

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL WORK SESSION MEETING – revised 1/31/05
DATE: February 1, 2005
DAY: Tuesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | | |
|---------|----|--|-------------------------|
| 2:00 PM | 1. | DISCUSSION OF AGENDA FOR COUNCIL
REGULAR MEETING, FEBRUARY 3, 2005/
ADMINISTRATIVE/CHIEF OPERATING OFFICER
AND CITIZEN COMMUNICATIONS | |
| 2:15 PM | 2. | MINORITY AND WOMEN EMERGING SMALL
BUSINESS UTILIZATION REPORT | Biedermann/
Williams |
| 2:30 PM | 3. | STAFFING SUPPORT SECTION OF REDIRECTION
EFFORT | Bragdon |
| 3:15 PM | 4. | BREAK | |
| 3:20 PM | 5. | FOCUS GROUP REPORT | Disciple |
| 3:50 PM | 6. | GREENWOOD HILLS CEMETERY MAINTENANCE
ASSOCIATION PROPOSAL TO METRO | Desmond/
Geddes |
| 4:20 PM | 7. | EXECUTIVE SESSION HELD PURSUANT TO ORS
192.660 (1) (d) FOR THE PURPOSE OF DELIBERATING
WITH PERSONS DESIGNATED TO CONDUCT LABOR
NEGOTIATIONS. | |
| 4:35 PM | 8. | COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

Agenda Item Number 2.0

MINORITY AND WOMEN EMERGING SMALL BUSINESS UTILIZATION REPORT

Metro Council Work Session
Tuesday, February 1, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: February 1, 2005 Time: 2:30 p.m. Length: 30 minutes

Presentation Title: Annual Council M/W/ESB Utilization Report

Department: Finance and Administrative Services

Presenters: Cinna'Mon Williams and David Biedermann

ISSUE & BACKGROUND

Metro Code 2.04.170 requires the Chief Operating Officer will provide an annual report to Council showing utilization of emerging small businesses (ESB), minority-owned business enterprises (MBE) and women-owned business enterprises (WBE) doing business with Metro.

Use of M/W/ESB businesses in Metro contracting is a long-held policy of the Metro Council. At the same time, the utilization of these businesses in an average contracting year under existing Code provisions appears to have peaked at between 3 and 5%.

OPTIONS AVAILABLE

- Increase Sheltered Market threshold from \$25,000 to \$100,000 and include building maintenance contracts in this category.

Metro Code 2.04.120(h) currently requires all construction opportunities for contracts more than \$2,500 and less than \$25,000 to be bid only by qualified ESB, MBE and WBE contractors. (The Chief Operating Officer may waive this requirement if he/she determines that there are no certified ESB, MBE and WBE on the certification list capable of providing the project needed. Any such waivers shall be in writing, and shall be kept as supporting documentation.)

- Assign weighted criteria points to request for proposals evaluation for being certified M/W/ESB (by the State of Oregon) vendors.

IMPLICATIONS AND SUGGESTIONS

Changes to the Sheltered Market Program will require a Council Ordinance and close monitoring by the M/W/ESB Coordinator. Including all public improv

Assignment of weighted criteria points for certified vendors can be done administratively, and a pilot project is underway.

QUESTION(S) PRESENTED FOR CONSIDERATION

Should the Metro Council increase the Sheltered Market threshold and include maintenance contracts?

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

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____

Chief Operating Officer Approval _____

**COUNCIL REPORT
BACKGROUND AND ANALYSIS
M/W/ESB PROGRAMS**

Fiscal Year Summary

In FY 2003-2004 Metro awarded 482 contracts through the competitive bidding process. (This total does not include Intergovernmental Agreements (IGAs), Revenue, Qualified Rehabilitation Facilities (QRF) or Grants Contracts, or SWR waste transport and disposal contracts). Of that total 50 were awarded to minority/women owned, or emerging small businesses (10.37 % of the number of contracts). Measured in dollars the overall M/W/ESB utilization for FY 2003-2004 was 5.2 % of all contracts.

The report reflects several department changes since FY 03-04. Most of Business Support and Finance were combined to create Finance and Administrative Services, while Human Resources is now a separate department. Public Affairs, which was previously included with the totals for Executive, is now an individual department. Lastly, Office of General Attorney is now listed as Office of Metro Attorney.

In FY 02-03, the Solid Waste and Recycling Department awarded two large construction contracts to M/W/ESB vendors. These contracts totaled \$509,633 (39%) of total M/W/ESB awards. In FY 03-04 no large construction contracts were awarded to M/W/ESB contractors resulting in a significant decrease from FY02-03 in the annual percent of contract dollars paid to M/W/ESB vendors.

Suggestions to improve the M/W/ESB utilization are increasing the "Sheltered Market" threshold for public improvements from \$25,000 to \$100,000 and including maintenance contracts in this program. Maintenance contracts would be considered all public contracts including emergency work, minor alteration, ordinary repair or maintenance necessary in order to preserve a public improvement. This would require a Council ordinance and change to Metro Code. Another recommendation is to begin assigning weighted criteria points in requests for proposals to State-certified vendors. The Solid Waste and Recycling Department, Parks and Greenspaces Department, City of Portland and Port of Portland use this technique in an effort to increase utilization.

M/W/ESB Usage by Department

DEPARTMENT	TOTAL # of Non-M/W/ESB Contracts	Total # of M/W/ESB Contracts	Total Contract Dollars	Non-M/W/ESB	M/W/ESB	M/W/ESB Percentage of Contract Dollars
Finance and Administrative Services	19	11	\$146,368	\$92,698	\$52,670	35.98%
Human Resources	5	0	\$15,800	\$15,800	0	0%
Council	1	0	\$1,700	\$1,700	0	0%
Office of Metro Attorney	9	0	\$157,350	\$157,350	0	0%
Public Affairs	1	0	\$3,000	\$3,000	0	0%
Oregon Zoo	128	11	\$3,305,025	\$3,153,914	\$151,111	4.57%
Parks/Greenspaces	109	10	\$1,793,893	\$1,672,243	\$121,650	6.78%
Planning	42	2	\$342,871	\$341,381	\$1,490	.43%
Solid Waste & Recycling	118	16	\$4,649,703	\$4,434,707	\$214,996	4.62%
Total*	432	50	\$10,415,710	\$9,872,793	\$541,917	5.2%

*Totals do not include purchase orders that were placed during this period.

*Totals include all competitive contracts processed through the contracts office with supporting documentation.

Agenda Item Number 5.0

FOCUS GROUP REPORT

Metro Council Work Session
Tuesday, February 1, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: 1-25-05 Time: 2:00 p.m. Length: 30 minutes
Presentation Title: Report on Small Group Discussions with Local Elected Officials
Department: Council/ Strategic Plan
Presenters: Sue Disciple, Facilitator for Focus Groups – Power Point Presentation

ISSUE & BACKGROUND

In September 2004 the council indicated an interest in getting feedback from local elected officials on the goals and objectives in its strategic plan Sue Disciple of Management Resources was retained to design a discussion guide and to facilitate small group discussions with local elected officials. Four discussions were held in the region, with the following objectives:

- Identify the roles and/or responsibilities that are perceived to be the most appropriate for Metro Regional Government as they apply to specific goals of the strategic plan.
- Elicit the perceptions and expectations of external stakeholders as it applies to roles undertaken (now and in the future) by Metro Regional Government.
- Identify potential tools and/or strategies to assist the Metro Regional Leadership in better serving the needs of local communities.
- Discuss potential procedures and processes for the most effective coordination with the Metro leadership and/ or it's various departments.

OPTIONS AVAILABLE

Information presented is intended to give the Metro Council feedback on local government official's perceptions of Metro's role in the region. No further action is being recommended and no options will be provided.

IMPLICATIONS AND SUGGESTIONS

The report may give the council insight into how Metro can better relate to or serve its local government partners.

QUESTION(S) PRESENTED FOR CONSIDERATION

None.

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

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____
Chief Operating Officer Approval _____

Agenda Item Number 6.0

GREENWOOD HILLS CEMETERY MAINTENANCE ASSOCIATION PROPOSAL TO METRO

Metro Council Work Session
Tuesday, February 1, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: February 1, 2005 Time: Length: 30 mins.

Presentation Title: Greenwood Hills Cemetery proposal

Department: Parks

Presenters: Janelle Geddes/Jeff Tucker

ISSUE & BACKGROUND

Attached to the Work Session Worksheet is background information regarding this presentation that outlines history, pros and cons and recommendation regarding the transfer of a cemetery to Metro to own and manage.

In October 2004, Metro received a written request from Greenwood Hills Cemetery Maintenance Association proposing that Metro assume ownership and management of Greenwood Hills Cemetery from the Association. Metro has been approached two times prior to October 2004 by the Association to own and manage the cemetery (1997 and 2002). In 1997 and 2002, Metro decided against assuming ownership and management of the cemetery.

Greenwood Hills Cemetery is adjacent to G.A.R. (Grand Army of the Republic) Cemetery that is owned by Metro. It is also adjacent to Riverview Cemetery.

Recently, Greenwood Hills has built a maintenance trust fund of over \$91,000 in an attempt to make a transfer more attractive to Metro. They also have determined that there are approximately 1000 to 1500 graves available to sell and have obtained and compiled burial records. Greenwood Hills also has increased its vegetation maintenance program and removed non-native and invasive plants in undeveloped portions of the property. They also have assets (maintenance equipment) that would be part of the proposed ownership transfer to Metro.

OPTIONS AVAILABLE

- 1) Assume ownership and management of Greenwood Hills Cemetery.
- 2) Do not assume ownership and management of Greenwood Hills Cemetery.

IMPLICATIONS AND SUGGESTIONS

If Metro assumed ownership and management of Greenwood Hills Cemetery, the offered maintenance trust fund of \$91,000 would not sustain operating the Cemetery more than five years. Even with revenue from grave sales/services, long term/perpetual care funding would be an issue. There are also potential high cost maintenance issues associated with this property, including Dutch elm disease. A study conducted in 1994 (Pioneer Cemeteries Study Committee) recommended "Metro should not assume management responsibility for any additional cemeteries".

If Metro does not assume ownership and management of Greenwood Hills Cemetery, there could be public pressure on Metro to "save" the cemetery.

A suggestion is that Greenwood Hills approach Riverview Cemetery to inquire if they would be interested in the cemetery to add to their existing property. Since Metro sells very few graves at G.A.R. annually, Metro could consider transferring ownership of that cemetery if it would help Greenwood Hills in their efforts to transfer their cemetery to Riverview Cemetery.

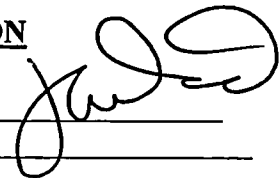
QUESTION(S) PRESENTED FOR CONSIDERATION

- 1) Does Metro Council concur with the Department's recommendation that Metro does not assume ownership and management of Greenwood Hills Cemetery?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes __x__No
DRAFT IS ATTACHED __Yes __No

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____
Chief Operating Officer Approval _____

A handwritten signature in black ink, appearing to be "J. W. [unclear]", is written over the signature lines for the Department Director/Head and Chief Operating Officer.



METRO
PEOPLE PLACES • OPEN SPACES

**METRO REGIONAL PARKS & GREENSPACES
MEMORANDUM**

TO: MICHAEL JORDAN
FROM: JIM DESMOND
SUBJECT: GREENWOOD HILLS CEMETERY PROPOSAL
DATE: DECEMBER 30, 2004
CC: JANELLE GEDDES
SUSIE BOUSHA
JEFF TUCKER

Last October, Bonnie Kiser from the Greenwood Hills Cemetery Maintenance Association sent Metro a letter proposing that Metro take over the management and ownership of Greenwood Hills Cemetery from the Association. A similar request was submitted to Metro back in 1997 and 2002 with Metro deciding against the offer both times. Since the last request, the Association has done several things:

- Built up a maintenance trust fund to a balance in excess of \$91,000
- Obtained burial records to verify the remains of those buried there
- Determined that approximately 1,000 to 1,500 graves are available for sell
- Maintained the cemetery at a higher level including the recent removal of large amounts of invasive plants

This purpose of this memo is to give you a brief history of the cemetery along with identifying both pros and cons of the Association's proposal. The memo also gives estimates of the initial and annual costs of maintaining the 12 acre cemetery and a recommendation on the proposal.

HISTORY

Greenwood Hills Cemetery was platted in 1882 as the Portland Masonic Cemetery and opened in 1884 with 15 transfers from the Masonic Plot at Lone Fir Cemetery. The oldest grave is dated 1851 and belongs to the Kellogg family.

Originally the Portland Masonic Cemetery was 40 acres, but in 1882 before it opened its doors, it sold off two acres to the Grand Army of the Republic (GAR) for burial of Civil War veterans. The International Order of the Odd Fellows (IOOF) bought a large rectangular lot and transferred it to River View Cemetery in 1943. There were also a total of five lots sold for home sites.

Greenwood Hills was sold the final time in 1986 and is now 12 acres in size. The cemetery was abandoned in 1986 and has been maintained by volunteers of Greenwood Hills Cemetery Maintenance Association. Volunteers have been actively involved in verifying records and resolving discrepancies. The current cemetery sexton, Stanley Clark who feels they are highly accurate, holds the original records. Greenwood Hills is an active cemetery with six to ten pre-

need burials per year. However, the Association because of their legal status as a maintenance only organization can sell no new plots.

Maintenance for the Greenwood Hills Cemetery is currently handled by an independent landscaper, Monaghan's Landscaping. The Association has negotiated a yearly contract in the amount of \$10,060.00 per year. Annual maintenance includes: two applications to lawn for weed control; 12 lawn mowings; and two major full day clean-ups using a crew of six, which entails string trimming around headstones, hedge trimming, and picking up litter branches, leaves, etc. In addition to this maintenance, the Association has allotted \$1,000 to the stump removal between GAR and Greenwood Hills. The Association also hosts four volunteer work days, two in the spring and two in the fall, and other additional work days as the need arises for restoration work.

ASSETS

The Association's current assets include:

- \$91,000 in Certificates of Deposits (interest from CD's generates approximately \$3,500 a year)
- 4 string trimmers (~\$200)
- 2 leave blowers (~\$100)
- 1 Kabota riding lawn mower (approximately 4 years old, value unknown)
- 1 Storage Unit on site (value unknown)

The possibility of selling 1,000 – 1,500 additional full body graves would result in eventual revenue of \$1 million to \$1.5 million dollars at current Metro grave prices. There also exists the potential for the cemetery to be a site for a scatter garden and/or a memorial/niche wall with undetermined additional revenue.

METRO'S MAINTENANCE COSTS

The attached two spreadsheets show estimated costs associated with maintaining Greenwood Hills Cemetery initially to bring the cemetery up to our standards (\$21,033 or \$9,075 without options) and then annually (\$15,850) at a level consistent with GAR.

PRO'S OF THE PROPOSAL

1. Metro would acquire a twelve acre locally significant open space in a prestigious area of Southwest Portland offering neighborhood recreation areas as well as wildlife habitat and viewing opportunities.
2. Acquiring Greenwood Hills Cemetery would give an opportunity to reconnect GAR to the originally platted cemetery it came from and increase the overall usability of the area.
3. Metro's ability to improve the overall condition of Greenwood Hills Cemetery would increase the desirability and marketability of both GAR and Greenwood Hills.
4. The cemetery has a nice pond feature which could be a natural area for a cremation garden and "green burials" site. However, pond could also be viewed as a potential hazard/liability.
5. Dedicated friends group with donations of labor and money with a successful fifteen year history.
6. Public pressure on Metro to "save" Greenwood Hills could be significant.

7. Some funding (\$91,000) is dedicated to cemetery and part of the proposal.
8. Property is not in an overgrown physical condition.

CON'S OF THE PROPOSAL

1. Estimated initial maintenance cost of around \$21,030 (\$9,075 without options) and annual costs of about \$18,850 would create an additional drain on an already tight Regional Parks and Greenspaces budget. The Pioneer Cemeteries program has averaged an operating deficit of more than \$40,000/year over the last five years.
2. The dedicated fund currently part of Greenwood Hills Cemetery is not enough to sustain operating the cemetery longer than five years at the above estimated annual cost. Even when the revenue associated with selling the remaining available gravesites is taken into consideration, long term/perpetual care funding would still be an issue.
3. A December 1994 Pioneer Cemeteries Study Committee authorized by the Metro Council and chaired by Councilor Sandi Hansen explored whether Metro was the proper organization to operate and manage the 14 pioneer cemeteries that were transferred over to Metro from Multnomah County in that year along with other related issues. One of the major recommendations from this Committee was that, "Metro should not assume management responsibility for any additional cemeteries".
4. A Dutch Elm disease problem exists on parts of the Greenwood Hills Cemetery and a similar problem at GAR cost Metro over \$20,000 to eradicate several years ago. The City of Portland's Urban Forestry Division monitors the disease closely and fines are imposed on those who do not deal with the problem.
5. The property is a popular area to walk dogs. Since Regional Parks and Greenspaces do not allow pets in their parks or cemeteries, this becomes both an enforcement and a health/sanitary issue.
6. Several maintenance issues are of concern such as:
 - Roads are in poor condition and would need to be graded and regraded
 - The hedge at the entrance to the cemetery should be lowered for visibility and traffic safety
 - There are some significant areas of turf that should be leveled out and reseeded
 - A drainage ditch on 2 corners of the property pose a maintenance and liability concern
 - A significant amount of string trimming is required due to the upright headstones
 - There are some major hazardous trees
 - Main center section size requires a more detailed degree of maintenance
 - Lots of headstones in disrepair, buried, or need to be leveled

RECOMMENDATION

Based on the information contained in this memo, it is my recommendation not to agree to take over the ownership and management of Greenwood Hills Cemetery. It is our belief that the negatives of such ownership far out gain the benefits. A possible solution for the Greenwood Hills Cemetery Maintenance Association would be to contact Riverview Cemetery, adjacent to this property, to determine if they might be interested in assuming ownership. Since very few graves are sold per year at GAR, the department may want to consider transferring ownership

and management of this cemetery over to Riverview too if it would help the possibility of the Association securing such a deal with Riverview.

Accepting Greenwood Hills Cemetery could open up a "flood gate" of similar requests from other cemetery associations who are experiencing the same type of financial and operational issues. Metro has received numerous such requests over the last several years from at least one other disbanded association, Columbian Cemetery, to take over their cemetery. The Oregon State Historic Preservation Office's Pioneer Cemetery Commission has been soliciting assistance from Metro over the last several years to take over maintenance of these types of cemeteries.

It is our recommendation that the Greenwood Hills Cemetery Maintenance Association proposal be presented to the Metro Council at an upcoming Informal Work Session for discussion and input before a final decision is made and a response is sent back to the Association so that the Council is prepared for the fall out.

Greenwood Hills Cemetery Proposal Metro's Annual Costs

SALARIES & WAGES

Task	Staff	Hours	Cost/Hr.	Total Cost
Mowing, Trimming & Pickup (March-August)	Park Ranger	104.0 \$	34.44	\$3,581.77
	Seasonals	312.0 \$	12.32	\$3,842.52
Leaf Removal & Pickup (September-February)	Park Ranger	52.0 \$	34.44	\$1,790.89
	Seasonals	52.0 \$	12.32	\$640.42
Invasive Weed Control	Park Ranger	50.0 \$	34.44	\$1,722.01
	Seasonals	102.0 \$	12.32	\$1,256.21
Dutch Elm Control	Arborist	32.0 \$	39.05	\$1,249.75
Administration	RPS	25.0 \$	50.25	\$1,256.35
Total Cost				\$15,339.91

EQUIPMENT

	Hours or Miles	Cost/Hr. or MI.	
Pickups & Trailers	1150	\$ 0.40	460.00
Mowers	208	\$ 0.20	41.60
Trimmers	208	\$ 0.05	10.40
Total Cost			512.00

Grand Total

15,851.91

Greenwood Hills Cemetery Proposal Metro's Initial Costs

SALARIES & WAGES

Task	Staff			Total Cost
Hazard Tree Work	Arborist	40	\$ 39.05	\$1,562.18
	Park Ranger	40	\$ 34.44	\$1,377.60
	Seasonals	40	\$ 12.32	\$492.63
*Invasive Weed Removal & Revegetation	Park Ranger	150	\$ 34.44	\$5,166.02
	Seasonals	450	\$ 12.32	\$5,542.10
Total Cost				\$14,140.54

EQUIPMENT

	Hours	Cost/Hr.	
Dump Truck	40	\$ 0.85	\$34.00
Chipper	30	\$ 0.30	\$9.00
Total Cost			\$43.00

MATERIALS

Gravel Road Repair (150 yds.)	\$1,350.00
*Plant Material (slope restoration)	\$1,250.00
Total Cost	\$2,600.00

SERVICES

Headstone Repair	\$750.00
Aerial Truck Rental	\$1,000.00
Boundary Survery	\$2,500.00
Total Cost	\$4,250.00

Grand Total

\$21,033.54

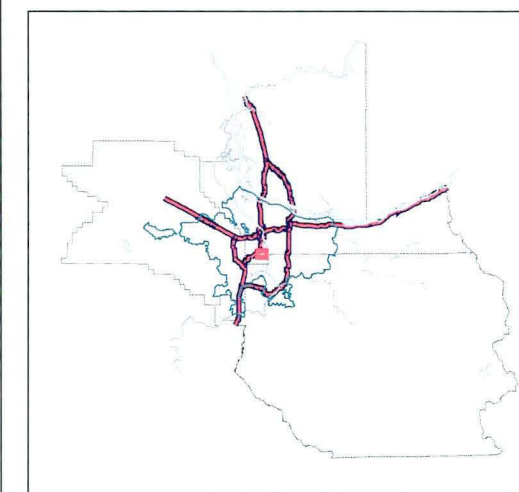
* Optional (\$11,958.12)

Grand Total Cost W/Out Options - \$9,075.42

2003 Aerial Photography



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.

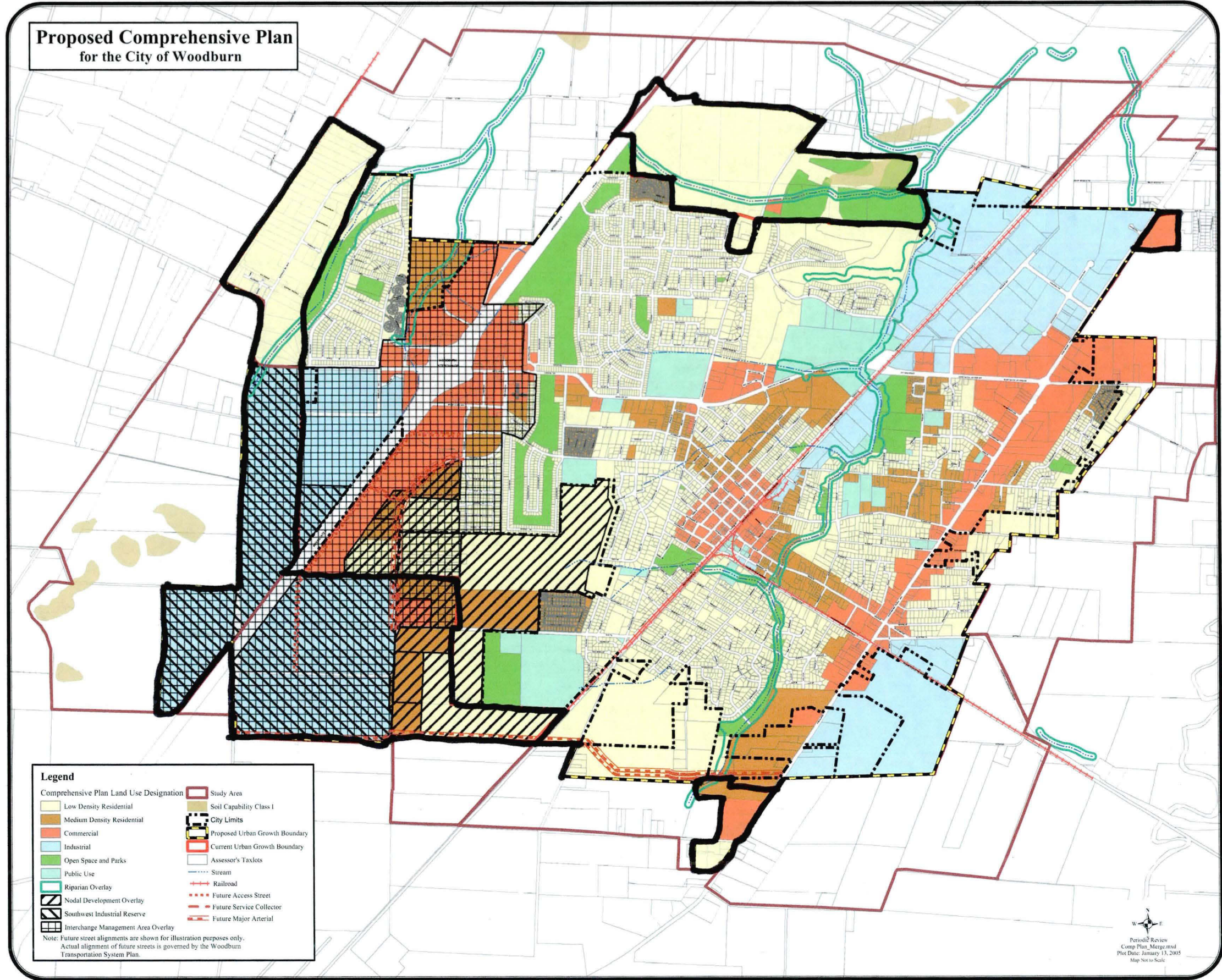


Location Map



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Proposed Comprehensive Plan for the City of Woodburn

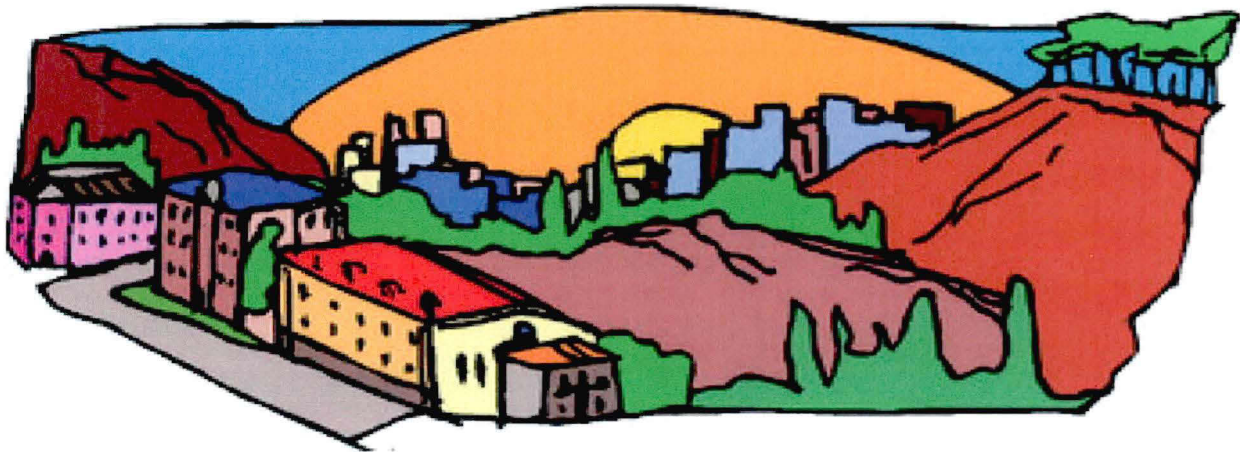


Metro

STAKEHOLDER INVOLVEMENT IN THE STRATEGIC PLANNING PROCESS

Focus Group Results and Findings

January 2005



Metro
STAKEHOLDER INVOLVEMENT
IN THE STRATEGIC PLANNING PROCESS
TABLE OF CONTENTS

Process Overview and Primary Findings	Page 1
Introduction	Page 1
Methodology	Page 1
Primary Focus Group Findings	Page 2
Collateral Findings	Page 3
Appendix – Tabulated results from all groups	Page 5 - 10

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Metro Project Manager and Coordinator
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STAKEHOLDER INVOLVEMENT IN METRO'S STRATEGIC PLANNING PROCESS

Process Overview and Primary Findings

INTRODUCTION

The following findings are based on four focus groups that were held between December 7th and December 16th, 2004. The focus groups were held in Washington County, Tualatin, East Multnomah County, and Clackamas County, and attended by elected officials in those areas. A fifth focus group, scheduled for the City of Portland, was cancelled due to lack of participant attendance.

METHOD

Focus groups

Focus group participants were provided with an overview of four "Program Goals" and corresponding objectives drafted by Metro. Participants were asked to discuss and respond to the following questions for each goal:

- *"Given Metro's unique position in the region, what is the best and most productive role for Metro in support of this goal?"*
- *"How would you define Metro's current role in this issue?"*
- *"If there is a gap between the current and the desired role, what should Metro do to close this gap and move closer to the role you envision?"*

The facilitator noted key discussion points on a whiteboard. Participants in each group were asked to agree on a characterization of the "desired" and "current" roles of Metro for each of the four Program Goals, and on a short list of key actions Metro should take to close any gap between "current" and "desired" roles.

Questionnaire

Focus group members were asked to fill out an anonymous questionnaire. Participants were asked to respond briefly to these questions (35 words or less):

- *"Based on your experience as a local elected official interacting with Metro on behalf of your jurisdiction, what is your general perception of how Metro's doing?"*
- *"What is the single most important action Metro should take to improve the value it delivers to your jurisdiction?"*

Results

Focus group results and questionnaires were collected and tabulated such that the unique results from each group can be viewed in relationship to the results of the other groups. Compiled results tables are attached at the end of this summary.

PRIMARY FOCUS GROUP FINDINGS

Goal: Great Places

- Land use planning, transportation, greenspace acquisition, and regional facilities management are the four arenas in which local elected officials consistently support some form of **Leadership** role for Metro. They believe that these are Metro's most significant roles in contribution to "great places" in the region.
- Jurisdictions believe that there is a role for Metro in developing greenspaces for public use, but disagree about what that role should be. Some feel Metro's role should be limited to **Sponsor** of initiatives for funding public uses, while others envision the potential for a more hands-on, **Implementer** role.
- On land use issues Metro is generally viewed as too much of a **Regulator**, with too little flexibility or acknowledgement of regional diversity.

Goal: Economic Vitality

- Jurisdictions envision three roles for Metro in the area of economic vitality, and these roles align closely with Metro's current roles as 1) **Research Coordinator and Clearinghouse**; 2) **Agreement Broker** and, ultimately, **Decision-Maker** on land availability issues; and 3) **Leader or Coordinator** on transportation access and infrastructure issues. There is strong feeling that Metro should "stick to this knitting", and that Metro is not well positioned to take a broader role on economic vitality in the region. Roles involving energy management, and economic development activities such as those usually conducted at local levels, were identified as outside of Metro's charter and funding framework. Participants noted that Metro is viewed as "too green" for broader leadership role in regional economic vitality, and that other, more business-oriented groups are better positioned.

Goal: Smart Government

- There is support for Metro as the **Convener and Umpire** on a wide variety of regional issues. Although issues ranging from policies on taxis at PDX, to water districts, were raised in the discussions, there is little agreement on what those issues should include. There is great wariness of expanding Metro's management role in these areas, or of grant taxing authority to Metro.
- Metro's valued roles in land use planning and transportation are viewed as important current contributions to "smart government" in the region.

Goal: Environmental Health

- Metro's role as **Manager** of the region's waste stream is acknowledged and supported.
- Continuation of Metro's role as **Acquirer** of greenspaces is supported.

- Jurisdictions wish to see Metro act to a greater degree as an environmental **Educator** to the public and **Mentor** to agencies and jurisdictions.
- There is wariness about increasing Metro's management and implementation role in environmental issues.
- There is not agreement in the region about the degree of regulatory muscle Metro should exercise on environmental issues. Some feel that Metro is too regulatory, and acts too much as a "cop", while others are concerned that Metro is "caving" on environmental standards, thereby initiating a "race to the bottom".

Supported Roles for Metro

- **Collaborative Decision-Maker** on land use planning and land availability.
- **Leader and Coordinator** on transportation issues.
- **Identifier and Acquirer** of greenspaces.
- **Initiator and Coordinator** on a range of funding initiatives, including initiatives for greenspace acquisition, establishing greenspaces as unique areas for public use, and transportation.
- **Convener and Umpire** on cross-jurisdictional policy issues that have implications for the region.
- **Educator and Mentor** on Environmental and Great Places issues.
- Continued **Manager** of the regional facilities in Metro's current portfolio.
- Continued **Manager** of the regions waste stream.

"How's Metro doing?", and "What should Metro do better?"

- The majority of participants think that Metro is doing a good job dealing with difficult regional issues, and that Metro has matured and improved.
- There is broad agreement that Metro should do more listening, especially to smaller jurisdictions. There is a general sense that Metro is overly influenced by large urban jurisdictions and agencies.
- There is general agreement that Metro needs to do more to educate and communicate with the general public.

COLLATERAL FINDINGS

- Focus group members were unsettled by, and in some cases reacted negatively to, the Program Goals and Objectives that formed the basis of the focus group questions. Two primary reasons surfaced for participant reactions:
 1. Participants found the mixture of "voices" reflected in the goals and objectives to be confusing. Some goals and objectives seem to frame broad, aspirational goals that are not owned by a single agency, but are more visionary for the region as a whole. Other goals and objectives are specific to Metro and seem to frame programs that Metro is responsible for. Some participants felt that this mix made it difficult to respond to the "role" questions posed in the focus

groups. Others expressed concern that Metro is attempting to bring the broader aspirational goals for the region into its specific program responsibilities. Participants interpreting the Program Goals in this light expressed concern about whether Metro is "empire-building".

2. In general, it was difficult for participants to ascertain whether Metro's strategic planning process is intended to determine goals, roles and strategy for the agency, or for the region as a whole.

APPENDIX: Tabulated results from all focus groups

See following pages

Key

Red highlighted items = Identified in at least three of four groups

Yellow highlighted items = Identified in two groups

Blue highlighted items (in questionnaire results only) = Identified by more than one participant

Non-highlighted items = Identified in one group



Goal: GREAT PLACES

	Washington	Clackamas	Tualatin	E Multnomah
Desired Role				
Initiator and Sponsor of funding for infrastructure that supports quality of life (specifics mentioned included greenspaces, public areas, transportation).	✓		✓	
Seller and Broker of agreement on planning, land use, and "great spaces" issues regionally. Assisting the region to "Get to 'Yes'".	✓			✓
Establisher of land use standards and overall density goals, but with flexibility, recognition of diversity, and at a policy level (i.e. not evaluation of individual developments).			✓	✓
Planner for greenspaces, including planning for funding, regionally.	✓			
Communicator and Educator on how the public can access greenspace resources, and what Metro is doing.	✓			
Collaborative Manager of regional civic amenities.		✓		
Researcher and Framers of Interesting Ideas on a range of ideas, especially affordable housing.		✓		
Funder for subsidized housing.		✓		
Current Role				
Regulator / Police / Cop – creating a "Get to 'No'" situation.	✓			✓
Collaborative manager of regional civic amenities.		✓	✓	
An emerging role planning, initiating, and sponsoring greenspaces funding and use.	✓			
Researcher and Framers of Interesting Ideas on a range of ideas, especially affordable housing (same as desired role).		✓		
Recommendations for Closing the Gap				
Acquire greenspaces as they become available.	✓			
Plan and create practical uses for greenspaces, including greenspaces in populated areas.	✓			
Continue to do a good job managing regional civic amenities. There needs to continually be regional representation. Metro's new emphasis on liaisoning is good.		✓		
Expand role in subsidized housing, but only if the role is accompanied by funding.		✓		
Don't expand portfolio of facilities except in highly unique situations. Avoid involvement in regional tourism initiatives.			✓	
Set standards via "strings attached", especially for transportation investment.			✓	
Find transportation funding.			✓	
Have flexibility and diversity in land use regulation. "One size does not fit all".				✓
Hire more diversity.				✓



Goal: *ECONOMIC VITALITY*

	Washington	Clackamas	Tualatin	E Multnomah
Desired Role				
Coordinator of research/Clearinghouse for information on economic vitality issues.	✓	✓		
Decision-maker (regulator) on land availability issues, including availability of industrial lands (leaving implementation local).		✓		✓
Leader or Coordinator on transportation access and infrastructure issues, e.g. JPAC: take input, set priorities, and develop the funding.			✓	✓
Convener for economic master planning. <i>(Note: There was not full agreement in the WA group on this role. Some thought Metro is not well positioned to take this strong a leadership role, viewing business alliances and regional partners as better positioned.)</i>	✓			
Participant in regional economic planning (See note on item immediately above).	✓			
Forum for public involvement on economic issues.	✓			
Advocate in Salem for appropriate % of state funding to Metro area.			✓	
Contribute to tourism by operation of facilities, and participating in unique, facilities-related initiatives, such as establishing a Convention Center hotel.			✓	
Enabler: Establishing density requirements, developing consistent definitions and enforcing parity. <i>(Note: The facilitator suggested this is a "regulatory" role, but participants rejected that definition in favor of "enabling".)</i>				✓
Supporter of industrial development, without attempting to regulate.				✓

Current Role

Participant in regional economic planning.	✓			
Coordinator of research on economic vitality issues.	✓			
Decision-maker on land availability issues (leaving implementation local).		✓		
"Moving the line on paper": focused on UGB issues.			✓	
Regulatory, insuring availability of industrial lands <i>(Note: Questions were raised as to whether this can be done better and more efficiently through the counties, noting that counties may be a faster path to "asphalt on the ground").</i>				✓
Coordinator on transportation issues, e.g. JPAC.				✓

Recommendations for Closing the Gap

Limit Metro's roles to its current ones: Decision-maker on land availability and Coordinator on transportation. Economy-related roles, such as energy-related roles, or economic development roles similar to those of local jurisdictions or agencies such as PDC, are outside of Metro's charter and funding mechanisms.		✓	✓	✓
Strive for parity and unbiased decision-making:				
➤ Set unbiased priorities without undue influence from large players			✓	✓
➤ Density requirements lack parity and lack adjustment mechanisms. This results in "pockets of poverty", and provides no penalty for non-compliance.				
Build a reputation for being more responsive, less "green", more focused on "Getting to Yes".	✓			
Take leadership of a Transportation Bond Measure in 2006.			✓	
"Economic vitality" does not equal "land". There is plenty of shovel ready land that lacks road access. The problem is lack of infrastructure.			✓	
Engage in more two-way communication. Listen more locally, and communicate about local impacts.				✓
Be more performance-measure-driven.				✓



Goal: SMART GOVERNMENT

Desired Role

	Washington	Clackamas	Tualatin	E Multnomah
Convener / Umpire / Problem Solver / Facilitator on cross-jurisdictional, regional issues (Examples cited included: Taxi policies at PDX; JPAC; MPAC; clarity on Measure 37, efficiencies, revenue-sharing, water districts) <i>(Note: While this role was cited by all focus groups, there was not agreement as to which of these issues Metro should take on. For instance, there was wariness in two of the groups about the suggestion Metro take a role with regard to water districts.)</i>	✓	✓	✓	✓
Initiator, Sponsor, Coordinator of funding mechanisms for greenspaces.	✓	✓		
Participant in the discussion about the state usurping local revenue sources.			✓	
Oversight of the fit between regional transportation and land use, and transportation funding.			✓	
Setting priorities in the event of a metro-area transportation tax.			✓	

Current Role

Convener on regional transportation and land use issues. This is an important and unique Metro role. <i>(Note: Two groups viewed this as the same as Metro's current role. One group envisioned an expanded role to include funding development).</i>	✓	✓	✓	
Metro seems to avoid taking on regional problems other than those already on its plate.	✓			
Convener / Umpire / Problem Solver / Facilitator on a broad range of cross-jurisdictional, regional issues.				✓

Recommendations for Closing the Gap

Metro could initiate and sponsor funding for greenspaces, but "Metro as tax collector" raises too many red flags.	✓			
In order to expand its role relative to this goal, Metro would have to be more balanced, less "green" on environmental issues.		✓		
Continue to coordinate, make sure that local transportation and land use plans mesh. Metro is counted on to do this.			✓	
Metro generally does well, but is subject to pressure and influence from partners such as Port of Portland and TriMet.			✓	
An important question is "who takes responsibility for unincorporated areas that are moving toward blight?" Should this occur at state level? At Metro? It will take courage to address this issue.				✓



Goal: ENVIRONMENTAL HEALTH

	Washington	Clackamas	Tualatin	E Multnomah
Desired Role				
Manager of waste issues.		✓	✓	✓
Identifier and Funding Coordinator for acquisition of natural areas or conservation easements.		✓	✓	✓
Educator, Integrator, and Mentor: informing jurisdictions, businesses, and the public on basic environmental issues and practices ("Environment 101"), and helping people to integrate and balance environmental health, property rights, and economic development, and mentoring implementation.	✓			✓
Identifier and Establisher of ecosystem-based priorities, such as "green" business practices, and "next steps" in garbage reduction and recycling.	✓			
Establisher of guidelines for protected areas.			✓	
Developer and manager of greenspaces for public use.			✓	
Technical Assistance Provider, including for Goal 5 mandates.				✓

Current Role

Manager of waste issues.		✓	✓	✓
Identifier and funding coordinator for acquisition of natural areas.		✓	✓	
Unknown, especially in light of Ballot Measure 37.	✓			
Establisher of guidelines for protected areas. Metro is "slipping" on this role in response to criticism by partners such as Port of Portland.			✓	
Developer and manager of greenspaces for public use.			✓	
Technical Assistance Provider, with insufficient assistance for Goal 5 mandates.				✓
Regulator, "mandating from the 20,000 foot level, without cost/benefit consideration.				✓

Recommendations for Closing the Gap

Educate the public, helping them to integrate competing values.	✓			✓
Avoid heavy-handed, regulatory approaches. Balance property and business issues with environmental concerns.	✓			✓
Stick to current roles and avoid getting into areas such as parks management, modeling green practices, and general implementation. Others do these things better.		✓		✓
Maintain a focus on the next generation.	✓			
Coordinate better on levy issues (i.e. coordinate any greenspaces levies with JPAC, other potential levies).		✓		
Maintain standards and be identified as protector of quality of life. Don't allow Metro to be associated only with unpopular causes such as waste management and UGB. Without Metro in this role we are in a "race to the bottom".			✓	
Consider stimulating other sub-regional efforts such as the one in Tualatin Valley.			✓	
Conduct and communicate local level cost/benefit analysis before mandating.				✓



“HOW IS METRO DOING?”

	Washington	Clackamas	Tualatin	E Multnomah
They are doing remarkably well grappling with tough regional issues.	✓	✓✓	✓	✓✓
Metro has matured and improved, is more innovative and collaborative, with increasing value to the region, including recognition of the need to consider economic vitality. The charter change, as well as change in “personalities” on council, has been an improvement. Recently Metro has been more courteous, prompt and responsive.		✓✓		✓✓
Metro is not doing well communicating its purpose and benefit. Metro is viewed as rule/regulation-based, restrictive of the “treasured autonomy” of cities. Citizens blame all their “zoning woes” on Metro.	✓			✓
Some partners have undo influence.			✓	✓
Metro has failed to work effectively with partners on the UGB and maintaining a 20-year supply of land.			✓✓	
They are thoughtful, responsive.	✓			
Metro should strive for more unanimous decision-making.	✓			
Metro should better manage the press it gets based on “squeaky wheels”.	✓			
Metro should do more outreach to the business community.	✓			
Metro needs to do more to assist small and large cities to be “great places” in the long term.	✓			
Metro does well when they stick to their mission (2040 and regional environmental health). Metro has lately lost its way wandering into territories and missions it is not best suited to take on.			✓	
Generally okay.			✓	
Goal 5 is important .			✓	
Outreach to the public seems ineffective and sometimes antagonistic.				✓
Metro is disconnected from the average citizen, and is foreign to most. It rivals Salem in “political distance” from citizens, but engages fairly well with elected officials.				✓
JPAC is challenging, interesting and effective, but membership should be updated to include a permanent member from Gresham.				✓



SINGLE MOST IMPORTANT ACTION

	Washington	Clackamas	Tualatin	E Multnomah
<p>More productive listening, in partnership with communities / elected officials,, especially smaller communities.</p> <ul style="list-style-type: none"> Avoid being driven by Big City and Port of Portland needs. Include local governments in the discussion prior to decisions. 	✓	✓	✓	✓✓
Be more of a facilitator and convener and less of a decider.		✓✓		✓
More education of citizens about the role of Metro.	✓✓			
Return responsibility for regulation back to local government. (or regulate cities less).				✓✓
Start with proposals. Move less quickly toward solutions.		✓		
Address competing values (i.e. advocacy for both automobile transportation and less commuter traffic).	✓			
Maintain regional vision and set high standards.			✓	
Establish a funding strategy addressing regional transportation needs – roads, light rail, heavy rail.			✓	
Return to core priority of environmental health.			✓	
Take a role in encouraging / requiring all areas within the UGB to annex / incorporate into a city.				✓
Provide more help and technical assistance on economic development and job creation.				✓
Keep moving in a progressive manner on Goal 5 (along with other goals such as economic development).				✓
Appoint a Gresham JPAC member.				✓
Be more flexible to address the uniqueness of individual cities.				✓