

BEFORE THE METRO COUNCIL

RESOLUTION OF METRO COUNCIL FOR THE) RESOLUTION NO. 12-4354
PURPOSE OF ESTABLISHING THE PIONEER)
CEMETERIES ADVISORY COMMITTEE) Introduced by Chief Operating Officer Martha
) Bennett, with the concurrence of Council
) President Tom Hughes
)

WHEREAS, Metro operates 14 historic pioneer cemeteries in the Portland metropolitan region, established from as early as 1837 through the early homesteading period (circa 1850-1870) (the “Pioneer Cemeteries”); and

WHEREAS, in 1994, Multnomah County transferred responsibility to operate the Pioneer Cemeteries to Metro, and later, in 1996, conveyed ownership of the Pioneer Cemeteries to Metro, together with a covenant to care for them in perpetuity; and

WHEREAS, Metro, under the governance of the Metro Council, manages the Pioneer Cemeteries to provide burial and remembrance options to the citizens of the region; and

WHEREAS, the Pioneer Cemeteries are strongly supported by the community through various community groups, the Lone Fir Cemetery Foundation, and historic societies; and

WHEREAS, in 2010 the Metro Council directed staff to create a cemetery business operations plan and financial pro forma; and

WHEREAS, in April 2011 Metro entered into a personal services agreement with a consultant to conduct the following work: assess Metro’s cemetery operations and market conditions, craft business plan recommendations providing options for improved management of the program, propose operations alternatives using examples from around the United States, identify marketing and investments that will extend the life of the program and generate future revenue, recommend future development options, and provide financial pro forma projections for future operations, investments, and risks; and

WHEREAS, among other recommendations, the consultant proposed that Metro pursue additional partnership opportunities and alliances to build and sustain a comprehensive network of support, including the creation of a cemetery advisory committee to help improve and enhance communication between Metro and the public, specifically cemetery patrons, funeral homes, arts organizations, historical resource experts, environmental organizations and neighborhood or interest groups; and

WHEREAS, Metro Code Section 2.10.060 provides for the creation of limited duration advisory committees lasting no more than one (1) year after creation, unless renewed annually for no more than three (3) years by subsequent Council resolution or permanently codified by an ordinance of the Metro Council; and


WHEREAS, Metro staff has been conducting outreach to the community and industry professionals to seek their expertise and assistance in serving on Metro’s Cemetery Advisory Committee;

NOW, THEREFORE, BE IT RESOLVED BY THE METRO COUNCIL THAT:

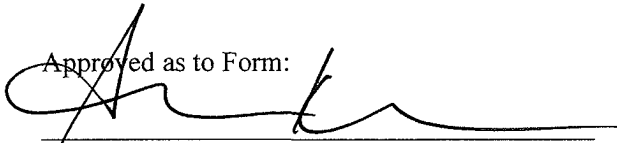
1. The Metro Council hereby establishes the Cemetery Advisory Committee to advise the Metro Chief Operating Officer and program staff on strategies to protect, preserve and promote Metro’s Pioneer Cemeteries Program;

2. The Metro Council hereby confirms Council President's appointment of the committee Chair and committee members, as set forth in Exhibit A attached hereto and incorporated herein. The Chair shall appoint a member of the Committee to serve as Vice-Chair; members shall be appointed to serve a one-year term;
3. The Cemetery Advisory Committee shall initially meet quarterly to review the Cemeteries Program and provide advice to the Chief Operating Officer and program staff. After the first year, the Metro Council may adopt a resolution to review and reauthorize the Committee for up to three (3) years. If so renewed, the Committee shall meet no fewer than two times per year.
4. The Committee's charge as set forth in Exhibit B attached hereto and incorporated herein, will be fulfilled with administrative, technical and research support from Metro staff, Metro Council Office, Office of Metro Attorney, Office of the Chief Operating Officer and Finance and Regulatory Services, as needed;
5. The Committee shall submit a semi-annual (twice yearly) report to the Metro Chief Operating Officer for the first year, and for a subsequent year for up to three (3) years by Council resolution for additional committee renewal.

ADOPTED by the Metro Council this 9th day of August, 2012



Tom Hughes, Council President

Approved as to Form:


Alison Kean Campbell, Metro Attorney

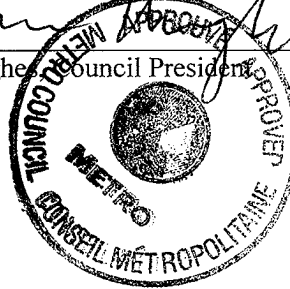


EXHIBIT A
RESOLUTION 12-4354

The Cemetery Advisory Committee is asked to serve beginning September 2012, meeting quarterly to advise Metro on strategies to protect, preserve, and promote Metro's Pioneer Cemeteries Program. Verne Duncan, Former State of Oregon Superintendent Public Instruction shall serve as Chair and appoint a member of the committee as Vice Chair.

Cemetery Advisory Committee Members:

Hannah Allan, Oregon Historical Society

Merlene Drapela, Location Manager of Portland Funeral Service

Michelle Gregory, Director, Community Development & Board Relations of Mt. Hood Community College

Terry McCall, former Chief Financial Officer, City of Gresham

Meg McCauley, Resource Development Director, Oregon Hospice

Bo Nevue, Principal of Nevue-Ngan Landscape Architects

David Noble, Executive Director of River View Cemetery

Larry Potter, Manager, City of Oregon City Parks

Laurel Smith, President of the Genealogical Forum of Oregon

EXHIBIT B
RESOLUTION 12-4354

MISSION

The Metro Cemetery Advisory Committee is to advise Metro on strategies to protect, preserve, and promote Metro's Pioneer Cemeteries Program.

DUTIES

The Committee's responsibilities associated with the operation of the Metro Pioneer Cemeteries Program are to advocate for the preservation and improvement of the cemeteries. The Committee will make recommendations to improve:

- The services being offered by Metro
- The cultural awareness of Metro's customers
- Maintenance to enhance the cemeteries as both community burial grounds and natural, park-like settings
- The activities on the properties as they are used as community gathering places for appreciation of art, culture and wildlife
- Diverse outreach to the community

Service on the Committee may also include:

- Advocating for Metro's Pioneer Cemeteries in the community
- Advising on matters that may improve the financial success of cemetery operations through marketing activities, and/or services that are deemed appropriate for operation of a municipal cemetery
- Providing general guidance to the Cemeteries Program Manager

AUTHORITY

The Committee shall review the goals and objectives of Metro's Pioneer Cemeteries Program as established in the 2011 Cemetery Business and Operations Plan (Plan), and advise the Chief Operating Officer and staff as needed. The Committee shall submit a semi-annual (twice yearly) report for the first year, after the first year the Metro Council shall determine by resolution for continuation of the committee for a subsequent year for up to three (3) years after which they shall submit a report annually to the Metro Chief Operating Officer. This report shall provide the Committee's recommendations and guidance for improvements to the Plan and Metro's cemetery operations, if any.

The Committee's review of the Plan and program guidance shall be reported to the Chief Operating Officer, and will consist of:

1. An assessment of the strategies, goals and objectives in the Plan; and
2. May include recommendations for improving community outreach, efficiency, administration and performance.

FORMATION

The Metro Council shall approve the formation of the Cemetery Advisory Committee by a majority vote.

MEMBERSHIP

This volunteer committee shall be composed of no fewer than eight, and no more than 12 members. Members will be selected to balance the expertise and viewpoints necessary to effectively address the issues to be considered by the Committee. Members will be recognized experts in their fields, including but not limited to hospice, finance, cemetery operations, park operations, funeral homes, education, history, preservation, geriatrics, social work, landscape architecture, journalism, cultural organizations, and may also include current or former elected officials.

Members shall be appointed to serve a one-year term, and upon reauthorization of the committee may be reappointed to serve up to two additional two-year terms.

CHAIR and VICE-CHAIR

The Metro Chief Operating Officer shall designate one member to serve as Chair of the Cemetery Advisory Committee. The Chair shall preside over meetings of the Committee and will work with Cemeteries Program staff to develop agendas and help manage meeting sequence, Committee discussion and deliberation. The Chair shall appoint a member of the Committee to serve as Vice-Chair. The Vice-Chair shall assist the Chair and perform the Chair's duties in the Chair's absence.

FREQUENCY of MEETINGS

Initially, the Committee shall meet quarterly to review the program and provide advice to program staff. After the first two years, the Committee shall meet no fewer than two times per year. The Committee is authorized to facilitate its work through informal subgroups, which shall report their activities and recommendations to the Committee as a whole. It is anticipated that the work of subgroups will be conducted primarily through telephone calls, e-mail correspondence, and e-mail discussion lists. Recommendations from subgroups must be reported to the Committee as a whole. Such recommendations shall be included in the official record of the Committee only as modified or ratified by the Committee as a whole, and reported to the Chief Operating Officer.

METRO SUPPORT

Metro will provide the facilities and support staff necessary to conduct meetings and support the activities of the Committee. Committee members will not be compensated for their services. Metro will pay costs associated with the provision of reasonable accommodations for members when such costs are directly associated with Committee meetings and reporting activities. In addition, Metro will provide funds annually to support the development and publishing of the Committee's annual report.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 12-4354, FOR THE PURPOSE OF ESTABLISHING A CEMETERY ADVISORY COMMITTEE

Date: August 7, 2012

Prepared by: Rachel Fox
503-797-1856

BACKGROUND

Metro's Pioneer Cemeteries Program staff has worked diligently over the past three years to improve the operations of Metro's cemeteries and elevate the position of the cemeteries in the community and industry.

The cemetery industry has changed significantly over the past twenty years; however recent operations of Metro's cemeteries have proven to be out-dated and unsustainable for the future of the cemeteries. There is a recognized need for the Program to operate in a businesslike, entrepreneurial and innovative manner while maintaining the rigorous standards required by the industry. Additionally, the Program requires a new operating model that incorporates technology, marketing concepts, and investments in cremation with consideration for operational needs, revenue and expenses. In August 2010 the Metro Council directed staff to hire the services of a cemetery business consultant. On September 13, 2011 Metro staff presented the Cemetery Business Operations Plan and Financial Pro Forma (Plan) to the Metro Council. Since that time the Cemetery Program has been incorporating recommendations from the Plan enabling Metro to chart a positive course for the cemeteries.

Staff has been implementing the recommendations of the Plan in a "measured" step-by-step approach with the following key goals:

- Lay foundation for and provide responsible Program growth not only fiscal growth but also with best management practices, staff education, increase offerings to the public and public awareness
- Increase revenues within the Program
- Increase the contributions to the perpetual care fund
- Engage in continued dialogue with the Metro Council seeking input and guidance at every step

The Metro Pioneer Cemeteries Program can increase its core competencies as it relates to the Metro Compass. The following framework is assumed to be flexible, pending ongoing growth results, budgeted cash flow, and Program needs. The framework is as follows:

Step 1 – Increase prices as noted in the Financial Section of the Plan and begin to establish the criteria for tiered merchandise pricing that reflects low, medium, high, and premium offerings.

Step 2 – Increase Perpetual Care Fund contributions to 25%.

Step 3 – Finalize core Best Management Practices in policies and procedures, records management, soil management and employee code of conduct.

Step 4 – Increase staffing to stabilize records management and allow the Cemetery Coordinators to be more proactive in sales.

Step 5 – Create a Cemetery Advisory Committee to assist with the direction of this Program.

Step 6 – Continue to progress with signage improvements at each cemetery so that vital information can be communicated to the public with a consistent brand and message, as noted in the Renewal and Replacement schedule.

Step 7 - Increase Cremation offerings to provide both price and style diversity for the consumer. Recommendations include initial inventory be considered for Douglass, Multnomah Park, and Lone Fir cemeteries. Although the latter two are currently closed, there is a waiting list of families for these desirable properties.

Step 8 – Increase sales pace by growing the pre-purchased sales side of the business through increased public outreach and marketing methodologies.

Step 9 – Progress public engagement and research regarding natural and pet burial options within the pioneer cemeteries.

In recognition of these factors, Metro Councilors Craddick and Roberts, Parks Planning, Parks Operations, Cemetery staff and the Office of Metro Attorney held a meeting in December 2011 to discuss the condition of the Program and jointly agreed that a cemetery advisory committee is necessary to help promote the Program's future, and resolve outreach, planning, programming, and operations challenges. This internal work group created the mission and governance structure of the committee along with a targeted list of community members to serve on the committee and has worked to make connections with these community members and has secured membership for service on the committee. Parks and Environmental Services and the Cemetery Program are prepared for this committee to be established as outlined in Resolution No. 12-4354.

ANALYSIS/INFORMATION

1. Known Opposition:

There is no known opposition.

2. Legal Antecedents:

Metro Code Chapter 2.19.060, governing advisory committees, limits the duration of advisory committees created by resolution to one year, subject to extension for a maximum three year term. Metro Code Chapter 2.19.030(b) requires that, except for MPAC and JPAC, members of advisory committees created by the Council must be appointed by the Council President subject to confirmation by the Council.

3. Anticipated Effects:

The Committee will make recommendations to improve the services offered to the public, the cultural awareness of Metro's customers, maintenance to enhance the cemeteries as both community burial grounds and natural, park-like settings, the activities on the properties as they are used as community gathering places for appreciation of art, culture and wildlife, and the diverse outreach to the community.

4. Budget Impacts:

It is anticipated that there will be some staff time spent on research and technical support in the Metro Council Office, the Office of the Chief Operating Officer, and Parks & Environmental Services.

RECOMMENDED ACTION

Staff recommends the Chief Operating Officer approve Resolution No. 12-4354