

BEFORE THE COUNCIL OF THE
METROPOLITAN SERVICE DISTRICT.

APPROVING A CONTRACT FOR THE)	RESOLUTION NO. 90-1322
PROVISION OF METRO/TRI-MET MERGER)	
SERVICES TO THE COUNCIL AND ITS)	Introduced by
DESIGNATED COMMITTEES)	Councilor Jim Gardner

WHEREAS, On July 12, 1990, the Council of the Metropolitan Service adopted Resolution No. 90-1293A "Supporting the Merger of Tri-Met with the Metropolitan Service District and Establishing a Process to Pursue the Merger" which established a five-member Tri-Met Merger Subcommittee; and

WHEREAS, The Tri-Met Merger Subcommittee is advisory to the Council Intergovernmental Relations Committee and the full Council and has been directed to compile and clarify information on legal and financial questions regarding the merger of Tri-Met with the Metropolitan Service District; and

WHEREAS, The Tri-Met Merger Subcommittee issued a Request for Proposals August 13, 1990, for a Metro/Tri-Met Merger Services research and analysis contract and one response from the consultant team of Cogan Sharpe Cogan and Management Technology Associates, Ltd. was received by the due date of August 27, 1990; and

WHEREAS, Based on a survey of vendors who did not respond to the Request for Proposals and review of the Cogan Sharpe Cogan response, the Tri-Met Merger Subcommittee finds award of the Metro/Tri-Met Merger Services contract to Cogan Sharpe Cogan to be in the best interest of the Council; now, therefore,

BE IT RESOLVED, The Council of the Metropolitan Service District approves award of the Metro/Tri-Met Merger Services contract to the consultant team of Cogan Sharpe Cogan and Management Technology Associates, Ltd. pursuant to their August 27, 1990 proposal and scope of work (Exhibit A hereto), with project costs of not more than \$37,083 and final project scope of work to be approved by the Tri-Met Merger Subcommittee. The Presiding Officer is authorized to execute a Personal Services contract with Cogan Sharpe Cogan consistent with this resolution, in a form approved by the General Counsel.

ADOPTED by the Council of the Metropolitan Service District this 13th day of September, 1990.



Tanya Collier, Presiding Officer

EXHIBIT A

PROPOSAL TO PROVIDE METRO/TRI-MET MERGER SERVICES
TO
THE METROPOLITAN SERVICE DISTRICT

CONSULTANT TEAM
COGAN SHARPE COGAN
MANAGEMENT TECHNOLOGY ASSOCIATES, LTD.

AUGUST 27, 1990

COGAN
SHARPE
COGAN

THE PENTHOUSE
10 NORTHWEST 10TH
PORTLAND, OREGON 97209
503/225-0192
FAX 503/225-0224

COGAN
SHARPE
COGAN

PLANNING,
COMMUNICATIONS,
GOVERNMENTAL AND
COMMUNITY RELATIONS

August 24, 1990

Mr. Donald Carlson, Council Administrator
Metropolitan Service District
2000 SW First Avenue
Portland, OR 97201-5398

Dear Don:

The following proposal is submitted by Cogan Sharpe Cogan, as prime consultant, with Management Technology Associates, Ltd. Our team brings to this effort experience and knowledge of regional and local government, regional transportation and land use planning, transit systems, fiscal and management analysis, and strategic planning.

Our approach to this proposal includes the following key points:

1. A timely process for working with the Merger Subcommittee which is inclusive of and integrates other interests -- the IGR Committee, JPACT, Metro Council, and Tri-Met and affected interest groups.
2. An identification and assessment of costs and benefits from several perspectives -- Metro, Tri-Met, local government and regional transit consumers.
3. If the Merger Subcommittee wishes to pursue merger discussions following the cost-benefit analysis, develop, describe and evaluate alternative organizational scenarios and recommend a strategy.
4. Development of an implementation process and schedule.

This proposal remains in effect for ninety days after August 27, Metro's specified submission date.

If you have any questions about our response, please call me.

Sincerely yours,



Sumner Sharpe
Partner

SS:aid bdmotrop

UNDERSTANDING

The concept of merging Metro and Tri-Met is one that has been discussed and considered for a number of years. In part, these discussions have been driven by the notion that the citizens of the region would benefit if the transit function were responsible to a directly elected body, providing greater public accountability. The fact that Metro has the legal authority to accomplish this merger places the onus on the Metro Council to determine if economies of scale and cost savings are possible through consolidation of the two agencies.

To address these concerns, the Metro Council has identified the need for a process to take a comprehensive look at the potential costs and benefits of a merger, to involve all interested parties in this effort, and to identify specific actions needed to remove any impediments to a merger, if a decision is made to proceed.

A subcommittee of the Council's Intergovernmental relations Committee, the Merger Subcommittee, has been established to undertake this study and report back to the Intergovernmental Relations (IGR) Committee and the Metro Council by December 31, 1990. In addition, the Merger Subcommittee is to obtain input from Metro's General Counsel and the JPACT.

To assist with this study, Metro will select a consultant team to undertake some of the research and to serve as facilitator/synthesizer of the analysis, working with the Subcommittee to reach decisions in a timely and thorough manner.

An underlying assumption is that the data necessary to undertake the financial and management analyses will be readily available from Tri-Met and Metro staff. Without cooperation from both agencies, maintaining the desired schedule will not be possible. Therefore, the following scope of work assumes timely responses to requests for information from the consultant team

SCOPE OF WORK

Task 1. Review Existing Information Re: Merger

OBJECTIVE

Because there has been public discussion and debate about this subject, existing information including media coverage should

be reviewed to identify what has been done and identify possible evaluation criteria.

APPROACH

1.1 Meet with Metro Council staff, other Metro staff and Tri-Met staff to collect any existing reports or information related to prior studies or merger evaluations. Conduct library research to review press coverage and comments on the issue.

1.2 Contact Metro General Counsel and JPACT staff to identify work to date and obtain any available preliminary information.

1.3 Review existing reports/information; consultant team meeting; and prepare memoranda to Merger Subcommittee, identifying evaluation criteria and summarizing conclusions and recommendations from previous reports.

1.4 Merger Subcommittee meeting - possible agenda items:

- o Review Task 1.3 memorandum;
- o General Counsel report;
- o Agree on topics and criteria for cost-benefit assessment. Possible topics include: governance/responsibility to public, geographic boundaries, improved transit services, closer links between land use and transportation, operating efficiencies, personnel and retirement systems, economic/fiscal impacts, opportunities to stabilize funding, etc.;
- o Identify consumer/transit user groups and others, such as the Association for Portland Progress and Chambers of Commerce, that should be asked for input.

RESULT

Initial review of available information and establishment of bases for analyses and development of scenarios.

Task 2. Prepare and Obtain Input from Interest Groups

OBJECTIVE

Provide an opportunity for interest groups to provide initial input into the study process.

APPROACH

2.1 Prepare a questionnaire and mail to representatives of interest groups identified in Task 1.4.

2.2 Follow up mailing with telephone interviews of organizational representatives; prepare memorandum summarizing comments and mail to Merger Subcommittee.

RESULT

Early input from interest groups to the concept of merger.

Task 3. Undertake Financial and Management Analyses

OBJECTIVE

Using the agreed-upon topics and criteria, complete a cost-benefit analysis of the impacts of merger, including an assessment of whether and how it would impact the following: Metro, Tri-Met, other providers of transportation services, transit-users and the public-at-large.

APPROACH

3.1 Based on the results of the first Merger Subcommittee meeting, consultant team meets to identify the data and sources of data needed, with consideration given to existing reports.

3.2 With assistance of Metro Council staff, contact appropriate data sources and obtain needed information to conduct analyses.

3.3 Conduct analyses and prepare reports on the identified topics of concern to the Merger Subcommittee. Some topics can be expected to have neutral cost-benefit consequences, while others will have minor or major consequences. Because it is anticipated that the range of evaluative topics might be quite wide in scope, the analysis will be both quantitative and qualitative.

3.4 Consultant team meets and prepares summary matrix of costs and benefits and outlines several organizational scenarios.

3.5 Merger Subcommittee meeting - possible agenda topics:

- o Comments on interest group survey;
- o Presentation and discussion of matrix summarizing costs and benefits;
- o Discussion and refinement of alternative organizational scenarios;
- o Determination of whether to proceed to next study task.

RESULT

Identification of costs and benefits of merger and definition of alternative organizational scenarios. It is possible at this point that certain costs may result in a decision not to proceed any further with the study; if so, then a final report will be prepared for Subcommittee review and presented to the IGR Committee.

Task 4. Evaluation of Alternative Scenarios

OBJECTIVE

Describe alternative organizational scenarios and evaluate the advantages and disadvantages of each scenario for Metro, Tri-Met, other transportation providers, transit user groups and the public-at-large.

APPROACH

4.1 Review JPACT report.

4.2 Consultant team meets to provide further definition to the alternatives identified in Task 3.5 and develops initial statements of advantages/disadvantages.

4.3 Utilizing information from JPACT, Metro General Counsel, the cost-benefit analyses, and the interest group survey, prepare statements clarifying conclusions about the advantages/disadvantages.

4.4 Consultant team meets to review scenarios and to reach a conclusion about a recommendation to the Merger Subcommittee, based on the following questions:

What form should a merger take and what steps should be followed to implement the preferred scenario?

Is merger appropriate at this time? Why or why not?

If not, what steps should be taken to improve opportunities and remove impediments to merger in the future?

4.5 Obtain feedback on consultant recommendations from the following:

- o Presentation to the Merger Subcommittee
- o Briefings of IGR Committee, JPACT and Metro Council
- o Briefing of Tri-Met Board
- o Mailing of recommendations to interest groups and follow-up phone calls to obtain responses

4.6 Merger Subcommittee meeting to discuss comments following meetings and responses from interest groups.

RESULT

Evaluation of alternatives and feedback.

Task 5. Merger Implementation

OBJECTIVE

Based on the feedback from Tasks 4.5 and 4.6, prepare a final description of the merger scenario, a schedule of strategies to implement the merger, and implementing document(s).

APPROACH

5.1 Prepare a draft final description of the merger scenario.

5.2 Prepare a draft schedule of actions/strategies necessary to overcome impediments and to achieve the merger with consideration given to actions by Metro, Tri-Met, the State Legislature and other affected parties.

5.3 Meet with Metro general Counsel to develop draft documents needed to implement the scenario, e.g. Metro Council Resolution(s), memoranda of understanding, and/or Metro Ordinance.

5.4 Brief the Merger Subcommittee, IGR Committee, Metro Council and others as necessary to obtain feedback on the recommended scenario, schedule and implementing documents.

5.5 Based on comments received, complete final report and present to Merger Subcommittee.

5.6 After completion of the final report, the consultant team will be available for additional presentations and consultation. (Note: this additional time has not been included in the budget estimate.)

RESULT

Recommendations on a merger scenario, a schedule for implementation, and the required documents to implement merger.

PROJECT STAFFING

Four members of the two firms will serve as staff for this effort: Sumner Sharpe and Margaret Strachan of Cogan Sharpe Cogan and Larry Custer and Kent Franklin of Management Technology Associates Ltd.

Cogan Sharpe Cogan (CSC), a partnership of Arnold Cogan, Sumner Sharpe and Elaine Cogan founded in 1985, has extensive experience in work for both the public and private sectors in this region. A major part of their consulting practice has been in government relations and process/conflict resolution management.

Sumner Sharpe, Cogan Sharpe Cogan Partner, will serve as project manager; Margaret Strachan, Cogan Sharpe Cogan senior associate, will be responsible for research and contacts with interest groups; and Larry Custer and Kent Franklin of Management Technology Associates will take the lead role in the financial and management analyses. All four will participate in team efforts identified in the scope of work.

Sumner Sharpe has extensive experience with project management and intergovernmental relations efforts involving local governments, state agencies and regional agencies. He is currently project manager for a study for the City of West Linn which will require intergovernmental agreements between the City, Clackamas County and principal property owners. He served as a consultant to Multnomah County in developing a memorandum of understanding between the County and four east county cities to provide for sharing and transfer of resources for provision and maintenance of roads. He served also as project manager for mediating conflicts between a local developer, state agencies and local governments related to environmental concerns in the central Oregon coast, which resulted in a signed agreement between the various parties. Finally, he has served as a consultant to both Metro and Tri-Met on various projects. He brings to this effort, experience and skills in management, conflict resolution, facilitation, conceptualization of alternatives and synthesis of information.

Margaret Strachan brings to this effort knowledge and experience with local governments and interest groups. A former JPACT member representing the City of Portland, she is familiar with the regional and local nature of the issues raised by merger discussions. As CSC Senior Associate she recently was involved with research for the Puget Sound Council of Governments looking at alternative regional/local

models for implementing transit-land use relationships as part of the regional development plan/transportation strategy for the Puget Sound region.

Both Larry Custer and Kent Franklin bring extensive experience with private and public sector work related to financial and management analysis. Prior to founding Management Technology Associates, Ltd. (MTA) in 1982, they both served as consultants with major national CPA firms and have experience as "hands-on" managers. MTA brings to this effort extensive experience in public sector work. MTA provides financial and system-oriented services to senior managers of public agencies and private firms in the areas of business planning, management control systems, productivity improvement, cost reduction and revenue enhancement. Related relevant MTA experience includes: a performance review of all Washington County departments that resulted in recommended efficiency improvements valued at one million dollars; a study of the acquisition of a private transportation company and development of a new management system; design of an activity-based cost-accounting system for the Port of Portland; review of the City of Portland's financial management system; an organizational review of the City of McMinnville's Water and Light Department; and development of internal controls and financial reporting systems for the zoo when it was merged with Metro.

Larry Custer, a Certified Management Consultant and a Certified Public Accountant, has served as a chief financial officer and president of organizations, directed the Pacific Northwest consulting practice for Coopers & Lybrand, and as founding principal of MTA, he has been active in strategic business planning, management control systems and turnarounds of troubled companies.

Kent Franklin, a Certified Management Consultant and Certified Management Accountant, was a management consultant for eight years with Touche Ross & Co. and served as a project manager for electronics firms.

Attached to this response are statements of qualifications for the two firms and resumes for the four staff who will work on this project for Metro.

BUDGET/COST PROPOSAL

Task/Personnel Hours	SS	CSC		Cl.	MTA
		MS			
1. Review Information					
1.1 Meet/Collect Info.	3	2	-	-	2
1.2 Contact GC/JPACT	3	-	-	-	-
1.3 Review/Memos	5	10	4	-	12
1.4 Subcommittee Mtg.	<u>3</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3</u>
Task 1, Subtotal	14	12	4	-	17
2. Interest Group Input					
2.1 Questionnaire	2	2	2	-	-
2.2 Interviews/Memo	<u>1</u>	<u>12</u>	<u>2</u>	<u>-</u>	<u>-</u>
Task 2, Subtotal	3	14	4	-	-
3. Financial/Mgmt. Anal.					
3.1 Data ID	2	2	-	-	2
3.2 Data Collection	2	-	-	-	2
3.3 Analyses/Reports	8	-	6	-	95
3.4 Team Meeting	3	3	2	-	6
3.5 Subcommittee Mtg.	<u>3</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3</u>
Task 3, Subtotal	18	5	8	-	108
4. Alternative Scenarios					
4.1 JPACT Report	2	-	-	-	2
4.2 Team Meeting	3	3	-	-	6
4.3 Adv./Disadv. Anal.	4	4	3	-	8
4.4 Recommendation	3	3	2	-	6
4.5 Presentations	10	14	4	-	10
4.6 Subcommittee Mtg.	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2</u>
Task 4, Subtotal	24	24	9	-	34
5. Merger Implementation					
5.1 Description	4	2	3	-	4
5.2 Schedule	3	2	1	-	4
5.3 Meet with GC	4	-	-	-	2
5.4 Briefings	10	-	-	-	-
5.5 Final Report	12	3	6	-	6
5.6 Follow-up	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Task 5, Subtotal	33	7	10	-	16
Total Hours	<u>92</u>	<u>52</u>	<u>35</u>	<u>-</u>	<u>175</u>

Personnel, Cost Estimate

CSC:	Sharpe	92 hours @ \$110/hour =	\$10,120
	Strachan	52 hours @ \$75/hour =	3,900
	Clerical	35 hours @ \$27.50/hour =	963
MTA:	175 hours @ \$125/hour =		<u>21,875</u>
Total, Personnel Hours			36,858

Estimated out-of-pocket costs* (FAX, photo-copying, miscellaneous) 250

TOTAL ESTIMATED COSTS \$37,083

* Assumes Metro staff sets up meetings and is responsible for printing and mailing materials to committees and others.

SS:aid
bdmetrop

STATEMENT OF QUALIFICATIONS

Cogan Sharpe Cogan (CSC) is a partnership of Arnold Cogan, managing partner; Sumner Sharpe, and Elaine Cogan. The firm was established in 1975 as Cogan & Associates and expanded to CSC in 1985. Arnold Cogan and Sumner Sharpe are professional planners, each well recognized in their fields with more than 30 years of experience working for clients in government, business and nonprofit institutions. Elaine Cogan is a writer, lecturer and specialist in communications who is the co-author of the popular book, You Can Talk to (Almost) Anyone about (Almost) Anything, A Speaking Guide for Business and Professional People.

When necessary, we collaborate with a selected group of well-trained specialists in land use law, economics, architecture, engineering and other disciplines to apply creative planning, research, and analytical skills to solving problems of public agencies and private clients. We:

- o Manage complex development projects as liaison with technical consultants and public officials.
- o Help developers find cost-effective responses to local and state land use laws and regulations.
- o Plan land use for cities, counties, resorts, and recreational facilities.
- o Train business and professional people in effective writing and presentation techniques.
- o Design and implement effective public information and constituency-building programs.
- o Resolve conflicts and obtain public support for controversial projects.
- o Design and facilitate goal-setting meetings, workshops and conferences.
- o Represent private interests to public decision-making bodies.

- o Prepare land use zoning ordinances and statutes for local governments.
- o Streamline regulatory systems.

CSC is an Equal Employment Opportunity Employer.

Honors and Publications

Cogan Sharpe Cogan is the recipient of Meritorious Planning Project awards from the Oregon Chapter of the American Planning Association for the following:

- o Permit Aerobics - Getting Your Process in Shape. Written for the Oregon Department of Land Conservation and Development, this book provides practical advice to public officials, developers, attorneys and others about how to simplify the local land use permit process.
- o Report recommending development alternatives for western Hayden Island, approximately 800 undeveloped acres owned by Portland General Electric Company. In the process of developing the plan, we involved a broad array of public and private interests.
- o Ten-year strategic plan that meets the challenges of the dynamic, changing environment for Metropolitan Family Service, one of Oregon's premier human services agencies.

CSC partner, Sumner Sharpe received an award from the American Planning Association for Distinguished Leadership in the Planning Profession. He was cited as a consultant involved with many planning projects of high quality and variety and an educator who helped build an outstanding urban studies and planning department at Portland State University.

Among our professional publications are:

Techniques of Public Involvement for the Council of State Planning Agencies/National Governors Association.

Improving Human Services in Oregon; for a consortium concerned with decreases in state and federal financial assistance.

Statewide Policy Instruments for the Council of State Planning Agencies/National Governors Association; reviews and analyzes effective techniques to improve decision-making.

Regulation of Radio and Television Transmission Facilities by Local Governments for the American Planning Association's Planning Advisory Service; distributed nationally to land use planners, lawyers, public officials and others.

Chapter on citizen participation for The Practice of State and Regional Planning; published by the International City Management Association and the American Planning Association.

Numerous articles in publications, including Women Engineer, Business Week Careers; the Oregonian, Business Journal, Journal of American Planning Association, Oregon Lands, Journal of Housing, and Zoning & Land Use Digest.

SELECTED CLIENTS

Public Agencies and Institutions

- City of Portland, Oregon, Planning Bureau; Housing Authority; Development Commission; Bureau of Environmental Services; Bureau of Finance and Administration
- City of Beaverton, Oregon, Department of Planning and Community Development
- Cities of Wilsonville, Cornelius, North Plains, Aurora, Hermiston, Banks, Molalla, West Linn, Milwaukie, Sandy, Salem, Clatskanie, Newberg, Gresham, Tualatin and Troutdale, Oregon
- City of Los Angeles, California, Community Redevelopment Agency
- City and Borough of Juneau, Alaska
- New Capitol Site Planning Commission, Anchorage, Alaska
- City of Vancouver, Washington
- City of Burbank, California
- Multnomah County, Oregon, Department of Environmental Services; Department of Human Services; Department of Justice Services; Aging Services Division; Office of Community Development
- Washington County, Oregon, Office of Community Development; Department of Planning, Department of Land Use and Transportation
- Clackamas County, Oregon, Community Development Division
- Deschutes County, Oregon, Board of Commissioners
- Los Angeles County, California, Department of Regional Planning
- Oregon State Department of Economic Development; Division of State Lands; Commissioner of Labor & Industries; Department of Justice; Department of Land Conservation and Development; Attorney General; Department of General

- Services; Secretary of State's Office; Capitol Mall
Planning Commission
- Washington State Departments of Environmental Services and
General Administration
 - Idaho State Department of Planning & Community Affairs
 - Montana State Department of Natural Resources
 - Colorado State Department of Local Affairs
 - U.S. Army Corps of Engineers
 - U.S. Environmental Protection Agency
 - U.S. Department of Transportation
 - U.S. Forest Service
 - Pacific Northwest River Basins Commission
 - Federal Aeronautics Administration
 - Bonneville Power Administration
 - Metropolitan Service District, Portland, Oregon
 - Tri-Met (Metropolitan Transit District), Portland, Oregon
 - Denver Regional Council of Governments, Colorado
 - Washoe Council of Governments, Reno, Nevada
 - Yamhill County, Oregon, Board of County Commissioners
 - Clackamas Community College, Office of the President
 - Metropolitan Service District, Portland, Oregon
 - Northwest Power Planning Council, Portland, Oregon
 - Washington State Timber, Fish and Wildlife Program
 - Seattle Department of Construction and Land Use
 - Puget Sound Council of Governments
 - Salem, Oregon Housing Authority
 - Tacoma, Washington Housing Authority
 - City of Bellevue, Washington
 - Clark County, Washington Department of Community Services
 - Benton County, Oregon Board of Commissioners
 - Jackson County, Oregon Board of Commissioners

Institutional/Management Studies

- Bonneville Power Administration
- Pacific Northwest River Basins Commission
- National Governors Association/Council of State Planning
Agencies
- Washington Department of Revenue
- Oregon State Department of Economic Development
- Tri-County Local Government Commission, Portland, Oregon
- Columbia Region Association of Governments (Portland
Region)
- Denver Regional Council of Governments
- Washoe Council of Governments, Reno, Nevada
- Nevada Department of Environmental Services
- Metropolitan Service District (Portland Region)
- Housing Authority of Portland
- City of Vancouver, Washington

- American Planning Association
- Walsh Construction Company
- Metropolitan (Portland) Family Service
- Providence Medical Center
- Burnside Consortium
- Multnomah County Community Action Agency
- Coalition for Human Services (Portland Region)
- Clackamas County Department of Human Resources
- Urban Indian Council
- Northwest District Association
- Friendly House, Inc.
- Portland Student Services
- Washington County Office of Community Development
- Multnomah County Department of Environmental Services

SELECTED PROJECTS

Tri-County Local
Government Commission

Developed and implemented process for involving public officials, community leaders, and citizens in workshop to discuss critical issues of re-organization and consolidation of several regional agencies in the Portland metropolitan area. Trained discussion leaders, evaluated results, and issued report of findings.

Coalition for Human
Services, Portland,
Oregon

Provided research and wrote Improving Human Services in Oregon, a report on the provision and funding of social services in relation to state fiscal restraints. Client was an alliance of public agencies and private institutions, civic organizations, and businesses. Process included research, workshops, meetings, and interviews.

Office of Chief
Executive, Multnomah
County, Oregon

Designed and led workshop with the executive, chief managers of the county and selected citizens to develop short- and long-range goals and priorities.

Association for
Retarded Citizens

Study leading to recommendations to enhance the level of cooperation/coordination among the three county-based associations in the Portland region. Work involved personal interviews, questionnaires, workshops and scenario development.

Tri-Met, Portland,
Oregon

Conducted study to identify perceptions, community needs and relations of agency with constituent groups -- neighborhoods, business associations, social service agencies and city governments. Efforts included personal interviews and focus groups.

Provided advice and assistance to a "blue ribbon citizens task force" on the agency's future operations and funding options.

Oregon Coastal Zone
Management Association

Investigated issues of consistency and coordination of state agencies with local coastal policies and plans; interviewed state and local officials and conducted three case studies which illustrate problems and successes. Recommended statutory, institutional, and executive measures which were adopted by client, affected agencies, the legislature and the governor.

Timothy Lake Retreat,
Portland General
Electric

Planned and facilitated two-day workshop of city and county officials. The event, sponsored by Portland General Electric Company, was undertaken to identify critical issues facing local government and obtain consensus on priorities.

Spokane Regional
Council

Prepared strategic plan for transportation planning and related activities for council of governments composed of city of Spokane, Spokane County, regional transit district and other units of local government. Scope of work included extensive interviews with local officials, evaluation of region's compliance with federal transportation planning regulations and recommendations for technical, financial, intergovernmental and managerial aspects of regional transportation planning.

Tacoma, Washington
Housing Authority

Designed and facilitated three-day retreat of the Housing Authority board and senior staff. Developed visions for the future; assessed strengths, weaknesses, opportunities and threats; developed goals and objectives; and identified roles and responsibilities for implementation.

Mental Health
Services-West
Strategic Plan

Designed and managed strategic planning process that involved external reviewers, the board, management and staff. A nonprofit social service agency receiving public funds, client is a major provider of mental health services in the Portland area. The purposes of the plan were to develop a common vision and agree on strategies to move the agency from reliance on public funds to increasing independence while maintaining critical services for the homeless chronically mentally ill. The planning process included research and producing a needs statement, a full-day board/staff retreat, and a series of workshops.

Oregon State
Department of
Corrections

Lead consultant/mediator in process that obtained coordination agreement between Oregon State Department of Corrections and Department of Land Conservation and Development regarding criteria and procedures for future siting of state corrections facilities.

Multnomah County Roads

Mediated six-month effort which resulted in memoranda of understanding between urban county and four municipalities; established goals, principles, and process for negotiating intergovernmental agreements for future distribution of resources and responsibilities for capital and maintenance.

mergerss

REFERENCES FOR COGAN SHARPE COGAN

Jay Rasmussen, Executive Director
Oregon Coastal Zone Management Association
PO Box 1033
Newport, OR 97365
503/265-8918

Don Clark, Executive Director
Housing Authority of Portland
PO Box 13220
Portland, OR 97213
503/249-5511

Paul Yarborough, Director
Multnomah County Department of Environmental Services
2115 SE Morrison
Portland, OR 97214
503/248-5000

Bill Scott, President
Pacific Development Corp.
825 NE Multnomah, Suite 1275
Portland, OR 97232
503/233-4048

SUMNER M. SHARPE

Dr. Sharpe is a partner with Cogan Sharpe Cogan, consultants in planning and management, governmental and community relations, communications and training. With more than thirty years of professional experience in the fields of planning and community development, his areas of emphasis include land use, strategic planning, project management, housing, and public involvement.

Dr. Sharpe graduated with honors from Dartmouth College in the field of geography and earned a Master's Degree in Regional Planning from Cornell University. He attended the London School of Economics as a post-graduate student in government and public administration and received his doctorate in Urban Planning from the University of Washington.

Dr. Sharpe is newly elected president of the American Institute of Certified Planners and was president of the Oregon Chapter of the American Institute of Planners (1975-77). He received the 1988 Oregon Chapter APA award for Distinguished Leadership by a Professional Planner.

As a member of the Portland Metropolitan Human Relations Commission, he chaired the Commission's Committee on Housing. He has served as Chair of the Housing Planning Task Force for the City of Portland, member of the Rural Affairs Task Force for the State of Washington, member and Vice-Chair of the Vancouver (Washington) Planning Commission, member of Portland's Central City Plan Citizens Steering Committee, a Trustee of the Oregon School of Design, the West Coast Chamber Orchestra Board of Directors, and on numerous other advisory committees and boards in the Portland metropolitan region.

As Professor of Urban Studies and Planning at Portland State University from 1968 to 1985, he served in a variety of teaching and administrative positions in the School of Urban and Public Affairs and taught courses in the theory, practice and administration of planning, housing and community development. He has served as Executive Director of the Economic Opportunity Committee of Clark County (Washington); Associate Planner with the Portland (Oregon) Metropolitan Planning Commission; Senior Planner with the City of Vancouver (Washington); and a Peace Corps volunteer in Bangkok, Thailand.

Selected experience includes:

- o Provided consultation regarding zoning and planning issues to numerous private developers, including: the Oregon Bank, BenjFran Development, Inc., Portland General Electric, Conmetco, Walsh Construction, Robert Randall Company, International Paper Company, Fairway Western of Salem, Puget Western, Inc., and Southland Corporation.
- o Advised the Portland Development Commission on procedures for joint public-private development ventures.
- o Participated in a tax increment feasibility study for Washington County.
- o Directed the development of community development block grant plans for Washington and Multnomah Counties, Oregon.
- o Project coordinator/manager for Wolf Tree, a planned destination resort in Newport, Oregon, including preparation of urban renewal plan amendments and negotiation of a development agreement.
- o Project manager of master plan and permit approvals for the Marylhurst Area, Lake Oswego, Oregon.
- o Designed the process and managed development of the urban area comprehensive framework plan for Washington County, Oregon.
- o Managed a series of road maintenance policy studies for Multnomah County, Oregon.
- o Managed preparation of the comprehensive land use plan for the City of Hermiston, Oregon.
- o Provided assistance to the Housing Authority of Portland in planning, management and community relations, including a strategic planning process, a locational analysis for public housing sites, a comprehensive housing action plan, and a study of the relationship of public housing to community and neighborhood organizations.
- o Developed a growth management and capital improvement study for the City of Beaverton, Oregon.
- o Evaluated consistency of the Los Angeles County implementation program with its proposed general land use plan.
- o Co-author of a national study of statewide policy instruments for the Council of State Planning Agencies and a chapter on citizen participation for a book on state and regional planning.

- o Assisted in a study of energy development siting problems in the coastal zones in California, Oregon and Washington for the Environmental Protection Agency, Washington, D.C.
- o Developed and assisted with a public involvement and information program for Washington County's transportation initiatives.
- o Managed permit streamlining study, Permit Aerobics, for the Oregon Department of Land Conservation & Development.
- o Directed the development of a strategic plan for Metropolitan Family Service of Portland.
- o Designed and facilitated developer forums on permit streamlining for the City of Olympia.
- o Advised Sisters of the Holy Names (Lake Oswego, Oregon), Sisters of St. Dominic (Tacoma, Washington), Benedictine Sisters (Mt. Angel, Oregon), St. Vincent de Paul (Portland, Oregon) and Northwest Province of the Jesuits (Portland, Oregon) on property use and disposition.
- o Provided land use and community/governmental relations assistance to Riedel Environmental Technologies in the siting and permitting of a solid waste transfer station for the Portland area.

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MARGARET D. STRACHAN

Margaret Strachan, a senior associate with Cogan Sharpe Cogan, has more than 15 years of experience with private, nonprofit agencies and local government. Her areas of expertise include management, project/event coordination, policy making and implementation, community relations, citizen involvement and conflict resolution.

Ms. Strachan graduated from Carroll College in Helena, Montana and undertook graduate work in urban studies at Portland State University.

From 1987 to 1988, she served as Executive Director of Central City Concern, a nonprofit housing agency. As an elected member of the Portland City Council from 1981 through 1986, she was responsible for direct administration of 865 people and a \$62 million budget for the following City agencies: Planning, Transportation, Buildings, General Services, Housing Policy and Human Resources; and she managed an eleven-person office staff with an annual budget of approximately \$500,000.

Prior to her term of office, Ms. Strachan was staff assistant to City Commissioner Mike Lindberg, coordinator for Neighbors West/Northwest community organization which provides communications and assistance to six residential and industrial neighborhoods, campaign manager for Commissioner Charles Jordan and a high school teacher of English and Social Studies.

She has received special recognition from the National Association of Homebuilders, the Oregon Chapter American Planning Association, and in 1988 she received the national Distinguished Leadership Award of the American Planning Association. Her civic and professional activities have included membership on the National League of Cities Transportation and Communications Steering Committee; Portland Leaders Roundtable, City-County Task Force for the Homeless, Oregon Women's Political Caucus, the League of Women Voters and the City Club. She has served as a member of the boards of directors of the Ecumenical Ministries of Oregon, Center for Urban Education, Metropolitan Family Service, Northwest Service Center and Mental Health Services-West.

Selected experience and accomplishments include:

- o Streamlined and made more efficient the Portland Building Code, eliminating overly restrictive and costly regulations.
- o Created a task force to develop policy adopted by City Council to site and operate convenience stores in cooperation with neighborhoods.
- o Resolved land use and transportation conflicts between residential and industrial neighborhoods, resulting in adoption of plans which have led to substantial reinvestment and revitalization of both areas.
- o Initiated the Central City planning process encompassing six commercial, residential and industrial areas.
- o Developed an emergency housing voucher program, now used as a basis for a unified system in three counties.
- o Established the Council for Prostitution Alternatives, a national model rehabilitation program for prostitutes.
- o Consolidated city-county services for senior citizens, including transfer of Medicaid programs from state and providing more efficient and accessible services.
- o Managed transfer of federal job training programs, resulting in the consolidation of city and county private industry councils.
- o Increased services to youth and facilitated cooperation among the city, school districts and the private sector.
- o Negotiated the initial agreements between the City, Tri-Met and downtown businesses for the addition of the "Vintage Trolley" to the light rail system.

msgen



MANAGEMENT TECHNOLOGY ASSOCIATES, LTD.

SUMMARY OF RELEVANT EXPERIENCE

Washington County

Performance review of all County departments. Management processes and operational procedures in all areas were analyzed relative to proper performance of mission and to efficiency. More than a million dollars annually in improvements were identified and specific recommendations for realization were developed. Both Larry Custer and Kent Franklin performed and managed this work, in two separate engagements for different departments of the County.

A Private Transportation Company

Studied the potential acquisition of a transportation company by an operating manager and investor; established a value on the company; managed negotiations between buyer and seller; assisted in obtaining financing; directed the establishment of procedures and controls for operations of the company under its new management. Kent Franklin performed this work.

A Private Manufacturing Company

Participated on an acquisition team of a subsidiary of Omark Industries, Inc. Analyzed the financial, marketing, and operational situation of this Midwest manufacturing company. Also analyzed the potential acquisition impacts on personnel, cash flow, revenue generation, and other factors. Larry Custer performed this work.

Port of Portland

Performed a functional design of a system of activity-based cost accounting to provide accurate accountability for costs at all levels and to assure their proper allocation to user operational departments. Larry Custer performed this work.

City of Portland

Reviewed the City's financial management system and its operation at the City/County Data Processing Authority. The review was to determine the viability and prudence of transferring the City's financial management system to an in-house computer. Kent Franklin performed this review.

MANAGEMENT TECHNOLOGY ASSOCIATES, LTD.

SUMMARY OF RELEVANT EXPERIENCE (continued)

An Engineering and Construction Company

Participated in planning and executing the acquisition of an Oregon-based engineering and construction company by a large nation corporation. Integrated the financial control and reporting procedures of the acquired company with those of the new parent organization. Larry Custer performed this work as chief financial officer of the acquired company.

City of McMinnville Water and Light Department

Performed an organizational review of all parts of this municipal water and electric power agency. Reviewed degree of mission fulfillment, adequacy of internal controls, whether preferred personnel practices were followed, and the efficiency of procedures and operations. Recommended over forty improvements and large dollar savings. Kent Franklin and Larry Custer performed this work.

A Manufacturing Company

Participated in negotiating, planning, and implementing the acquisition of a Portland-based manufacturing company by a large corporation. Larry Custer performed this work as chief financial and administrative officer of the acquired company.

Metropolitan Service District

Developed recommendations for effective internal controls and financial reporting for the Zoo at the time of its acquisition by Metropolitan Service District. Larry Custer performed this study.

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TECHNOLOGY
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Lawrence R. Custer
Kent L. Franklin
Randall J. Benson



LAWRENCE R. CUSTER

Lawrence R. Custer is a founding principal of Management Technology Associates, Ltd., a regional firm of management consultants specializing in management control systems and financial and organizational issues.

With more than 27 years of management and professional experience, Mr. Custer was chief financial officer of an engineering/construction company and a manufacturing company. He was also president of a company in the service industry with 800 employees and 24 business units in five western states.

For eleven years, he was with the international accounting and consulting firm of Coopers & Lybrand. He was director of management consulting for the Pacific Northwest offices of that firm for three years prior to the founding of his own firm. In 1982, he co-founded Management Technology Associates, Ltd., a firm which has achieved a record of successful management consulting work for business and government in the Pacific Northwest. The firm has offices in both Portland and Seattle.

During his nineteen years of consulting for both Coopers & Lybrand and Management Technology Associates, Ltd., Mr. Custer has performed a broad range of consulting work for many prominent governmental agencies in Oregon and Washington. Included in this work have been numerous studies involving organization and financial analyses and recommendations. Also included in this work have been projects for Metro, to help implement the takeover of the zoo and to develop procedures for landfill user charges.

Mr. Custer holds a Bachelor of Science degree in business administration from Oregon State University. He is a Certified Public Accountant and a Certified Management Consultant. His community activities have included leadership roles in Kiwanis, PTA, Boy Scouts, and Rotary.

LAWRENCE R. CUSTER, (continued)

Selected Experience Includes:

- o Managed a team of five consultants to review performance and management processes in all departments of Washington County. In excess of a million dollars per year of operational improvements were identified.
- o Served on an acquisition team to study a proposed acquisition of a Midwest company by a subsidiary of Omark Industries, Inc.
- o Performed functional design of an activity-based cost accounting system for the Port of Portland.
- o Served as chief financial officer of two companies which were acquired by larger corporations. Participated in the planning process, and was primarily responsible to administer the process of merged operations and administrative procedures.
- o Performed an operational review of the accounting functions of the Portland Development Commission and the relationship with other departments.
- o Developed a state-of-the-art cash management system for the Portland Public Schools, including zero balance accounts, remote banking, on-line bank inquiry, cash forecasting, and related internal systems, policies, and procedures.
- o Developed an acquisition checklist for individual investors to assure a thoughtful, orderly, and comprehensive process for studying the desirability of a potential acquisition and a smooth process of implementation.
- o Performed a study to facilitate the merger of administrative procedures of the Zoo with the Metropolitan Service District.
- o Defined the operational requirements of all departments of Jackson County, Oregon; conducted a nationwide search for suitable application software to run on existing hardware.
- o Developed procedures for Metropolitan Service District for financial controls and billings to landfill users.
- o Assisted several privately-held companies to improve financial and operating performance and to "package" themselves for acquisition by larger companies.
- o Analyzed payroll and personnel systems requirements for all departments of Snohomish County, Washington; developed rating procedures, evaluated competing systems, recommended most suitable system.
- o Performed an organizational review of financial controls and administrative processes for the City of McMinnville Water and Light Department.

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Lawrence R. Custer
Kent L. Franklin
Randal J. Benson

KENT L. FRANKLIN

Kent L. Franklin is a founding principal of Management Technology Associates, Ltd., a regional firm of management consultants specializing in management control systems and financial and organizational issues.

Mr. Franklin has 24 years of business and professional experience. He was a computer systems project manager for both IBM and Electronic Data Systems. For eight years he was a management consultant with the international accounting and consulting firm of Touche Ross & Co. (now Deloitte & Touche). He was a co-founder of Management Technology Associates, Ltd., a firm which has achieved a record of successful management consulting work for business and government in the Pacific Northwest. The firm has offices in Portland and Seattle.

During sixteen years of consulting for both Touche Ross & Co. and Management Technology Associates, Ltd., Mr. Franklin has performed consulting work for many agencies of state and local government in western states. Included in this work has been several studies involving financial and organization assessments and recommendations.

Mr. Franklin holds a Bachelor of Arts degree in mathematics from the University of Oregon and a Master of Science degree in systems management from the University of Southern California. He is a Certified Management Accountant, and a Certified Management Consultant. He has served as a wing commander for a United States Air Force Reserve unit in Portland. He is a member of Portland Rotary and has been active in civic and cultural activities for the community.

KENT L. FRANKLIN, (continued)

Selected Experience Includes:

- o Studied the potential acquisition of a transportation company by an operating manager-investor. Established a value on the company, managed negotiations between buyer and seller, assisted in obtaining financing, and directed the establishment of procedures and controls for operations of the company after its acquisition.
- o Managed a team of consultants to review performance of the Public Works Department of Washington County. Numerous recommendations for savings and operational improvements were made.
- o Performed a valuation analysis of a hardware distributor and negotiated a buyout of one partner by the other to consolidate ownership and management control. Developed policies and procedures for improved financial and operating performance after the buyout.
- o Reviewed the administrative offices of Polk County to develop new accounting procedures.
- o Reviewed the City of Portland's financial management systems and its operation at the City/County Data Processing Authority. The review was to determine the viability and prudence of transferring the City's financial management system to an in-house computer.
- o Reviewed department operations, management processes, and financial controls for the City of McMinnville Water & Light Department. Provided numerous recommendations for improved operations and cost savings.
- o Reviewed the systems requirements and the feasibility of implementing a computerized CETA program participation tracking system for the Mid-Willametter Valley Manpower Consortium.
- o Defined information requirements for accounting systems for the City of Gresham and selected appropriate computer hardware and application software.