

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL INFORMAL WORKSESSION
DATE: January 14, 2003
DAY: Tuesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

1. **ARRANGEMENTS/EXPECTATIONS/LOGISTICS FOR JANUARY 15, 2003 RETREAT** Bragdon
2. **METRO PRIORITIES FOR 2003 OREGON LEGISLATURE ASSEMBLY** Pac/West
3. **BRIEFING ON ORGANICS RELEASE FOR PROPOSALS** Barrett
4. **PREVIEW OF TRANSPORTATION INVESTMENT TASK FORCE REPORT** Monroe/
Brandman
5. **STATUS OF CHIEF OPERATING OFFICER SEARCH** Aguilar
6. **UPDATE ON TRANSITIONAL PERSONNEL DECISIONS** Williams/
Coats
7. **COUNCILOR COMMUNICATION**

ADJOURN



METRO

Metro Council Special Meeting

**January 15, 2003
9:00 am - 5:00 pm**

1. Welcome and Introductions

2. Outcomes

- Agreement about appropriate Council, President, COO roles and responsibilities related to the restructured organization
- Clarity re: the communication process between Council, President, COO, and staff
- "Ground rules" for working relationships

3. Overview of Agenda and Ground Rules

4. Facilitated Discussion

A. Roles and Responsibilities

- What are the differing roles, responsibilities, and authority of the Council President, the Councilors, the COO?
- What is the relationship of the President's aide to the Councilors and the COO?

B. Decision Making

- How will the President involve Councilors in decision making?
- What types of decisions will be made by the President? The COO? The Councilors? Staff?

C. Policy making

- When we say "the Council develops policy; staff implements policy"- what does that mean? How are we defining "policy"? On a working level, what is the difference between policy and implementation?
- How does policy get developed, now that there is no committee structure
- What type of support will there be for Councilors, to facilitate policy development?
- To what extent will individual Councilors play key roles in specific areas (e.g. land use, parks, zoo, etc.) and how do they relate to/communicate with/direct staff in these areas?

D. Communication

- What is the communication process between Councilors, President, COO, and staff?
- How will Councilors receive information? From the President, COO, staff?

E. Getting Work Done

- How does our new structure facilitate work getting done? How might it hinder?
- How will items get on the Council agenda?
- How do we determine our priorities for the coming year?
- How will the Council work plan be developed?
- How will the budget be presented?
- How will the Council's workload be organized?
- How will the Council be staffed? How do we ensure sufficient staff capacity?

5. Adjournment and Follow-up

2003 Metro Legislative Agenda D R A F T

Note: The Metro Council has not yet taken a position on any of the items listed below.

STATE LEGISLATURE

<u>Priority Items for this next session</u>	<u>Area</u>
• Transportation funding Package (Starr)	Transpo
• Infrastructure finance	Land Use
• UGB amendments of over 50 acres to LCDC	Land Use
• Tri-Met Payroll Tax (authority to levy)	Transpo
• Tire Recycling Bill (pre-session file)	Environment
• Pool Chlorine (bill and Dept of Ag work)	Environment
• Self-Insurance	Administrative
• Revenue Sharing Task Force creation	Revenue

Monitor or seeking Council guidance on priority listing

- Road User Fee Task Force (monitor)
- Infill Opportunity Zones (urban design programs through ODOT)
- Portland to Eugene passenger rail
- Studded tire debate (monitor)
- Forest Legacy program (monitor)
- Conservation incentives (non-regulatory for State Goal 5)
- Oregon Tourism Investment Proposal (1% increase in Hotel/Motel tax statewide) – at the request of POVA
- Zoo Parking Lot (monitor)
- Split rate tax (monitor)
- Legislation to Permit Enforcement of Metro Civil Orders
- School siting outside of the UGB

FEDERAL PRIORITIES

- Earmark dollars from US Fish & Wildlife for Parks and Greenspaces Department (part of a Greenspaces Package for 2003 – including CARA)
- Gresham Civic Station transportation allocation (project specific)
- Advice/support for the Regional Emergency Management Group (seeking federal funding) – at the request of Beaverton Mayor Rob Drake
- Flow Control (monitor)
- TEA-21 Reauthorization (policy)
- Computer Forensics Institute funding (from the Department of Defense) – at the request of the East Metro Economic Alliance.
- Damascus Area funding request

ADDITIONAL MEASURES OR EFFORTS

- Begin setting groundwork with the OECDD for Expo (Phase 3)
- Metro day at the Capitol
- Refine objectives for regional trip to Washington DC
- Re-engage the region's legislative caucus (meet regularly)

Staff Legislative Team: Dan Cooper (Metro Attorney), Sarah Carlin Ames (Public Affairs Director), Jeff Stone (Senior Policy Advisor to the President).



METRO

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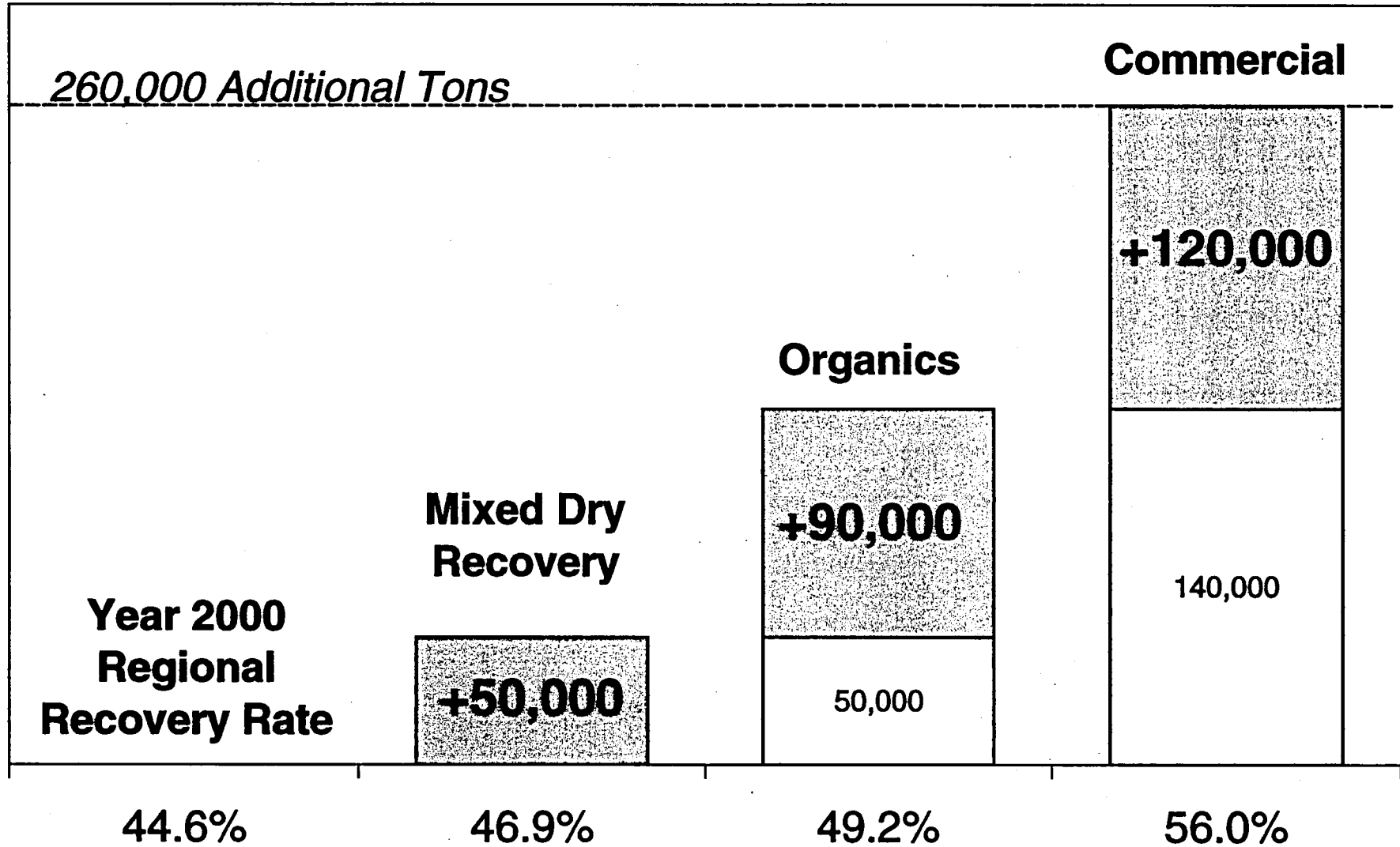
FACT SHEET

Food Waste Recovery and Processing Capacity Development Grant Program

January 2003

- The Metro region currently recovers 54.9% of the waste generated. To reach our state-mandated recovery goal of 62% in 2005, we must recover an additional 90,000 tons of food waste and non-recyclable paper.
- Over 181,000 tons of food waste and 52,000 tons of non-recyclable paper were disposed in the Metro region in 2000. These 233,000 tons represent 20% of the region's disposed waste stream. Food waste is the single largest portion of the waste stream with no system in place for its collection and recovery.
- The Department's strategic plan speaks to targeting remaining sources of greatest material recovery potential to achieve 2005 recovery goals.
- To forward this effort, the Metro Council adopted three waste reduction initiatives in December 1999, one of which is the Organic Waste Management Plan.
- This plan has a two-track approach to recovering food wastes: 1) Waste prevention and food donation; and 2) collection and processing of food not fit for human consumption.
- The donation track has been implemented and is well established. Over \$500,000 in grant funding has been spent over the past three years to enhance the region's food donation infrastructure. A recent report to the Council showed a \$31 benefit for every \$1 spent. Outreach efforts to encourage donation will continue, but the grant program has concluded.
- Funds have been budgeted to help develop collection and processing of food waste that cannot go to food banks, but no significant programs have gone forward as of yet.
- Metro has dedicated our budgeted infrastructure funding to support the City of Portland in their efforts to secure a food waste processor.
- City efforts resulted in only one possible candidate, located 150 miles away with a high tip fee and a capacity to handle only 10,000 tons of material. Therefore the candidate did not meet our requirements.
- Since then, Metro and the City have been approached by three additional potential food waste processors, one of which is local.
- These grants are intended to keep food waste processing tip fees substantially below that of solid waste by helping to fund one-time initial capital improvements. As a result, we expect that food waste collection and processing services will cost substantially less and at a minimum, no more, than solid waste.
- The City of Portland has committed \$300,000 to this grant program and an IGA to formally secure this commitment is currently in process. Metro has \$700,000 available to support this grant.
- Grants require a dollar-for-dollar match that not only leverages private sector funds, but also requires a serious financial commitment on the part of the recipient.
- The Department would like to release the call for grant applications in order to allow for the allocation of funds by March. This would give recipients the lead-time needed to secure equipment and make improvements necessary to accommodate the food waste collection programs scheduled to commence this Fall.
- Council will review and approve all grant awards and funding allocations once initial grant applications have been screened.

Tons of New Recovery Needed to Meet Goal



CRITERIA AND EVALUATION OVERVIEW

Fiscal Year 2002-03

ORGANIC WASTE PROCESSING CAPACITY DEVELOPMENT GRANT PROGRAM**I. Purpose of the Grant Program:**

In order to reach the region's recovery goal, Metro and the City of Portland have jointly developed this grant program to assist with the development of sufficient organic waste processing capacity to serve the region.

II. Required Match:

Applicants are required to provide a 100% match (dollar for dollar) to funds requested to demonstrate a serious commitment to the recovery of organic wastes. Metro reserves the right to determine the suitability and value of proposed matches and to request an additional or revised match that, in Metro's sole discretion, equals 100% of the grant funds requested.

III. Eligibility Criteria

Businesses and not-for-profit entities are eligible for funds from this grant program.

Metro will entertain funding requests starting at \$50,000, with a maximum request limited to \$500,000. Examples of requests may include, but are not limited to:

- Funds to purchase organic waste management handling systems or equipment.
- Funds to assist with facility upgrades or improvements to accommodate the handling, reload or processing of organic wastes.

Applications will be evaluated and scored based on answers supplied on the application form in light of the following criteria:

- Clear and complete summary of the overall project describing specifically how the grant funds will be used including a clear goal statement, justification of need and clear benefit to the region;
- Dollar amount requested is reasonable for the proposed project;
- Time frame for the use of the grant is reasonable;
- Estimate of the amount of organic materials to be managed, diverted and processed annually (if applicable);
- Clear and complete budget forms (included with this application); and
- End-products and markets established for end-products (if applicable).

Please note: Grant funds may only be utilized to support handling, management and/or processing of organic wastes collected, from within the Metro region. If a processor also utilizes wastes from sources outside the region, Metro reserves the right to reduce grant funding awards proportionately. Applicants must fully comply with any and all applicable local, regional, state and federal laws, rules, regulations, ordinances, orders and permits pertaining in any manner.

IV. Evaluation and Award:

Applications will be reviewed and evaluated by an evaluation team using the criteria listed above and the scoring system noted below. There is no minimum or maximum number of grants to be awarded. This is a competitive process, therefore the likelihood of award is based on the number and quality of applications received and the dollar amounts requested. Metro reserves the right to deny any and all requests or to provide partial funding. If a particular question on the application form does not pertain to you, please mark it "not applicable" and provide one sentence explaining why the question does not apply. *Incomplete applications will not be considered.*

Scoring:

- Proven experience in handling, processing or otherwise managing wastes -- 30 points
- References from communities and regulators demonstrating the facility (if currently operating) is meeting expected performance, environmental, health and safety standards and regulations, or if planned, whether the facility is welcomed in its host community and appropriately sited and permissible -- 20 points
- Ability to begin accepting organic wastes in calendar year 2003 -- 20 points
- Facility handling or processing tonnage capacity (actual or planned) meets a significant percentage of the region's needs -- 15 points
- Approach to organic waste management reflects and demonstrates understanding of the region's Regional Solid Waste Management Plan goals -- 15 points

V. Reporting:

A successful grant recipient will be required to submit four reports over the course of one year: three short quarterly progress reports as well as a final report due 30 days after completion of the project. Reports must demonstrate how the project has met the stated criteria and documents the impacts the project has had on recovery of organic waste in the region. Reporting forms detailing requirements will be supplied by Metro to the successful applicant(s).

DRAFT**Fiscal Year 2002-03****ORGANIC WASTE PROCESSING CAPACITY DEVELOPMENT GRANT PROGRAM**

December 12, 2002

I. Overview:

The Metro region has established the goal of recovering at least 90,000 tons per year of organic materials (e.g., all types of food waste including vegetative waste and post-consumer meats, seafood and dairy and non-recyclable or food-soiled paper) from the waste stream by 2005. Currently, the region disposes of over 233,000 tons of food waste and soiled non-recyclable paper annually. It is estimated that approximately 60% of this waste is from the commercial sector and 40% from residences.

The Metro region comprises 3 counties and 24 cities with a combined population of 1.5 million people. The City of Portland, the largest city within the region, has a population of roughly 500,000. Within the City of Portland urban services boundary, commercial waste is collected by 65 independent hauling companies that are licensed to provide this service. The City does not set collection rates in the commercial sector, nor does it set service territories. The City does have the authority to require that these haulers collect organic wastes and that the waste be taken to only those facilities that meet certain requirements. State Law and City ordinance specifically prohibit the disposal of materials source separated for recycling. Since 1996, the City has required that commercial businesses recycle. The City currently enforces and monitors the recycling ordinance and has the authority to add organics to the materials required for recycling; it plans to implement this requirement in mid 2003.

Other local governments within the region franchise the collection of commercial solid waste and recycling and set rates for services. None of these jurisdictions requires businesses to recycle. Instead, businesses are provided the opportunity to recycle and to choose whether or not to participate. Collection rates set by these cities and counties include the costs of recycling services. It is expected that if Metro offers a rate for source-separated organic waste at its transfer stations, local governments will work with their franchised haulers to set a rate for this service.

Metro owns and contracts for the operation of two transfer stations. These transfer stations handle roughly 60% of the putrescible solid waste generated and disposed in the region. Ninety percent of the solid waste generated overall in the region and destined for disposal is sent to the Columbia Ridge Landfill in Arlington, Oregon. Metro sets the rates for the delivery of materials to its two transfer stations. In January of 2001, Metro passed an ordinance amending its solid waste code (Chapter 5.02) to create a charge at its transfer stations for the receipt, handling transfer and processing of compostable organic wastes. Once a suitable processor for the materials is established, Metro is prepared to post a rate and begin accepting compostable organic wastes from the region's solid waste haulers.

II. Relationship to the Regional Solid Waste Management Plan

The Regional Solid Waste Management Plan (RSWMP) gives the metropolitan region direction for meeting solid waste needs from 1995 through 2005. It serves as a regional framework for the coordination of solid waste practices, provides the region with a prioritized program of solid waste system improvements, establishes regional solid waste goals and objectives, and satisfies state law requiring a waste reduction plan for the Metro region.

The overall goal of the RSWMP is to “continue to develop and implement a solid waste management plan that achieves a solid waste system that is regionally balanced, environmentally sound, cost-effective, technologically feasible and acceptable to the public.”¹ The specific goals of the RSWMP are as follows:

Goal 1: The Environment. *Solid waste practices that are environmentally sound, conserve natural resources and achieve the maximum feasible reduction of solid waste being landfilled.*

Goal 2: Education. *Residents and businesses of the region are knowledgeable of the full range of waste management options, including waste prevention and reduction, that are available to them.*

Goal 3: Economics. *The costs and benefits of the solid waste system as a whole are the basis for assessing and implementing alternative management practices.*

Goal 4: Adaptability. *A flexible solid waste system exists that can respond to rapidly changing technologies, fluctuating market conditions, major natural disasters and local conditions and needs.*

Goal 5: Performance. *The performance of the solid waste system will be compared to measurable benchmarks on an annual basis.*

Goal 6: Plan Consistency. *The RSWMP shall be integrated with other Metro, state, local government, community and planning efforts and shall be consistent with existing Metro policies for managing solid waste.*

Goal 7: Regional Waste Reduction Goal. *The regional waste reduction goal is to achieve at least 62% recovery by 2005.*

Goal 8: Opportunity to Reduce Waste. *Participation in waste prevention and recycling is convenient for all households and businesses in the urban portions of the region.*

Goal 9: Sustainability. *Secondary resource management is a self-sustaining operation.*

Goal 10: Integration. *Develop an integrated system of waste reduction techniques with emphasis on source separation, not to preclude the need for other forms of recovery such as post-collection material recovery.*

A successful applicant will provide sufficient detail to demonstrate that their approach to organic waste management reflects the region’s Regional Solid Waste Management Plan goals.

III. Purpose of the Grant Program:

In order to reach the region’s recovery goal, Metro and the City of Portland have jointly developed this grant program to assist with the development of sufficient organic waste processing capacity to serve the region.

¹ Regional Solid Waste Management Plan, p.5-3.

IV. Eligibility, Criteria and Deadline:

Businesses, governments and not-for-profit entities are eligible for funds from this grant program.

Metro will entertain funding requests starting at \$50,000, with a maximum request limited to \$500,000. Examples of requests may include, but are not limited to:

- Funds to purchase organic waste management handling systems or equipment.
- Funds to assist with facility upgrades or improvements to accommodate the handling, reload or processing of organic wastes.

Applicants interested in this program must complete and submit the enclosed application form with all required attachments no later than **4:00 p.m. _____, 2003**. Completed applications must be delivered to:

Metro, REM Department
600 NE Grand Avenue
Portland, OR 97232
Attention: Jennifer Erickson.

Applications will be evaluated and scored based on answers supplied on the application form in light of the following criteria:

- Clear and complete summary of the overall project describing specifically how the grant funds will be used including a clear goal statement, justification of need and clear benefit to the region;
- Dollar amount requested is reasonable for the proposed project;
- Time frame for the use of the grant is reasonable;
- Estimate of the amount of organic materials to be managed, diverted and processed annually (if applicable);
- Clear and complete budget forms (included with this application); and
- End-products and markets established for end-products (if applicable).

Please note: Grant funds may only be utilized to support handling, management and/or processing of organic wastes collected, from within the Metro region. If a processor also utilizes wastes from sources outside the region, Metro reserves the right to reduce grant funding awards proportionately. Applicants must fully comply with any and all applicable local, regional, state and federal laws, rules, regulations, ordinances, orders and permits pertaining in any manner.

V. Required Match:

Applicants are required to provide a 100% match (dollar for dollar) to funds requested to demonstrate a serious commitment to the recovery of organic wastes. Metro reserves the right to determine the suitability and value of proposed matches and to request an additional or revised match that, in Metro's sole discretion, equals 100% of the grant funds requested.

VI. Evaluation and Award:

Applications will be reviewed and evaluated by an evaluation team using the criteria listed above and the scoring system noted below. There is no minimum or maximum number of grants to be awarded. This is a competitive process, therefore the likelihood of award is based on the number and quality of applications received and the dollar amounts requested. Metro reserves the right to deny any and all requests or to provide partial funding. If a particular question on the application form does not pertain

to you, please mark it “not applicable” and provide one sentence explaining why the question does not apply. *Incomplete applications will not be considered.*

Scoring:

- Proven experience in handling, processing or otherwise managing wastes -- 30 points
- References from communities and regulators demonstrating the facility (if currently operating) is meeting expected performance, environmental, health and safety standards and regulations, or if planned, whether the facility is welcomed in its host community and appropriately sited and permissible -- 20 points
- Ability to begin accepting organic wastes in calendar year 2003 -- 20 points
- Facility handling or processing tonnage capacity (actual or planned) meets a significant percentage of the region’s needs -- 15 points
- Approach to organic waste management reflects and demonstrates understanding of the region’s Regional Solid Waste Management Plan goals – 15 points

VII. Reporting:

A successful grant recipient will be required to submit four reports over the course of one year: three short quarterly progress reports as well as a final report due 30 days after completion of the project. Reports must demonstrate how the project has met the stated criteria and documents the impacts the project has had on recovery of organic waste in the region. Reporting forms detailing requirements will be supplied by Metro to the successful applicant(s).

VIII. Funds Available:

A combined total of \$1,000,000 is available for these grants.

IX. Information Release and Confidentiality:

All applicants are hereby advised that Metro may solicit and secure background information based on the information, including references and regulatory history, provided in response to this grant offering. By submitting a request for funding, all applicants agree to such activity and release Metro from all claims arising from such activity.

This paragraph shall apply to information that the applicant is submitting to Metro which the applicant considers to be confidential and proprietary and which the applicant does not want Metro to disclose to third parties. Such confidential information shall be separately contained in a sealed envelope, clearly and prominently marked “confidential information” and bearing the title and date of this grant program application, and the sealed envelope shall be attached to the rest of the application materials. To the extent permitted by law, Metro will not disclose such properly identified confidential information to any person outside Metro and the eight-member Organics Team. However, applicants should be aware that Oregon Law (ORS Chapter 192) requires public disclosure of most records deemed to be “public records.” Metro cannot, therefore, guarantee to protect the confidentiality of any records submitted to Metro, even if the applicant believes them to be exempt from disclosure.

Questions?

Inquiries about this program may be directed to:

Jennifer Erickson
Metro - REM Department
600 NE Grand Avenue
Portland, OR 97232

(503) 797-1647 phone
(503) 797-1795 fax
ericksonj@metro.dst.or.us

Application Form

Fiscal Year 2002-03

Organic Waste Processing Development Grant Program

A. Applicant Profile

Legal name of business, organization, or individual: _____

Mailing address: _____

City: _____ State: _____ Zip: _____

Phone: () _____ Fax: () _____ E-Mail: _____

Federal Tax ID No.: _____

Name and title of project manager: _____

Mailing address (if different than above): _____

City: _____ State: _____ Zip: _____

Phone: () _____ Fax: () _____

Type of business organization (check one, if applicable):

- Corporation
- Limited Liability Corporation (LLC)
- Partnership
- Sole proprietorship
- S-Corporation
- 501(c3) Not-for-Profit
- Government/Public Agency
- Other _____

Please provide a copy of your company's business plan with this application.

Amount of grant funding requested: _____

Other Organizations/Companies involved in this project: _____

B. Project Information:

1. All applicants please answer the following:

- a) Describe the purpose of the project and the overall project you need these grant funds to support. Include all companies and organizations involved and their respective roles. Include a clear justification of need, the benefit to the region and how the grant funds will be used within the overall project. Be specific in all instances.
- b) What is the estimated time frame for the grant-funded portion of this project?
- c) From what specific source(s) will you receive food waste? What do you estimate the total amount (in tons per year) you will receive for the next five years? How are these materials currently being handled and what is their current disposition?
- d) Describe all feedstock materials and their relative proportions (including bulking agents or other process additives) that your company will accept and/or process.
- e) From what geographic area and from what types of waste generators will you source material? What percentage of your overall feedstock will be derived from inside the Metro region?
- f) What is your facility's current permit status (e.g., land use, DEQ composting permit, etc.). If you are not yet permitted to accept all food wastes, have you applied for permits and what is your estimated time frame for obtaining these permits?

2. For applicants requesting grants for food waste processing:

- a) What is your tip fee for each of the feedstocks you will accept? Will you pay for any of your feedstock? If so, which materials and how much will you pay?
- b) Describe the various end-products you will produce (and their ratios), and your intended markets for the end products. Have any of these markets been secured by binding agreements?

3. For applicants requesting grants for equipment:

- a) Describe the equipment you will purchase. Include a schematic drawing or specific product information with the name and address of the equipment manufacturer as an attachment to this application.
- b) Describe how this equipment will be used and how it fits in your overall process.
- c) If you are currently a compost operator or food waste processor, explain how the equipment will affect or alter your current system. Include information about your current operational capacity and how this equipment will affect capacity over the next three years.
- d) Who will operate and maintain the equipment? What is your contingency plan should you have an equipment failure?

4. For applicants requesting grants for facility upgrades and site improvements:

- a) Describe the upgrade or improvement and how it will fit with or change your facility's existing system and operations. Include specific information about the type and estimated cost of these upgrades as an attachment to this application.
- b) What is your estimated total operational capacity during your first, second and third year of accepting food wastes? (List as total for each year and break out each feedstock as a percentage of the total.) On what assumptions are these projections based?
- c) How will the upgrades you propose affect the amount of organics that are received and processed at your facility?

C. Financial Information:

- 1. What other sources of financing have you secured for this project? Please include contact information for other financial sponsors.
- 2. Describe in detail the match your or another organization associated with this project will provide to the funds supplied by this grant.

D. Applicant Disclosure Information:

- 1. List the names and addresses of all concerns that are parent companies, subsidiaries or affiliates of the company.
- 2. Year company was established _____

If a corporation, indicate state in which incorporated and year of incorporation.

- 3. Year present management assumed control of business _____

- 4. Are the company or its principals presently involved in any pending or threatened litigation which could have a material adverse effect on the company's and/or the principals' financial condition?

No _____ Yes _____ (if Yes, explain)

5. Has the company or its principals ever been involved in bankruptcy, creditor's rights, or receivership proceedings or sought protection from creditors?

No _____ Yes _____ (if Yes, explain)

6. Has management or any principal stockholder of the company been convicted of any felony?

No _____ Yes _____ (if Yes, explain)

7. Has the company or any principal been under indictment or investigation by a public agency for a violation of a state or federal statute?

No _____ Yes _____ (if Yes, explain)

8. Is the company currently in compliance with all applicable local, state and federal requirements (permit, zoning, OSHA, etc.)?

Yes _____ No _____ (if No, explain)

9. Are there currently any unpaid liens or judgments filed against the company or its principals?

No _____ Yes _____ (if Yes, explain)

E. Project Budget:

All applicants are required to complete the project portion of this application. Any areas which do not pertain to applicant's project may be marked "N/A". Areas where grant funding will not be supplied are marked "N/A".

1. Personnel Services: list principal project personnel by name directly on this form.

Project Personnel	Hourly Rate	Est. Hours to be Spent on Project	Grant Funds Requested	Matching Resources	Total Costs
1.			N/A		
2.			N/A		
3.			N/A		
4.			N/A		
5.			N/A		
6.			N/A		
SUBTOTAL					

2. Professional Services: (consultants, contractors, etc.).

Consultant or Contractor	Hourly Rate	Est. Hours to be Spent on Project	Grant Funds Requested	Matching Resources	Total Costs
1.			N/A		
2.			N/A		
3.			N/A		
4.			N/A		
5.			N/A		
6.			N/A		
SUBTOTAL					

3. Capital Outlay: List all items of equipment, land and structures and items pertaining to them, to be purchased as part of this project.

List Capital Outlay Items	Grant Funds Requested	Matching Resources	Total Costs
1.			
2.			
3.			
4.			
5.			
6.			
SUBTOTAL			

4. **Services and Supplies** - Include items not itemized in the other categories of "Personnel", "Professional Services", and "Capital Outlay", such as: permit fees, computer services, duplicating, materials/supplies, postage, publication charges, telephone, fuel, automobile mileage, travel, etc. *Note: grant funds will not be provided for telephone, fuel, mileage or travel. Applicant must provide resources to cover these expenses. These resources will be considered part of your match.*

List Services and Supplies	Grant Funds Requested	Matching Resources	Total Costs
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
SUBTOTAL			

5. **Project Budget Summary** - Fill in all applicable spaces, making sure to total grant funds, matching funds, and total project cost.

Project Budget and Summary	Grant Funds Requested	Matching Resources	Total Costs
A. Personnel Services			
B. Professional Services			
C. Capital Outlay			
D. Services and Supplies			
E. Total Grant Funds Requested			
F. Total Matching Resources Committed to the Project			
G. Total Project Cost			

6. Project Timeline: Please make sure that all major activities required for project completion are identified on this form. Assume that grant funds will be available on May 1, 2002.

Planned Project Beginning Date: _____ Planned Project Ending Date: _____

Task or Activity	Beginning Date for Each Task or Activity	Ending Date for Each Task or Activity	Person/Group Responsible for Completion

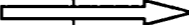


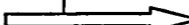

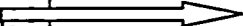
F. Tax Credit Information:

Equipment and facilities used exclusively for composting may be eligible for tax credit under the Oregon Department of Environmental Quality pollution control facility tax credit program. The amount of the tax credit is **up to 50%** of the facility or equipment cost as an offset to state taxes owed. The eligible facility cost does not include those portions paid for with government grants. Tax credit applications should be submitted after the facility is in operation. For more information, visit DEQ's website at <http://waterquality.deq.state.or.us/wq/taxcredits/txcp.htm> or contact William R. Bree at (503) 229-6046 or Bree.William.R@deq.state.or.us

Completed application forms and required attachments are due to Metro no later than 4:00 p.m. _____, 2003.

**METRO
COUNCIL OFFICE TRANSITION
SUMMARY OF ACTIONS AND TIMEFRAME FOR POSITION DETERMINATIONS**

01403ci-06

ACTIVITIES	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE/BEYOND
POSITIONS ELIMINATED AS OF 1/06/03 Executive Analyst (2 FTE) Council Analyst (2 FTE) Executive Assistant (2 FTE)	Layoff Notices Termination Notices for limited duration hires whose positions were eliminated	Process layoffs and severances, as needed Provide 60 day extension for any incumbent laid off who obtains a temporary assignment	 	Process severance agreements, if applicable 			
OTHER GENERAL ADMINISTRATIVE ACTIONS		Pursuant to Council Code Changes provide letters from Law Department and interim COO to HR to retain positions, classifications and incumbents, as appropriate and pending reviews.					
COUNCIL SUPPORT POSITIONS PUBLIC AFFAIRS POSITIONS	Begin Review and assessment of Council Support Positions	Begin Review and assessment of Public Affairs Positions Provide position recommendations and obtain direction Brief Council members Obtain new position(s) and/or new classification(s) approval via Council Resolution, as needed	Conduct recruitment, selection and hiring processes, as needed Provide layoff notices, if necessary Accept and process voluntary resignations (layoffs), if requested	Process layoffs and severances, as requested Provide 60 day extension for any incumbent laid off who obtains a temporary assignment  		Process severance agreements, if applicable 	
POSITIONS TO REPORT TO PRESIDENT OF COUNCIL Management Position Executive Assistant	Begin to gather benchmark compensation comparisons for management level position reporting to Council President	Maintain staff in current positions and assign additional duties pending creation of new positions and/or new classifications. Define position duties and responsibilities. Obtain new position(s) and/or new classification(s) approval via Council Resolution, as needed.	Select, hire and appoint individuals.				

**METRO
COUNCIL OFFICE TRANSITION
SUMMARY OF ACTIONS AND TIMEFRAME FOR POSITION DETERMINATIONS**

ACTIVITIES	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE/BEYOND
COO RECRUITMENT AND SELECTION	<p>Consultant conducts interviews</p> <p>Begin to gather benchmark compensation comparisons for COO position</p>	<p>COO Recruitment Process</p> <p>Brief Council Members</p> <p>Confirm compensation for COO position</p>	<p>COO Recruitment Process</p> <p>Consultant provides list of recommended candidates</p> <p>Brief Council Members</p>	<p>COO selection process</p> <p>Council President nominates candidate and recommends for Council Confirmation</p> <p>Interim COO assignment expires 3/31/03 unless extended via Council action</p>	<p>COO tentative month for starting date</p>		
<p>POSITIONS TO REPORT TO COO</p> <p>Management Position Executive Assistant</p>		<p>Maintain staff in current positions and assign additional duties pending creation of new positions and/or new classifications.</p>	<p>Define position duties and responsibilities.</p> <p>Obtain new position and/or new classification approval via Council Resolution.</p>	<p>Provide direction to HR as to when recruitment, selection and hiring efforts should occur or if process should be held until selection of COO</p>		<p>COO selects, hires and appoints individual to Executive Assistant position</p> <p>COO selects, hires, and appoints individual to Management position</p>	<p>Provide layoff notices, if necessary</p> <p>Process layoff and severances, as requested</p> <p>Provide 60 day extension for any incumbent laid off who obtains a temporary assignment</p>
INTERIM OR ACTING HIRES OR APPOINTMENTS PLUS OTHER NEW POSITIONS AND/OR NEW CLASSIFICATIONS		<p>Interim COO</p> <p>Process interim or acting hires or regular appointments.</p> <p>Define position duties and responsibilities for new positions and/or new classifications, if needed. Review of positions and organizational structures through transition reviews and/or Classification and Compensation Study for non-represented positions.</p>	<p>Obtain new position(s) and/or new classification(s) approval via Council Resolution, if needed.</p>	<p>Conduct open until filled recruitment, selection and hiring process for positions to be held for appointment by COO:</p> <ul style="list-style-type: none"> ▪ Public Affairs Director ▪ Chief Financial Officer ▪ Business Support Director 			<p>COO completes selection, hires and appoints.</p>

011403ci 07

M E M O R A N D U M



METRO

DATE: January 14, 2003
TO: Councilor Susan McLain
Chair, 2002 Natural Resources Committee
FROM: Mark Turpel, Long Range Planning Manager

At your request, we have summarized our work for the Natural Resources Committee in the year 2002.

Attachments:

- A Summary of Natural Resource Committee 2002 Actions
- 12/3/02 Memo re ESEE Element – Overall Timeline

Regional Fish and Wildlife Habitat Protection Plan

A Summary of Natural Resource Committee 2002 Actions & Upcoming Program Events Anticipated for 2003

2002

- Reviewed and recommended approval of a basin approach and an intergovernmental agreement with the Tualatin Basin Natural Resources Coordinating Committee;
- Provided staff direction to staff on draft letter to DLCD regarding Urban Growth Report and relation to fish and wildlife habitat ESEE and program;
- Reviewed and recommended Local Plan Analysis (an analysis of each city and county's Goal 5 efforts);
- Approved Request for Proposals for consultant services for economic consequence analysis;
- Reviewed and recommended revisions to Riparian Corridor Inventory;
- Reviewed and recommended adoption of Wildlife Habitat Inventory;
- Reviewed and recommended adoption of combined Riparian Corridor and Wildlife Habitat Maps
- Approved release of first and second drafts of economic consequences analysis for ETAC review;
- Provided direction to staff concerning the formation of a economic peer review panel;
- Provided direction to staff concerning ESEE timeline;
- Provided direction to staff concerning Statewide Riparian Policy;
- Provided direction to staff concerning coordination with Federal government Endangered Species Act policies.

2003

- Completion of Economic Consequences Analysis;
- Completion of Social, Environmental and Energy Consequences Analyses;
- Completion of Pre-program options (regulatory, acquisition and restoration choices);
- Determination of allow, limit or prohibit decisions for all regionally significant riparian corridors and wildlife habitat;
- Direction to staff for final program design.

* * * *

**METRO**

TO: Susan McLain, Chair, Natural Resource Committee
FROM: Mark Turpel, Long Range Planning Manager *Mark*
DATE: December 3, 2002
SUBJECT: ESEE Element - Overall Timeline

Revised Timeline - Detailed Program Track Added. Attached please find a revised draft timeline. This timeline differs from the earlier time line because it includes a detailed program options track that would be completed concurrent with the consequences analysis (the ESEE or economic, social, environmental and energy consequences analysis.)

Three Elements to Program Track - Regulatory, Acquisition, Restoration. The program choices element would include work that would provide in-depth regulatory, acquisition and restoration options. Once the regulatory element is designed, acquisition and restoration options would also be created. The Council could, after public discussion and debate, select a mix of regulatory, acquisition from willing sellers and restoration elements for direction to staff on final program composition.

Regulatory Models Likely Options, Serves As Template for Regional Safe Harbor. For the regulatory element, the timeline assumes that several options - from substantial additional regulation to minimal additional regulation - would be prepared for Metro Council consideration. Each would be a possible option for a regional safe harbor program, a model ordinance for local jurisdictions implementation of significant resource protection. For example, there might be a substantial regulatory option that was designed to protect those resources with a riparian ranking score of at least 6 (one primary riparian function). A contrasting regulatory option might consider regulations that protect resources with scores of 12 or 18 and above (two or three primary functions or a combination of primary and secondary functions equaling this ranking). In addition, previous work on other tools would also be included. For example, work has been completed by Metro that outlines approaches for green streets and utility best management practices. The varying regulatory options could incorporate a range of recommendations or requirements incorporating elements from this work.

The Metro Council or appropriate committee of Councilors as determined by the Council would determine the best options to release for public discussion and debate. At the end of public discussion, the Metro Council would sift all information, recommendations and testimony and determine the program direction for a final regional safe harbor program. At that time, the other regulatory choices for local jurisdictions would begin. (Metro has indicated that local jurisdictions would be given at least three options - 1) a regional safe harbor; 2) a district plan and 3) a case-by-case discretionary review option). The later two options would be calibrated to the program direction set by Council for a final regional safe harbor.

Acquisition Element Provides Additional Tool. In addition to the regulatory options, acquisition options would also be created. The acquisition options would be designed to provide several levels of public effort to buy lands from willing sellers where regulation is not proposed but which have substantial resource value. Again, the Metro Council would determine what options to release for public discussion and after this conversation, the Council would determine which option fits best with the chosen regulatory approach and has the greatest opportunity for implementation.

Restoration Options Provide Offset to Resource Losses

Several restoration options will also be created. While some existing significant resources within the region will likely be lost when all considerations - economic, social, energy and environmental - are weighed, other areas which have lost most or all of their function as riparian corridor or wildlife habitat may be restored to some degree of functionality. These options will help recognize this opportunity and like the other program elements, several options will be created for public discussion and Metro Council decisions. As with the acquisition from willing sellers option, the restoration option will be considered for the best fit with the selected regulatory approach as well as consideration of implementation success as determined by the Metro Council after public discussion.

I would be happy to answer questions that the Committee may have and look forward to Committee discussion of the timeline.

c: Andy Cotugno
Mike Hoglund

011403ci-08

M E M O R A N D U M

600 NORTHEAST GRAND AVENUE | PORTLAND, OREGON 97232 2736
TEL 503 797 1700 | FAX 503 797 1797



METRO

TO: Councilor Susan McLain, Chair
Solid Waste Advisory Committee and Rate Review Committee

FROM: Janet Matthews, Solid Waste Policy and Program Manager

DATE: January 10, 2003

RE: Summary of 2002 REM-related Council actions, Department achievements,
and anticipated issues for 2003

As you requested, the following is a summary of Metro Council's major solid waste legislative actions and Department program achievements for CY 2002, as well as solid waste issues that may come before Metro Council in 2003.

MAJOR COUNCIL SOLID WASTE ACTIONS IN 2002*

- 2/14/02 - Change order #3 extending BFI operating contract 2 yrs. (approx. \$12 million)
- 3/14/02 - RFP to implement first year of marketing and communications plan for C&D debris recovery (\$90,000)
- 4/11/02 - Resolution approving Year 13 Waste Reduction Plan for FY 2002/03 (\$1.9 million)
- 6/13/02 - RFP for design of new roof and ventilation system at Metro Central (\$200,000)
- 8/08/02 - RFB for maintenance building at St. Johns landfill (approximately \$400,000)
- 8/08/02 - Final order to revoke RoofGone's license and impose civil penalties
- 11/14/02 - Designated Facility Agreement with Coffin Butte Landfill
- 11/14/02 - RFB for new diesel fuel purchase contract (approximately \$1 million annually)
- 12/10/02 - Change order #4, settlement for compactor failures at Metro Central and South

*24 total actions, e.g., ordinances, resolutions, licenses

REM PROGRAM ACCOMPLISHMENTS IN 2002 (Overview)

Implemented REM's Strategic Plan -- 32 of 35 strategic plan objectives were achieved in whole or in part, including conducting at least 50 hazardous waste neighborhood collection events; providing resources to maintain and expand waste prevention and recycling opportunities; reaching more than 15,000 students and teachers with direct classroom instruction; inspecting more than 200 private solid waste facilities; and maintaining a rate structure that encourages waste prevention and recycling.

Served More Customers while Unit Costs Declined — Record numbers of customers used Metro solid waste management services, without a proportionate increase in operating costs (total personnel, material and services costs):

- Hazardous waste collected by Metro is increasing 11.1% per year while the unit operating costs (per pound of waste collected) have declined by an average of 11.0% per year over the last five years.
- Public customers at Metro's transfer stations are increasing by 4.8% per year (239,000 customers in FY 2001/02) while unit operating costs (per customer) have declined by 9.6% compared to five years ago.

Increased Recovery of Construction/Demolition Debris -- capital improvements at Metro South regional transfer station, policy changes for local transfer stations, and new partnerships with area builder organizations all contributed to increased construction and demolition debris recovery in the region.

Improved Financial Controls -- established procedures for collection on transfer stations accounts, resulting in past-due accounts being brought current and poor credit risks being weeded out. As a result, collection of receivables has been accelerated. Hired an auditor to improve oversight of Metro's excise tax and solid waste fee revenue base.

WASTE REDUCTION AND OUTREACH ACCOMPLISHMENTS

MEASURING RESULTS

- Developed and adopted performance measures for annual waste reduction plan.
- Identified results of food donation grant funds: each \$1 granted equals \$31 worth of additional food recovered.

PARTNERING TO ADVANCE WASTE REDUCTION

- Advanced perishable food donation in the region through partnerships developed with non-profit food recovery organizations, restaurant and grocer associations, county health inspectors, waste evaluators, and culinary schools.

- Implemented the Commercial Technical Assistance Program, which offers businesses across the region a uniform waste evaluation service.
- Established a public/private SWAC subcommittee to recommend ways to prevent contamination and loss of recyclables collected in the region.
- Developed partnerships with construction industry associations and one construction industry retailer to increase recovery of construction and demolition debris (C&D).
- Launched Recycling Business Assistance Program, a recycling market development loan program.

EDUCATING THE PUBLIC

- Answered 114,000 calls from regional residents calling Recycling Information hotline.
- Presented waste reduction plays, skits, puppet shows and field trips to more than 28,000 elementary, middle and high school students in 500+ presentations.
- Presented toxics reduction techniques to 7,500 new and experienced gardeners through Natural Gardening workshops, garden tours and a demonstration garden.
- Educated more than 20,000 customers on toxics reduction at 71 hazardous waste collection events over 102 days.

UTILIZING THE WEB FOR WASTE REDUCTION

- Launched a web-based recycling information guide for residents and businesses.
- Launched an interactive guide on the Metro web site for recycling and salvaging C&D.

REGULATORY AFFAIRS ACCOMPLISHMENTS

AUTHORIZATIONS

- 6 new or renewed solid waste facility operating licenses issued.
- 17 new or renewed non-system licenses (NSLs) issued.
- 1 designated facility agreement (DFA) entered into.
- 2 NSLs terminated.
- 1 solid waste facility operating license terminated.

Highlights: Issuance of wet waste NSL to American Sanitary (Waste Connections) allocates the final 10% of waste not obligated to Metro's contract operator. RoofGone license termination and A&R NSL termination are first ever revoked by Metro. Increasing number of NSLs issued for various special wastes. All regulatory authorizations were issued within the legal timeframe.

INSPECTIONS

- 221 inspections completed by end of year exceeding last years inspections by two.
- Increased presence at designated facilities, composting operations, exempt/special waste operations and newly licensed facilities.

Highlights: Focussed inspections on problem roof recycling facilities resulting in termination of Metro operating license. Focus on designated facility located outside region intending to do material recovery.

ENFORCEMENT ACTIONS

- 9 formal notices of non-compliance issued to regulated facilities.
- 2 major contested cases set for hearing (flow control and tonnage cap violation).
- 2 contested cases related to flow control were upheld by hearing officer.
- 5 pre-enforcement notices resulted in case resolution without further formal enforcement.
- \$82,318 in penalties collected.
- \$64,671 in penalties pending.

Highlights: Hearings process used for first time in solid waste flow control cases. Mix of formal and informal enforcement processes used successfully to achieve compliance.

ILLEGAL DUMPING

- 725 illegal dump sites cleaned up, including 46 sites with hazardous materials.
- 69 citations issued for illegal dumping.
- 16 contested case hearings conducted or set.
- \$25,892 in fines assessed.

OTHER SIGNIFICANT PROJECTS COMPLETED/INITIATED

- Regulatory overlap report completed and presented to Council.
- Dredge material report completed and presented to Council.
- Administrative procedures (and service area maps) completed and presented to Council.
- Pride Recycling's tonnage cap authorized for 5% increase.
- Web-based option for reporting illegal dumps established.
- Transfer station service area findings completed.
- Waste Enforcement Network (WEN) participation expanded and regional enforcement list-serve e-mail system implemented.

FINANCIAL MANAGEMENT ACCOMPLISHMENTS

RESERVE ACCOUNTS

Completed a review of the purpose, function, and financing of REM's reserve accounts with two independent firms and the Budget Advisory Committee. Implemented the recommended reserve level targets in the FY 03/04 requested budget.

COLLECTION PROCEDURES

Established procedures for collection on transfer station accounts. Past-due accounts have been brought current, and poor credit risks have been weeded-out.

MONTHLY REPORTING

- Established monthly tracking & reporting of tonnage, revenue, expenditures, and of end-of-year fund balance projections.
- Began monthly tracking the age of Metro transfer station account receivables.
- Established monthly monitoring and reporting on the compliance of private facility with REM regulatory limits and financial reporting requirements.

FORECASTING

Developed and implemented a new tonnage forecasting methodology.

PROGRAM REVISIONS

Implemented the Council's revisions to the Regional System Fee Credit Program.

ENGINEERING AND ENVIRONMENTAL SERVICES ACCOMPLISHMENTS

FACILITY AND WORKER SAFETY IMPROVEMENTS

- Installed new computer systems in the transfer station scalehouses, which provide greater financial controls for cash handling.
- Awarded a contract to design and construct a maintenance building at St. Johns landfill, which will improve site security and work space for employees.
- Worked with manufacturer to make significant upgrades to four compactors at Metro transfer facilities, which will increase their reliability and reduce maintenance.
- Installed a new ergonomic can crusher at the Metro South latex paint recycling facility to reduce stress injuries and provide more efficient operations.

ENVIRONMENTAL COMPLIANCE

Addressing St. Johns Landfill wastewater contamination that led to notice of non-compliance from City of Portland. A proposed remediation plan has been sent to the City, and equipment is being procured to reduce the contaminants.

SOLID WASTE ISSUES IN 2003

Because of Urban Growth Boundary and Goal 5 issues before the Council in 2002, solid waste issues were kept to a minimum. A large list of definite and potential solid waste matters for Council in 2003 follows:

WASTE REDUCTION

- Extend tax/fee recycling credits to out-of-district facility?
- Utilize Metro Central in developing food waste recovery infrastructure?
- Require 100% processing of construction/demolition debris before landfilling?
- Formal or informal Metro oversight of source-separated recycling facilities?

COMMUNITY RELATIONS

- Revise Enhancement Fee program? (\$.50 per ton for community development)
- Review of Disposal Fee Waivers? (non-profits, thrifts, neighborhoods)

REGIONAL TRANSFER AND DISPOSAL SYSTEM

- New private transfer station in east Multnomah County?
- Renew and/or modify existing local transfer stations franchises expiring in 2003?
- *Renew and/or modify existing wet waste non-system licenses expiring in 2003?*

METRO ENTERPRISE OPERATIONS

- Relocate paint recycling operation?
- Waste transport fuel contract appeal.
- St. Johns Landfill closure permit and consulting contracts related to remediation.

BUSINESS/FINANCE

- FY03/04 solid waste fees
- Continue waiver of hazardous waste fees?
- Address bond debt coverage ratio?
- Implement collection enforcement on Regional System Fees

REGULATORY AFFAIRS

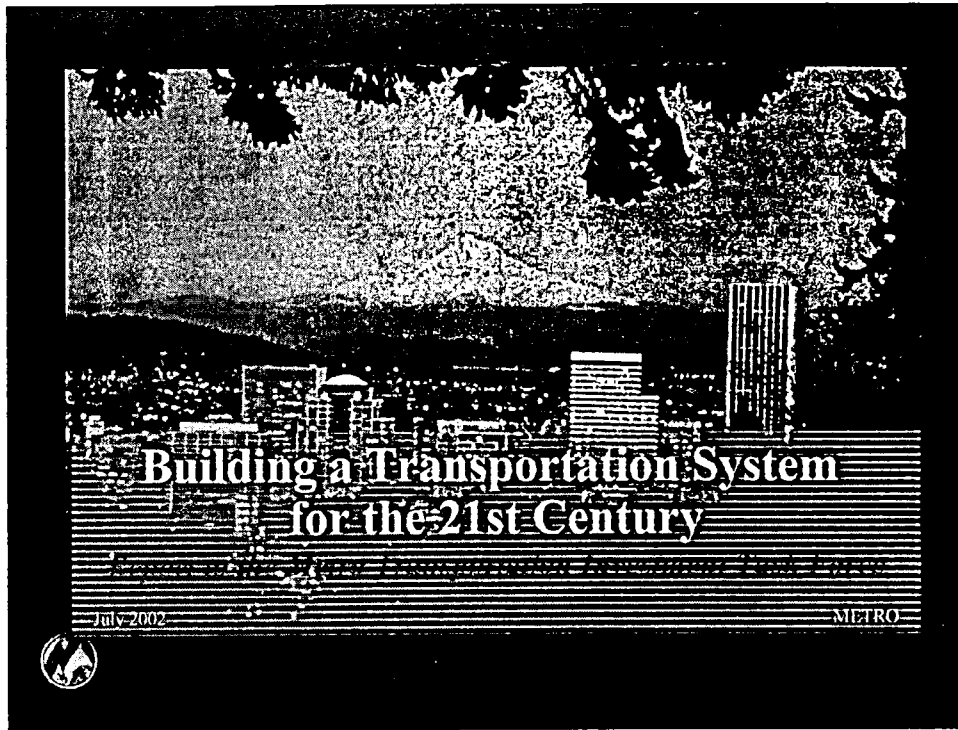
- Streamline decision making in regulatory process?
- Review Metro policies on dredge material?
- Appeal of \$20,000 fine assessed against Pride Recycling
- Designated Facility Agreements with all landfills serving region?

PLANNING

- Update of REM Strategic Plan
- Update Regional Solid Waste Management Plan (Waste reduction initiatives)

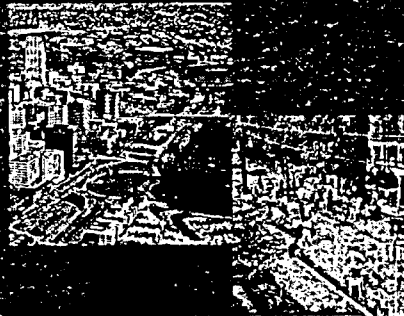
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cc: Mike Hoglund, Director, Solid Waste & Recycling Department
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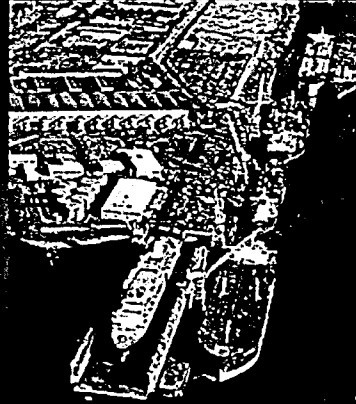
Things that matter most to the region

- Access to nature
- Protecting habitats for wildlife and people
- Safe and stable neighborhoods
- Transportation choices
- Resources for future generations
- Vibrant culture
- Vibrant economy



Vibrant Economy

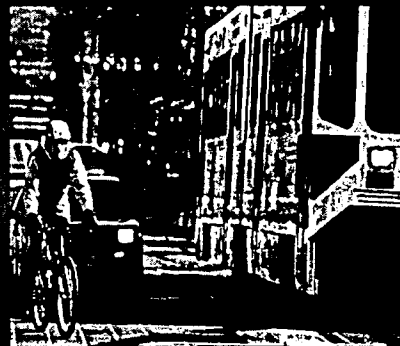
- Move freight efficiently
- Get people to work reliably
- Stimulate development
- Maintain region's economic advantages and strengths



Transportation Choices

Adequate facilities
for all modes of
transportation

- Highways
- Roads
- Rail transit
- Bus transit
- Bicycle
- Pedestrian



Safe and Stable Neighborhoods

- Keep regional trips off of local streets



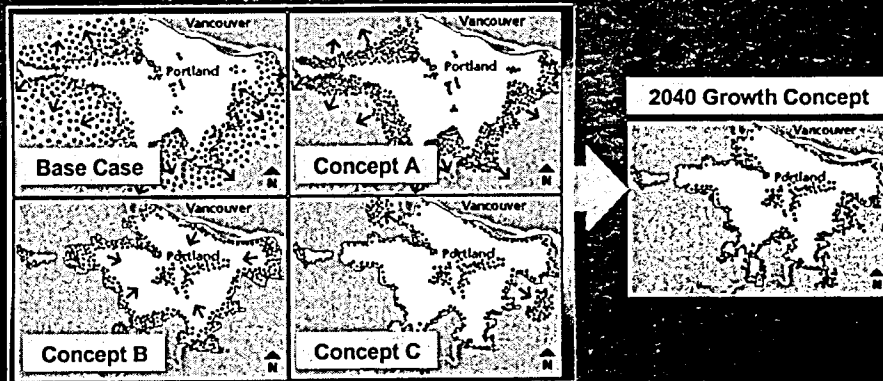
Access to Nature



2040 Growth Concept



2040 Growth Concept Findings

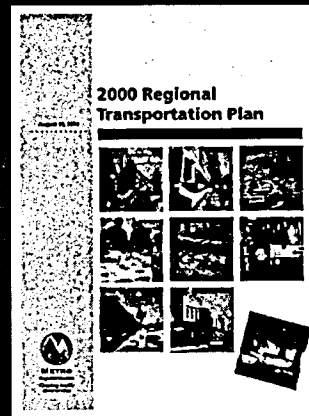


- Findings:
- Less consumption of land
 - Less congestion
 - Fewer vehicle miles traveled
 - Most cost-effective transit service
 - Better air quality



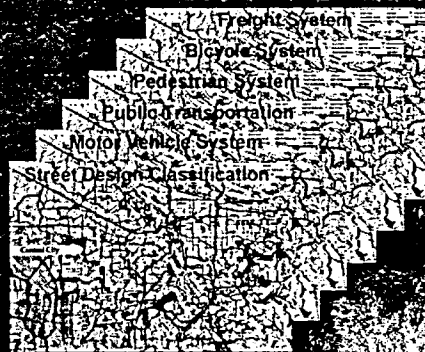
The Regional Transportation Plan

- 2040 implementation
- 5-year planning and public outreach effort
- Transportation choices and performance
- 693 projects
- \$7.6 billion priority system
- Financial options



The Regional Transportation Plan

- Land-use Centers
- Transportation Corridors
- Industrial areas/freight
- Protection of:
 - Farm and forest land
 - Neighborhoods



The impact of growth

Increased:

- Population
- Vehicle use
- Freight movement

=



Congestion

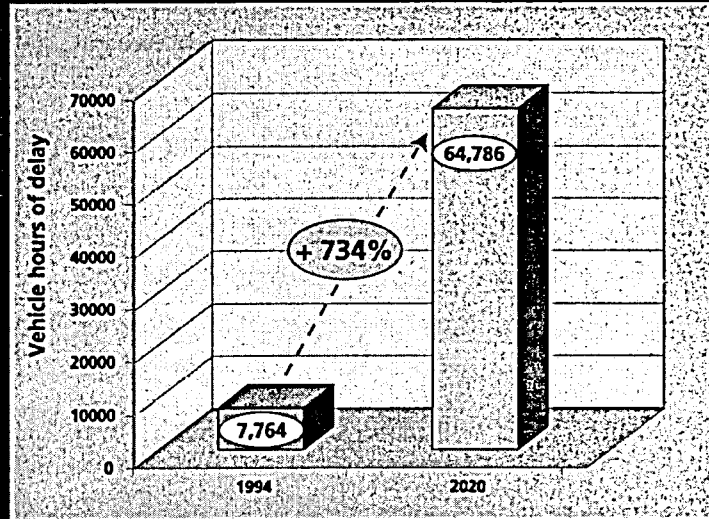


System Performance without modifications (percent change from 1994 to 2020)

- Average vehicle speed -24%
- Average travel time +27%
- Miles of congested freeway +146%
- Miles of congested arterials +310%



Growth in Vehicle Hours of Delay



Impacts on business in 2020 without modifications



- Increased costs for employees and freight; \$300 million/year
- Typical truck trips take 11 minutes longer in 2020
- The average truck will make 3 fewer deliveries per day
- Decrease in reliability of travel times



Economy Relies on Transportation

Why We Care



- 60% of Oregon Jobs in transportation dependent businesses
- Traded Sectors Drive Metro Area Economy
 - 2nd largest W. Coast wholesale hub
 - 11th largest US exporter
 - 20th largest US industrial ctr
- Transportation and Logistics equal 20-25% of product cost



A view to the future:

Protecting reliability for commercial traffic is possible by:

- Tolerating some congestion during peak hours
- Maintaining off-peak mobility
- Addressing key choke points
- Providing 'real-time' traffic information



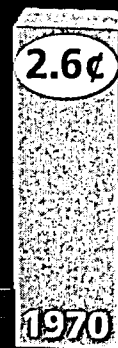
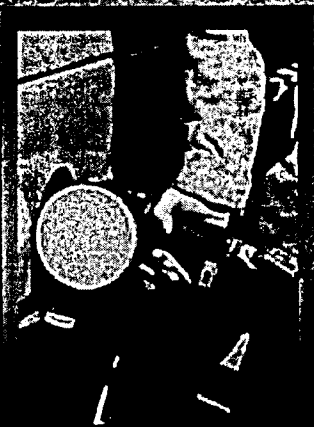
Funding challenge



- ✓ Maintenance costs increasing
- ✓ Facility expansion not keeping pace with growth
- ✓ Inflation decreases purchasing power
- ✓ Funding sources static



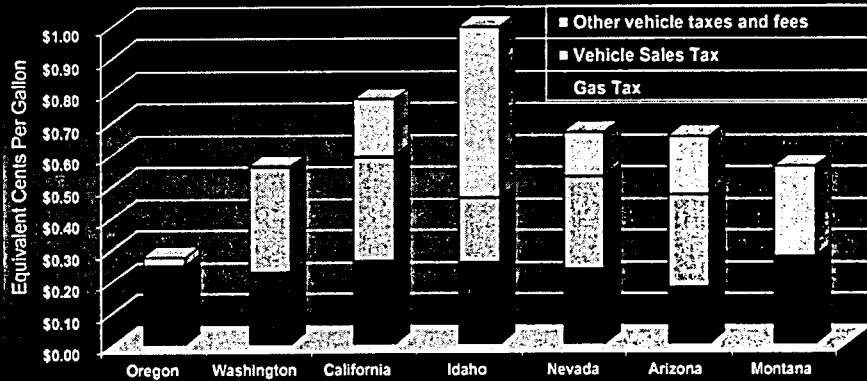
Effect of fuel efficiency and inflation on tax revenues per vehicle mile



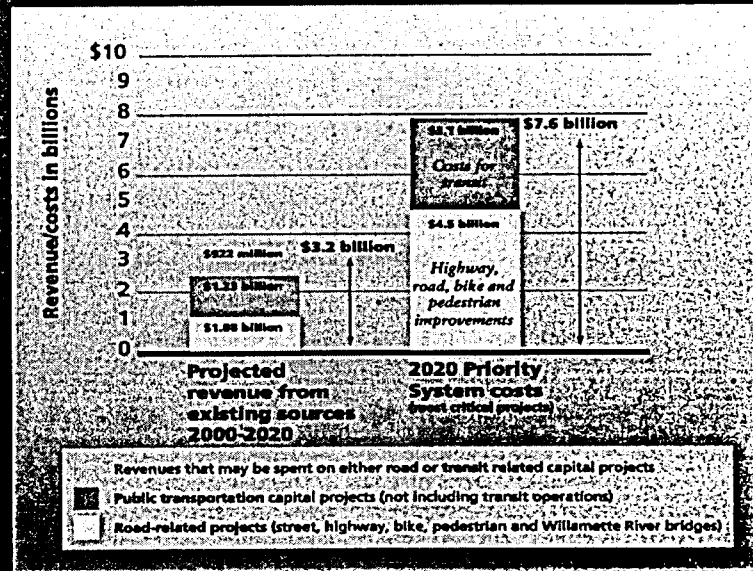
Using 1998 Constant Dollars



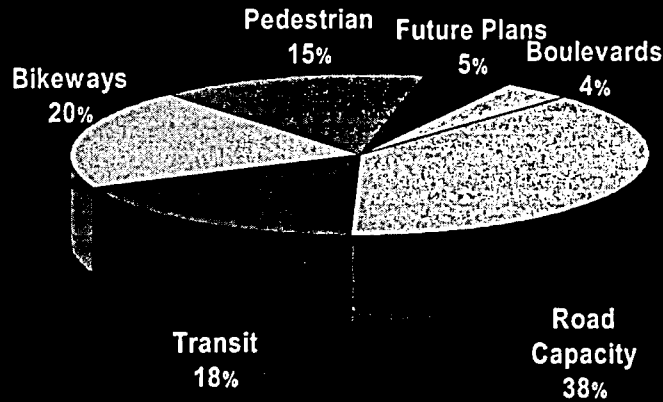
Oregon auto taxes among lowest in nation



20-year funding needs & shortfall



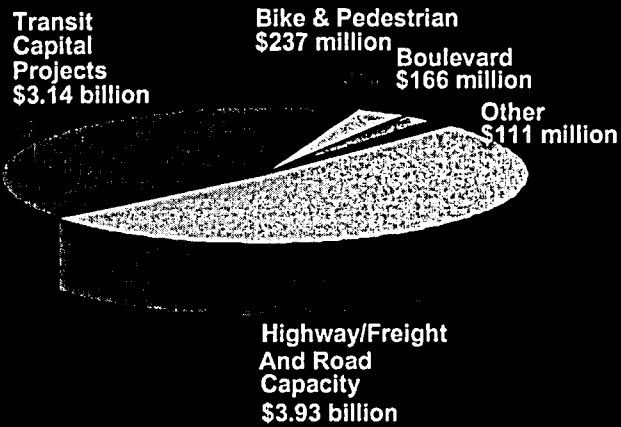
Priority System Projects



Total of 693 Projects in the Priority System



Priority Projects by Cost



Revenue strategies

Traditional

- State and local gas taxes
- Vehicle registration fees
- Property tax levies

Growth/User

- System development charges and impact fees
- Street utility fees
- Tolls and pricing
- VMT tax

Other

- Non-residential parking tax
- Cigarette tax
- Vehicle title fee
- Real estate transfer fee
- Mortgage recording fee
- LID's



Funding Option Examples

(revenues per year to Metro region)

- 1 cent regional gas tax = \$5 million
- 1 cent state gas tax = \$9 million
- \$10 vehicle registration fee = \$13 million
- \$60 per year per non-residential parking space tax = \$36 million



Task Force Mission

- Sharpen priorities
- Recommend feasible funding strategy
- Develop short-term action plan

