

**METROPOLITAN EXPOSITION-RECREATION COMMISSION
RESOLUTION NO. 98-44**

Adopting the implementation plan for the priorities and strategies identified at the June 1998 Commission work session.

The Metropolitan Exposition-Recreation Commission finds that:

1. The mission of MERC is to serve the public interest by providing quality stewardship of the region's trade and spectator facilities: The Oregon Convention Center, the Portland Center for the Performing Arts, Portland Civic Stadium and the Portland Metropolitan Exposition Center;
2. At its work session in June 1998 the Commission identified a series of priorities and strategies to improve management of the regional facilities in order to better serve the public interest, including a more active and focused role for Commissioners in facility advocacy and policy development;
3. Staff developed an implementation plan for the priorities and strategies identified by the Commission at the June work session. Commissioners have reviewed the plan, and the plan has been revised to reflect Commissioner suggestions.

BE IT THEREFORE RESOLVED that the Commission adopts the implementation plan for the priorities and strategies identified at the Commission work session, attached in Exhibit 1.

BE IT FURTHER RESOLVED that Commission staff are directed to take immediate action to complete the implementation plan.

Passed by the Commission on October 21, 1998



Chair


Secretary/Treasurer

Approved as to Form:
Daniel B. Cooper, General Counsel

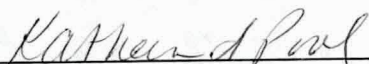
By: 
Kathleen Pool
Senior Assistant Counsel

EXHIBIT 1

Implementation Recommendations
MERC Work Session - June 1998

COMMISSIONER STRATEGIES FOR 1998-99

Participate in OCC Campaign Efforts

1. Continue public speaking, fundraising, media relations and targeted meetings.

Resume Commissioner liaison system (see attached legal rules governing role of liaison Commissioners).

1. Appoint each Commissioner (except the MERC Chair) to be a liaison to a facility. Assignments should be made at the first meeting of the new officers each year.
2. Rotate liaison assignments annually to give each Commissioner the opportunity to become familiar with all MERC facilities.
3. Re-establish executive committee meetings to set agendas and discuss ongoing MERC strategic issues
4. Use teams of one or more Commissioners to study key issues as needed: Appoint Commissioners to task forces on key issues, e.g. contracts for food and beverage, ticketing policies, pay for performance plan implementation, Expo Center Master Plan, etc. (The budget committee consists of the three MERC officers). Individual Commissioners should report to full Commission monthly or following completion of an assignment.

Revise Meeting Format

1. Use consent agenda for routine items, beginning in November 1998 (Change to Bylaws and advance notice of change at previous commission meeting is required).
2. Refocus Commission meetings toward policy issues, and for matters that would benefit from or require public exposure and discussion. Commission should generally review and act on only those items that legally require Commission action or are deemed to be significant policy decisions where Commission action is appropriate.
3. All other business and staff reports would be contained in a monthly report for Commissioners to update members on routine contracts, projects, and personnel issues, etc.
4. Adapt more "discussion-friendly" physical setting for Commission meetings to foster input and strategic discussions, similar to work sessions (e.g. horseshoe structure with chairs set up for public in audience format)

Communications

1. Continue weekly reports from General Manager
2. Expand or supplement General Manager weekly reports with concise reports on MERC activities and developments; distribute by email and fax.
3. Increase use of email
4. Email and fax to Commissioners advance copies of press releases, quarterly newsletter, and other reports provided for in the Marketing Communications Plan.

5. Utilize MERC and facility web sites as sources of fresh and readily accessible information for Commissioners.
6. Produce in-house basic collaterals; update regularly and send to Commissioners

Convene strategic issue meetings on an as-needed basis

1. Chair will convene strategic issue work sessions on matters needing in-depth discussion, study, and brainstorming
2. Hold at off-site location, with Commissioners and senior staff, on a Friday from 8:00 a.m.- 2:00 p.m., replacing that month's regular MERC meeting

Pursue more aggressive MERC marketing efforts

1. Implement the strategies in the Marketing Communications Plan for greater commissioner role in marketing
2. Regular reports by Commissioners to host government agencies
3. Maintain contact with new Metro Councilors
4. Undertake regional facility branding campaign
5. Participate in Metro branding campaign
6. Look for solid PR opportunities
7. Involve Commissioners in marketing outreach
8. Cultivate Washington and Clackamas business involvement

Commissioner responsibilities

1. Serve as public spokespersons on key issues
2. Participate in targeted outreach efforts
3. Utilize the strategies and tools in the MERC Marketing Communications Plan to capitalize on and utilize to best advantage the public roles of Commissioners
4. Use Commission meetings as public awareness opportunities for MERC Commissioners to serve as public spokespersons on key issues and messages.
5. Support MERC general manager and senior management team
6. Provide policy guidance and advocacy when needed by general manager and senior management
7. Serve as a sounding board for stakeholders
8. Send list of liaison assignments to stakeholders with annual publication of MERC Commission officers and phone numbers.

Role of MERC Liaison Commissioners

The Chair may from time to time appoint liaison Commissioner(s) to work with staff on particular issues. Liaison Commissioner(s) will have no authority to make decisions, recommendations, or take any other actions which are normally reserved to the Commission as a whole. Liaison Commissioner(s) will not function as formal committees with authority to speak as a committee or handle matters on behalf of the Commission. Instead, liaison Commissioner(s) shall work with staff with respect to information gathering only, and will report back to the Commission only on their individual opinions, suggestions, or viewpoints.