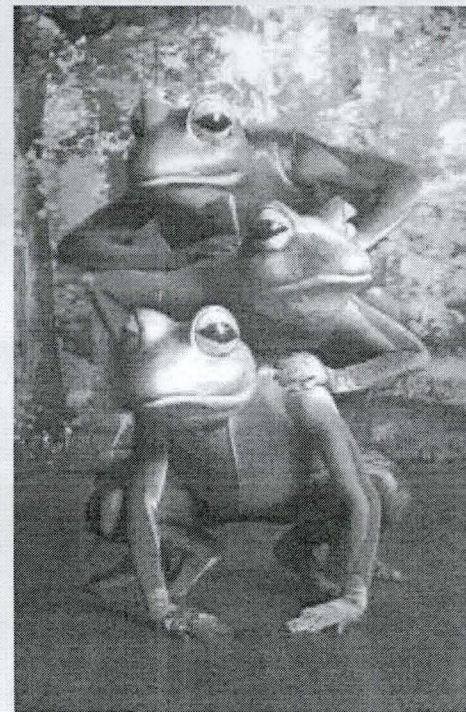
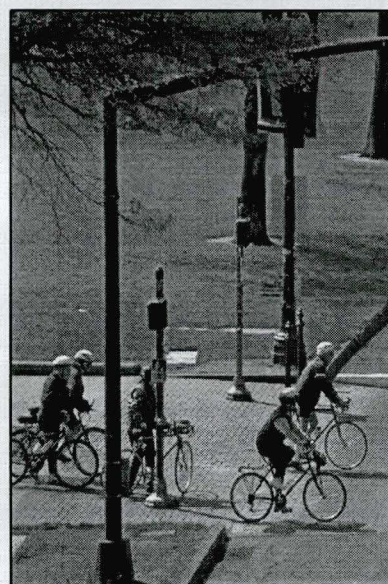
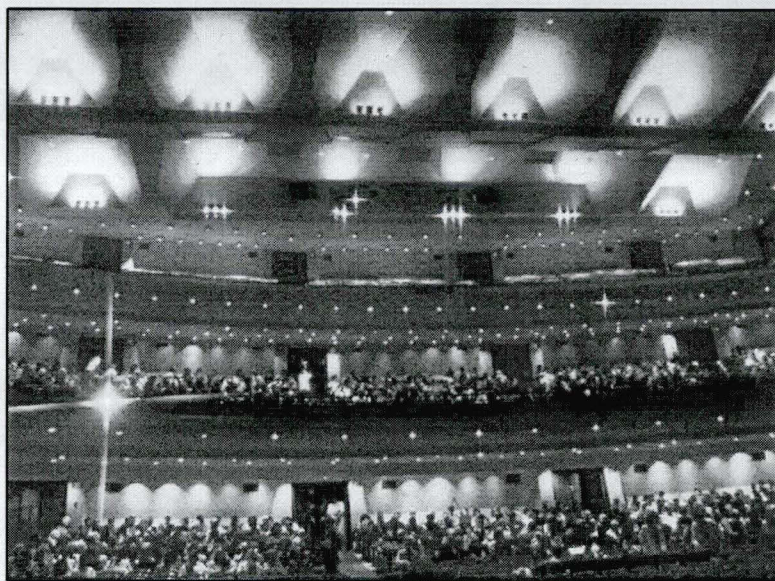


# Metro Council Goals and Objectives

*November, 2004*

## 1. Great Places

1.3 A diversity of artistic, cultural and recreational opportunities are available.

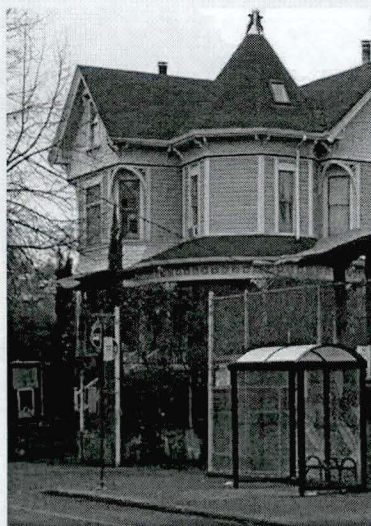


# Metro Council Goals and Objectives

November, 2004

## 1. Great Places

1.4 The region's residents choose from a diversity of housing options.



## **Metro Council Goals and Objectives**

*November, 2004*

### **2. Environmental Health**

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

**2.1** Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.

**2.2** Our community is inspired to create a better future for wildlife and the environment.

**2.3** The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.

**2.4** Metro is a model for green business practices.

**2.5** Urban land is used efficiently and resource land is protected from urban encroachment.

## Metro Council Goals and Objectives

*November, 2004*

### 2. Environmental Health

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

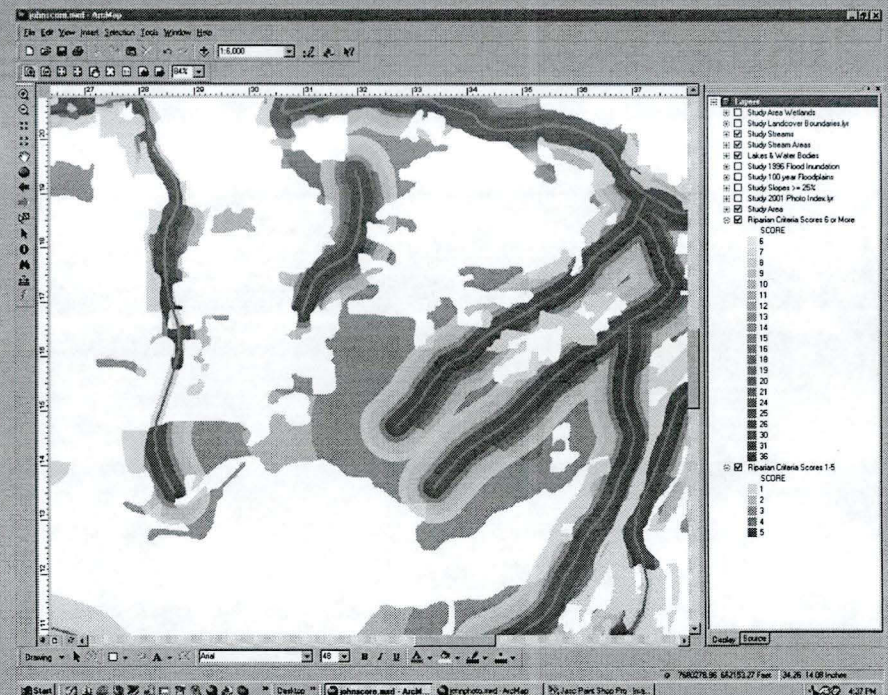
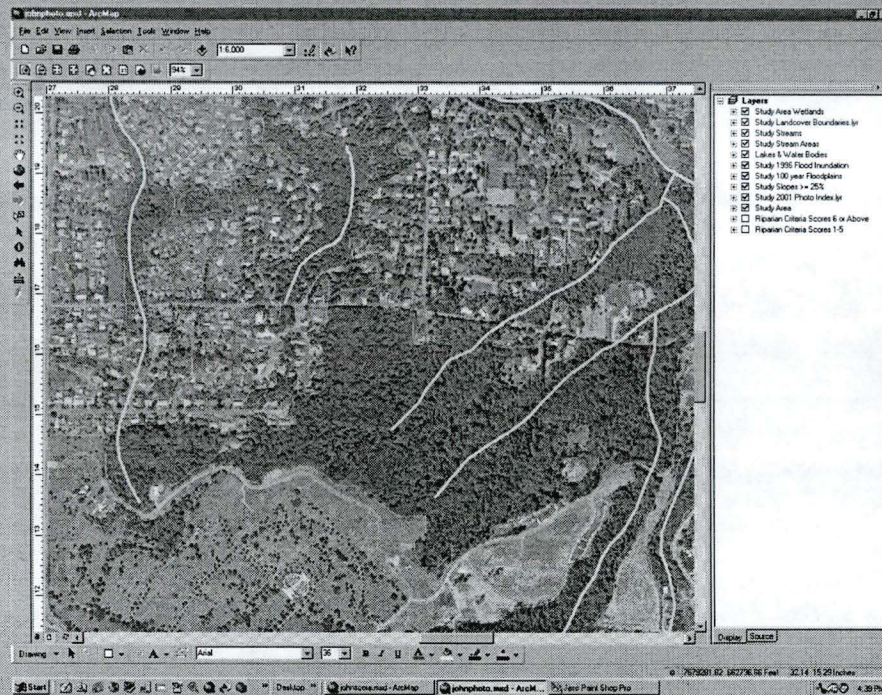


# Metro Council Goals and Objectives

November, 2004

## 2. Environmental Health

2.1 Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.



## Metro Council Goals and Objectives

*November, 2004*

### 2. Environmental Health

2.2 Our community is inspired to create a better future for wildlife and the environment.

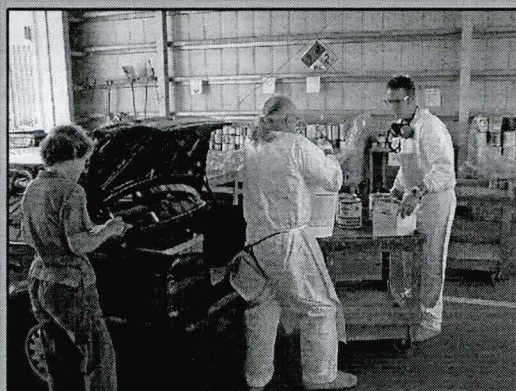


## Metro Council Goals and Objectives

*November, 2004*

### 2. Environmental Health

**2.3** The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.

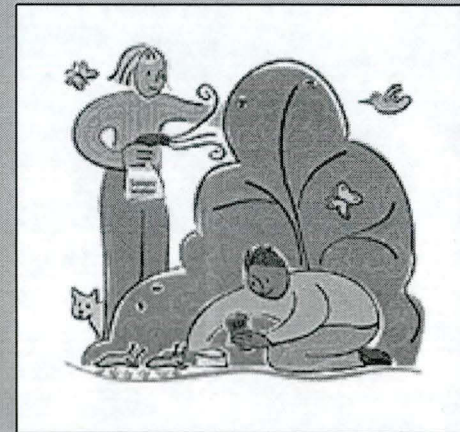


# Metro Council Goals and Objectives

November, 2004

## 2. Environmental Health

2.4 Metro is a model for green business practices.



# Metro Council Goals and Objectives

November, 2004

## 2. Environmental Health

2.5 Urban land is used efficiently and resource land is protected from urban encroachment.



## **Metro Council Goals and Objectives**

*November, 2004*

### **3. Economic Vitality**

Goal: Residents and businesses benefit from a strong and equitable regional economy.

**3.1** Land is available to meet the need for housing and employment.

**3.2** Industry clusters thrive.

**3.3** Access to jobs, services, centers and industrial areas is efficient.

**3.4** Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.

**3.5** The region is strong in tourism jobs.

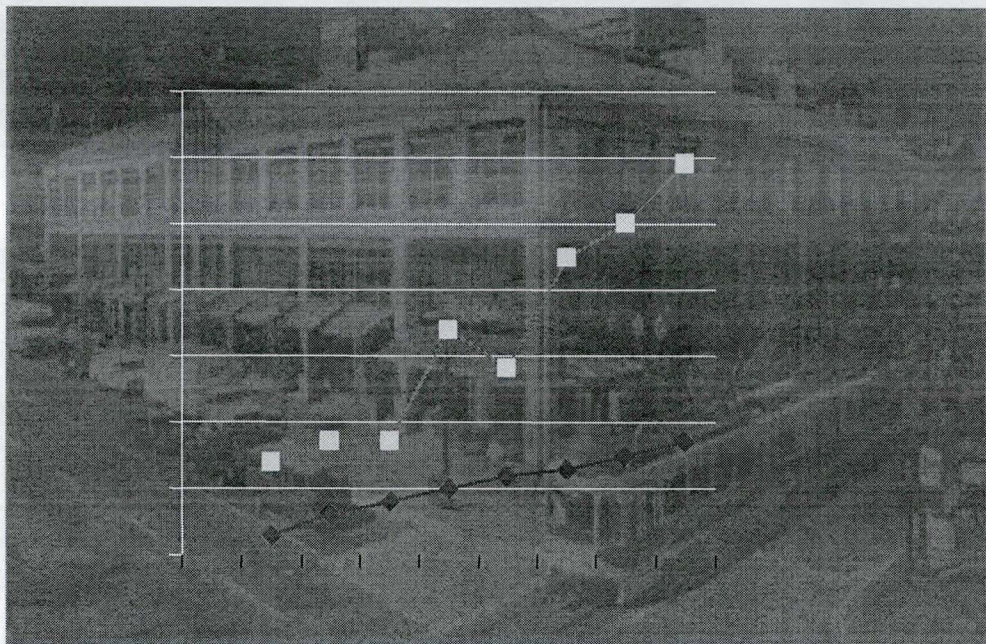
**3.6** The region's rural economy thrives.

# Metro Council Goals and Objectives

November, 2004

## 3. Economic Vitality

Goal: Residents and businesses benefit from a strong and equitable regional economy.

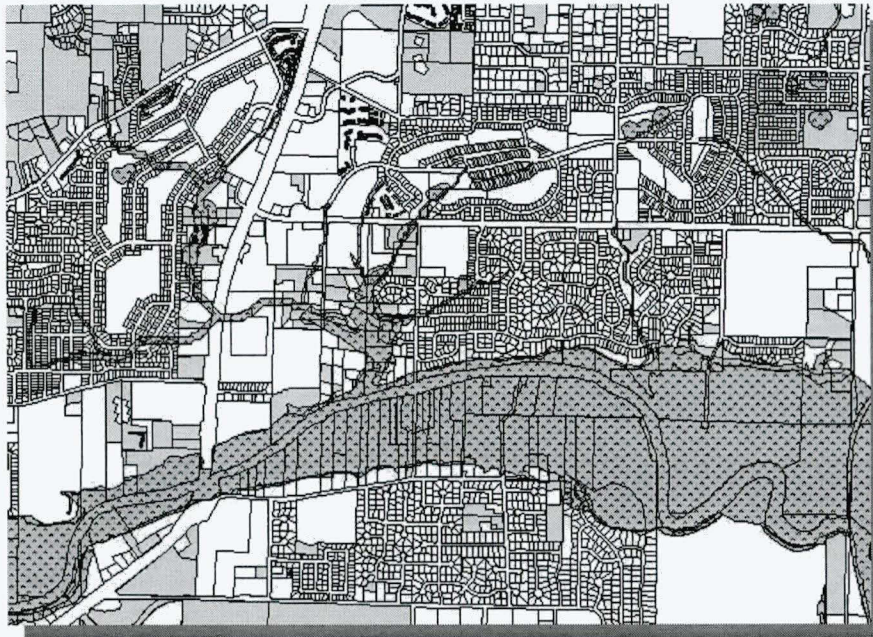


# Metro Council Goals and Objectives

*November, 2004*

## 3. Economic Vitality

3.1 Land is available to meet the need for housing and employment.

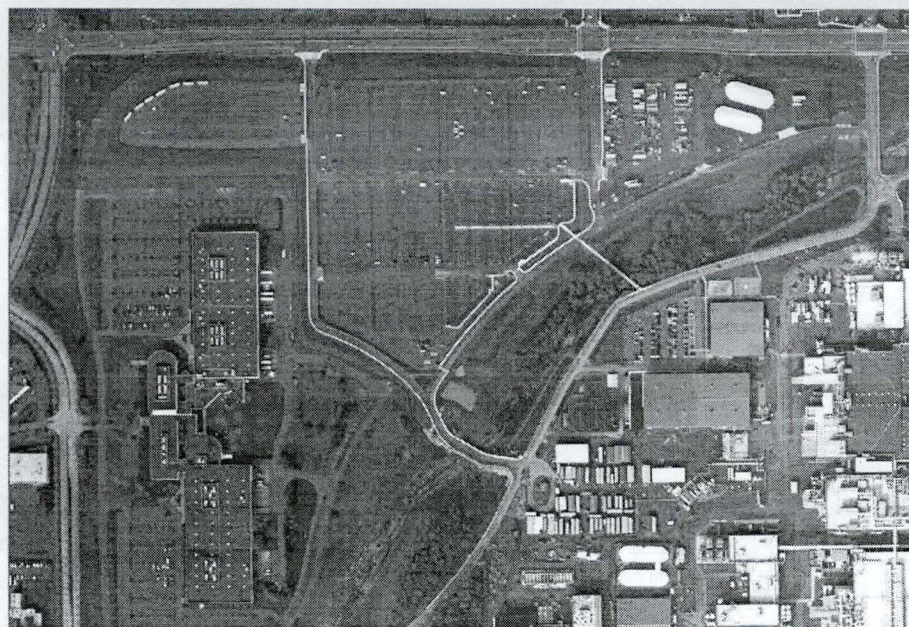


# Metro Council Goals and Objectives

*November, 2004*

## 3. Economic Vitality

### 3.2 Industry clusters thrive.

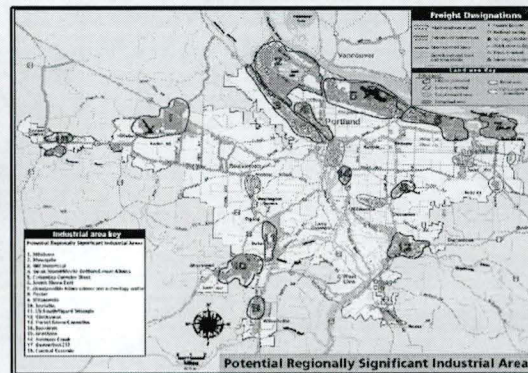


# Metro Council Goals and Objectives

November, 2004

## 3. Economic Vitality

3.3 Access to jobs, services, centers and industrial areas is efficient.

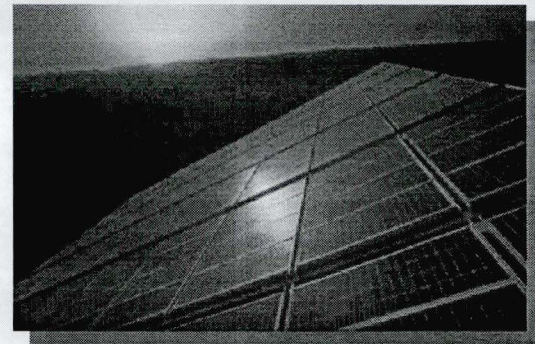
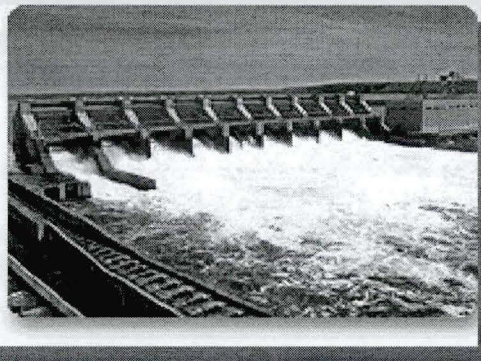
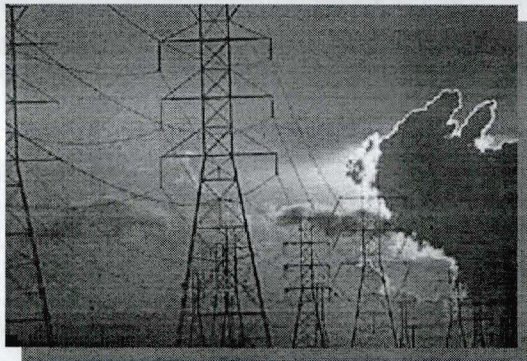


## Metro Council Goals and Objectives

*November, 2004*

### 3. Economic Vitality

**3.4** Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.



## Metro Council Goals and Objectives

*November, 2004*

### 3. Economic Vitality

3.5 The region is strong in tourism jobs.



## Metro Council Goals and Objectives

*November, 2004*

### 3. Economic Vitality

3.6 The region's rural economy thrives.



## Metro Council Goals and Objectives

November, 2004

### 4. Smart Government

Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

4.1 Regional needs are supported by appropriate regional funding mechanisms.

4.2 Public services are available and equitable.

4.3 Metro provides services that fit its distinct competency or regional scope. *(Includes such service goals as "Lead in public facility management.")*

4.4 There is no duplication of public services among jurisdictions.

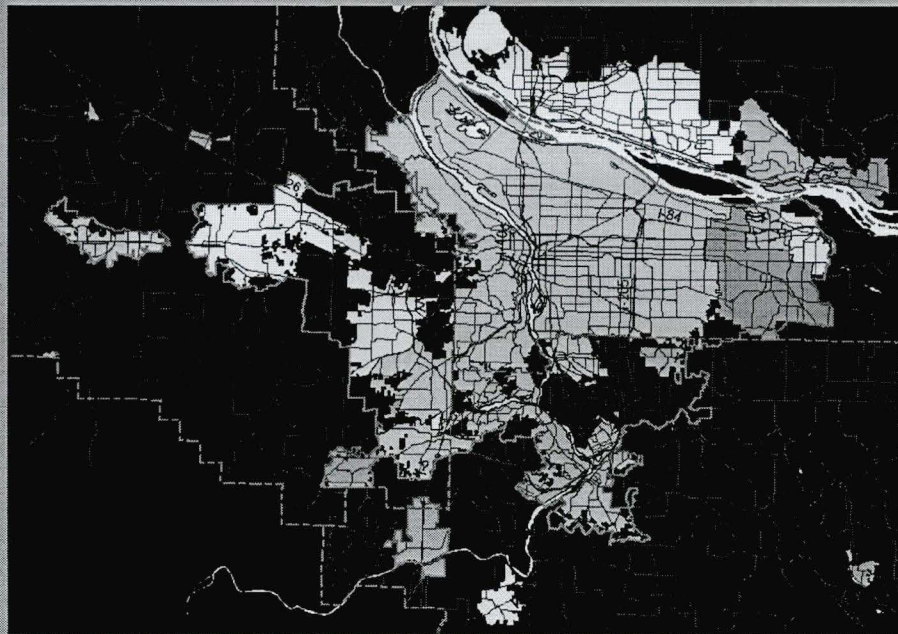
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## Metro Council Goals and Objectives

*November, 2004*

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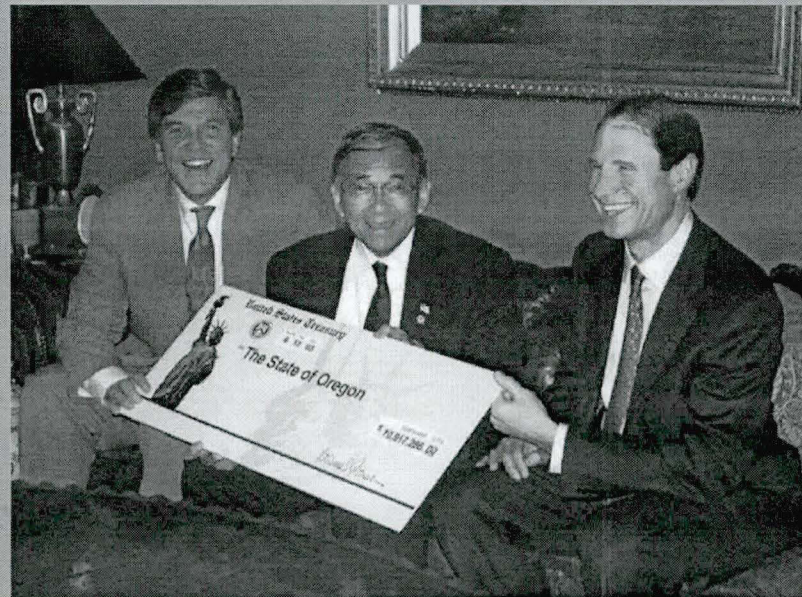
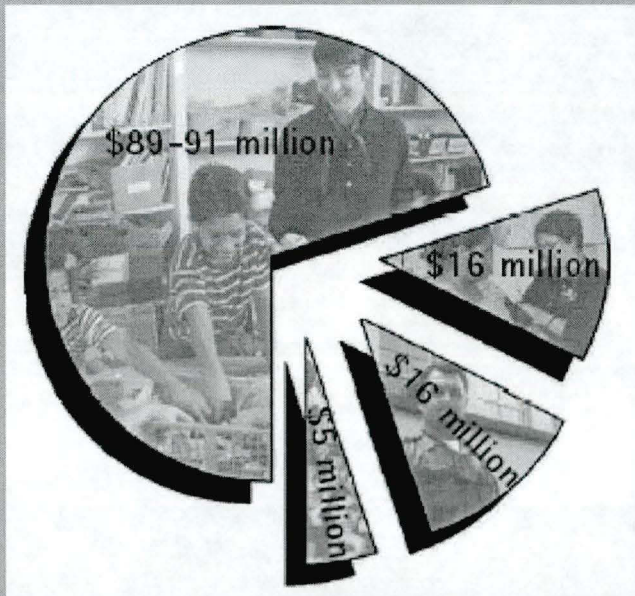


## Metro Council Goals and Objectives

November, 2004

### 4. Smart Government

4.1 Regional needs are supported by appropriate regional funding mechanisms.

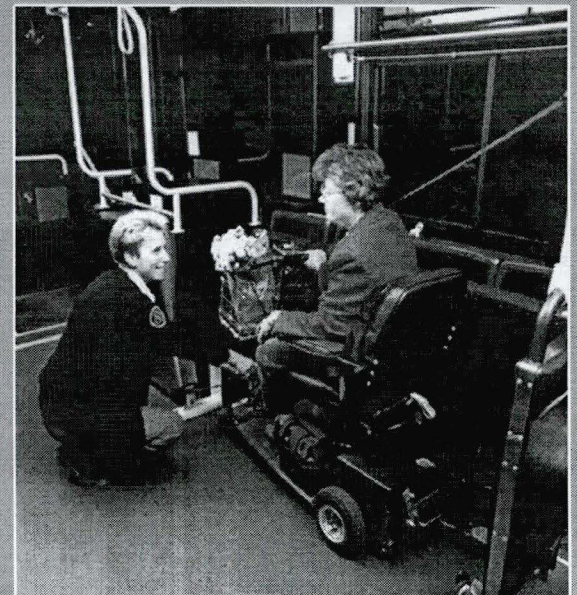
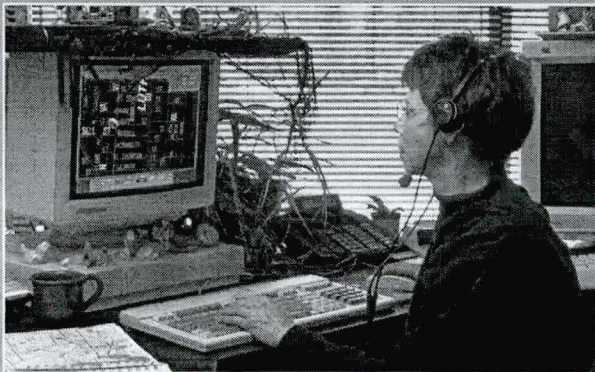


## Metro Council Goals and Objectives

*November, 2004*

### 4. Smart Government

#### 4.2 Public services are available and equitable.

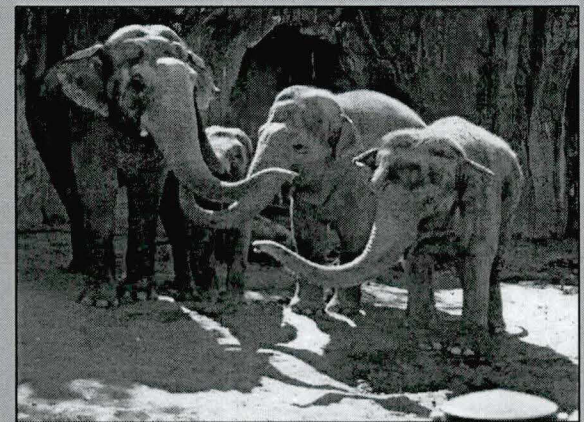
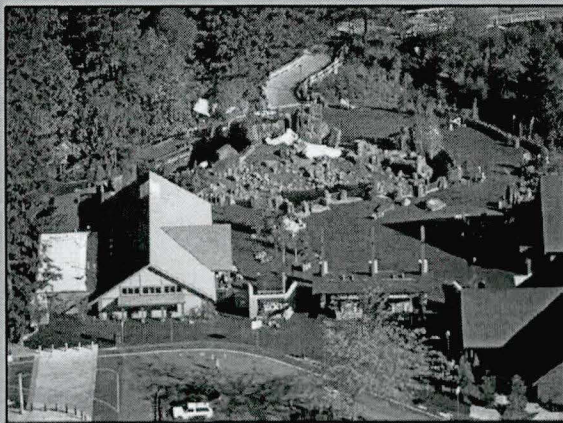


## Metro Council Goals and Objectives

November, 2004

### 4. Smart Government

4.3 Metro provides services that fit its distinct competency or regional scope. *(Includes such service goals as "Lead in public facility management.")*

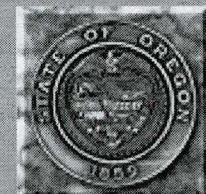
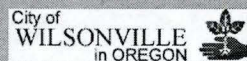
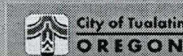
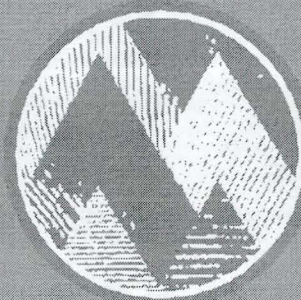
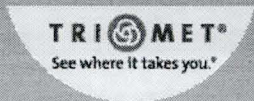


# Metro Council Goals and Objectives

November, 2004

## 4. Smart Government

4.4 There is no duplication of public services among jurisdictions.



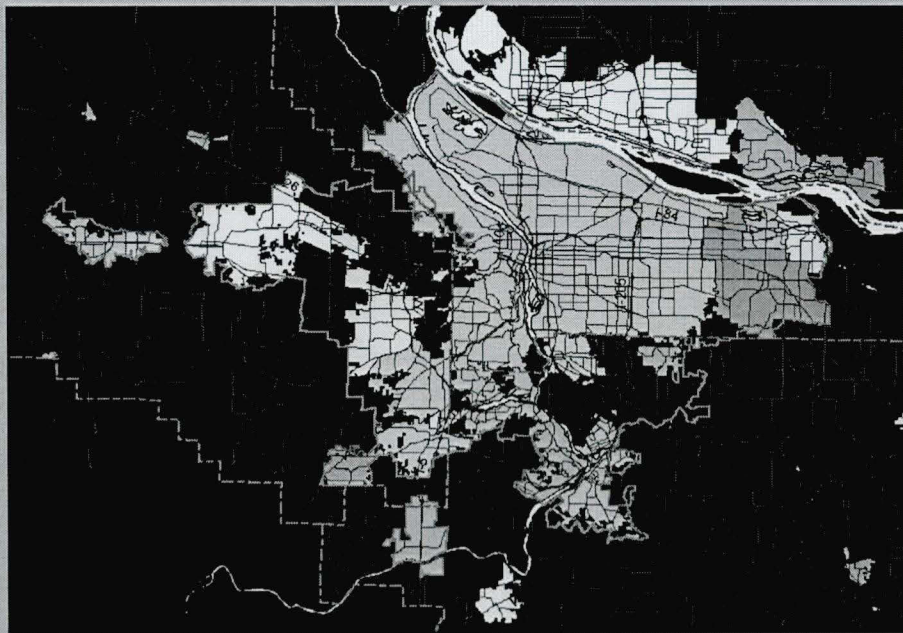
METRO

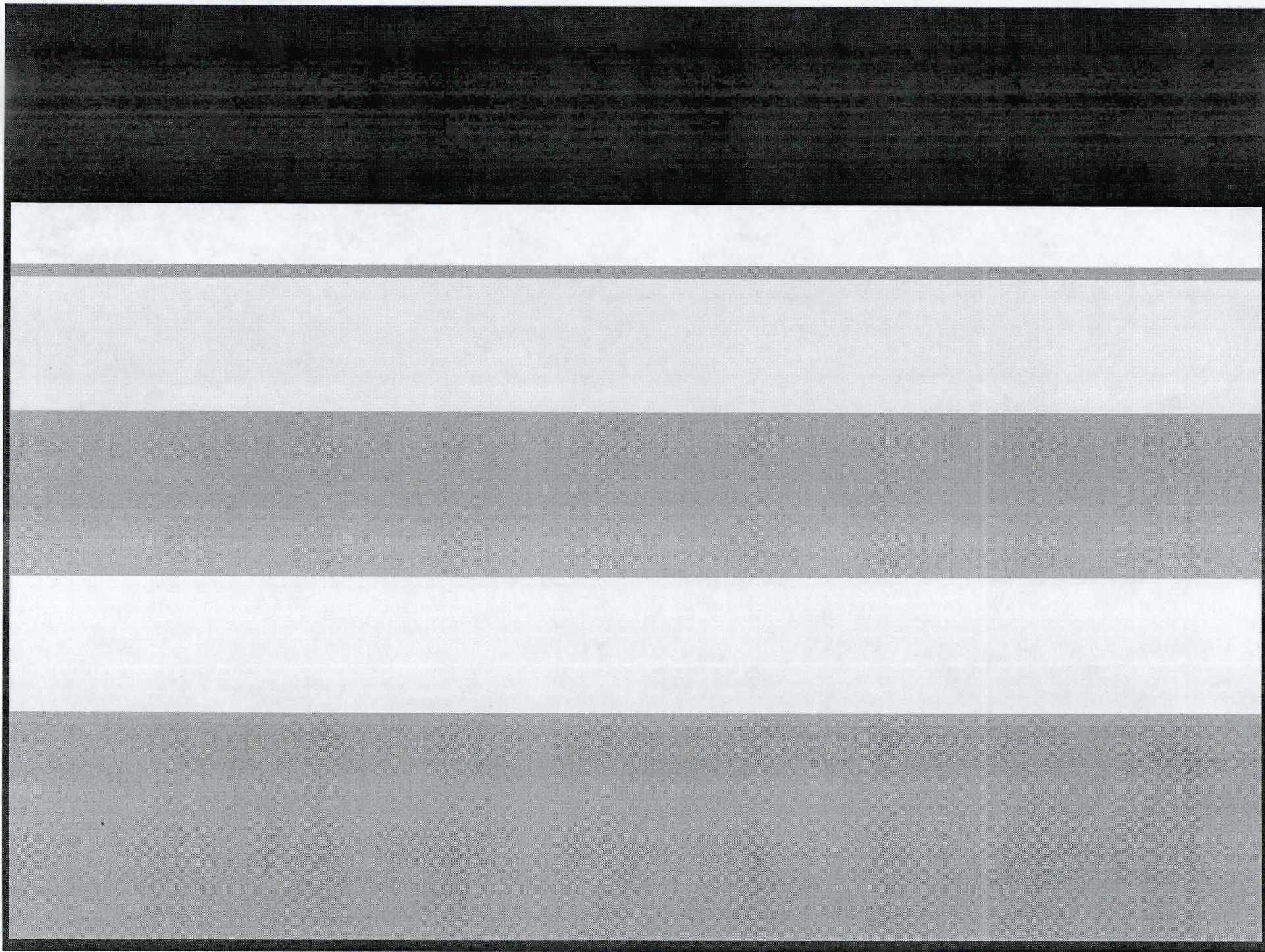
# Metro Council Goals and Objectives

November, 2004

## 4. Smart Government

4.5 The tax system in the region does not have inadvertent effects on land use.





# Council Budget Advisory (Strawman)

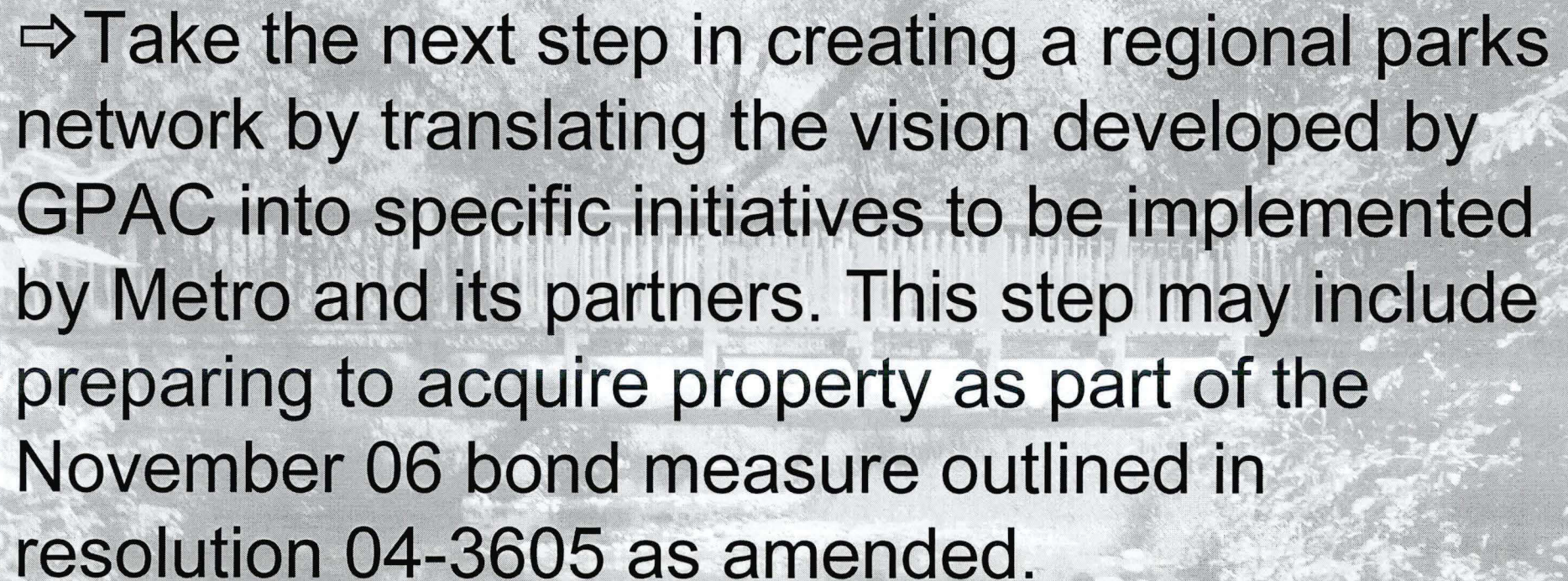
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Areas of suggested emphasis for the 05-06 budget, based on councilor comments and strategic planning exercises conducted April, 2004 through November 2004.

## **Council Budget Advisory (Strawman)**

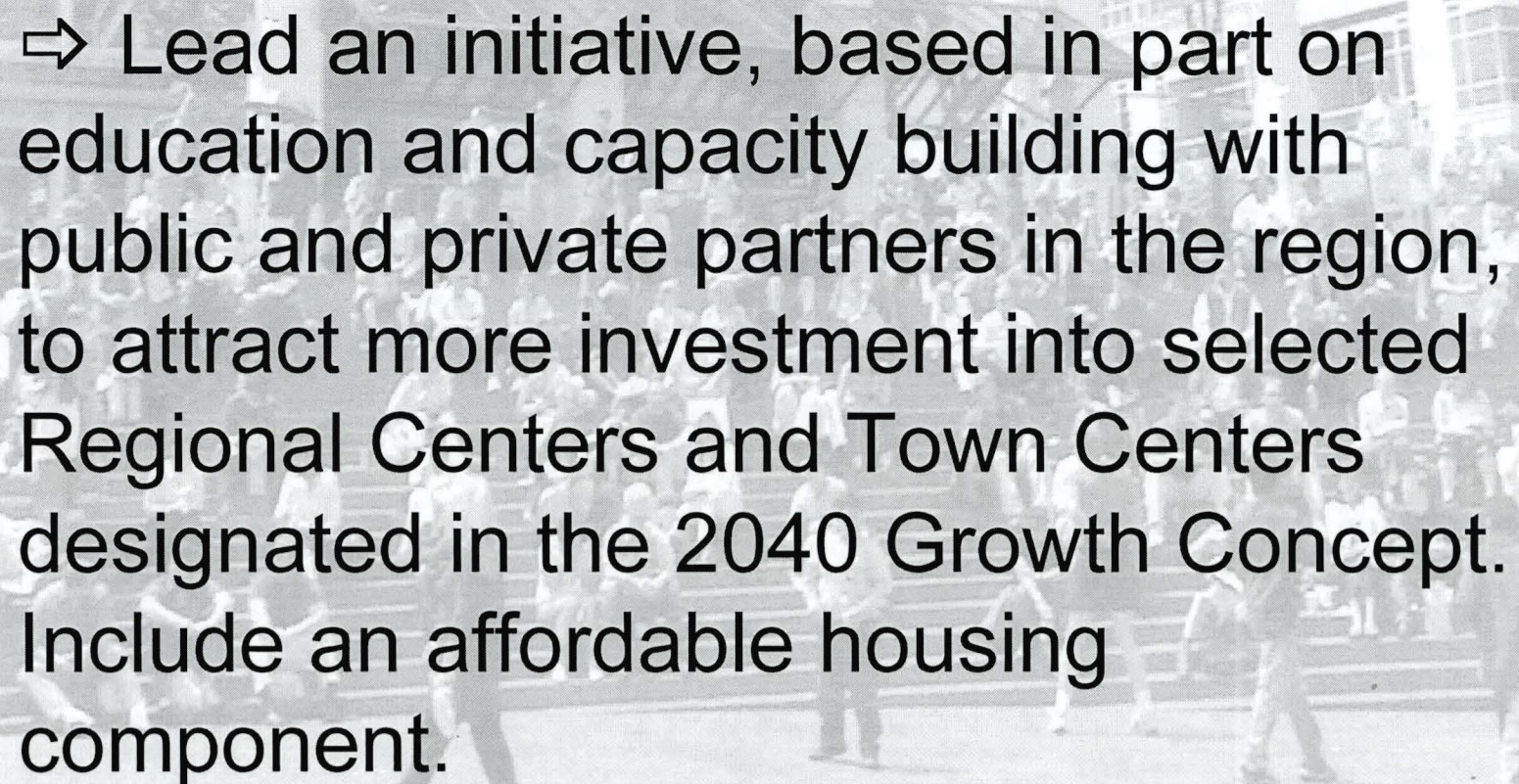
**1.1 Natural areas, parkland, and outdoor recreation infrastructure are available near housing and employment.**



⇒ Take the next step in creating a regional parks network by translating the vision developed by GPAC into specific initiatives to be implemented by Metro and its partners. This step may include preparing to acquire property as part of the November 06 bond measure outlined in resolution 04-3605 as amended.

## Council Budget Advisory (Strawman)

### 1.2 The region's centers and corridors are distinctive, attractive and efficient.

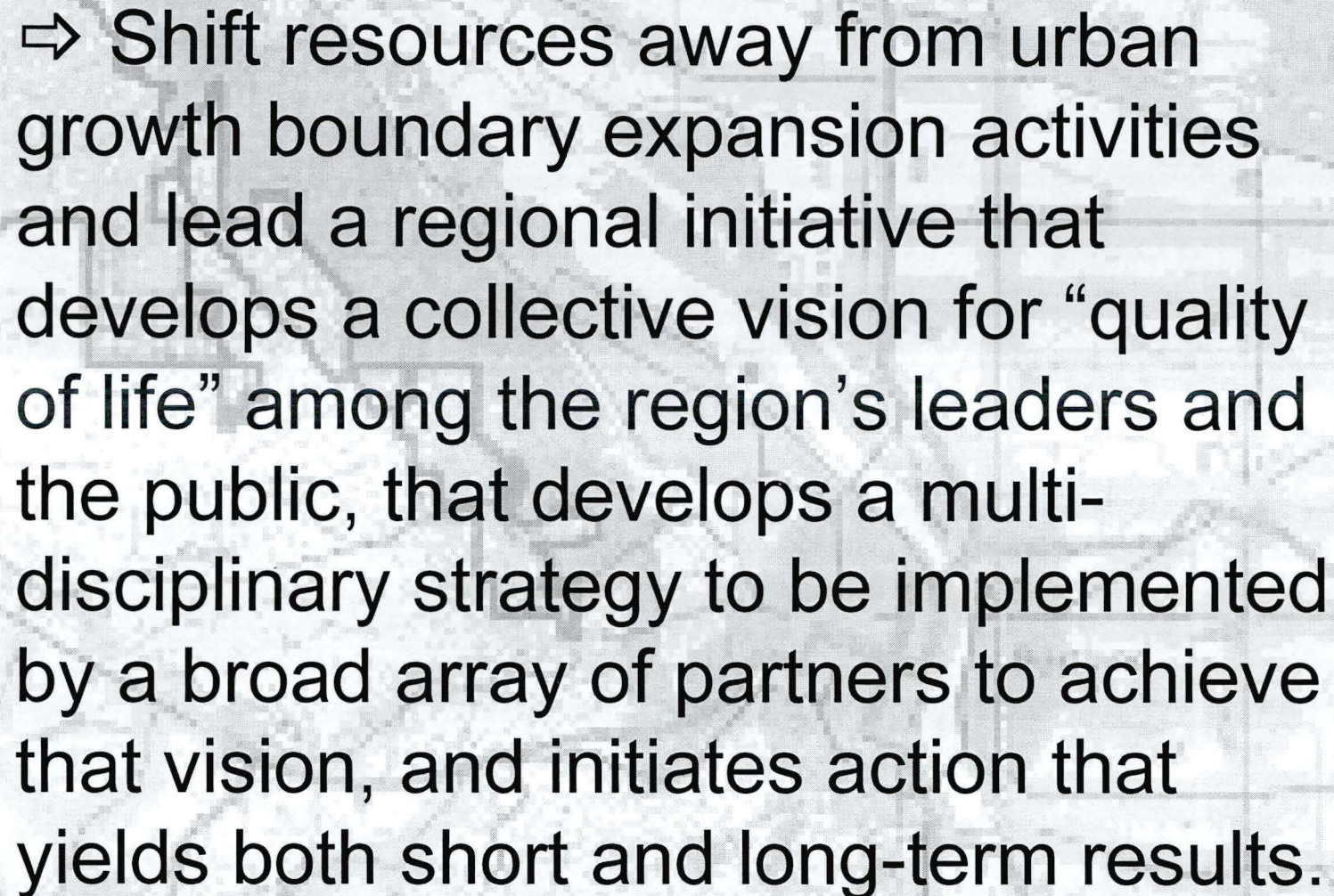


⇒ Lead an initiative, based in part on education and capacity building with public and private partners in the region, to attract more investment into selected Regional Centers and Town Centers designated in the 2040 Growth Concept. Include an affordable housing component.

## Council Budget Advisory (Strawman)

1.2 The region's centers and corridors are distinctive, attractive and efficient.

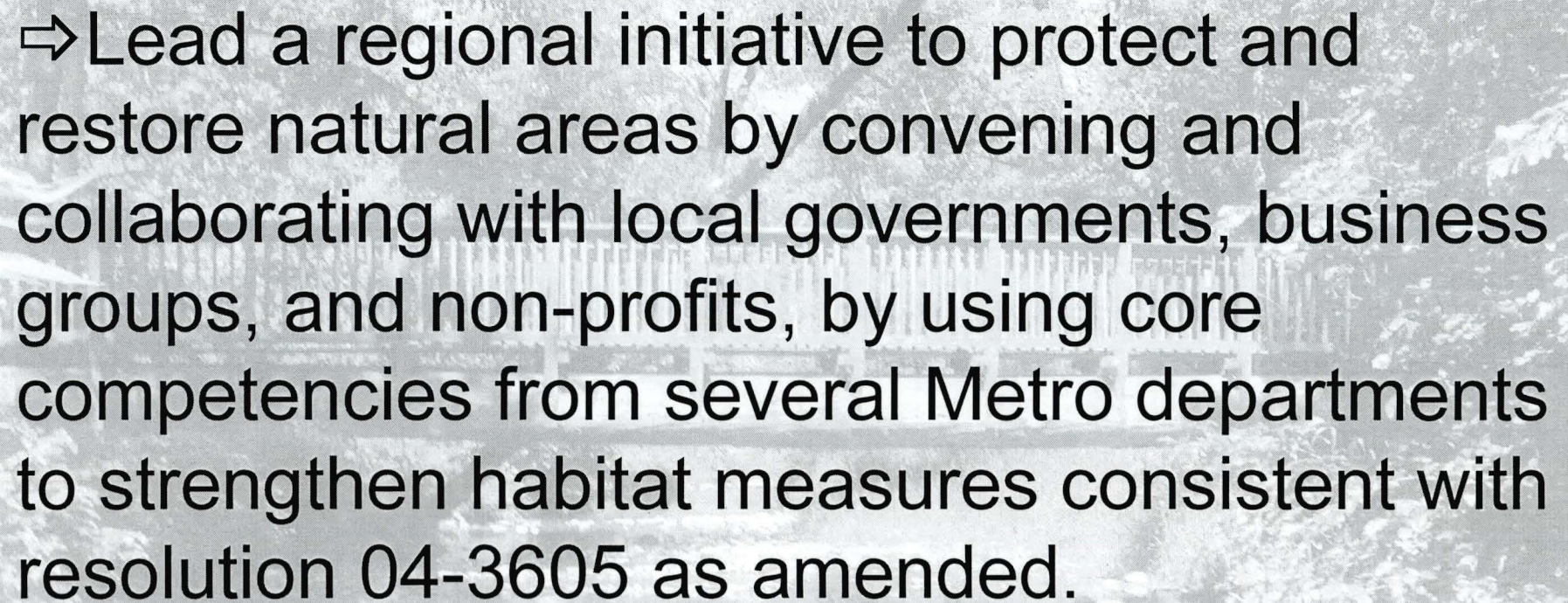
3.2 Industry clusters thrive.



⇒ Shift resources away from urban growth boundary expansion activities and lead a regional initiative that develops a collective vision for “quality of life” among the region’s leaders and the public, that develops a multi-disciplinary strategy to be implemented by a broad array of partners to achieve that vision, and initiates action that yields both short and long-term results.

## Council Budget Advisory (Strawman)

**2.1 Natural areas are large enough, have the appropriate balance of species, and are interconnected with other natural areas so that normal ecological processes are maintained.**



⇒ Lead a regional initiative to protect and restore natural areas by convening and collaborating with local governments, business groups, and non-profits, by using core competencies from several Metro departments to strengthen habitat measures consistent with resolution 04-3605 as amended.

## Council Budget Advisory (Strawman)

### 4.3 Metro provides services that fit its distinct competency or regional scope.

⇒ Maintain Metro's leadership role in public facility management in the region. Make progress towards financially sustainable operating strategies for Metro's facilities portfolio including the Zoo and Oregon Convention Center.

## Council Budget Advisory (Strawman)

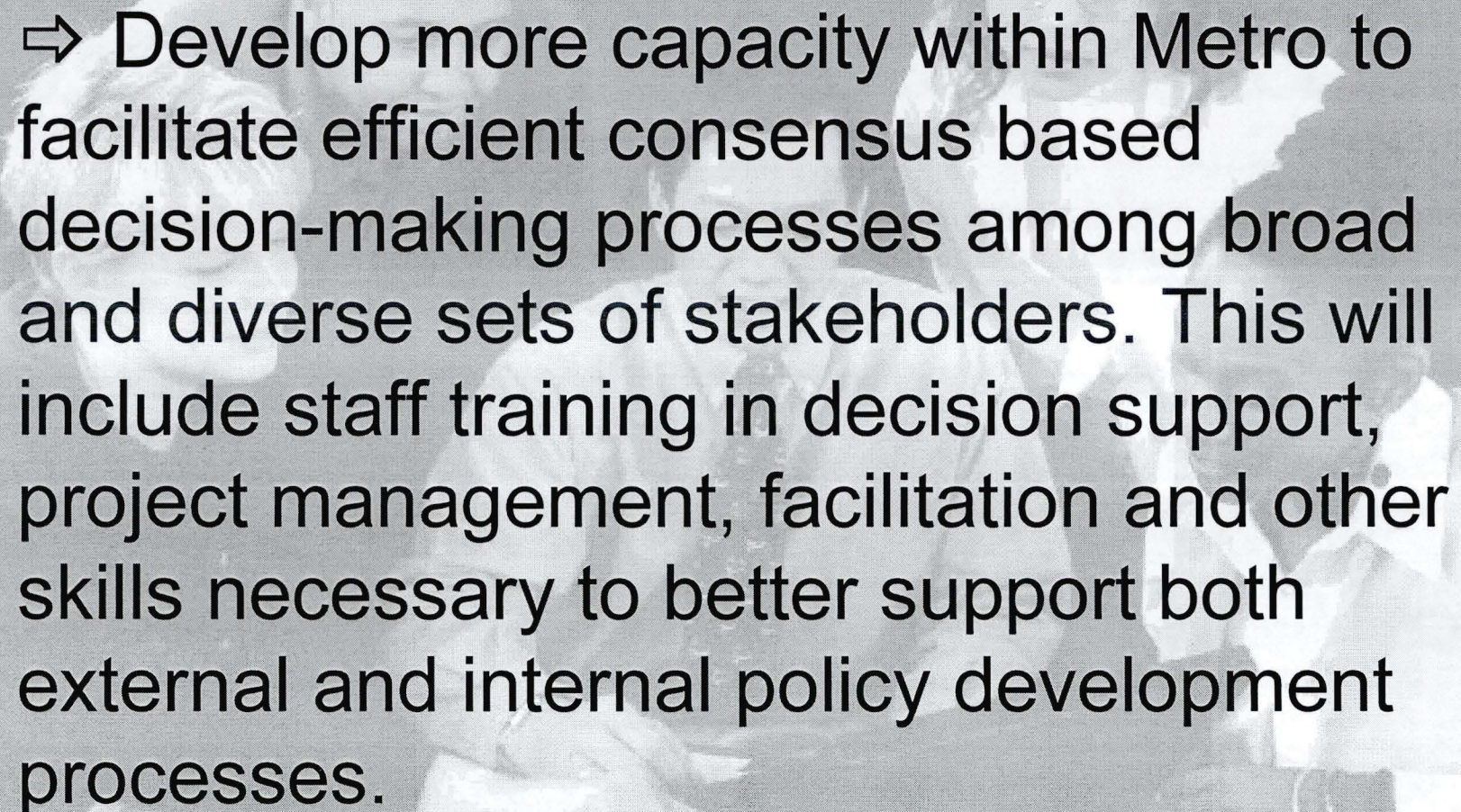
(Operating) 1.1 As stewards of the public trust, practice fiscal prudence, and operate efficiently and transparently.



⇒ Reign in Metro's burgeoning overhead costs.

## Council Budget Advisory (Strawman)

(Operating) 3.1 Lead regional problem solving and regional initiatives.



⇒ Develop more capacity within Metro to facilitate efficient consensus based decision-making processes among broad and diverse sets of stakeholders. This will include staff training in decision support, project management, facilitation and other skills necessary to better support both external and internal policy development processes.

