

**A G E N D A**

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**METRO**

**Agenda**

MEETING: METRO COUNCIL RETREAT  
DATE: July 20, 2005  
DAY: Wednesday  
TIME: 1:00 PM  
PLACE: Rood Bridge Park – River House  
4000 Rood Bridge Road, Hillsboro

**CALL TO ORDER AND ROLL CALL**

1:00	1.	<b>WELCOME AND OVERVIEW</b>	Stringer/Wetter
	2.	<b>IMPLEMENTATION OF COUNCIL GOALS IN FY 2005/06</b>	
1:15	2.1	Management Initiatives	Scott/Stringer
2:00	2.2	Council Projects	Couey/Wetter
	3.	<b>OVERVIEW OF PROCESS FOR FY 2006/07</b>	
2:45	3.1	Programmatic Budget Format	Stringer/Tucker
3:00	3.2	Project Selection Procedure	Couey/Wetter
3:15	3.3	Timeline and Expectations	Couey
3:30	3.4	Council Response	Stringer/Wetter

**ADJOURN**



**METRO**

PEOPLE PLACES  
OPEN SPACES

FY 2005-06  
STRATEGIC BUDGET  
INITIATIVE

WORKING DRAFT

NOVEMBER 2004

072005c-01

# 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**

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## 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.

## RECOMMENDATIONS FROM COUNCIL RETREAT JUNE 23, 2004

- Earlier councilor involvement regarding significant policy.
- Strategic planning must produce councilor input earlier on and discussion inside and outside Metro.
- Council must provide clear and prioritized objectives. Performance measures should link Programs to Council objectives.
- Metro must develop a budget process that is more transparent, involves stakeholders and makes Policy decisions explicit.
- There must be a process for Departments to discuss key issues and opportunities with the Council in a context that is understandable to each.
- Management must work to identify key competencies across Metro and identify efficiencies where there are efficiencies.
- Both the expenditure and revenue side of the Budget must be flexible enough to incorporate new ideas and initiatives.
- Develop a "scorecard" response that reflects performance, costs, effort and so forth.
- Solid Waste rate setting should be coordinated with the Budget.
- Make certain that Council is engaged by developing a Budget Process that engages the Council.

# Draft FY 2006-07 Strategic Planning & Budget Process

Major holiday weeks      X = Holiday or significant event

July 2005			August 2005			September 2005			October 2005			November 2005			December 2005			January 2006			February 2006			March 2006			April 2006			May 2006			June 2006		
					Council Recess	X							X	X			X	X		X			X									X			

## Strategic Planning & Program Budget Process

**Step 1:** Develop specific programmatic outcomes, derived from Council goals & objectives

**Step 2:** Develop programs to respond to desired outcomes

**Step 3:** Organize Proposed Programs under Council Goals & Objectives

**Step 4:** Review program proposals with Council. Discussion of priorities & preferences.

## Budget Development Process

Financial & Economic Assumptions: Development specific financial & economic assumption. Review with Council. Approval by end of October.

Preparation of Budget Manual, Capital Budget Manual and Five-year forecast directions

Department budget preparation: Includes 5-year capital and operating budgets as well as annual operating budget

Council President review & development of Proposed Budget

Document development: annual budget, capital budget & program budget

Council review & approval of Proposed Budget

Prepare approved budget for TSCC

TSCC public comment period

Final Council amendments to budget

Release Budget Manual

Deadline for submittal to TSCC

TSCC public hearing

Council adoption of budget

**2006/2007 Programmatic Budget Process**

**Step 1: Develop specific programmatic outcomes, derived from Council Goals and Objectives**

Responsibility: COO & Department Directors  
Timeline: mid-July through August 2005  
Process: COO and Directors will work collaboratively to develop a series of outcomes based on the Council Goals and Objectives. These outcomes will be specific and measurable.

**Step 2: Identify and develop programs to respond to the desired outcomes**

Responsibility: Council, COO, Department Directors  
Timeline: September through mid-October 2005  
Process: COO and Directors will identify and develop proposals designed to meet the outcomes. Council members will have the opportunity to request the development of specific proposals during this time. Programs identified and developed under this step can be any appropriate balance among new programs, current programs at enhanced serviced levels, current programs at diminished services levels, and current programs at current service levels.

**Step 3: Organize proposals under Council Goals and Outcomes**

Responsibility: CFO & Department Directors  
Timeline: Late-October 2005  
Process: The CFO, Department Directors and other assigned staff will coordinate the program proposals and put them into a uniform format.

**Step 4: Review the proposals and have a discussion of priorities and preferences**

Responsibility: Metro Council  
Timeline: November 2005  
Process: The Council will be provided the summary and detail of program proposals. Council will discuss the programs in the context of determining which programs will achieve the greatest desired outcomes for the estimated cost. Council will have a discussion of tradeoffs and priorities both between the Council Goals areas and within each area.

**Great Places  
2040 Growth Concept Review  
(Big Look)**

Program Coordinator: Andy Cotugno

**Description of Program**

In this section, the program will be explained, including program methodologies and stakeholders.

aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo

**Regulatory/Statutory Requirements**

This section includes a brief discussion of any federal or state requirements, identification any regulatory implications, or explanation of links to Metro code or policy.

aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy

**Expected Outcomes**

Every program must relate to a Council Goal and to one or more of the objectives and outcomes established for that goal. In this section, there will be a discussion of how this specific program relates to specific outcomes. The discussion should be brief and specific, leaving no ambiguities about how this program will achieve the stated outcomes.

aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy

**Changes from  
FY 2005/06 Current Service Levels**

In this section, there will be a discussion of whether the program as presented here represents an increase from the current service levels, a decrease from current service levels, or is significantly different in some way. The focus of this section should be on the specifics of the service level changes and, if appropriate, a discussion of why any change is good, proper or necessary.

aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy

**Performance Measures or  
Indicators of Success**

Every program should have either discrete, measurable outcomes or specific indicators of success that are related to the specified outcome(s). They should be measurable and quantifiable when possible.

**Perf Measure #1:** aquf wond snti qmdo

05/06	06/07	07/08	08/09	09/10	10/11
0%	25%	60%	95%	100%	

aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy aquf wond snti qmdo djrt djey bhse bmyo ndts mldt gnje kedh lkfh kjgy

**Budget and Projections**

	Adopted 05/06	Proposed 06/07	Projected 07/08	Projected 08/09	Projected 09/10	Projected 10/11
<b>REVENUE</b>						
Enterprise	\$ ###,###	\$ ###,###	\$ ###,###	\$ ###,###	\$ ###,###	\$ ###,###
Grants & Governmental Sources	###,###	###,###	###,###	###,###	###,###	###,###
Excise Tax	###,###	###,###	###,###	###,###	###,###	###,###
Other sources	###,###	###,###	###,###	###,###	###,###	###,###
<b>PERSONAL SERVICES</b>	###,###	###,###	###,###	###,###	###,###	###,###
<b>MATERIALS &amp; SERVICES</b>	###,###	###,###	###,###	###,###	###,###	###,###
<b>CAPITAL</b>	###,###	###,###	###,###	###,###	###,###	###,###
<b>INTERFUND TRANSFER</b>	###,###	###,###	###,###	###,###	###,###	###,###
<b>TOTAL BUDGET AND PROJECTIONS</b>	###,###	###,###	###,###	###,###	###,###	###,###

**SUMMARY OF  
 2006/2007 PROGRAMMATIC BUDGET**

**COUNCIL GOAL: GREAT PLACES**

Specific Outcomes for 2006/2007

- Outcome #1
- Outcome #2
- Outcome #3

<u>Program</u>	<u>Excise Tax</u>	<u>Other Revenue</u>	<u>Budget Expenses</u>	<u>Net</u>
2040 Growth Concept Review (Big Look)	\$#,###,###	\$#,###,###	\$#,###,###	\$#,###,###
New Urban Area Concept Planning	#,###,###	#,###,###	#,###,###	#,###,###
Updates to Regional Framework Plan	#,###,###	#,###,###	#,###,###	#,###,###
Centers Implementation	#,###,###	#,###,###	#,###,###	#,###,###
UGB Administration	#,###,###	#,###,###	#,###,###	#,###,###
MTAC Support	#,###,###	#,###,###	#,###,###	#,###,###
Regional Emergency Management Group	#,###,###	#,###,###	#,###,###	#,###,###
Regional Transportation Plan Updates	#,###,###	#,###,###	#,###,###	#,###,###
MTIP	#,###,###	#,###,###	#,###,###	#,###,###
TPAC/JPACT Support	#,###,###	#,###,###	#,###,###	#,###,###
MPO Certification	#,###,###	#,###,###	#,###,###	#,###,###
Affordable Housing	#,###,###	#,###,###	#,###,###	#,###,###
Performance Measures Evaluations & Report	#,###,###	#,###,###	#,###,###	#,###,###
High Capacity Transportation Implementation	#,###,###	#,###,###	#,###,###	#,###,###
Transportation Corridor Studies	#,###,###	#,###,###	#,###,###	#,###,###
Parks & Natural Areas Management	#,###,###	#,###,###	#,###,###	#,###,###
Pioneer Cemeteries	#,###,###	#,###,###	#,###,###	#,###,###
Parks Site Planning & Construction (4 New Parks)	#,###,###	#,###,###	#,###,###	#,###,###
Performance Arts & Culture	#,###,###	#,###,###	#,###,###	#,###,###
<b>Total</b>	<b>\$##,###,###</b>	<b>\$##,###,###</b>	<b>\$##,###,###</b>	<b>\$#,###,###</b>

**COUNCIL GOAL: ENVIRONMENTAL HEALTH**

Specific Outcomes for 2006/2007

- Outcome #4
- Outcome #5
- Outcome #6
- Outcome #7

<u>Program</u>	<u>Excise Tax</u>	<u>Other Revenue</u>	<u>Budget Expense</u>	<u>Net</u>
Nature in Neighborhoods-Local Gov't Implementation	\$#,###,###	\$#,###,###	\$#,###,###	\$#,###,###
Nature in Neighborhoods-Restoration Grants	#,###,###	#,###,###	#,###,###	#,###,###
Nature in Neighborhoods-Landowner Education	#,###,###	#,###,###	#,###,###	#,###,###
Nature in Neighborhoods-Green Development Practices	#,###,###	#,###,###	#,###,###	#,###,###
Nature in Neighborhoods-Monitoring	#,###,###	#,###,###	#,###,###	#,###,###
Regional Water Providers Consortium	#,###,###	#,###,###	#,###,###	#,###,###
Air Quality Conformity	#,###,###	#,###,###	#,###,###	#,###,###
Zoo Conservation Programs	#,###,###	#,###,###	#,###,###	#,###,###
Zoo Conservation Education Programs	#,###,###	#,###,###	#,###,###	#,###,###
Natural Resources Science & Restoration	#,###,###	#,###,###	#,###,###	#,###,###
Solid Waste Reduction	#,###,###	#,###,###	#,###,###	#,###,###
Hazardous Waste Reduction	#,###,###	#,###,###	#,###,###	#,###,###
Solid Waste & Recycling Education	#,###,###	#,###,###	#,###,###	#,###,###
Regional Greenspaces System Planning	#,###,###	#,###,###	#,###,###	#,###,###



Metro  
 FY 2006/07 Program Budget

Environmental Education & Interpretation	#,###,###	#,###,###	#,###,###	#,###,###
Parks Community Outreach & Volunteer Services	#,###,###	#,###,###	#,###,###	#,###,###
Land Acquisition and Negotiation	#,###,###	#,###,###	#,###,###	#,###,###
Solid Waste Disposal Services	#,###,###	#,###,###	#,###,###	#,###,###
Solid Waste Private Facility Regulations	#,###,###	#,###,###	#,###,###	#,###,###
Illegal Dumping	#,###,###	#,###,###	#,###,###	#,###,###
Landfill Stewardship	#,###,###	#,###,###	#,###,###	#,###,###
SW Facility & Asset Management	#,###,###	#,###,###	#,###,###	#,###,###
<b>Total</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>\$#,###,###</b>

**COUNCIL GOAL: ECONOMIC VITALITY**

Specific Outcomes for 2006/2007

- Outcome #8
- Outcome #9

Program	Excise Tax	Other Revenue	Budget Expense	Net
Economic Development Planning	\$#,###,###	\$#,###,###	\$#,###,###	\$#,###,###
Freight Transportation Planning	#,###,###	#,###,###	#,###,###	#,###,###
Zoo Guest Services	#,###,###	#,###,###	#,###,###	#,###,###
Conventions, Tradeshows & Exhibitions	#,###,###	#,###,###	#,###,###	#,###,###
<b>Total</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>\$#,###,###</b>

**COUNCIL GOAL: SMART GOVERNMENT**

Specific Outcomes for 2006/2007

- Outcome #10
- Outcome #11

Program	Excise Tax	Other Revenue	Budget Expense	Net
Ballot Measure 37	#,###,###	#,###,###	#,###,###	#,###,###
Solid Waste Disposal System Planning	#,###,###	#,###,###	#,###,###	#,###,###
<b>Total</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>##,###,###</b>	<b>\$#,###,###</b>

New Program

+

Council Budget Discussion

+

-

Great Places

Program 1

Program 2

Program 3

Program 4

Program 5

Program Reduction

Program Enhancement

Environmental Health

Program 1

Program 2

Program 3

Program 4

Program 5

Economic Vitality

Program 1

Program 2

Program 3

Program 4

Program 5

Smart Government

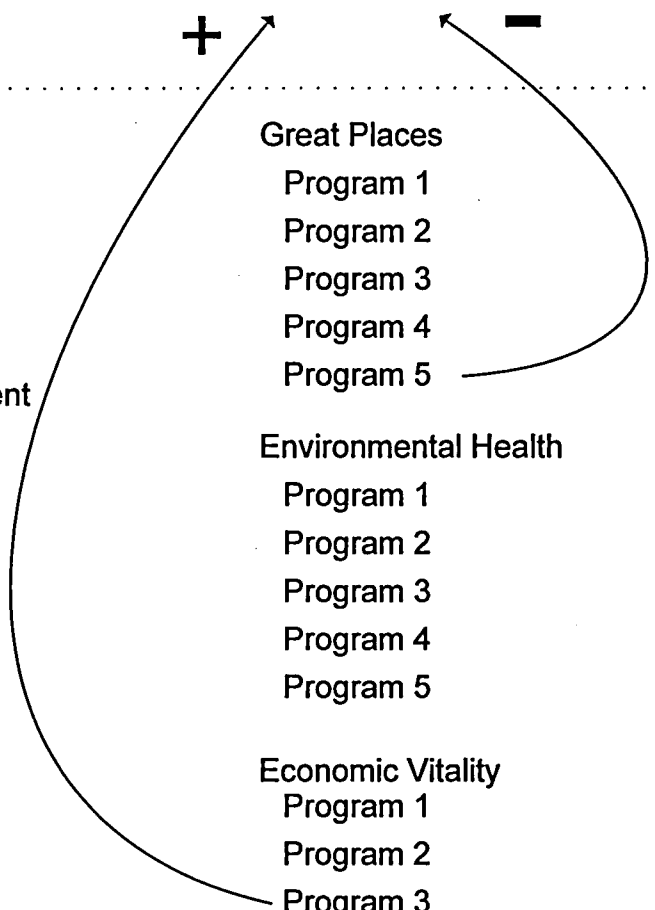
Program 1

Program 2

Program 3

Program 4

Program 5



# Management Initiatives Summary

## **Council Strategic Planning**

Establishing Council goals in the context of a strategic plan to achieve them:

- Communicates Council goals to departments
- Allows both Council and staff to align the goals with programs
- Allows Council to focus attention on Metro goals

## **Program Budgeting**

Provides a budget format for Council consideration that summarizes information relating programs to resources rather than by fund grouping:

- Communicates budget to staff and Council in manner that can be aligned with Council goals and programmatic performance measures
- Encourages staff to evaluate programs on the basis of Council goals
- Facilitates tracking by program rather than fund groupings

## **General Fund Consolidation**

Placed \$78 million of fund revenue into an enlarged general fund that is not departmental specific:

- Permits greater flexibility in moving resources to achieve Council goals
- Helps reduce compartmentalization of Departments at Metro
- Allows for shift from a current services budget to a prioritized budget

## **Business Re-design**

Reorganization of financial and administrative departments:

- Designed to reduce costs allocated to departments and facilitate programmatic initiatives promulgated by the Council
- Process brings on agency-wide expertise to design a system that meets client needs
- Thirty-three processes identified within "Central Services" and six are currently being studied

## **Voluntary Separation**

- Accelerated attrition resulting in greater flexibility for the organization in long-term restructuring.
- Reduction in personnel costs.
- Opportunity created for Business Design Team to analyze central services, and ultimately provide a recommendation of a consolidated, efficient and strategic service delivery structure.
- Provided a hard-on-the-problem, soft-on-the-people approach to the growing imbalance between revenues and costs.

### **Cross-Departmental Program Identification**

Identifies programs envisioned by Council goals that involve two or more departments:

- Provides more effective use of scarce personnel resources
- Calls for greater skill in “matrix management”
- Requires considerable flexibility in budgeting and personnel procedures

### **Program Performance Measurement**

Examines success or failure of a program in meeting Council objectives:

- Facilitates alignment between Council goals and objectives, programs to achieve those goals, and measures of success or failure in achieving those goals and objectives
- Can be tuned to measure outcomes rather than inputs or outputs
- Trends and turns can be an effective management tool as well as evaluative tool
- Can be linked to personal performance evaluations

### **Performance Evaluation and Merit Pay**

- Establishes a clear line-of-sight between individual jobs and Metro’s strategic goals; increases employees’ understanding of their role in meeting the goals.
- Improves communication between employees and supervisors, provides a mechanism for continuous feedback about performance, and identifies opportunities for professional development.
- For non-represented employees, the merit pay delivery system optimizes a limited merit budget and permits real distinctions in pay based on performance.

### **Project Management Team**

- Evaluates methodologies and best practices for leading regional initiatives
- Develops skills:
  - Project management
  - Process design and management
  - Facilitation
  - Decision support
  - Policy framing
- Cultivates a peer group for learning and sharing best practices
- Facilitates the integration of new techniques across the organization

### **Management Information Systems**

Systems to inform managers in real-time of expenses, revenues, hours and outcomes:

- Transforms information from a reporting tool to a management tool
- Used to inform managers of adequacy of resources in achieving success/failure

# Council Projects Summary

## **Housing Choice for All**

Lead Councilor: Rex Burkholder

Council Liaison: Robert Liberty

Project Manager: Gerry Uba

- Develop implementation strategy for increasing the production of “work-force” housing in the 2040 mixed-use areas and corridors, and other locations in the region
- Identify opportunities for Metro to provide leadership, data, funding, and technical assistance in housing production, and prevent the loss of affordable housing
- Identify opportunities for local governments and other entities, including non-profit and for-profit organizations to provide leadership, establish partnerships and implement tools and strategies that will increase the supply of affordable housing, while taking into account unique local characteristics

## **Neighbor Cities**

Lead councilors: Susan McLain and Rod Park

Project Manager: Tim O'Brien

- Develop an open working relationship with the elected officials in the neighboring cities
- Identify issues of mutual concern
- Recommend to the Metro Council mechanisms to address identified issues of regional concern

## **Nature in Neighborhoods**

Lead Councilor: Carl Hosticka

Council Liaisons: Susan McLain, Brian Newman

Project Manager: Stacey Triplett

- Create integrated improvements and methods of habitat protection and practices throughout the Region
- Strategically link existing and new resources within the Region (cities, counties, NPO's, business, individuals) to build capacity in protecting and improving identified habitats
- Measure progress annually utilizing existing and new protocols and units of measure

## **Natural Areas Bond Measure**

Lead Councilor: David Bragdon

Council Liaison: Susan McLain

Project Manager: Jim Desmond/Chris Carlson

- Conduct polling to determine elements for a land acquisition bond measure for protection of natural areas
- Identify areas deemed ecologically important for inclusion in willing seller land acquisition bond measure, including option properties
- Take before the voters for approval a natural areas acquisition and restoration bond measure in November 2006

### **Regional Solid Waste Management Plan (RSWMP Update Project)**

Lead Councilor: Susan McLain

Project Manager: Janet Matthews

- Update RSWMP that will provide policy and program direction in waste reduction, facilities and services for the next decade (2006-2016)
- Fulfill state requirement that Metro have a waste reduction plan that outlines regional strategies to ensure the waste stream is reduced, recovered and returned to productive use
- Solicit input from the community on regional direction for the next decade and engage local government and private sector service providers as leading partners in the development of the plan

### **OCC Subsidy Gap**

Lead Councilor: Rod Park

Project Manager: Reed Wagner

- The size and nature of the funding gap will be determined.
- Funding sources to bridge the gap will be identified.
- Financial commitments will be secured.

### **Ballot Measure 37 Task Force**

Lead Councilors: Robert Liberty, Carl Hosticka

Project Manager: Lydia Neill

- Assist in the Development of a proposal that implements M37 and fulfills the 2040 Growth Concept
- Forward Task Force recommendations to Council
- Engage local governments in discussions about a funding to address claims

### **Disposal System Planning**

Lead Councilor: Rod Park

Project Manager: Paul Ehinger

Provide recommendations and/or policy direction for the regional disposal system, including:

- Service levels
- System structure
- Regulatory framework