

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL REGULAR MEETING
DATE: August 11, 2005
DAY: Thursday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

1. INTRODUCTIONS

- Bike Map Presentation Peck

2. CITIZEN COMMUNICATIONS

- 3. 2040 MODEL TARGET PROJECT** Kloster/Hastie

4. CONSENT AGENDA

- 4.1 Consideration of Minutes for the August 4, 2005 Metro Council Regular Meeting.

5. ORDINANCES – FIRST READING

- 5.1 **Ordinance No. 05-1087**, For the Purpose of Adopting a Process for Treatment of Claims Against Metro Under Ballot Measure 37.
- 5.2 **Ordinance No. 05-1088**, Amending Metro Code 2.02.050 Charitable Solicitations

6. RESOLUTIONS

- 6.1 **Resolution No. 05-3603**, For the Purpose of Designating the Collaborative Leadership Initiative as a Council Project and Designating Lead Councilors and Council Liaisons. Burkholder

7. CHIEF OPERATING OFFICER COMMUNICATION

8. COUNCILOR COMMUNICATION

ADJOURN

Television schedule for August 11, 2005 Metro Council meeting

| | |
|---|---|
| <p>Clackamas, Multnomah and Washington counties, and Vancouver, Wash. Channel 11 -- Community Access Network www.yourtv.org -- (503) 629-8534 2 p.m. Thursday, August 11 (live)</p> | <p>Portland Channel 30 (CityNet 30) -- Portland Community Media www.pcatv.org -- (503) 288-1515 8:30 p.m. Sunday, August 14 2 p.m. Monday, August 15</p> |
| <p>Gresham Channel 30 -- MCTV www.mctv.org -- (503) 491-7636 2 p.m. Monday, August 15</p> | <p>Washington County Channel 30 -- TVTV www.yourtv.org -- (503) 629-8534 11 p.m. Saturday, August 13 11 p.m. Sunday, August 14 6 a.m. Tuesday, August 16 4 p.m. Wednesday, August 17</p> |
| <p>Oregon City, Gladstone Channel 28 -- Willamette Falls Television www.wftvaccess.com -- (503) 650-0275 Call or visit website for program times.</p> | <p>West Linn Channel 30 -- Willamette Falls Television www.wftvaccess.com -- (503) 650-0275 Call or visit website for program times.</p> |

PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.

Agenda items may not be considered in the exact order. For questions about the agenda, call Clerk of the Council, Chris Billington, (503) 797-1542. Public hearings are held on all ordinances second read and on resolutions upon request of the public. Documents for the record must be submitted to the Clerk of the Council to be considered included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro website www.metro-region.org and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 797-1804 or 797-1540 (Council Office).

Agenda Item Number 4.1

Consideration of Minutes of the July 28, 2005 Regular Council meeting.

Metro Council Meeting
Thursday, August 11, 2005
Council Chamber

MINUTES OF THE METRO COUNCIL MEETING

Thursday, July 28, 2005
Metro Council Chamber

Councilors Present: David Bragdon (Council President), Susan McLain, Rex Burkholder, Rod Park, Brian Newman

Councilors Absent: Robert Liberty (excused), Carl Hosticka (excused)

Council President Bragdon convened the Regular Council Meeting at 2:05 p.m.

1. INTRODUCTIONS

There were none.

2. CITIZEN COMMUNICATIONS

There were none.

3. CONSENT AGENDA

3.1 Consideration of minutes of the July 21, 2005 Regular Council Meetings.

Motion:

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| Councilor Burkholder moved to adopt the meeting minutes of the July 21, 2005 Regular Metro Council. |
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Vote:

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| Councilors Burkholder, Park, Newman, and Council President Bragdon voted in support of the motion. The vote was 4 aye, the motion passed with Councilor McLain absent from the vote. |
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4. ORDINANCES – FIRST READING

4.1 Ordinance No. 05-1086, For the Purpose of Amending the Regional Framework Plan in Order to bring it up to Date and Make it more usable by Citizens of The Region.

Council President Bragdon assigned Ordinance No. 05-1086 to Council.

5. RESOLUTIONS

5.1 Resolution No. 05-3602, For the Purpose of Entering into an Employment Agreement with Metro Department Directors.

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| Motion: | Councilor Burkholder moved to adopt Resolution No. 05-3602. |
| Seconded: | Councilor Newman seconded the motion |

Councilor Burkholder explained that this was an employment agreement for the Metro Directors. He noted the components of the at will agreement. Their goals were tied to Metro Council goals and objectives and their achievement of those goals would be tied to pay. He spoke to other

components of the agreement including severance, leave and termination. He urged support. Michael Jordan, Chief Operating Officer (COO), noted that this was an important step in the performance review process and having staff support the goals and objectives of the Council. Councilor Park felt this helped to bring clarity. Council President Bragdon also noted his support. He acknowledged Ruth Scott's and Dan Cooper's contribution to this effort. He thought they had a great senior management team. He was supportive of the overall direction of the agency in terms of the high performance. Councilor Burkholder said there was no financial change.

Vote:

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| Councilors Park, Burkholder, Newman, McLain and Council President Bragdon voted in support of the motion. The vote was 5 aye, the motion passed. |
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5.2 **Resolution No. 05-3605**, For the Purpose of Expressing Support for the Comprehensive Economic Development Strategy (CEDS) and taking action to Help Achieve the CEDS' Object to improve economic opportunity for Citizens of the Portland Metropolitan Region.

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|-----------|---|
| Motion: | Councilor Newman moved to adopt Resolution No. 05-3605. |
| Seconded: | Councilor Park seconded the motion |

Councilor Newman said this resolution would express support of CEDS to improve economic prosperity of the region. He talked about the economic regional perspective and the need to create a strong and prosperous region. He also spoke to the CEDS report acknowledging the kind of work that Metro did. Both public and private sectors were involved in this effort. This resolution committed Metro to following through on five specific activities. He summarized those activities. Lydia Neill, Planning Department, echoed Councilor Newman's comments. She spoke to the collaborative process with regional partners. She felt this was a good step for the region. She talked about the action items that were outlined in the resolution and that Metro could add value to these regional efforts. Councilor Park wondered about the new urban areas and the efforts of cities and counties to provide urban services with limited resources. Council President Bragdon noted Metro efforts to convene a tax study group. Councilor Burkholder talked about the need to have a long term look at the economics of the region. He spoke to the need to maintain the quality of life in the region. He said there was a need for an economic strategy. He felt the report got us a long way to meeting the long term needs of the region. Council President Bragdon said this was part of the process of developing a strategy. He summarized the attributes of this approach; it was regional, it was multi-disciplinary, and it had been a very inclusive effort. He acknowledged the efforts of the Portland Business Alliance. The region had a long way to go in breaking down some of the past barriers. He felt our involvement was important in this effort. Councilor Newman acknowledged Council President Bragdon's efforts in keeping this process going.

Vote:

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| Councilors Park, Burkholder, Newman, McLain and Council President Bragdon voted in support of the motion. The vote was 5 aye, the motion passed. |
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6. CHIEF OPERATING OFFICER COMMUNICATION

Michael Jordan, COO, said today they would be discussing the disposition of Public Employee Retirement System (PERS) reserve. They had been setting aside monies the last two years. They were here today to talk about those monies. Bill Stringer, Chief Financial Officer (CFO), presented the options of what might be done with the PERS reserve. Kathy Rutkowski, Budget Coordinator, briefed the Council on the three options available to the Council (a copy of those

options were included in the meeting record). She said this option would be included in the supplemental budget. She noted the short timeframe and that PERS would not accept a contribution that would put us into a surplus situation.

Councilor Burkholder asked about the rules for doing a supplemental budget. Ms. Rutkowski responded to his question. They must have a supplemental budget by September 29, 2005 by the time the bonds were sold. Councilor Newman asked for clarification about the surplus situation. Ms. Rutkowski responded to his question. Councilor Newman felt that Option 3 was the best. Ms. Rutkowski concurred with his comments. Councilor McLain commented on the need to be flexible. Ms. Rutkowski explained her recommendation, including it in the supplemental budget at this time would allow the most flexibility. Mr. Stringer talked about bonding and the interest rates. He said they were seeing the rates moving up and bonding may not be an option when they received their next actuarial report. Councilor Park supported maximum flexibility. He suggested preparing the supplemental budget with those funds included, Option 1. Council President Bragdon summarized what Councilor Park was suggesting. Mr. Jordan spoke to the decision and that there were a number of pieces to the process. His recommendation was to include the maximum bonding and the reserve as well, approximately \$28 million. Mr. Jordan explained the decision that the Council needed to make today. Council still had flexibility if they authorized the supplemental budget up to a certain amount. Mr. Stringer said the resolution passed last week gave authority for the staff to prepare and issue a bond up to \$23 million. There was no need to come back to the Council on that issue. If we were to add the \$5 million in cash and \$18 million in bond proceeds it was less advantageous than doing the full bonding issue of \$23 million. Dan Cooper, Metro Attorney, explained the resolution that was passed last week. Council needed to work closely with the COO and the CFO so that they didn't authorize more money than Council wanted them to spend. He provided options for what Council needed to do today.

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| Motion: | Councilor Park moved to prepare the supplemental budget for the full amount. |
| Seconded: | Councilor Newman seconded the motion |

Councilor Burkholder further explained the decision. Mr. Jordan explained that he agreed with the CFO about borrowing the maximum. Councilor McLain acknowledged that we were doing the right thing and that they should bond as high as possible. Mr. Jordan said the \$5 million discussion could be delayed. Council President Bragdon said it sounded as if there was consensus among the Council.

Vote:

Councilors Park, Burkholder, Newman, McLain and Council President Bragdon voted in support of the motion. The vote was 5 aye, the motion passed.

7. COUNCILOR COMMUNICATION

Council President Bragdon talked about a Saturday night event where there would be a reenactment at Lone Fir Cemetery.

Councilor McLain said the Washington County Fair started today and Metro was represented at the Fair. She talked about the questions they had already received from the fair participants.

Councilor Park said there was camping at Oxbow Park. He said he was with a delegation from Korea today.

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Councilor Newman said there would be a joint meeting with the Zoo Foundation next Monday.

9 ADJOURN

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 3:15 p.m.

Prepared by

Chris Billington
Clerk of the Council

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF JULY 28, 2005

| Item | Topic | Doc Date | Document Description | Doc. Number |
|------|--------------------------|----------|--|-------------|
| 3.1 | Minutes | 7/21/05 | Metro Council Minutes of July 21, 2005 | 072805c-01 |
| 6 | PERS Reserve Timeline | 7/28/05 | To: Metro Council From: Kathy Rutkowski, Budget Coordinator Re: PERS Reserve Options | 072805c-02 |

Agenda Item Number 5.1

**Ordinance No. 05-1087, For the Purpose of Adopting a Process for Treatment
of Claims Against Metro Under Ballot Measure 37.**

First Reading

Metro Council Meeting
Thursday, August 11, 2005
Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING A) Ordinance No. 05-1087
PROCESS FOR TREATMENT OF CLAIMS)
AGAINST METRO UNDER BALLOT) Introduced by Councilor Robert Liberty
MEASURE 37)

WHEREAS, the voters of Oregon enacted Ballot Measure 37 (Chapter 1 Oregon Laws 2005), which requires Metro under specified circumstances to provide relief to a property owner whose property is reduced in value as the result of a Metro land use regulation; and

WHEREAS, claims have been filed under Measure 37 contending that provisions of Metro's Urban Growth Management Functional Plan have had the effect of reducing the value of the claimant's property; and

WHEREAS, the Metro Council wishes to implement Measure 37 faithfully and according to law; and

WHEREAS, the Council has responsibility under its Charter and state law to protect the livability of the metropolitan region, and wishes to implement Measure 37 in a manner that, to the extent possible, protects the livability of the region; and

WHEREAS, the Metropolitan Policy Advisory Committee has reviewed the claims process enacted by the ordinance and recommends the Council adopt it; and

WHEREAS, the Council held a public hearing on the ordinance and the claims process on September 13, 2005, and has considered the public testimony; now, therefore,

THE METRO COUNCIL HEREBY ORDAINS AS FOLLOWS:

1. Chapter 2.21, Claims Under Ballot Measure 37, attached and incorporated into this ordinance as Exhibit A, is hereby added to Title II, Administration and Procedures, of the Metro Code.
2. The Findings of Fact and Conclusions of Law, attached and incorporated into this ordinance as Exhibit B, explain how the claims process complies with the Regional Framework Plan and state law.

ADOPTED by the Metro Council this _____ day of _____, 2005.

David Bragdon, Council President

Attest:

Approved as to form:

Christina Billington, Recording Secretary

Daniel B. Cooper, Metro Attorney

Exhibit A to Ordinance No. 05-1087

CHAPTER 2.21

CLAIMS UNDER BALLOT MEASURE 37

| SECTIONS | TITLE |
|----------|---|
| 2.21.010 | Purpose |
| 2.21.020 | Definitions |
| 2.21.030 | Filing a Claim |
| 2.21.040 | Review of Claim by Chief Operating Officer and Recommendation |
| 2.21.050 | Hearing on Claim before Metro Council |
| 2.21.060 | Action on Claim by Metro Council |
| 2.21.070 | Conditions on Compensation or Waiver |
| 2.21.080 | Fee for Processing Claim |

2.21.010 Purpose

This chapter establishes a process for treatment of claims for compensation submitted to Metro under Ballot Measure 37. Metro adopts this chapter in order to afford property owners the relief guaranteed them by Ballot Measure 37 and to establish a process that is fair, informative and efficient for claimants, other affected property owners and taxpayers. It is the intention of Metro to implement Measure 37 faithfully and in concert with its other responsibilities, including its charter mandate to protect the environment and livability of the region for current and future generations.

2.21.020 Definitions

(a) "Appraisal" means a written statement prepared by an appraiser licensed by the Appraiser Certification and Licensure Board of the State of Oregon pursuant to ORS chapter 674. In the case of commercial or industrial property, "appraisal" additionally means a written statement prepared by an appraiser holding the MAI qualification, as demonstrated by a written certificate.

(b) "Family member" means the wife, husband, son, daughter, father, brother, brother-in-law, sister, sister-in-law, mother-in-law, father-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparent or grandchild of the owner of

the real property, an estate of any of the foregoing family members, or a legal entity owned by any one or combination of these family members or the owner of the real property.

(c) "Land use regulation" means a provision of a Metro functional plan or a land use regulation adopted by a city or county to comply with a Metro functional plan.

(d) "Owner" means the owner of the property, or any interest therein. "Owner" includes all persons or entities who share ownership of a property.

(e) "Reduction in value" means a reduction in the fair market value of real property, or any interest therein, resulting from enactment or enforcement of a land use regulation as of the date the owner makes a written claim for compensation.

(f) "Waiver" means action by the Metro Council to modify, remove or not apply the land use regulation resulting in a reduction in value.

2.21.030 Filing a Claim

(a) A person may file a claim with Metro for compensation under Measure 37 without following the process set forth in this chapter. Metro will give priority to a claim filed under this chapter over claims filed without compliance with this chapter.

(b) A person filing a claim under this chapter must be the owner of the property that is the subject of the claim at the time the claim is submitted to Metro. The person must simultaneously file with Metro all claims against Metro under Measure 37 that involve the property. The person shall submit the claim or claims to the Chief Operating Officer (COO) and shall include, at a minimum, the following information:

- (1) The name, street address and telephone number of the claimant and all other persons and entities with an interest in the property;
- (2) A title report issued no more than 30 days prior to submission of the claim that shows the claimant's current real property interest in the property, the deed registry of the instrument by which the claimant acquired the property, the

location and street address and township, range, section and tax lot(s) of the property, and the date on which the owner acquired the property interest;

- (3) A written statement signed by all owners of the property, or any interest in the property, consenting to the filing of the claim;
- (4) A copy of any and all specific, existing land use regulation the claimant believes reduced the value of the property and a description of the manner in which the regulation restricts the use of the property;
- (5) A copy of the land use regulation that applied to the property at the time the claimant acquired the property;
- (6) An appraisal that shows the reduction in value of the property that the claimant believes resulted from the land use regulation that restricts the use of the property and the methodology used in the appraisal, such as comparable sales data;
- (7) A description of the claimant's proposed use of the property if the Council chooses to waive a land use regulation instead of paying compensation; and
- (8) A statement whether the claimant is filing claims with other public entities involving the same property.

(c) A claim shall not be considered complete for purposes of paragraphs (4) and (6) of subsection 2 of Ballot Measure 37 until the claimant has submitted the information required by this section.

2.21.040 Review of Claim by Chief Operating Officer and Recommendation

(a) The COO shall review the claim to ensure that it provides the information required by section 2.21.030. If the COO determines that the claim is incomplete, the COO shall, within 15 business days after the filing of the claim, provide written notice of the incompleteness to the claimant. If the

COO does not notify the owner that the claim is incomplete within the prescribed 15 days, the claim shall be considered complete on the date it was filed with the COO.

(b) If the COO receives a completed claim, the COO shall conduct a preliminary review to determine whether the claim satisfies all of the following prerequisites for full evaluation of the claim:

- (1) The property lies within Metro's jurisdictional boundary;
- (2) The land use regulation that is the basis for the claim is a provision of a functional plan or was adopted by a city or county to comply with a functional plan; and
- (3) The claimant acquired the property before the effective date of the land use regulation.

(c) If the claim fails to satisfy one or more of the prerequisites in subsection (b) of this section, the COO shall prepare a report to that effect and recommend to the Metro Council that it dismiss the claim as provided in section 2.21.060(a)(1).

(d) If the claim satisfies each of the prerequisites in subsection (b) of this section, the COO shall complete the review of the claim to determine whether:

- (1) The claimant owns an interest in the property and has owned an interest in the property without interruption since the claimant acquired the interest and prior to the effective date of the land use regulation that is the basis for the claim;
- (2) The land use regulation that applied to the property at the time the claimant acquired the property allowed the claimant's proposed use and, if so, what criteria or conditions applied to the proposed use under the regulation;

- (3) The specific, existing land use regulation that allegedly reduced the value of the property allows the proposed use and, if so, what criteria or conditions apply to the proposed use under the regulation;
- (4) The specific, existing land use regulation that allegedly reduced the value of the property is exempt from Ballot Measure 37 under subsection 3 of the measure; and
- (5) If the specific, existing land use regulation that allegedly reduced the value of the property is not exempt from Ballot Measure 37, the regulation restricts the proposed use and the restriction has reduced the value of the property.

(e) The COO may commission an appraisal or direct other research in aid of the recommendation whether a claim meets the requirements of Ballot Measure 37.

(f) The COO shall prepare a written report, to be posted at Metro's website, with the determinations required by subsection (b) of this section and the reasoning to support the determinations. The report shall include a recommendation to the Metro Council on the validity of the claim and, if valid, whether Metro should compensate the claimant for the reduction of value or waive the regulation. If the COO recommends compensation or waiver, the report shall recommend any conditions that should be placed upon the compensation or waiver to help achieve the purpose of this chapter and the policies of the Regional Framework Plan.

(g) The COO shall provide the report to the Council, the owner and other persons who request a copy. If the COO determines that the Council adopted the regulation in order to comply with state law, the COO shall send a copy of the report to the Oregon Department of Administrative Services.

2.21.050 Hearing on Claim before Metro Council

(a) The Metro Council shall hold a public hearing on the claim before taking final action. The COO shall schedule the hearing for a date prior to the expiration of 180 days after the filing of a completed claim under section 2.21.030.

(b) The COO shall provide notification of the date, time and location of the public hearing at least 25 days before the hearing to the claimant, owners and occupants of property within 500 feet of the subject property, the local government with land use planning responsibility for the property and any person who requests notification. The notification shall indicate that a copy of the COO's recommendation under section 2.21.040 is available upon request.

2.21.060 Action on Claim by Metro Council

(a) After the public hearing, but not later than 180 after the filing of a claim under section 2.21.030, the Metro Council shall consider the COO's recommendation and:

- (1) Determine that the claim does not qualify for compensation;
- (2) Determine that the claim qualifies for compensation and provide relief in the form of compensation or enhancement of the value of the property or decide not to apply the land use regulation; or
- (3) Determine that the claim qualifies for compensation and resolve to modify or remove the land use regulation.

(b) The Council shall take the action that is most consistent with the purpose of this chapter and the Regional Framework Plan.

(c) The Council shall issue an order with its decision and direct the COO to send the order to the claimant, persons who participated at the hearing held under section 2.21.050, other persons who request a copy, and the Oregon Department of Administrative Services if the Council adopted the land use regulation to comply with state law.

2.21.070 Conditions on Compensation or Waiver

(a) The Metro Council may place any conditions on its action under section 2.21.060, including conservation easements and deed restrictions, that are appropriate to achieve the purposes of this chapter. The Council shall place a condition a decision under section 2.21.060(a)(1) or (2) that the decision

constitutes a waiver by the claimant of any further claims against Metro under Measure 37 involving the subject property.

(b) Failure by a claimant to comply with a condition provides a basis for action to recover any compensation made or revoke any action by the Council under section under section 2.21.060(a) (2).

2.21.080 Fee for Processing Claim

(a) The COO may establish a fee to be paid by a person filing a claim at the time the person files the claim. The fee shall be based upon an estimate of the actual cost incurred by Metro in reviewing and processing claims. The COO may waive the fee if the claimant demonstrates that the fee would impose an undue hardship.

(b) The COO shall maintain a record of Metro's costs in reviewing and processing the claim. After final action by the Council under section 2.21.060 the COO shall determine Metro's total cost and issue a refund to the claimant if the estimated fee exceeded the total cost or a bill for the amount by which the total cost exceeded the estimated fee.

STAFF REPORT

ORDINANCE NO. 05-1087, FOR THE PURPOSE OF ADOPTING A PROCESS FOR TREATMENT OF CLAIMS AGAINST METRO UNDER BALLOT MEASURE 37

Date: July 27, 2005

Prepared by: Lydia Neill

INTRODUCTION

Measure 37 was passed by the voters in 2004 and allows property owners to receive compensation for diminished property values as a result of the application of land use regulations. Metro has begun to receive applications from property owners requesting payment or waiver of land use regulations. Metro has received approximately 20 claims as of July 2005. The majority of the claims that have been filed have been reviewed by Metro's attorney and deemed invalid. Measure 37 specifies that local governments must process applications within 180 days of receipt. The proposed ordinance provides a process for the review, notice and resolution of claims that have been filed with Metro.

BACKGROUND

Measure 37 potentially applies to Metro for requirements that have been adopted in the Functional Plan. The major areas in the Functional Plan that could generate claims include: Title 3- Water Quality, Flood management and Fish and Wildlife Conservation; Title 13- Nature and Neighborhoods that protect habitat and water quality; Title 4- Industrial and Other Employment Areas that restrict uses on industrial and employment lands and new urban area planning requirements in Title 11- Planning For New Urban Areas.

Measure 37 requires property owners to demonstrate ownership of the property prior to when the land use regulation was adopted and to substantiate that the value of the property was diminished by the regulation. To evaluate these threshold issues the proposed ordinance requires that the property owner submit title and appraisal reports, copies of land use regulations and a description of the proposed use of the property if a waiver were to be granted. The proposed ordinance requires public hearings and notice for all applications to all property owners and local governments within 500 feet at least 25 days before the hearing by the Metro Council. A fee is recommended to offset the staff costs to evaluate and process the application.

KNOWN OPPOSITION

There is no known opposition to this proposed ordinance.

LEGAL ANTECEDENTS

Ballot Measure 37.

ANTICIPATED EFFECTS

Adoption of Ordinance No. 05-1087 allows Metro to process claims arising from Ballot Measure 37. Decisions on claims may have policy and monetary effects depending if the land use regulations are waived to satisfy the claims or if the owner receives monetary compensation. Claims filed with Metro may also require claims to be filed with both the County and the State.

BUDGET IMPACTS

If claims are received they will require staff time to analyze the application, prepare notice and prepare a staff recommendation for review by the Metro Council. If the applicant pays the fee in the form of a deposit then this action will technically be budget neutral. If the applicant chooses not to pay the required fee or provide adequate documentation of the ownership of the parcel of the diminution of value then

there may be a budget impact that could range from approximately \$500 to several thousand dollars per application. The measure does not require the property owner to pay a fee to file an application for relief. The proposed ordinance gives priority to those applicants that have submitted a fee for processing expenses. Title reports to research ownership and transfers in addition to property appraisals to substantiate a diminution of value.

DECISION

Adopt or amend the proposed Ordinance No. 05-1087.

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Agenda Item Number 5.2

Ordinance No. 05-1088, Amending Metro Code 2.02.050 Charitable Solicitations.

First Reading

Metro Council Meeting
Thursday, August 11, 2005
Council Chamber

BEFORE THE METRO COUNCIL

AMENDING METRO CODE 2.02.050
CHARITABLE SOLICITATIONS

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ORDINANCE NO. 05-1088
Introduced by David Bragdon, Council
President

WHEREAS, Metro Code Section 2.02.050 provides Metro employees the opportunity to make annual charitable donations through payroll deductions; and

WHEREAS, the Metro Council wishes to open the campaign to charitable organizations whose activities provide substantial benefits to Oregonians; and

WHEREAS, a less rigid schedule for financial reports will allow participating organizations to be more efficient and cost-effective by scheduling reports according to their organizational needs; now therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

- 1. The Metro Code Section 2.02.050 is amended as attached in Exhibit A to this ordinance.

ADOPTED by the Metro Council this __ day of _____, 2005.

David Bragdon, Council President

Attest:

Approved as to form:

Christina Billington, Recording Secretary

Daniel B. Cooper, Metro Attorney

Exhibit A to Ordinance No. 05-1088

2.02.050 Charitable Solicitations

(a) Charitable solicitations of Metro employees while on the job during working hours shall be conducted in compliance with this section. No other solicitations of Metro employees while on the job during working hours by a charitable organization shall be permitted.

(b) The Chief Operating Officer with consultation of Metro employees shall by executive order establish rules and procedures to implement this section, including procedures for applications, time and length of solicitation campaigns and payroll deductions. The procedures shall specify that all solicitations shall be made during a single campaign period lasting no longer than 30 days and that employees may sign payroll deduction cards for charitable donations only during a two-week period following the end of the solicitation campaign period. The Chief Operating Officer once each year shall certify all charitable organizations recognized by Metro for the purpose of conducting a fund drive among the employees of Metro. The Chief Operating Officer's action shall be based on the criteria stated in subsection (3) of this section.

(c) Charitable organizations recognized to conduct a fund drive among Metro employees while on the job during working hours shall:

(1) Be a fund-raising organization which ~~raised~~ raises funds for 10 or more charitable agencies.

(2) ~~Disburse funds only to agencies whose charitable activities are primarily in the geographical areas of Metro and which have an office located within Metro.~~ Be a fund-raising organization with a local presence. "Local presence" means that the organization and a majority of the agencies to which it distributes funds have demonstrated a direct and substantial presence in the State of Oregon or one or more of its communities as evidenced by the provision of charitable services benefiting Oregonians in Oregon throughout the previous calendar year. Substantial presence is established by the maintenance of a permanent office, not a post office box, in the State of Oregon, and which is dedicated solely to the business of the agency.

(3) Be exempt from taxation under Internal Revenue Service Code Section 501(c)(3).

(4) Be in compliance with the Charitable Trust and Corporation Act and the Oregon Solicitation Act (ORS ~~128.618~~ 128.610 through 128.898). All charitable organizations who have made the required filings under such laws and have no enforcement action pending against them shall be presumed to be in compliance with such laws.

(5) Have a policy prohibiting discrimination in employment and fund distribution with regards to race, color, religion, national origin, handicap, age, sex and sexual preference in the charitable organization and all its grantee agencies.

(6) Provide an audited ~~annual~~ periodic financial report to Metro for distribution to its employees ~~60 days prior to the charitable campaign~~.

(d) Payroll deductions for employee charitable contributions shall be allowed only for charitable organizations in compliance with this section.

STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 05-1088, AMMEDING METRO CODE 02.02.050 CHARITABLE SOLICITATIONS

Date: July 25, 2005

Prepared by: Vickie Schoen

BACKGROUND

1. Last spring when the charitable federations were notified of the annual application process, the representative of one of them approached Vickie Schoen, Metro agency coordinator of the campaign, and Michael Jordan, Chief Operating Officer, asking if the "local presence" condition of Metro Charitable Giving Campaign participation could be expanded to "statewide". After discussion, the President of the Council directed staff bring it before the Council.

Expanding the definition to include the entire state as "local presence" would widen the opportunity for Metro employees to use the "Workplace Giving Campaign" to give to charitable activities outside the Metro region that may not exist within the Metro area currently covered by the campaign. The Metro Code currently defines it as " Disburse funds only to agencies whose charitable activities are primarily in the geographical areas of Metro and which have an office located within Metro.")

In the past, some employees indicated they chose not to participate because Metro's ordinance does not cover charities they support in their home communities or elsewhere in Oregon, even those charities maintain a presence in Oregon. Because the Metro ordinance uses the term "...in the geographical areas of Metro", those charities are not currently eligible.

2. The Council's examination of this issue offers the opportunity to fix a timing issue that currently exists. The requirement of an annual financial report 60 days in advance of the Metro campaign is a continuing problem because the financial reporting cycles of some charitable federations is not the same as our current campaign-auditing requirement. As a result, we have technical non-compliance, as many non-profit organizations have to supply an audit older than one year, as the most recent is not yet completed. This would be corrected by simply deleting the language "60 days prior to the charitable campaign," and retaining the rest of the clause.

OPTIONS AVAILABLE

Maintain the Code definitions as indicated in 2.02.050 (2) and (6).

IMPLICATIONS AND SUGGESTIONS

The change will give Metro employees the opportunity to contribute to both charitable activities within the Metro boundaries and those elsewhere in Oregon, such as those where they grew up, live or see potential benefit by their contributions.

ANALYSIS/INFORMATION

1. **Known Opposition** None
2. **Legal Antecedents** Metro Code 02.02.050
3. **Anticipated Effects** The change will give Metro employees the opportunity to contribute to both charitable activities within the Metro boundaries and those elsewhere in Oregon, such as those where they grew up, live or see potential benefit by their contributions.
4. **Budget Impacts** None

RECOMMENDED ACTION

Chief Operating Officer recommends passage of Ordinance 05-1088.

Agenda Item Number 6.1

Resolution No. 05-3603, For the Purpose of Designating the Collaborative Leadership Initiative as a Council Project and Designating Lead Councilors and Council Liaisons.

Metro Council Meeting
Thursday, August 11, 2005
Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF DESIGNATING THE) RESOLUTION NO. 05-3603
COLLABORATIVE LEADERSHIP INITIATIVE)
AS A COUNCIL PROJECT AND DESIGNATING) Introduced by Council President
LEAD COUNCILORS AND COUNCIL) David Bragdon
LIAISONS)

WHEREAS, the development and/or implementation of certain Metro projects have policy implications that require the attention of the Metro Council; and

WHEREAS, some projects with policy implications are of a scope and complexity that, for purposes of efficiency, benefit from the focused attention of a subset of the Council; and

WHEREAS, members of the Council have identified the Collaborative Leadership Initiative as such a project; and

WHEREAS, the Collaborative Leadership Initiative has been defined and put forth in the form of a project proposal; and

WHEREAS, the Council President, working with members of the council, has designated specific councilors to play lead and liaison roles on the Collaborative Leadership Initiative as specified in Exhibit A; now therefore

BE IT RESOLVED:

1. The Council confirms the Collaborative Leadership Initiative proposal including project definition, lead councilor assignment, and councilor liaison assignments as specified in Exhibit A.

ADOPTED by the Metro Council this 11th day of August, 2005.

David Bragdon, Council President

Approved as to Form:

Daniel B. Cooper, Metro Attorney

Resolution No. 05-3603

Exhibit A

Metro Council Project Proposal

Lead Councilor: David Bragdon

Council Liaisons: Rex Burkholder, Carl Hosticka

Project Title: Collaborative Leadership Initiative

Project Begin Date: July, 2005

Estimated Date of Completion: July, 2006

Project Description (What questions will the project answer? What issue/problem will be addressed?):

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. This undertaking sits at the nexus of "policy" and "administration" in that it relates both to "what" the agency does and "how" it does it – so Councilor involvement, in tandem with management, is desirable on this project. 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. The council approved a set of projects with the intention that these projects both accomplish important regional objectives as well as demonstrate a new or strengthened approach by Metro to lead regional problem solving initiatives. The Collaborative Leadership project described here is instrumental to all the others.

This "new role" for Metro is in some ways not new at all. Metro has always in theory been a convener, leader, and problem solver. However, what the council has outlined is a significant departure from the past in the way Metro approaches its role and in Metro's commitment to developing capacities and skills in the area of public process design and management.

A group of project managers have been convened to form a project management team. The team will:

- Help identify and adopt methodologies and best practices for leading regional initiatives. This will define the specific nature of Metro's role in convening stakeholders and designing and facilitating processes that lead to durable solutions.
- Identify skills that must be strengthened at Metro including project management, communications, public involvement, facilitation, decision support, and others that may be identified by the project management team. The essential questions are: 1) What specific techniques, skills, and methodologies do we need to master to excel at convening disparate organizations and interests to create regional solutions? 2) What training and support do we need individually and as an organization to adopt these techniques, skills, and methodologies?

- Serve as a peer group for learning and sharing best practices.
- Be the vanguard, the “early adopters.” To serve as a role model in helping Metro integrate new techniques and methodologies across the organization.

The lead councilor and council liaisons to this project will serve as members of a joint Councilor-management steering committee for this project providing guidance to the Project Management Team. Other members of the steering committee include the Directors of Metro’s Planning, Solid Waste and Recycling, and Parks and Greenspaces Departments. Metro’s Chief Operating Officer and the lead councilor will serve as co-chairs of the steering committee.

Outcome (What will result from the project? What must be in place for the project to be considered complete?):

The project will strengthen Metro’s capacity to lead regional initiatives using collaborative leadership and other stakeholder involvement approaches. As a result, the credibility of the agency will be enhanced, and the policies the agency develops will be more broadly embraced and lasting. In the words of the Chief Operating Officer, the Metro Council will achieve the status of “the place the region goes to solve vexing problems.”

Collaborative leadership is a problem-solving model that convenes, facilitates and empowers stakeholder organizations to develop consensus solutions and engenders their mutual commitment of resources to implementation.

Specific Deliverables:

June 15, 2005

- Document detailing rights and responsibilities of project management roles

July 20, 2005

- Selection of methodologies with appropriate processes for collaborative leadership
- Selection of trainers (internal and external) who can cultivate essential project management skills in staff
- List of essential skills for successful project management
- Catalogue of essential skills that already exist within Metro, identifying specific staff and their competencies

January 11, 2006

- 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

June 30, 2006

- Collaborative leadership projects consistent with Council goals and responsive to regional needs are planned and implemented by capable staff who support one another as peers in a continuous learning organization

Connection to Council Goals and Objectives:

The project meets several of the objectives identified by the council:

Critical Success Factors

3. Communications and Leadership Excellence

3.1 Lead regional problem solving and regional initiatives.

Resources Required / Budget Implications:

The project is being managed with existing staff including support from Financial and Administrative Services, Public Affairs and Governmental Relations, and the Office of the Council President. The project may require some training funds; \$50,000 was budgeted for FY 05-06, of which some portion may be needed by this project.



2040 Modal Targets Project

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Project Objectives

- Evaluate potential actions that local governments may take to reduce SOV trips.
- Provide Metro and local jurisdictions with minimum requirements that will constitute a safe harbor for meeting RTP modal targets, as well as additional, optional measures to promote non-SOV trips.
- Provide local governments with guidelines for implementing SOV trip-reduction measures.
- Describe methods by which Metro will determine local government compliance with non-SOV target requirements.
- Ensure that recommended SOV trip-reduction measures are reasonably feasible for local government implementation considering staff and budget limitations.
- Ensure that input from local governments and Metro are considered in the development of recommendations.

Project Tasks

- Summarized existing Metro requirements and current efforts of a sample of local jurisdictions to meet non-SOV mode share targets and existing related requirements, and how the measures are being evaluated.
- Conducted and summarized the results of a comprehensive literature review of the effectiveness of strategies required or recommended by Metro to meet SOV mode share targets.
- Identified recommendations for future RTP requirements including minimum and supplemental requirements to meet modal targets, as well as best practices for implementation, procedures to measure effectiveness and processes to monitor compliance.
- Conducted three workshops with representatives of TPAC to review and refine results after each of the above steps.



2040 Modal Targets Project

Summary Observations and Conclusions of Research

- It is very difficult to quantify the direct effect of any individual strategy on mode share; few studies have isolated and attributed changes in mode share to specific tools. Availability of quantitative measures of effectiveness varies significantly by strategy.
- Although a limited number of studies document quantitative relationships of cause and effect, a significant amount of research shows that many of the strategies required or recommended by Metro would be expected to reduce SOV mode share and are effective.
- Individual strategies will be more effective when used in combination with a variety of strategies.
- Different strategies are expected to be more or less effective in different parts of the region. Factors such as density of development (both residential and employment density), access to transit, level of connectivity, proximity to major employment centers, and other conditions will affect potential effectiveness.
- The effectiveness of many strategies, particularly in newly developed or developing areas, will need to be measured over a long period of time. Continued monitoring and measurement, including through use of Metro's regional travel model, is essential to gauge long-term effectiveness.
- The most effective strategies included parking pricing, location-efficient development and area-wide peak-period or mileage-based pricing strategies. A variety of other strategies also have documented impacts on mode share.
- Data collection is critical to monitoring the effectiveness of strategies (and measuring their success).



2040 Modal Targets Project

Recommended Minimum RTP Requirements

Existing Minimum Requirements

The following existing requirements are recommended for ongoing implementation and monitoring:

- **Modal targets adopted in local Transportation System Plans (TSPs).**
- **Connectivity planning requirements.** Connectivity plans for new residential and mixed-use areas are required by local jurisdictions and implemented throughout the region.
- **Transit-oriented design requirements.** These are required and implemented by local jurisdictions in specific areas. They are applicable throughout the region but most effective in denser residential, employment or mixed-use areas, including town and regional centers and transit/mixed-use corridors.
- **Maximum parking ratios.** Parking maximum ratios are required through Title 2 of Metro's functional plan and have been implemented by most jurisdictions in the region. They are implemented throughout each jurisdiction.

The following two existing minimum requirements are recommended to be revisited and possibly eliminated as minimum requirements for all jurisdictions as part of the upcoming RTP update process. These two strategies would continue to be encouraged where feasible and likely to be effective.

- ***Formation of and support for Transportation Management Associations (TMAs).*** Formation and support for TMAs currently is required for all jurisdictions in the region. To date, they have been implemented in Portland, Troutdale, Gresham, Clackamas and northwestern Washington County through the Westside Transportation Alliance. They are most applicable and effective in major employment centers with good access to transit, bicycle and pedestrian facilities.
- ***Adoption of fareless areas.*** Fareless areas have been implemented downtown and extended to the Lloyd District in Portland, and in the City of Wilsonville. Fareless areas could be implemented in other regional centers in the future in coordination with transit service providers.

Recommended Additional Minimum Requirements

The following additional minimum requirements are recommended to be considered during the next RTP update process as part of a safe-harbor approach (i.e., acceptable, minimum set of strategies) for local jurisdictions.

- Continue to require **transportation-efficient development**, i.e., higher density and mixed use development with access to frequent transit service and bike and pedestrian facilities and with opportunities for short pedestrian and bicycle trips to near by destinations. This would be



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2040 Modal Targets Project

implemented through continued efforts to meet density and other land use targets in centers and transportation corridors as part of compliance with Metro Functional Plan and related requirements. This type of development includes higher density mix of housing and employment uses that are served by transit and bicycle and pedestrian facilities. Local jurisdictions and the region as a whole would be given credit for these efforts as part of the modal targets monitoring process. These strategies are most applicable in these denser areas of the region.

- Construction of **bicycle and pedestrian improvements** as required by state and federal regulations and consistent with local TSPs and regional guidelines. Local governments and Metro should prioritize improvements that enhance connectivity of the bicycle and pedestrian system and access to transit. This strategy is applicable in all areas of the region but most effective in areas with high rates of bicycle and pedestrian use and where targeted improvements to specific facilities can have large impacts on those modes of travel.
- Continued provision of **frequent and comprehensive transit service** by TriMet and other transit agencies. Local jurisdictions and the region as a whole would be given credit for these efforts as part of the modal targets monitoring process.
- Support for and encouragement of efforts to implement **employer-based TDM strategies**. This strategy is applicable in employment areas throughout the region, and likely to be most effective in areas with access to good bicycle, pedestrian and transit facilities and services.
- Support for and coordination of **Safe Routes to School programs** and projects. Local jurisdictions and Metro should support and help coordinate these efforts through project funding and technical assistance. This strategy is applicable throughout the region.
- Encouragement of efforts to **eliminate employer-subsidized parking** and/or support for parking cash-out, preferred HOV-parking or **other parking pricing strategies**. This strategy ultimately would be implemented primarily by the private sector and should be considered as part of a comprehensive parking strategy where market and other conditions allow for feasible and effective implementation. These requirements likely would not be applicable in all jurisdictions but could be required in selected jurisdictions or sub-areas within the region. In addition, Metro should consider the following actions as part of the next RTP update:
 - ✓ Possibly require public agencies above a certain size to eliminate parking subsidies and/or provide cash-out alternatives for their employees.
 - ✓ Possibly require public and private parking facilities to reserve spaces or reduce fees for HOVs through municipal codes and Metro guidelines.
 - ✓ Prepare informational materials promoting this strategy and targeted to employers in areas where this strategy is expected to be most effective; work with local jurisdictions, TMAs and others to disseminate these materials.
 - ✓ Incorporate this strategy in marketing efforts expected to be undertaken by the RTO program as part of its regional marketing program to promote use of alternative travel modes.



2040 Modal Targets Project

Additional Optional Strategies

A variety of additional strategies are recommended for consideration by local jurisdictions, advocacy groups and private employers on a **voluntary** basis, including the following:

| STRATEGY | PRIMARY IMPLEMENTATION ENTITY | SUPPORTING IMPLEMENTATION ENTITY |
|--|------------------------------------|----------------------------------|
| <i>Parking</i> | | |
| • Additional parking management and supply strategies | Local jurisdictions | Private sector, Metro |
| <i>Transit</i> | | |
| • Bus service improvements | Transit agencies | Local jurisdictions |
| • High capacity transit (Light rail, streetcar and bus rapid transit) | TriMet, Metro, Local jurisdictions | Local jurisdictions |
| • Demand responsive / ADA service | Transit agencies, Metro | Employers |
| • Marketing and promotion, including individualized marketing (e.g., Travel Smart) | Transit agencies | Local Jurisdictions, Employers |
| • Park-and-ride and carpool lots | TriMet, ODOT | Local jurisdictions |
| <i>Transportation Management and Employer based strategies</i> | | |
| • Alternate Work Schedule and Telecommute | Employers | TMAs, Metro |
| • Carshare | Employers | TMAs, Metro |
| • Guaranteed Ride Home | Employers | TMAs, Metro |
| • Rideshare | Employers | TMAs, Metro |
| • Shuttle Service | Employers | TMAs, Metro |
| • Marketing and promotion, including individualized marketing (e.g., Travel Smart) | Metro, TMAs | Local Jurisdictions, Employers |
| • HOV Lane (<i>not strictly a TDM strategy but does not fit with any other category in this table</i>) | ODOT | Metro, Local jurisdictions |
| <i>Bicycles and Pedestrians</i> | | |
| • Encouragement, Promotional and Individualized Marketing Programs | Metro, Employers, Advocacy groups | Local Jurisdictions |
| • End-of-Trip Facilities | Employers, Local jurisdictions | Metro, Transit providers |
| • Free Bike and “Smart Bike” Programs | Employers or Advocacy groups | |
| • Traffic Calming | Local Jurisdictions | |



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| STRATEGY | PRIMARY IMPLEMENTATION ENTITY | SUPPORTING IMPLEMENTATION ENTITY |
|--|-----------------------------------|----------------------------------|
| <i>Pricing</i> | | |
| <ul style="list-style-type: none"> Peak period pricing – explore lane or facility-based pricing per existing Metro policies | Metro, ODOT | Local Jurisdictions |
| <ul style="list-style-type: none"> Mileage-based insurance | Private sector, state legislature | Advocacy groups |
| <ul style="list-style-type: none"> Mileage-based fees | ODOT, legislature | Advocacy groups |
| <ul style="list-style-type: none"> Gas tax increase | ODOT, legislature | Advocacy groups |



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2040 Modal Targets Project

Measuring Success

A primary recommendation of this study is that Metro take the lead in assessing the region's progress in meeting modal targets both for the region as a whole and in specific areas (e.g., centers and corridors). Processes for measuring success include the following:

- Continue to use the regional travel model to assess current and projected future progress in achieving modal targets. Assumptions about the impact of specific strategies should be refined based on the results of this study.
- Use the upcoming revised travel behavior survey as an opportunity to gather additional information about the potential effects of strategies to achieve modal targets. Use the results of the survey to further update the model.
- Work with local jurisdictions to create and maintain a region-wide database of bicycle (and pedestrian) user counts, provide guidance on the methodologies, help organize or provide PSU students or interns to carry out these counts, and track the progress over time.
- Compile, coordinate and help evaluate local surveys or data related to the potential effectiveness of specific strategies. Help identify and catalogue transportation-related survey efforts undertaken in the region by Metro, TriMet, local jurisdictions and others.
- Continue to evaluate the success of employer-based strategies through the RTO program and in cooperation with employers, TMAs and local jurisdictions.

In addition to Metro's efforts to evaluate success on a regional or sub-regional level, we recommend that local jurisdictions, TriMet and others conduct surveys to assess the effectiveness of specific strategies in increasing non-SOV mode share. Examples could include the following:

- Vehicle and non-vehicle ridership (transit, bicycle and pedestrian) counts in areas where bicycle, pedestrian or transit improvements are implemented, both before and after completion.
- Surveys of residents or employees in areas served by improved facilities to assess impacts on travel behavior. Local jurisdictions and others should seek opportunities to use grant funding, interns and other low-cost techniques to gather and evaluate this information.
- Evaluation of data currently being collected (e.g., park-and-ride lot origin-destination data and ridership surveys) to assess the effectiveness of given strategies on mode share or VMT, where feasible.



2040 Modal Targets Project

Monitoring Compliance

A variety of procedures are recommended to monitor compliance with existing and new Metro requirements, including the following:

- Continue to review local TSPs using a refined checklist to ensure compliance with requirements for updating those plans.
- Continue to review comprehensive plans and development codes for compliance with Functional Plan requirements, including density and other land use and development targets for regional centers and corridors.
- Review annual reports prepared by the RTO program and DEQ related to ECO-rule compliance to assess progress in meeting those program goals; incorporate results in RTP updates.
- Identify and track indicators related to transit system improvements, safe routes to school projects, elimination of employer subsidized parking, bicycle/pedestrian improvements and other strategies.
- Review and report on efforts by local jurisdictions and others to track progress in implementing optional strategies to meet modal targets, including before and after surveys, bicycle, pedestrian and other traffic counts, park-and-ride usage and related VMT reduction data, and others.



2040 Modal Targets Project

Updating the Regional Transportation Plan

The following types of Plan amendments are recommended for consideration in the upcoming RTP update process.

- Amend Chapter 1 to add or refine policies related to suggested new minimum RTP requirements.
- Revise descriptions of transportation elements in Chapter 1 to incorporate information in this report related to park-and-ride lots, bicycle and pedestrian system, traffic calming, transportation management and parking.
- Update modal requirements sections of Chapter 6 to incorporate the following recommendations of this report:
 - Suggested changes to existing requirements for TMAs and Fareless Areas (pending a discussion of these elements during the RTP update process).
 - Potential new minimum requirements.
 - Expanded and reorganized description of secondary, optional strategies.
 - New procedures for measuring impacts of required strategies on mode share.
 - Proposed procedures for monitoring compliance with existing and new minimum strategies.
 - Summary information from Appendices 1.8 and 2.2 related to the relationship between modal targets and RTP modeling assumptions and which types of assumptions are included in the model.



2040 Modal Targets Project

Next Steps

Results of this project will inform the upcoming update of the RTP, as well as related efforts to update the region's Travel Behavior Survey and regional travel model. Next steps for Metro and local jurisdictions include the following:

- Present findings and recommendations to the RTO Subcommittee, TPAC, JPACT and the Metro Council for consideration and refinement.
- Prepare a newsletter summarizing the results of this study and next steps for implementation.
- Post newsletter and final report on Metro's Web site.
- Incorporate recommendations in updating the Travel Behavior Survey questionnaire and subsequent analysis.
- Consider suggestions for updating the regional travel model.
- Consider recommendations for amending the RTP as part of the upcoming update process.
- Implement recommendations for measuring the impact of strategies to affect mode share as described in this report and per results of the RTP update process.
- Incorporate suggestions for new procedures to monitor RTP compliance per results of the RTP update process.
- Work with local jurisdictions to encourage employers, state officials and others to pursue selected strategies, as described in this report.
- Consider results of this project in RTO program and TMA efforts to encourage use of alternative modes and transportation demand management techniques.
- Prepare additional fact sheets, as needed, detailing the results of this study and recommendations for implementation. Distribute to local governments, transit agencies, employee commute coordinators, state officials, TMAs and others.

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 Hogle) 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