

Council work session agenda

Tuesday, December 12, 2017

2:00 PM

Metro Regional Center, Council Chamber

1. Call to Order and Roll Call

2. Chief Operating Officer Communication

3. Work Session Topics:

- 3.1 Metro Historic Cemeteries Consultant Review [17-4931](#)

Presenter(s): Brian Kennedy, Metro

Attachments: [Work Session Worksheet](#)
[Metro Historic Cemetery Program Financial Review](#)

- 3.2 2018 Regional Transportation Plan - Project Update and 2018 Engagement Activities [17-4933](#)

Presenter(s): Elissa Gertler, Metro
Kim Ellis, Metro

Attachments: [Work Session Worksheet](#)
[Draft 2018: RTP Engagement Plan](#)
[Draft 2018 RTP: Fiscally Constrained Projects \(2027\)](#)
[Draft 2018 RTP: Fiscally Constrained Projects \(2040\)](#)
[Draft 2018 RTP: 2040 Strategic Projects](#)

- 3.3 2040 Strategy Update [17-4932](#)

Presenter(s): Elissa Gertler, Metro
Andy Shaw, Metro
Jes Larson, Metro
Tyler Frisbee, Metro

Attachments: [Work Session Worksheet](#)

4. Metro Attorney Communication

5. Councilor Liaison Updates and Council Communication

6. Adjourn

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METRO HISTORIC CEMETERIES CONSULTANT REVIEW

Metro Council Work Session
Tuesday, December 12, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: December 12, 2017

LENGTH: 30 minutes

PRESENTATION TITLE: Metro Historic Cemeteries Consultant Review

DEPARTMENT: Parks and Nature

PRESENTER(S): Brian Kennedy, x1914, brian.kennedy@oregonmetro.gov
L.F. Sloane Consulting Group

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Update the Metro Council on the review of the 2012 Cemetery Program Business Plan and present recommendations for future direction of the program.
- Outcome: The outcome is for the Metro Council to understand recommendations and next steps proposed for the Cemetery Program.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

In 2012, Metro contracted with a cemetery consulting firm to develop a strategic business plan to inform Metro's senior leadership and the Metro Council on operations of Metro's 14 historic cemeteries. That work was completed in September 2012 and the Operations Assessment & Financial Planning Report has directed Metro's investments and operational decisions for the Historic Cemetery Program.

The report included a variety of recommendations, but the Financial Recommendations portion of the report had significant influence on operational changes to the program. Those key changes included pricing increases, staffing increases, and development of new cemetery products for sale.

The 2016 Parks and Nature System Plan identified reviewing and updating the Cemetery Operations Assessment & Financial Planning Report as a key action. Metro engaged the L.F. Sloane Consulting Group to review the report and present recommendations for improving the program's operations and financial sustainability.

QUESTIONS FOR COUNCIL CONSIDERATION

- Do the recommendations included in the report make sense in the context of Metro's Parks and Nature mission?
- Are there any other considerations that should be included when evaluating the recommendations?

PACKET MATERIALS

- Would legislation be required for Council action ☐ Yes ☒ No
- If yes, is draft legislation attached? ☐ Yes ☒ No
- What other materials are you presenting today?
 - Metro Historic Cemetery Program Financial Review

Metro Historic Cemetery Program Financial Review



Portland, Oregon
Summer 2017



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1. EXECUTIVE SUMMARY

L.F. Sloane Consulting Group was engaged by Metro to review the current cemetery operation, utilizing the master plan completed in 2012 as a benchmark from which to judge the past five years. In our review, we were pleased to find 14 unique and well-maintained cemeteries, as well as an experienced staff that has done a commendable job operating these community resources. However, we also found a very challenging marketplace, in which the cremation rate is over 75 percent, diluting the traditional role of cemeteries in the bereavement process. The competition in the marketplace is also very strong; there are multiple cemeteries owned by large public cemetery companies, several well entrenched religious cemeteries, and a large not-for-profit cemetery, along with several smaller cemeteries. The presence of co-located funeral homes at many of these sites further exacerbates the challenges that Metro's cemetery operation faces, as they must rely on independent funeral homes.

Currently, Metro's cemetery operation requires a subsidy from the larger Metro organization. Over the past four fiscal years, this subsidy has averaged \$400,000 per year. The master plan that was previously completed for Metro, demonstrating investment opportunities to increase revenue, was presented in 2012. The last fiscal year analyzed in that report was 2011 and in the intervening period revenues have grown by approximately \$125,000, while expenses have grown over \$280,000. This has more than doubled the subsidy that the cemetery operation receives and has created an unsustainable path.

After fully analyzing the operation and taking into account the headwinds facing the cemetery operation, it is our conclusion that the operation will continue to need a subsidy from the larger Metro organization to operate for the foreseeable future. It is our belief that the subsidy can be significantly reduced; however given the marketplace we do not see a predictable path for investment that will increase revenues in an additive manner.

We would recommend that Metro undertake the following steps, each of which is described in detailed throughout the report and in the action plan.

- Focus active sales at a limited number of cemeteries
- Formally eliminate the cemetery manager position
- Adjust pricing structure to makes it easy for customers and staff
- Enhance marker and monument sales
- Repurpose the perpetual care fund
- Explore outsourcing the lawn care
- Study partnering with organizations to delegate maintenance at specific cemeteries
- Study a fundraising program

We believe these steps can bring the subsidy back to 2011 levels, while streamlining the operation. Additionally there are several opportunities that could be explored to reduce the subsidy in the longer term.

2. INTRODUCTION

The purpose of the following report is to provide a review of the operations and finances of the Metro Historic Cemetery program and recommendations to enhance such operations in the form of an action plan. This review comes five years after Metro commissioned a full report on their operation. The previous report presented several opportunities for Metro, some of which have been implemented, and this report attempts to determine the viability and productivity of those efforts to date. Additionally, the report will examine the operation over the coming years to determine if any changes in direction are advised.

In the preparation of the analysis, we have carefully toured all 14 Metro Cemetery locations, having first reviewed the business plan prepared in 2012. To fully understand the market we also toured and surveyed the principal competing cemeteries in the service area. We engaged all the principal staff and supervisors, reviewed processes and forms, investigated the permanent and financial recordkeeping, and the duties and responsibilities of key contractors.

The report includes recommendations throughout with the final section presenting our comprehensive recommended action plan. Potential innovations which may require further investigation before any decisions can be made are also included.

The document has been prepared entirely by the L. F. Sloane Consulting Group, Inc. and is intended for use by the management of Metro Historic Cemeteries.

3. OPERATIONS OVERVIEW

Since 1994 Metro has operated and maintained 14 historic cemeteries throughout Multnomah County. The operation is relatively modest in scale, with a limited number of full-time employees located in a central office coordinating the administration of all the cemeteries. Major parts of the on-site cemetery operation are outsourced and the rest are maintained by park rangers overseeing a team of seasonal employees.

ADMINISTRATIVE OPERATIONS

The administrative team is based at the Metro Regional Center. The team is made up of three employees: two full-time cemetery coordinators (sales employees) and one administrative employee. The operation is overseen by the Community Engagement and Business Services Director. The cemetery manager position, which historically directly oversaw the operation, is currently being evaluated and is vacant.

The three staff members are responsible for providing service at all 14 locations. As there are no on-site offices at any of the cemeteries, the sales staff members are often traveling to oversee services and meet families.

One significant task that the staff and specifically the administrative employee is responsible for is the maintenance of the records for all 14 cemeteries. Given the age of these cemeteries and the fact that they were not historically controlled by Metro, this requires significant attention. Currently, the records are kept in multiple formats; the paper records often serve as a guide for the sales staff,

while the electronic records (kept in an aging software program) can provide information for customers in a somewhat timely manner.

MAINTENANCE OPERATIONS

The maintenance team is made up of one full time park ranger, overseen and assisted by an additional Park Ranger, who is not full time to the cemetery operation; additionally the staff includes multiple seasonal employees. This part of the operation falls under the purview of the Parks Operations Manager.

The team and equipment are based out of the maintenance facility at Blue Lake Regional Park. The team remotely services all 14 locations, and they are primarily responsible for the physical appearance of the cemeteries. The seasonal staff travels with mobile lawn care equipment to cut and trim the lawn areas in all the cemeteries. The lawn areas are maintained to a pioneer cemetery standard (as opposed to a more manicured standard seen at a golf course) and the lawn does not receive fertilization or weed control treatments.

The lawn currently is cut weekly in spring and early summer, and trimmed at least every other week. In the heat of the summer, cuttings are reduced based upon need. In fall, cutting is accelerated along with mulching leaves well into the fall.

The park rangers, in conjunction with the administrative staff, oversee the contractor that performs the burial operations. Currently, burial services for both casketed burials and the interment of cremated remains are provided by Wilbert Funeral Services. The contractor is responsible for preparing the burial site, including the appropriate lowering device and greens. In addition, the contractor frequently handles the outer burial enclosure or vault. Once the service is complete, the area is repaired by the contractor and turf reestablished for the first year following the burials.

The park rangers are additionally responsible for the larger physical projects at each site, consistently inspecting each location to ensure no hazardous conditions exist. When problems do arise, they coordinate to fix the problems and alert visitors. In many cases the rangers are the first point of contact for visitors and act as ambassadors to the cemeteries.

THE CEMETERIES

There are 14 Metro Cemeteries, all located in Multnomah County. Nearly all the cemeteries were all founded before 1888 and each have at least minimal activity with grave sales, burial services and memorial installations. The total cemetery system encompasses 66 acres of property. The largest cemetery is Lone Fir, at 30.5 acres, located in the city of Portland. It also is the most well-known of the cemeteries.

Limited new burial spaces are available at most locations. Sales of new burial spaces are currently being offered at six locations – Lone Fir, Powell Grove, Columbia Pioneer, Douglass, Mountain View Corbett and Pleasant Home. The remaining cemeteries all have pre-sold burial activity that will continue.

Each of the cemeteries represents an asset for Metro and the surrounding community. The cemeteries serve as green spaces as well as significant historical sites. Additionally, they house

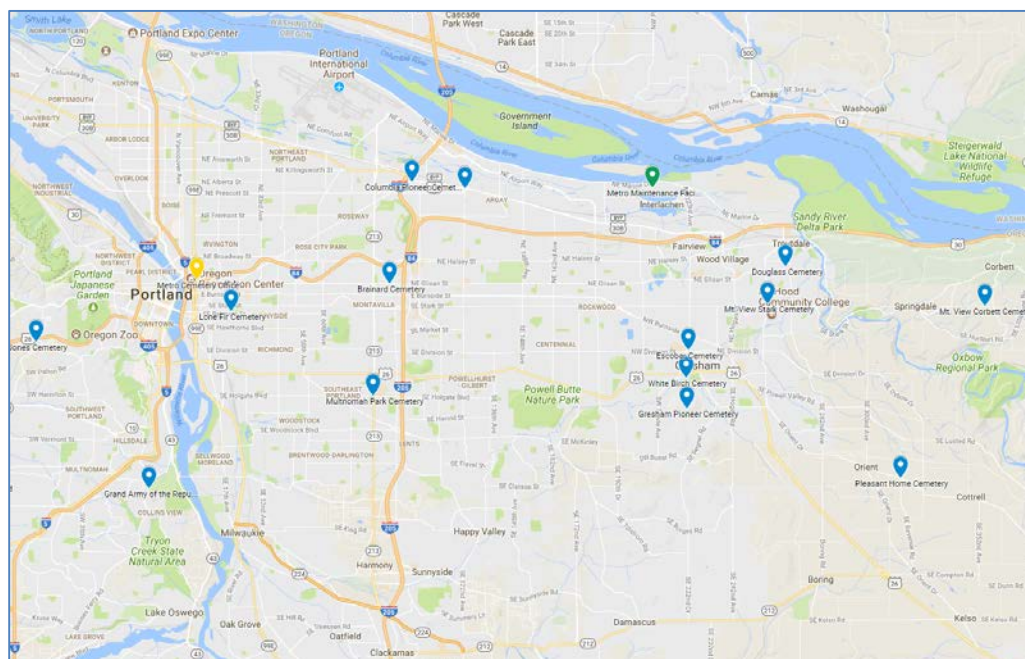
tremendous examples of monument art, architecture and symbolism as well as a robust collection of trees. Several of the sites have expansive views and some could be utilized for passive recreation.

In our tour of the facilities we found well maintained sites, especially considering the challenges of a diverse and spread-out group of cemeteries. The turf was generally in good repair, and the roads were in decent condition. While there were some general access issues, that is unavoidable in most instances, and we did encounter many visitors during our tour of the grounds. Overall the staff has done a nice job of keeping the cemeteries in good condition.

Metro cemeteries

Cemetery	City	Founded	Acreage
Brainard	Portland	1867	1.10
Columbia Pioneer	Portland	1877	2.40
Douglass	Troutdale	1866	9.10
Escobar	Gresham	1914	0.50
Grand Army of the Republic	Portland	1889	2.00
Gresham Pioneer	Gresham	1851	2.00
Jones	Portland	1854	3.25
Lone Fir	Portland	1855	30.50
Mountain View Corbett	Corbett	1880	2.00
Mountain View Stark	Gresham	1886	0.75
Multnomah	Portland	1888	9.25
Pleasant Home	Gresham	1884	2.00
Powell Grove	Portland	1848	1.00
White Birch	Gresham	1888	0.50

Metro cemeteries map



Interments by locations – fiscal year 2016-17

Cemetery	Burials	Casket burials	Cremated remains
Lone Fir	49	32	17
Douglass	32	16	16
Brainard	12	10	2
Multnomah	12	10	2
Mountain View Corbett	11	4	7
Gresham Pioneer	6	3	3
Powell Grove	6	5	1
Jones	3	2	1
Columbia Pioneer	1	0	1
Pleasant Home	1	1	0
White Birch	1	0	1
Escobar	0	0	0
Grand Army of the Republic	0	0	0
Mountain View Stark	0	0	0
Total	134	83	51

Space pre-sold where a burial has not yet occurred

Cemetery	Pre-sold spaces
Lone Fir	3114
Douglass	590
Multnomah	395
Mountain View Corbett	161
Brainard	132
Jones	130
Columbia Pioneer	64
Gresham Pioneer	62
Powell Grove	44
Grand Army of the Republic	21
Mountain View Stark	21
Pleasant Home	9
Escobar	4
White Birch	2

(The above data reflects transactions that precede Metro's involvement with the cemeteries. More research is needed to determine the true obligation)

4. MARKET ANALYSIS

COMPETING CEMETERIES

The Metro cemeteries serve the greater Portland metropolitan area. In the same service area there are a number of quality cemetery service providers, which logically limits the clients selecting

Metro. These cemeteries (and often associated funeral homes) are well-established in the community and several are operated by the most significant cemetery operators in the country. As a result the Portland market is a very challenging one. To better understand the full scope of the competitors, we have described each below.

Willamette National Cemetery

The largest, most active cemetery is the Willamette National Cemetery on Southeast Mount Scott Boulevard in Portland. Founded in 1951 by the National Cemetery System, the cemetery provides interments and inurnments to veterans, their spouses and dependent children at no cost. This free service includes the grave or niche, vaults and markers as well as the service fees. The property is 201 acres with 35± acres still to be fully developed. It is believed the cemetery provided approximately 3,000 burials in 2016 from within a 75-mile radius of the facility.

River View Cemetery

Just west of downtown Portland, River View Cemetery on Southwest Taylor Street was founded in 1882. The cemetery is a not-for-profit association and offers a complete range of burial options as well as a full service funeral home on-site. The site has a wonderful collection of trees, slopes and winding roads. The families within the grounds form a good deal of Oregon history since the 1880s. The property is approximately 350 acres and there is ample developable space.

Cemeteries of the Roman Catholic Archdiocese

The Roman Catholic Archdiocese of Portland owns and operates two Catholic archdiocesan cemeteries. Mt. Calvary Catholic Cemetery is on the west side on Southwest Skyline Boulevard. It is 100 acres and was established in 1888. The facilities include traditional grave sites, aboveground mausoleums and columbarium niches. It appears the cemetery is beginning to reach its capacity for new sales. It is possible a spoils area could be re-tasked as burial areas and/or the garage could be relocated or eliminated. Considering the extreme slopes (on which there are burials) in the cemetery it is well maintained. Many priests and bishops of the Archdiocese are interred within Mt. Calvary.

Gethsemani Catholic Cemetery serves the east side, located on Southeast Stevens Road in Happy Valley. A newer cemetery, established in 1961, Gethsemani has ample future developable property. The Archdiocese is just completing a new funeral home on the Gethsemani site.

Service Corporation International (SCI) Cemeteries

Service Corporation International (SCI) is a public company, based in Houston, which owns and operates three for-profit cemeteries in the Portland metropolitan area. Sunset Hills on Southwest Sunset Highway and Skyline Memorial Gardens on Northwest Skyline Boulevard serve the west side while Lincoln Memorial Park on Southeast Mt. Scott Boulevard serves the east side. All of the SCI locations are combination cemeteries and funeral homes. Further, SCI also owns and operates several additional funeral homes including Bateman Carroll in Gresham and Coldwell Colonial Chapel and Ross Hollywood Chapel in Portland.

Lincoln Memorial Park, established in 1906, is a very large cemetery with overlook views of downtown Portland. Lincoln remains a very active cemetery. Sunset and Skyline are smaller yet still in the style of traditional memorial parks. Sunset was established in 1935 and Skyline in 1952.

Forest Lawn Cemetery

Forest Lawn Cemetery at 400 SW Walters Drive in Gresham dates to the 1930s. It is currently owned by StoneMor Partners, a Philadelphia-based public company. The cemetery is a relatively nondescript property; however it is in decent condition.

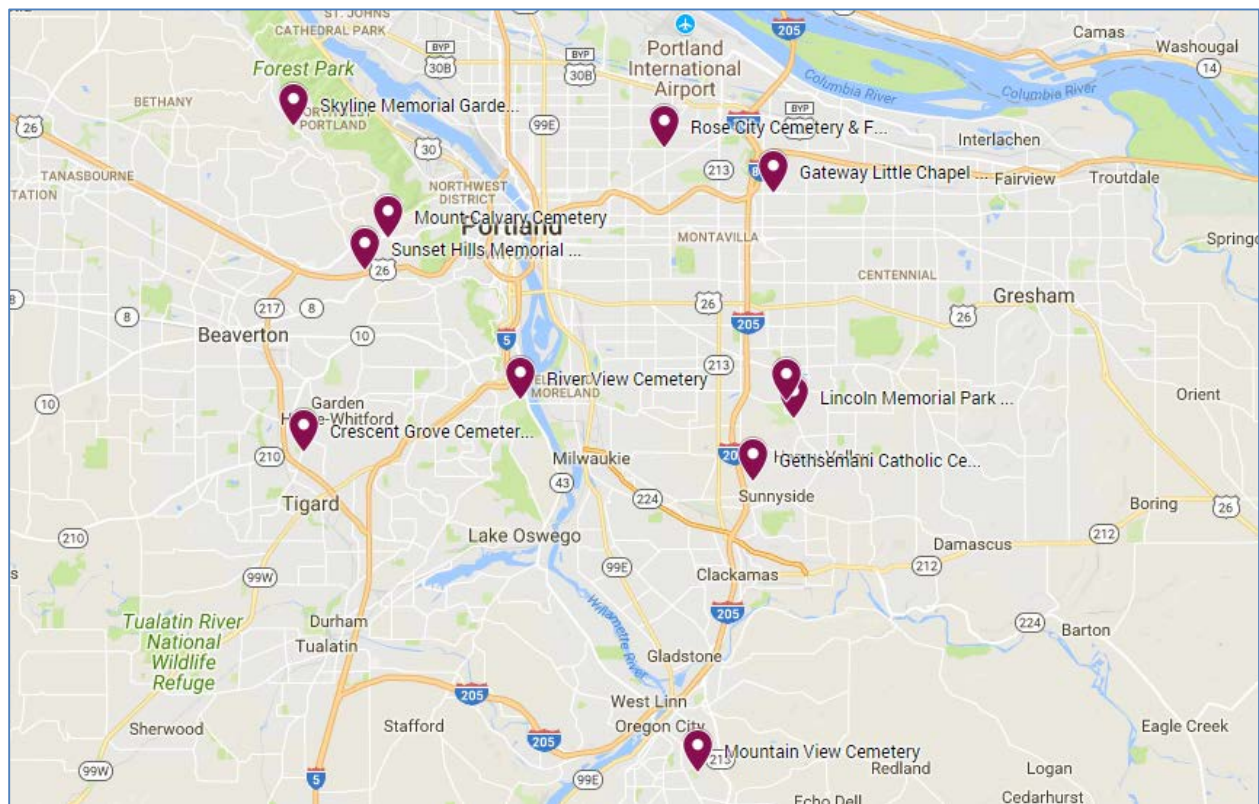
Crescent Grove Cemetery

Crescent Grove Cemetery and Mausoleum is a not-for-profit association, located at 9925 SW Greenburg Rd. in Tigard, OR. It is a small cemetery at just over 20 acres with an on-site mausoleum; it considers itself one of the oldest pioneer cemeteries in Oregon.

Rose City Cemetery

A private locally-owned cemetery, Rose City Cemetery was established in 1906 and it is located at 5625 NE Fremont St. in northeast Portland. Their facilities, including an on-site funeral home, are adequate, but somewhat dated. While they do offer a range of products and services, they have little developable space.

Competing cemeteries map



AREA FUNERAL HOMES

Within the service area of Metro's cemeteries, there are a number of very active funeral homes, including many which are directly linked with a cemetery and/or multiple cemeteries in the area. As outlined in the competing cemetery overview, Service Corporation International, the Cemeteries of the Catholic Diocese, River View Cemetery and others have funeral homes on-site, further complicating the market for Metro.

Currently, there are a large number of funeral homes (35 in fiscal year 2016-17) that utilize Metro's cemeteries; however there are only a few who do so with any regularity. In the previous fiscal year, there were five funeral homes which brought more than 10 cases a year to Metro and none of those brought 10 cases to a single cemetery (Lone Fir had 9 cases from two funeral homes).

Top funeral homes utilizing Metro FY 2016-17

Cemetery	Total burials	Lone Fir	Douglass
Mt. Scott Funeral Home	27	9	1
Omega Funeral and Cremation Service	16	7	3
Bateman Carroll Funeral Home	13	0	9
Crown Memorial Center Cremation & Burial	12	9	0
Gresham Memorial Chapel	12	1	2
Wilhelm's Portland Memorial	8	5	0
Rose City Cemetery & Funeral Home	5	3	1
Holman's Funeral Service	4	2	0
Affordable Funeral Alternatives	3	0	2
Gateway Little Chapel of the Chimes	3	0	1
Terry Family Funeral Home	3	3	0

(The full funeral home list is available in the appendix)

5. RECOMMENDATIONS FOR THE CEMETERY PROGRAM

PRODUCTS, SERVICES AND PRICES

Currently, grave sales are offered at all the cemeteries as space allows except Multnomah Park, Gresham Pioneer and Escobar. The fee schedule for graves varies from cemetery to cemetery and within sections based on location. Niche spaces are offered at Lone Fir and Douglass where columbaria have been erected. Additionally, grave spaces permit urn burial and a second right of burial can be purchased by family members to inter cremated remains in existing grave spaces. The grave and niche fees include a 25 percent surcharge for the perpetual care fund. There are no mausoleum crypts at any of the cemeteries.

The cemeteries provide grave openings and closings with variable fees by casket or urn with overtime fees as applicable. The fees are identical for all of the cemeteries and the client lot owner cannot prepay the service fees. Both caskets and urns must be placed in an outer burial container. A limited number of burial vaults are offered by the cemetery, but may be purchased from other sources such as a funeral home.

We do not recommend that any additional products or services be offered. The capital requirements and the lack of sites makes mausoleum development impractical and high risk for a reasonable, timely return on investment. Floral programs could be added; however, the revenue levels would likely be modest and the staffing to implement such programs would prove difficult.

In the areas of merchandise and services, we believe there is an opportunity to expand the revenue potential of the program by more consistently and better offering marker and monuments to client families who purchase space in the cemeteries. Currently, the staff has the option to do this, but given their familiarity with outside marker and monument dealers, they often feel more comfortable referring clients to them.

In the area of grave sales, we feel there is significant opportunity to simplify and better define the options for customers. Currently, graves are priced with three fees based on location. After a full review, and in agreement with the staff, the pricing model is very arbitrary and challenging for customers to understand. We recommend two price points—one for single spaces with marker privileges and one for multiple grave sales with upright monument privileges. The type of memorial the customer wishes is a clear distinction between the lawn-level marker and an upright monument. The monument will require a higher level of maintenance over time and a higher fee is reasonable and warranted.

We also propose the sales of new grave spaces be focused at Lone Fir and Douglass cemeteries. In the other 12 cemeteries, a grave, if available, can be sold only under special circumstances. This may be offering a space in Mountain View Corbett to a family desiring a space near other family members, for example.

Graves with marker privileges in the small cemeteries can be offered under special circumstances at \$2,500 and \$3,000 per space if a monument will be permitted. Limiting the number of new grave sales in the smaller locations will lessen the workload for memorial installations and work outside of core maintenance of lawn care and general policing of the grounds. This would help manage costs in the immediate and long term, as well as focusing the customer service staff towards the two locations relatively accessible from the Metro cemetery offices.

Compared to Lone Fir, Douglass is a rather plain cemetery. This can be corrected over time with aesthetic improvements to the landscape and design of the cemetery. In the immediate period, we recommend offering graves at Douglass at a lower price of \$2,500 and \$3,000 per space based on the memorial privilege, whereas at Lone Fir the price would be \$3,000 and \$3,500, respectively.

The cemeteries with space available would include:

1. Lone Fir
2. Douglass

The cemeteries with space available under special circumstances would include:

3. Mountain View Corbett
4. Columbia
5. Pleasant Home

The cemeteries closed to new sales would include:

6. Brainard
7. Multnomah Park
8. Gresham Pioneer
9. Escobar
10. White Birch
11. Grand Army of the Republic
12. Jones (except to Temple members)
13. Powell Grove
14. Mountain View Stark

PROPOSED PRICE LISTS

Grave prices (effective Jan. 1, 2018)

Cemetery	Product	Casket	Urn burial
Lone Fir	Lawn level grave	\$3,000	\$1,500
	Monument grave	\$3,500	
Douglass	Lawn level grave	\$2,500	\$1,250
	Monument grave	\$3,000	
Other cemeteries	Lawn level grave	\$2,500	\$1,250
	Monument grave	\$3,000	
All locations	Infant/youth grave	\$625	
	Additional right of burial	\$425	

Service fees (effective Jan. 1, 2018)

Caskets	Existing	Proposed
Single depth	\$1,175	\$1,200
Double depth (where allowed)	\$1,725	\$1,800
Oversight single or double depth	Call for prices	
Infant to 9 years	\$525	\$300
Youth 10 to 16 years	\$775	\$600
Disinterment	Call for prices	
Urns	Existing	Proposed
Single depth	\$625	\$400
Niche/above ground	\$375	\$400
Ossuary	\$175	\$200
Disinurnment	Call for prices	
Casket vaults	Existing	Proposed
Eagle sentinel vault (Oxford)	\$1,150	Remove
Monticello (nameplate and color choice)	\$925	\$1,380
Monarch (black only, no nameplate)	\$825	\$1,080
Concrete liner for casket	\$695	\$685
Oversize concrete vault		Call for prices
Infant and youth vaults		Call for prices
Urn vaults	Existing	Proposed
Monticello	\$525	\$500
Concrete liner for urn	\$275	\$200

Ground burial liner policy

Caskets and urns used for ground burials must be placed in an outer burial container to avoid damage that may be caused by the ground settling over time. Exceptions may be made for inurnments at Lone Fir.

Additional service fees	Existing	Proposed
Overtime per hour (after 3 p.m.)	\$175	\$250
Saturday overtime	\$375	\$375
Sunday and holiday overtime	\$650	\$600
Engraving – name and dates	\$200	\$265
Engraving cenotaph – name and dates	\$195	\$225
Engraving – other	Call for prices	Call for prices
Memorial vase with engraving	\$500	\$630
Transfer burial rights to non-family member	\$100	
Transfer burial rights to family member	\$25	Remove

STAFFING REVIEW

The cemetery program staff, which is made up of two cemetery coordinators and one administrative employee, is appropriate to sustain current operating activities professionally. The coordinators are experienced and have a deep knowledge of the cemeteries as well as the products Metro offers. The administrative employee is relatively inexperienced, but strong technically and organizationally. Given the activity of the current operation, the staffing levels are very much in line with other cemetery operations.

In our opinion, the program is running efficiently and we recommend continuing to streamline by formally eliminating the cemetery manager position. This position is currently vacant, and given the strength of the staff and our conclusion that revenues cannot be increased significantly, the value of this managerial position is limited going forward. While it is acceptable operationally, eliminating this position is also important from a budgeting perspective. Savings from this step will be approximately \$40,000 in the current fiscal year, but the savings in future years would be approximately \$140,000, significantly reducing the subsidy to the cemeteries.

If the subsidy must be reduced further, we feel one of the two customer service positions could be eliminated as well. This is not desirable; however, one staff person backed up by the administrator and the park rangers could provide the necessary service for Metro's customers. There may be some delays in meeting with families, but the focus on Douglass and Lone Fir as the primary cemeteries would help limit this customer service issue.

The elimination of the position would reduce the subsidy by approximately \$100,000. This staff reduction can occur more painlessly in the intermediate period as the cemeteries become more dormant.

In our opinion, travel for the staff to conferences should be suspended or at least limited to once every two or three years.

OUTSOURCING INTERMENTS

The outsourcing contract for casketed burials at all Metro cemeteries expires in spring 2018. Wilbert Funeral Services, the current contractor, is a reputable company that has been working with Metro for a number of years. There is quality communication between the funeral homes, Wilbert and Metro's administrative team. The forms and processes work well and the contractor has done a good job of meeting the needs of Metro's families.

It is our recommendation that Metro continue this arrangement, extending the contract. Wilbert provides quality service, has working knowledge of all Metro cemeteries and their pricing is reasonable (see price list below). By outsourcing this core function, Metro frees up the operational staff to look at the more holistic issues within the cemeteries.

One minor recommendation is that in the spring and late fall, the park rangers should over-seed where the turf is thin regardless of when the burials occurred. Under the contract, Wilbert is responsible for reestablishing the turf during the first year after a burial, but given that all the active cemeteries have some spaces which can use turf improvement, we feel this is prudent.

Retail costs for outsourced burial services

3. Payment and Billing	
Schedule of Pricing	
GRAVE OPENING & CLOSING FOR THE FOLLOWING:	
Liner/Grave Box/Vault	\$560.00
Double Depth Burial	\$760.00
Infant/Cremation (hand dig)	\$230.00
Additional Fee for Multnomah Park & Lone Fir (Includes transportation of remaining soil to St. John's Restoration Area.)	\$250.00
CONCRETE BURIAL BOXES AND SECTIONAL LINERS (Includes full gravesite set-up with tent, 4 chairs & greens.)	
Standard Grave Box (31" available upon request)	\$442.00
Monarch-Black base, silver lid	\$525.00
Single Lawn Crypt	\$525.00
Double-depth Lawn Crypt	\$585.00
Child Sectional Liner (2-5, 3-5 & 4-5)	\$310.00
Cremation Box (SM, MED, LG) (Assumes left over soil can remain at cemetery)	\$120.00
WILBERT BURIAL VAULTS AVAILABLE UPON REQUEST	\$CALL
OPTIONAL ITEMS	
Saturday Service	\$240.00
Sunday & Holiday Service	\$390.00
Services Scheduled After 3:30 p.m.	\$160.00
Same-Day Service Request for Interment	\$100.00
Set-Up & Installation (no vault or box purchased)	\$280.00
Hourly Labor Rate for Additional Services	\$90.00
Temporary Marker (7"x11"x2")	\$50.00
Disinterment	\$1,100.00
Removal	\$820.00

LAWN CARE

Currently, Metro hires a seasonal staff with mobile lawn care equipment to cut and trim the lawn areas in all 14 cemeteries. The lawn areas are maintained to a pioneer cemetery standard, as opposed to a golf course standard. The lawn does not receive fertilization or weed control treatments.

The lawn is currently cut weekly in spring and early summer and trimmed at least every other week. In the heat of the summer, cuttings are reduced based upon need. In fall, cutting is renewed with mulching leaves well into the fall.

The costs for this are challenging to isolate. The equipment is a major cost center due to the trucks, trailers, lawn mowers and weed trimmers. The equipment has ongoing maintenance costs plus the expense of gasoline and oil. Further, the equipment is fully insured, and a full cost accounting would include labor expense for the three or four seasonal employees. Additionally, the hiring, training and oversight of the seasonal staff is a major task for the park rangers.

An alternative we recommend is to outsource this task to a qualified lawn care company. Over time, the trucks, trailers and aging lawn mowers would not need to be replaced with new equipment. The costs for repairs, parts, service, gas and oil would also be reduced. Based on our experience with cemeteries in similar markets, with a competitive bidding process, the current levels of care could be secured from a qualified contractor for \$60,000 per year or less. In our view, outsourcing the lawn care would have a long-term positive impact.

Many of the private cemeteries in the Portland area currently outsource this function. As Metro has found by outsourcing burials, the lawn care contracting can reduce the employer footprint for cemeteries and often lead to a better product, as lawn care will be the core competency of the contractor.

If Metro prefers to keep the lawn care in-house, we would recommend updating the current equipment. Specifically, the 72-inch lawn mowers, which are nearing the end of their life cycle, should be replaced as they are often too wide to access areas around headstones and turning them can be a challenge. We would recommend investing in zero-turn mowers. Also, a review of the necessary licenses to tow the mowers and equipment on the trailers would be prudent.

FORMS AND OFFICE PRACTICES

Policies rules and regulations

The policies and rules and regulations as attached in the appendix are well written, clear and reflective of good cemetery practices. We see no changes or additions being needed at this time.

The interment authorization forms and checklists, as well as the “preneed” space checklists are well thought out and, again, meet the standard of good cemetery practices. As a point of customer service, where a grave or niche has been preplanned, securing the signature on the interment authorization form should be made as easy as practical for the client family.

The purchase agreement is well thought out and seems to function well in practice. For active cemeteries, the limited payment options for preplanning burial rights is unusual; however, it does

not appear to be a problem. Therefore, we see no purpose in changing the policy and modifying accounting practices to permit payments over an extended period of time.

Note that if our proposal to eliminate the 25 percent contribution to the perpetual care fund is accepted, the contract line for the 25 percent “surcharge” will need to be eliminated.

Monuments and markers

In the greater Portland area, there are four outside dealers of monuments and markers and multiple competing cemetery organizations, who offer to design and sell memorials. Recently, Metro has begun offering monuments and markers to client families of their cemeteries. To date this has not been embraced by the staff and given its recent enactment, it is too early to judge if this is a positive development.

Generally, while offering monuments and markers will provide the organization with an additional revenue stream, the skills necessary to sell monuments, combined with the administrative follow up, make this a challenging activity for a small staff. We recommend that Metro continue this practice, but instruct the staff to make a more concerted effort to highlight these products. In order to do that, more training and continue simplification of the product offering is recommended.

The current memorial fee schedule and forms currently in use by staff are attached in the appendix.

6. FINANCIAL REVIEW

FINANCIAL PERFORMANCE

After reviewing the Metro cemetery program’s financial documents and fully analyzing the operation it is our conclusion that the cemetery program will continue to need a subsidy from the larger Metro organization to operate for the foreseeable future. With that in mind, it is our belief that the subsidy can be significantly reduced; however given the marketplace we do not see a predictable path for investment that will increase revenues in an additive manner.

Profit and loss fiscal years 2014-17

	FY11	FY14	FY15	FY16	FY17
Revenue					
Services sales		\$137,772	\$108,535	\$111,325	\$155,056
Property sales		\$192,302	\$196,033	\$147,365	\$205,933
Merchandise sales		\$53,977	\$49,595	\$76,504	\$87,379
Admission fees					\$7,401
Miscellaneous charges		\$149	\$1,320	\$ -	\$280
Total revenue	\$330,544	\$384,200	\$355,483	\$335,194	\$456,049
Expenditures					
Personal services	\$293,388	\$485,169	\$519,013	\$557,213	\$464,483
Materials and services	\$180,376	\$354,072	\$210,476	\$244,217	\$292,608
Capital outlay	\$ -	\$ -	\$51	\$ -	\$ -
Total expenditures	\$473,764	\$839,241	\$729,540	\$801,430	\$757,091
Revenue over expenditures	- \$143,220	- \$455,041	- \$374,057	- \$466,236	- \$301,042

The master plan that was previously completed for Metro and demonstrated investment opportunities to increase revenue was presented in 2012. The last fiscal year analyzed in that report was 2011 and in the intervening period revenues have grown by approximately \$125,000, while expenses have grown over \$280,000. This has more than doubled the subsidy that the cemetery program receives and has created an unsustainable path.

It is clear that rolling back expenses must be a strategy going forward to reduce the subsidy. In this section we will look at the 2018 budget on both the revenue and expense sides to determine where those opportunities are and what the subsidy could be reduced to.

Revenue budget fiscal year 2018

		Annual budget
Revenues		
428000	Cemetery service sales	\$124,000
428500	Cemetery property sales	\$220,000
428800	Cemetery merchandise sales	\$56,000
465000	Miscellaneous charges for services	-
Total revenues		\$400,000

In our review of the financial performance over the last four years, revenues for the cemetery program have increased. We associate this increase with the increased investment in operation, the memorial sales, price increases and the presence of an experienced sales staff. However, we do not see a predictable path to continued growth of revenue, especially one that is sustainable or net positive for the operation. We can envision modest growth by adopting the retail fee adjustments outlined in this report, offering memorials and markers in a more consistent manner and continuing to provide quality customer service to both client families and funeral homes.

Additionally, if our upcoming recommendation on the perpetual care fund is adopted, there would be an approximate \$50,000 increase in revenues annually. We believe by adopting the recommendations in this report, along with careful management and focus, revenues could be sustainable around \$550,000 annually.

Expense budget fiscal year 2018

		Annual budget
Expenditures		
Total sales and services personnel services		413,222
Total materials and services		181,170
Total maintenance personnel services		168,433
Total materials and services		59,400
Total expenditures		822,225

Expenses are the major challenge for the cemetery program today. Over the past seven years expenses have gone up 60 percent, largely on the recommendations of the previous master plan. This expense increase has not had the corresponding revenue increase and so we believe it should be rolled back. We would recommend beginning by formally eliminating the position of cemetery manager, which is currently vacant. As outlined previously, this will create a \$40,000 savings in this

fiscal year and will lead to a \$140,000 savings in coming years. Additional staff cuts are not recommended at this time; however, if the goal were to reduce the subsidy back to 2011 levels, it would be possible to operate with just one dedicated sales staff member, assisted by the administrative staff and the park rangers, saving \$110,000.

Additionally, it would be prudent to do a full expense review, looking for expenses that occur annually and can be reduced. Management has already taken several sensible steps, including limiting advertising expenses. We would recommend suspending travel for this year and limiting it to once every two or three years. By focusing on recurring costs, the program can have significant savings over time.

It is also important to be mindful of any current capital expenditures that increase future costs. Limiting future maintenance levels in cemetery operations will help to meaningfully reduce the subsidy in the long term. This is a primary driver of our recommendation to explore outsourcing the lawn care. While that will not cut into the subsidy in the near term, it would eliminate significant future capital costs, such as replacing vehicles.

Metro could also explore creative options to limit future capital costs, including entering into partnerships to maintain certain properties. Specifically we recommend working with community organizations like Havurah Shalom Synagogue, which has burial rights in a large portion of Jones Cemetery, and therefore could be interested in an agreement to manage the cemetery. They would be responsible for basic maintenance and record keeping going forward. This kind of arrangement would reduce capital costs significantly over a 30-year period and would have positive repercussions even sooner, as it would focus staff on more active locations. We believe a similar arrangement could be studied at River View Cemetery, which is contiguous to the Grand Army of the Republic Cemetery.

PERPETUAL CARE FUND

The concept of creating an endowment for the cemeteries to provide future income to contribute to the operating costs for the long-term care of the cemeteries has obvious merit.

The fund was established in 2003, and today it has principal invested of approximately \$620,000. Metro is limited by law on how the funds can be invested, and the income is modest at approximately \$5,000 annually. Originally 15 percent of revenues from grave and niche sales were contributed to the fund, but upon the recommendation of the previous master plan this contribution level was increased to 25 percent.

Regrettably, space or burial rights sales are rather modest, so the fund is unlikely to grow rapidly, even at the 25 percent contribution level. The fund would need to grow into multiple millions of dollars of principal to defray operating expenses, which is hard to envision, even as interest rates rise to more normal historical rates.

If the funds were not placed in the restricted fund, the amount (approximately \$50,000 annually) would reduce operating losses in the current period. Metro is not required to have a perpetual care fund and the fund, therefore, is voluntary. We would recommend the contribution be discontinued.

The principal in the fund could be converted to a capital fund with limited restrictions to replace equipment as needed or improve the cemeteries with capital maintenance to roads, drains, trees, fences and the like. This modest step can help the fiscal outlook for Metro Cemeteries in the immediate and intermediate periods.

FUNDRAISING

Metro, like parks systems throughout the country, can appropriately seek donations to enhance the parks and parks' programs. Likewise, historic and religious cemeteries also have fundraising programs to preserve and enhance the cemeteries.

We suggest the idea of a fundraising program for the Metro cemeteries be studied. We have a depth of experience in fundraising for cemeteries and we know from experience that such a program has challenges.

A cemetery can have a diverse group of possible donors to appeal to, such as:

- Individuals who have loved ones in the cemeteries
- Individuals and foundations interested in the cemeteries' history and monumental art
- Individuals and foundations interested in the use of the cemeteries as a contemplative place and for passive recreation
- Individuals and foundations (as well as government organizations) interested in the cemeteries' collection of trees and arboretum status
- Individuals and foundations interested in bird and wildlife habitat

At Lone Fir, a foundation is in place although it is not controlled by Metro. The organization does have 501(c)(3) tax status. This vehicle or a separate vehicle established by Metro could be the tool to institute a fundraising program.

The program could seek funds and grants to:

- Plant new trees as the existing collection of trees ages and some are lost
- Offset the cost of tree maintenance to extend the life of prized trees
- Enhance the visitor experience with wayfinding and benches
- Build a fund for the overall care and preservation of the historic cemeteries

This is difficult to quantify as the level of possible fundraising success needs to be fully analyzed as well as any offsetting expenses for such programming.

7. ACTION PLAN

Given our evaluation of the cemetery program's potential, our goal for the following action plan is to minimize the subsidy that the cemetery program receives. We believe that with good management and careful planning, the current subsidy can be cut in half. All of the following steps have been discussed in detail in the report.

1. FOCUS ACTIVE SALES

Stop active sales at all cemeteries except Douglass and Lone Fir, closing new sales at three cemeteries (with the exception of family and special circumstances) and all sales at the other seven locations. This step should focus the sales and administrative operation and allow for greater networking with funeral homes.

2. ELIMINATE THE CEMETERY MANAGER POSITION

This position is currently vacant and in our opinion with the current program staff in place, is not necessary. We believe that the current management structure is sufficient given the constraints of the operation.

3. PRICING ADJUSTMENTS

By simplifying and better defining the pricing, specifically removing locations as a driver of pricing levels, the staff will be more efficient and the customers will be better served.

4. MARKER AND MONUMENT SALES

Work with staff to better offer markers and monuments. This may require additional training and simplifying the product offering.

5. REPURPOSE THE PERPETUAL CARE FUND

No longer contribute 25 percent of the purchase price of graves and niches to the perpetual care fund, and utilize the current funds to accomplish capital projects in the cemeteries.

6. EXPLORE OUTSOURCING LAWN CARE

To limit future capital costs, explore outsourcing lawn care for all cemeteries.

7. STUDY PARTNERING WITH ORGANIZATIONS TO DEFER MAINTENANCE

Consider contacting the synagogue associated with Jones Cemetery and the cemetery contiguous to Grand Army of the Republic Cemetery to see if they would enter into an agreement to maintain the locations.

8. CONSIDER A FUNDRAISING PROGRAM

Talk to stakeholders to determine if fundraising is a viable activity for the cemetery program. If there is potential, consider fundraising for a particular project or feature of the cemeteries.

8. APPENDIX

Funeral homes utilizing Metro cemeteries FY 2016-17

Cemetery	Total burials	Lone Fir	Douglass
Mt. Scott Funeral Home	27	9	1
Omega Funeral and Cremation Service	16	7	3
Bateman Carroll Funeral Home	13	0	9
Crown Memorial Center Cremation & Burial	12	9	0
Gresham Memorial Chapel	12	1	2
Wilhelm's Portland Memorial	8	5	0
Rose City Cemetery & Funeral Home	5	3	1
Holman's Funeral Service	4	2	0
Affordable Funeral Alternatives	3	0	2
Gateway Little Chapel of the Chimes	3	0	1
Terry Family Funeral Home	3	3	0
All County Cremation & Burial Services	2	2	0
Autumn Funerals & Cremations	2	1	1
Family Memorial Mortuary	2	1	0
Oregon Cremation and Burial (Wilhelm's)	2	2	0
Peake Funeral Home	2	0	0
River View Cemetery & Funeral Home	2	0	1
Zeller Chapel of the Roses	2	2	0
Aftercare Cremation	1	0	0
Bel-Air Colonial Funeral Home (Madras)	1	0	0
Canby Funeral Chapel	1	1	0
Cascadia Cremation and Burial	1	0	0
Estacada	1	1	0
Fir Lawn Funeral Home	1	1	0
Hope Valley Hawkins	1	0	1
Lietz-Fraze Funeral Home	1	0	0
Macy and Son	1	0	1
Niswonger - Reynolds	1	1	0
Phoenix Crematory	1	0	1
Sandy Funeral Home	1	0	1
Springer & Son Aloha Funeral Home & Crematory	1	1	0
Sunnyside Little Chapel of the Chimes	1	0	0
Threadgill's Memorial Services	1	0	0
Whispering Pines Funeral Home	1	1	0
Woods-Olinger Mortuary - Golden	1	0	1

FY 2016-17 percentage of sales by location

Cemetery	Percent of revenue	Percent of services sales	Percent of property sales	Percent of merchandise sales
Brainard	6%	10%	0%	11%
Columbia Pioneer	1%	0%	2%	0%
Douglass	21%	19%	22%	24%
Escobar	0%	0%	0%	0%
Grand Army of the Republic	0%	0%	0%	0%
Gresham Pioneer	3%	4%	1%	4%
Jones	1%	2%	0%	1%
Lone Fir	46%	36%	56%	35%
Mountain View Corbett	8%	9%	7%	9%
Mountain View Stark	0%	0%	0%	0%
Multnomah	8%	12%	5%	10%
Pleasant Home	1%	1%	1%	0%
Powell Grove	5%	5%	4%	7%
White Birch	0%	0%	1%	0%

**RTP UPDATE ON EVALUATION FINDINGS, POLICY REVIEW,
AND 2018 ENGAGEMENT**

Metro Council Work Session
Tuesday, December 12, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: December 12, 2017

LENGTH: 60 minutes

PRESENTATION TITLE: 2018 Regional Transportation Plan – Project Update and 2018 Engagement Activities

DEPARTMENT: Planning and Development

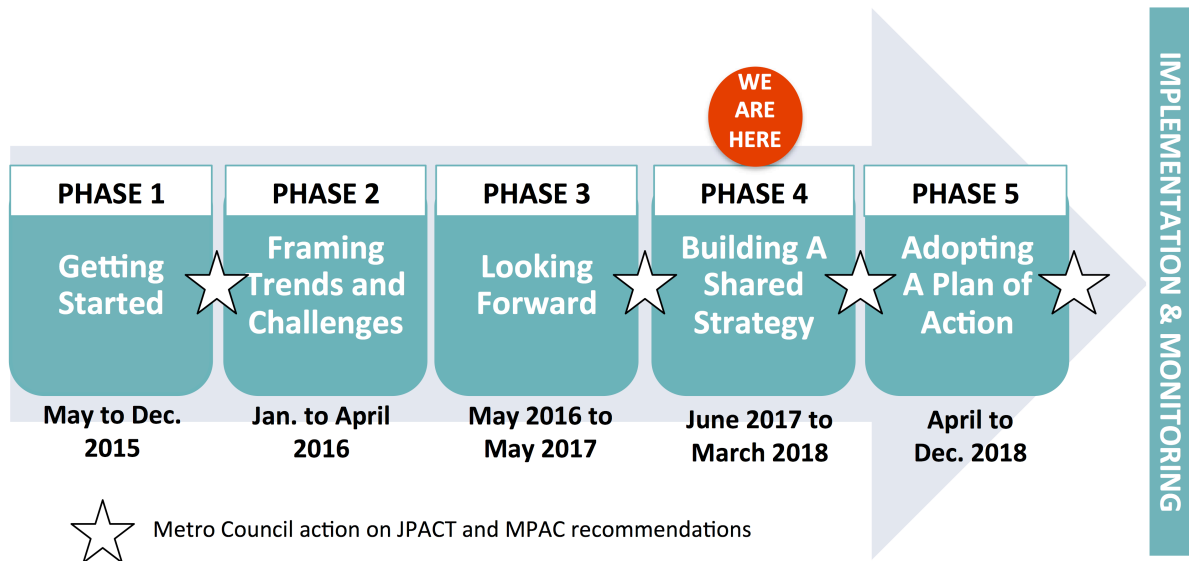
PRESENTER(S): Elissa Gertler, elissa.gertler@oregonmetro.gov and Kim Ellis, kim.ellis@oregonmetro.gov

WORK SESSION PURPOSE & DESIRED OUTCOMES

- **Purpose:** This work session is an opportunity for the Council to receive a brief update on the technical evaluation and other work underway.
- **Outcome:** The Council provides direction to staff on moving forward with the March 2 Regional Leadership Forum and engagement activities leading up to the forum.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The Portland metropolitan region's economic prosperity and quality of life depend on a transportation system that provides every person and business in the region with equitable access to safe, efficient, reliable, affordable and healthy travel options. Through the 2018 RTP update, the Metro Council is working with leaders and communities throughout the region to plan the transportation system of the future by updating the region's shared transportation vision and investment strategy for the next 25 years. Shown in **Figure 1**, the plan update is in Phase 4 and on schedule.



Previous Council direction

In December 2016 and February 2017, the Council reaffirmed their direction to staff to use development of the 2018 RTP to clearly and realistically communicate our transportation funding outlook and align the financially constrained project list with updated financial assumptions. This direction included developing a pipeline of priority projects for the regional transportation system for Metro and other partners to work together to fund and build. The Council also directed the RTP project list and RTP modal and topical strategies be developed in a transparent way that advances adopted

regional goals, supports regional coalition building efforts, and emphasizes equity, safety and climate change. On May 30, the Council further directed staff to move forward with the 2018 RTP Call for Projects and technical evaluation as recommended by the Metro Policy Advisory Committee (MPAC) and the Joint Policy Advisory Committee on Transportation (JPACT). In November, Council provided direction to staff on specific actions to advance Council priorities related to Vision Zero, racial equity and value pricing as a demand management tool to address growing congestion in the region.

Since the November 7 work session, staff continued to implement the adopted work plan and public engagement plan, consistent with previous Council policy direction. An updated summary of accomplishments and activities that are underway follows.

Project list development and performance evaluation

- **Call for Projects completed in August.** Staff completed the initial RTP Call for Projects, working with the counties and cities, TriMet, ODOT and other agencies to update the region's project priorities based on direction provided by the Metro Council and JPACT. An interactive map of the projects submitted for evaluation and public review is now available at:

<http://drcmetro.maps.arcgis.com/apps/webappviewer/index.html?id=bd3660b8b7b347f4929edc85d758305f>

In addition, a summary, maps and lists of the projects submitted can be downloaded from the project website at: www.oregonmetro.gov/2018projects. The project maps provided at the end of the work session packet for reference.

- **System level and transportation equity performance evaluation continues.** Metro staff is completing the technical evaluation, using the updated evaluation framework agreed upon by JPACT and the Metro Council in May.

Through the end of the year, staff will review the results with the technical work groups, TPAC and MTAC, and develop findings for public review and discussion by JPACT, MPAC and the Metro Council in early 2018. Staff will provide a brief overview of the initial results at the work session. Staff are available to brief Councilors individually this winter if desired.

- **Assessment of the pilot project evaluation nearly completed.** Metro staff is summarizing comments received from partner agency on the pilot evaluation. Through the end of the year, staff will review the assessment and agency comments with the Performance Measure work group, TPAC, and MTAC, and develop recommendations for refinements. Proposed refinements to the project evaluation criteria will be brought forward for discussion by the Metro Council and regional policy committees in 2018 in advance of the second call for projects and final evaluation. As recommended last May, the updated project evaluation criteria will be applied to larger-scale capital projects that are anticipated to seek regional, state or federal funding, unless otherwise exempt in the updated criteria.

Policy and technical updates

- **Goals, objectives, performance targets and policies review underway and taking longer than planned.** Recognizing this RTP update has an increased focus on addressing safety, equity and climate change, the adopted work plan calls for the policy framework to be reviewed and updated to more fully address these and other issues of concern identified through the process (e.g.,



Updated RTP Evaluation Framework
advances how we measure outcomes to inform priorities

congestion, maintenance, emerging technologies and funding). In May, JPACT and the Metro Council directed staff to review and refine the RTP policy chapter, including:

- **Review of RTP goals and objectives**, particularly goals related to safety, equity, climate change, accountability, transparency, congestion, maintenance, emerging technologies and funding. The review will seek to:
 - clarify the distinction between the vision, goals, objectives, performance targets and policies and their role in performance-based planning and decision-making;
 - reduce redundancy between the goals and objectives;
 - reflect priority outcomes identified through the process; and
 - better align the objectives with existing or desired data, including updated system evaluation and transportation equity measures and updates to the RTP performance targets to meet regional goals and federal and state requirements.
- **Review of performance targets** to meet regional policy goals and federal and state requirements. The review will seek to:
 - clarify and update definitions and terms related to performance-based planning and measurement;
 - identify gaps in existing performance targets and opportunities to reduce redundancy;
 - update performance targets;
 - streamline how the 2018 RTP addresses state and federally-required target-setting and on-going performance monitoring, and reporting; and
 - define an action plan for system monitoring, including an approach to data collection, maintenance, sharing, and methods development.
- **Review of modal policies and maps**, particularly the throughways/arterials, transit, and freight policies and system maps for each network. This review will seek to:
 - compile recommended changes to RTP system maps;
 - add a new freight safety policy;
 - expand policies for transit to reflect desired ridership, accessibility, convenience, frequency, reliability, and affordability performance outcomes;
 - expand policies for throughways and arterials to reflect desired access/connectivity, reliability and safety performance outcomes;
 - update relevant design policies;
 - draft new policy sections related to address safety, equity, climate change, and emerging technologies; and
 - clarify the distinction between the modal policies in the RTP and modal strategies in the Regional Transit Strategy, Regional Freight Strategy and Regional Safety Strategy that are being developed concurrent with updating the RTP.

The regional bike and pedestrian network policies will not be subject to this review because they were extensively reviewed and updated as part of the 2014 Regional Active Transportation Plan. The system maps may be updated to reflect additions or updated functional classification designations stemming from local transportation plan updates and the RTP Call for Projects.

From Sept. to Dec. 2017, staff will review the existing policy framework to identify and recommend potential refinements to the 2014 RTP policy chapter for consideration by JPACT, MPAC and the Metro Council. TPAC and MTAC will discuss initial findings and recommendations from this review at their January meetings. Discussions are expected to continue in early 2018. Council will discuss findings and recommendations from this review at the work session planned for February 6, 2018.

- **Financially constrained funding assumptions updates to reflect House Bill 2017 underway.** Metro staff is working with ODOT staff to update the state transportation revenue forecast in response to HB 2017. An updated forecast is anticipated in early 2018. The Metro Council will discuss the updated forecast when available.

- **Update to RTP implementation chapter to begin in 2018.** Metro staff will begin work to update the implementation chapter in early 2018. This chapter outlines future studies and other work needed to advance implementation of the RTP or resolve issues that could not be fully addressed during the update. This will include updating sections on needed regional mobility corridor refinement plans, planned project development activities (e.g., Southwest Corridor and Division Transit Project), performance monitoring, and other implementation activities to be undertaken post-RTP adoption. TPAC and MTAC will discuss staff recommendations for updates to this chapter in March 2018. The Metro Council and policy advisory committees will discuss this chapter in late-Spring 2018, in advance of the final public review and adoption process.
- **Development of a transportation recovery and disaster preparedness element underway.** Metro staff will partner with Portland State University and the Regional Disaster Preparedness Organization (RPDO) to map previously identified regional emergency transportation routes and prepare recommendations for future work and partnerships needed to more fully address this issue prior to the next RTP update (due in 2023).

In early December, staff will participate in a 2-day training on the development of an All-Hazards Transportation Recovery Plan for the Portland metropolitan region. The Federal Transit Administration (FTA) funded a research grant to develop a recovery plan for the City of Portland that includes transit and travel demand management (TDM) strategies, intelligent transportation system (ITS) technologies, and use of social media as an integral part of a recovery plan. The project included the development of this two-day training program to be pilot tested in Portland and offered to six other metropolitan regions nationwide. The training will help staff develop recommendations for future work to be undertaken post-RTP adoption.

Council will discuss the identified regional emergency transportation routes and recommendations for future work in Spring 2018.

Modal and topical strategies development

- **Development of the Regional Transit Strategy continues.** Staff continue to work with the Transit Work Group to develop a draft strategy, update the System Expansion Policy and define Enhanced Transit Concept (ETC) pilot corridors to advance to project development funded by the 2019-21 Regional Flexible Funds Allocation (RFFA). TPAC discussed a proposed approach to the ETC pilot work at the October meeting, including working with County Coordinating Committees to identify the potential universe of Enhanced Transit locations to inform upcoming jurisdictional workshops. TPAC and MTAC will discuss a technical review draft transit strategy at their January 2018 meetings and receive periodic updates on the ETC work. The Metro Council and regional policy committees will discuss the draft strategy in February 2018. Staff are available to brief Councilors individually this winter if desired.
- **Update to the Regional Transportation Safety Strategy continues.** Staff finalized work with the Safety Work Group to develop a draft strategy for technical review. TPAC and MTAC discussed a technical review draft safety strategy at their November 2017 meetings. The Metro Council and regional policy committees will discuss the draft strategy in February 2018. Staff are available to brief Councilors individually this winter if desired.
- **Update to the Regional Freight Strategy continues.** Staff continue to work with the Freight Work Group to develop a draft strategy. TPAC and MTAC will discuss a technical review draft freight strategy at their January 2018 meetings. The Metro Council and regional policy committees will discuss the draft strategy in February 2018. Staff are available to brief Councilors individually this winter if desired.
- **Development of a policy framework and strategy for emerging transportation technologies (RTX) continues.** Council discussed a proposed approach to this work at the October 10 work session. Staff is working with TPAC and MTAC to draft policies and strategies for the RTP. The Metro Council and regional policy committees will discuss the draft policies in February 2018 and

a draft strategy in May 2018. Staff are available to brief Councilors individually this winter if desired.

- **Update to Designing Livable Streets and Trails Guide continues.** Staff continue to work with the Design Work Group to update existing design practices. Staff are available to brief Councilors individually this winter if desired.

Engagement and outreach

- **Planning for 2018 public engagement and outreach activities underway.** In Jan. 2018, the draft investment priorities submitted by agencies along with findings from the evaluation will be shared with the general public for input. Outreach during the 30-day comment period, planned for Jan. 8 through Feb. 9, 2018, will consist of three key elements: an online tool, a community leaders' forum and targeted business outreach by Metro Councilors.

Staff will prepare a high level summary of this public feedback in time for the fourth (and final) Regional Leadership Forum planned for March 2. The forum will bring JPACT, MPAC and the Metro Council together with invited business and community leaders to identify potential project list and RTP policy refinements. The format of and materials for this Regional Leadership Forum are still under development. A full summary of the public feedback will be available for March advisory committee and Metro Council meetings. A final 45-day, formal comment period on the refined project lists and draft 2018 RTP will follow in June 2018.

More information about planned 2018 engagement and outreach activities and the draft Regional Leadership Forum #4 agenda will be presented for direction at the December 12 work session.

QUESTIONS FOR COUNCIL CONSIDERATION

- Does Council have questions or feedback regarding upcoming policy discussions and early 2018 engagement activities to support finalizing a draft 2018 RTP for public review?
- Does Council have questions or feedback regarding the March 2 Regional Leadership Forum?
- Does Council direct staff to move forward with implementation of the engagement activities proposed for January and February 2018, and the March 2 Regional Leadership Forum?

PACKET MATERIALS

- Would legislation be required for Council action ☐ Yes ☒ No
- What other materials are you presenting today?
 - Draft March 2 Regional Leadership Forum Agenda (*to be provided at the work session*)
 - Draft 2018 engagement activities (11/30/17)
 - Draft 2018 RTP Project List Maps – 2027 Constrained Projects, 2040 Constrained Projects and 2040 Strategic Projects (11/29/17)

2018 Regional Transportation Plan engagement January and February 2018

The 2018 Regional Transportation Plan update has completed its initial Call for Projects, with staff working with the counties and cities, TriMet, ODOT and other agencies to update the region's project priorities based on direction provided by the Metro Council and JPACT. Metro staff is completing the technical evaluation and modeling, using the updated evaluation framework that was agreed upon by the Metro Council and JPACT in May. Through the end of the year, staff will continue to work with TPAC and MTAC to review the results and develop findings for discussions early next year by JPACT, MPAC and the Metro Council.

In addition to the evaluation results and regional policy, these discussions will be informed by public feedback on the project lists and key findings from the technical evaluation. **Outreach to garner this public feedback will take place during a 30-day comment period Jan. 8 through Feb. 9, 2018, consisting of three key elements: an online tool, community leaders' forum and targeted business outreach by Metro Councilors.**

Staff will prepare a high level summary of this public feedback in time for the fourth Regional Leadership Forum planned for March 2. The forum will bring JPACT, MPAC and the Metro Council together with invited business and community leaders to identify potential project list and RTP policy refinements. The format and materials of this Regional Leadership are still under development. A full summary of the public feedback will be available for March advisory committee and Metro Council meetings. A final 45-day, formal comment period on the refined project lists and draft 2018 RTP will follow in June 2018.

Online tool (MetroQuest)

Using the consultant program MetroQuest, Metro will launch a robust interactive and accessible learning and feedback tool for the public. The information that will be provided, and the questions that will be asked, are being developed based on previous public feedback, the evaluation results and conversations at the advisory committees and Metro Council. The online tool will be promoted through the RTP interested persons list, Metro News, social media, neighborhood associations/CPO distribution lists and other partnerships, including community and equity partners.

Community leaders' forum

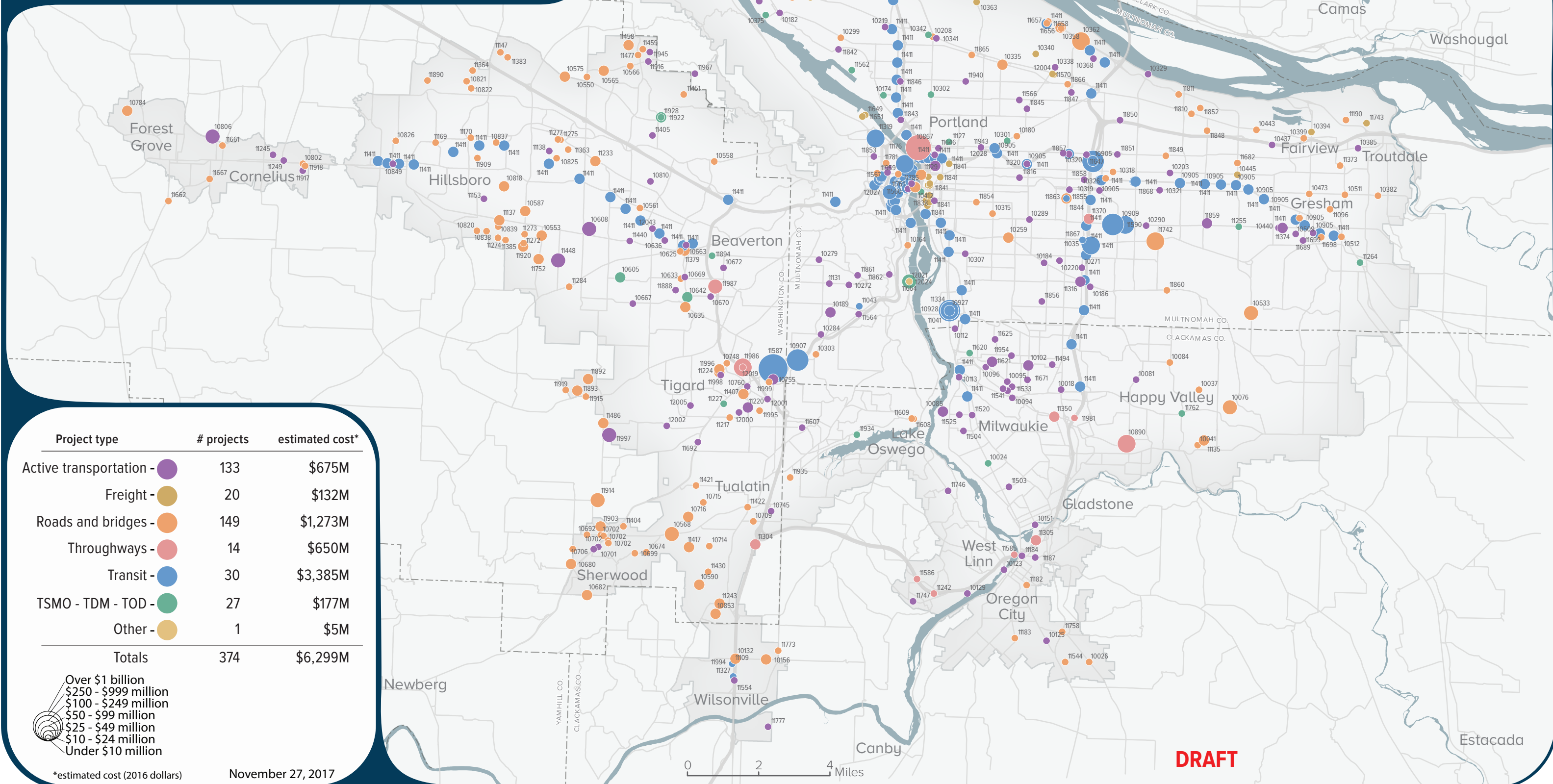
Metro staff is currently developing a forum for the community leaders who participated in the first three Regional Leadership Forums and other leaders from communities who are often underrepresented in our online engagement efforts. This forum would be held in early January to allow these leaders to represent the interests of their constituencies as well as activate those constituencies to participate in the comment opportunity. The forum would provide participants with an overview of the projects submitted during the Call for Projects and the technical evaluation results. Feedback from the discussions will be compiled for consideration by staff, JPACT, MPAC and Metro Council, and the participants will be encouraged to continue to provide feedback through the comment period and through the rest of the update process.

Tools for Metro Councilor business outreach

Metro staff is developing presentations and materials for Metro Councilors to present to economic alliances, business associations and the like leading up to and through January. This outreach will be timed with and tied to the January comment opportunity. Due to potential scheduling conflicts during the 30-day comment opportunity, though, staff intends to have materials available to Councilors in December and expect to incorporate feedback received from these discussions through February.

These financially constrained projects are the highest priority projects for the next 10 years given limited transportation funding. This list of projects includes projects for which funding has been committed and projects that can be implemented with the funds the region currently expects to have available. The projects qualify for regional, state and federal funding.

For more information and to access an interactive on-line map, visit oregonmetro.gov/2018projects



DRAFT

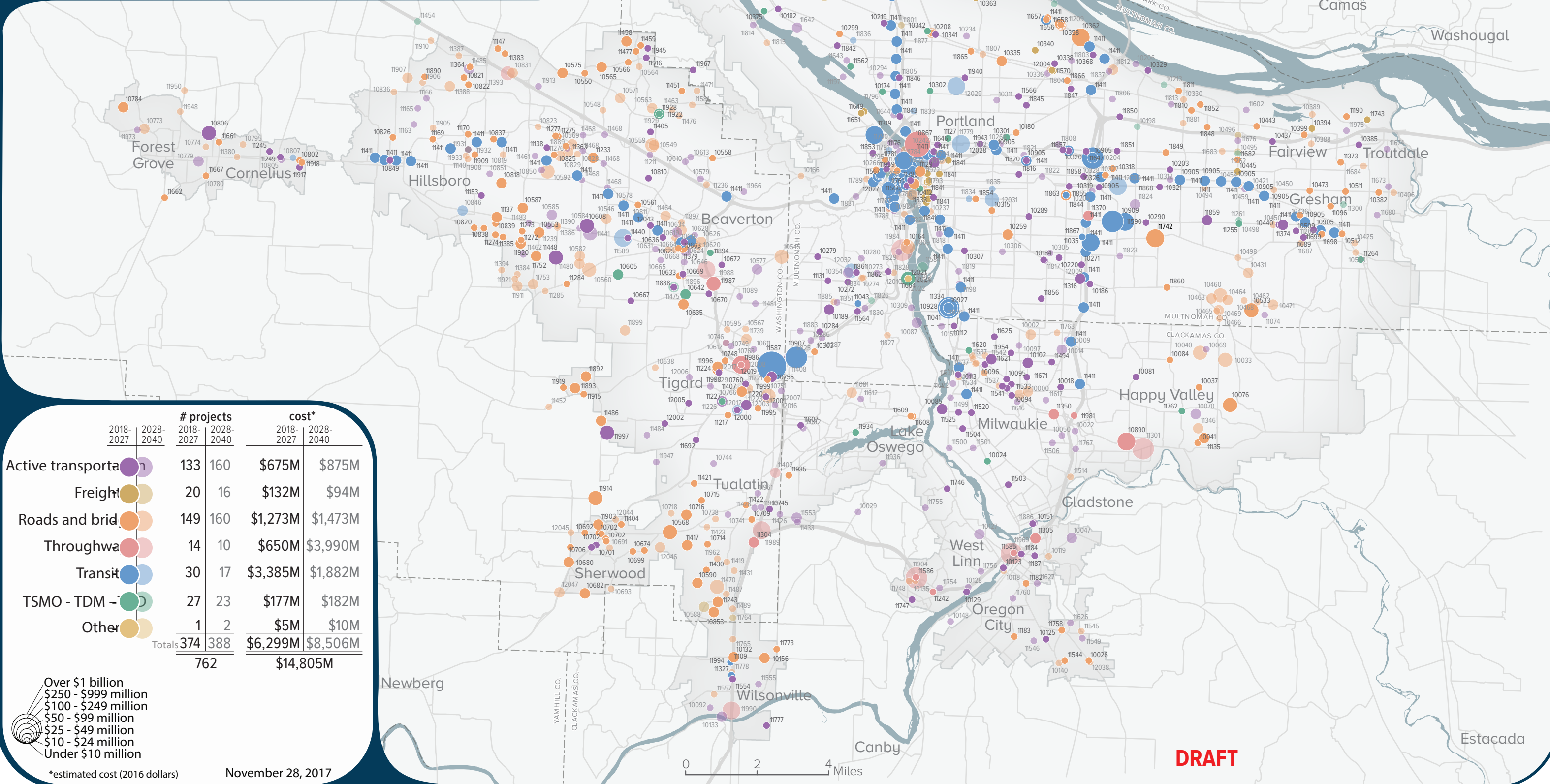
Draft 2018 RTP Projects

2040 Financially Constrained projects

The financially constrained projects are the highest priority projects given limited transportation funding and quality for regional, state and federal funding. This list of projects includes projects for which funding has been committed and projects that can be implemented with the funds the region currently expects to have available.

These projects have been divided into two investment time frames; 2018-2027 and 2028-2040.

For more information and to access an interactive on-line map, visit oregonmetro.gov/2018projects

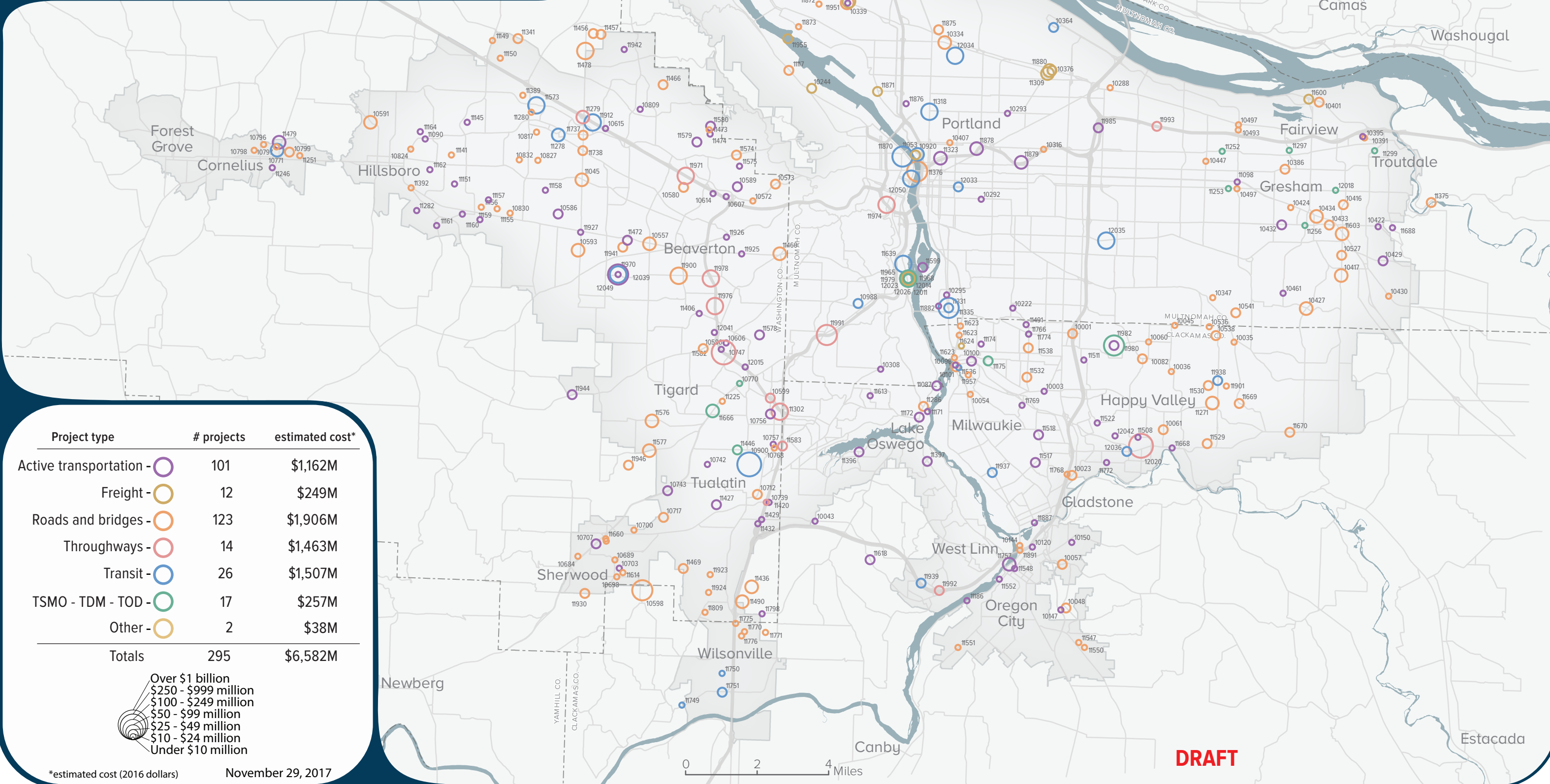


Draft 2018 RTP Projects

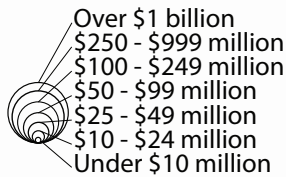
2040 Strategic projects

The strategic projects are additional priority projects that reflect more aspirational transportation investments that we cannot currently afford. These projects would be implemented in the 2028-2040 time period if additional funding becomes available.

For more information and to access an interactive on-line map, visit oregonmetro.gov/2018projects



Project type	# projects	estimated cost*
Active transportation -	101	\$1,162M
Freight -	12	\$249M
Roads and bridges -	123	\$1,906M
Throughways -	14	\$1,463M
Transit -	26	\$1,507M
TSMO - TDM - TOD -	17	\$257M
Other -	2	\$38M
Totals	295	\$6,582M



*estimated cost (2016 dollars)

DRAFT

TRANSPORTATION FINANCE UPDATE

Metro Council Work Session
Tuesday, December 12, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: Dec. 12, 2017 **LENGTH:** 45 min.

PRESENTATION TITLE: 2040 Strategy Update

DEPARTMENTS: GAPD, Planning

PRESENTER(S): Andy Shaw, andy.shaw@oregonmetro.gov, 503-797-1763
Elissa Gertler, elissa.gertler@oregonmetro.gov, 503-797- 1752
Tyler Frisbee, tyler.frisbee@oregonmetro.gov, 503-797-1935
Jes Larson, jes.larson@oregonmetro.gov, 503-797-1525

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Discuss next steps and work plans for potential housing and transportation funding measures
- Outcome: Staff responds to Council questions and receives input on next steps

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

As greater Portland grows, so do the challenges growth presents. More and more residents of the region struggle with unaffordable housing prices, endure long drives and crowded transit rides in heavy traffic, and have trouble accessing nature close to home. These increasingly urgent issues cross city and county lines, affecting individuals, families and businesses throughout the region.

The greater Portland region has an enduring advantage over other metropolitan areas facing similar challenges across the country: A history of working together for more sustainable, equitable and inclusively prosperous growth. This vision is embodied in the 2040 Growth Concept. For decades, the Metro Council has worked with local governments, nonprofits, businesses and residents around the region to advance this vision through regional plans and investments in transportation, land use and parks and natural areas.

In this time of rapid change, the Metro Council and many jurisdictional and community partners recognize the need to forge new partnerships and find new revenue to carry this vision forward into a new decade.

The council has directed staff to actively work with partners and residents to develop a coalition and a strategy to maintain a high quality of life and create opportunity for all of the region's residents. Based on past council input and guidance, several activities are currently underway.

In early November, after more than a year of productive engagement and regional conversation, TriMet officials announced that the transit agency would no longer pursue a transportation bond measure for the November 2018 election. They recommended that Metro lead a continuing regional effort with an eye toward a transportation measure on the November 2020 ballot. This recommendation was accepted by the JPACT Finance subcommittee and a community task force convened by TriMet. Metro staff have committed to return to both groups in January with a draft timeline for moving forward.

In recent years, housing affordability has quickly become one of the top concerns for Portland-area communities and residents. Recent public opinion research conducted by Metro shows a dramatic

increase in the percentage of area residents who consider housing affordability a serious problem or a crisis. The issue was also raised repeatedly by partners and communities throughout the discussion of a potential 2018 TriMet ballot measure.

In 2015, the Metro Council created the Equitable Housing Initiative to work with partners to find innovative ways to help more of the region's residents find diverse, quality, accessible and affordable housing choices that fit their needs and incomes. To date, the initiative has awarded more than \$575,000 in equitable housing grants to local jurisdictions, and brought together public, private and nonprofit partners to collaborate on a strategic framework for further action.

The Metro Council directed staff in November to explore options for a regional housing affordability bond measure that could be placed before regional voters in November 2018. Staff from several Metro departments have been working together and with partners to develop a work plan that could inform a Metro Council decision on whether to refer such a measure.

Simultaneously, staff from Metro Parks and Nature are engaging partners and the community to support the development of an Action Plan in response to the Metro Council's adoption of the Strategic Plan for Racial Equity, Diversity, and Inclusion. This action plan will help Metro's voter-supported Parks and Nature planning and program better serve all of the region's communities and focus investments to improve outcomes for marginalized communities.

These issues are inherently interwoven. An integrated team of Metro staff from several departments, led by a director-level steering committee, have been collaborating on coordinated work plans to present options for moving forward to the council. This team is also engaging jurisdictional and community partners around the region to understand their priorities and concerns.

At this work session, staff from GAPD and Planning will provide an update and look ahead at next steps for identifying potential regional funding options for housing affordability and transportation, answering councilor questions and hearing considerations for moving forward.

QUESTIONS FOR COUNCIL CONSIDERATION

- Does the Council have any questions or feedback for staff on next steps?

PACKET MATERIALS

- Would legislation be required for Council action Yes **X No**
- If yes, is draft legislation attached? Yes **X No**
- What other materials are you presenting today?

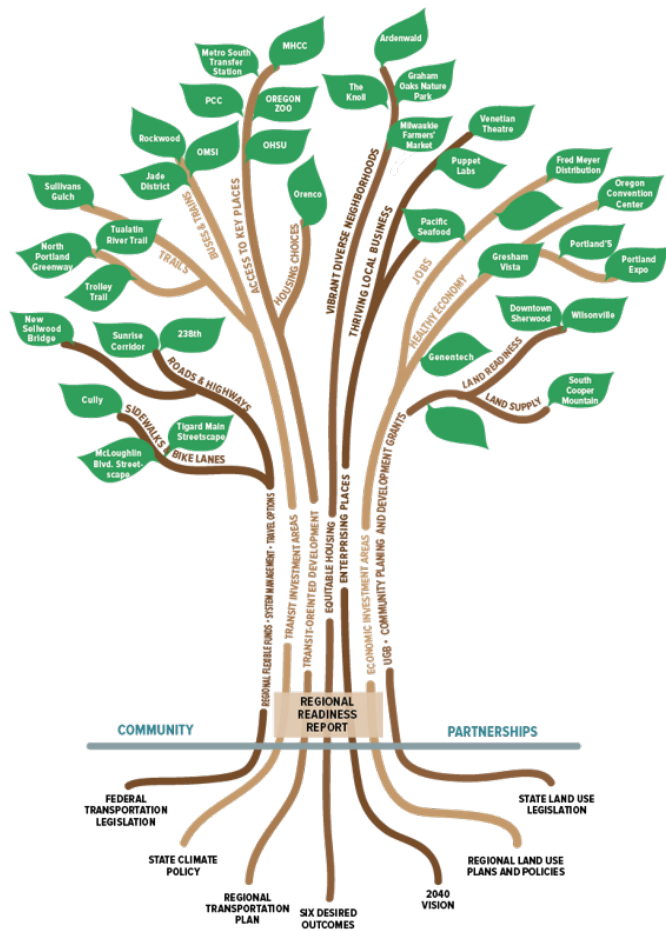
Materials following this page were distributed at the meeting.



Metro

2018 Regional Transportation Plan
Project update and early 2018 engagement activities
Council Work Session | December 12, 2017

Goals for Council work session



Update on technical work and schedule for Council discussions

Council direction on Regional Leadership Forum #4 (March 2) and early 2018 engagement activities leading up to forum



Regional Transportation Plan



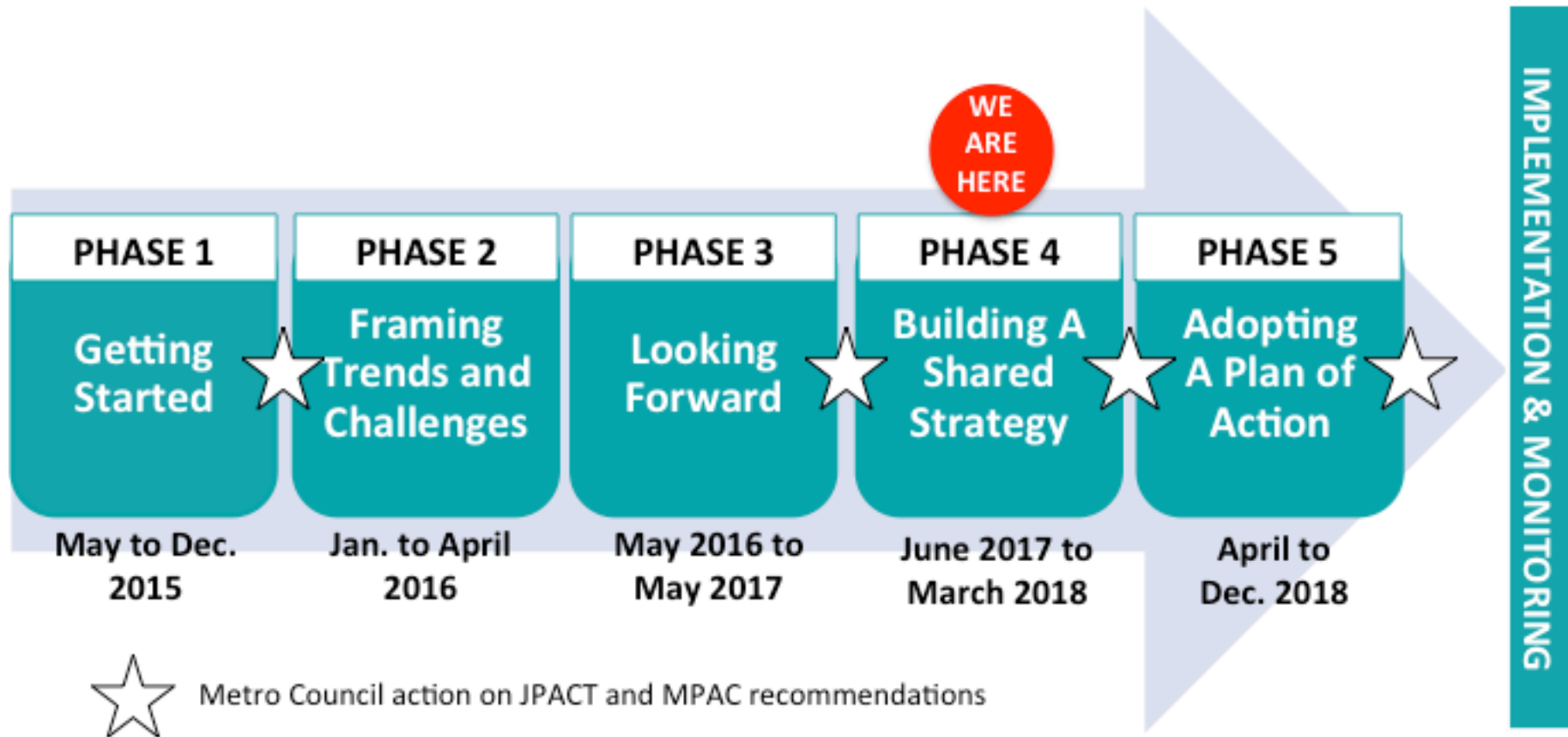
Sets the course for moving the region safely, reliably and affordably for decades to come

Establishes priorities for federal, state and regional funding

Required at least every 4 years



RTP timeline



2040 Growth Concept is our foundation



2014 REGIONAL
ACTIVE
TRANSPORTATION PLAN



Regional
Transportation Plan

Adopted July 17, 2014
www.oregonmetro.gov/rtp

2014



Climate Smart Strategy
for the Portland metropolitan region

oregonmetro.gov/climatestrategy

2014

**Adopted
State and
local plans**

**2040 Growth Concept
Adopted in 1995**

Policy priorities



Transit



Equity



Safety



Freight

**CLIMATE
SMART
STRATEGY**



Finance



Performance



Design

The policy priorities define the primary focus of the technical work, policy discussions and engagement activities to support development of the 2018 RTP.

Challenges to our economic prosperity and quality of life



- Aging infrastructure
- Growing congestion, less reliability for people and freight
- Fatal and serious injury crashes
- Earthquake vulnerability
- Social inequity and disparities
- Gaps in transit, biking and walking connections
- Housing and transportation affordability and displacement
- Climate change and air quality
- Emerging technologies



2018 RTP Quick Poll Surveys (2015 and 2016), Regional Snapshots on Transportation (2016-17), technical work groups and regional advisory committee discussions (2016-17) and Regional Leadership Forums 1, 2 and 3 (2016)



Adopted RTP policy goals



WHAT WE WANT TO ACHIEVE

Vibrant communities

Economic competitiveness

Transportation choices

Travel efficiency

Safety and security

Environmental stewardship

Public health

Reduced greenhouse gas
emissions

HOW WE GET THERE

Equity

Fiscal stewardship

Accountability

RTP Goals (first adopted in 2010, amended in 2014, and put forward for 2018)

Call for projects completed in August



More than \$3 billion invested since 2014

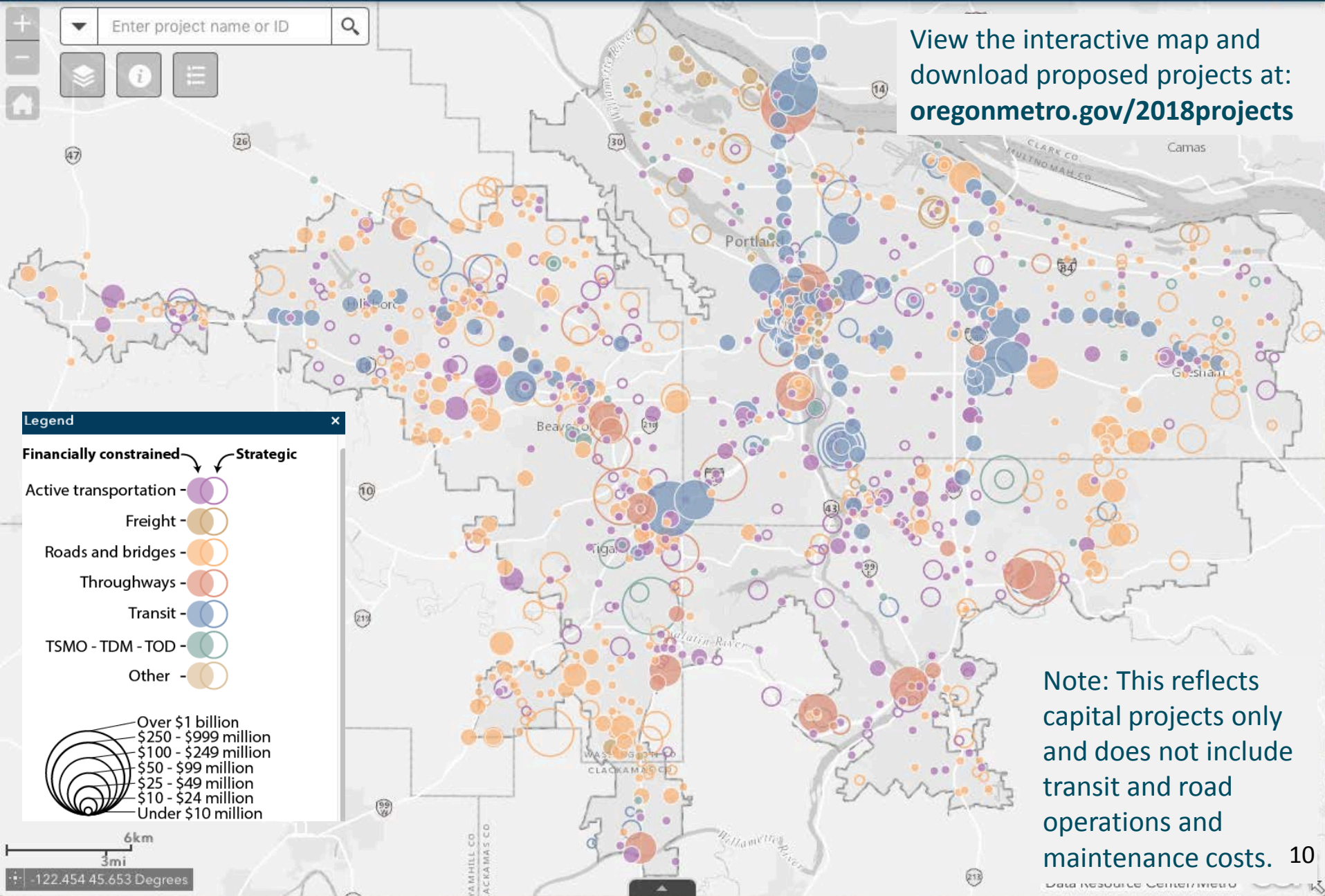
Agencies used on-line RTP project hub to submit more than \$21 billion in updated project priorities that address safety, congestion, access and other needs

On-line interactive map of proposed projects launched



oregonmetro.gov/2018projects

More than than \$21 billion proposed for investment from 2018-2040



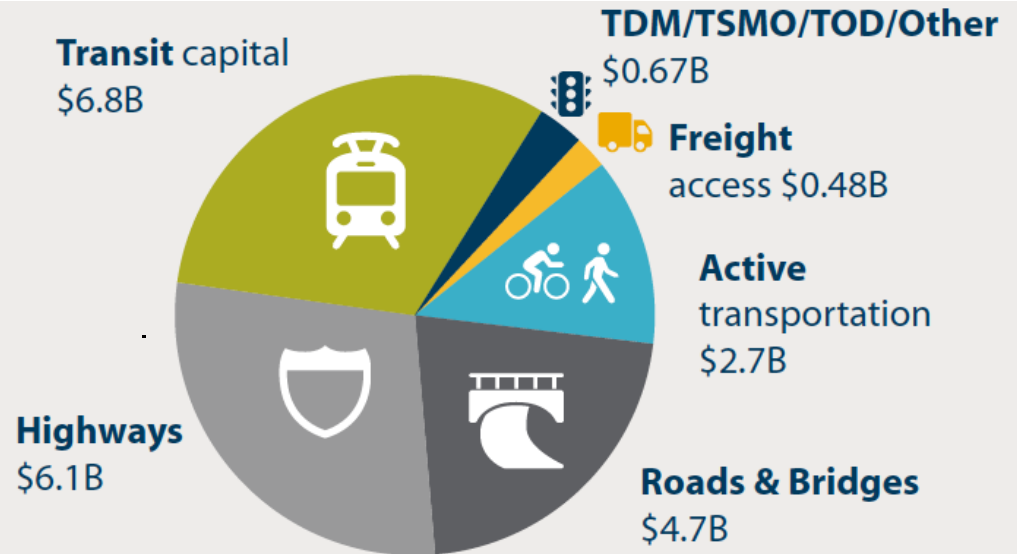
Draft 2018 RTP project priorities



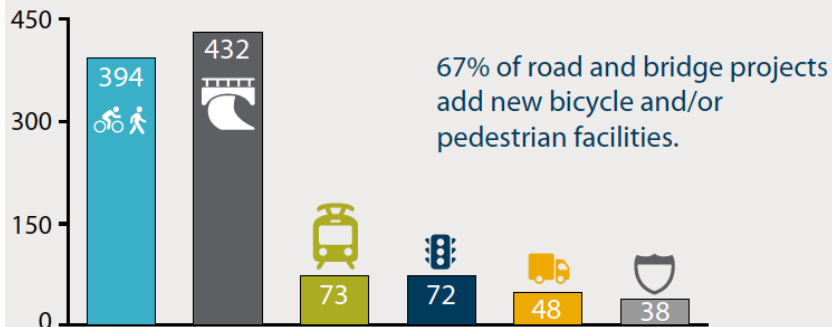
Cost by investment category in rounded billions, 2016 dollars

Summary of all capital projects submitted for evaluation and public review. Road and transit operations and maintenance costs to be added.

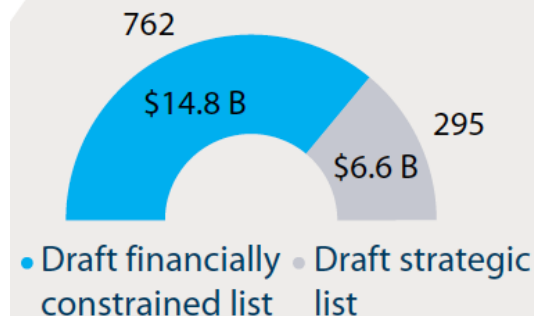
Total: **\$21.4 billion**



Projects by investment category



Capital investments



View the interactive map and download proposed projects at:
oregonmetro.gov/2018projects

The region has significant transportation needs



Draft phasing of RTP projects

Costs have been rounded in 2016 dollars

RTP Investment Category	Draft 2018-2027 Financially Constrained RTP Projects			Draft 2028-2040 Financially Constrained RTP Projects			Draft 2028-2040 Strategic RTP Projects		
	Cost	Count	% cost*	Cost	Count	% cost*	Cost	Count	% cost*
Active transportation	\$674M	133	25%	\$875M	160	32%	\$1.2B	101	43%
Transit capital	\$3.4B	30	50%	\$1.9B	17	28%	\$1.5B	26	22%
Roads & bridges	\$1.3B	149	27%	\$1.5B	160	32%	\$1.9B	123	41%
Throughways	\$650M	14	11%	\$4B	10	65%	\$1.5B	14	24%
TSMO/TDM/TOD	\$177M	27	29%	\$182M	23	29%	\$257M	17	42%
Freight access	\$132M	20	28%	\$94M	16	20%	\$249M	12	52%
Other-planning	\$5M	1	9%	\$10M	2	19%	\$38M	2	71%
All RTP projects	\$6.3B	374	29%	\$8.5B	388	40%	\$6.6B	295	31%

*% cost = share of costs for all projects in that RTP investment category

Advancing how we measure outcomes to inform priorities



New and existing measures assess how draft investment strategy aligns with RTP goals:

- System-level evaluation
(all projects)
- Transportation equity analysis*
(all projects)
- Project-level evaluation pilot
(48 projects)



* Transportation equity to be measured across multiple outcomes to support federally-required Title VI and Environmental Justice Analysis.

Early observations and good news from technical evaluation...



Metro



VMT per capita continues to decline

People walk, bike and use transit more as more of the system is completed

Transit demand more than doubles

Most jobs and households have access to transit

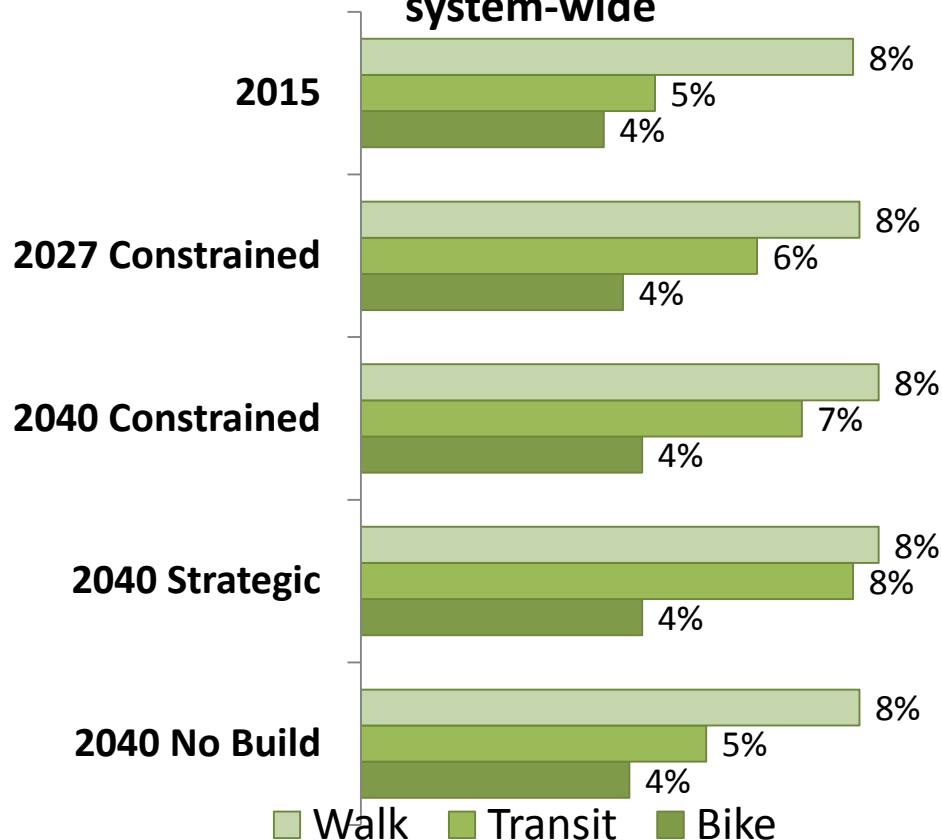
Most safety projects are in first 10 years and located in historically marginalized communities on high injury corridors

All emissions continue to decline

...we make progress but fall short of some targets...

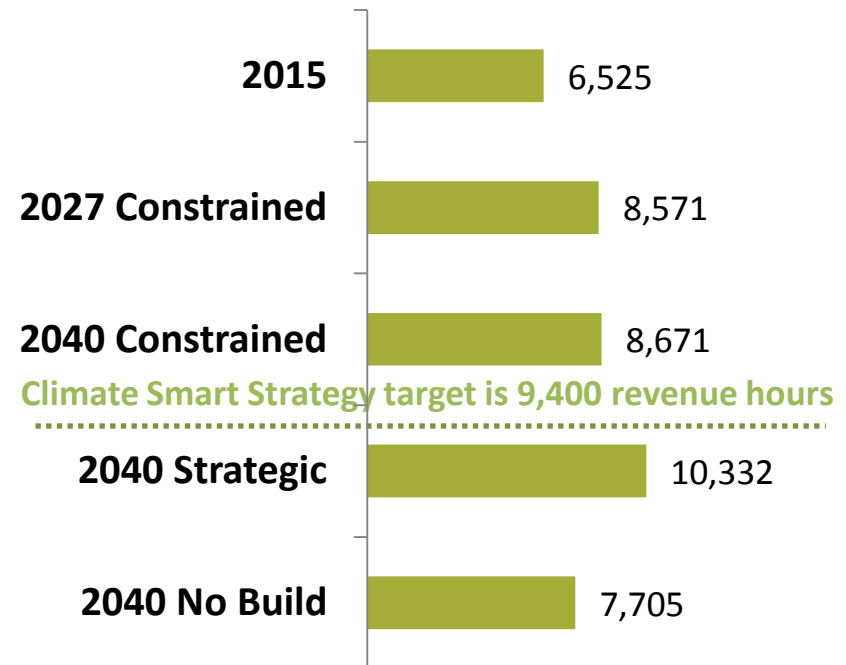


Walk, bike and transit mode share system-wide



Trips that begin and end within the metropolitan planning area boundary (excludes Clark County, WA.)

Revenue hours of service



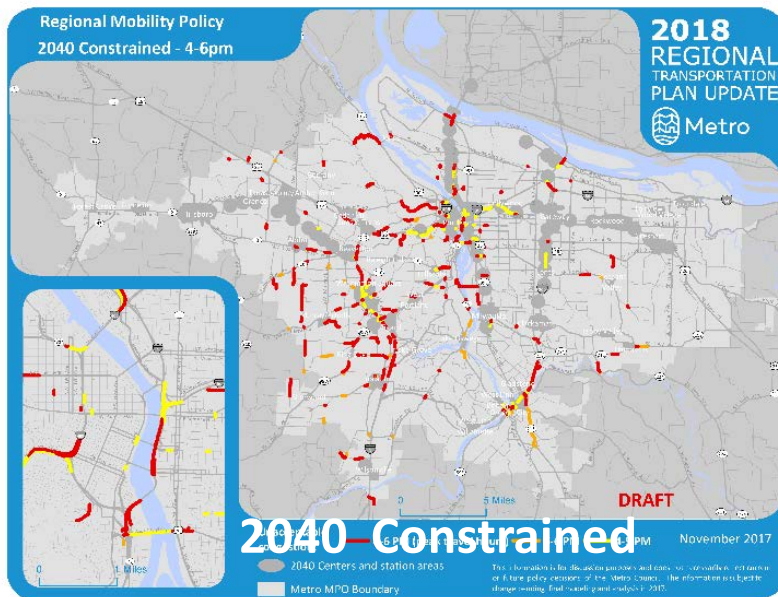
Source: Metro Travel Demand Model

...we move in the opposite direction from some targets



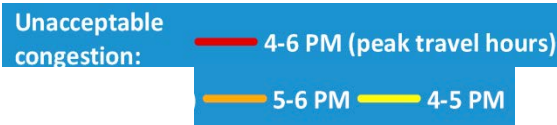
Congestion and delay increases, impacting transit and freight

Source: Metro Travel Demand Model



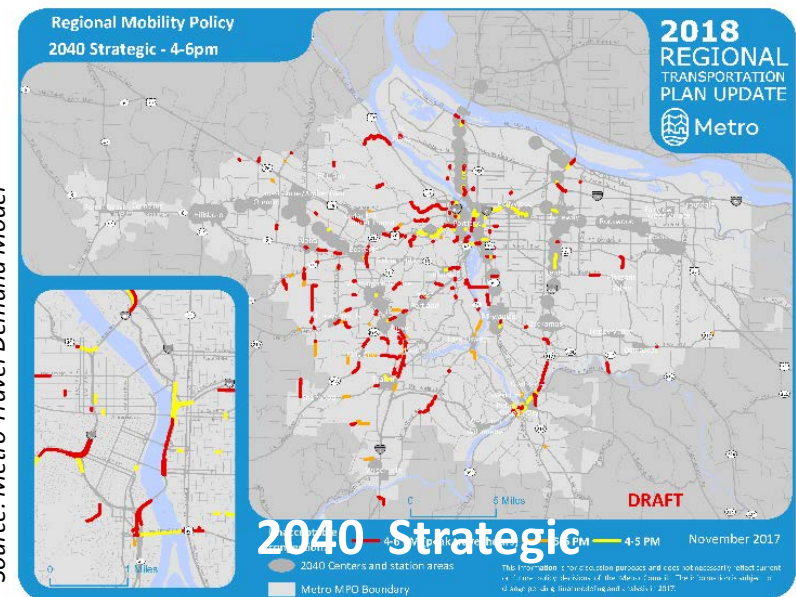
70% increase in vehicle delay per person from 2015

Evening Peak 4-6pm



Unacceptable congestion as defined by the 2014 RTP Interim Regional Mobility Policy

Source: Metro Travel Demand Model



61% increase in vehicle delay per person from 2015

Analysis will continue into 2018



Safety and equity results are new and least conclusive at this time

System completion and accessibility measures new and challenging to calculate

Health impact assessment underway by the Oregon Health Authority and Multnomah Co. Public Health

More information to come on all in Jan.-Feb.

Early observations on pilot project evaluation



General acceptance as a best practice but more work needed to be useful

Inconsistent application of criteria

- self-scoring
- multiple scorers
- complexity of some criteria
- some data not readily available or in easy to use format

More Metro GIS support needed

Mega-projects most challenging to evaluate effectively

Early 2018 outreach and engagement



- Community leaders' forum (Jan.)
- 30-day on-line comment opportunity on priorities (Jan. 8 to Feb. 9)
- Targeted business outreach (Jan. – Feb.)
- County-level coordinating committees (Jan. – Feb.)



Regional Leadership Forum 4



1 Exploring Big Ideas for Our Transportation Future 4/22/16 ✓

2 Building the Future We Want 9/23/16 ✓

3 Connecting Our Priorities to Our Vision 12/2/16 ✓

4 Finalizing Our Shared Plan for the Region 3/2/18





Future engagement



Online poll

Community leaders' forum

Regional leadership forum

Technical work groups

Community stories

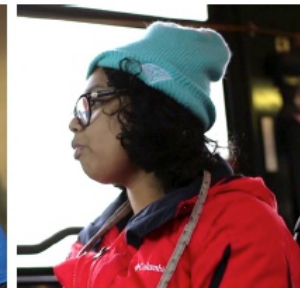
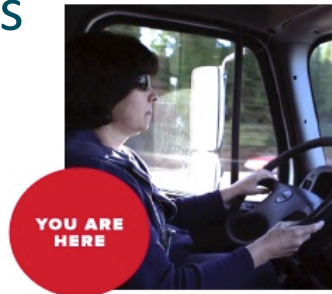
Briefings

Project website

Social media

Newsfeeds and e-news

Snapshot speakers series



Finalizing the plan in 2018

Key elements going forward



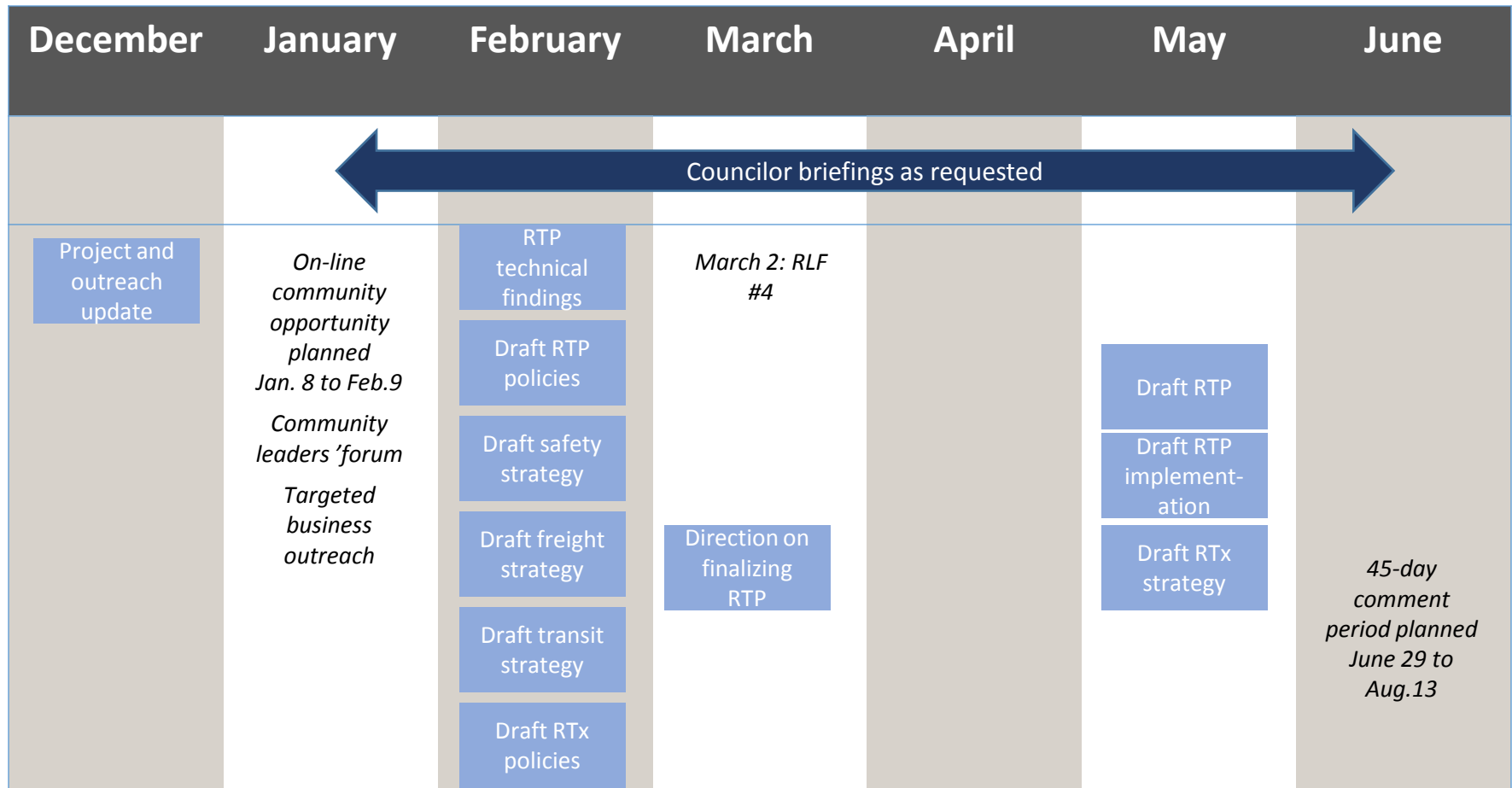
Ongoing public involvement and engagement



Development of related regional strategies, including Safety Strategy, Transit Strategy, Freight Strategy, Technology (RTX); other Plan elements

Consistent with adopted 2018 RTP work plan and public participation plan

Draft Council work session plan for 2018 RTP



Council work session discussion



Questions or feedback on upcoming policy discussions?

Questions or feedback on early 2018 engagement activities?

Questions or feedback on March 2 Regional Leadership Forum agenda?

Direction to staff on moving forward with Jan. and Feb. engagement activities and March 2 forum?

oregonmetro.gov





2018 REGIONAL TRANSPORTATION PLAN

REGIONAL LEADERSHIP FORUM 4

Finalizing Our Shared Plan for the Region

8:30 a.m. to noon, Friday, Mar. 2, 2018

Oregon Convention Center, Rooms B113-116

8:00 a.m. **Registration, light breakfast and networking**

8:30 a.m. **Welcome**

MPAC Chair, JPACT Chair and
Elissa Gertler, Metro Planning
and Development Director

***Engage** in a candid conversation about jurisdictional priorities for the 2018 RTP
and how they perform.*

9:00 a.m. **Draft project lists, technical evaluation and
public response**

Elissa Gertler, Metro Planning
and Development Director

Discussion 1

- *What surprises you about the results
and public response?*
- *What do you like about the results?*
- *What worries you about the results?*

10:00 a.m. **BREAK**

***Take a stand** on priorities and tradeoffs.*

10:15 a.m. **Community leaders' priorities**

[Community leader 1]
[Community leader 2]

10:45 a.m. **Discussion 2**

- *What outcomes need to be prioritized in
the next 10 years?*
- *What are the tradeoffs you are willing to
accept?*

Elissa Gertler, Metro Planning
and Development Director

***Lead** on creating our region's transportation legacy.*

11:30 a.m. **Building the region's transportation future**

[Leader 1]
[Leader 2]

Noon **Adjourn**



2020 in sight

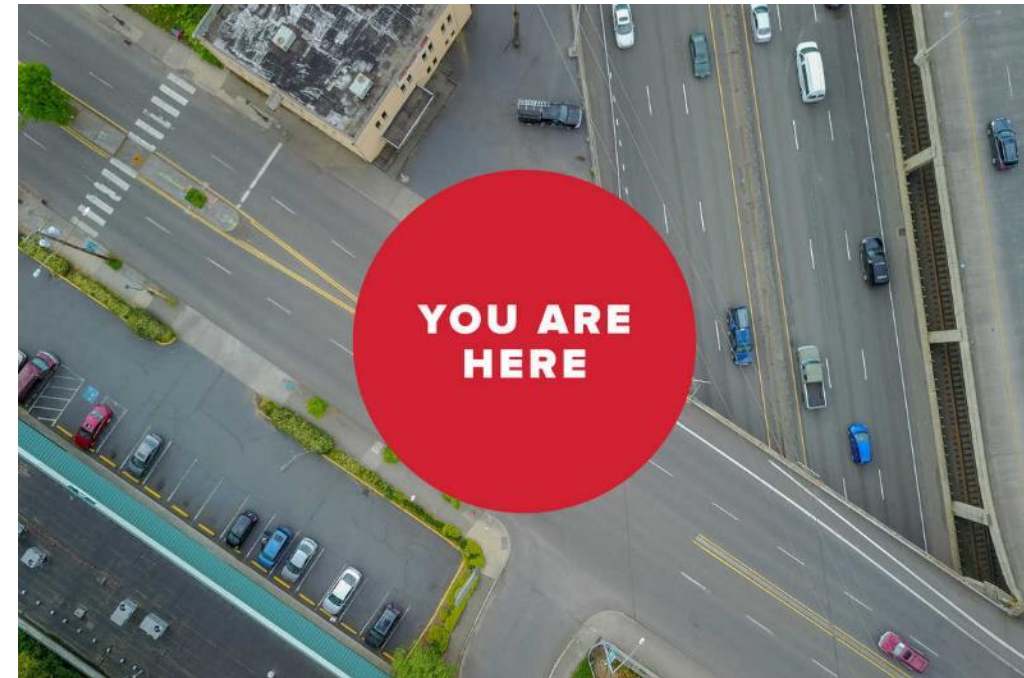
Metro Council work session, 12/12/2017

So, here we are.

Metro is a good steward of the systems that maintain regional livability. Now and into the future.

We connect urban and rural, natural and built communities, in one vision – the ingredients of a complete and livable place.

We must do more to protect these places, help public investments keep up – and share the benefits more equitably.



Our 2040 Vision has guided us here...
How will we carry the promise forward?

Decades of making a livable future



Senate Bill 100

1992
Greenspaces
Master Plan

2040 Vision

Natural Areas
Bonds

Nature in
Neighborhoods

Active
Transportation
Plan

Climate Smart
Communities

Urban and
Rural Reserves

Equitable
Housing
Initiative

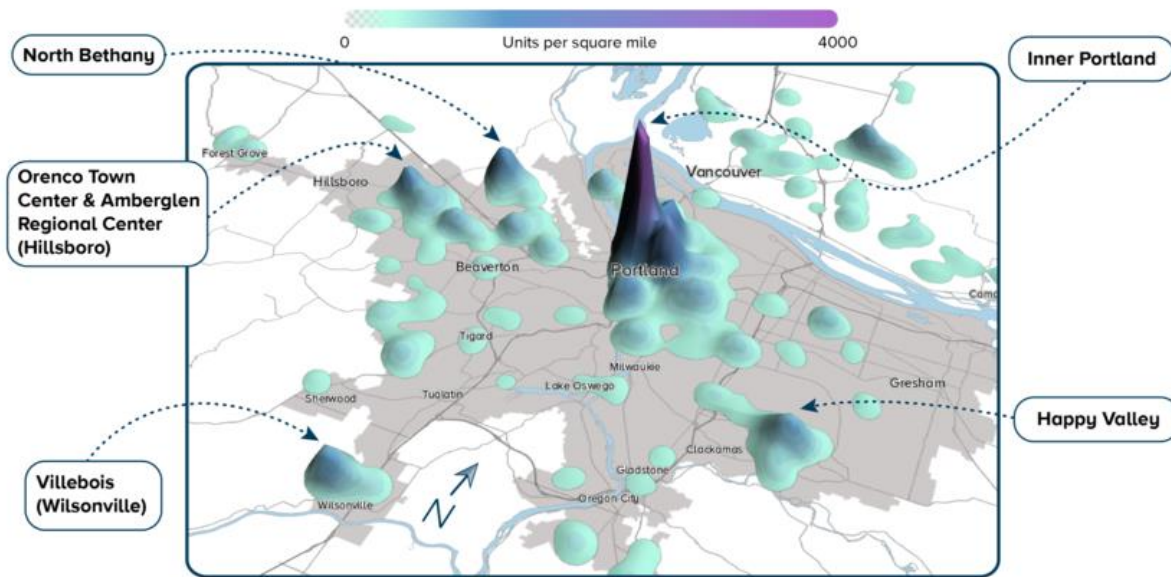
Parks & Nature
System Plan



Much has worked. We have more to do.

The majority of new homes have been added in key town and regional centers.

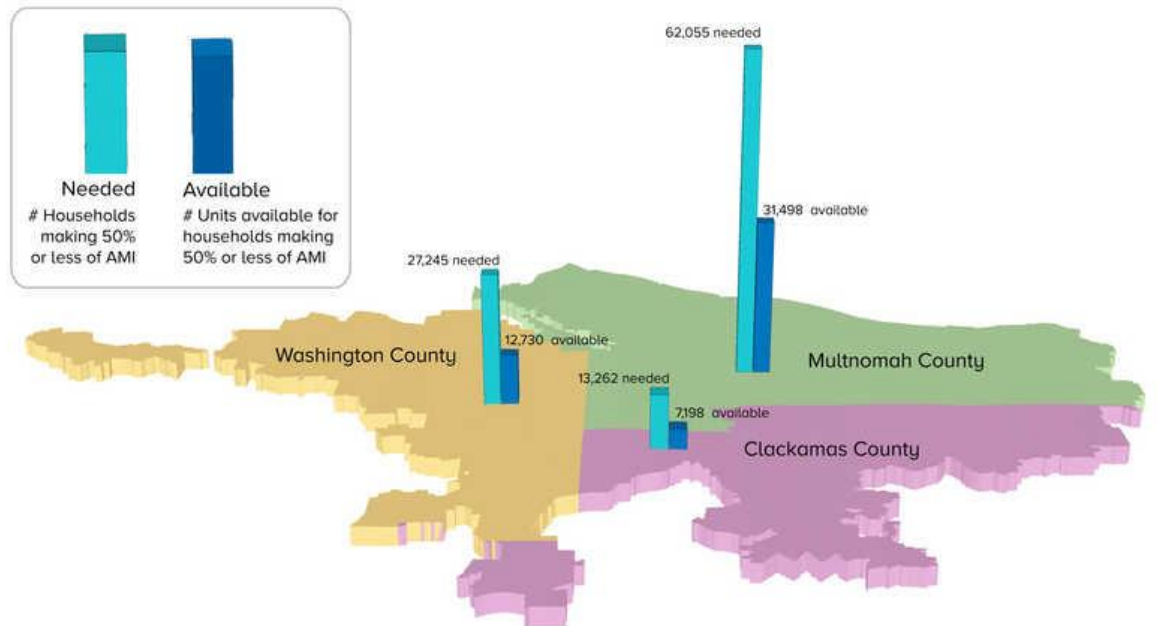
Housing permits in the Portland Metro area, 2009-2017 - units per square mile



Source: Construction Monitor data report Q1 2009 - Q2 2017. Created October 2017

There is a shortage of affordable housing relative to need in all three counties of the Portland metro area

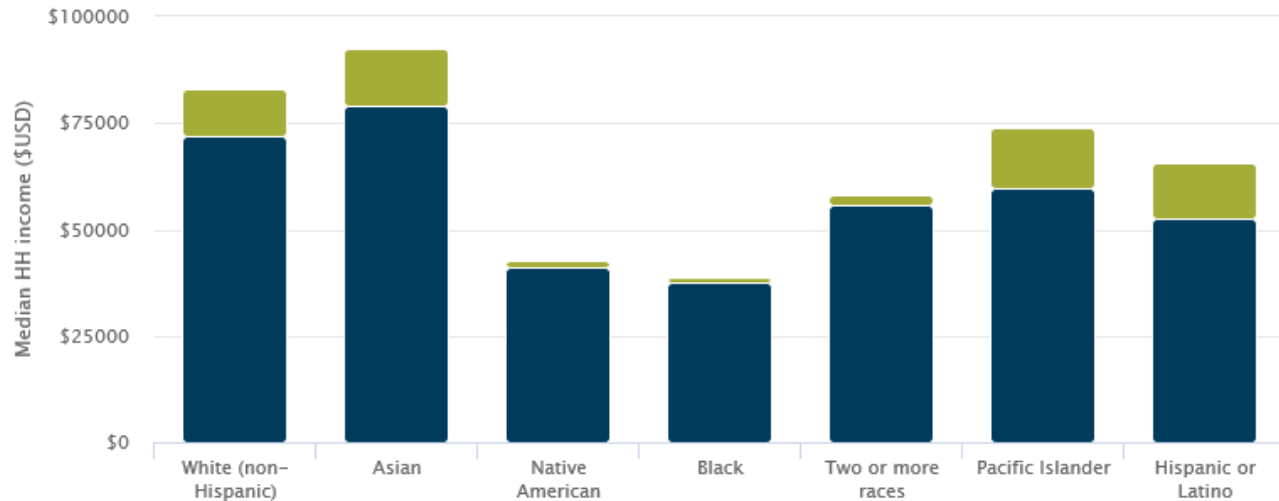
Demand vs. supply of units affordable to households making 50% or less of area median income (AMI).



Much has worked. We have more to do.

Greater Portland's median household income increased by nearly \$11K in the past five years, but Black and Native American households saw only one-tenth of that.

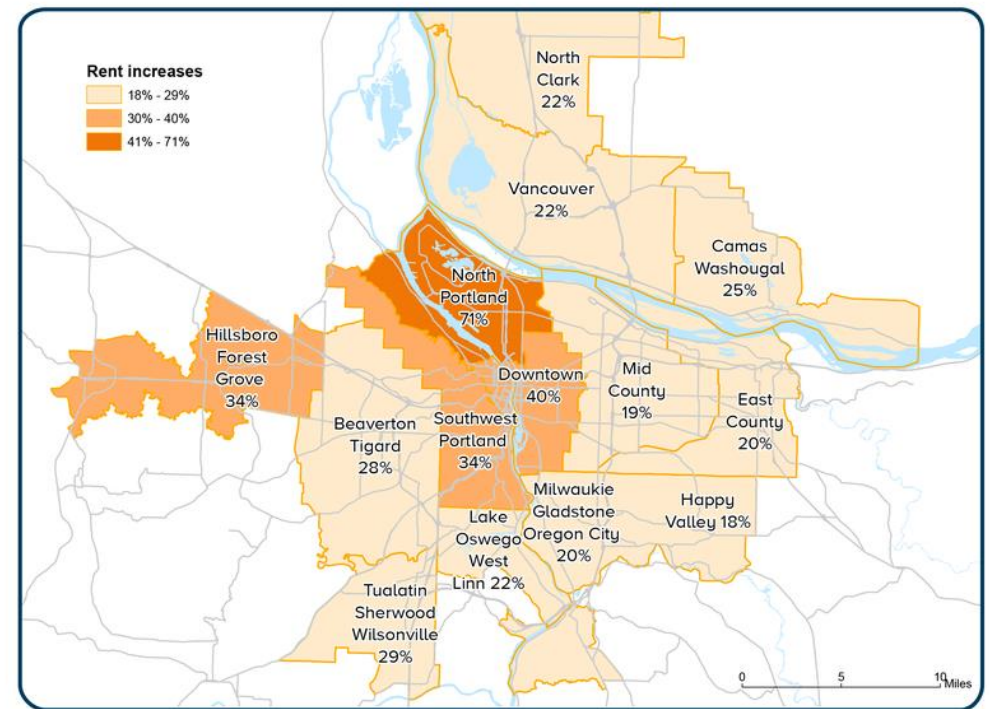
Increase in median HH income (Portland MSA 2011-2016)



Source: US American Community Survey 1-yr estimates, 2011 and 2016. 2011 incomes adjusted for inflation to 2016.

Renters in some parts of our region have faced increases of over 70% in just half a decade

Percent change in cost of rental housing, 2011 to 2015

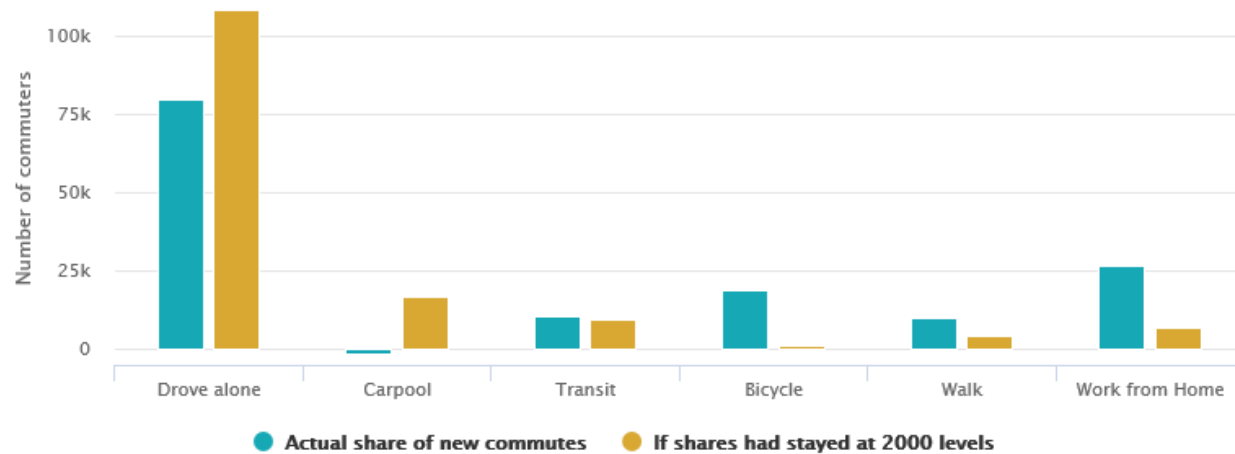


Source: Multifamily NW, Axiometrics, Johnson Economics

Much has worked. We have more to do.

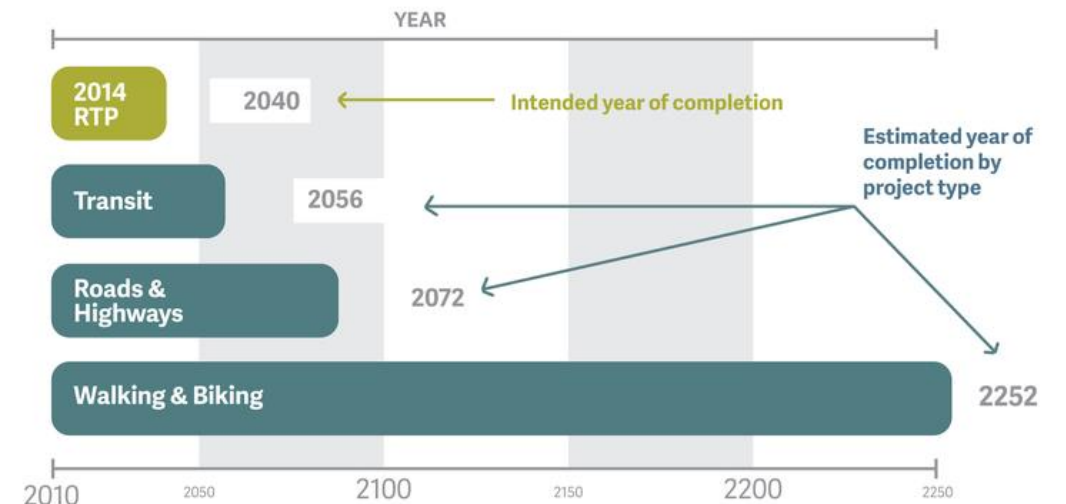
If new commuters drove at the same rates as in 2000, greater Portland would have 47,000 more cars commuting. ≡

Increase in regional commute trips since 2000, based on actual 2015 shares (blue) and 2000 rates (orange)



Data for Portland 7-county MSA, US Census and 2015 ACS 5-year estimates. Credit Roger Geller/City of Portland for concept.

At current rates of federal and state investment, greater Portland's planned transportation network will not be complete until 2252.



Estimated year of completion based on historic annual levels of state and federal investment in the Portland region, 1995-2010; does not account for projects funded solely through development or local revenues.

It's not just what we do. It's how we do it – and with whom.



Community
Investment
Initiative

Diversity
Equity
Inclusion

My Place

Regional
Snapshots

Racial Equity
Strategic
Plan

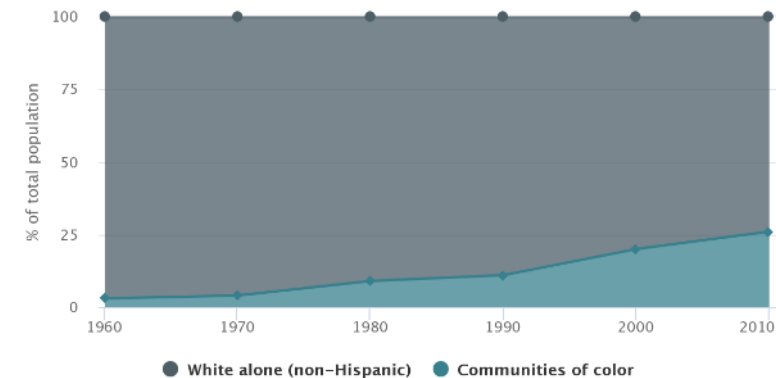
Agency-wide
Community
Partnership
Program

Parks &
Nature
Equity
Action Plan

CORE

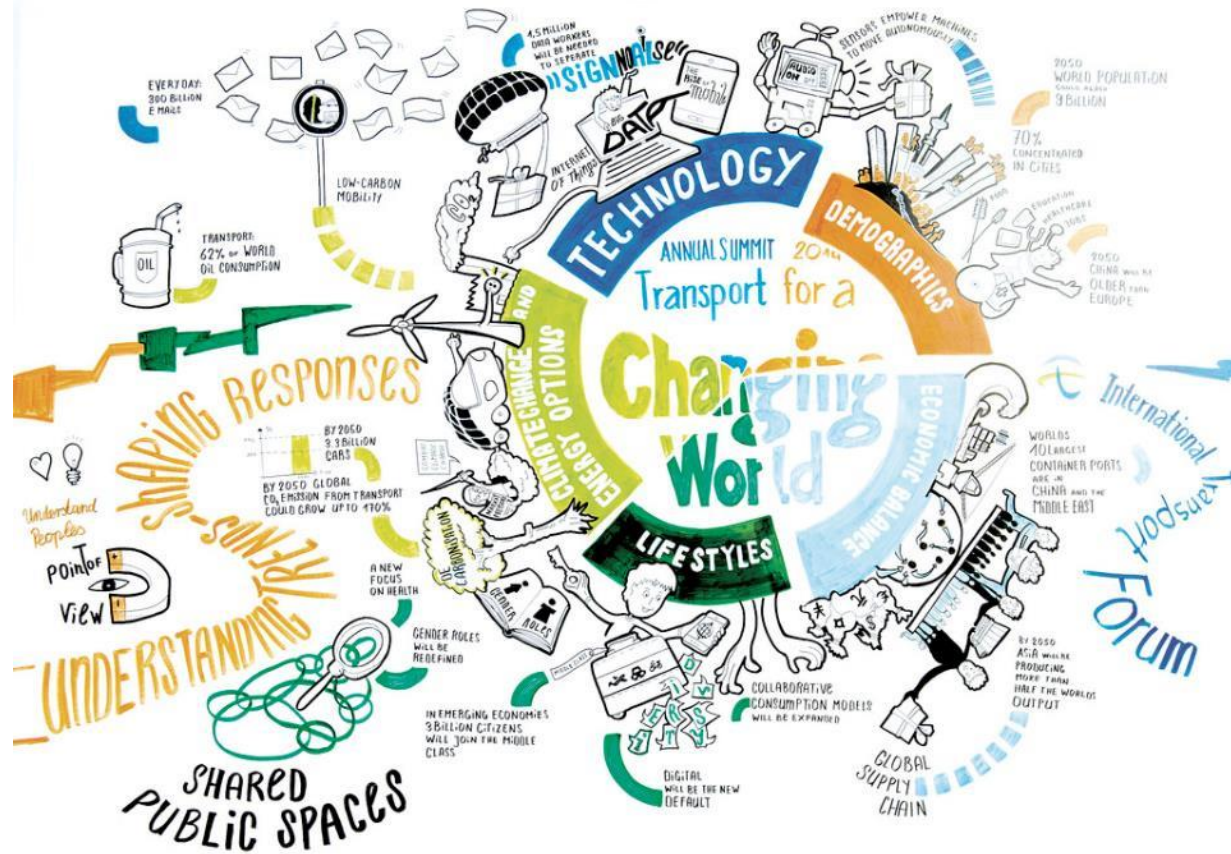
Communities of color have nearly tripled their share of the population since 1980.

Population of tri-county area, 1960–2010



US Census Bureau. Note that Hispanics were not counted separately until 1980.

The future is now. We have to act now.



33,500: Number of new residents the region gained between 2013 and 2014. **That's almost like gaining a city the size of Lake Oswego in a single year.**



50%: Percentage of that increase due to migration from somewhere else.



15%: Percentage of those migrants who moved to the region from outside the U.S.

Take action now. And look to the future.



2018 Regional
Transportation
Plan

Urban Growth
Boundary
Decision

Regional
Housing Bond

Parks & Nature
Funding

Regional
Transportation
Funding

Mid Cycle UGB
Review

2023 Regional
Transportation
Plan



A vision of a livable region, for all.

What would it look like if we achieved the goals we already have?

Vibrant communities

Sustained economic competitiveness and prosperity

Safe and reliable transportation choices

Leader on climate change

Clean air and water and healthy ecosystems

Equity



Metro must look to the future.

Metro is in the long game.

Building new systems and updating old systems is the long game.

Adapting to change and growth are the long game.

Planning transportation and communities is the long game.

2040 is still a long way away.



Metro must make immediate impact.

We need to act now:

- Invest in more affordable homes and make it easier to build homes of all kinds
 - Invest in a transportation system that improves traffic, makes people safer, and protects our climate
 - Invest in our commitment to preserving access to nature for all our region's residents
 - Invest in improving the lives of people of color, and all people region-wide
- Ask voters to recognize that shared challenges require shared solutions.**



2020 in sight: Work program outline



Regional housing bond
program development

Transportation 2020
process

2018

Metro Equitable
Housing program

UGB decision

RTP adoption

Housing bond election



Transportation 2020
process

Housing bond program
implementation

2019

Parks & Nature funding
options



Transportation funding
election

2020

- Program
- Political
- Program and Political

Coalition building, Capacity building, Campaign building

What will it take?



Regional Housing Program elements

Equitable Housing Initiative program development

- Research and data
- Funders Collaborative
- Evaluate and incubate best practices and new programs
- Racial equity lens

Equitable Housing Initiative program management

- Planning and development grants
- Build Small Coalition
- SW Corridor Equitable Development Strategy
- TOD Program

Housing bond development



Housing 2018: What's next

Projects that achieve our goals

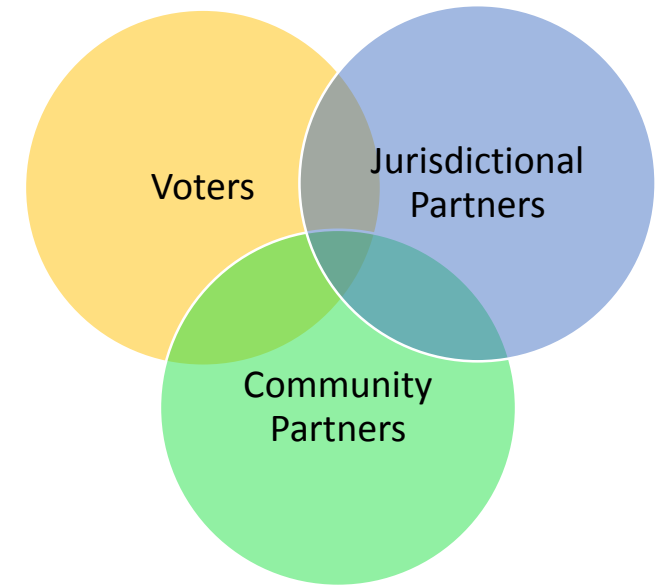
- Create more permanently affordable homes region-wide
- Increase housing stability and opportunity

Potential funding framework

- Land acquisition for affordable homes
- Funding for partners to build/acquire affordable homes

Next steps

- Stakeholder/technical advisory tables
- Work with community, jurisdiction partners
- Research, analysis, engagement



Parks and Nature capital funding

P&N DEI Action Plan

- Develop draft action plan
- Stakeholder engagement
- Finalize outcomes and actions

Bond 3.0 program development

- Research and analysis
- Apply racial equity lens to capital investment program
- Stakeholder engagement

Long-term funding

- Develop work plan and vision



Transportation 2020: A concept

Projects that achieve our goals

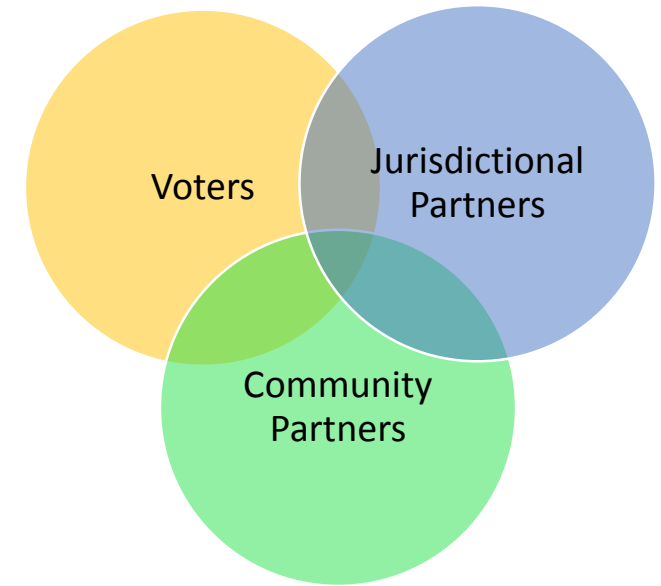
- What does the RTP tell us about our shared vision and needs for our transportation system?

Projects the region can deliver

- Which projects are ready to be built?

Projects that improve people's lives

- What are our stakeholders asking us to do?
- How will our investments affect how people get around?



Successful communications and coalitions

A Strong Coalition

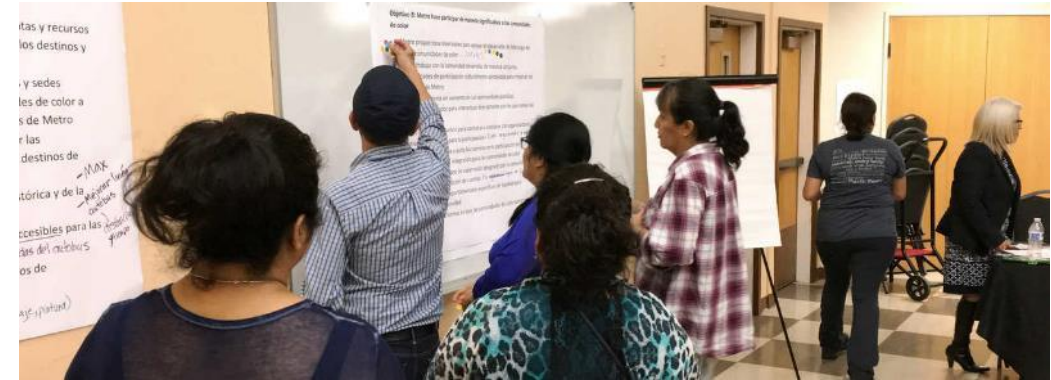
- Stronger together
- Invest in success

A Connected Story

- The mission is the story
- Messages that resonate

A Clear Voice

- Public opinion research
- Storytelling (Regional Snapshots, newsfeeds)
- Earned, paid, social media



Metro Council leadership

Program and policy direction

- Continue work on RTP and UGB work programs
- Affordable housing bond program scenarios
- Parks & Nature investments and programs

Coalition building and community partnerships

- Convene stakeholders in housing, parks & nature, and transportation
- District outreach, quarterly exchanges, community dialogue
- Month-by-month messaging

Eye on elections

- Review public opinion research
- Ballot referral decisions
- Support political strategy work programs



Many hands...working together.

Project coordination: GAPD

Housing Program Development

- Planning & Development

Political Strategy

- GAPD/Council Ofc
- Planning

Communications and Coalitions

- Communications

Partnership and Leadership Development

- DEI

Legal

- OMA

Financial

- FRS

Parks & Nature Program Development

- Parks & Nature

Political Strategy

- GAPD/Council Ofc
- Parks & Nature

Communications and Coalitions

- Communications

Partnership and Leadership Development

- DEI

Legal

- OMA

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- FRS

Transportation Program Development

- Planning & Development

Political Strategy

- GAPD/Council Ofc
- Planning

Communications and Coalitions

- Communications

Partnership and Leadership Development

- DEI


Legal

- OMA

Financial

- FRS

Draft Council work session plan

December	January	February	March	April	May
Project overview and roles					
<i>Housing</i>	Engagement plan	Legislative update	Questions from advisory groups	Advisory group recommendation	Draft ballot resolution
		Research & technical update	Draft program elements	Framework of ballot measure	
<i>Transportation</i>		Proposed project process	Potential corridor selection criteria	Refined engagement plan	Draft RTP & implementation
		RTP draft findings, policies, strategies	Draft engagement plan <i>March 2: RLF #4</i>		
<i>Parks & Nature</i>	Title 10 policy review	Regional Trails Plan update	Title 10 policy update		
		East Council Creek plan approval			

Discussion

What things would Council like to hear more about?

