

METRO STRATEGIC FRAMEWORK

Date: March 26, 2021
Department: Office of the Chief Operating Officer
Meeting Date: April 6, 2021

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Presenters: Marissa Madrigal, Chief Operating Officer and Tobey Fitch
Length: 60 minutes

ISSUE STATEMENT

Before the pandemic, Metro Council gave direction to the Chief Operating Officer (COO) to begin the process of composing a strategic plan for Metro. This work began in fall 2020 with a series of workshops with Metro Councilors and the COO to set priorities for the agency.

As a result of these discussions and continued uncertainty due to the pandemic, the COO pivoted over the winter to developing a strategic *framework*. A high level framework (rather than a plan) will provide the Council and departments/venues a more flexible and adaptable decision-making tool that can be applied immediately to urgent policy questions about how Metro navigates re-opening and recovery. At a January Metro Director's retreat, three key values were identified as having been critical in the response to the pandemic and relevant to recovery: Public Service, Safety, and Resilience. At a follow-up retreat in February, directors examined an overarching problem statement (seen in Exhibit A) and zeroed in on two main commitments of a strategic framework to guide us through 2024: **Keeping Our Promises and Building Back Better.**

At issue: The pandemic, demands for racial justice, wildfires and economic crisis have impacted Metro unevenly. In areas with secure revenue sources, operations are stable and often growing. But in areas where revenue is dependent on economic activity curtailed by the pandemic, operations have been dramatically cut and shut down.

Metro leadership finds itself in a place where it must support two vastly different courses of action while meeting an unbending imperative 1) Making good on hopeful promises with a financial tailwind in Housing, Parks, and Solid Waste, and 2) Rebuilding business and economic activity with a financial headwind in the MERC Venues and the Zoo. And, while keeping our promises and rebuilding, Metro must boldly rethink and reimagine its public service to center and advance those who have been historically, systematically and intentionally disadvantaged.

Amidst ever-changing and growing regional challenges an outcome-driven, decision making framework will support Metro to recover from this devastating year, build back better and keep our promises to greater Portland.

ACTION REQUESTED

Metro's Chief Operating Officer and Senior Leadership Team are seeking feedback and guidance on the problem statement, commitments and guiding principles.

IDENTIFIED POLICY OUTCOMES

A strategic framework will guide decision making to ensure alignment with Metro Council's vision for regional recovery and growth.

POLICY QUESTION(S)

Does Metro Council agree with the problem statement outlined in Exhibit A?

Do the commitments, values and principles outlined in the framework align with Metro Council's vision for regional recovery and growth?

Does this framework capture all of the areas how and where Metro can apply these values and principles?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Provide feedback and additional context on strategic framework. Council discussion will drive next steps on framework development. With the Council's direction, COO will immediately apply the framework to day-to-day decision-making and work with Senior Leadership to create high-level department and venue specific goals to be presented as part of the FY21-22 budget presentations.

STAFF RECOMMENDATIONS

N/A

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro Strategic Framework will directly influence future strategic planning. The framework is being developed as a first step in that process which can immediately be put to use to drive decision making. Senior Leadership will utilize this framework to ensure strategic investment of the FY21-22 budget, ensuring Metro's actions and programmatic decisions advance the commitment to keep our promises and build back better.

Racial justice is a guiding principle in the Metro Strategic Framework along with climate justice, resilience and shared prosperity. The framework will direct decision-making with the express intent of advancing Metro's racial equity and climate action goals.

BACKGROUND

In December 2020, newly elected and currently seated Metro Councilors met with the Chief Operating Officer and Chief Financial Officer to discuss impacts to Metro's operations by the COVID-19 pandemic, the 5 year financial forecast and Council priorities. Metro Council reaffirmed existing priorities and asked for consideration of additional priorities at this meeting. Council expressed a desire to refine and explicitly outline priorities. They emphasized the need to prioritize climate action to underpin every decision Metro makes, much like with racial equity. Council also expressed a strong desire to deliver on promises to voters in affordable housing, supportive housing and parks investments.

Following this meeting, the COO continued to work with Tobey Fitch and the Senior Leadership Team to develop the Metro Strategic Framework based on the priorities and desires expressed by Council. Metro Council will consider the latest draft of this framework at work session on April 6, 2020.

ATTACHMENTS

Exhibit A to the Staff Report: contains problem statement, commitments, guiding principles and Metro's roles.

[For work session:]

- Is legislation required for Council action? Yes ☒ No
- If yes, is draft legislation attached? Yes ☒ No
- What other materials are you presenting today? N/A