



Agenda Item No. 2.0

**SOLID WASTE COMMUNITY  
ENHANCEMENT FEES**

Metro Council Work Session  
Tuesday, Oct. 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**Presentation Date:** October 9, 2012 **Time:** 9:45 am **Length:** 30 minutes

**Presentation Title:** Solid Waste Community Enhancement Fees

**Service, Office, or Center:** Finance and Regulatory Services

**Presenters (include phone number/extension and alternative contact information):**  
Scott Robinson (x1605); Margo Norton (x1934); Roy Brower (x1657)

### SUMMARY

Metro has recognized that certain solid waste facilities or activities may present economic, environmental, health or other impacts on nearby host communities. Over the years, local host communities have used different approaches to address these impacts through a variety of methods, including establishment of good neighbor agreements, special land use, permit, license or franchise requirements, and collection and use of fees or taxes designated to support or otherwise compensate the host community.

When new solid waste facilities or activities are introduced to new locations with potential or perceived community impact, community enhancement fees can be an effective tool to address local concerns or overcome low levels of public acceptance through impact mitigation.

Metro Code, related to community enhancement fees, needs to be updated to reflect changes in the solid waste system. Certain elements mirror state law while others rely on Metro authority. Types of facilities not contemplated when the code was adopted present new challenges. In approaching a code revision, Metro should take a comprehensive look at the purpose, role, legal authority, policy and practice that enhancement fees should play in the currently configured solid waste system in anticipation of future changes to the system. In this context, Council consideration of several key questions, which are discussed in this report, would be useful, including:

1. Should Metro rely on Oregon law or Metro charter authority?
2. What is the purpose of an enhancement fee?
3. What types of solid waste facilities should be subject to an enhancement fee?
4. What amount should be collected?
5. What distribution method and level of Council oversight is appropriate?

### ISSUE & BACKGROUND

In the past, community enhancement fees have been collected on solid waste disposed at St. Johns Landfill and at regional transfer stations (Metro Central, Metro South and Forest Grove). Enhancement fees were also collected on solid waste composted at the short-lived Riedel Composter in the early 1990's. The funds, organization, and uses of fees have been varied. Attachment A provides a summary table of the facilities, fees, organization and approach for these fees, including those fees imposed by other cities or fees pending further Metro consideration.

Some enhancement fees have served to mitigate specific impacts of facilities on nearby residences; e.g. installation of low impact lighting or landscaping to reduce the visibility of the facility. Some fees have been used to support more general local community causes and projects such as job training, education, environmental restoration, or enhancement of parks and community properties, projects that may not be related directly to the facility itself.

In 2010, Metro Council determined that enhancement fees should be collected on food waste at Columbia Biogas (a food waste anaerobic digester and energy recovery facility) once it is constructed and operational. This was the first time Metro had considered collecting enhancement fees at a new facility since the early 1990's. New facilities or new activities at existing solid waste facilities have prompted some local communities to inquire about establishing or enacting enhancement fees as a way to offset impacts or to support neighborhood associations or local community groups (see Attachment A).

The purpose of today's work session is to provide Council with an opportunity to provide direction on the questions discussed below.

## **QUESTIONS**

1. Should Metro rely on Oregon law or Metro charter authority?

ORS 459.284 allows for the collection of enhancement fees, currently limited to a maximum of \$1 per ton, at certain types of facilities, to be used for "rehabilitation and enhancement" of the area around the facility. Certain facilities, such as material recovery operations, are not required to pay this fee. When multiple local jurisdictions serve as facility hosts, only one can collect the enhancement fee under state law. The collecting jurisdiction must form a citizen committee to recommend distribution of the funds.

Because of its home rule charter, Metro could collect enhancement fees independently. This approach offers more flexibility to Metro regarding size of the fee, types of facilities, how funds are distributed and for what purpose. If implemented, however, Metro may encounter some risk or challenge to its own authority. The risk is likely proportionate to the degree of difference between the state statutory conditions and the Metro conditions. Further, if Metro were to rely on its own authority, other local jurisdictions may be able to trigger the state authority. In addition to exercising its own taxing authority, a local government could use the state authority to collect an enhancement fee if it is not already being collected.

Attachment B provides a more thorough comparison of Oregon law and Metro charter authority.

2. What is the purpose of an enhancement fee?

Enhancement fees are intended to offset the impact of solid waste facilities or activities on a community. Implementation has varied in different communities. Some communities have used the enhancement fees to mitigate impacts from noise, odor, or lighting in areas directly bordering solid waste facilities. Others have used fees to fund more general community education, environmental or arts endeavors, areas not directly related to the facility operations.

Under state authority, the statute limits the use of funds to rehabilitation and enhancement of the area around the disposal site. Under Metro authority the purpose may be more flexible, although other sections of state law specify that money collected by Metro for solid waste disposal may be used only for solid waste purposes.

3. What types of solid waste facilities should be subject to an enhancement fee?

Under state law enhancement fees are collected to mitigate the impact of solid waste disposal, transfer and energy recovery activities, activities the state lawmakers have determined present the greatest risks and impacts to communities. State law specifically exempts certain facilities, presumably because lawmakers determined those operations do not present the same risks and, in the case of material recovery facilities, to encourage state recovery goals and recycling.

Metro may wish to consider other types of solid waste operations and activities: e.g. solid waste and food waste reloads, yard debris or food waste composting facilities, dry waste recovery facilities, new conversion technology operations, or other specialized recovery operations.

Council may wish to consider other factors that could trigger enhancement fees. For instance, special consideration might be necessary when new solid waste activities are located near residential neighborhoods, particularly low income, minority or disadvantaged neighborhoods. Enhancement fees could be triggered or set at a higher rate at facilities with proven poor compliance history or facilities unable or unwilling to effectively address the concerns expressed by its neighbors.

4. What amount should be collected?

Regional transfer stations in the Metro region have paid 50 cents per ton to the local host communities. This amount is set in Metro code and has been unchanged since 1990. With the continuing decline in tonnage because of the economic downturn and increasing options for managing waste, less is being collected each year. Oregon City has requested increasing the enhancement fee collected at Metro South. Once a facility closes (St. Johns Landfill), no further fees are collected.

Some local jurisdictions collect other types of fees or taxes. For instance, the city of Troutdale collects a general tax on the Troutdale Transfer Station of 65 cents per ton. Landfills, located outside the region, where Metro waste is disposed pay local fees, franchise fees or other consideration to local counties that range from \$1.60 per ton to \$2.74 per ton to a 3 percent tax based on gross receipts.

Community enhancement fees, or any other local fees or taxes, are likely to be passed on from the facility to the rate payer.

5. What distribution method and level of Council oversight is appropriate?

Oregon law directs the distribution method for community assessment fees imposed under its authority. Metro uses both the committee process and a direct pass-through to local government in its current programs. Metro could consider designating other groups such as neighborhood associations to distribute the funds. The level of oversight needed to assure compliance with state law or Metro Code may vary.

**KEY QUESTION(S) PRESENTED FOR CONSIDERATION**

Does Council want staff to develop updated Code for Council consideration related to enhancement fees?

Are there other questions that staff should consider as it develops a proposal for Council consideration?

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

**Attachment A**  
**Summary of Community Enhancement Fees**

<b>Facility (City)</b>	<b>Year Started</b>	<b>Fee</b>	<b>Feedstock</b>	<b>Current Status</b>	<b>Fund Balance (as of 6/30/12)</b>	<b>Total Collected In FY 11-12</b>	<b>Organization</b>
Metro Central (Portland)	1991	.50/ton	All incoming solid waste	Active but declining tonnage.	\$325,000	\$103,000	Funds collected by Metro and distributed as grants to the community by the Metro Central Enhancement Committee, chaired by the Metro District 5 Councilor.
Metro South (Oregon City)	1991 <sup>1</sup>	.50/ton	All incoming solid waste	Active but declining tonnage.	\$ 0	\$114,000	Funds collected by Metro and passed through to Oregon City through an IGA between the city and Metro. The city oversees distribution of funds.
St. John's Landfill (Portland)	1970's until 1991	.50/ton	All solid waste disposed when active.	No longer collected. Only spending interest.	\$1,619,000	\$ 0	Funds were collected during active disposal of solid waste. Current policy restricts annual disbursements to interest earnings. North Portland Enhancement Committee makes decisions on grants to community, chaired by the Metro District 5 Councilor.
Forest Grove Transfer Station (Forest Grove)	1998	.50/ton	All incoming solid waste	Active but declining tonnage.	\$ 0	\$54,287	Funds collected by Metro and passed through to the city of Forest Grove through an IGA. Forest Grove city council distributes funds.
<b>Enhancement Fees or Taxes Imposed by Other Local Governments and Pending Enhancement Fee Requests</b>							
Troutdale Transfer Station (Troutdale)	2009	.65/ton	All incoming solid waste	Active but limited to 73,500 <sup>2</sup> tons/year.	NA	\$45,000	Tax collected directly by city of Troutdale and used within its general fund by the city council.
Columbia Biogas (Portland)	NA	Not yet determined		Not yet operational.	NA	\$ 0	Not yet determined. Metro included a special condition within the franchise that establishes enhancement fee. No framework established or money collected. Cully Neighborhood Association has indicated an interest in the process.
Recology Foster Road Recovery Facility (Portland)	NA	NA	NA	Undergoing permitting with DEQ.	NA	NA	No framework established or money collected. Lents Neighborhood Association has requested that Metro collect fees on incoming residential yard debris mixed with food waste for use in mitigating impact of operation on Lents.

<sup>1</sup> Metro reimbursed Oregon City for certain costs as early as 1983. However, 1991 marked the beginning of a tonnage-based fee.

<sup>2</sup> Troutdale Transfer Station tonnage cap reverts to 70,000 tons beginning in 2013.

**Attachment B**  
**Community Enhancement Fees Comparative Assessment**

	<b>Current State Law</b>	<b>Under Metro Authority</b>
<p>Type of Facility</p>	<p>Enhancement Fees under state law (ORS 459.005) currently cover “disposal site” meaning land and facilities used for the disposal, handling or transfer of, or energy recovery, material recovery and recycling from solid wastes (see exemptions).</p> <p>Local government unit seeking to collect a state enhancement fee must already collect fees at the facility (ORS 459.284).</p> <p>Funds must be dedicated to rehabilitation and enhancement of the area <u>around the disposal site from which the fees have been collected</u> (ORS 459.284).</p> <p>Limitations: may not address all types of facilities that impact communities; requires local government to currently collect a “front door” fee.</p>	<p>Metro may determine the type of facility covered. (Currently, Metro Code 5.06 covers the Reidel Composter and Metro Central Station. Fees are also collected and remitted to Forest Grove and Oregon City through IGAs.)</p> <p>Collection of enhancement fees is included in the Metro franchise for Columbia Biogas but does not include implementation or collection details. (Disposal site definition under state law WOULD include Columbia Biogas; Metro collects a franchise fee which may meet the “for which fees have been collected” requirement. Metro authority would resolve this.)</p> <p>Risk of challenge increases if facilities now exempt under state law become included under Metro Code.</p>
<p>Strict Exemptions</p>	<p>Enhancement fees under state law (ORS 459.005) does not include material recovery, recycling or reuse facilities or a regional disposal site as defined in ORS 459.005.</p> <p>Regional disposal site means a disposal site that receives, or is designed to receive more than 75,000 tons of solid waste a year from outside the immediate service area in which the disposal site is located. Immediate service area means the county or Metro boundary. For a county within Metro the metropolitan service district, “immediate service area” means the metropolitan service district boundary.</p>	<p>State law does not pre-empt Metro from covering broader set of facilities as long as the set of facilities does not “contravene” state law.</p> <p>Metro authority would be needed to include MRFs and regional disposal sites, compost facilities or yard debris/food scrap reload facilities.</p> <p>Potential for challenge from currently exempt facilities if those facilities become subject to Metro authority.</p>

	<p>Limitations: Exempt facilities may still impact communities with traffic, noise, dust and odor.</p>	<p>Metro not currently collecting a front door fee at MRFs, compost or reload. A collection system exclusively for enhancement fees may be administratively burdensome and costly.</p>
<p>One local jurisdiction only</p>	<p>ORS 459.290: Each local government unit that apportions money under ORS 459.284 shall establish a citizens advisory committee to select plans, programs and projects for the rehabilitation and enhancement of the area around disposal sites for which the local government unit has apportioned moneys under ORS 459.284. Only one local government may establish a citizens advisory committee under this section</p> <p>Limitation: ORS 459.290 has been interpreted to mean only one community enhancement fee is permitted.</p>	<p>Under state law if Metro enacts a community enhancement fee, no local jurisdiction may implement its own.</p> <p>If Metro enacts an enhancement fee under its own authority, it is possible that the host jurisdiction could enact its own fee under state law. This would be at the jurisdiction’s own risk.</p>
<p>Amount</p>	<p>Current law: up to \$1 per ton</p> <p>(Legislative proposal to increase state fee may be introduced in the next session.)</p> <p>Limitation: fee is not indexed to consider inflation or diminishing tonnage</p>	<p>Under state authority, Metro could increase its current fee from 50 cents up to \$1 per ton. Oregon City has requested an increase in the fee, based on the declining revenue over time.</p> <p>Under Metro authority, Metro can set any fee.</p> <p>Limitation: fee is not indexed to consider inflation or diminishing tonnage</p> <p>Risk of challenge increases as fee exceeds \$1 unless state statute is changed</p>
<p>Allowable Use</p>	<p>Use of funds limited to rehabilitation and enhancement of the area around the disposal site (ORS 459.284).</p> <p>Risk: State law does not define precisely what “in and around” or what constitutes “rehabilitation and enhancement.” Some current uses may fit under only the</p>	<p>Under Metro authority Metro would not be limited to the allowable use description in the community enhancement statute.</p> <p>Risk: Under Metro authority, Metro would be subject to ORS 459.335: Notwithstanding any other provision of ORS 268.330, the metropolitan service district shall use moneys collected by</p>

	<p>broadest definition.</p>	<p>the district as service or user fees for solid waste disposal for:</p> <p>(1) Activities of the metropolitan service district related to solid waste, including activities of regional concern that are directly related to reducing the environmental impact from the generation, collection, transportation, processing and disposal of solid waste; and</p> <p>(2) Planning, administrative and overhead costs for activities of the district related to solid waste.</p>
<p>Distribution Method</p>	<p>ORS 459.290 requires a committee</p> <p>Each local government unit that apportions money under ORS 459.284 shall establish a citizens advisory committee to select plans, programs and projects for the rehabilitation and enhancement of the area around disposal sites for which the local government unit has apportioned moneys under ORS 459.284.</p> <p>Risk: If Metro collects the fee but is not directly involved in the distribution, Metro may have oversight responsibility for compliance with allowable use.</p>	<p>Whether Metro continues in the direct distribution role or changes to another distribution method, there is likely a presumption of affected community participation in some way.</p> <p>An alternative distribution method would need to be established in Metro Code.</p> <p>Risk: If Metro collects the fee but is not directly involved in the distribution, Metro may have oversight responsibility for compliance with allowable use.</p>
<p>Action Required</p>	<p>If Metro chooses to continue under state authority, Metro Code may need to be modified.</p> <p>Metro could increase its fee to \$1 without any state statutory change but Metro Code would need to be modified.</p> <p>Metro could change its distribution method as long as a committee remains involved at some level.</p> <p>Metro needs to examine the allowable uses and determine</p>	<p>If Metro chooses to proceed under its own authority, Metro Code will need more review and revision.</p> <p>Metro will need to assess and determine the level of risk it wishes to assume if it chooses to:</p> <ol style="list-style-type: none"> <li>1. Expand type of facility or activities covered.</li> <li>2. Include facilities for which no local government charges a fee.</li> <li>3. Include facilities now exempt under state law.</li> </ol>

	<p>whether more narrow instructions are needed for award criteria to conform to state allowable use.</p>	<ul style="list-style-type: none"><li>4. Increase fee beyond \$1 or any subsequent state fee.</li><li>5. Both Metro and a local government impose fees.</li></ul> <p>Distribution method can change.</p> <p>Metro needs to assess what instructions need to be given for award criteria to maintain nexus to solid waste system.</p>
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Agenda Item No. 3.0

**DIVERSITY ACTION PLAN  
PRESENTATION**

Metro Council Work Session  
Tuesday, Oct. 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date Oct. 9, 2012 Time: 10:15 a.m. Length: 40 min.

Presentation Title: Diversity Action Plan presentation

Service, Office, or Center:

Office of the COO/Human Resources

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

Bill Tolbert, x1910, Mary Rowe, x1572

### ISSUE & BACKGROUND

The Diversity Action Plan will go before the Metro Council for adoption on Oct. 11, 2012. Developed by Metro's Diversity Action Team, the plan responds to Metro's need to incorporate diversity and cultural competence in carrying out its mission. The team conducted the organization's first assessment on diversity in 2010, sponsored a series of diversity town halls in 2011 and hired a Diversity Program Manager in 2012 to facilitate implementation of the plan.

The Diversity Action Plan is a living document, subject to regular review and revisions to better reflect the growing diversity of the region Metro serves. The plan contains strategies and action items in five core areas: internal awareness and sensitivity to diversity issues; employee recruitment and retention; public involvement and citizen advisory committee membership; procurement; and usability of facilities and programs. The plan strategically sets goals and action items for the next four years.

The plan has been reviewed by internal stakeholders, including the Diversity Action Team and the Senior Leadership Team, and external community partners and received their support.

### OPTIONS AVAILABLE

N/A

### IMPLICATIONS AND SUGGESTIONS

Some other programs identified and impacted by this plan are: the Affirmative Action Plan, the First Opportunity Target Area program, Minority/Women/Emerging Small Business goals and outcomes, the Limited English Proficiency protocols under Title VI, and Americans with Disability Act considerations. Staff will continue to coordinate work in all these areas.

### QUESTION(S) PRESENTED FOR CONSIDERATION

N/A

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION  Yes  No  
DRAFT IS ATTACHED  Yes  No

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE METRO DIVERSITY ACTION PLAN ) RESOLUTION NO. 12-\_\_\_\_\_  
)  
) Introduced by Chief Operating Officer Martha  
) Bennett, with concurrence of Council  
) President Tom Hughes

WHEREAS, in 2005, the Metro Council convened a Diversity Action Team to ensure diversity initiatives were identified and achieved;

WHEREAS, on August 17<sup>th</sup>, 2006, the Metro Council approved Metro’s first Diversity Action Plan;

WHEREAS, the Metro Council is committed to supporting and promoting diversity within the agency in accordance with the adopted Metro value of Respect, and ensuring success in identifying and achieving diversity initiatives in the core diversity functional areas of: Internal awareness and sensitivity to diversity issues, Employee recruitment and retention, Public involvement and citizen advisory committee membership and Procurement;

WHEREAS, the Metro Diversity Action Team has through great effort developed a revised and detailed Diversity Action Plan as a written statement of Metro’s commitment to diversity;

WHEREAS, the Diversity Action Team conducted outreach and received numerous comments on the Diversity Action Plan from Metro’s employees and community groups outside of Metro;

WHEREAS, the Diversity Action Plan is a living document that will continue to evolve as Metro’s diversity programs grow and the Metro Council empowers the Metro Chief Operating Officer and the Diversity Action team to continue revising the Diversity Action Plan as this evolution takes place;

WHEREAS, the Diversity Action Plan is in a form that the Metro Council believes is ready for Metro Council adoption and support.

BE IT THEREFORE RESOLVED that the Metro Council adopts the Metro Diversity Action Plan in the form attached as Exhibit A and directs the Metro Chief Operating Officer and the Diversity Action Team to continue updating and revising the Diversity Action Plan as appropriate for the Agency.

ADOPTED by the Metro Council this \_\_\_\_\_ day of October, 2012.

\_\_\_\_\_  
Tom Hughes, Council President

Approved as to Form:

\_\_\_\_\_  
Alison Kean Campbell, Metro Attorney

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# Diversity Action Plan

Fall 2012



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**Letter of support from Council President Hughes or entire Council**

DRAFT

## 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 good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

### **Metro representatives – October 2012**

Metro Council President – Tom Hughes

Metro Councilors – Shirley Craddick, District 1; Carlotta Collette, District 2; Carl Hosticka, District 3; Kathryn Harrington, District 4; Rex Burkholder, District 5; Barbara Roberts, District 6.

### **Metro**

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## OVERVIEW

At Metro, we care about our employees and the community. Our mission is to inspire, engage, teach and invite people to preserve and enhance the quality of life and the environment for current and future generations. As we work with the region's communities to make a great place, we must ensure that all of our employees, customers and residents of the region are treated equitably. Metro's Diversity Action Team has developed this Diversity Action Plan as a blueprint for our organization to uphold Metro's value of respect and to reflect the growing diversity of the region we serve.

### **Metro's value of respect and definition of diversity**

Metro's Diversity Action Plan is founded on our organizational value of respect:

We encourage and appreciate diversity in people and ideas. We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

Metro defines diversity as the variance or difference amongst people:

This variance includes race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. These differences are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas. Honoring these differences while upholding our value for respect is central to our diversity philosophy.

Metro's philosophy regarding diversity:

Metro's diversity philosophy is built upon our commitment to creating, establishing, and maintaining a diverse and inclusive culture through increased internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership, procurement, and accessibility. Metro embraces diversity in such a way that it includes understanding the strength of individual and group differences, respecting the perspectives of others, and communicating openly. We strive to create an environment where all participants value and celebrate each other's contributions, skills, and experience and a workplace where all staff are encouraged to thrive and reach their highest potential.

### **Diversity Action Team vision**

We envision a future where Metro's diversity practices improve Metro's responsiveness to the residents of the region, strengthen Metro's workforce and serve as a model for other governments. Metro strives to incorporate diversity and cultural competence in carrying out its mission.

## **Diversity Action Plan process and scope**

To realize this vision, the Diversity Action Plan identifies strategies and actions to increase diversity and cultural competence at Metro in four key areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership and procurement.

The Diversity Action Team is primarily responsible for developing the plan's content, based on organizational needs and feedback gathered from employees and community groups. This plan is a living document, subject to regular review and revisions. For details on employee and community group engagement conducted for this plan, including issues and items to address in future revisions based on the stakeholder feedback, see Appendix B.

The Diversity Action Team reviews and recommends revisions to the Diversity Action Plan as necessary. The team recommends revisions to the Chief Operating Officer, who has Metro Council's delegated authority to revise the plan.

DRAFT

## ROLES AND RESPONSIBILITIES

Regardless of title or position, all individuals at Metro are responsible for meeting the Diversity Action Plan goals.

### **Metro employees**

Metro employees hold themselves and each other accountable to meeting diversity goals.

### **Metro management**

Metro managers and supervisors act as role models by holding themselves and each other accountable to meeting diversity goals. Metro managers and supervisors commit to ensuring the plan's success, including actively supporting the plan, setting expectations and holding employees accountable to meeting diversity goals.

### **Diversity Action Team**

The Diversity Action Team serves in an advisory capacity to the Senior Leadership Team regarding implementation of the Diversity Action Plan. The Diversity Action Team reviews the Diversity Action Plan as necessary and recommends revisions to the Senior Leadership Team and Chief Operating Officer. The Metro Council approves any revisions to the plan.

### **Diversity Program Manager**

The Diversity Program Manager serves as an internal consultant to cultivate diversity in Metro's practices, including further refinement and implementation of the Diversity Action Plan. On at least a semi-annual basis, the Diversity Program Manager will review implementation of the Diversity Action Plan and report to the Diversity Action Team and Senior Leadership Team on the plan's progress.

### **Senior Leadership Team**

The Senior Leadership Team of Metro's departments and venues is responsible for implementing the Plan. This team identifies resources necessary for carrying out the plan and to ensure continuity over time. Team members actively link organizational values to carrying out the plan and set expectations to hold themselves and the organization accountable to meeting diversity goals.

### **Metro Council**

The Metro Council adopts the Diversity Action Plan and acts as the budget authority, allocating resources to support the plan in balance with other needs of the organization. As elected representatives of the region, members of the Metro Council publicly reflect the values and commitments laid out in the plan.

## CORE AREA GOALS, STRATEGIES, ACTIONS AND INDICATORS

Key actions are included below each of the 4 core area goals. We have prioritized core area actions that are critical to the ongoing success of the respective core area. For the complete list of actions associated with each core area, see Appendix E.

### Core area 1: Internal awareness and sensitivity to diversity issues

To achieve greater internal awareness and sensitivity to diversity issues, Metro must establish active dialogue with employees regarding diversity; provide training to managers and staff; and put tools in place to measure inclusivity, diversity and cultural competence<sup>1</sup> at Metro.

#### Indicators

- Percentage of employees who agree and strongly agree with the statement: “Our organization is taking sufficient action to address and foster diversity,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of employees who agree or strongly agree with the statement: “All employees regardless of their differences are respected and valued for their contribution to our organization,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of staff at all levels who have attended diversity training.
- Percentage of managers who receive a “successful or above” rating in the correlating area of their performance evaluations.

**Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity, and other indicators of diversity are respected by all employees.**

#### Strategies:

- A. Use regular monitoring and assessment to measure our cultural competence and internal climate.**
- B. Provide cultural competency training for all employees.**
- C. Create an open climate for employees to understand and contribute to Metro's values and diversity practices.**
- D. Give consideration to Metro values and diversity practices in project planning.**

**Goal 1.2: Employees actively hold each other accountable for respectful behavior.**

#### Strategies:

- A. Provide tools and an environment where people feel safe to raise concerns.**

<sup>1</sup> See Appendix A for definition

## CORE AREA 1: PRIORITIZED ACTIONS

1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. <b>Funds required</b>	FY 2012-13
1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. <b>Funds required</b>	Initiate 2013
1.1.11 Develop and implement an internal communication plan, including use of Intranet, to build and maintain employee awareness about diversity and cultural competence. Ensure that employees are familiar with diversity team members.	Implement January 2013 and ongoing

DRAFT

**Core area 2:**  
**Employee recruitment and retention**

Employee recruitment and retention goals will improve diversity in recruiting, hiring and retaining employees. Human Resources staff will establish a baseline for minority applicants and employee retention; enhance outreach to strengthen relationships with underserved populations; improve diverse representation among hiring panels and further integrate diversity into new employee orientation and performance evaluations.

Employee recruitments are designed to establish a diverse workforce at Metro. Recruitments for positions at Metropolitan Exposition and Recreation Commission (MERC) venues will follow First Opportunity Target Area (FOTA) mandates.

**Indicators**

- Demographics of self disclosed minority candidate applicants as compared with previous fiscal year of applicant demographics.
- New employees hired by Metro per category according to gender, age group, minority group membership, and other indicators of diversity, as compared with previous fiscal year of hire demographics.
- Average rate of tenure, promotional rate, and turnover rate is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.
- Employee satisfaction rate as indicated in the Cultural Assessment and Employee Survey is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.

<b>Goal 2.1: Increase diversity in applicant pool.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use existing resources within the organization to help promote and attract a diverse representation of candidates.</li> <li>B. Invest resources in building professional relationships with community partners.</li> </ul>
<b>Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use resources to identify and address barriers in the selection process.</li> </ul>
<b>Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use existing and new resources to increase retention of diverse employees.</li> </ul>

## CORE AREA 2: PRIORITIZED ACTIONS

2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2012
2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary.	FY 13-14 and ongoing

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## Core Area 3: Public involvement and citizen advisory committee membership

Goals for public involvement and citizen advisory committee membership seek to have Metro outreach and committees, at a minimum, serve and represent the diversity of the region's population. Many of these actions should be part of a continuous and conscious effort to acknowledge that one committee member cannot represent an entire group and to ensure various groups are continually engaged. To meet these goals, Communications staff will conduct research to assess gaps in community interactions; engage the Metro Council members to actively conduct outreach to historically underserved<sup>2</sup> communities; establish protocols to improve diverse representation on Metro committees; and put tools in place to track and coordinate growing relationships with diverse communities as well as better communicate with those communities. Information about existing Metro committees is available at <http://www.oregonmetro.gov/committees>. The goals listed below also take into account the importance of Metro's policies and programs reflecting the values of diversity and equity.

### Indicators

- Number of culturally specific organizations engaged by Metro that represent the needs of underrepresented communities in the region.
- Demographic composition of people participating in public involvement activities per category according to gender, age group, minority group membership, and other indicators of diversity.
- Percentage of participants who think that Metro is effective in engaging diverse and historically underserved communities and meeting their stated needs, as compared with previous years. (requires survey)
- Percent of community organizations that are satisfied with their engagement with Metro.
- Demographics of committee applicant pool as compared with demographics of the region, including historically underserved populations.
- Demographics of committee members as compared with demographics of the region, including historically underserved populations.

### **Goal 3.1: Metro's public involvement fully engages diverse communities in the Metro region.**

#### **Strategies:**

- A. Provide support as needed for members of diverse communities to become involved in the public process.**
- B. Recognize the importance of making long-term investments through relationships with various diverse communities throughout the region. Ask diverse communities how best to engage them and transcend barriers to involvement. Meet on a regular basis to update involved groups/ individuals.**
- C. Increase Metro's presence in communities in culturally specific ways.**
- D. Improve diverse communities' access to information.**
- E. Improve Metro's ability to measure demographic data for historically underserved populations.**

<sup>2</sup> See Appendix A for definition

<b>Goal 3.1 (continued): Metro’s public involvement fully engages diverse communities in the Metro region.</b>
<ul style="list-style-type: none"> <li>F. Leverage relationships developed through job recruitment and procurement activities to expand Metro’s reach to underrepresented populations</li> <li>G. When public involvement policies and programs are developed or revised, integrate diversity and equity considerations into the process.</li> <li>H. Work collaboratively with government and community partners to tap into existing research and lessons learned; look for future opportunities to work together.</li> </ul>
<b>Goal 3.2: Metro committees reflect the diversity of our region’s communities.</b>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>A. Develop understanding of diverse communities’ barriers to committee participation.</li> <li>B. Provide support as needed for members of diverse communities to participate on Metro committees.</li> <li>C. Build support among existing committee members for improved participation by historically underserved populations.</li> <li>D. Consider changes in committee bylaws to broaden opportunities for membership by historically underserved populations.</li> <li>E. Explore and implement best practices for increasing diversity in committee membership.</li> <li>F. Develop new approach to public engagement review process (formerly Metro Committee for Citizen Involvement) that includes broader representation and understanding of public outreach tools.</li> </ul>

### CORE AREA 3: PRIORITIZED ACTIONS

3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process. Include demographic questions at all public involvement events and in all surveys conducted by Metro. Improve consistency and breadth of data collection through Metro public involvement events and surveys. <b>Resources required</b>	2012-2013/Ongoing
3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders. Establish working group to meet regularly and identify areas for leverage. Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts.	2013

## Core Area 4: Procurement

The primary goal of diversity in procurement is to increase the utilization of Minority-owned, Women-owned and Emerging Small Businesses<sup>3</sup> (MWESBs), Sheltered Market participants<sup>4</sup>, (SM) and Disadvantaged Business Enterprises, (DBE)<sup>5</sup>. Beyond increasing the number of MWESB firms participating on Metro contracts, Procurement staff will work with vendors, contractors and Metro staff to establish baseline usage data, identify areas for improvement, train stakeholders on the system, put new policies and procedures in place, and measure the performance of Metro's efforts.

### **Fiscal year indicators**

- Number of MWESB's and First Opportunity Target Area (FOTA) contractors that bid on Metro solicitations as compared to the total number of bids received.
- Amount of dollars awarded to MWESB and FOTA contractors and subcontractors out of the total dollar amount awarded.
- Percent of total available contract and subcontract dollars awarded to MWESB and FOTA contractors and subcontractors.
- Share of dollars awarded to MWESB's within the Sheltered Market Program, as compared with total contract dollars awarded.
- Percent of Sheltered Market Program construction contracts as compared with total construction contracts.
- Amount of dollars awarded to DBE contractors within the Sheltered Market Program.
- Percent of contracts awarded to DBE firms compared to total contracts.
- Number of formal procurements using value-based contracting<sup>6</sup> approach.
- Amount of dollar awards using value-based approach.

### **Goal 4.1: Increase MWESB and FOTA participation.**

#### **Strategies:**

- A. Identify areas for improvement through annual review of contract solicitation and awards.**
- B. Engage with vendors, contractors and Metro staff to uncover barriers to participation.**

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<sup>3</sup> MBE denotes firms that are 51% ownership by a racial minority; WBE denotes firms with 51% or higher woman ownership. ESB is characterized as an emerging small business with two tiers; Tier 1 requires firms to have 19 or fewer employees whose average annual gross receipts over the last three years are under \$1,699,953 for construction firms and under \$679,981 for non-construction-related firms. Tier 2 requires firms with 29 or fewer employees whose average annual gross receipts over the last three years are under \$3,399,907 for construction-related businesses and under \$1,133,302 for non-construction businesses.

<sup>4</sup> Metro's Sheltered Market Program restricts bids for public improvement contracts with dollar amounts between \$5,000 and \$50,000 to State certified Minority Owned Businesses, Women Owned Businesses or Emerging Small Businesses (MWESBs).

<sup>5</sup> Disadvantaged Business Enterprises are defined as those firms that are owned and operated by a woman or a member of a racial minority who are seeking federally funded construction contracts.

<sup>6</sup> See Appendix A for definition

<b>Goal 4.2: Increase contract dollars awarded to MWESB contractors and subcontractors to between 15 to 18 percent of total contract dollars.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Increase accountability of prime contractors to ensure MWESB and FOTA participation.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Expand Sheltered Market Program.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Increase accountability for prime contractors to comply with DBE requirements when hiring subcontractors.</li> <li>B. Increase accountability for local public agencies to comply with DBE requirements when hiring contractors.</li> <li>C. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.5: Use value-based contracting to promote equity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Establish agency policy.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.6: Develop recommendations with Metropolitan Exposition Recreation Commission (MERC) to align FOTA with strategies in this plan.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Develop and execute project plan to respond to FOTA recommendations requested by MERC Commission.</li> </ul>

### **CORE AREA 4: PRIORITIZED ACTIONS**

4.1.1 Track participation statistics.	Ongoing
4.2.6 Require MWESB and FOTA training for staff involved in contracts.	Ongoing
4.6.1 Conduct demographic study of FOTA area.	2012

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## APPENDIX A: METRO DEFINITIONS

### Balanced Scorecard

To gauge the overall health of the agency and to pursue continuous improvement in our business practices, Metro produces an annual Balanced Scorecard report. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability, and diversity. Balanced Scorecard reports can be found on Metro's website.

### Capacity-building

Capacity-building is a coordinated process of deliberate activities to upgrade skills, improve procedures and strengthen organizations by investing in people, institutions and practices that will enable organizations to achieve their objectives.

### Cultural competency

Cultural competency is a comprehensive collection of behavior, attitudes, practices and policies that creates an inclusive environment for people of diverse backgrounds. Culturally competent organizations have the awareness, knowledge base and learned skills to effectively and sensitively work with and provide services to people of diverse backgrounds.

### Disadvantaged Business Enterprise (DBE):

A company primarily owned by people who are socially and economically disadvantaged as defined by the federal government. This designation is used when contracting with federal funds.

### Diversity

Diversity is the variance or difference amongst people. This variance includes race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity, and others. These differences are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas. Honoring these differences while upholding our value for respect is central to our diversity philosophy.

### Equal Opportunity

Metro's commitment to provide equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, military service, or any other status protected by law. This applies to all employment related activities, procurement and citizen involvement.

### FOTA

Metro's First Opportunity Target Area (FOTA) program applies to the three venues under management by the Metropolitan Exposition Recreation Commission – the Oregon Convention Center, Portland

Center for the Performing Arts and Portland Expo Center. Established in 1989, the FOTA program was first intended to ensure that economically disadvantaged residents within the defined geographical area

**FOTA (continued)**

near the Oregon Convention Center(OCC) be offered the first opportunity to apply for employment at the OCC. The MERC Commission later expanded and applied the FOTA program to the other two venues and now also requires all three venues to offer contracting and procurement opportunities, in addition to employment opportunities, to individuals and businesses within the FOTA boundary.

### **Historically underserved**

Groups whose demographic, geographic, or economic characteristics impede or prevent their access to public services.

### **Inclusive/Inclusivity**

An inclusive organization respects and values the unique dimension of each employee. Inclusivity cultivates a climate where all members feel they belong. By encouraging engagement with multiple points of view, the organization welcomes the variety of perspectives and knowledge necessary for a healthy work environment. Metro recognizes that employees are at their creative and productive best when they work in an inclusive work environment.

### **MERC**

The Metropolitan Exposition Recreation Commission (MERC) manages three public facilities within Metro— the Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center. MERC is governed by a Board of Commissioners appointed by the Metro Council President upon recommendation from local area governments.

### **Minority/Women/Emerging Small Business (MWESB)**

A company primarily owned by minorities or women; or has a small number of employees and limited revenue. MWESB certification is approved by the State of Oregon.

### **Request for Bid**

A Request for Bid tells contractors exactly what is needed for the project and asks them to tell Metro how much the project would cost.

### **Request for Proposal**

Metro issues a Request for Proposal during a value-based contracting process. A Request for Proposal tells contractors what is needed for the project and what factors are important for the success of the project or to support Metro priorities. For example, important factors could be workforce diversity, subcontracts with MWESBs, or experience with similar projects. Contractors respond with how they meet the important factors, along with how much the project would cost.

## **Respect**

Respect is one of the stated values of Metro. We encourage and appreciate diversity in people and ideas. We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

## **Sheltered Market**

A sheltered market means that only certain vendors can bid on certain projects. Metro's Sheltered Market Program restricts bids for public improvement contracts between \$5,000 and \$50,000 to State of Oregon certified Minority Owned Enterprises, Women Owned Enterprises or Emerging Small Businesses (MWESBs). For these contracts, MWESBs do not compete against other vendors for the work.

Public improvement contracts are for construction, reconstruction or major renovations.

## **Value-based contracting**

In a value-based contracting process, Metro decides which contractor offers the best overall value rather than just the lowest price. For example, when Metro issues a Request for Proposal, we can specify that the diversity of a contractor's workforce is important. Then when Metro considers the contractor proposals, the decision is made based on workforce diversity among other factors, including price.

## APPENDIX B: STAKEHOLDER ENGAGEMENT AND FEEDBACK

### Stakeholder engagement conducted for this plan

Prior to engaging employees around the Diversity Action Plan, the Diversity Action Team and Human Resources sponsored two information-gathering efforts led by outside consultants: an organization-wide diversity survey in fall of 2010 and two diversity town halls at the Metro Regional Center and one at the Oregon Zoo in May of 2011. The survey results provided a baseline of employee beliefs and perceptions on diversity, and both efforts yielded themes and recommendations that were either integrated into this plan or held for consideration by the incoming Diversity Program Manager who was hired in February 2012.

From June to October of 2011, Diversity Action Team members made presentations about the Diversity Action Plan to 25 different employee groups across Metro. Following the presentations, the team invited employees at the Metro Regional Center, Oregon Zoo and Oregon Convention Center to view a large display of the plan's overview and goals, strategies and actions for the first core area addressing internal awareness and sensitivity to diversity issues.

In 2012 after the plan has been adopted by Metro Council, the team will bring the plan to outside community groups for their consideration and feedback.

### Stakeholder feedback to be addressed in future plan revisions

**Employee suggestion: Incorporate audience diversity and public access to our facilities, sites and information (online or otherwise).**

Explore a fifth core area: Accessibility.

To live our value of public service, Metro must commit to services, visitor venues and outreach programs that are inclusive and accessible to a diverse population.

An objective of this work over the coming year would be to complete an analysis of access needs and opportunities at Metro's built facilities. Accessibility goals would be to improve the opportunity for people of all abilities to participate in Metro's programs, services, facilities and events. Our outcome would be to achieve a culture of inclusion and promote participation of people of all abilities.

Potential goals include visitor venues and parks and environmental services that are welcoming to all, outreach programs that are culturally sensitive and education programs that meet the needs of diverse communities.

Potential first steps are to assess and establish a baseline for accessibility.

**Employee suggestion: Include equity in the plan.**

Metro plays a growing role in addressing equity issues and assessing the impacts of our services and planning activities on residents in the region. As our region's residents continue to encompass an ever-

growing range of multi-cultural, international, socio-economic, profession, age and ability characteristics, the importance of intentionally incorporating equity considerations and addressing long-standing inequities into Metro activities has become increasingly clear.

Metro staff is currently conducting an inventory of how Metro employees intentionally incorporate equity considerations into our activities. The inventory will begin to provide Metro staff and community stakeholders a standardized approach for how Metro considers equity. While the inventory is the first phase of a larger project focusing on how Metro should define and approach equity, future work is dependent upon resources and staff availability. If this future work is funded, the long-term goal is to develop an organizing framework that consistently incorporates equity into all Metro activities. The framework will provide a decision support tool that will help institutionalize equity in program and policy development throughout the agency.

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## APPENDIX C: 2012 DIVERSITY ACTION TEAM ROSTER

Martha Bennett, Chair Chief Operating Officer	Trudy Pollard Finance and Regulatory Services for MERC
Rex Burkholder, Metro Council Liaison Metro Councilor	Scott Robinson Deputy Chief Operating Officer
Molly Chidsey Sustainability Center	Mary Rowe Human Resources Director
Joe Durr Portland Center for the Performing Arts	Cary Stacey Office of the COO
Aidan Gronauer Sustainability Center	Nathan Sykes, Vice Chair Office of the Metro Attorney
Jan Jung, Treasurer Human Resources	Bill Tolbert Diversity Program Manager
Jim Middaugh Communications Director	Matt Tracy Sustainability Center
Jennifer Payne Oregon Zoo	

### ACKNOWLEDGMENTS

We would also like to thank the following people who, although not current Diversity Action Team members, participated in the development of this Diversity Action Plan.

Teddi Anderson, Gilbert Gomez, Julie Hoffman, Shareefah Hoover, Michael Jordan, Joni Marie Johnson, Darin Matthews, Pam McElwee, Kelsey Newell, Dylan Rivera, Stephanie Soden, Kathryn Sofich, Patty Unfred, Angela Watkins, Michelle DePass, Michael Walter, Paul Slyman, and Janna-Lena Militz.

## APPENDIX D: LEVEL OF ENGAGEMENT CATEGORIES

### **Community Partner or Community Stakeholder**

Includes all community organizations that are within Metro's Scope.

### **Metro Council**

Elected body of representatives of the region, which publicly reflect the values and commitments laid out in the plan.

### **Metro COO**

Has Metro Council's delegated authority to revise the plan.

### **Diversity Action Team (DAT)**

Advice on implementation and review of the Diversity Action Plan.

### **Diversity Program Manager**

Internal consultant responsible for refinement and implementation of the plan.

### **Senior Leadership Team (SLT)**

Implementation of the Plan and ensuring continuity.

### **Metro Diversity Action Plan Workgroup**

Project Workgroups will be limited to a specific term and the specific strategies/actions to which they are assigned.

### **Metro Department or Position**

Ex. Program Coordinator, Director, Program Manager

## APPENDIX E: CORE AREA ACTIONS

### Core area 1: Internal awareness and sensitivity to diversity issues

<b>Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees.</b>		
	<b>Actions</b>	<b>Completion</b>
A	1.1.1 Conduct initial “Cultural Compass” survey for baseline information; commit to follow-up surveys at least every two years.	Baseline completed 2010; future surveys in 2013, 2015, etc.
	1.1.2 Include diversity measures in Metro’s Balanced Scorecard.[1]	Completed
	1.1.3 Conduct comprehensive assessment of progress on Diversity Action Plan goals	2015-16
B	1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. <b>Funds required</b>	FY 2012-13
	1.1.5 Offer initial training sessions to Metro Councilors and Metropolitan Exposition Recreation Commissioners. <b>Funds required</b>	Initiate FY 2012-13
	1.1.6 Provide annual training sessions to managers and supervisors. <b>Funds required</b>	2013
	1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. <b>Funds required</b>	Initiate 2013
	1.1.8 Offer Uniting to Understand Racism course, or a similar class, twice per year.	Implement Fall 2012; ongoing thereafter
	1.1.9 Provide debriefing opportunities after any diversity training to identify areas for continuing support or attention.	Fall 2012
	1.1.10 Include diversity awareness training during employee orientation to ensure a good start.	FY 2012-13

<b>Goal 1.1 (continued): Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees</b>		
C	1.1.11 Develop and implement an internal communication plan, including use of Intramet, to build and maintain employee awareness about diversity and cultural competence. <ul style="list-style-type: none"> <li>▪ Ensure that employees are familiar with diversity team members.</li> </ul>	Implement January 2013 and ongoing
	1.1.12 Provide opportunities for Metro managers and employees to engage in dialogues about diversity and cultural competence.	Re-Uniting to Understand Racism started in 2012 Other opportunities commence 2014
	1.1.13 Invite diverse representation of employees and external stakeholders to participate in revisions of the Diversity Action Plan.	Ongoing
D	1.1.14 Review Project Management Training and include consideration of Metro’s values and diversity practices	Summer 2013
<b>Goal 1.2: Employees actively hold each other accountable for respectful behavior.</b>		
<b>Actions</b>		<b>Completion</b>
A	1.2.1 Train employees on what they can or should do if they experience or encounter behaviors or practices that run counter to diversity goals. (Ouch-Video training begun July 2012)	2013
	1.2.2 Promote current tools for establishing climate that is conducive for raising concerns and having them addressed appropriately.	Begin spring 2013 and then ongoing

## Core Area 2: Employee recruitment and retention

<b>Goal 2.1: Increase diversity in applicant pool.</b>		
	<b>Actions</b>	<b>Completion</b>
A	2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2012
	2.1.2 When opening a recruitment, solicit input from staff and community organizations to identify methods to reach diverse applicants.	Ongoing
	2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
	2.1.4 Include diversity and values language in classifications, job announcements and hiring panel questions.	Ongoing
	2.1.5 Attend a variety of job fairs and ensure diverse employee representation at the events. <b>Funds and resources required</b>	Ongoing
	2.1.6 Hold events for online application training with community partners. <b>Funds and resources required</b>	Ongoing
	2.1.7 Educate hiring managers on how to use internships to increase diversity in hiring pools.	Ongoing
	2.1.8 Focused outreach: increase recruitment and retention of people with disabilities.	2013 and ongoing
B	2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
	2.1.10 Provide sponsorship resources to community partners. <b>Funds and resources required</b>	FY 12-13 and ongoing
	2.1.11 Promote outreach events Human Resources staff is attending. <b>Funds and resources required</b>	End of FY 13-14

**Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.**

<b>Actions</b>		<b>Completion</b>
A	2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary.	FY 13-14 and ongoing
	2.2.2 Track data of successful applicants to determine how they were informed about position.	Jul-12
	2.2.3 Educate hiring managers regarding the importance of diverse employee representation on hiring panels.	Ongoing
	2.2.4 Brief and debrief hiring panels to ensure a fair and equitable hiring process.	Ongoing
	2.2.5 Hold Metro managers accountable through performance review process for diversity in hiring.	FY 13-14

**Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.**

<b>Actions</b>		<b>Completion</b>
A	2.3.1 Include diversity awareness training during employee orientation to ensure a good start.	FY 12-13
	2.3.2 Evaluate exit interviews and develop strategies for addressing identified diversity issues.	Ongoing
	2.3.3 Educate managers on how to use performance appraisals to raise concerns and have them addressed appropriately.	Spring 2013 and ongoing
	2.3.4 Establish baseline through initial Cultural Compass survey.	Completed 2010
	2.3.5 Explore the applicability of mentorship programs for employees and implements as determined appropriate.	FY 14-15
	2.3.6 Explore interest in establishing employee affinity and resource groups and establish as appropriate.	FY 13-14
	2.3.7 Ensure that diversity training curriculum includes issues specific to Metro, including hiring and retention	Jan-13

**Core Area 3:**  
**Public involvement and citizen advisory committee membership**

<b>Goal 3.1: Metro's public involvement fully engages diverse communities in the Metro region.</b>		
<b>Actions</b>		<b>Completion</b>
A	3.1.1 Partner with stakeholder groups to reach out to underserved populations and build capacity for community participation. <b>Funds required</b>	Ongoing
	3.1.2 Provide sponsorship funds or resources (such as meeting space) to diverse communities on an ongoing and equitable basis. <b>Funds required</b>	Ongoing
	3.1.3 Develop a Limited English Proficiency plan to evaluate and address language barriers. <b>Funds required</b>	2012
B	3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
C	3.1.5 Develop cultural awareness training concepts for external outreach. <b>Funds required</b>	2012-2013
	3.1.6 Coordinate with Procurement and Recruitment to identify Metro programs that could benefit from participating in large culturally specific events. <b>Resources required</b>  <b>Prioritize Metro programs that could benefit from participating in relevant, culturally specific events. Resources required.</b>	2013
D	3.1.7 Develop culturally specific methods for diverse communities to access Metro information most effectively. <b>Funds required for translation</b>	Ongoing
	3.1.8 Tailor outreach materials for diverse audiences and give specific examples for where people can get involved. <b>Funds required for translation</b>	Ongoing

E	<p>3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.</p> <ul style="list-style-type: none"> <li>▪ Include demographic questions at all public involvement events and in all surveys conducted by Metro.</li> <li>▪ Improve consistency and breadth of data collection through Metro public involvement events and surveys. <b>Resources required</b></li> </ul>	2012-2013/Ongoing
	<p>3.1.10 Establish baseline and publish results annually. <b>Funds required</b></p>	2013
F	<p>3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Establish working group to meet regularly and identify areas for leverage.</li> <li>▪ Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts.</li> </ul>	2013
G	<p>3.1.12 Develop an agency-wide process that will provide staff and the Metro Council with tools and criteria to consider diversity and equity in our public involvement and public outreach practices. <b>Resources required</b></p>	2013-14
H	<p>3.1.13 Meet with government and community partners regularly to share and improve public involvement best practices.</p>	2012
<b>Goal 3.2: Metro committees reflect the diversity of our region's communities.</b>		
<b>Actions</b>		<b>Completion</b>
A	<p>3.2.1 Develop an overview of Metro and the agency's committee work to present to historically underserved populations, including how Metro directly affects the various communities being recruited for these committees. <b>Funds required for translation</b></p>	2013
	<p>3.2.2 Conduct outreach with diverse community members to assess level of interest and barriers to participation. (See 3.1.16) <b>Funds required</b></p>	Ongoing in 2012
B	<p>3.2.3 Develop recommendations to support community member participation on metro committees.</p>	2013

<b>Goal 3.2 (continued): Metro committees reflect the diversity of our region's communities.</b>		
C	3.2.4 Provide diversity/equity awareness training for committees. <b>Funds required</b>	2013
	3.2.5 Build understanding and establish expectations that committee members will assist with engaging diverse communities.	2013
	3.2.6 Monitor outreach results by committee members to diverse communities.	2014
	3.2.7 Provide training and develop expectations for Senior Leadership Team members and Metro Councilors to engage diverse communities.	Ongoing
D	3.2.8 Change committee bylaws to address limitations and broaden membership.	2014
	3.2.9 Examine committee selection criteria through a diversity lens.	Ongoing
	3.2.10 Voluntarily gather demographic information from committee applicants.	Ongoing
E	3.2.11 Survey and research existing committees from local governments to learn best practices. <b>Funds required</b>	2013
	3.2.12 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.	2013
F	3.2.13 Replace Metro Committee for Citizen Involvement with more effective public engagement review process to include: <ul style="list-style-type: none"> <li>▪ Nine-member Public Engagement Review Committee appointed by Council – meets twice annually</li> <li>▪ Public involvement peer group – meets twice annually to share and improve best practice</li> <li>▪ Annual public meeting – community member review of past and upcoming Metro projects, politics and outreach practices (beginning in 2013)</li> <li>▪ Annual public survey of Metro public involvement practices</li> <li>▪ Annual public engagement report</li> </ul>	2013

## Core Area 4: Procurement

<b>Goal 4.1: Increase MWESB and FOTA participation.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.1.1 Track participation statistics.	Ongoing
	4.1.2 Develop an annual review and adjust strategy to narrow procurement participation gaps.	2013, Ongoing
B	4.1.3 Extend outreach to MWESB's via meet and greet events.	Ongoing
	4.1.4 Partner with outside organizations to provide training to MWESB's to navigate public bidding process.	Ongoing
	4.1.5 Conduct random follow-up with contractors that did not submit responses and contractors that responded but were not awarded contracts.	FY 13-14
<b>Goal 4.2: Increase contract dollars awarded to MWESB and FOTA contractors and subcontractors to 18% of total contract dollars.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.2.1 Annually review contract solicitation and awards including: <ul style="list-style-type: none"> <li>• Requests for bids and proposals sent to MWESB's and partner organizations.</li> <li>• Bids and proposals received from MWESB's.</li> <li>• Contracts and subcontracts awarded to MWESB's.</li> </ul>	Ongoing
	4.2.2 Institute monthly reporting by prime contractors regarding their use of MWESB's as subcontractors in projects over \$100,000.	Ongoing
B	4.2.3 Review request for proposals (RFP's) prior to issuance to ensure diversity language is included.	Ongoing
	4.2.4 Review construction bids under \$50,000 to ensure MWESB participation.	Ongoing
	4.2.5 Include compliance language in performance evaluations for procurement and project managers.	2014
	4.2.6 Require MWESB training for staff involved in contracts.	Ongoing

<b>Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.3.1 Gain approval from MERC to amend MERC procurement policy to include Sheltered Market Program.	2013
B	4.3.2 Track compliance by department programs.	Ongoing
	4.3.3 Provide mandatory staff training.	Ongoing
<b>Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.4.1 List DBE goal in requests for proposals for federally funded projects.	Ongoing
	4.4.2 Establish DBE goal for agency, subject to revision every three years.	Completed
B	4.4.3 Include DBE appropriate language in intergovernmental agreements	Ongoing
	4.4.4 Monitor ongoing reporting by public agencies.	Ongoing
C	4.4.5 Review RFP's prior to issuance for all federally funded projects.	Ongoing
	4.4.6 Provide DBE mandatory training.	FY 12-13
<b>Goal 4.5: Use value-based contracting to promote equity.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.5.1 Establish protocol for involvement in value-based contracting for projects over \$100,000.	Ongoing
	4.5.2 Revise RFP templates to emphasize best value and promote diversity in employment and contracting.	Completed
B	4.5.3 Procurement to meet with department staff regarding value-based contracting policy and expectations.	2012
	4.5.4 Provide mandatory training.	Ongoing

**Goal 4.6: Develop recommendation to reconcile MERC FOTA with strategies in this plan.**

<b>Actions</b>		<b>Completion</b>
A	4.6.1 Conduct demographic study of FOTA area.	2012
	4.6.2 Develop recommendations for MERC Commission and the Metro Council in response to study.	FY 12-13

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## STAFF REPORT

### IN CONSIDERATION OF [RESOLUTION OR ORDINANCE] NO. 12- [INSERT NUMBER], FOR THE PURPOSE OF ADOPTING THE METRO DIVERSITY ACTION PLAN

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Date: Oct. 11, 2012

Prepared by: Bill Tolbert, x1910

## BACKGROUND

In 2005, Metro Council approved the convening of the Diversity Action Team at the request of the Chief Operating Officer (COO). The COO chairs the Diversity Action Team, which includes members of the Senior Leadership Team, a Metro Councilor to serve as liaison to Metro Council, and employee representatives. The Diversity Action Team meets monthly to determine how to promote diversity at Metro.

### Key Activities of the Diversity Action Team

- The team has been an active partner with the Metro Council, Senior Leadership Team, Human Resources and Finance and Regulatory Services in providing diversity training and outreach opportunities, building partnerships with outside organizations and supporting diversity goals.
- On October 2010 the team launched the organization's first assessment on diversity, called the Cultural Compass 2010 Diversity Survey.
- In spring of 2011 the team sponsored a series of diversity town halls, led by consultant Steve Hanamura.
- In February 2012 Metro hired a Diversity Program Manager whose job in part is to review the plan, make necessary revisions, and to facilitate implementation of the five core areas of the Diversity Action Plan.
- October 2012 marks the completion of Metro's first comprehensive Diversity Action Plan.

### About the Diversity Action Plan

- The Diversity Action Plan is a living document, subject to regular review and revisions to better reflect the growing diversity of the region Metro serves. This evolving plan identifies goals, strategies and actions to increase diversity and cultural awareness at Metro.
- The plan contains strategies and action items in five core areas: internal awareness and sensitivity to diversity issues; employee recruitment and retention; public involvement and citizen advisory committee membership; procurement; and usability of facilities and programs.
- The plan strategically sets goals and action items for the next four years.
- Some other programs identified and impacted by this plan are: the Affirmative Action Plan, the First Opportunity Target Area program, Minority/Women/Emerging Small Business goals and outcomes, the Limited English Proficiency protocols under Title VI, and Americans with Disability Act considerations. Staff will continue to coordinate work in all these areas.
- The plan has been reviewed by external community partners and received their support.
- The plan has been reviewed by internal stakeholders including the Diversity Action Team and the Senior Leadership Team and has received their support.

## **ANALYSIS/INFORMATION**

1. **Known Opposition:** None
2. **Legal Antecedents:** None
3. **Anticipated Effects:** Adoption and implementation of the Diversity Action Plan will ensure that Metro incorporates diversity and cultural competence in carrying out its mission, improving Metro's responsiveness to the residents of the region, strengthen Metro's workforce and serve as a model for other governments.
4. **Budget Impacts:** Some of the core area actions are part of current budgetary processes and others have been marked on the plan as "funds required" or "resources required".

## **RECOMMENDED ACTION**

Full council support for the implementation of the Diversity Action Plan and adoption of the plan by resolution. The council's support is crucial to the success of the plan and visibility of Metro's commitment to diversity.

Agenda Item No. 5.0

**POPULATION AND EMPLOYMENT  
FORECAST DISTRIBUTION AT A LOCAL  
LEVEL**

Metro Council Work Session  
Tuesday, Oct. 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: October 9, 2012 Time: 11 a.m. Length: 45 minutes

Presentation Title: Population and Employment Forecast Distribution at Local Level

Service, Office, or Center:

Research Center and Planning and Development Department

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

Mike Hoglund, Research Center Director and Gerry Uba, Principal Regional Planner

### **ISSUE & BACKGROUND**

Oregon law (ORS 195.025; 195.036) requires Metro to coordinate a 20- year population forecast for planning purposes inside the UGB. One of the ways Metro coordinates the forecast with local governments is through the distribution of the regional population and employment forecast previously accepted by the Metro Council as part of the growth management decision in 2011. The forecast distribution is made to the smaller geography called traffic analysis zones (TAZ) and is aggregated at city boundary and county boundary levels for local governments to use for their planning activities. The TAZ is the standard unit containing data representing the building blocks of Metro's key forecasting tools (travel demand model and MetroScope) and is consistent with TAZs used for planning by local jurisdictions. The distribution represents Metro's estimate of where growth (households and employment) will locate in the future based on local governments' adopted zoning, local estimates of redevelopment capacity, regional and local transportation and infrastructure investments as identified in adopted plans, and estimates of transportation mode splits and commute patterns, and market conditions. The distribution assumes the existing zoning is in place for the entire planning horizon. .

The forecast distribution is essential for local and regional planning. Local governments scheduled by the Oregon Department of Land Conservation and Development (DLCD) to update their comprehensive plans (through periodic review) are required to base their updates on a coordinated forecast. Counties are responsible for coordinating the forecast for areas outside of Metro area and will use the coordinated forecast as the basis for this distribution, as well. The distribution supports local transportation system plan updates and various local planning activities. Metro will use this distribution to inform the next Regional Transportation Plan update. The distribution also supports transportation corridor planning and planning for water and other special districts.

Metro staff coordinated extensively with local government staff in the development of this forecast distribution and told local staff that Metro Council will adopt the forecast distribution. Staff are now ready to seek Metro Council adoption by ordinance.

## **OPTIONS AVAILABLE**

Metro has developed a coordinated population forecast distribution every five years for over 20 years. In the past, Metro Council has approved the distribution as part of the approval of the Regional Transportation Plan or as part of adopting another document. Due to the need to make this local forecast available for use by local governments in the Metro region, staff is proposing, as DLCD requested, that the Metro Council adopt by ordinance and be acknowledged by DLCD as part of Metro's planning documents to support planning coordination. This is not a land use decision, however, since no new policies are being adopted, and could be adopted by Resolution. Metro could delay adoption of the forecast distribution, however, delay of the adoption would delay other local government actions. State law requires Counties to adopt the coordinated forecast by ordinance for their 20 year planning. As stated earlier, local governments in periodic review are required to coordinate their forecast with Metro.

An ordinance and staff report has been drafted and scheduled for first reading later this month. The ordinance has been scheduled for adoption in the later part of next month.

## **IMPLICATIONS AND SUGGESTIONS**

A coordinated forecast is the cornerstone of coordinated planning for the Metro area. Adopting the ordinance will allow local governments to start using the coordinated distribution for their planning activities. Staff will present the forecast distribution to MTAC and MPAC and TPAC and JPACT this October and November. Staff will also share the distribution with special districts to support coordinated planning.

After adoption of the forecast distribution, Metro staff can start more in-depth analysis of the data to determine the implications of the distributions to existing regional policies and investment decisions. This analysis will be available to Metro Council for consideration as part of the next growth management decision.

## **QUESTION(S) PRESENTED FOR CONSIDERATION**

- 1) Is there a particular point you would like staff to emphasize in presentations to MPAC and JPACT about the growth distribution process or results?
- 2) Would you like staff to come back with additional analysis and information about the implications of the distribution to existing regional/local policies?
- 3) Is there any additional information the Council would need before adoption?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION**  Yes  No  
**DRAFT IS ATTACHED**  Yes  No

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE )  
DISTRIBUTION OF THE POPULATION ) Ordinance No. 12-1292  
AND EMPLOYMENT GROWTH TO YEAR )  
2035 TO TRAFFIC ANALYSIS ZONES IN ) Introduced by  
THE REGION CONSISTENT WITH THE )  
FORECAST ADOPTED BY ORDINANCE )  
NO. 11-1264B IN FULFILLMENT OF )  
METRO'S POPULATION COORDINATION )  
RESPONSIBILITY UNDER ORS 195.036 )  
)

WHEREAS, ORS 195.025 designates Metro as the local government responsible for coordination of planning activities within the Metro district; and

WHEREAS, ORS 195.036 requires the designated local government responsible for coordination of planning activities in a region to establish and maintain a population forecast for the area within its boundary and to coordinate the forecast with the other local governments within the boundary; and

WHEREAS, the Metro Council adopted a population and employment forecast for the region by Ordinance No. 11-1264B ("For the Purpose of Expanding the Urban Growth Boundary to Provide Capacity for Housing and Employment to the year 2030 and Amending the Metro Code to Conform") on October 20, 2011; and

WHEREAS, the distribution to specific zones within the region of forecasted population and employment adopted by this ordinance reflects prior policy decisions made by the Metro Council to: (1) use land inside the UGB more efficiently in Ordinance No. 10-1244B, and (2) add land to the UGB in Ordinance No. 11-1264B; and

WHEREAS, Metro began the process of distribution of the forecasted population and employment in October 2010, by coordinating the distribution with the 25 cities and three counties portions of which lie within the Metro district; in the course of 24 months, Metro held 15 coordination meetings with local governments, by county; more than 25 meetings with individual cities and counties; and four meetings with the city of Vancouver and Clark County to share the results of preliminary distributions and to seek comments and suggestions to improve the accuracy of the distributions; and

WHEREAS, Metro staff made presentations to its advisory committees (MPAC, MTAC, TPAC and JPACT) regarding the distribution and coordination with local governments; and

Final Draft

WHEREAS, Metro incorporated many of the comments and suggestions to refine the distribution and published a final distribution on \_\_\_\_\_, 2012; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The distribution made to traffic analysis zones, described in Exhibit A to this resolution and in the Staff Report dated October 2, 2012, of the regional population and employment forecast adopted by the Council in Ordinance No. 11-1264B, is accepted and adopted as fulfillment of Metro's responsibilities regarding coordination of population forecasts under ORS 195.025 and 195.036 and is endorsed for use by the 25 cities and three counties as their own population and employment forecasts for their planning activities.
2. The Chief Operating Officer shall make the distribution of population and employment available to each city and county in the district.

ADOPTED by the Metro Council this \_\_\_\_ day of November, 2012.

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Tom Hughes, Council President

Approved as to form:

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Alison Kean Campbell, Metro Attorney

## EXHIBIT A (1)

### 2035 Reviewed Household Forecast Distribution by Jurisdiction

#### MetroScope Gamma TAZ Forecast

Final Draft 9/19/2012

Notes: Jurisdiction geographies are approximate, and based on TAZs. Urban Reserves are considered to be outside the UGB.

	2010 Reviewed HH			2035 Reviewed HH			2010-2035 Change		
	SF	MF	Total	SF	MF	Total	SF	MF	Total
<b>Inside Metro UGB:</b>									
Beaverton	18,128	21,953	40,081	20,038	30,479	50,517	1,910	8,526	10,436
Cornelius	2,467	1,051	3,518	3,428	2,085	5,513	961	1,034	1,995
Damascus	3,322	205	3,527	11,700	217	11,916	8,378	12	8,389
Durham	350	8	358	410	26	436	60	18	78
Fairview	1,677	1,954	3,631	1,927	2,076	4,003	250	122	372
Forest Grove	4,775	2,717	7,492	6,999	3,380	10,379	2,224	663	2,887
Gladstone	2,831	1,356	4,187	3,097	1,779	4,876	266	423	689
Gresham	19,781	18,243	38,024	25,394	25,656	51,051	5,613	7,413	13,027
Happy Valley	4,162	273	4,435	9,898	512	10,410	5,736	239	5,975
Hillsboro	18,575	14,251	32,826	21,762	23,211	44,973	3,187	8,960	12,147
King City	572	383	955	590	379	969	18	-4	14
Lake Oswego	10,887	5,180	16,067	12,307	6,984	19,291	1,420	1,804	3,224
Milwaukie	5,934	2,307	8,241	7,166	2,574	9,740	1,232	267	1,499
Oregon City	8,463	3,511	11,974	12,186	4,861	17,047	3,723	1,350	5,073
Portland	143,801	104,915	248,716	165,636	204,068	369,704	21,835	99,153	120,988
Sherwood	4,971	1,505	6,476	5,553	1,716	7,269	582	211	793
Tigard	12,035	6,632	18,667	15,120	10,877	25,997	3,085	4,245	7,330
Troutdale	3,981	1,806	5,787	4,506	2,126	6,632	525	320	845
Tualatin	5,391	4,847	10,238	5,980	5,190	11,170	589	343	932
West Linn	7,670	2,582	10,252	9,237	2,751	11,988	1,567	169	1,736
Wilsonville	3,471	4,509	7,980	5,625	5,883	11,508	2,154	1,374	3,528
Wood Village	458	1,081	1,539	488	1,121	1,609	30	40	70
Uninc. Clackamas Co.	21,497	13,559	35,056	28,816	16,650	45,466	7,319	3,091	10,410
Uninc. Multnomah Co.	1,715	314	2,029	3,260	847	4,107	1,545	533	2,078
Uninc. Washington Co.	50,176	21,204	71,380	71,698	28,778	100,476	21,522	7,574	29,096
<b>UGB Total</b>	<b>357,090</b>	<b>236,346</b>	<b>593,436</b>	<b>452,823</b>	<b>384,225</b>	<b>837,048</b>	<b>95,733</b>	<b>147,879</b>	<b>243,612</b>
<b>Outside Metro UGB:</b>									
Clackamas County	40,749	4,202	44,951	60,792	5,600	66,392	20,043	1,398	21,441
Multnomah County	3,776	97	3,873	4,243	122	4,365	467	25	492
Washington County	11,259	101	11,360	27,369	5,401	32,770	16,110	5,300	21,410
Clark County	114,638	43,472	158,110	164,207	64,185	228,392	49,569	20,713	70,282
<b>Four-County Total</b>	<b>527,512</b>	<b>284,218</b>	<b>811,730</b>	<b>709,433</b>	<b>459,534</b>	<b>1,168,967</b>	<b>181,921</b>	<b>175,316</b>	<b>357,237</b>

**EXHIBIT A (2)**

**2035 Reviewed Employment Forecast Distribution by Jurisdiction**

**MetroScope Gamma TAZ Forecast**

Final Draft 9/19/2012

Notes: Jurisdiction geographies are approximate, and based on TAZs. Urban Reserves are considered to be outside the UGB.

	2010 Employment Geocode				2035 Jurisdiction Review				2010 - 2035 Change			
	Retail	Service	Other	Total	Retail	Service	Other	Total	Retail	Service	Other	Total
<b>Inside Metro UGB:</b>												
Beaverton	11,041	19,261	21,539	51,841	14,254	33,282	27,822	75,358	3,213	14,021	6,283	23,517
Cornelius	693	711	1,680	3,084	1,611	1,880	4,440	7,931	918	1,169	2,760	4,847
Damascus	260	357	908	1,525	902	1,613	1,894	4,409	642	1,256	986	2,884
Durham	1	213	318	532	1	307	458	766	0	94	140	234
Fairview	236	497	1,878	2,611	558	3,293	3,724	7,575	322	2,796	1,846	4,964
Forest Grove	882	2,018	2,617	5,517	1,747	3,455	5,343	10,545	865	1,437	2,726	5,028
Gladstone	702	546	883	2,131	903	1,040	1,092	3,035	201	494	209	904
Gresham	7,353	8,871	16,408	32,632	12,334	20,154	26,079	58,567	4,981	11,283	9,671	25,935
Happy Valley	241	256	621	1,118	789	1,842	1,616	4,247	548	1,586	995	3,129
Hillsboro	9,584	14,449	34,227	58,260	12,152	25,518	55,733	93,403	2,568	11,069	21,506	35,143
King City	137	269	64	470	173	511	137	821	36	242	73	351
Lake Oswego	2,553	7,024	8,670	18,247	2,323	11,584	8,879	22,786	-230	4,560	209	4,539
Milwaukie	1,403	3,527	6,658	11,588	1,944	5,751	7,712	15,407	541	2,224	1,054	3,819
Oregon City	3,081	3,727	7,580	14,388	5,418	6,990	10,077	22,485	2,337	3,263	2,497	8,097
Portland	65,150	139,116	170,076	374,342	76,134	218,147	214,199	508,482	10,984	79,031	44,123	134,140
Sherwood	1,103	1,206	1,907	4,216	1,643	2,604	5,005	9,252	540	1,398	3,098	5,036
Tigard	9,072	11,901	16,196	37,169	10,764	23,818	19,650	54,232	1,692	11,917	3,454	17,063
Troutdale	1,272	493	2,361	4,126	2,039	2,357	5,615	10,011	767	1,864	3,254	5,885
Tualatin	4,372	6,140	12,460	22,972	5,066	8,868	21,305	35,239	694	2,728	8,845	12,267
West Linn	966	1,593	1,693	4,252	1,517	2,683	2,331	6,531	551	1,090	638	2,279
Wilsonville	2,480	4,839	9,754	17,073	3,536	9,733	14,150	27,419	1,056	4,894	4,396	10,346
Wood Village	1,261	242	531	2,034	1,783	1,158	1,489	4,430	522	916	958	2,396
Uninc. Clackamas Co.	11,506	13,302	20,344	45,152	15,519	26,628	25,775	67,922	4,013	13,326	5,431	22,770
Uninc. Multnomah Co.	109	377	396	882	749	1,658	2,367	4,774	640	1,281	1,971	3,892
Uninc. Washington Co.	5,929	13,844	17,097	36,870	8,659	23,012	31,142	62,813	2,730	9,168	14,045	25,943
<b>UGB Total</b>	<b>141,387</b>	<b>254,779</b>	<b>356,866</b>	<b>753,032</b>	<b>182,518</b>	<b>437,886</b>	<b>498,034</b>	<b>1,118,440</b>	<b>41,131</b>	<b>183,107</b>	<b>141,168</b>	<b>365,408</b>
<b>Outside Metro UGB:</b>												
Clackamas County	4,803	5,218	15,348	25,369	8,182	11,295	22,359	41,836	3,379	6,077	7,011	16,467
Multnomah County	361	479	1,513	2,353	384	876	1,945	3,205	23	397	432	852
Washington County	854	1,640	5,881	8,375	2,363	6,659	18,084	27,106	1,509	5,019	12,203	18,731
Clark County	25,375	42,061	59,831	127,267	40,864	80,963	100,193	222,020	15,489	38,902	40,362	94,753
<b>Four-County Total</b>	<b>172,780</b>	<b>304,177</b>	<b>439,439</b>	<b>916,396</b>	<b>234,311</b>	<b>537,679</b>	<b>640,615</b>	<b>1,412,607</b>	<b>61,531</b>	<b>233,502</b>	<b>201,176</b>	<b>496,211</b>

**STAFF REPORT**

IN CONSIDERATION OF ORDINANCE NO. 12-1292, FOR THE PURPOSE OF ADOPTING THE DISTRIBUTION OF THE POPULATION AND EMPLOYMENT GROWTH TO YEAR 2035 TO TRAFFIC ANALYSIS ZONES IN THE REGION CONSISTENT WITH THE FORECAST ADOPTED BY ORDINANCE NO. 11-1264B IN FULFILLMENT OF METRO'S POPULATION COORDINATION RESPONSIBILITY UNDER ORS 195.036

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Date: October 2, 2012

Prepared by: Gerry Uba, x1737

**BACKGROUND**

Oregon land use law (ORS 195.036; 195.025) requires Metro to coordinate its regional population forecasts with local governments inside the urban growth boundary for use in updating their comprehensive plans, land use regulations and other related policies. In 2009, Metro created a population and employment growth forecast for the seven-county region<sup>1</sup> for the next 50 years. One of the ways Metro coordinates the population and employment forecast is to conduct a localized distribution of the 2009 forecast after an urban growth boundary decision cycle is completed.

Metro has been preparing localized-level analyses every five years for over 20 years. The current distribution is the most advanced analysis yet. The experience gained from previous distributions has helped Metro and local governments to improve the methodology and the information that is produced. To accommodate various local and regional planning needs, the localized growth forecast distribution was produced for the years 2025, 2035 and 2040. Local government staff expressed interest in the 2035 distributions as more relevant for their 20-year growth planning.

The distribution information is essential for local and regional planning, such as updating local comprehensive plans (through periodic review), local transportation system plans, and the Regional Transportation Plan. The information is also used for corridor planning and special districts planning. Many cities in the region currently undergoing periodic review are coordinating their forecast with Metro as they are updating their comprehensive plans. Although there is no legal requirement for special districts to coordinate their forecast with Metro, the distribution information will be useful to special districts in the region, such as school, water, sewer and fire districts, in updating their facility plans and emergency preparedness plans. The information is also helpful to TriMet in forecasting future ridership and mapping travel patterns, enabling the agency to better plan for frequency of MAX and bus service and future routes.

Methodology of the growth forecast distribution

The growth forecast distribution is based on policy and investment decisions and assumptions that local elected leaders and the Metro Council have already adopted, including the seven-county forecast, existing zoning, adopted plans, the most recently adopted Regional Transportation Plan, and urban and rural reserves. The regional coordination of the forecast distribution is a two stage process.

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<sup>1</sup> Clark, Clackamas, Columbia, Multnomah, Skamania, Washington, and Yamhill counties

## DRAFT

The first stage of the coordination process involves Metro and local government staff working together to refine the buildable land inventory (BLI) methodology to ensure the accuracy of zoning and growth capacity assumptions. The methodology takes into account land that cannot be built on due to environmental constraints and right of way, as well as capacity from vacant buildable lands, new urban areas<sup>2</sup>, prospective urban growth boundary expansions into designated urban reserves, redevelopment and infill. As a result of this exercise, the region now has an updated 30-year capacity estimate that reflects the input and review from local government staff. This coordinated buildable land inventory reflects the increasing importance of redevelopment as a key part of the land supply in this region.

The geography used for this analysis is the Traffic Analysis Zone (TAZ). To provide more detail than the previous growth distribution, the number of TAZs used was increased from 2,013 to 2,162. The TAZ is the geographic unit that serves as the building block of Metro's primary forecasting tools (the travel demand model and MetroScope). By dividing the region into 2,162 TAZs, the accuracy of the travel demand model as well as all other aspects of transportation planning are improved. The TAZ-level data also assist land use planners in updating comprehensive plans and zoning, and conducting other types of land use analysis, including neighborhood level analysis.

In the second stage of the distribution coordination process, land use and transportation models are used to match demand (the seven-county forecast) with supply (the BLI). After extensive review of Metro's initial distributions with local governments' staff, the final product is the 2025, 2035 and 2040 distributions of forecast households and jobs to TAZs, cities and unincorporated areas in the region.

Further analyses of the distribution data reveal future trends that regional and local planners should bring to the attention of their decision makers.

### Regional Planning Directors Involvement

The coordination of population and employment forecast was kicked off with a meeting of the Regional Planning Directors in October 2010, endorsing roles and responsibilities of local governments and Metro. The directors met again in July 2011 to review, discuss and reach agreement on the outcome of the first stage of the process – the BLI methodology, urban reserve urbanization assumptions, redevelopment assumptions, and the capacity of residential and employment land. The last meeting of directors was in September 2012 to review and comment specifically on the 2035 distribution of households and employment.

### Metro advisory committee involvement

The outcome of the first stage of the process (BLI methodology, urban reserve urbanization assumptions, redevelopment assumptions, and capacity of residential and employment land) was presented to the Metro Technical Advisory Committee (MTAC), and Transportation Policy Advisory Committee (TPAC) in January 2012, and to the Metro Policy Advisory Committee (MPAC) in February 2012 for discussion and comment. The 2035 distribution of households and employment was presented to TPAC in September 2012, and to MTAC, MPAC and the Joint Policy Advisory Committee on Transportation in October 2012.

### Additional outreach

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<sup>2</sup> Areas added to the urban growth boundary that do not yet have urban zoning.

## DRAFT

Staff updated the Oregon Land Conservation and Development Commission in June 2011 on how Metro is coordinating its regional forecast with the forecasts of local governments in the region, including other ways Metro coordinates with local governments -- urban growth report, capacity ordinance, and growth management decisions.

### **ANALYSIS/INFORMATION**

#### **1. Known Opposition**

Washington County and the City of Beaverton provided written comments emphasizing the need for a better understanding of residential housing demand and preferences and redevelopment. In response, Metro staff has identified additional research possibilities. Depending on funding availability, this research could inform the next Urban Growth Report and forecast distribution.

#### **2. Legal Antecedents**

The distribution of the growth forecast satisfies Metro's coordination obligations under ORS 195.025 and 195.036. As requested by DLCD, staff is proposing that the Metro Council adopt the forecast distribution by an ordinance that will be acknowledged by DLCD as part of Metro's planning documents in order to support future planning decisions by local governments that rely upon the population forecasts. State law requires cities and counties to adopt coordinated forecasts as part of their comprehensive plans.

#### **3. Anticipated Effects**

Adoption of the distribution of population and employment forecast at a localized-level will encourage local governments to use distribution information to conform their land use and transportation plans to recent regional policies adopted by the Metro Council. The TAZ-level distributions would also inform the next Regional Transportation Plan. Delay of the adoption would delay some local government activities that would be accomplished with the forecast distribution information.

#### **4. Budget Impacts [identify the cost to implement the legislation]**

The FY 2010/2011 and FY 2011/2012 budgets included resources for staff in the Research Center and the Planning and Development Department to work on this project. The FY 2012/2013 budget will include resources for staff in the Research Center to work on the issues and concerns identified during the regional coordination of the forecast distribution.

### **RECOMMENDED ACTION**

Staff recommends that the Metro Council accept and adopt the distribution of the 2009 population and employment forecast as fulfillment of Metro's responsibilities on population coordination with local governments in the region

## ATTACHMENTS

- A. Regional Population and Employment Forecast Distribution: Executive Summary

DRAFT

- B. 2035 Reviewed Household Forecast Distribution by Jurisdiction
- C. 2035 Reviewed Employment Forecast Distribution by Jurisdiction
- D. List of local government staff who participated in the project
- E. Local governments comments on the mid-term and long-term distributions

Materials following this page were distributed at the meeting.

# Metro | Agenda

Meeting: Metro Council  
Date: Thursday, Oct. 11, 2012  
Time: 2 p.m.  
Place: Metro, Council Chamber

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## CALL TO ORDER AND ROLL CALL

### 1. INTRODUCTIONS

### 2. CITIZEN COMMUNICATION

### 3. CONSENT AGENDA

- 3.1 Consideration of the Minutes for Oct. 4, 2012
- 3.2 **Resolution No. 12-4369**, For the Purpose of Authorizing the Chief Operating Officer to Issue a Non-System License to Recology Oregon Material Recovery, Inc. for Delivery of Residential Yard Debris Mixed with Food Waste from the Suttle Road Recovery Facility to NW Greenlands Composting Facility Located in Aumsville, Oregon.
- 3.3 **Resolution No. 12-4370**, For the Purpose of Authorizing the Chief Operating Officer to Issue a Non-System License to New Earth Farm for Delivery of Source-Separated Food Waste to its Processing Facility Located in Washington County, Oregon.
- 3.4 **Resolution No. 12-4371**, For the Purpose of Authorizing the Chief Operating Officer to Issue a Renewed Non-System License to Epsom Portland, Inc. for Delivery of Industrial Solid Waste and Putrescible Waste to the Covanta Waste-to-Energy Facility in Marion County, Oregon.
- 3.5 **Resolution No. 12-4372**, For the Purpose of Authorizing the Chief Operating Officer to Issue a Renewed Non-System License Jointly to Willamette Resources, Inc. and Allied Waste of Clackamas County and Washington Counties for Delivery of Putrescible Waste to the Covanta Waste-to-Energy Facility in Marion County, Oregon.
- 3.6 **Resolution No. 12-4381**, For the Purpose of Confirming the Reappointment of Michael (Kipp) Baratoff to the Investment Advisory Board.
- 3.7 **Resolution No. 12-4368**, For the Purpose of Confirming the Appointments of Andrew Deveux, Les Blaize and Caroline Skinner and the Reappointment of Mr. Frank "Haze" Moss to the Metro Central Station Community Enhancement Committee (MCSCEC).

### 4. ORDINANCES – FIRST READ

- 4.1 **Ordinance No. 12-1287**, For the Purpose of Amending Metro Code Section 4.01.050(a) Relating to Zoo Admission Fees, Effective February 1, 2013.

*Continued on back...*

4.2 **Ordinance No. 12-1291**, For the Purpose of Amending the FY 2012-13 Budget and Appropriations Schedule to Provide Funding for Land Use Application Planning and Design Steps Needed for a Publically Accessible Tualatin River Canoe Launch at the River Road Natural Area Location.

5. **CHIEF OPERATING OFFICER COMMUNICATION**

6. **COUNCILOR COMMUNICATION**

**ADJOURN**

**Television schedule for Oct. 11, 2012 Metro Council meeting**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>  Channel 30 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> Thursday, Oct. 11</p>	<p><b>Portland</b>  Channel 30 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  <i>Date:</i> Sunday, Oct. 14, 7:30 p.m.  <i>Date:</i> Monday, Oct. 15, 9 a.m.</p>
<p><b>Gresham</b>  Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  <i>Date:</i> Monday, Oct. 15, 2 p.m.</p>	<p><b>Washington County</b>  Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> Saturday, Oct. 13, 11 p.m.  <i>Date:</i> Sunday, Oct. 14, 11 p.m.  <i>Date:</i> Tuesday, Oct. 16, 6 a.m.  <i>Date:</i> Wednesday, Oct. 17, 4 p.m.</p>
<p><b>Oregon City, Gladstone</b>  Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>	<p><b>West Linn</b>  Channel 30 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <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](http://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).



# Diversity Action Plan

Metro Council work session  
Oct. 9, 2012

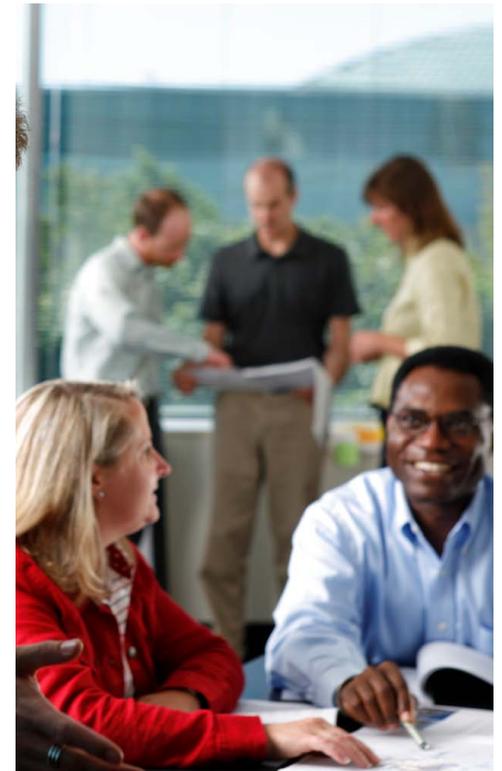


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# Diversity and respect

- Metro's Diversity Action Plan is founded on our organizational value of respect.
- Metro defines diversity as the variance or difference amongst people.



# Diversity Action Plan history

- 2005: Metro Council approves convening a Diversity Action Team at the request of the COO
- Oct. 2010: First Cultural Compass Diversity Survey
- May 2011: Diversity Town Halls
- June-Oct. 2011: Diversity Action Team presents plan to 25 different employee groups across Metro

# Plan history continued

- Feb. 2012: Diversity Program Manager hired
- June 2012: Community stakeholder meetings for plan review and feedback
  - More transparency and accountability
  - Regular reporting

# Diversity Action Plan

- Leads
- Goals
- Strategies
- Actions with stated time commitments
- Indicators



# Internal awareness and sensitivity to diversity

## Core Area 1 goal

- Create an inclusive work environment in which Metro practices inclusivity of diverse populations, cultural differences are respected, and where employees hold each other accountable for respectful behavior.



# Internal awareness and sensitivity to diversity

## Core Area 1 selected strategies

- Regularly assess our cultural competence and internal climate
- Provide training for all employees and managers

# Employee recruitment & retention

## Core Area 2 goals

- Increase diversity of applicant pool
- Increase number of minority and FOTA hires
- Increase retention of diverse employees



# Employee recruitment & retention

## Core Area 2 selected strategies

- Invest resources in building relationships with community partners
- Promote value of a diverse workforce to all employees

# Public involvement and committee membership

## Core Area 3 goals

- Public involvement fully engages diverse communities in our region.
- Metro committees reflect the diversity of our region's communities.



# Public involvement and committee membership

## Core Area 3 selected strategies

- Increase Metro presence in communities in culturally specific ways.
- Broaden committee member engagement and participation to ensure all communities are represented.

# Procurement

## Core Area 4 selected goals

- Increase the capacity of MWESB firms
- Increase contracts and dollars awarded to MWESB's
- Increase participation in Metro's Sheltered Market program
- Increase MWESB's in vendor market



# Procurement

## Core Area 4 selected strategies

- Increase accountability for contractors and local public agencies
- Engage with vendors and contractors to uncover barriers
- Increase internal staff accountability
- Start to develop and participate in workforce strategies.

# Next steps

- Nov. 7: MERC Commission
- Nov. 15: Metro Council for plan adoption



# Follow up

- Continued engagement and feedback process with Council, MERC, staff and community partners.
- Core area leads to meet quarterly or more frequently to discuss progress and any plan adjustments that need to be made.
- Periodic status reports to Council, MERC Commission and SLT.

# Acknowledgements

Thank you to the Diversity Action Team, Senior Leadership Team, Metro venues, departments, and staff, community stakeholders, MERC, and Metro Council for their help in the development of the Metro Diversity Action Plan.





# Metro 2010 – 2035 Growth distribution



## Metro Council



Metro Council Work Session  
October 9, 2012



Metro | *Making a great place*

# Metro 2010 – 2035 growth distribution presentation overview

1. Set the context
2. Overview process, timeline, collaboration
3. Share key results and findings
4. Discuss next steps/Council Action
5. Council Q & A

# State coordination requirements

## Population and employment forecasts

Metro is responsible for coordinating its regional forecast with the forecasts of local governments in the region (ORS 195.036; 195.025).

# How the 5-year process works

- Dec. 2009 – Metro Urban Growth report
- Dec. 2010 – Capacity Ordinance (Metro Council)
- **Growth distribution**
  - **January 2012 – supply assumptions**
  - **November 2012 – demand/allocations to 2025, 2035, 2045 – Council**
- 2013 – Update analytical tools; apply forecasts to programs, projects, policy discussion
  - Internal clients
  - External clients

# Key clients and uses

- Metro
- Local governments:
  - Comprehensive plan updates
  - Transportation system plan updates
  - Plan for extension and upgrade of pipes, roads and essential public structures
  - Coordination planning outside UGB

# Metro examples: growth distribution

- Metro/regional:
  - Climate Smart Communities:
  - Corridor planning:
  - Regional Transportation Plan:
  - The next Urban Growth Report (2014)

# Key clients and uses – (continued)

- Special districts (sewer, water, parks, etc.)
  - Facility and service planning
- School districts
  - Facility planning and enrollment forecasting
- Agencies (Tri-Met, ODOT)
- Others

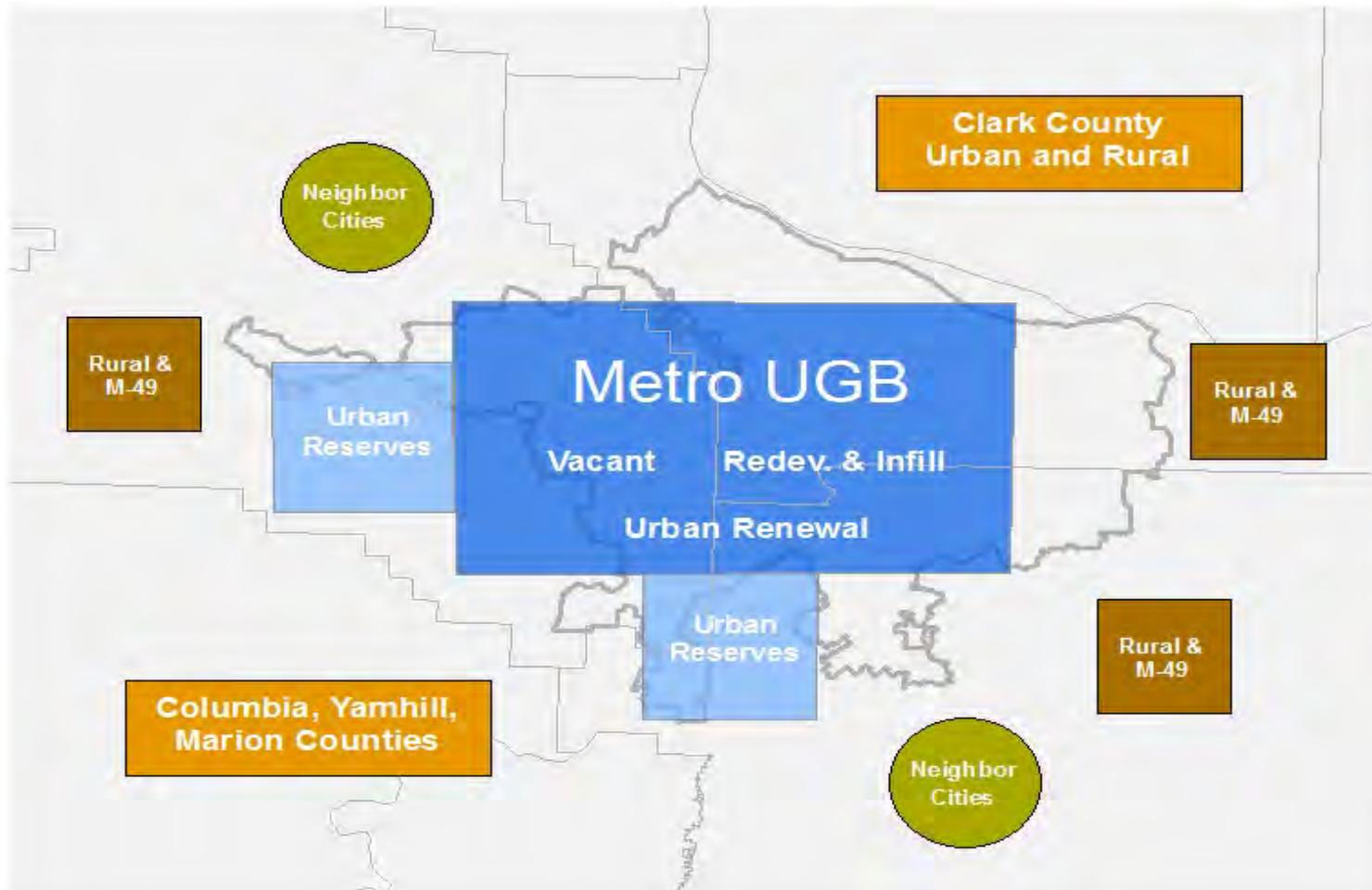


# **Supply assumptions**

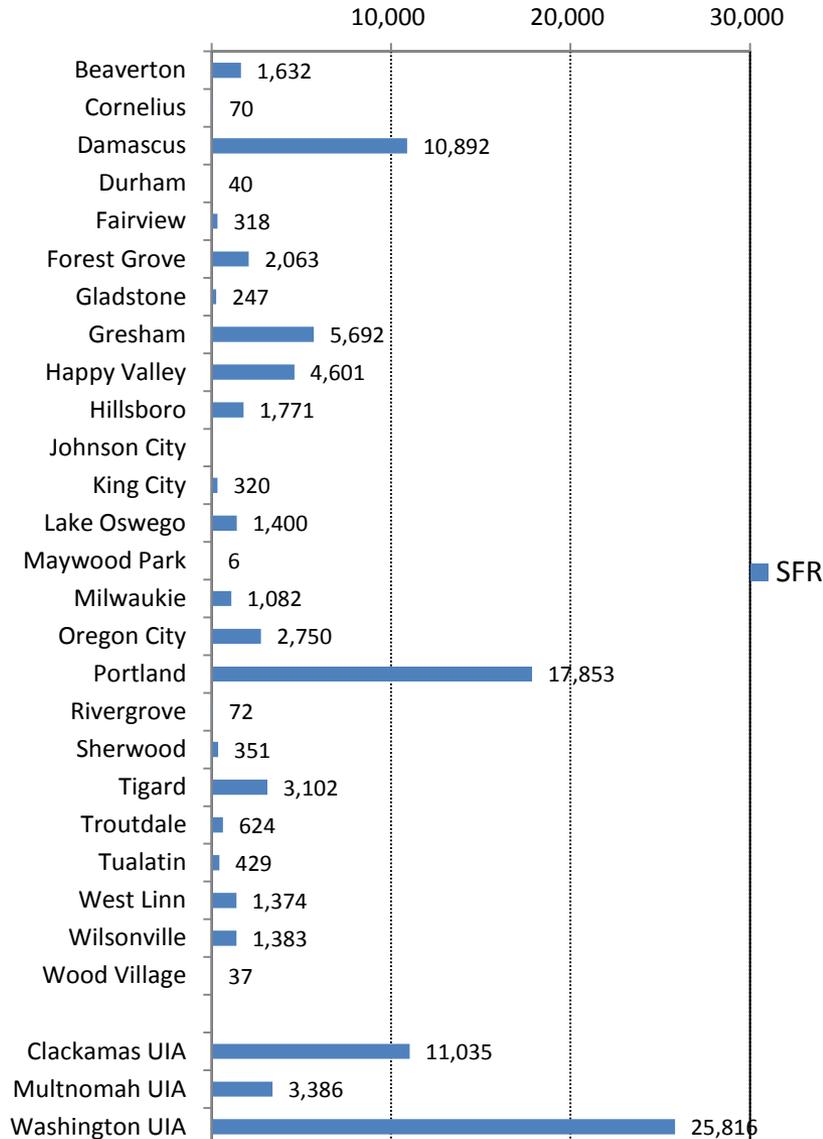
## **(January 2012)**

# Supply assumptions

## Estimated land supply /capacity estimates (buildable land inventory)



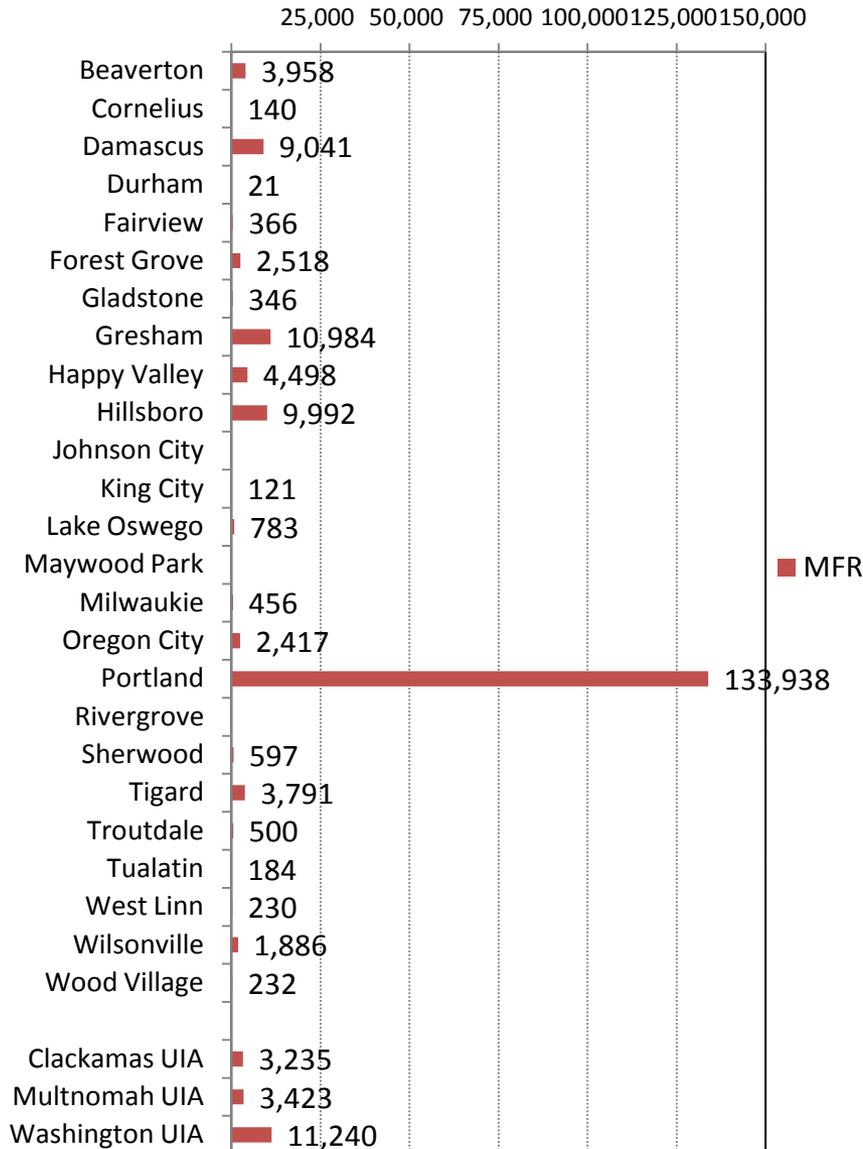
# Single family residential capacity (Metro UGB)



SF residential capacity	% of UGB
Beaverton	1.7%
Cornelius	0.1%
Damascus	11.1%
Durham	0.0%
Fairview	0.3%
Forest Grove	2.1%
Gladstone	0.3%
Gresham	5.8%
Happy Valley	4.7%
Hillsboro	1.8%
Johnson City	0.0%
King City	0.3%
Lake Oswego	1.4%
Maywood Park	0.0%
Milwaukie	1.1%
Oregon City	2.8%
Portland	18.2%
Rivergrove	0.1%
Sherwood	0.4%
Tigard	3.2%
Troutdale	0.6%
Tualatin	0.4%
West Linn	1.4%
Wilsonville	1.4%
Wood Village	0.0%
Clackamas UIA	11.2%
Multnomah UIA	3.4%
Washington UIA	26.2%
<b>TOTAL IN-UGB</b>	<b>100.0%</b>

# Multi-family residential capacity

(Metro UGB)



## MF residential capacity

% of UGB

Beaverton	1.9%
Cornelius	0.1%
Damascus	4.4%
Durham	0.0%
Fairview	0.2%
Forest Grove	1.2%
Gladstone	0.2%
Gresham	5.4%
Happy Valley	2.2%
Hillsboro	4.9%
Johnson City	0.0%
King City	0.1%
Lake Oswego	0.4%
Maywood Park	0.0%
Milwaukie	0.2%
Oregon City	1.2%
Portland	65.4%
Rivergrove	0.0%
Sherwood	0.3%
Tigard	1.9%
Troutdale	0.2%
Tualatin	0.1%
West Linn	0.1%
Wilsonville	0.9%
Wood Village	0.1%
Clackamas UIA	1.6%
Multnomah UIA	1.7%
Washington UIA	5.5%
<b>TOTAL IN-UGB</b>	<b>100.0%</b>

# Growth distribution: elements

Demand allocation: how does it work?



## Policy option inputs

Transport investment – Land use regulation – Regional growth rates

## Calculations

Travel, mode choice, supply of sf/mf du, employment supply, travel times, real estate prices, household location by type, etc.

## Evaluation indicators

VMT, mode shares, congestion, housing costs by income, transportation costs by income, infrastructure costs, GHG, **land consumption**, etc.



# **Growth distribution: results**

**DRAFT**

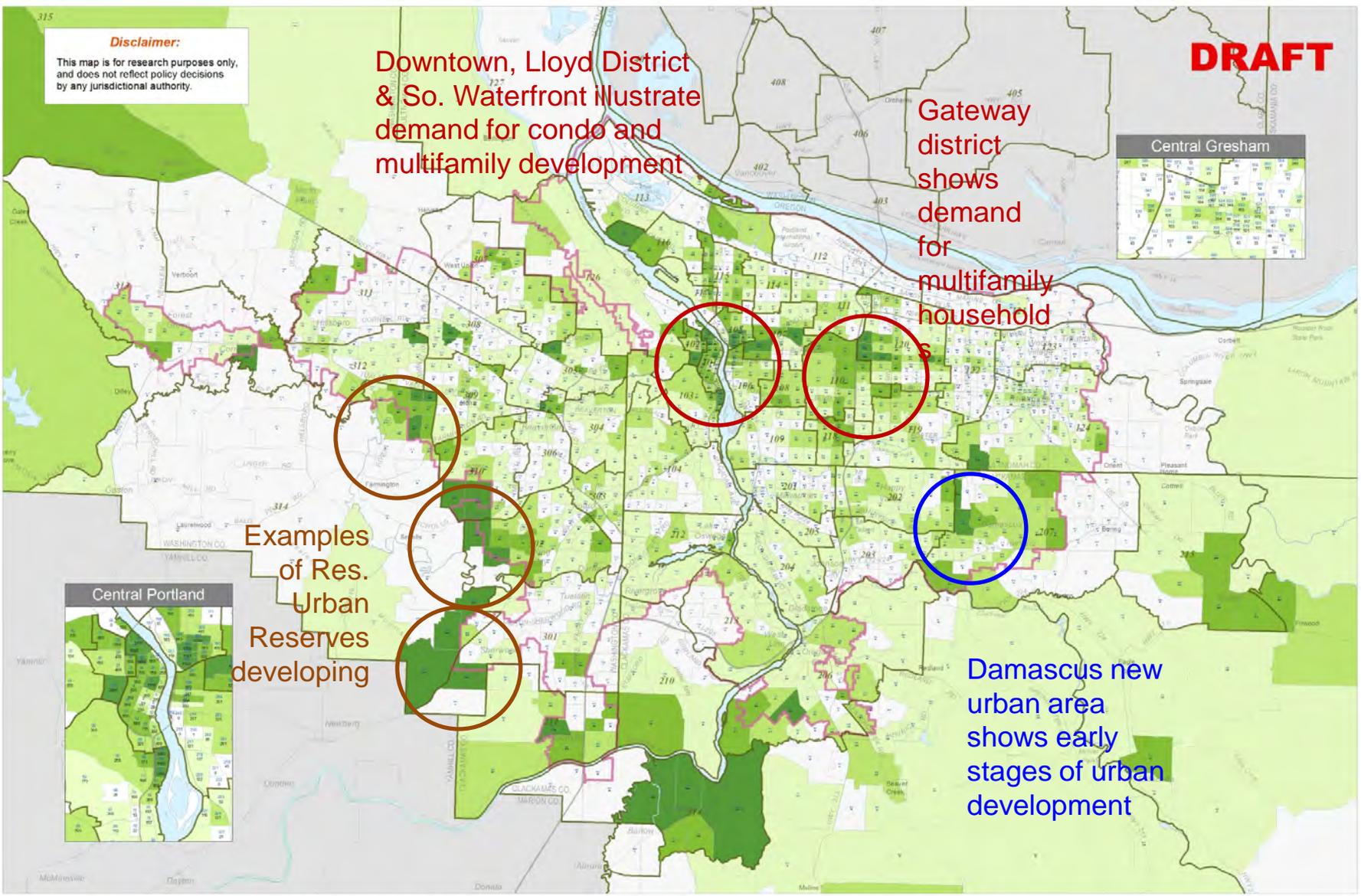
**Disclaimer:**  
This map is for research purposes only, and does not reflect policy decisions by any jurisdictional authority.

Downtown, Lloyd District & So. Waterfront illustrate demand for condo and multifamily development

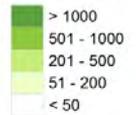
Gateway district shows demand for multifamily household

Examples of Res. Urban Reserves developing

Damascus new urban area shows early stages of urban development



**Total Household Growth**



**TAZ Labels:**  
42 - TAZ 2162  
238 - Households

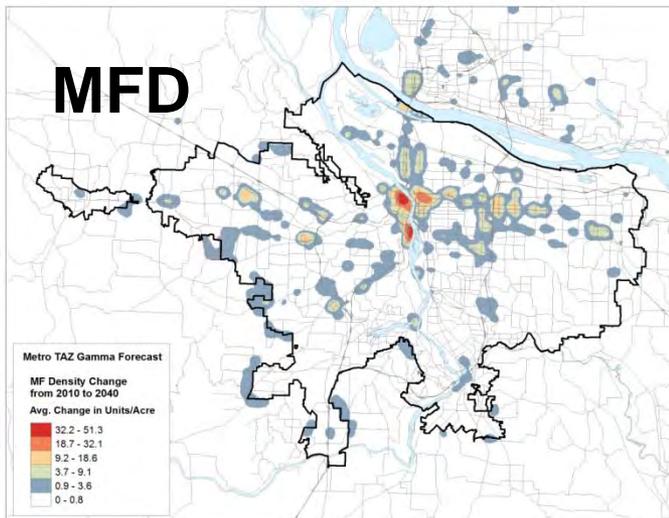
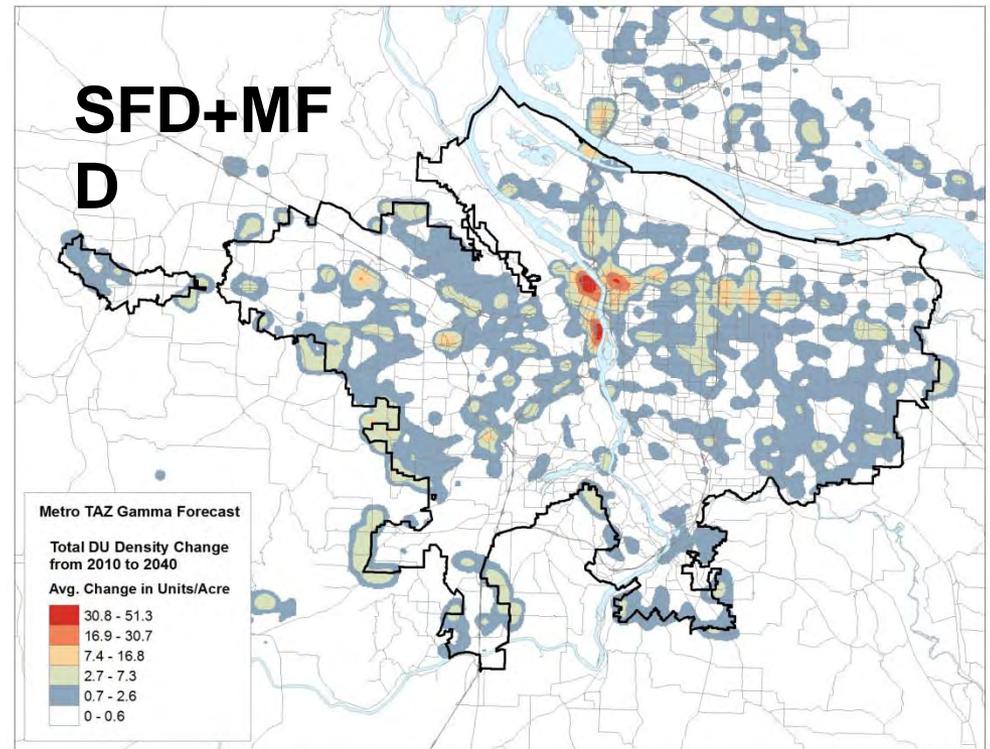
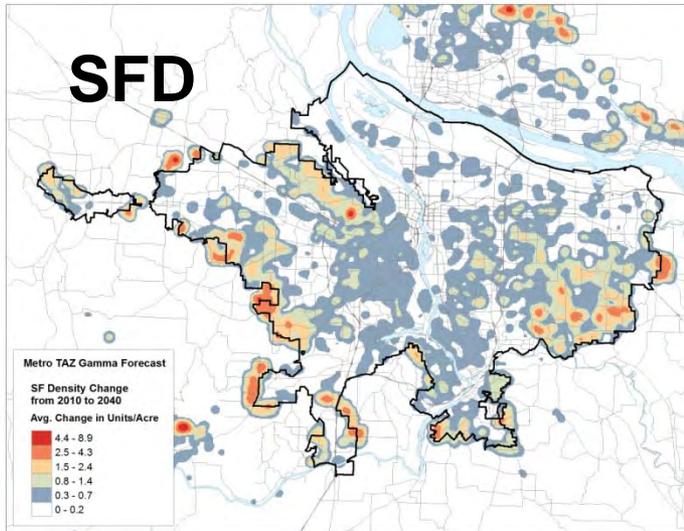
# Household Growth Distribution from 2010 to 2035 by TAZ

MetroScope Jurisdiction Reviewed TAZ 'Gamma' Forecast

Urban Growth Boundary  
Employment Zones

Note: the standard MetroScope employment zone boundaries have been adjusted to align with TAZs

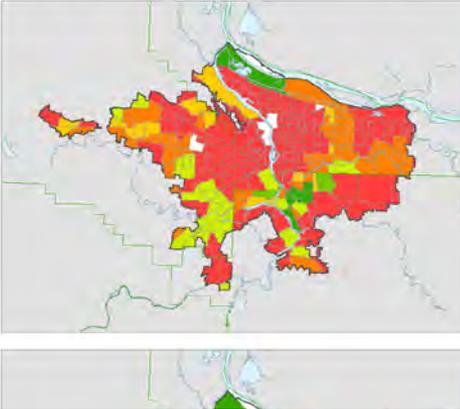
# Growth distribution: households



## How we see it:

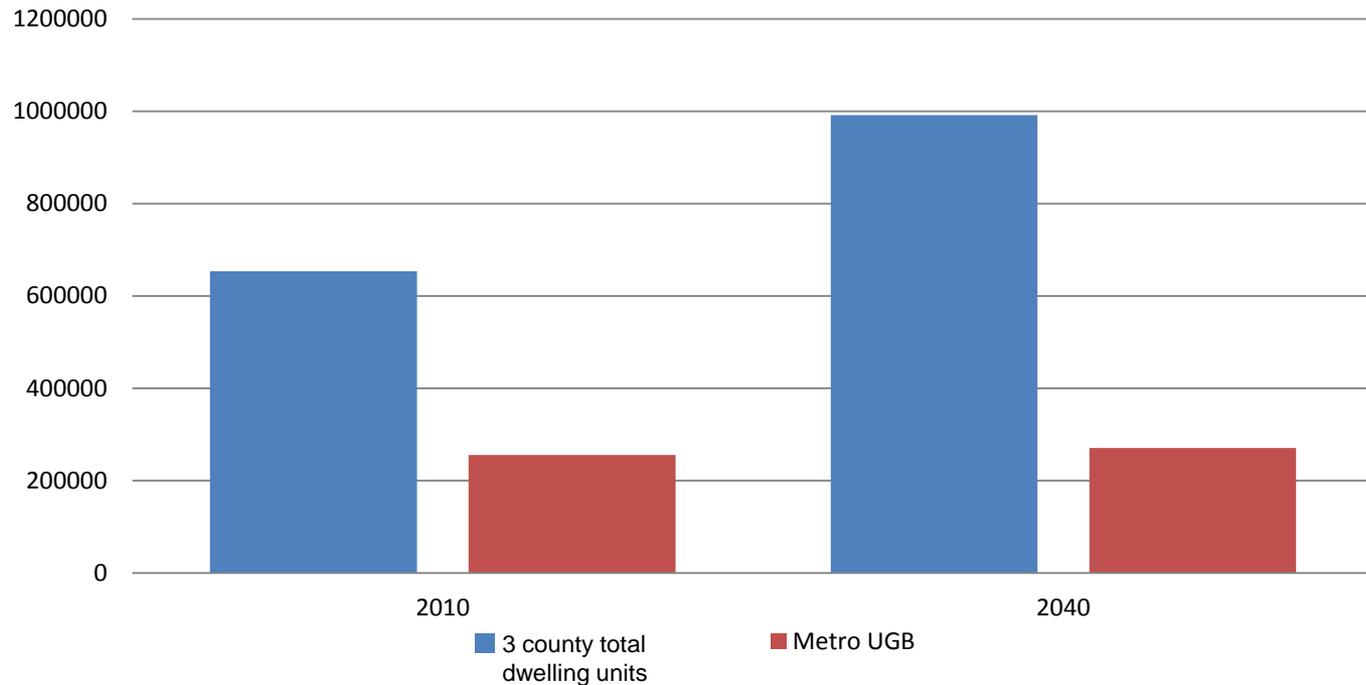
- New single family capacity is used at the edge
- Existing SF is retained
- Significant multi-family occurs in centers and corridors.

# Percentage of Single Fami



# Growth distribution & land consumption

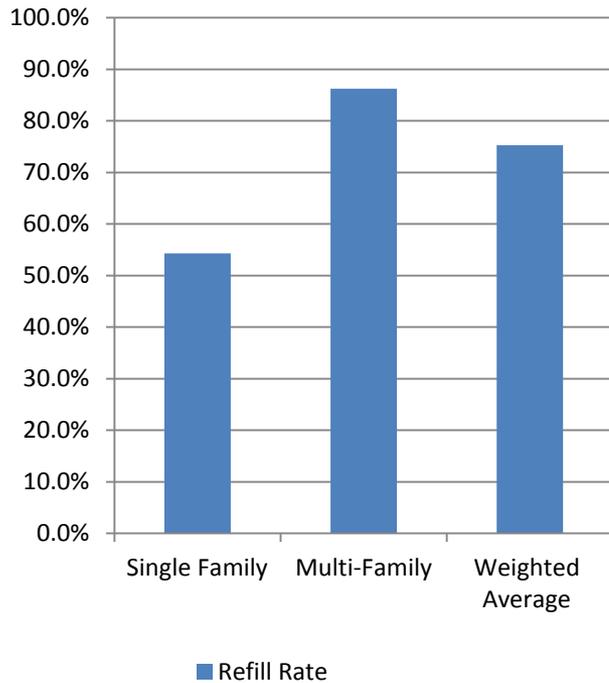
3 county dwelling units in 2010 and 2040 and UGB  
in acres 2010 and 2040



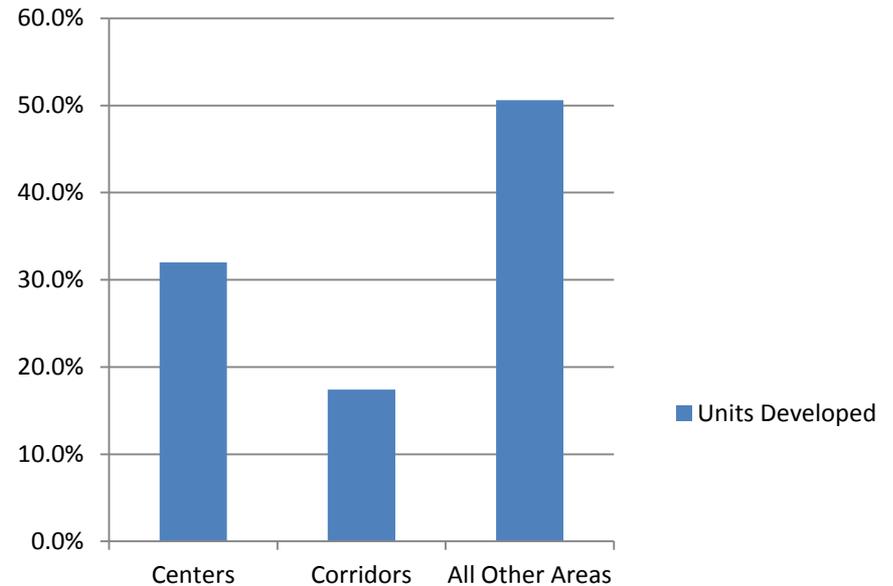
**= 40% more households in 10% more area**

# What about refill, centers and corridors?

**3/4 of housing growth occurs through redevelopment & infill**



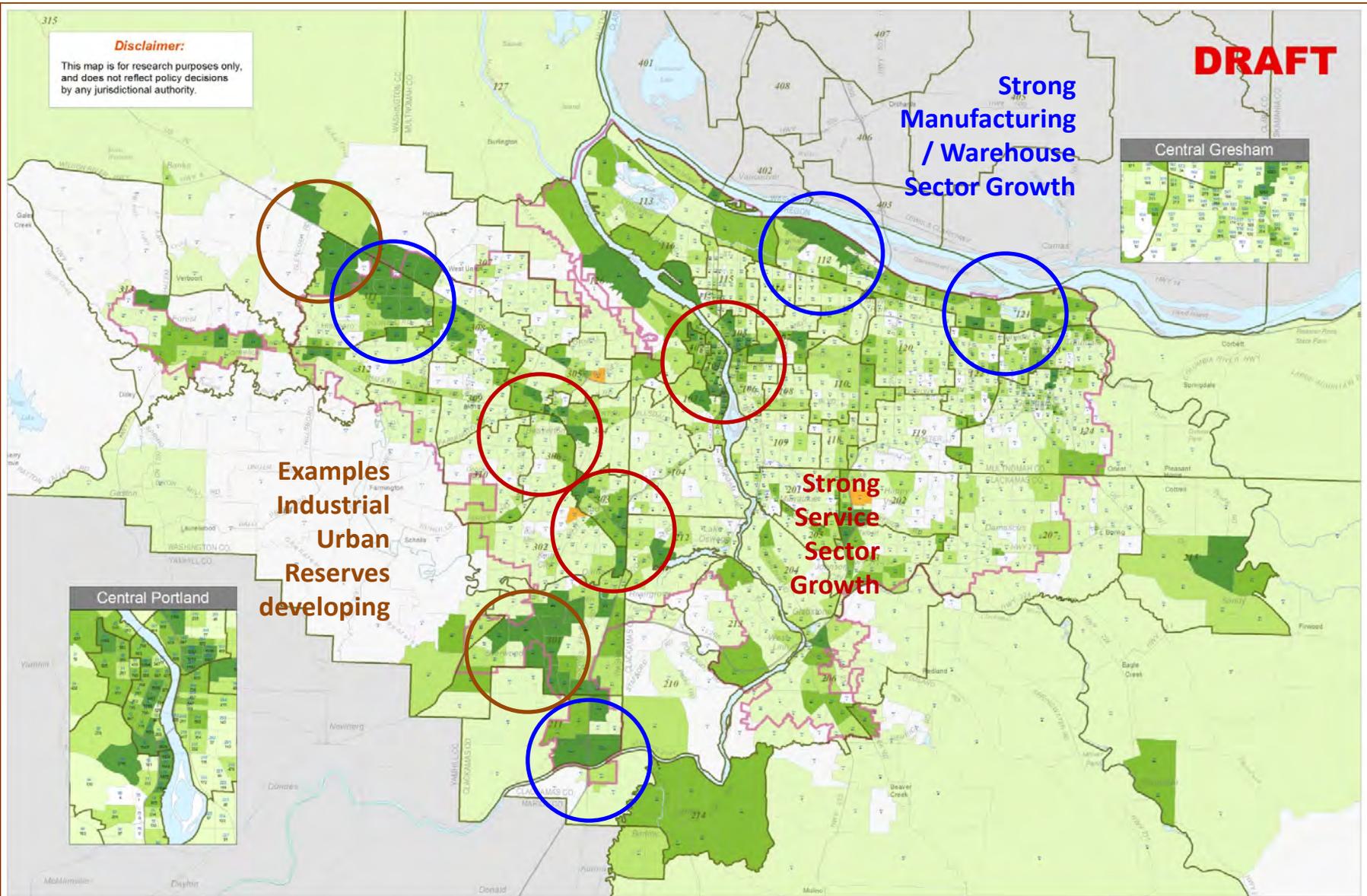
**50% of units developed are in centers and corridors**



**Disclaimer:**

This map is for research purposes only, and does not reflect policy decisions by any jurisdictional authority.

**DRAFT**

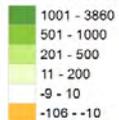


**Examples Industrial Urban Reserves developing**

**Strong Manufacturing / Warehouse Sector Growth**

**Strong Service Sector Growth**

**Total Employment Growth**



**TAZ Labels:**  
42 - TAZ 2162  
1138 - Employment

# Total Employment Growth Distribution from 2010 to 2035

MetroScope Jurisdiction Reviewed TAZ 'Gamma' Forecast

Urban Growth Boundary  
Employment Zones

Note: the standard MetroScope employment zone boundaries have been adjusted to align with TAZs

# Key technical takeaways

TAZ forecast reflects 2040 program objectives

- 32% growth in Centers & 17% in Corridors
- Strong redevelopment and infill
- Future residential density rises to 12.3 unit/acre
- Growth splits of 60% MF and 40% SF (2010-2035)

Monitoring Needs:

- Single-family housing prices 2030 to 2035.
- Capture rate for SF
- Commute patterns: distribution “tails” for long distance commuters begin to rise

40% increase in UGB population and 10% land absorption  
(2010-2040)

# Proposed research

Proposed improvements to the forecast distribution process:\*

- Residential choice study enhanced with market segmentation
- Redevelopment supply assumption refinement

*\*Depending on funding availability*



# Conclusions

**Results:** The 2045 Growth Distribution closely matches the 2040 Plan.

**Process:** The Growth Distribution process fully reflects local jurisdiction review and capacity for land use/comprehensive plan, redevelopment and infill capacity.

**Next:** This Growth Distribution identifies opportunities, challenges and research needs to better monitor growth over time and to enhance Metro's UGR & future Growth Distributions.

# Where we go from here

- Metro Technical Advisory Committee:  
Wednesday, Oct. 17
- First Reading of Ordinance:  
Thursday, Oct. 18
- Metro Policy Advisory Committee:  
Wednesday, Oct. 24
- Transportation Policy Alternatives Committee:  
Friday, Oct. 26
- Joint Policy Advisory Committee on Transportation:  
Thursday, Nov. 8
- Metro Council vote:  
Thursday, Nov. 29

# Question and answer

1. Points of emphasis for MPAC and JPACT about the growth distribution process or results?
2. Would you like additional analysis and information about the implications of the distribution?
3. Is there any additional information the Council would need before taking action?

# Staff Contacts

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