

**A G E N D A**

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**METRO**

**Agenda**

**MEETING:** METRO COUNCIL WORK SESSION MEETING  
**DATE:** August 9, 2005  
**DAY:** Tuesday  
**TIME:** 2:00 PM  
**PLACE:** Metro Council Chamber

**CALL TO ORDER AND ROLL CALL**

- |                |           |   |                                |
|----------------|-----------|---|--------------------------------|
| <b>2:00 PM</b> | <b>1.</b> | <b>DISCUSSION OF AGENDA FOR COUNCIL<br/>REGULAR MEETING, AUGUST 11, 2005/<br/>ADMINISTRATIVE/CHIEF OPERATING OFFICER<br/>AND CITIZEN COMMUNICATIONS</b> |                                |
| <b>2:15 PM</b> | <b>2.</b> | <b>SIGNIFICANT CONTRACTS</b>  | <b>Biedermann/<br/>Watkins</b> |
| <b>3:00 PM</b> | <b>3.</b> | <b>COLLABORATIVE LEADERSHIP INITIATIVE</b>  | <b>Wetter</b>                  |
| <b>3:15 PM</b> | <b>4.</b> | <b>BREAK</b>  |                                |
| <b>3:20 PM</b> | <b>5.</b> | <b>RECOVERY COST/BENEFIT MODEL AND<br/>ALTERNATIVES ANALYSIS</b>  | <b>Hoglund/<br/>Chaimov</b>    |
| <b>4:20 PM</b> | <b>6.</b> | <b>COUNCIL BRIEFINGS/COMMUNICATION</b>  |                                |

**ADJOURN**

Agenda Item Number 2.0

***SIGNIFICANT CONTRACTS***

Metro Council Work Session  
Tuesday, August 9, 2005  
Metro Council Chamber

## METRO COUNCIL

### Work Session Worksheet

Presentation Date: August 9 2005 Time: \_\_\_\_\_ Length: \_\_\_\_\_

Presentation Title: Contracts for Solid Waste

Department: Finance and Administrative Services and Solid Waste and Recycling

Presenters David Biedermann, Mike Hoglund

### ISSUE & BACKGROUND

The Metro Code specifies the Chief Operating Officer, Metro Attorney, or Auditor must obtain authorization by the Council prior to execution of the any contract that commits Metro to the expenditure of appropriations not otherwise provided for in the current fiscal year budget at the time the contract is executed and (emphasis added) which meets the test of "significant impact". "Significant impact is

- Any public contract for a term greater than 12 months for private operation of all or of a major part of a Metro facility or concessions at a Metro facility.
- Any public improvement contract for an amount over \$50,000.
- Any public contract that will potentially result in a material (more than 5 percent of the related fund) loss of revenues or increase in expenditures in more than one year in any Metro fund.
- Any contract for personal services for a term greater than 12 months and in an amount greater than \$50,000.
- Any contract for personal services for an amount greater than \$50,000 related to Metro's exercise of its regional planning functions pursuant to Section 5 of the Metro Charter.
- Any contract for personal services for an amount over \$50,000 related to the study by Metro of exercising authority, pursuant to Section 7 of the Metro Charter, over additional functions.

Additionally, the Council can designate any contract as "significant impact". For mandatory Council review, it must also meet the test of "...expenditure of appropriations not otherwise provided for in the current fiscal year budget at the time the contract is executed..."

In reviewing the FY05-06 budget year contracts list, Councilor McLain designated six contracts as "significant impact", five of which fall outside of the six categories noted above.

This work session is to review those six contractual relationships in Solid Waste and Recycling. All are due for new contracts in FY06. (All other Solid Waste contracts within those categories have already come to Council for authorization or will in the future.)

**SOLV-IT event, \$59,500** – is an annual contract with the non-profit SOLV-IT group to conduct the annual cleanup of a pre-selected dumpsite in the Metro region.

**Investigation and Cleanup of Illegal Dumpsites, \$364,440** – is an annual contract to provide labor and materials to investigate illegal dumping in the Metro Region to find the perpetrators, and to cleanup the sites.

**Reimbursement for Out-of-Region Hazardous Materials, \$180,000** - is an existing intergovernmental agreement in FY04-05. While anticipated to be for three years (\$60,000 per year), Solid Waste and the State Dept. of Environmental Quality decided to extend the existing contract one additional year (as allowed by the current contract) and revisit the issue next year.

**College Internship Program, \$136,450** – is with Mt. Hood Community College to provide training for hazardous material handling, which in turn provides the workforce needed by Solid Waste to conduct the hazardous waste collection in the region. It is executed as an annual contract and is a one-year agreement in FY06.

**Latex Paint Processing Support, \$398,040** – is with De Paul Industries and has been executed as an annual contract each of the last seven years. De Paul Industries is a Qualified Rehabilitation Facilities (QRF), and Oregon state procurement law requires Metro to contract with them (or another qualified QRF) so long as they can supply the quality of service we desire.

**Litter Collection for MCS Area, \$64,000** - is a two-year intergovernmental agreement with Multnomah County for litter collection in the Metro Central Station area that succeeds the expiring 2-year agreement (also with Multnomah County). Our records show prior agreements for FY97-99, FY99-01, FY01-03, and FY03-05. As a two-year agreement, this contract requires Council approval.

### **OPTIONS AVAILABLE**

Since the litter collection contract is for two years and is now designated in the Metro FY06 Budget as Significant Impact, Metro Code requires Council authorization.

Council can decide to not approve a contract. .

### **IMPLICATIONS AND SUGGESTIONS**

Without approval, staff will research other options for this contract.

The purpose of some portions of the Metro procurement code, such as the "significant impact" definitions, amendment limitations and reporting requirements, arose from disputes over use of the budget between the Executive Officer and Council a decade ago. Unfortunately, the statutes led to considerable confusion on the part of staff and the Council over the years in how to apply them, as evidenced by the subject of this work session.

Much has changed since the original reasons for these statutes occurred. Staff believes an opportunity exists to improve the process, and that there are more efficient methods of meeting Council desires for information about specific contracts and retaining

appropriate review controls of staff contract activity as it relates to Council goals and policy.

**QUESTION(S) PRESENTED FOR CONSIDERATION**

Should Metro contract for litter collection services with this provider?

The Metro Code has been updated to reflect the Oregon legislative changes that took effect in March 2005. Should the Metro Code also be changed to allow for more efficient processing of information for the Council and for agency contract execution?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION** Yes

**DRAFT IS ATTACHED** Yes

**SCHEDULE FOR WORK SESSION**

Department Director/Head Approval \_\_\_\_\_

Chief Operating Officer Approval \_\_\_\_\_

BEFORE THE METRO CONTRACT REVIEW BOARD

AUTHORIZING EXECUTION OF A	)	Resolution no. 05-3608
CONTRACT FOR LITTER COLLECTION	)	
AT METRO CENTRAL STATION	)	Introduced by Chief Operating Officer
	)	Michael J. Jordan, with the concurrence of
	)	Council President David Bragdon
	)	
	)	

WHEREAS, Metro operates a waste collection and transfer system including two waste collection and transfer facilities, a hazardous waste collection program, a series of roundup collections around the region; and

WHEREAS, operation of those programs require a variety of contractual services; and

WHEREAS, one of those services is litter control and pickup at the Metro Central Station; and

WHEREAS, pursuant to Metro Code Section 2.04.026(a), Council approval is required for any contract which commits Metro to the expenditure of appropriations not otherwise provided for in the current fiscal year budget at the time the contract is executed and which has a significant impact on Metro; and

WHEREAS, the litter collection contract is for two years, the second year which is not appropriated; and

WHEREAS, the Council has designated this contract as "significant impact" in the FY05-06 budget; and

WHEREAS, this resolution was submitted to the Chief Operating Officer for consideration and was forwarded to the Council for approval; now therefore

BE IT RESOLVED

1. That the Metro Council authorizes the Chief Operating Officer to execute the litter collection at Metro Central Station contract in a form substantially similar to that attached as Exhibit A.

ADOPTED by the Metro Council this \_\_\_\_\_ day of \_\_\_\_\_, 2005.

\_\_\_\_\_  
David Bragdon, Council President

Approved as to Form:

\_\_\_\_\_  
Daniel B. Cooper, Metro Attorney

M:\rem\od\projects\Legislation\2005\053558 Haz Waste RES.doc

## Exhibit A

# INTERGOVERNMENTAL AGREEMENT

## Number 0506008 (Non-190 Agreement)

This is an Agreement between METRO, Solid Waste and Recycling Department (METRO) and Multnomah County Department of Community Justice (COUNTY).

### PURPOSE:

The purpose of this Agreement is to provide twice weekly litter pick-up services performed by youth involved in the COUNTY's Pay Back Program. Pay Back is a restitution program for youth who are referred through the Juvenile Justice Adjudication, Probation or Diversion Units.

The parties agree as follows:

1. **TERM.** The term of this Agreement shall be from July 1, 2005 to June 30, 2007.
2. **RESPONSIBILITIES OF METRO.** METRO shall perform the services as described below.
  - a) Provide instruction, as needed, to COUNTY supervisors.
  - b) Inspect sites after completion of work.
  - c) Provide gloves and road safety vests for each youth crew member.
  - d) Provide two portable road signs that are placed on the shoulders of the road to alert traffic of the presence of work crews.
  - e) Provide trash collection bags.
  - f) Accept bagged refuse at METRO Central Transfer Station disposal site at no charge to COUNTY.
3. **RESPONSIBILITIES OF COUNTY.** COUNTY shall perform the services as described below.
  - a) Appoint and provide a Department staff Crew Leader for the youth crew.
  - b) Screen youth for appropriate crew composition.
  - c) Provide transportation to and from designated work site to youth crews.
  - d) Provide twice weekly litter pick-up services on road sides along the following established routes:
    - i Northwest Front Avenue from Northwest Kitridge to Gills Lake Pump Station (1/2 mile North of Northwest Sixty-First Street);
    - ii Northwest Front Avenue and Sixty-First Street to Highway 30;
    - iii Highway 30 to St. John's Bridge on and off ramp;
    - iv Highway 30 to Northwest Kitridge;
    - v Northwest Kitridge to Northwest Front Avenue
  - e) Deliver bagged litter to METRO Central Transfer Station disposal site.
  - f) Provide, minimally, an average of sixty-five (65) youth to work up to an average of 390 work hours per month.



4. **COMPENSATION.** METRO agrees to pay COUNTY an annual amount of up to **\$35,200.00** or **\$2,933.33** per month for the performance of those services described herein.
5. **BILLING AND PAYMENT PROCEDURES.** COUNTY and METRO shall follow the billing procedures and payment process described below.
  - a) COUNTY agrees to invoice METRO at the end of each quarter throughout the term of this Agreement. The first quarter will begin July 1, 2005 and the last quarter will end June 30, 2007. The amount billed to METRO each quarter will be **\$8,800.00**.
  - b) COUNTY will mail quarterly invoices to the following address:

METRO  
Solid Waste and Recycling Department  
600 NE Grand Avenue  
Portland, Oregon 97232
  - c) METRO shall remit payment to COUNTY within 30 days receipt of the invoice. Checks shall be made payable to **Multnomah County** and mailed to:

Department of Community Justice  
Business Services, Accounts Receivable  
501 SE Hawthorne Boulevard  
Suite 250  
Portland, Oregon 97214
- (Note: If the remittance address should change during the course of this Agreement, COUNTY will immediately notify METRO in writing of any changes.)
6. **REPORTS.** COUNTY shall provide METRO with a report that indicates the total number of days and hours worked along with the total weight of debris picked-up during the invoiced quarter. The report will be included with the quarterly invoice.
7. **CONTRACT ADMINISTRATION.**
  - a) METRO designates Ray Barker, Manager Assistant, to represent METRO in all matters pertaining to the administration of this Agreement. METRO agrees to notify COUNTY if there is any change in the designated contact person.
  - b) COUNTY designates Thanh Dang, Program Manager, to represent COUNTY in all matters pertaining to the administration of this Agreement. COUNTY agrees to notify METRO if there is any change in the designated contract person.
8. **CONFIDENTIALITY.** METRO agrees to keep all COUNTY information confidential in accordance with all state and federal statutes and rules governing confidentiality.
9. **TERMINATION.** This agreement may be terminated by either party upon thirty (30) days written notice.
10. **INDEMNIFICATION.** Subject to the conditions and limitations of the Oregon Constitution and the Oregon Tort Claims Act, ORS 30.260 through 30.300, COUNTY shall indemnify, defend and hold harmless METRO from and against all liability, loss and costs arising out of or resulting from the acts of COUNTY, its officers, employees and agents in the performance of this agreement.

Subject to the conditions and limitations of the Oregon Constitution and the monetary limits of the Oregon Tort Claims Act, ORS 30.260 through 30.300 METRO shall indemnify, defend and hold harmless COUNTY from and against all liability, loss and costs arising out of or resulting from the acts of METRO, its officers, employees and agents in the performance of this agreement.

11. **INSURANCE.** Each party shall each be responsible for providing worker's compensation insurance as required by law. Neither party shall be required to provide or show proof of any other insurance coverage.
12. **ADHERENCE TO LAW.** Each party shall comply with all federal, state and local laws and ordinances applicable to this agreement.
13. **NON-DISCRIMINATION.** Each party shall comply with all requirements of federal and state civil rights and rehabilitation statutes and local non-discrimination ordinances.
14. **ACCESS TO RECORDS.** Each party shall have access to the books, documents and other records of the other which are related to this agreement for the purpose of examination, copying and audit, unless otherwise limited by law.
15. **SUBCONTRACTS AND ASSIGNMENT.** Neither party will subcontract or assign any part of this Agreement without the written consent of the other party.
16. **THIS IS THE ENTIRE AGREEMENT.** This Agreement constitutes the entire Agreement between the parties. This Agreement may be modified or amended only by the written agreement of the parties.

MULTNOMAH COUNTY, OREGON

METRO

By: Joanne Fuller

*Kathleen Tub*  
*for Joanne Fuller*

By: \_\_\_\_\_

Title: Director / Community Justice

Title: \_\_\_\_\_

Date: 6/3/05

Date: \_\_\_\_\_

Reviewed:  
AGNES SOWELL, COUNTY ATTORNEY  
FOR MULTNOMAN COUNTY

METRO Counsel

Jacquie Weber  
Assistant County Attorney

\_\_\_\_\_

5-31-05  
Date

\_\_\_\_\_ Date

Agenda Item Number 3.0

***COLLABORATIVE LEADRSHIP INITIATIVE***

Metro Council Work Session  
Tuesday, August 9, 2005  
Metro Council Chamber

## **METRO COUNCIL**

### **Work Session Worksheet**

Presentation Date: August 9

Time: 3:00 PM

Length: 15 Minutes

Presentation Title: Collaborative Leadership Initiative

Department: Cross-Departmental

Presenters: Paul Couey, Michael Wetter, Kate Marx

#### **ISSUE & BACKGROUND**

The Collaborative Leadership Initiative will strengthen Metro's capacity to lead regional initiatives using a collaborative leadership approach. Collaborative leadership is a problem-solving model that convenes, facilitates and empowers stakeholder organizations to develop consensus solutions and engenders their commitment of resources to implementation. On August 11<sup>th</sup>, the council will consider a resolution to adopt the Collaborative Leadership Initiative as a council project and designate Council President Bragdon as Lead Councilor and Councilors Burkholder and Hosticka as Liaisons. The Lead Councilor and Council Liaisons would sit on a Steering Committee that includes the Chief Operating Officer and the Directors of Parks, Planning, and Solid Waste and Recycling.

The purpose of the worksession discussion is to brief and update the councilors on the Collaborative Leadership Initiative, the proposed structure with Lead Councilor, Liaisons, and Steering Committee, and the resolution designating the initiative as a council project.

#### **OPTIONS AVAILABLE**

The Council will consider approving a resolution on August 11<sup>th</sup>.

#### **IMPLICATIONS AND SUGGESTIONS**

Last year the Metro Council identified, as a strategic priority, the goal of strengthening Metro's role as a regional problem solver and a leader of regional initiatives. A conceptual framework has been developed and approved by the council that outlines Metro's role as a convener, facilitator, technical assistance provider, public process architect and process manager and the council has undertaken projects that employ a collaborative approach. A Project Management Team has been formed to identify and adopt methodologies and best practices for leading regional initiatives; develop training in project management, process design and facilitation, meeting design and facilitation, policy framing, and leadership; serve as a peer group for learning and sharing best practices; and to be the vanguard, the "early adopters" and be a role model in helping Metro integrate new techniques and methodologies across the organization.

This Collaborative Leadership Initiative and Project Management Team have important management and policy implications, including:

- Further defining Metro's role as a convener and regional problem solver and Metro's relationship with other governments and organizations;
- Further defining the role of Metro staff and councilors in regional issues;
- Defining how staff interact with councilors on policymaking initiatives;
- Identifying and strengthening the skills and capacities necessary to carry out council objectives;
- Identifying regional problem solving alternatives and their budget implications.

**QUESTION(S) PRESENTED FOR CONSIDERATION**

This is a briefing only. No questions will be posed.

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION** \_\_Yes **X** No  
**DRAFT IS ATTACHED** \_\_Yes \_\_No

**SCHEDULE FOR WORK SESSION**

Department Director/Head Approval \_\_\_\_\_

Chief Operating Officer Approval \_\_\_\_\_

***RECOVERY COST/BENEFIT MODEL AND ALTERNATIVES ANALYSIS***

Metro Council Work Session  
Tuesday, August 9, 2005  
Metro Council Chamber

## METRO COUNCIL

### Work Session Worksheet

Presentation date: August 9, 2005

Time:

Length: 60 minutes

Presentation title: Waste Reduction Program Comparison Tool (formerly the Recovery Rate Cost-Benefit Model)

Department: Solid Waste and Recycling Department

Presenters: Lee Barrett and Tom Chaimov

#### ISSUE & BACKGROUND

Metro is the watershed representative to the state and is responsible for ensuring that the region meets its designated recovery goal of 62 percent by the end of 2005 and 64 percent by 2009. The Regional Solid Waste Management Plan gives the Portland metropolitan region direction for meeting solid waste needs into the future and identifies strategies for achieving the designated recovery goals.

As of 2003, the last year for which recovery information is available, the region has reached a 57 percent recovery rate, 5 points shy of the 62 percent goal for 2005. The tri-county watershed is unlikely to meet its 2005 recovery goal without increased recovery efforts. To that end, Metro convened a Contingency Plan Work Group in 2003 to recommend the most viable approaches to improving the region's recovery. Based on the Work Group's recommendations and public involvement activities, five potential new waste reduction programs have been selected for further consideration, including:

#### **Potential Waste Reduction Program Options**

- **Business Option #1:** Expanded business recycling assistance and education
- **Business Option #2:** Mandatory business recycling with expanded recycling assistance and education
- **Business Option #3:** Disposal ban for business recyclables with expanded recycling assistance and education
- **Dry Waste Option #4:** Mandatory dry waste processing requirements
- **Dry Waste Option #5:** Disposal ban for selected dry waste materials

To help Metro and other stakeholders choose which waste reduction program(s) should be implemented, an alternatives analysis tool is proposed, to compare the projected performance of each program option with the projected performance of the others, using a weighted set of evaluation criteria. A total score for each option will be computed based on how the user values each of the criteria, and the options will be ranked according to those scores. Five key, high-level criteria are proposed for evaluation in comparing program options, as follows:

#### **Criteria for Evaluating Potential New Waste Reduction Programs**

1. **System Cost** – The costs involved with implementing a proposed program. This could include changes in generator, operator, and/or program cost. Metro staff plan to convene a facilitated focus group of stakeholders to estimate system costs for each option, rather than construct an elaborate, presumably expensive, computer model to forecast costs.

2. **Tons Recovered** – Total tons of new recovery. Metro staff will estimate projected capture rates for various material types based on published waste composition data and will receive stakeholder feedback on the reasonableness of assumptions.
3. **Environmental Score** – This criterion is intended to account for the environmental benefits of the proposed program beyond tons recovered and, as currently conceptualized, includes considerations, such as resource conservation, toxicity, greenhouse gas emissions reductions, water and air quality improvement and energy savings.
4. **Acceptability** – A whole host of barriers can confront the implementation of a new program, e.g., multi-jurisdictional considerations, private-public partnerships, public support, etc. This criterion provides a qualitative assessment of the difficulty, or ease, in implementation.
5. **Hierarchy**- Based on the waste reduction hierarchy, it is more efficient not to produce waste in the first place than it is to deal with it once consumed. This criterion is a nod toward an upstream stewardship value and captures a program's potential for changing behavior at the point of production and consumption rather than just before a waste hits the landfill.

Program scores from the comparison tool will permit a ranking of the proposed waste reduction programs, which will, in turn, inform the waste reduction approaches recommended in the Regional Solid Waste Management Plan. Different groups or individuals may place more importance on some criteria than others, and such views will be documented as an important part of the overall analysis.

Stakeholder groups including local governments, industry, SWAC and Metro Council, have reviewed the comparison tool. Input received from the groups has been incorporated into the evaluation criteria.

### **OPTIONS AVAILABLE**

1. Direct staff to proceed with the development of the Waste Reduction Program Comparison Tool by finalizing the evaluation criteria, programs posed for evaluation, process for developing the cost input, and next steps.
2. Direct staff to proceed no further with the development of this Waste Reduction Program Comparison Tool. Staff may either pursue an alternate tool or utilize other methods to evaluate waste reduction programs.

### **IMPLICATIONS AND SUGGESTIONS**

Development of the Waste Reduction Program Comparison tool will provide Council with a systematic way to evaluate waste reduction programs. The results of the tool will help inform decisions for new policies or programs that may be included in the updated Regional Solid Waste Management Plan. In addition, if the tool is successful, additional waste reduction programs may be examined.

The next steps for moving forward entail: 1) developing the cost input line through a facilitated discussion with key stakeholders, and 2) identification of stakeholder groups to participate in the ranking exercise.



**QUESTION(S) PRESENTED FOR CONSIDERATION**

1. Does Council have any revisions to the evaluation criteria or programs identified for evaluation?
2. Does Council approve of trying to estimate programmatic changes in system cost through a facilitated discussion process with a group of key stakeholders?
3. What stakeholder groups should be queried for their values in order to weight the criteria (SWAC, Other)?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION \_\_Yes \_X No  
DRAFT IS ATTACHED \_\_Yes \_X No**

**SCHEDULE FOR WORK SESSION**

Department Director/Head Approval \_\_\_\_\_  
Chief Operating Officer Approval \_\_\_\_\_

## Collaborative Leadership Initiative Background

August 9, 2005

At Metro, we are making a commitment to build on our expertise in public process management. Last year, the council established this vision as a strategic priority:

*Lead regional problem solving and regional initiatives.*  
Critical Success Factor 3.1 - November 2004

In late 2004 and early 2005, the council discussed and approved a conceptual approach to regional problem solving whereby Metro legislation and programs fit within a larger context of regional convening and collaboration. The regional problem solving approach was outlined as part of a revision in council process. This document outlined a role for Metro as convener and facilitator of regional solutions. The Collaborative Leadership Initiative gives further definition to, and implements, this convening and regional problem solving role.

The Collaborative Leadership Initiative has policy implications related to the role individual councilors play as regional leaders, and to Metro's role in relation to other regional players. It also has management implications for training, staffing, and establishing Metro best practices. Council projects already underway (e.g. affordable housing) have elements of collaborative leadership imbedded in them.

A Project Management Team has been formed to establish collaborative leadership as a core competency at Metro. The team will accomplish the following tasks:

1. Evaluate methodologies and best practices for leading regional initiatives.
2. Develop skills that must be strengthened at Metro including project management, process design and management, facilitation, decision support, policy framing and leadership.
3. Cultivate a peer group for learning and sharing best practices.
4. Facilitate the integration of new techniques across the organization.

The team includes those who are currently managing projects in the council's portfolio and others selected by their department directors. Kate Marx and Michael Wetter are providing direction to the project, and Paul Couey serves as project manager. The project management team reports to a steering committee made up of three department directors (Desmond, Cotugno, and Hoglund) and (as proposed) three Metro Councilors (Bragdon, Hosticka, and Burkholder). The Chief Operating Officer and Council President would chair the steering committee.

The Project Management Team will deliver the following outcomes by June 30, 2006:

- Document detailing rights and responsibilities of project management roles

- List of essential skills for successful project management
- Catalogue of essential skills that already exist within Metro, identifying specific staff and their competencies
- Selection of methodologies with appropriate processes for collaborative leadership
- Selection of trainers (internal and external) who can cultivate essential project management skills in staff
- Best Practices Manual (including criteria to determine projects that should follow the collaborative leadership model)
- Project Management Team trained in essential project management skills and methodologies and prepared to serve as a training resource for project managers throughout the agency
- Collaborative leadership projects that are planned and implemented by capable staff who support one another as peers in a continuous learning organization

## PM Team Deliverables

The Project Management Team will deliver the following products by September 20, 2005:

### Skill Development

- Document detailing rights and responsibilities of project management roles
- List of essential skills for successful project management
- Catalogue of essential skills that already exist within Metro, identifying specific staff and their competencies
- Selection of trainers (internal and external) who can cultivate essential project management skills in staff
- Complete schedule of classes (Oct-Nov, 2005)

### Diagnostic Tool

- Selection of methodologies with appropriate processes for collaborative leadership
- Criteria to determine projects that should follow the collaborative leadership model

### Policy Framing

- Handbook for framing policy issues

*The Steering Committee will respond Monday morning, September 26<sup>th</sup>, from 8:30-10:00 in Council Chambers.*

### Remaining Tasks:

- Weekly PM Team meetings will continue through the end of September.
- Training sessions will convene through October and November.
- Best Practices Manual will be completed by January 10, 2006.
- PM Team will hold training sessions with other project managers: February-June, 2006.