

 **Metro** | *Agenda*

Meeting: Metro Council Work Session
Date: Tuesday, March 13, 2012
Time: 2 p.m.
Place: Council Chambers

CALL TO ORDER AND ROLL CALL

- 2 PM 1. **ADMINISTRATIVE/ COUNCIL AGENDA FOR MARCH 15, 2012/CHIEF OPERATING OFFICER COMMUNICATIONS**
- 2:15 PM 2. **SOLE SOURCE CONTRACT FOR CEMETERY OPERATIONS CONSULTANT - INFORMATION / DISCUSSION** Collier
Slyman
Fox
- 2:35 PM 3. **COUNCIL LIAISON/PROJECT PROPOSAL PROCESS - INFORMATION / DISCUSSION** Shaw
Deverell
- 2:55 PM 4. **COUNCIL LIAISON UPDATES - INFORMATION / DISCUSSION**
- 3:25 PM 5. **COUNCIL BRIEFINGS/COMMUNICATION**

ADJOURN

Agenda Item No. 2.0

**SOLE SOURCE CONTRACT FOR
CEMETERY OPERATIONS CONSULTANT**

Metro Council Work Session
Tuesday, March 13, 2012
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: March 13, 2012 Time: 2:37pm Length: 20 minutes

Presentation Title: Sole Source Contract for Cemetery Operations Consultant

Service, Office, or Center: Parks and Environmental Services

Presenters (include phone number/extension and alternative contact information):

Tim Collier, Deputy Chief Financial Officer	Ext 1913
Paul Slyman, Director Parks and Environmental Services	Ext 1510
Rachel Fox, Cemetery Program Manager	Ext 1856

ISSUE & BACKGROUND

From January 2011 to present, Metro cemetery staff, parks operations staff and the Office of the Metro Attorney have created an interment verification and soil management plan. This plan was presented to Metro's Chief Operating Officer in December and after contract negotiations with the grave opening and closing contractor, Suhor Industries, in January 2012 the soil management plan went into effect February 1, 2012.

Metro senior leadership requested that an independent consultant examine Metro's interment verification and soil management practices. Metro requests that the consultant advise Metro if these practices meet or exceed industry best practices and make suggestions for improvements that are compatible with the sustainable program operations.

OPTIONS AVAILABLE

Metro staff has made outreach in the cemetery and funeral industry requesting information on an independent consultant to examine Metro's interment verification and soil management practice. Metro's cemetery program manager contacted the International Cemetery Crematory and Funeral Association's (ICCFA) General Counsel and CEO, Robert Fells. Mr. Fells indicated that this is a unique request for service and recommended that Paul Elvig of Everett, Washington, provide this service. Mr. Elvig comes with a background in working for the State of Washington as a compliance manager for their cemetery and funeral oversight board. He also served as the General Manager for a private cemetery and funeral home establishment and was the President of the ICCFA. Mr. Elvig has provided testimony to US Congress with matters relating to the cemetery and funeral trades and has served as an expert witness in the industry.

The Metro Procurement Officer believes that the specialized and unique function of this consultant warrants the use of a sole source contract, and that such action is in accordance with Metro Code 2.04 and the Oregon Public Contracting Code, ORS Chapter 279, dealing with sole source procurements.

IMPLICATIONS AND SUGGESTIONS

By retaining the services of Mr. Elvig, Metro will be able to better align its operations to cemetery industry best management practices.

QUESTION(S) PRESENTED FOR CONSIDERATION

Staff is requesting that the Metro Council approve Resolution 12-4336 for the sole source procurement of the services provided by Paul Elvig.

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION	X Yes
DRAFT IS ATTACHED	X Yes

BEFORE THE METRO COUNCIL CONTRACT REVIEW BOARD

RESOLUTION OF METRO COUNCIL, ACTING)	RESOLUTION NO. 12-4336
AS THE METRO CONTRACT REVIEW BOARD,)	
FOR THE PURPOSE OF APPROVING A SOLE)	
SOURCE CONTRACT FOR THE PROCUREMENT)	Introduced by Chief Operating Officer
OF AN INDEPENDENT CEMETERY)	Martha J. Bennett, with the concurrence of
OPERATIONS CONSULTANT)	Council President Tom Hughes

WHEREAS, pursuant to ORS 279A.060 and Metro Code 2.04.010, the Metro Council is designated as the Metro Contract Review Board for the agency; and

WHEREAS, Metro owns and operates a system of 14 public Pioneer Cemeteries, conducting an estimated 130 interments a year; and

WHEREAS, the Metro Pioneer Cemeteries Program has, over time, refined and strengthened its interment verification, grave opening and cemetery soil handling procedures, and has recently established more vigorous policies and procedures governing the inadvertent discovery of human remains and funerary objects; and

WHEREAS, it has been determined that an independent cemetery consultant is now needed to perform a best industry practices review of Metro's excavation, interment and soil management policies and procedures; and

WHEREAS, the conduct of cemetery operations are typically confidential and trade secret, and a unique and distinct base of knowledge is required in order to discern best management practices, and the Chief Operating Officer has determined that Paul Elvig is a nationally recognized provider of this type of service; and

WHEREAS, Mr. Elvig possesses over 22 years of cemetery operations experience, in addition to 12 years of service with the State of Washington Cemetery Board as a Licensing and Compliance Manager. Working with cemeteries throughout the country, Mr. Elvig has developed a high level of expertise that would make it impractical to procure these services competitively; and

WHEREAS, the Metro Procurement Officer believes that specialized experience and unique qualifications of this consultant warrants the use of a sole source contract, that it would be impractical to conduct a competitive solicitation process to procure a consultant having such expertise; and that such action is in accordance with the Oregon state law providing for sole source procurements (ORS 279B.075) and Metro Code Section 2.04.062; and

WHEREAS, Metro Code Section 2.04.062 provides that Metro may award a contract for services without competition when the Metro Contract Review Board determines that the needed services are available from only one source; now therefore

BE IT RESOLVED that the Metro Council acting as the Metro Contract Review Board authorizes the Metro Chief Operating Officer to negotiate and execute a sole source contract with Paul Elvig for the purpose of providing a best practices review of Metro's cemetery interment and soil a management policies and procedures.

ADOPTED by the Metro Council Contract Review Board this ____ day of March 2012.

Tom Hughes, Council President

Approved as to Form:

Alison Kean Campbell, Metro Attorney

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 12-4336, FOR THE PURPOSE OF APPROVING A SOLE SOURCE CONTRACT FOR THE PROCUREMENT OF A CEMETERY OPERATIONS CONSULTANT

Date: March 13, 2012

Prepared by:
Rachel Fox, 797-1856
Tim Collier, 797-1913

BACKGROUND

Metro operates a system of 14 Pioneer Cemeteries, conducting roughly 130 interments annually. Metro Pioneer Cemeteries staff, Parks and Environmental Services staff and the Office of the Metro Attorney have, over time, refined and strengthened the interment verification, grave opening and cemetery soil handling procedures that Metro inherited from Multnomah County when it received the Pioneer Cemeteries in 1995. Beginning in 2011, after the discovery of human remains at Metro's soil storage site in Fairview, Metro Pioneer Cemeteries established more vigorous policies and procedural safeguards governing the inadvertent discovery of human remains and funerary objects, and created an interment verification and soil management plan. This plan was presented to Metro's Chief Operating Officer in December, 2011, and after contract negotiations with the grave opening and closing contractor, Suhor Industries, in January 2012, the soil management plan went into effect February 1, 2012.

Metro senior leadership requested that an independent consultant examine Metro's interment verification and soil management practices. Metro requests that the consultant advise Metro if these practices meet or exceed industry best practices and make suggestions for improvements that are compatible with sustainable operations.

Staff has made inquiry throughout the cemetery and funeral industry and determined that Paul Elvig of Everett, WA has the required knowledge and expertise to perform this work. Furthermore, Metro's Chief Operating Officer has determined that he is uniquely qualified to perform the service required by this contract. Therefore, it is recommended that a sole source contract be awarded without a competitive RFP process. Mr. Elvig's unique qualifications are noted in Attachment 1. The Metro Procurement Officer believes that the specialized and unique function of this consultant warrants the use of a sole source contract, and that such action is in accordance with Metro Code Section 2.04.02 and the Oregon Public Contracting Code, ORS Chapter 279B.075, providing for sole source procurements.

ANALYSIS/INFORMATION

1. **Known Opposition** None known.
2. **Legal Antecedents** Metro Code 2.04.062, 2.04.010, ORS 279A.060, ORS 279B.075.
3. **Anticipated Effects** Procurement process will be expedited, allowing for a contract to be executed promptly.

4. **Budget Impacts** The cost of this service is not anticipated to exceed \$20,000. Budget authority for this action will be approved with the adoption of Resolution 12-4336.

RECOMMENDED ACTION

It is recommended that the Metro Council, acting as Public Contract Review Board, approve the entry into a sole source contract with Paul Elvig.

PAUL M. ELVIG

Evergreen-Washelli Memorial Park and Funeral Home (*retired*)
Seattle, Washington

(Home) 425-743-2127 (cell) 425-361-5332

paul@elvig.org

Professional Background

- 1990 to date **Evergreen-Washelli Memorial Park and Funeral Home – Seattle, WA**
- 1,500 case per year funeral home
 - 1,400 burials per year endowment care cemetery
 - 850 case per year crematory
 - 95-102 employee facility
- Chairman, Endowment Care Board of Trustees *2004 to date*
General Manager, *2005-07 (Retired 12-31-2007)*
President & CEO, *2004-05*
Vice President of Administration, *1990-2004*
- Portfolios:
- Corporate development
 - At-need cemetery and funeral sales and service
 - Governmental and legal affairs
 - Employee & customer dispute resolution
- 1978 - 1990 **Department of Licensing – Program Manager**
- Portfolios
- Cemetery Board, *1978-90*
 - o Brought criminal and administrative charges against offenders – jail time for two
 - o Re-wrote and organized Revised Code of Washington, submitted same to the 1987 session of the Legislature – passed & signed intact by Governor Gardner
 - o Audited all state endowment care and pre-arrangement trust funds
 - o Investigated and processed all consumer complaints
 - Funeral Directors and Embalmers Board, *1988-90*
 - o Licensed all funeral directors and embalmers
 - o Issued all establishment and pre-arrangement sales licenses
 - o Redesigned the state board examination tests
 - o Developed board Washington Administrative Codes regarding standards
 - o Brought unprofessional conduct charges against licensed parties (4)
- 1969 – 1987* **Greenacres Memorial Park and Funeral Home, Ferndale, WA**
- Manager
- 300 case per year endowment care cemetery
 - 150 case per year funeral home
- * (*1978-87 duties split between State Cemetery Board and Greenacres*)

Trade and Regulation Association Activities

- 1990 - Date **International Cemetery, Crematory and Funeral Association (ICCFA a 7,700 member trade association)**
- President 2007-08
 - Vice President – Products and Services 1 yr – Industry Relations 3-yrs – Membership 2-years
 - Industry spokesperson before the House Energy & Commerce Subcommittee
 - January 2010 re: H.R. 3655, the Bereaved Consumers Bill of Rights Act
 - Industry spokesperson before the House Veterans Affairs Committee -- hearing – National Cemeteries and Memorialization – April 2005 - Washington DC
 - Industry spokesperson before the Senate Special Committee on Aging – hearing April 2000 – Washington DC
 - Industry spokesperson before the Federal Trade Commission – November 1999 and June 2002 – Washington DC
- 1991 - 1999 **Washington State Cemetery and Funeral Association – Board of Directors**
- President 1994-96
 - Testimony before various committees of the Washington and Idaho legislatures ... licensing/oversight issues
 - Revised Code Of Washington review and legislative recommendation
- 1986 – 1990 **National Cemetery Regulators Association**
 President 1987-89
 Federal Trade Commission hearings representative 1988
- Conducted nationwide pre-paid, out-of-state stored merchandise on-sight audits (Minnesota, South Carolina and Arkansas)
- 1969 – date **Unique Funeral/Cemetery industry activities**
- Supervised over 40 “permitted” disinterments in Whatcom County
 - Re-constructed destroyed cemetery records from the ‘50s & ‘60s for bankruptcy proceedings
 - Directed by a federal court to oversee 100 plus disinterments at Highland Memorial Park – Everett – bankruptcy proceedings
 - 1981 & 1996 “Person-of-the-Year” recipient – Washington State Cemetery and Funeral Association
- Community Activities**
- President – Camas-Washougal Jaycees 1967-8
 - President Bellingham Jaycees 1974-5
 - Whatcom County Rural Library Board 1980-1988 (Chair 1984-88)
 - Chair – Whatcom County Republicans 1975-1978
 - Chair – Snohomish County Republicans 1992-1996
 - Presidential Electoral College 1976 and 1980
 - Toastmasters
 - Church activities ... Adult Sunday School ... Former Elder

PUBLISHED ARTICLES

ICCFA Magazine (International Cemetery, Cremation and Funeral Association) – August-September 2011: *My 90 minutes with '60 Minutes'*

ICCFA Magazine – July 2011: *New cemetery for a forgotten people*

ICCFA Magazine – February 2010: *A day in D. C. Looking for friends in Washington*

ICCFA Magazine – January 2010: *How a librarian hired by funeral directors learned to run a cemetery*

The Insider – Washington Cemetery & Funeral Association – January 2010 *“Mr. Elvig goes to Washington ... again”*

Encyclopedia of Death & the Human Experience - Burial Laws (Contributor within 2-volume encyclopedia by Clifton Bryant & Dennis Peck editors) - Sage Reference Publications – 2009

ICCFA Magazine - August-September 2009: *Take care with people wanting to ‘cash out’ graves, prearrangements*

ICCFA Magazine – June 2009: *When a memory trumped the rules*

The Insider – Washington Cemetery & Funeral Association – January 2009: *“I Have This Choice Lot”*

The Insider – Washington Cemetery & Funeral Association - December 2008: *Driftwood –Breaking the rules*

ICCFA Magazine – August-September 2008: *Capitol Hill Diary ... AK-47s, Congressional offices and sore feet*

ICCFA Magazine – March-April 2008: *Former librarian knows where he’ll be ‘filed’*

ICCFA Magazine – March-April 2008: *President’s letter: Planning for the ICCFA’s future*

ICCFA Magazine – January 2008: *President’s letter: Gaining friends by association*

American Cemetery – January 2008: *ICCFA President’s State of the Industry – challenges and opportunities abound*

ICCFA Magazine – December 2007: *President’s letter: Steering the ICCFA to welcome the future*

ICCFA Magazine – November 2007: *President’s letter: Advance shopping/selling is good for all*

ICCFA Magazine – October 2007: *President’s letter: Let’s find something else to argue about*

ICCFA Magazine – August-September 2007: *President’s letter: Advice from a former state bureaucrat*

ICCFA Magazine – June 2007: *President’s letter: Seeing the convention through fresh eyes*

ICCFA Magazine – May 2007: *President’s letter: Now, that’s personal*

International Cemetery & Funeral Management – January 2005: *Betting On Success: It’s More than Luck*

International Cemetery & Funeral Management – August-September 2005: *Washington, D.C. – in and out*

International Cemetery & Funeral Management – June 2005: *Washington report (by Fells) ICFA testifies on burial benefits (on Elvig)*

International Cemetery & Funeral Management – August-September 2004: *Getting to Know You ... Getting To Know All About You*

The Insider – Washington Cemetery & Funeral Association – August 2004: *A Friend remembers Dave Daly*

International Cemetery & Funeral Management – February 2002: *Seven Steps to Building a Relationship with Your Congressional Delegation – your business will depend on it*

International Cemetery & Funeral Management – January 2000: *Washington report (by Fells) FTC Funeral Rule Workshop Provides Insights by the Participants (on Elvig)*

The Western Reporter – December 1990: *Is Your Cemetery's Growth on Target?*

The Washington State Cemeterian – April 1989 – *Cemetery Board adopts Rules – Grants Authority*

Note: Paul Elvig wrote numerous articles in cemetery/funeral journals through the 1980's and 1990's ... locating copies can be difficult, but not impossible

CONGRESSIONAL & FEDERAL AGENCY TESTIMONY OF RECORD

January 27, 2010 U. S. House Energy and Commerce Subcommittee on Commerce, Trade and Consumer Protection, representing the International Cemetery, Cremation and Funeral Association regarding H.R. 3655; directing the FTC to expand regulation to cemeteries and third-party sellers. Testimony is published and video recorded which is available over the web from the House Committee.

April 20, 2005 U. S. House Committee on Veteran's Affairs Subcommittee on Disability Assistance and Memorial Affairs – Represented the Funeral and Cemetery Industries regarding veteran's death benefits and memorial funding. Testimony is published and recorded available by web.

June 7, 2002 Federal Trade Commission hearing in DC on the Telemarketing Sales Rule – Represented the International Cemetery and Funeral Association in testimony, published record and recorded FTC hearing regarding the use of TSR as it relates to the industry.

April 11, 2000 US Senate Special Committee on Aging hearing held in DC – official spokesman for the ICFA – testimony both written and recorded by C-SPAN. In addition to prepared remarks, responded to US Senators questions.

November 1999 Federal Trade Commission hearing in DC regarding expansion of the Funeral Rule to Cemeteries. Official spokesman for the ICFA – testimony both written and recorded by FTC staff.

1988 Federal Trade Commission hearing held in San Francisco regarding expanding the Funeral Rule. Represented the National Regulators Association regarding state oversight.

Other Personal Information

Employment Prior to Cemetery/Funeral Industry: Public Library Systems

Resides: 315 138th PL SE, Everett, WA 98208

Personal: Age 69, Married 29 years, Children ages 27 and 24

Google search will provide some photos and addition public activities

Agenda Item No. 3.0

**COUNCIL LIAISON/PROJECT
PROPOSAL PROCESS**

Metro Council Work Session
Tuesday, March 13, 2012
Metro, Council Chamber

Agenda Item No. 4.0

COUNCIL LIAISON UPDATES

Metro Council Work Session
Tuesday, March 13, 2012
Metro, Council Chamber

Materials following this page were distributed at the meeting.

Metro | Agenda

Meeting: Metro Council
Date: Thursday, March 15, 2012
Time: 2 p.m.
Place: Metro, Council Chamber

CALL TO ORDER AND ROLL CALL

1. INTRODUCTIONS
2. CITIZEN COMMUNICATIONS
3. CONSIDERATION OF THE MINUTES FOR FEB. 23, 2012
4. ORDINANCES – FIRST READING
 - 4.1 **Ordinance No. 12-1272**, For the Purpose of Amending Metro Code Chapter 5.01 to Repeal Provisions Related to Transfer Station Areas.
 - 4.2 **Ordinance No. 12-1273**, For the Purpose of Amending the FY 2011-12 Budget and Appropriations Schedule, Recognizing New Grants, Donations and Other Contributions and Amending the FY 2011-12 through FY 2015-16 Capital Improvement Plan.
5. RESOLUTIONS
 - 5.1 **Resolution No. 12-4332**, For the Purpose of Approving the 2012-2015 Metropolitan Transportation Improvement Program for the Portland Metropolitan Area. **Collette**
 - 5.2 **Resolution No. 12-4333**, For the Purpose of Approving the Air Quality Conformity Determination for the 2012-2015 Metropolitan Transportation Improvement Program. **Collette**
 - 5.3 **Resolution No. 12-4334**, For the Purpose of Authorizing General Obligation Bonds and Refunding General Obligation Bonds. **Hosticka**
6. CHIEF OPERATING OFFICER COMMUNICATION
7. COUNCILOR COMMUNICATION

ADJOURN

Television schedule for March 15, 2012 Metro Council meeting

<p>Clackamas, Multnomah and Washington counties, and Vancouver, WA Channel 30 – Community Access Network <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Thursday, March 15</p>	<p>Portland Channel 30 – Portland Community Media <i>Web site:</i> www.pcmtv.org <i>Ph:</i> 503-288-1515 <i>Date:</i> Sunday, March 18, 7:30 p.m. <i>Date:</i> Monday, March 19, 9 a.m.</p>
<p>Gresham Channel 30 - MCTV <i>Web site:</i> www.metroeast.org <i>Ph:</i> 503-491-7636 <i>Date:</i> Monday, March 19, 2 p.m.</p>	<p>Washington County Channel 30– TVC TV <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Saturday, March 17, 11 p.m. <i>Date:</i> Sunday, March 18, 11 p.m. <i>Date:</i> Tuesday, March 20, 6 a.m. <i>Date:</i> Wednesday, March 21, 4 p.m.</p>
<p>Oregon City, Gladstone Channel 28 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>	<p>West Linn Channel 30 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site 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 the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement Coordinator to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site www.oregonmetro.gov and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).

2011 REGIONAL INVENTORY OF REGULATED AFFORDABLE HOUSING

February 17, 2012

WHAT IS REGULATED AFFORDABLE HOUSING?

For the purposes of this inventory, regulated affordable housing is defined as housing that is made affordable through public subsidies and/or agreements or statutory regulations that restrict or limit resident income levels and/or rents. Regulated affordable housing generally provides housing for households that otherwise could not afford adequate housing at market rates.¹

WHY WAS A REGIONAL INVENTORY COMPLETED?

A regional inventory of regulated affordable housing was last completed in 2007. The inventory was updated in 2011 because local partners have indicated that it is useful for a number of purposes, including grant proposals and consolidated housing plans. Updating the inventory also provides a means of understanding what has changed since 2007.

Additionally, this inventory is intended to be used as a data layer in a forthcoming regional “opportunity mapping” effort, which will provide a web-based mapping tool for assessing different populations’ access to services and community assets such as transit, jobs, parks, housing, and healthy foods. This mapping tool is intended to help inform a variety of planning efforts, policies, and investment decisions. Metro staff is undertaking the opportunity mapping project in partnership with the four counties and The Coalition for a Livable Future, which is updating its Regional Equity Atlas.

Finally, this inventory has been updated because the Regional Framework Plan states that it is the policy of the Metro Council to:

- 1.3.1 “Provide housing choices in the region... paying special attention to those households with the fewest housing choices.”
- 1.3.4 “Maintain voluntary affordable housing production goals for the region, to be revised over time as new information becomes available... and encourage their adoption by the cities and counties of the region.”
- 1.3.6 “Require local governments in the region to report progress towards increasing the supply of affordable housing and seek their assistance in periodic inventories of the supply of affordable housing.”

¹ Subsidized ownership units may also include homes built or rehabilitated by non-profits such as Habitat for Humanity. Ownership units were not included in the 2007 inventory, but have been included in this 2011 update.

THE NEED FOR REGULATED AFFORDABLE HOUSING

Tracking the creation of new affordable housing is implemented in Title 7 (Housing Choice) of Metro's Urban Growth Management Functional Plan. Title 7 focuses on households earning less than 30 percent and less than 50 percent of regional median household income. The region's median household income is \$56,049 per year². A household making less than 30 percent of median household income would earn less than \$16,800. A household making less than 50 percent of median household income would earn less than \$28,000. Title 7 uses a standard measure of affordability that posits that housing should cost no more than 30 percent of household income. Based on these assumptions, Table 1 provides estimates of rents that would be affordable for households in these two income brackets.

TABLE 1: ESTIMATED AFFORDABLE RENTS FOR INCOME BRACKETS IDENTIFIED IN TITLE 7

Household income bracket	Household income	Estimate of affordable rent (30% of monthly income)
30 percent median income	<\$16,800	\$420
50 percent median income	<\$28,000	\$700

The private rental market does not produce new³ housing that rents for \$420 per month that is useable for a family of four and probably produces little or no new housing that rents for \$700 per month that is useable for a family of four. However, existing housing stock may be available within this price range. Likewise, the private market does not produce new owner-occupied housing that is affordable for households in these income brackets. This is particularly the case now with tightened lending standards. Practically speaking, the only newly-produced housing that is affordable for people in these income brackets is regulated affordable housing, which is summarized in this report.

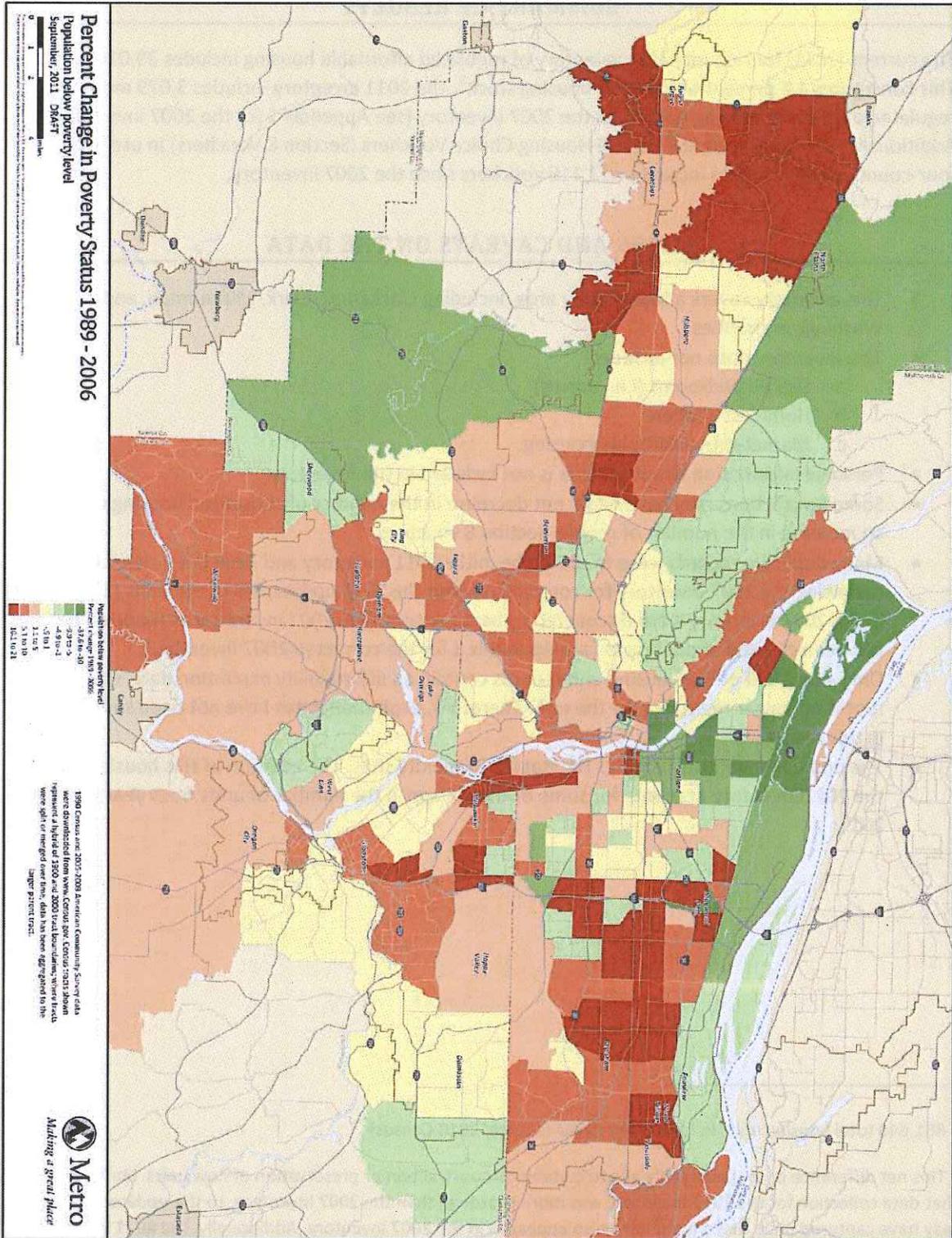
This inventory does not include a formal assessment of the need for regulated affordable housing. However, it is generally understood that demand for these units far outstrips the current inventory. The need for these units appears to be increasing over time as the share of the region's residents is living in poverty has increased from 9.98% in 1990 to 12.43% in 2006⁴. As shown in Figure 1, this increase has occurred primarily in first tier suburbs. As noted, the private market does not produce housing to meet the needs of people living in poverty.

² 2009 inflation-adjusted dollars for Portland-Vancouver-Beaverton, OR-WA Metro Area (source: American Community Survey, 5-year estimate, 2005-2009, margin of error +/- 465)

³ Title 7 focuses on new housing production, not existing stock

⁴ Source: 1990 Census and 2005-2009 American Community Survey for the Census Tracts that most closely approximate the Metropolitan Planning Organization boundary.

FIGURE 1: PERCENT CHANGE IN POVERTY STATUS 1989 - 2006



SUMMARY OF RESULTS

The current (2011) four-county area inventory of regulated affordable housing includes 39,016 units. This constitutes 4.5 percent of the total housing stock⁵. The 2011 inventory includes 3,079 more regulated affordable housing units than the 2007 inventory (see Appendix 1 for the 2007 inventory).⁶ Additionally, there are currently 15,039 Housing Choice Vouchers (Section 8 Vouchers) in use in the four-county area. This is an increase of 2,118 vouchers since the 2007 inventory.

NOTES AND CAVEATS ON THE DATA

- This inventory covers a four-county area, including Clackamas, Clark, Multnomah, and Washington counties.
- This inventory does not include:
 - a. Shared bedrooms (i.e., dorms)
 - b. Homeless shelters
 - c. Market-rate affordable housing
- Personal information about tenants is not included in this inventory
- Some jurisdictions may have had a net decrease in the number of subsidized housing units, but an increase in the number of mobile Section 8 vouchers.
- Many duplicate records were found in the initial 2011 inventory and have been cleaned. In reviewing the 2007 inventory for comparison with the 2011 update, 5% of the units (1,987 units) in the 2007 inventory were discovered to be duplicates. The 2007 inventory as reported here has been cleaned of duplicates (see Appendix 1 for the corrected 2007 inventory).
- Only about half of the housing unit records contain an affordability expiration date, the date the rent is no longer regulated for the unit. Therefore, expiration dates have not been summarized in this report.
- The updated inventory includes Habitat for Humanity sites. The addition of this housing type in the 2011 inventory accounts for some of the change in the number of units from years 2007 to 2011.

⁵ 861,640 total housing units in four-county area (source: 2010 Census)

⁶ This net difference is not necessarily all attributable to construction or preservation of new units. Staff believes that data collection for the 2011 inventory was more thorough than the 2007 inventory, so the updated inventory may have captured units that should have also appeared in the 2007 inventory. Additionally, the 2011 inventory includes owner-occupied regulated units (such as Habitat for Humanity homes), which were not included in the 2007 inventory. The 2011 inventory will provide a better baseline for comparison with future inventories.

The following agencies provided data for this 2011 inventory:

- Clackamas County Community Development
- Home Forward (formerly Housing Authority of Portland)
- Portland Housing Bureau
- Portland Bureau of Planning and Sustainability
- Washington County Housing Authority
- Washington County Office of Community Development
- Vancouver Housing Authority
- Oregon Department of Housing and Community Services (OHCS)
- City of Beaverton
- City of Gresham

2011 REGIONAL INVENTORY OF REGULATED AFFORDABLE HOUSING

Figure 2 is a map of the 2011 inventory. On the map, larger dots symbolize sites with more regulated affordable units. The color of the dots corresponds to the type of owner: for-profit, non-profit, government, unknown. Units depicted as “unknown” are listed as such whenever the ownership type was not reported by partner agencies.

FIGURE 2: 2011 INVENTORY OF REGULATED AFFORDABLE HOUSING (FOUR-COUNTY AREA)

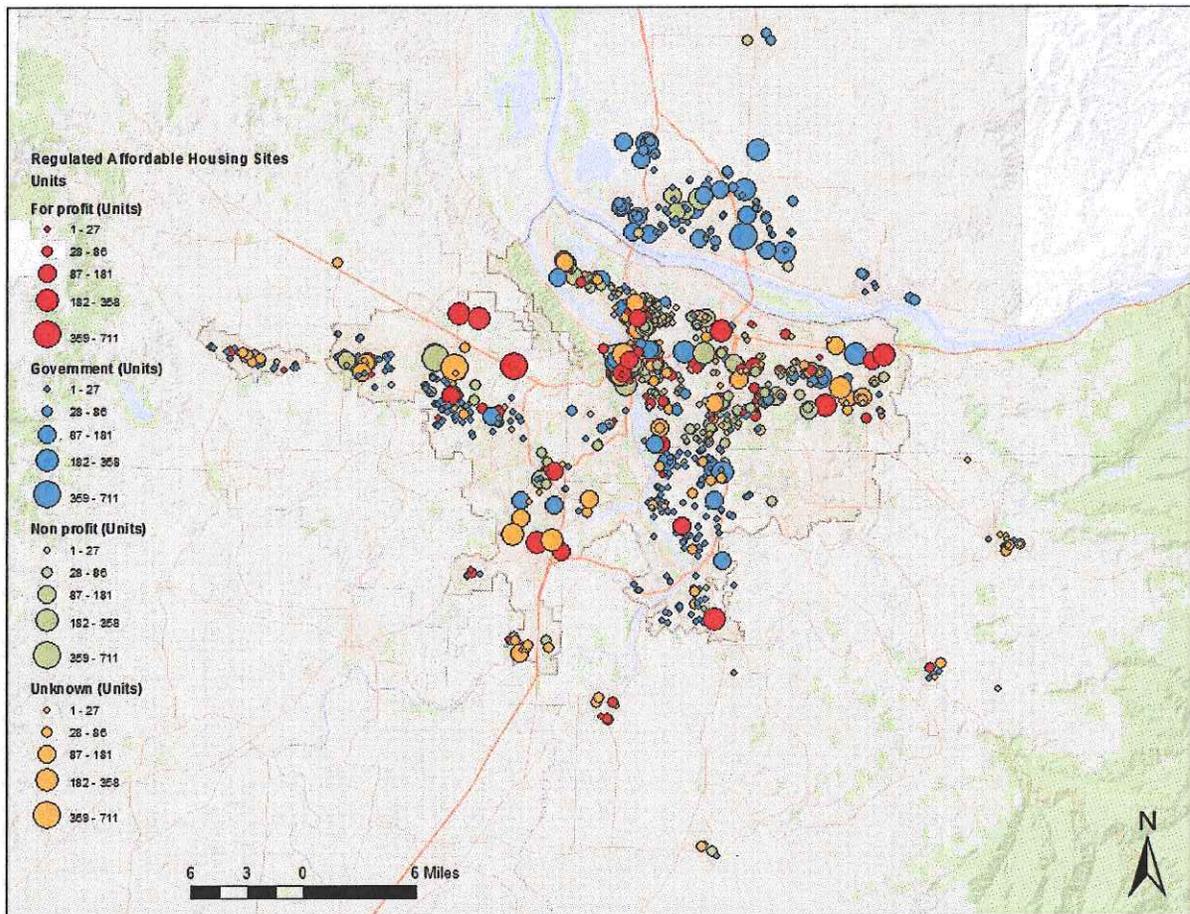


Table 2 sorts the 2011 inventory by jurisdiction. If a jurisdiction is not listed, it is because there are no regulated affordable housing units in that jurisdiction. A site may include a mix of regulated and unregulated housing units. Unregulated units are market rate. Having a mix of regulated and unregulated housing at a site implies that the site has a variety of income levels. This inventory only includes a site if it has at least one regulated unit.

TABLE 2: REGULATED AFFORDABLE HOUSING BY JURISDICTION IN FOUR-COUNTY AREA (2011)

Jurisdiction	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Battle Ground	3	106	22	84	0.2%
Beaverton	34	631	12	619	1.6%
Camas	5	120	53	67	0.2%
Canby	8	343	2	341	0.9%
Cornelius	12	35	5	15	0.0%
Durham	1	210	0	210	0.5%
Estacada	9	143	0	143	0.4%
Fairview	2	480	0	480	1.2%
Forest Grove	31	607	0	607	1.6%
Gladstone	19	62	1	61	0.2%
Gresham	48	2188	23	2165	5.5%
Hillsboro	66	2199	4	2195	5.6%
Lake Oswego	2	156	0	156	0.4%
Milwaukie	34	316	0	316	0.8%
Molalla	7	159	2	157	0.4%
North Plains	1	33	0	33	0.1%
Oregon City	36	553	1	552	1.4%
Portland	731	21273	1315	19953	51.1%
Ridgefield	3	10	0	10	0.0%
Sandy	18	319	1	318	0.8%
Sherwood	7	101	1	100	0.3%
Tigard	18	705	10	695	1.8%
Troutdale	3	432	0	432	1.1%
Tualatin	3	604	0	604	1.5%
Unincorporated (four counties)	254	4847	108	4739	12.1%
Vancouver	94	3875	597	3278	8.4%
Washougal	2	90	2	88	0.2%
West Linn	10	14	0	14	0.0%
Wilsonville	14	588	4	584	1.5%
	1,475	41,199	2,163	39,016	

Table 3 sorts the inventory by county. The majority of the region's inventory of regulated units is in Multnomah County.

TABLE 3: REGULATED AFFORDABLE HOUSING BY COUNTY (2011)

County	Number of sites	Total Units	Unregulated Units	Regulated Units	Share of four-county regulated units
CLACKAMAS	286	3861	16	3845	9.9%
CLARK	150	5975	769	5206	13.3%
MULTNOMAH	783	24333	1338	22990	58.9%
WASHINGTON	256	7030	40	6975	17.9%
	1,475	41,199	2,163	39,016	

Generally speaking, people living in incorporated areas will have better access to services and commercial areas, thereby reducing transportation costs. As shown in Table 4, the great majority of sites with regulated affordable units are within incorporated areas.

TABLE 4: REGULATED AFFORDABLE HOUSING SITES IN INCORPORATED VS. UNINCORPORATED AREAS (2011)

County	Incorporated areas: number of sites	Unincorporated areas: number of sites
Clackamas	157	129
Clark	107	43
Multnomah	783	0
Washington	174	82
	1,220	254

The 2040 Growth Concept calls for focusing growth in centers and corridors. These areas are most likely to provide access to services such as transit, banks, and grocery stores, thereby potentially reducing transportation costs. Table 5 shows the inventory of regulated affordable housing that is in designated centers inside the urban growth boundary (UGB). If a center is not listed, it is because there are no regulated affordable housing units in that center.

TABLE 5: REGULATED AFFORDABLE HOUSING BY 2040 GROWTH CONCEPT CENTER INSIDE UGB (2011)

Center type	Center name	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Central City	Portland	77	7484	698	6786	17.4%
Regional Center	Beaverton	1	8	0	8	0.0%
Regional Center	Clackamas	4	387	0	387	1.0%
Regional Center	Gateway	9	585	28	557	1.4%
Regional Center	Gresham	9	539	2	537	1.4%
Regional Center	Hillsboro	5	271	2	269	0.7%
Regional Center	Oregon City	1	1	0	1	0.0%
Town Center	Aloha	5	214	7	207	0.5%
Town Center	Bethany	2	340	0	340	0.9%
Town Center	Cedar Mill	1	608	0	608	1.6%
Town Center	Gladstone	5	5	0	5	0.0%
Town Center	Hillsdale	3	90	2	88	0.2%
Town Center	Hollywood	2	333	28	305	0.8%
Town Center	Lents	6	74	1	73	0.2%
Town Center	Milwaukie	17	282	0	282	0.7%
Town Center	Raleigh Hills	1	73	0	73	0.2%
Town Center	Rockwood	18	702	2	700	1.8%
Town Center	St. Johns	2	21	0	21	0.1%
Town Center	Tigard	2	52	0	52	0.1%
Town Center	Troutdale	1	228	0	228	0.6%
Town Center	Tualatin	1	240	0	240	0.6%
		172	12,537	770	11,767	30.2%

Table 6 describes the inventory by type of center. Of the three types of centers, the Central City has the largest share of units, followed by Town Centers and Regional Centers. All together, these centers in the UGB contain about one-third of the four-county area's inventory of regulated affordable housing.

TABLE 6: SUMMARY OF REGULATED AFFORDABLE HOUSING IN 2040 GROWTH CONCEPT CENTERS INSIDE UGB (2011)

Center type	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Central City	77	7484	698	6786	17.4%
Regional Center	29	1791	32	1759	4.5%
Town Center	66	3262	40	3222	8.3%
	172	12,537	770	11,767	30.2%

The housing choice voucher program (Section 8 vouchers) is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects. Table 7 shows a snapshot of the number of vouchers in each of the four counties. These voucher numbers should not be added to the number of regulated affordable units to come up with a total inventory of subsidized housing in each county. In many cases, Section 8 vouchers are used in regulated affordable units.

TABLE 7: SNAPSHOT OF HOUSING CHOICE VOUCHERS BY COUNTY (2011)

County	Number of housing choice vouchers (snapshot)
Clackamas	1,569
Clark	2,523
Multnomah	8,510
Washington	2,437
Total	15,039

WHAT HAS CHANGED SINCE THE 2007 INVENTORY?

The tables below compare the 2007 inventory⁷ with the updated 2011 inventory. Changes in inventory numbers may be attributed to losses or gains in units, the addition of a new housing type to the 2011 inventory (owner-occupied single-family housing), and improved data collection methods. The 2011

⁷ As noted, duplicate records have been removed for this comparison.

inventory includes 3,099 more regulated affordable units than the 2007 inventory. As shown in Table 8, few jurisdictions have had a net loss in regulated affordable units. Though some jurisdictions have fewer units in 2011 than they did in 2007, they may have more people using tenant-based Section 8 vouchers. If a jurisdiction is not listed here, it is because it did not have any regulated affordable housing units in 2007 and 2011.

TABLE 8: NET DIFFERENCE IN REGULATED AFFORDABLE HOUSING BY JURISDICTION IN FOUR-COUNTY AREA (2007 - 2011)

Jurisdiction	Difference in number of sites	Difference in total number of units	Difference in number of unregulated units	Difference in number of regulated units
Battle Ground	0	0	0	0
Beaverton	0	119	1	118
Camas	1	51	25	26
Canby	0	0	2	-2
Cornelius	2	25	5	5
Durham	0	0	0	0
Estacada	1	48	0	48
Fairview	0	0	0	0
Forest Grove	0	3	-7	10
Gladstone	0	0	0	0
Gresham	2	-57	8	-65
Hillsboro	4	-1	0	-1
Lake Oswego	1	126	-1	127
Milwaukie	2	4	-1	5
Molalla	2	46	1	45
North Plains	0	0	0	0
Oregon City	-1	-7	-10	3
Portland	34	1827	-89	1911
Ridgefield	-2	-2	0	-2
Sandy	6	172	1	171
Sherwood	0	4	0	4
Tigard	0	63	0	63
Troutdale	0	-2	0	-2
Tualatin	0	0	0	0
Unincorporated (four counties)	-35	313	1	312
Vancouver	-44	3	0	3
Washougal	1	28	1	27
West Linn	0	0	0	0
Wilsonville	7	274	1	273
	-19	3,037	-62	3,079

Table 9 shows the net difference in sites and units from 2007 to 2011, summarized by county. For all four counties, the 2011 inventory includes more regulated units than the 2007 inventory.

TABLE 9: NET DIFFERENCE IN REGULATED AFFORDABLE HOUSING BY COUNTY (2007 -2011)

County	Difference in number of sites	Difference in total number of units	Difference in number of unregulated units	Difference in number of regulated units
Clackamas	+22	+725	-5	+730
Clark	-85	+373	+27	+346
Multnomah	+36	+1768	-81	+1844
Washington	+8	+171	-3	+159
	-19	+3037	-62	+3079

Table 10 summarizes the net difference between the 2007 and 2011 inventories for sites in incorporated and unincorporated areas. This indicates a slight shift towards incorporated areas, where services are more likely to be close by. Sites may include a mix of regulated and unregulated units.

TABLE 10: NET DIFFERENCE IN REGULATED AFFORDABLE HOUSING SITES IN INCORPORATED VS. UNINCORPORATED AREAS (2007 - 2011)

County	Incorporated areas: difference in number of sites	Unincorporated areas: difference in number of sites
Clackamas	+18	+4
Clark	-44	-41
Multnomah	+36	0
Washington	+6	+2
	+16	-35

Table 11 shows the net difference between the 2007 and 2011 inventories, by center. If a Center is not listed here, it is because it did not have any regulated affordable housing units in 2007 and has none today.

TABLE 11: NET DIFFERENCE IN REGULATED AFFORDABLE HOUSING IN 2040 GROWTH CONCEPT CENTERS INSIDE UGB (2007 - 2011)

Center type	Center name	Difference in number of sites	Difference in number of total units	Difference in number of unregulated units	Difference in number of regulated units
Central City	Portland	+9	+731	-17	+748
Regional Center	Beaverton	0	0	0	0
Regional Center	Clackamas	+1	+52	0	+52
Regional Center	Gateway	+1	+4	-2	+6
Regional Center	Gresham	0	0	0	0
Regional Center	Hillsboro	0	-13	0	-13
Regional Center	Oregon City	0	0	0	0
Town Center	Aloha	0	-6	0	-6
Town Center	Bethany	0	0	0	0
Town Center	Cedar Mill	0	0	0	0
Town Center	Gladstone	0	0	0	0
Town Center	Hillsdale	0	0	0	0
Town Center	Hollywood	0	0	0	0
Town Center	Lents	0	0	0	0
Town Center	Milwaukie	+2	+4	0	+4
Town Center	Raleigh Hills	0	0	0	0
Town Center	Rockwood	+2	-57	-1	-56
Town Center	St. Johns	0	0	0	0
Town Center	Tigard	+2	+52	0	+52
Town Center	Troutdale	0	-2	0	-2
Town Center	Tualatin	0	0	0	0
		+17	+765	-20	+785

Table 12 indicates more regulated affordable units in centers in the 2011 inventory than in the 2007 inventory. Most of this difference is attributable to the Central City.

TABLE 12: NET DIFFERENCE IN REGULATED AFFORDABLE HOUSING IN 2040 GROWTH CONCEPT CENTERS INSIDE UGB (2007 - 2011)

Center type	Difference in number of sites	Difference in number of total units	Difference in number of unregulated units	Difference in number of regulated units
Central City	+9	+731	-17	+748
Regional Center	+2	+43	-2	+45
Town Center	+6	-9	-1	-8
	+17	+765	-20	+785

Several representatives of agencies participating in this inventory update mentioned an increased reliance on housing choice vouchers, which allow people more choice in where to live. Doing so may help ease transportation costs if the vouchers are used in locations with good access to services and transit. The change in the number of vouchers per county is summarized in Table 13.

TABLE 13: NET CHANGE IN NUMBER OF HOUSING CHOICE VOUCHERS BY COUNTY (2007 - 2011)

County	Net change in number of housing choice vouchers
Clackamas	+27
Clark	+336
Multnomah	+2,005
Washington	-250
Net change (4 counties)	2,118

APPENDIX 1 – CORRECTED 2007 INVENTORY

This corrected 2007 inventory includes 1,987 fewer units than the original 2007 inventory since duplicate records were discovered and removed.

TABLE 14: REGULATED AFFORDABLE HOUSING BY JURISDICTION IN FOUR-COUNTY AREA (2007)

Jurisdiction	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Battle Ground	3	106	22	84	0.2%
Beaverton	34	512	11	501	1.4%
Camas	4	69	28	41	0.1%
Canby	8	343	0	343	1.0%
Cornelius	10	10	0	10	0.0%
Durham	1	210	0	210	0.6%
Estacada	8	95	0	95	0.3%
Fairview	2	480	0	480	1.3%
Forest Grove	31	604	7	597	1.7%
Gladstone	19	62	1	61	0.2%
Gresham	46	2245	15	2230	6.2%
Hillsboro	62	2200	4	2196	6.1%
Lake Oswego	1	30	1	29	0.1%
Milwaukie	32	312	1	311	0.9%
Molalla	5	113	1	112	0.3%
North Plains	1	33	0	33	0.1%
Oregon City	37	560	11	549	1.5%
Portland	697	19446	1404	18042	50.2%
Ridgefield	5	12	0	12	0.0%
Sandy	12	147	0	147	0.4%
Sherwood	7	97	1	96	0.3%
Tigard	18	642	10	632	1.8%
Troutdale	3	434	0	434	1.2%
Tualatin	3	604	0	604	1.7%
Unincorporated (four counties)	289	4534	107	4427	12.3%
Vancouver	138	3872	597	3275	9.1%
Washougal	1	62	1	61	0.2%
West Linn	10	14	0	14	0.0%
Wilsonville	7	314	3	311	0.9%
	1,494	38,162	2,225	35,937	

TABLE 15: REGULATED AFFORDABLE HOUSING BY COUNTY (2007)

County	Number of sites	Total Units	Unregulated Units	Regulated Units	Share of four-county regulated units
Clackamas	264	3136	21	3115	8.7%
Clark	235	5602	742	4860	13.5%
Multnomah	747	22565	1419	21146	58.8%
Washington	248	6859	43	6816	19.0%
	1,494	38,162	2,225	35,937	

TABLE 16: REGULATED AFFORDABLE HOUSING SITES IN INCORPORATED VS. UNINCORPORATED AREAS (2007)

COUNTY	Incorporated areas: number of sites	Unincorporated areas: number of sites
Clackamas	139	125
Clark	151	84
Multnomah	747	0
Washington	168	80
	1,205	289

TABLE 17: REGULATED AFFORDABLE HOUSING BY 2040 GROWTH CONCEPT CENTER INSIDE UGB (2007)

Center type	Center name	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Central City	Portland	68	6753	715	6038	16.8%
Regional Center	Beaverton	1	8	0	8	0.0%
Regional Center	Clackamas	3	335	0	335	0.9%
Regional Center	Gateway	8	581	30	551	1.5%
Regional Center	Gresham	9	539	2	537	1.5%
Regional Center	Hillsboro	5	284	2	282	0.8%
Regional Center	Oregon City	1	1	0	1	0.0%
Town Center	Aloha	5	220	7	213	0.6%
Town Center	Bethany	2	340	0	340	0.9%
Town Center	Cedar Mill	1	608	0	608	1.7%
Town Center	Gladstone	5	5	0	5	0.0%
Town Center	Hillsdale	3	90	2	88	0.2%
Town Center	Hollywood	2	333	28	305	0.8%
Town Center	Lents	6	74	1	73	0.2%
Town Center	Milwaukie	15	278	0	278	0.8%
Town Center	Raleigh Hills	1	73	0	73	0.2%
Town Center	Rockwood	16	759	3	756	2.1%
Town Center	St. Johns	2	21	0	21	0.1%
Town Center	Troutdale	1	230	0	230	0.6%
Town Center	Tualatin	1	240	0	240	0.7%
		155	11,772	790	10,982	30.6%

TABLE 18: SUMMARY OF REGULATED AFFORDABLE HOUSING IN 2040 GROWTH CONCEPT CENTERS INSIDE UGB (2007)

Center type	Number of sites	Total units	Unregulated units	Regulated units	Share of four-county regulated units
Central City	68	6753	715	6038	16.8%
Regional Center	27	1748	34	1714	4.8%
Town Center	60	3271	41	3230	9.0%
	155	11,772	790	10,982	30.6%

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Council Policy Development and Liaison System

A brief user guide for Councilors and
staff

2011-2012



Metro | *Making a great place*

About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

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INTRODUCTION

Metro is a unique regional government tasked with overseeing a wide array of issues, including transportation, land use, solid waste, visitor venues and natural areas preservation. The elected Metro Council sets policy for the agency within this broad purview, allowing significant flexibility for policy development and project work. Councilors have the capacity to propose and advocate for agency involvement in many areas. Unlike many locally elected councils and commissions, the Council functions not only to legislate and approve budgets, but also to engage directly and work collaboratively with stakeholders throughout the Portland region. Metro councilors are often appointed to “liaise” with projects and programs within the agency and with external stakeholders around the region.

This document is a user guide for councilors that describes how to bring new policy or project proposals forward to their colleagues, and how councilors become liaisons to new and existing programs.

COUNCIL POLICY DEVELOPMENT

This section provides a policy development framework for councilors to advance new projects and programs.

This framework contains three phases:

1. Research – exploring the issue area;
2. Development – problem statement and proposed action plan; and,
3. Action – determining the course of action, if any.

Research

When a councilor has an idea she or he would like to pursue, the first step is a conversation with and a direction to a Policy Coordinator to research and collect information to flesh out their idea. The purpose of this phase is to answer key questions regarding how the concept relates to work already underway, whether it is practicable and if it fits within the mission of Metro.

During this phase, Council Office staff begin by assessing the current “landscape,” or what is already being accomplished in this area, both internally and externally. For example, if the subject is related to composting, staff would examine what Metro and its partners already pursue in composting practices and what may be coming in the future. This provides an opportunity for councilors, who may not be acquainted with every related action in the region, to better grasp the context in which their proposal may operate.

The research phase is the first step in developing a new project or program. The information gathered informs the concept and whether or not it is ripe for advancement.

Research should clarify the following with regard to the new idea:

- What is the policy problem to be addressed?
- What are the best practices, if any, from around the region and elsewhere?
- What are the resources needed for implementation?
- What are the desired outcomes and potential evaluation criteria for success?
- What is the political landscape and feasibility?

With these questions answered, staff can return to councilors with the information needed to hone the proposal.

Development

Once necessary information has been collected, staff work with the councilor to develop a policy or project proposal. The goal of this phase is to outline, in detail, the proposal and how it utilizes resources, functions and measures success. Council Office staff may utilize the expertise of agency staff.

A fully-developed proposal will answer these questions:

- What is the policy problem to be addressed?
- How does the proposal impact the agency budget?
- What is the proposed initiative's work plan and timeline?
- How will stakeholders be involved and to what extent?
- What are the political implications of the proposal?
- How will the proposal impact actions by other stakeholders?

A template has been created for councilors to outline proposals based on these core questions (see Attachment B).

New proposals should also align with Metro's mission and be supportive of the Six Desired Outcomes for the region, in addition to the Metro Compass.

Proposal development will highlight the purpose of the project, its impacts, and the proper roles of Metro Councilors and the agency.

Any councilor role should be clearly defined during the development of the proposal. For example, a councilor may be needed to provide recurring policy guidance, as opposed to only relaying updates on a new project. Clear understanding of both staff and councilor roles will allow for more efficient work without the prospect of overlap or confusion.

Metro's decision making role should be explicit in the proposal, within the context of the Regional Leadership Initiative (RLI) framework. That is, would Metro be in complete command and control of the project, be formally advised by stakeholders, or relinquish some authority to reach a more collaborative outcome? Defining Metro's proper role will inform the scope of councilors' participation in the proposed project.

Action

After an idea has been thoroughly researched and developed into a proposal, a councilor can evaluate whether to take action. Some possibilities:

- **No action:** The proposal is not yet ripe or lacks sufficient support for action and may be revisited at a later date.
- **Councilor initiative:** The proposal does not necessitate direct involvement by Metro. Action by a councilor is not considered as official participation by the agency. Council office staff time may be used to support an individual councilor's participation in the effort following agreement by a majority of the Council.
- **Council project:** The proposal is presented to the Council for discussion during a work session. With majority support, the Council may direct the COO to take action on the proposal. The project may require a Council liaison.
- **Agency program:** The proposal may require substantial agency resources over a sustained period of time, necessitating realignment of an agency work program. Again, the majority of the Council must identify the program as a priority. The program may require a Council liaison.

Next steps can be identified by the Council in a work session or suggested in smaller meetings. Steps may range from reviewing the concept at a later date to legislation codifying the agency's role in the project or program. Any proposal that requires ongoing staff time outside of the Council Office, or financial resources beyond a councilor's district account, must have the support of a majority of the Council.

In those proposals that become Council projects or agency programs, a Council liaison is usually assigned.

DEFINING THE LIAISON AND THE LIAISON SYSTEM

The Council liaison is the Metro Councilor assigned to a particular program, project or initiative to serve as a link between the initiative and the rest of the Metro Council.

What is the role of the Council liaison?

Generally, there are three overarching goals for liaisons:

1. Create an effective communication link between a project and the Metro Council;
2. Provide recurring policy guidance in line with a policy position the Council has taken; and,
3. Strengthen working relationships and collaborative decision making.

When is a liaison appointed?

Council liaisons may be assigned to a broad variety of initiatives. New and existing Metro projects, such as the SW Corridor project and the Intertwine, as well as standing projects like the Nature in Neighborhoods grant committee and the Oregon Zoo Foundation Board of Directors, are often assigned liaisons. Liaisons may also be appointed for external requests, such as participation in

Greater Portland, Inc., and are always assigned to those committees in which Metro convenes, including the Metro Policy Advisory Committee (MPAC) and the Joint Policy Advisory Committee on Transportation (JPACT).

New Council projects or agency programs may merit assignment of a Council liaison, so long as that role is clearly defined. When considering the appointment of a liaison, the following questions should be answered in the affirmative:

- Is recurring policy guidance needed?
- Are there major decisions on the horizon?
- Are there relationship building opportunities or other elected officials involved?
- Are there current or forecasted political sensitivities?

Any project that fails the majority of these questions probably does not need a liaison. Councilors' time is limited and assignments should be made judiciously.

COUNCIL LIAISON SYSTEM RESPONSIBILITIES – KEY PLAYERS & ROLES

Below is an outline of the responsibilities of different players in the liaison system. These roles are a guide for navigation and should stay flexible to bend with changing situations, responsibilities, Council dynamics and needs.

Council President

The Council President has oversight responsibility for the Council liaison system and its functionality. The Council President assigns liaisons through an annual organizing resolution and is responsible for checking in with Councilors both individually and as a group for updates. Additionally the Council President sets agendas, chairs Council work sessions, formal Council meetings, and chairs legislative agenda setting meetings, integrating the Council liaison system into these operations.

Deputy Council President

The Deputy Council President assists the Council President in overseeing the Council liaison system, attends legislative agenda setting meetings, and serves in place of the Council President during absences.

Council Liaisons

As noted above, Council liaisons are nominated by the Council President at the beginning of the year and approved by a majority vote of the Council to serve in a variety of roles. Liaisons are also assigned throughout the year on a more informal basis. The Council liaison is the primary contact for staff, the Council as a whole and with his/her Council colleagues.

Examples of liaison appointments:

Urban/Rural Reserves: A Council liaison was appointed to help guide the Reserves process.

MPAC: Liaisons are always appointed to this Metro-convened committee.

Greater Portland, Inc.: Liaison appointed by external request.

There is a spectrum of responsibilities for any liaison, based on her or his role. Generally, the Council liaison's responsibilities include:

- Keeping Council colleagues updated on project/program/or board progress as relevant and appropriate;
- In cases where the Council has voted or clearly indicated a policy direction, representing that position in liaison meetings;
- Ensuring that staff work proceeds as directed by Council;
- Working with agency directors, project managers and other relevant staff to ensure staff work is successful, meets Council needs, and is headed in the correct policy direction; and
- In the event that a project or assignment has numerous Council liaisons, it is the responsibility of Council liaisons to keep designated "lead" Councilors informed of conversations and actions which they may not have been aware; and, if necessary,
- Consulting with the Council President, Deputy Council President, and the legislative agenda team on bringing work session items and formal legislation to Council.

Legislative Agenda team

This group is comprised of the following people:

- Council President;
- Deputy Council President;
- Chief Operating Officer;
- Chief-of-staff, Council Policy Manager;
- Council Policy Coordinators on an as-needed basis;
- Legislative Coordinator; and,
- Regional Engagement Coordinator

The Legislative Agenda team helps manage the liaison system by tracking information items, analyzing Council informational needs, gathering Council feedback and ensuring Councilors receive project and program updates on a regular basis.

Agency staff

Staff are responsible for developing work plans, content, timelines and other work products, as well as scheduling meetings with Council liaisons. Additionally, staff are responsible for consulting Council liaisons on impending decisions, providing information Council liaisons need to report back to Council and for connecting with their liaison when they have a request for Council action or guidance. Liaisons should then contact the Council President and legislative agenda team regarding placement on a Council meeting or work session agenda.

MENU OF COMMUNICATION TOOLS & OPTIONS

Listed below are communication tools that Councilors can use in their roles as liaisons. Staff can also use these tools to support liaison informational needs:

- Work sessions
Work sessions are a forum for Councilors to communicate with one another, receive information from staff, and subsequently provide direction to staff and one another as

needed. Councilor communications occur at the end of each meeting, and liaison updates are built into agendas on a monthly basis.

- Liaison report

In much the same way Metro's lobbyist provides legislative updates to Council through memos and in-person updates, a "liaison report" can be a concise and flexible document that provides updates outside of work sessions.

- General interoffice communication (2-on-1s, email updates)

Similar and parallel to the liaison report, 2-on-1s can be established on a recurring or as-needed basis, as well as weekly or bi-monthly emails managed by Council Office staff.

- Quarterly timeline

A visual tool allowing a quick and easy glance for Councilors and staff to reference major agency action items and Council decision points. This document assists with prioritization and forecasting.

- Council retreats

Retreats are opportunities to convene the Council, focus on important issues and gauge Councilors' level of interest and desire for involvement. This feedback is used in both legislative agenda meetings and for the detail and frequency of liaison updates.

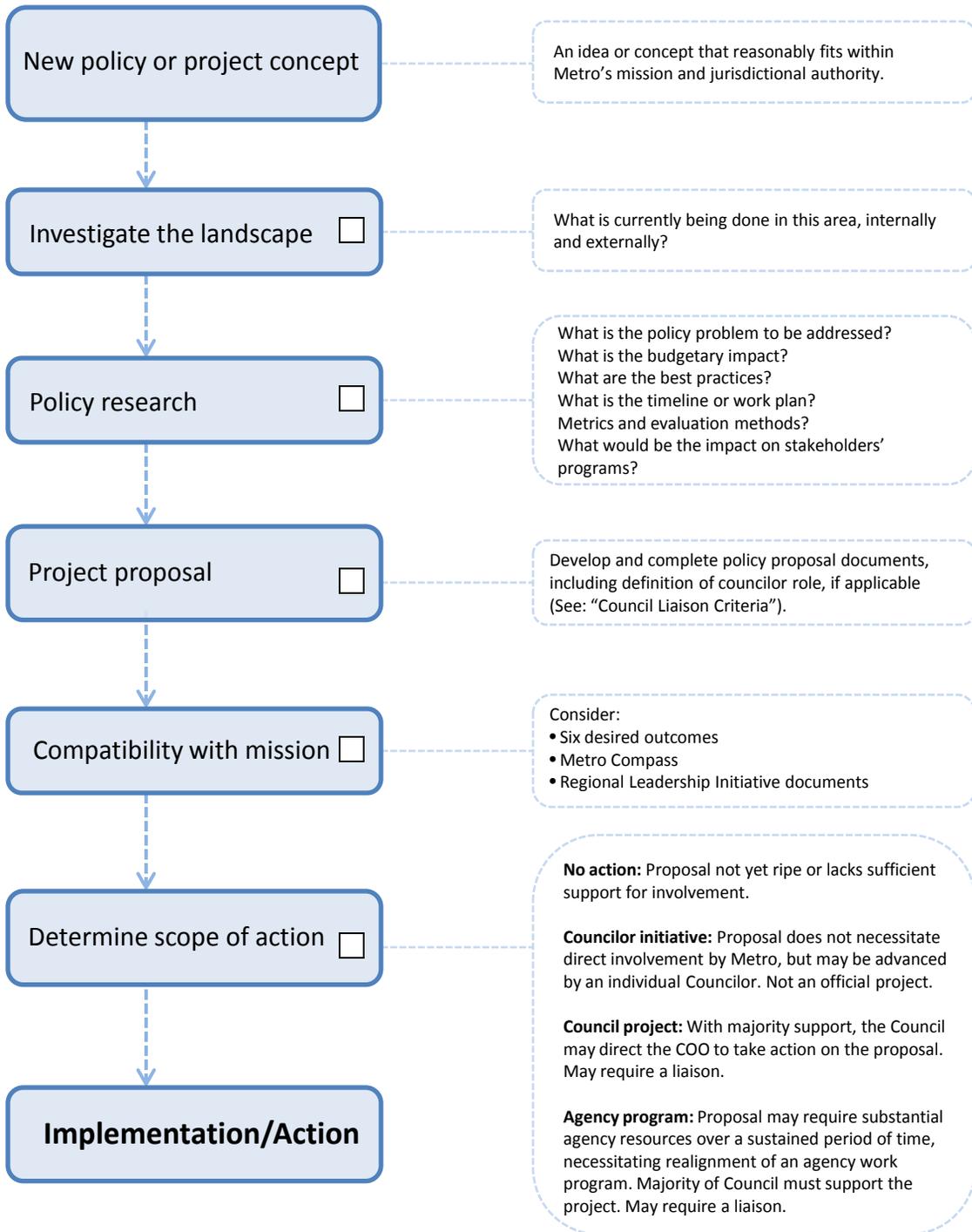
- Council organizing matrix (Exhibit A to annual organizing resolution)

A matrix listing all liaison assignments is attached to the organizing resolution at the beginning of the calendar year. The matrix is updated throughout the year by the Council President's staff.

- Feedback loop back to staff and Senior Leadership Team (SLT)

Councilors may suggest that the SLT receive updates from Council on certain projects. Communication is also effective through memos, emails, and including SLT members on liaison report correspondence.

Attachment A: Policy Development Framework



Attachment B: Metro Council Project Proposal / Work Plan

1) Project Title

What is the general title of the project or proposed policy?

2) Lead Councilor

Who is the primary driver of this initiative?

3) Council Liaisons

Who is the proposed Council liaison, if applicable?

Refer to the Council liaison system section of the Council Policy Development user guide for more information regarding the assignment of a Council liaison.

4) Project Begin Date

When is the proposed beginning date of the project?

5) Estimated Date of Completion

When is the proposed sunset date of the project?

6) Project Description

What issue/problem will be addressed? Why is this project being initiated at this time?

7) Policy Questions

What are the major policy questions that will be answered?

8) Outcomes

What must be in place for policy development to be considered complete? What are the project deliverables?

9) Connection to Council Goals and Objectives

What is the connection to the Six Desired Outcomes? What is the connection to the Metro Compass or Regional Leadership Initiative, if applicable?

10) Resources Required / Budget Implications

What are the departments or business venues that will be involved in the project?

What are the forecasted budgetary impacts? What is the proposed source of funds?

11) Metro Role

What is Metro's decision making role? The role of Metro councilors?

12) Stakeholders

Who are the major stakeholders and implementing parties? How will stakeholders and the public participate in the project?

13) Major Milestones

What are the projected major milestones of the project, i.e., major decision-making or progress points?

14) Communications

What is the communications plan? If incomplete, how and when will it be developed?

DRAFT

Attachment C: When is a liaison appointed?

Project Proposal <i>Examples: Intertwine, Community Investment Initiative</i> <input type="checkbox"/>	Agency Project or Program <i>Examples: UGB, TOD Steering Committee</i> <input type="checkbox"/>	Obligation or External Request <i>Examples: MPAC, Greater Portland Inc.</i> <input type="checkbox"/>
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Legal Requirement?
 If YES If NO

If legally required (federal mandate, IGA, Metro Code, etc.) a liaison *will* be appointed by the Council President. If not legally required, all other criteria are considered.

Examples: JPACT, liaison to MERC, all other "Obligation Assignments" listed in Exhibit A to the annual organizing resolution

Is recurring policy guidance needed?

Are major decisions on the horizon?

Are there relationship building opportunities or other electeds involved?

Are there current or forecasted political sensitivities involved?

The liaison's role is to provide recurring policy direction, not act as project manager. If there is no need for policy check-ins or direction, there is likely no need for a liaison.

Examples: CI, TOD Steering Committee, Intertwine

A key component of the liaison role is guiding major decisions as represented in project timelines.

Examples: Climate Smart Communities, RTP, NIN Capital Grants, Urban and Rural Reserves

For external assignments, this addresses relevancy and usefulness of assigning limited councilor time for various liaison requests. This is often paired with legal requirements.

Examples: ODOT Policy Group, Liaison to Legislature, Institute for Metropolitan Studies

There may be times when a liaison is required, but there are no immediate sensitivities. Other times something may be instantly controversial. The liaison is involved to guide strategy.

Examples: Urban and Rural Reserves, Glendoveer Golf Course, Zoo Bond Oversight Committee

Concrete role for Liaison?

All requests for a Council liaison should have clear and distinct duties defined.

Liaison Appointment

Attachment D: Council liaison assignments as of March 2012

COMMITTEE ASSIGNMENTS (REQUIRED)	NATURE OF REQUIREMENT OR ROLE	COMMITMENT	COUNCILOR(S) ASSIGNED
Metro Policy Advisory Committee (MPAC)	Liaison role	Meets at 5pm on the second and fourth Wednesdays of the month, other meetings as needed	Hosticka Harrington Roberts
Joint Policy Advisory Committee on Transportation (JPACT)	Federally-mandated/MPO	Meets at 7:15am the second Thursday of the month; other meetings as needed	Collette (Chair) Burkholder (Vice-Chair) Craddick
JPACT Alternate	Same	As needed	Harrington
Bi-State Coordination Committee	IGA *JPACT subcommittee	Usually meets the third Thursday of the month	Hughes Burkholder (alt)

OTHER ASSIGNMENTS (REQUIRED)	NATURE OF REQUIREMENT OR ROLE	COMMITMENT	COUNCILOR(S) ASSIGNED
Ex Officios to Zoo Foundation Board	Agreement with OZF	Meets every 3 months	Craddick Collette
Oregon Zoo Bond Citizen's Oversight Committee	Liaison role	Meets quarterly	Craddick
Metro Central Enhancement Committee	Metro Code *District 5 duty	Meets no less than two times during calendar year funding cycle	Burkholder
Metro North Portland Enhancement Committee	Metro Code *District 5 duty	Meets no less than two times during fiscal year funding cycle	Burkholder

Oregon City Metro Enhancement Committee	IGA *District 2 duty	Meets as needed	Collette
Transit Oriented Development (TOD) Steering Committee	Metro Resolution	Meets the second Thursday of every month	Collette
MERC Liaison	Liaison role/Metro code	Meets the first Wednesday of the month	Burkholder
Visitor Development Fund Board (VDF)	President and District 1 duty (IGA)	Meets quarterly	Hughes Craddick
Travel Portland Board	Agreement	Meets every other month	Craddick
Nature in Neighborhoods Capital Grant Program/Selection Committee	Metro resolution/ project liaison role		Hosticka Craddick
Southwest Washington Regional Transportation Council	IGA	Meets the first Tuesday of the month	Burkholder Craddick (alt)
East Metro Connections Plan Steering Committee	FEIS/DEIS, Metro Resolution *District 1 duty	Meets quarterly	Craddick
Portland Milwaukie Light Rail Steering Committee	Final planning implementation		Collette
Lake Oswego to Portland Transit Project Steering Committee	Final planning implementation	Meets quarterly	Roberts (co-chair) Collette (co-chair)
Natural Areas Program Performance Oversight Committee	Liaison role	Does not hold regularly scheduled meetings	Harrington
Metro Audit Committee	Required by Metro code/Metro Council ordinance	Meets twice annually	Harrington

EXTERNAL OR OPTIONAL ASSIGNMENTS	COMMITMENT & ROLE	COUNCILOR ASSIGNED
Oregon Zoo Bond Advisory Group	Liaison role Meets quarterly	Hosticka Craddick
Regional Emergency Management Group (REMG)	Liaison role	Hosticka
Sellwood Bridge Public Stakeholder Committee	Will meet three times during the current public process to review the work of the CAC, and provide a recommendation to the Multnomah Board of County Commissioners.	Collette
PSU Institute for Metropolitan Studies Board	Meets quarterly; By nomination of Institute Board	Hughes
ODOT Policy Group	Meets quarterly	Burkholder
Oregon Metropolitan Planning Organization Consortium	Met quarterly in 2010, future dates TBA	Collette (current vice-chair)
Greater Portland Inc.	Board position, by nomination	Hughes
Legislative Liaison	Council liaison	Hosticka
Aloha-Reedville Leadership Coordinating Committee	Meets quarterly	Harrington
Tualatin Valley Highway Policy Group	Meets quarterly	Harrington
Local Officials Advisory Committee (LOAC)	Members appointed by LCDC; committee advises and assists LCDC on policies and programs affecting local governments	Harrington

COUNCIL AGENCY PROJECT ASSIGNMENTS	COUNCILOR ASSIGNED
CORRIDORS Southwest Corridor Project	Hosticka (Lead) Roberts (Liaison)
East Metro Connections Plan	Craddick (Lead) Hughes (Liaison)
INTERTWINE	TBD
CLIMATE SMART COMMUNITIES GHG Scenarios	Collette (Lead, JPACT) Hosticka (Liaison, MPAC) Burkholder (Liaison)
COMMUNITY INVESTMENT INITIATIVE (CII)	Hughes
GLENDOVEER PROJECT	Craddick (Lead)

Dear _____,

We, the undersigned, thank you for your strong stand for a transportation bill aligned with Oregon's goals of economic prosperity, livability and safe, efficient movement of goods and people.

On the evening of February 1st, the House Ways and Means Committee introduced legislation that would have eliminated dedicated funding for public transportation that has been in place for thirty years. This and other provisions in the House transportation bill (HR 7) represented a major step backward. With mark up of the legislation scheduled for February 3, those who care about public transportation had only one day to generate a response.

Your help was critical in stopping this dangerous attack on our national and state transportation system. By joining our sign-on letter and a press release on February 2, you weighed in at a time when it really mattered. Your role paved the way for Governor Gregoire and countless others to join. You acted yet again sending letters to the entire Oregon House delegation outlining concerns about HR 7, which would have been very harmful to Oregon and the nation. Your strong stance was also critical in supporting ODOT's work providing detailed criticisms of HR 7, and encouraging the American Association of State Highway and Transportation Officials to argue against the step backward that HR 7 represented.

Your actions made a big difference in the fight to stop HR 7 in its initial form, and we are truly grateful for your willingness to fight hard for a better transportation future for Oregon. We look forward to working with you as we move toward a federal transportation bill that focuses on a smarter, safer, and more efficient transportation system.

Thank you,

Chris Rall
Oregon Field Organizer
Transportation for America

(All add'l. signatories)...

Climate Smart Communities Scenarios Project: Health Impact Assessment

A collaborative approach to building livable, prosperous, equitable and climate smart communities

Working toward healthier communities

Health impact assessment (HIA) provides decision-makers with information about how any policy, program, or project may affect the health of people. The Scenarios Project HIA (Scenarios HIA) will describe the health impacts of proposed land use and transportation strategies to decision-makers and ensure that the best health-promoting elements are included in the final outcome of this work.

Health Impact Assessment: Working toward healthier projects and policies

The Oregon Public Health Division's Health Impact Assessment initiative focuses on building Oregon's collective capacity to evaluate the health effects of proposed projects and policies and to provide the information to decision-makers and community members.



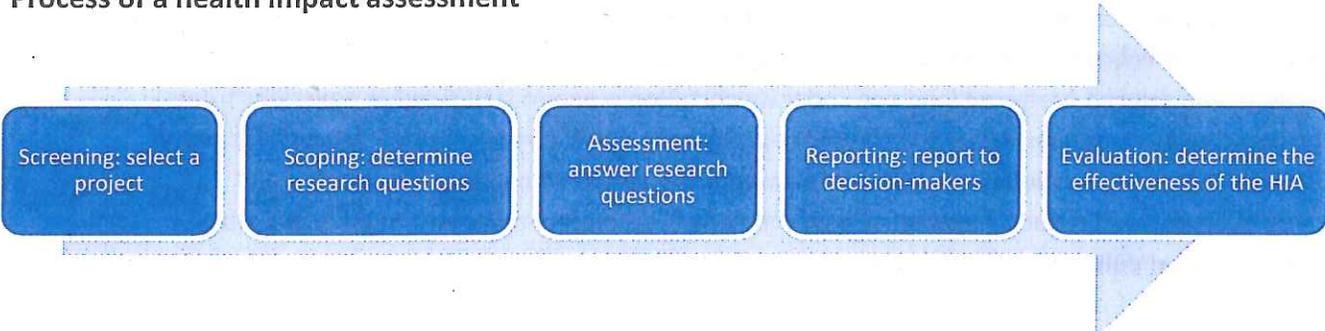
The key element that makes HIA different from traditional public health assessment is that its approach is prospective. Ideally, the health impacts of a proposal are assessed before a final decision is made, allowing the results of the HIA to be considered in the decision-making process. The ultimate goal of HIA is to utilize objective information to minimize negative health impacts and to maximize positive health impacts of a project or policy.

Equity is an integral component of all HIAs. HIA seeks to identify unequal impacts of a policy or project for people of color, people experiencing poverty, people with disabilities or chronic diseases, the young and the elderly.

Once impacts have been reviewed HIA seeks to improve health outcomes for everyone by recommending changes that improve the likelihood of positive impacts and lessen negative impacts.

HIA in Oregon has created new opportunities for collaboration between community members, local government, and the business community, and has been successfully used in Oregon to improve the health impacts of sidewalks and bike paths, parks, roads, zoning and the production of alternative energy.

Process of a health impact assessment



Climate Smart Communities Scenarios Project: Health Impact Assessment

A collaborative approach to building livable, prosperous, equitable and climate smart communities

Scenarios Project Health Impact Assessment

Transportation and health

Transportation produces 25 percent of the Portland metropolitan region's greenhouse gas emissions, contributing to a warming climate that could severely impact our health and quality of life. Policies and investments that reduce greenhouse gas emissions can also limit exposure to air and noise pollution, encourage physical activity, and reduce traffic-related injuries and deaths. By understanding benefits, impacts, and tradeoffs the Scenarios Project will identify how to reduce greenhouse gas emissions and improve the health of everyone in the region.

Assessing health impacts

To ensure that the health impacts of the strategies in the preferred scenario are carefully considered, Metro is partnering with Oregon Health Authority to conduct a health impact assessment (HIA). The CSC HIA will present the health benefits and impacts of different land use and transportation strategies, the building blocks for regional scenarios, to help inform the scenario development and selection process. The HIA will help to ensure that public health and equitable health outcomes are considered and included in transportation and land use decisions for decades to come.

Advisory work group

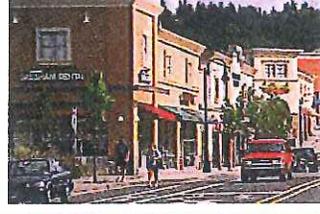
The Scenarios Project HIA will bring together public health experts, land use, planning and transportation experts, and community health, environmental and community-development advocates. This advisory work group will help OHA determine the scope of the HIA, ensure that health and equity issues are considered, and offer available resources and expertise.

Assessment

In the assessment, OHA will describe the direction and magnitude of health impacts for the Scenarios Project policy strategies that have been prioritized by the advisory work group. We may use the following analytic methods, depending on our scope and resources and what will best answer the research questions: literature review, meta-analysis, stakeholder interviews, risk analysis, and health effects modeling.

Climate Smart Communities Scenarios Project

Metro is leading the Climate Smart Communities Scenarios Project to determine how building healthy, livable, prosperous, and equitable communities supports state and regional goals for the reduction of greenhouse gas emissions from light vehicle travel. Metro is collaborating with local governments and other partners to develop, analyze, and select a preferred land use and transportation scenario that reduces emissions from cars, small trucks and SUVs as directed by the Oregon Legislature in 2009. The Scenarios Project will identify the best land use and transportation policies and investments that will keep communities vibrant and prosperous for everyone and reduce greenhouse gas emissions. The project continues to be about jobs, livable communities and public health as it is about a healthy environment.



Timeline

The Scenarios project is taking place in three phases from 2011 to 2014. The HIA method will be developed during Phase 2. During Phase 1, Metro developed scenarios to identify the mix of strategies that will help the region meet state greenhouse gas reduction goals. In Phase 2, the project team—in collaboration with local governments and other stakeholders—will explore how and where different strategies could be applied in the region. Throughout 2012, Oregon Health Authority (OHA) will engage partners, including decision-makers, to develop the HIA method and apply it to the Phase 1 scenarios. In 2013 and 2014 the project team will apply the HIA method to alternative scenarios and eventually to the preferred regional scenario. OHA and Metro will collaborate with partners to develop relevant communication materials for all decision-making bodies, with an eye to assisting decision-makers in understanding alternatives, tradeoffs and mitigation opportunities when deciding between scenarios.

Implementation

The preferred scenario will be implemented through policies, investments and actions at the state, regional and local levels, including Metro’s Regional Transportation Plan, the region’s growth management strategy and local plans. Making this information clear to decision-makers will ensure that the best health-promoting elements are included throughout the scenario development and implementation process.

State-wide impact

The Oregon Sustainable Transportation Initiative (OSTI) is an integrated statewide effort to reduce greenhouse gas (GHG) emissions from transportation while creating healthier, more livable communities and greater economic opportunity. As part of this statewide strategy, ODOT has expressed interest in the Scenarios Project HIA methods and findings, further magnifying the impact of this work. Metro is the first Oregon MPO to address state mandates in partnership with the larger statewide effort. As part of this partnership, Metro is developing tools and methods that other MPOs could use in their own scenario planning efforts.



The region’s 6 desired outcomes—endorsed by city and county elected officials and adopted by the Metro Council in December 2010.

Building blocks for regional scenarios

- **Community design:** Complete neighborhoods and mixed-use areas, urban growth boundary, transit service, bike travel, parking
- **Pricing:** Pay-as-you-drive insurance, gas tax, road use fee, carbon fee
- **Marketing and incentives:** Eco-driving, individualized marketing programs, employer commute programs, car-sharing
- **Roads:** Freeway and arterial capacity, traffic management
- **Fleet:** Fleet mix and age
- **Technology:** Fuel economy, carbon intensity of fuels, electric and plug-in hybrid electric vehicle market share

The Oregon Public Health Division is the lead state agency for all public health matters including disease prevention, environmental health, maternal and child health, emergency preparedness, and community health systems planning and coordination.



The Office of Environmental Public Health, Research and Education Services section serves as Oregon Public Health Division's technical, scientific and educational public health resource. We identify, assess and report on threats to human health from exposure to environmental and occupational hazards. We advise the people and communities of Oregon to best understand potential risks where they live, work and play in order to remain healthy and safe.

www.healthoregon.org/hia

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.



A regional approach simply makes sense when it comes to making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

www.oregonmetro.gov/climatescenarios.

DRAFT
March 13, 2012

Secretary Ray LaHood
US Department of Transportation
1200 New Jersey Ave, SE
Washington, DC 20590

Dear Secretary LaHood:

As the metropolitan planning organization (MPO) for the Portland, Oregon region, we are pleased to express our **support** for TIGER 4 funding for projects from this region. We understand the highly competitive nature of this program and have worked hard to limit the number of applications, to ensure that all applications meet the criteria established in the Notice of Funding Availability (NOFA) and to prioritize those projects that demonstrate the greatest merit. The TIGER application process is designed to consider a variety of types of projects and to ensure that very meritorious projects are ultimately awarded funding. In the Portland metropolitan area, these intentions have been accomplished; we are confident that we are endorsing very strong projects and providing you the opportunity to consider funding for projects that are quite different from one another.

All three of the projects submitted for consideration are rated highly against the published criteria and scored closely against one another in our analysis. Due to their high quality, the region is supportive of all three applications moving forward, recognizing that the selection committee may desire to emphasize criteria or features that any one of these unique projects is particularly competitive and suited.

However one of the projects is endorsed as **the region's top priority** because it is highly rated against multiple criteria published in the NOFA, as follows:

- **The Sunrise System:** This request for \$18.5 million of TIGER 4 funding from Clackamas County and the Oregon Department of Transportation would complete the \$168.5 million finance plan to improve auto, truck, bicycle and pedestrian access to the Clackamas Industrial District and immediately stimulate more than one thousand job years of construction work. The project would address safety concerns and support a vital industrial district including America's first streetcar manufacturer in more than a half century, United Streetcar. This project was selected as the region's top priority because it is ready to go and will stimulate immediate construction jobs, support growth of quality industrial jobs and address safety, environmental sustainability and livability.
 - The Sunrise System is a comprehensive transportation improvement for which there is a completed Draft and Final Environmental Impact Statement (EIS) and federal Record of Decision allowing the project to proceed quickly.
 - Following the principles of practical design, this first phase project ensures desperately needed improvement can happen rapidly and meet the needs for many years to come while setting the stage for implementation of future improvements documented in the Final EIS.

- The finance plan builds upon a past SAFETEA-LU earmark and commitment of state and local funds, with the TIGER 4 funding request representing the last dollar needed to proceed to construction.
- The Sunrise System provides relief to a highly congested and unsafe access to the Interstate system while providing direct freeway access to the industrial area.
- The project provides safety, environmental and livability benefits through the construction of a substantial element of the bike/pedestrian system, grade-separation of a pedestrian crossing of the mainline UP railroad between the bus route and the industrial jobs and improved stormwater management facilities.
- The project supports 15,000 existing jobs with the opportunity for an additional 4,000 jobs in the industrial area by 2025, including United Streetcar's efforts to develop a US-based streetcar manufacturing capability with an ever-growing use of American-made components.
- All components of the Sunrise System work together to create a transportation network that fits the context of the community, while meeting the needs of the businesses to move freight smoothly and efficiently.

In addition to this top priority project, the region is pleased to endorse two additional highly competitive projects that provide USDOT the opportunity to fund strong projects with different intended outcomes. We recommend that USDOT also consider TIGER 4 funding for the following:

- **I-84/Troutdale Reynolds Industrial Park Access:** This request for \$12.14 million of TIGER 4 funding from the Port of Portland and the Oregon Department of Transportation would complete the \$37.9 million needed to improve the I-84/Troutdale interchange and open up access for autos, trucks, bikes and pedestrians for development in the Troutdale Reynolds Industrial Park, one of the largest industrial parks in the state of Oregon.
 - The I-84/Troutdale Interchange and Troutdale Reynolds Industrial Park Access leverages more than \$ 8 million in interchange improvements just constructed and \$21.7 million in funding from the state, port and city of Troutdale for the final phase of transportation improvements that will open an additional 235 acres for development expanding upon the 131 acres of phase 1 industrial development. The industrial park is home to the new FedEx Ground facility employing 765 workers, and forecasted to grow to 990 workers, which is part of the expected growth of 7,000 new jobs in this area. The industrial park was developed through a significant Superfund brownfield reclamation of 700 acres, winner of the coveted EPA Phoenix Award.
 - Full realization of this nationally recognized brownfield reclamation project requires partnership funding to open these industrial areas for development and serves as a model of future brownfield redevelopment projects in U.S.
 - Located at the east end of the Columbia Multi-Modal Corridor just west of the Columbia Gorge Scenic area on Interstate 84 in close proximity to the region's air and marine terminals, rail network, and freight operations, investment in this project will provide the foundation for additional traded sector investment in the region and support the President's National Export Initiative to double exports over the next five years. The Portland region is the 12th largest export region in the U.S and third highest in export intensity. For this reason, it was one of four regions in the nation selected by the Brookings Institute for development of an export strategy designed to support the growth of exports.

- In addition to addressing State of Good Repair issues at the freeway interchange and within the industrial park, the project includes improvements for bikes and pedestrians and provides for environmental benefit through stormwater treatment, significant enhancement of the Columbia River and Sandy River riparian areas that support several threatened and endangered species, and elimination of emissions from out-of-direction truck and commuter access.
 - In addition to providing access to jobs in a part of the region with a job deficit, it provides easy access to these jobs for a growing nearby population of historically disadvantaged populations.
 - Project development has sufficiently progressed with already committed funds to expect the NEPA designation of Categorical Exclusion, allowing the project to proceed to implementation quickly and well within the timeframe called for in the TIGER 4 solicitation. The project will stimulate more than 400 job years of construction work.
- **US 26/Brookwood-Helvetia Interchange Modernization Project:** This request for \$15 million of TIGER 4 funding from the City of Hillsboro and the Oregon Department of Transportation would complete the \$62.65 million finance plan to improve access to the most significant manufacturing exporter in the state, Intel Corporation.
 - The North Hillsboro Industrial area has grown into a significant cluster of high-tech and clean energy industrial companies anchored by the largest presence of Intel anywhere in the world. The interchange currently serves commute and freight needs for approximately 25,000 employees and area businesses. Access improvements would ensure workers can get safely to and from work but also ensure these highly valued products can efficiently reach their shipping destinations for domestic and international export. This area is also well-positioned to support the President's National Export Initiative as it is intended to approximately double in size, employment, and importance as land recently added to the urban growth boundary becomes shovel-ready for development.
 - This interchange access project is being developed in the context of a comprehensive strategy to support the industrial area with nearby housing for the labor force, including conveniently located transit-oriented development, as well as multi-modal access via light rail, bus service, bike and pedestrian systems.
 - Project development has sufficiently progressed with already committed funds to expect the NEPA designation of Categorical Exclusion, allowing the project to proceed to implementation quickly and well within the timeframe called for in the TIGER 4 solicitation. The project will stimulate more than 570 job years of construction work.

All of the projects are consistent with the region's long-range transportation plan and transportation improvement program. As the MPO for the region, we are prepared to program the TIGER 4 funds in the transportation improvement program quickly upon award.

Thank you for your consideration.

Sincerely,

Tom Hughes, President
Metro Council

Carlotta Collette, Metro Councilor
Chair, Joint Policy Advisory Committee on
Transportation

Cc: Senator Ron Wyden
Senator Jeff Merkley
Representative Earl Blumenauer
Representative Suzanne Bonamici
Representative Kurt Schrader
Metro Council
Joint Policy Advisory Committee on Transportation

DRAFT

Summary of Meetings with Willamette Valley Resilience Compact Participating Jurisdictions- For Public Distribution (March 2012)

Albany: The Compact will be presented during a work session on March 26th. After this session, the best approach for moving the Compact forward will be evaluated; however, with the upcoming election, it will likely be late fall before action is taken. Demonstrating participation from other communities and projects being initiated will help build support. There is interest in building from the New Energy Cities effort with Climate Solutions and enhancing infrastructure for food processing and storage. It was strongly encouraged that projects undertaken by the Compact have a strong jobs focus.

Beaverton: The Mayor has an interest in climate resilience and has been very interested in issues of mitigation and sustainability. The City will need to get a better understanding of the political timeline and when it would make the most sense to bring the Compact forward (expect within 5-6 months). There is a strong interest in renewable energy, building from their Solar Beaverton project, as well as working on a food and jobs initiative.

Benton County: The County would like to see a Food and Jobs project underway, with support from the private sector and Farm Bureau. Staff are going to meet with representatives from Corvallis, as they think it might be more strategic to bring the Compact before the respective elected officials together. They will be pursuing opportunities to move the Compact forward in spring 2012.

Clackamas County: The Clackamas County Board of Commissioners is very supportive of continued engagement with the Compact, but would like to postpone formal consideration of the Compact while specific projects emerge. The issue of resilience resonates well. Staff will participate in Resilience meetings and seek opportunities for Board-level conversations about issues related to resilience and the compact. The county is developing an Agricultural Investment Plan. They would be interested in a regional food project that can address issues and opportunities unique to the Valley scale. Other topics in which staff have expressed interest include building a shared identity for Willamette Valley residents, and integrating comprehensive planning processes through a resolution at the state level, to ensure resilience is addressed in transportation and land use planning at the state, regional and local level.

Eugene: City staff are planning to take to the Compact to Council in September/October along with an update on the Community Climate and Energy Action Plan. They will ask Council to give permission for the City Manager to sign on. Staff are interested in identification of potential grant opportunities around a few specific concepts such as vulnerability assessment, outreach campaign/engagement, and food resilience. There is also interest in developing a joint statement with other jurisdictions for their research needs to give to OCCRI. Eugene met with Portland in February to learn more about the vulnerability assessment underway and how it

could be replicated. They also are engaging with the County and other key partners (Chamber, local organization) to develop a local food strategy that could potential be scaled to a regional level.

Hillsboro: The council is supportive of sustainability and mitigation measures, but additional education and engagement on issues of resilience will be necessary. Staff will continue to engage through the Steering Committee and working groups around projects that align with the City's initiatives. Opportunities to move the Compact forward will be reconsidered this fall.

Lake Oswego: A new mayor and majority council will be voted in this fall, so it is most appropriate to wait to move the Compact forward for endorsement. There are a number of issues the Compact could cover that are of interest to the community, particularly around emergency preparedness/natural hazards mitigation, renewable energy (specifically bulk purchasing and reducing barriers), flooding, water quality, and natural resource protection. The City is also undergoing a 3 year process to update the comprehensive plan (currently 18 months in) in which there could be a number of overlapping issues with the Compact around community health, long term planning and food resilience. The City's Sustainability Advisory Board has demonstrated a strong interest in local food initiatives.

Lane County: TRIG staff followed up with Commissioner Rob Handy and will continue conversation the conversation with Sarah Mizejewski (Program Specialist – Community & Economic Development). We will continue to work with Sarah through the Steering Committee and further develop a project concept around food. Her participation will be limited to food localization and cluster development as it relates to her department's workplan. Commissioner Handy is very supportive of the Compact; in his opinion, there will need to be further education of the other Commissioners. From conversations with staff and Commissioner Handy, projects of specific interest for the County may include food, energy consumption (and grid access), dam removal/enhancement, biomass (but controversial), water rights and quality (building on the Lane-Linn-Benton collaboration).

Metro: There is support from staff and several councilors to move the Compact forward (timeframe to be determined), with a particular interest around flooding, drought, urban forestry management (fire/emergency management). There is also interest in Valley wide communication around these issues, whether or not jurisdictions are part of the Compact. Metro has a number of projects at the regional level that can be expanded/replicated in other parts of Valley – particularly around HB 2001 (transportation GHG emissions reduction).

Multnomah County: Multnomah County is very supportive of the WVRC and will look to formally adopt the Compact in Spring 2012 (roughly April/May). Meantime the County will be active participants on the steering committee, with Tim Lynch serving as the steering committee representative/contact. The County continues to work with City of Portland on climate adaptation planning, with the goals of a

completed joint Climate Adaptation Plan by the end of 2012. There is also strong interest on a regional food initiative, and opportunities for funding will be explored over the coming months.

Oregon City: Participating staff are presenting the Compact to City Commission with the Mayor this spring. They presented at a Commission work session on February 7th and found interest in signing onto the Compact. For projects and working groups, there is potential interest in a food/agriculture and jobs initiative as well as consideration of river transportation.

Portland: Their end-of-January meeting to update the Council on their climate action plan and present a resolution for the Compact has been delayed until early April. They expect it to have support from the City at that time. Portland, in partnership with Multnomah County, is moving forward with a vulnerability assessment and adaptation planning as called for in their Climate Action Plan. They expect to have a final adaptation plan/strategy for the areas of built infrastructure, natural systems, and health and human services by the end of 2012. They have some specific research requests that could be put forward with other jurisdictions to Oregon State Univ/Oregon Climate Change Research Institute.

Silverton: Silverton feels that their geographical location and developable industrial park land makes them highly suitable for regional processing of agricultural products. They have recently completed a long-term master water plan as a supporting document to their comprehensive plan. Since water planning decisions may influence or be influenced by neighboring jurisdictions, they see opportunities to collaborate. The community is currently very supportive of local food initiatives and is developing a number of community gardens. They are still evaluating current Compact initiatives and are expected to move forward with promotion of the Compact later this year.

Springfield: TRIG held the first conversation with the Assistant City Manager, Jeff Towery in Feb 2012. Springfield has been part of the Univ of Oregon's Sustainable Cities Year, so there may be opportunities to build off of that work and engage them in the compact. They have a long history of engaging in collaborations within the city, particularly around regional land use planning, but have also faced challenges with collaborations that will need to be addressed upfront. They would want to have input into the language of the Compact and may need council approval before staff engage further. There is interest around regional food (with a year round farmer's market currently in development), as well as high-speed rail and flood mitigation. We will continue the conversation with Jeff to see at what level they may want to engage.

