

# **Metro**

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**Metro**

## **Minutes**

**Tuesday, February 26, 2019**

**9:00 AM**

**Strategic Planning Discussion**

**Oregon Zoo, Conservation Hall**

**9:00 Introduction and Goals for the Day**

Council President Peterson called the Council strategic planning discussion to order at 9:03 a.m.

**Present:** 7 - Councilor Sam Chase, Councilor Shirley Craddick, Councilor Craig Dirksen, Councilor Bob Stacey, Councilor Juan Carlos Gonzalez, Councilor Christine Lewis, and Council President Lynn Peterson

**9:10 President's Comments**

Council President Peterson introduced the day and stated that the objectives for the meeting was to begin a discussion that would set the framework for long range strategic planning later in the year. She noted that this conversation would allow Council to continue team building and further Council's shared understanding of its role.

Council President Peterson called on Mr. Tobey Fitch, of Fitch Associates, to review the day's agenda. Mr. Fitch discussed the agenda, highlighting that the discussion would focus on sharing perspectives on Metro's history, purpose and role in order to ensure better alignment on the agency's mission in advance of strategic planning work.

**9:20 Discussion of Metro: History and Evolution**

Mr. Fitch asked Council and staff to participate in a history and timeline exercise where participants shared their first interactions with Metro. Councilors and staff discussed their first experiences with Metro and what brought them to work with the agency.

Mr. Fitch requested that Council and staff to break into three small groups to discuss shared perspective on Metro's history and mission. Councilors and staff joined small groups and discussed the core purpose and scope of Metro at three stages of the agency's history: the agency's founding, the agency present day and the agency in the year 2030. Each group identified key partnerships for the agency at each stage and discussed external perceptions of Metro's strengths and weaknesses.

**10:00 Break****10:10 Strengths, Weaknesses, Opportunities, and Threats**

Mr. Fitch introduced the strengths, weaknesses, opportunities and threats (SWOT) exercise and explained that goal of the exercise was to get a snapshot of the agency at this moment. He noted that a deeper SWOT analysis would be a core piece of the upcoming strategic planning work. Councilors and staff broke into four small groups each discussing one of the following items: internal strengths of the agency, internal weaknesses, external opportunities for the agency and external threats.

**11:15 Discussion**

Each small group reported back highlights of their discussion to the entire group. Mr. Andrew Scott, Deputy Chief Operating Officer, shared key strengths identified during the small group discussion including the agency's employee talent and retention, strong workplace culture, stable funding and good fiscal management, efficient service delivery and diversity, equity and inclusions work. Ms. Martha Bennett, Chief Operating Officer, discussed key weaknesses identified during small group discussion including the presence of seven individual enterprise cultures in Metro's portfolio, operational maturity and the need for systemization of some processes.

Ms. Raahi Reddy, Director of Equity, Diversity and Inclusion, shared key opportunities identified during small group discussion including continued engagement and advocacy with community based organizations, demographic shifts, community desire for good governance and development of technology. Councilor President Peterson discussed opportunities for the next phases of the regional investment measures and the transformative work of the transportation measure. Councilor Chase noted the opportunities created through establishing the foundation for the regional investment strategies.

Councilor Lewis discussed key threats identified during small group discussion including anticipated economic downturn, Public Employees Retirement System (PERS) liability, challenges of engagement with gaps in representation in community based organizations in parts of the region, climate change and accelerating pace of growth in the region.

**11:45 Next Steps**

Mr. Fitch reviewed key themes that arose from the discussion and explained next steps for the upcoming strategic planning work. He noted that the SWOT analysis would be helpful in moving forward with the three to five year long range plan.

**12:00 Adjourn**

Council President Peterson adjourned the priority setting session at 12:00 p.m.

Respectfully submitted,



Sara Farrokhzadian, Legislative and Engagement  
Coordinator

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF FEBRUARY 26, 2019**

<b>ITEM</b>	<b>DOCUMENT TYPE</b>	<b>DOC DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT No.</b>
<b>3.0</b>	Handout	5/1991	Abbott: A History of Metro, May 1991	22619c-01