

BEFORE THE METRO COUNCIL

RESOLUTION OF METRO COUNCIL FOR THE)
PURPOSE OF ESTABLISHING THE PIONEER)
CEMETERIES ADVISORY COMMITTEE)
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RESOLUTION NO. 12-4354

Introduced by Chief Operating Officer Martha Bennett, with the concurrence of Council President Tom Hughes

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

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

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

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

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

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

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

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

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

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

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

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

ADOPTED by the Metro Council this ____ day of August, 2012

Tom Hughes, Council President

Approved as to Form:

Alison Kean Campbell, Metro Attorney

EXHIBIT A
RESOLUTION 12-4354

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

Cemetery Advisory Committee Members:

Hannah Allan, Oregon Historical Society

Merlene Drapela, Location Manager of Portland Funeral Service

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

Terry McCall, former Chief Financial Officer, City of Gresham

Meg McCauley, Resource Development Director, Oregon Hospice

Bo Nevue, Principal of Nevue-Ngan Landscape Architects

David Noble, Executive Director of River View Cemetery

Larry Potter, Manager, City of Oregon City Parks

Laurel Smith, President of the Genealogical Forum of Oregon

EXHIBIT B
RESOLUTION 12-4354

MISSION

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

DUTIES

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

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

Service on the Committee may also include:

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

AUTHORITY

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

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

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

FORMATION

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

MEMBERSHIP

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

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

CHAIR and VICE-CHAIR

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

FREQUENCY of MEETINGS

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

METRO SUPPORT

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

STAFF REPORT

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

Date: August 7, 2012

Prepared by: Rachel Fox
503-797-1856

BACKGROUND

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ANALYSIS/INFORMATION

1. Known Opposition:

There is no known opposition.

2. Legal Antecedents:

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

3. Anticipated Effects:

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

4. Budget Impacts:

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

RECOMMENDED ACTION

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

BEFORE THE METRO COUNCIL

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| FOR THE PURPOSE OF RENEWING THE |) | RESOLUTION NO. 13-4482 |
| HISTORIC CEMETERIES ADVISORY |) | Introduced by Chief Operating Officer Martha |
| COMMITTEE |) | Bennett in concurrence with Council |
| |) | President Tom Hughes |
| |) | |
| |) | |

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

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

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

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

WHEREAS, Metro retained a contractor for the Historic Cemeteries who advised Metro to create a cemetery advisory committee; and

WHEREAS, Metro Code Section 2.19.060 provides for the creation of limited duration advisory committees lasting no more than one (1) year after creation, unless renewed annually for no more than three (3) years by subsequent Council resolution or permanently codified by an ordinance of the Metro Council; and

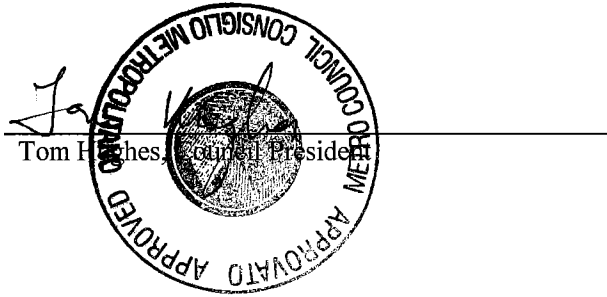
WHEREAS, on August 9, 2012, the Metro Council adopted Resolution No. 12-4354, For the Purpose of Establishing the Historic Cemeteries Advisory Committee; and

WHEREAS, the Metro Council acknowledges the important work completed by the Advisory Committee and supports the staff recommendation to extend the term of the committee for one year; now therefore

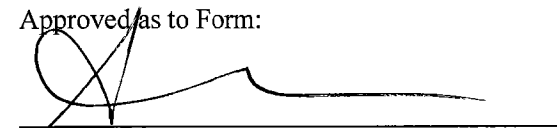
BE IT RESOLVED BY THE METRO COUNCIL THAT:

1. The Metro Council hereby renews the Historic Cemeteries Advisory Committee for one year;
2. The Metro Council hereby confirms Council President’s appointment of the committee Chair and committee members, as set forth in Exhibit A attached hereto and incorporated herein. The Chair shall appoint a member of the Committee to serve as Vice-Chair; members shall be appointed to serve a one-year term; and
3. The Cemetery Advisory Committee shall comply with the requirements established in Resolution No. 12-4354.

ADOPTED by the Metro Council this 7 day of November, 2013



Approved as to Form:



Alison R. Kean, Metro Attorney

EXHIBIT A
RESOLUTION 13-4482

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

Cemetery Advisory Committee Members:

Hannah Allan, Oregon Historical Society

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

Marie Henry, General Manager, Lincoln Memorial Park and Funeral Home

Terry McCall, former Chief Financial Officer, City of Gresham

Meg McCauley, Resource Development Director, Oregon Hospice Association

Bo Nevue, Principal of Nevue-Ngan Landscape Architects

David Noble, Executive Director, River View Cemetery

Larry Potter, Manager, City of Oregon City Parks

Laurel Smith, President, Genealogical Forum of Oregon

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 13-4482, FOR THE PURPOSE OF RENEWING THE HISTORIC CEMETERIES ADVISORY COMMITTEE

Date: November 7, 2013

Prepared by: Melisa J. McDonald
(503) 797-1856

BACKGROUND

In 2012, Metro Council established the Cemetery Advisory Committee under resolution 12-4354 for the purpose of promoting the Program's future, as well as addressing outreach, planning, programming, and operational challenges. The committee's formation was a direct outcome of recommendations from a cemetery business consultant plan presented to Metro Council on September 13, 2011.

Metro's Historic Cemetery Program has benefitted directly over the past year in having an Advisory Committee that has offered direct suggestions for continued improvements. By meeting periodically with committee members, each of whom holds a unique perspective, the program has been able to improve operations and engage in conversations about innovative and unique improvements to better serve our community.

ANALYSIS/INFORMATION

1. **Known Opposition**

There is no known opposition.

2. **Legal Antecedents**

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

3. **Anticipated Effects**

It is anticipated the Committee will continue their role in providing outside perspective, industry knowledge, and governance oversight to the program. This expertise will guide the program on key issues as well as increase services to the public and adherence to excellence in industry standards. They will make recommendations for best options to enhance the properties for modern burials as well as a community gathering place for appreciation of art, culture, history, and wildlife.

4. **Budget Impacts**

Budget impact will continue to include the time for staff on research, technical support, and meeting time spent with the advisory committee.

RECOMMENDED ACTION

Staff recommends approval of Resolution No 13-4482.



Metro | *Meeting minutes*

Meeting: Metro Cemetery Advisory Committee meeting
Date/time: Monday, September 23, 2013, 2 p.m.
Place: Room 370A/B
Purpose: Quarterly Meeting

Attendees

Committee: Verne Duncan, Terry McCall, Meg McCauley, Bo Nevue, Laurel Smith
Metro: Paul Slyman, Melisa McDonald, Monty Woods, Kim Palmero, Michelle Bellia, Emma Williams, Noel Seats

Member of the public

Christoph Miller

Absent

Hannah Allan, Michelle Gregory, David Noble, Larry Potter

Chair Duncan called the meeting to order at 2:02 p.m. and welcomed Metro Councilor Shirley Craddick to the meeting. As Cemetery Liaison, Councilor Craddick thanked the Committee on behalf of the Council for the commitment and caring assistance they have provided to the Metro Cemetery program during the past year. Part of the value of the Metro cemeteries is the range of options available to meet the needs of the different populations seeking burial options, and she acknowledged this honoring of diversity.

Melisa McDonald introduced herself to the Committee, as well as Michelle Bellia and Kim Palmero from Office of Metro Attorney (OMA).

Programmatic Updates

Lone Fir Cremation Garden

Melisa McDonald reported that there is significant interest in the Chestnut Grove Memorial Garden, which has generated almost \$20,000 in sales since its opening on June 27, 2013. Sales are on track to recover construction costs after a year.

Nearly every burial option existing has been purchased, and the popularity of the ossuary illustrates the value of the wide range of pricing options available.

Reclamation Project

Kimberly Palmero from OMA provided a breakdown of the calls she has received after publication of Lists One and Two. In addition to contact from families making claims, there have been a noteworthy number of callers seeking reassurance of the safety of their spaces purchased less than 75 years ago.

PES Director Paul Slyman addressed the reasoning behind the expansion of the list to include all families that have not been heard of for 75 years or more; not only those that contain resold spaces. This will prevent any resold errors in the future, as well as possibly provide opportunities for citizens to use spaces in these highly popular cemeteries.

Chair Duncan asked for an update on the Multnomah Park Cemetery soil relocation project, which was provided by Melisa McDonald. She explained that soil displaced during the burial process had been piled for years by the former contractor at the southern edge of the cemetery. Having received permission this spring from the Oregon Cemetery and Mortuary Board (OMCB) to proceed with removal of this soil, the process is within a few days of completion. Soil is closely examined and taken to St. Johns Prairie. Any findings are respectfully treated and placed.

Cemetery Cleanup

Ranger Monty Woods reported that Phase 2 of the cleanup is in process, with 99 grave sites posted for cleanup at Multnomah Park Cemetery. Two photos are taken of each space; one that shows the headstone for identification purposes, the other showing the current state of the space. Letters will be mailed to the 99 owners of these spaces on October 1, 2013, with removal beginning on November 1, 2013.

Public cooperation has been impressive; some spaces have already been cleaned up. As the aesthetics improve in the cleaned up cemeteries, the environment is safer and more welcoming for the public.

Melisa asked the Committee for their thoughts regarding application of different criteria to Lone Fir, which will be the final cemetery on the clean up schedule, also for ways to work with the public to keep the unique feel of the cemetery, while adhering to the goal of greater safety and reduced maintenance hours.

Stone Orchard Implementation

Melisa McDonald shared that the Stone Orchard software is loaded onto all cemetery staff computers, and research continues on how it will interface with other systems. Also under discussion is which will become the system of record.

Melisa has begun initial input of data into Stone Orchard, and the program is hoped to be fully implemented by January 2014.

Oregon Mortuary & Cemetery Board

Michelle Bellia reported that OMCB has completed its investigation of the Metro Cemetery Program, and that Metro is in the process of discussing settlement possibilities.

Committee Governance

There was discussion around the fact that the Cemetery Advisory Committee is required to be annually reviewed by Metro Council, as stated in Resolution No. 12-4354 (attached). The Committee is out of compliance at this time, thus no votes or actions will be taken at this meeting. Merlene Drapela has retired, but a poll of the remaining members showed a unanimous willingness to serve on the Committee for another year. Official reinstatement of the Committee will be brought before Council in October.

Outreach will be made to Marie Henry, general manager of Lincoln Memorial Park to see if she would like to serve on the Committee.

The Committee was asked to consider whether representation is needed from other areas of interest.

Annual Report Draft

The draft submitted by Hannah Allan was distributed to Committee members, as well as comments sent by Michelle Gregory (attached), neither of whom was able to attend the meeting. Paul Slyman addressed the questions generated by the four comments, and the Committee was asked to submit any other questions that may arise. The Annual Report will be brought before the Metro Council in October.

Next meeting

December 2013, date TBD

Metro Regional Center