



600 NE Grand Ave.
Portland, OR 97232-2736

Council priority setting session agenda

Tuesday, January 22, 2019

9:00 AM

Beaverton City Hall, council chamber

Priority Setting Session

9:00 Welcome and Goals for the Day

9:10 Council Process Check-In

9:30 Council Initiatives for 2019-2020 Discussion

10:30 Break

10:45 Discussion Continued

11:45 Wrap-Up and Next Steps

12:00 Adjourn

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro
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បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

DRAFT COUNCIL INITIATIVES

Last updated following the November 27, 2018, retreat.

	0-18 Months January 2019	18+ Months July 2020
Council Ownership	<p><u>Transportation</u></p> <ul style="list-style-type: none"> • Long-term Funding Coalition • 2020 Funding Measure <p><u>Equitable Housing Program</u></p> <p><u>Land Use</u></p> <ul style="list-style-type: none"> • 2040 Vision Refresh • Regional Employment Land <p><u>Parks and Nature</u></p> <ul style="list-style-type: none"> • Parks and Nature Bond • Long-term Funding Discussion <p><u>Solid Waste</u></p> <ul style="list-style-type: none"> • Regional Solid Waste Plan <p><u>Agency-wide</u></p> <ul style="list-style-type: none"> • 2019 Legislative Agenda • Strategic Plan • Employer of Choice Strategy • Climate Action Plan/ Resiliency Plan 	<p><u>Transportation</u></p> <ul style="list-style-type: none"> • 2020 Funding Measure <p><u>Equitable Housing Program</u></p> <p><u>Land Use</u></p> <ul style="list-style-type: none"> • Mid-cycle Urban Growth Management Decision <p><u>Parks and Nature</u></p> <ul style="list-style-type: none"> • Long-term Funding <p><u>Solid Waste</u></p> <p><u>Agency-wide</u></p> <ul style="list-style-type: none"> • 2020 Legislative Agenda • Strategic Plan • Employer of Choice Strategy • Climate Action Plan/Resiliency Plan
Council Attention	<ul style="list-style-type: none"> • Construction Career Pathways Project • Congestion Pricing • Diversity, Equity, and Inclusion (CORE) • Willamette Falls Riverwalk & Legacy Project • Oregon Zoo Business Plan • Regional Disaster Debris Preparedness • Investment & Innovation Grants • Plastic Recycling • Global Recycling • Prep Mid-cycle Urban Growth Management Decision 	<ul style="list-style-type: none"> • Diversity, Equity, and Inclusion (CORE) • Willamette Falls Riverwalk & Legacy Project • Investment & Innovation Grants • Disaster Debris IGAs & Exercise

<p style="text-align: center; font-size: 24pt; font-weight: bold;">Council Awareness</p>	<ul style="list-style-type: none"> • Financial ‘Headwinds’ • Expo Center Business Plan • Least Cost Planning Tool • Columbia River Levee System • Zoo Master Plan Update • Transportation Technology Strategy • Performance Measurement • LEAN • Risk Management 	
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OTHER ITEMS NOTED FOR FUTURE DISCUSSION:

- Long-term vision for parks, natural areas for whole region.
- Cost LCP tool for 2020 measure.
- What will we do as part of 2040 refresh?
- What about CRC?
- Enforcing conditions of approved 2018 UGB (budget issue).
- Albina Vision:
 - OCC, MRC plus Planning & Transportation & Parks Bond
 - Plus Equity
- Metro role in significant projects/policy development that advance 2040.
- Continues to help GPI coordinate regional economic development strategy.
- Willamette Locks.

Council Initiative Status Update –

Draft – January 14, 2018

Council “Ownership”

Items requiring Council “ownership” require the leadership and direct involvement of the Metro Council to succeed. Councilors provide major policy direction, oversight and guidance of these projects, and critical political leadership. The majority of Council work session time should be set aside over the course of 2019 for these issues.

- **Transportation Funding Measure**
- **Equitable Housing Program**
- **Land Use Leadership**
- **Parks & Nature Bond 3.0**

Topic	Issue Statement	Status of Project/ Work for FY 2019-2020	Policy Questions/Major issues for FY 2019-2020	Budget Questions
<p>Transportation Funding Measure</p>	<p>The vision for transportation in the Regional Transportation Plan is <i>In 2040, everyone in the Portland metropolitan region will share in a prosperous, equitable economy and exceptional quality of life sustained by a safe, reliable, healthy and affordable transportation system with travel options.</i></p> <p>Current transportation investments fall short of meeting our growing regional transportation needs. Additional investments are needed to meet our transportation, economic, climate, and community goals. Specifically, the Southwest Corridor Light Rail project requires substantial local investment. Council has targeted the November 2020 election for a measure.</p>	<ul style="list-style-type: none"> • Council direction on policy outcomes and framework, identify key areas for investment, seat Transportation Funding Task Force to advise Council (Jan/Feb 2019) • Prioritize areas for investment (March/April 2019) • Engage key stakeholders, communities of color, and elected officials (ongoing) • Sub-area community teams propose short-term project lists, Council and Task Force identify regional programs (May-July 2019) • Council reviews projects and prioritizes (Aug-Sept 2019) • Council considers investment scenarios (October-November 2019) • Consideration of possible revenue mechanisms (November 2019) • Task Force recommendation of investment scenario to Council (December 2019) • Council decision on investment scenario and direction to prepare for project delivery (January 2020) • Project IGA development (February-April 2020) • Task Force recommends accountability and oversight to Council (February-March 2020) • Council considers recommendations and revenue mechanisms (April 2020) • Referral (May 2020) 	<ul style="list-style-type: none"> • What are the most critical of Metro’s adopted policy outcomes to achieve in this measure? • How will our work on housing and parks & nature inform and support a coalition needed to advance a regional transportation measure? • What are the critical projects that need to be included in the measure to meet Metro Council’s policy goals? What criteria should be used to prioritize those projects? • Are there other regional programs that should be advanced through this measure? • What is the Council’s direction for stakeholder and community involvement? • How will racial equity inform Metro’s work and process in this effort? 	<p>Council Opportunity Funds/ GAPD funds/ Planning Department Support all needed.</p>

<p>Equitable Housing Program</p>	<p>In November 2018, the voters approved a \$652.8 million bond to construct affordable housing for approximately 12,000 people. Metro will collaborate with the three counties, four CDBG eligible cities, and the region’s affordable housing developers to construct the housing and deliver on the other commitments in the bond, which include a focus on racial equity, increasing the supply of housing throughout the region, a commitment to deep affordability, and a commitment to family-sized units.</p>	<ul style="list-style-type: none"> • Council adoption of work plan [Jan 2019]and appointment of Oversight Committee[Jan-Feb 2019] • Technical assistance to support local implementation strategies [Jan 2019-ongoing] • Community engagement to inform Metro’s Site Acquisition Strategy [Jan-May 2019] • Develop procedures and guidelines including metrics for tracking program outcomes. [Jan-May 2019] • Oversight Committee and Council consideration of “Phase 1” projects; IGAs for approved projects [March-June 2019] • Oversight Committee and Council review of regional site acquisition strategy [May-June 2019] • Oversight Committee and Council review of local implementation strategies and IGAs for approved strategies [June-August 2019] • Technical assistance to support local implementation [July 2019-ongoing] • Coordination with Local Implementation Partners for development of sites acquired through Metro Site Acquisition Program [July 2019-ongoing] • Oversight Committee reporting on Local Implementation Strategies and compliance with bond requirements and work plan [July 2019-ongoing] 	<ul style="list-style-type: none"> • How will our agreements with our local government partners to balance the need for local control and flexibility with the need for Metro Council accountability? • How can we support local governments in meeting Metro’s goals for involvement by culturally-specific communities? • What other goals, such as COBID participation and workforce diversity will be part of the housing bond? • How do we support the Oversight Committee in providing effective oversight of local implementation of the bond commitments? 	<p>3 FTE P & D (new) 3 FTE P & D (existing) 2 FTE Comm (new) 1 FTE Comm (existing)</p>
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<p>Land Use Leadership</p>	<p>The 2018 Growth Management Decision included direction for staff to return to Council with two work plans:</p> <ul style="list-style-type: none"> • Update the 2040 Growth Concept to address issues the region didn't face in 1995. • Use the Economic Value Atlas to update the region's vision about employment and the land use implications of future employment. 	<p>Council direction on work plan in April 2019. Work plan will include:</p> <ul style="list-style-type: none"> ○ Elected Official engagement ○ Staff engagement ○ Community stakeholder engagement, including CBOs ○ Local, national and international experts on major topics ○ Research and technical work ○ Specific policy and engagement issues facing employment lands <ul style="list-style-type: none"> • Multiple external government, community, institutional partners have expressed interest in this work with us, we need a strategy to engage with these major thought leaders at local, national, international levels 	<ul style="list-style-type: none"> • Issues that have changed since 1995 include: major technological change in several sectors, automation, increased diversity of the region's population coupled with increased knowledge of the long-term economic and social damage of racial discrimination, understanding of impacts of climate change, decline of middle-class jobs, and affordable housing crisis. • What is the future of employment in our region? How should that future guide land use policy and infrastructure investments? • What is Council thinking about the 2060 time horizon? Charter requires 50 year vision which could be 2070.... 	<p>FY 19-20 Budget request is for 1 new Comm FTE to support robust engagement and for \$250,000 M \$ S to support both Comm and Planning. Future work phase may also include Research Center and Parks and Nature.</p>
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<p>Parks & Nature Bond 3.0</p>	<p>Preservation and protection of significant natural areas to protect water quality, preserve habitat, and ensure people have access to nature are critical elements of Metro’s growth management strategy. Steady population growth has only increased the importance of water quality, habitat, and access for people.</p> <p>Metro has increasingly urgent need to complete nature parks that have been planned, to reinvest in existing facilities, to continue to provide grants, and to acquire critical natural areas.</p> <p>The 2006 Natural Areas bond will be spent out in 2020, even though the region’s need for natural areas and parks remains essential.</p> <p>Council has targeted the November 2019 election for a measure and has directed staff to design a measure that will not increase the total amount of Parks and Nature General Obligation Bond taxes from FY 2019-2020 levels.</p>	<ul style="list-style-type: none"> • Explore and confirm Council desired outcomes, policy direction, gaps and potential options [Jan 2019] • Finalize framework and project selection criteria [Jan-Feb 2019] • Outreach and engagement with elected officials of the region [Feb-Jun 2019] • Continued targeted and general community/stakeholder engagement [Jan-May 2019] • Engagement planning and outreach of coordinated coalition, blend housing and transportation [Apr-Nov 2019] • Public opinion research [Mar 2019] • Refinement and finalization of priorities, target maps, proposals and projects [May 2019] • Resolution for referral adoption [draft May, final June 2019] • Develop pre-post referral materials [May-Jun 2019] • Bond implementation planning Phase 1 [Jul-Nov 2019] • Bond implementation and coordination planning Phase 2 [Dec 2019 – Jun 2020] 	<ul style="list-style-type: none"> • Work on Parks & Nature must help us grow a coalition to support transportation funding. • How should our land acquisition program evolve? Should there be new criteria incorporating equity and climate resiliency? How will it be coordinated with affordable housing development? Does that require examination of new target areas? • How can we evolve our local share allocations to better achieve our equity and climate goals? Can local share address park deficient areas? • How should our grant programs evolve? • How should our parks & nature investments support our land use, economic development, and transportation goals? What is the role of our Parks Bond in regionally significant developments? • How does the Parks & Nature Bond reduce Metro’s long term operating and maintenance costs? • How does this bond support Council’s goal of long-term and permanent operating funding for the system? 	<p>GAPD, Council Opportunity and Parks & Nature all funding</p>
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<p>2030 Regional Waste Plan</p>	<p>The draft 2030 regional waste plan will be adopted by the Metro Council in February 2019. The new plan focuses on equity, health, and the environment and strives to address the full life cycle of materials we use—from design to production to use, until they go to a recycler, landfill, or thrift store.</p> <p>To achieve ambitious goals, the draft plan contemplates over 100 actions organized in five areas of work: Shared Prosperity, Product Design and Manufacturing, Product Consumption and Use, Product end-of-life Management and Disposal, and Disaster Resilience. Forty (40) actions focus directly on advancing equity and reducing disparities.</p> <p>Under Oregon state law (ORS 459.055) the plan also includes an appendix identifying the waste reduction program and demonstrates the region’s compliance with specific statutory and regulatory requirements.</p>	<ul style="list-style-type: none"> • In collaboration with local governments, develop multi-year work plans iaw RWP; • Implement, monitor, and adjust contractual transitions to post-2020 system operations; • Continue search to acquire land for CRC near Metro South Station; • Continue analysis of available land and partnership with City of Hillsboro on Metro West Station; • Finish examination and prep for installation of pre-processing equipment at Metro Central Station; • Secure new lease agreement and plan for system modification at MetroPaint; • Facilitate and ensure implementation of local Food Scraps capture policies; • Implement clean MRF regulations; • “Double-down” on consumer education; • Implement results of Regional conversation on single use plastics; • Double amount of funds available through I&I grant program; • Pursue partnership(s) to develop second generation MRFs; • Propose concept to establish Metro Conservation Corps. 	<ul style="list-style-type: none"> • What is Metro’s willingness to invest in “system certainty” to ensure services remain available to the region long term? • What is Metro’s willingness in ensuring service equity and consistency across the region? • What is Metro’s role in creating a market for recyclables? Can we stimulate industry to recycle materials? • Which actions will best reduce the amount of total materials, especially plastics and packaging? How can we increase producer responsibility/liability for those items? • How can a utility that relies on heavy vehicles driving on local streets minimize its community and environmental impact? • How can we ensure this utility adds to resident’s quality of life and creates a new paradigm for waste management in the world? • Beyond I&I grants, what Public/Private partnerships may be necessary to create the next generation system? 	<p>SW funds: Regional System Fee (RSF) collected on all wastes disposed in region funds regional SW programs and services.</p> <p>Tonnage charge covers Metro’s recovery, transport and disposal operations.</p> <p>Excise Tax, collected at same locations as RSF, is a source of revenue for Metro’s general government.</p>
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<p>Oregon Legislative Agenda</p>	<p>Metro Council will adopt a legislative agenda for the 2019 and 2020 sessions. Council direction and participation will be required throughout each</p>	<ul style="list-style-type: none"> • 2019 Legislative Principles and Priorities development [Sept. 2018-January 2019] • Advocacy in State Legislature with reports to and ongoing guidance from Council [January-June 2019] • Report out of Legislative session [Summer 2019] • 2020 Legislative Principles and Priorities development [Sept. 2018-January 2019] • Advocacy in State Legislature with reports to and ongoing guidance from Council [February-March 2020] 	<p>All addressed as part of work plan and throughout the session</p>	<p>GAPD budget is part of Council/COO budget</p>
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Council Initiative Status Update –

Draft – January 14, 2018

Council “Attention”/Medium council involvement

Items requiring Council “attention” are projects that require strong up-front policy direction from staff and regular discussions with Council to ensure that the project is meeting Metro’s policy and programmatic goals. Often, the majority of work on this initiatives can be carried out by Council liaisons and Metro staff once the full Council has set the policy direction.

Proposal- these items are currently listed for Council “Attention” and are recommended to remain at that level

- Construction Careers Pathways Project
- Congestion Pricing
- Diversity, Equity Inclusion & working with CORE
- Willamette Falls Riverwalk

These items are currently listed for Council “Attention”/Medium council involvement and are recommended to move down to Council “Awareness”/Low council involvement to make room for new proposals in this category.

- Oregon Zoo Business Plan
- Regional Disaster Debris
- Investment and Innovation Grants
- Mid Cycle Growth Management Decision

These items are currently listed for Council “Attention” and are recommended to remain at that level

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020 Budget Estimate
Construction Careers Pathways Project	Metro is partnering with 16 public sector partners to create a road map to provide reliable career paths for women and people of color in the construction trades.	Phase I of the project was completed in October and presented to Council on November 6. Phase II will identify opportunities to align policies and projects. Recommendations to the Council and other public partners will come forward in May 2019. Phase III will implement the recommendations	\$175,000 (staff plus consulting)
Congestion Pricing	2018 RTP Chapter 8 states: “Growing congestion on throughways is affecting regional quality of life. Ongoing efforts to address congestion in the region include investments in system and demand management strategies, improving transit service and reliability, increasing bicycle and pedestrian access and adding targeted highway capacity. It is clear these strategies are not sufficient and that we cannot address congestion through supply alone, we must also manage demand. House Bill 2017 directs the Oregon Transportation Commission to develop a proposal for value pricing on I-5 and I-205. The State Legislature directed the OTC to seek approval from the Federal Highway Administration by December 2018. If FHWA approves the proposal, the OTC is required to implement value pricing. The OTC formed a policy advisory committee to provide a recommendation after considering technical findings, likely effects (traffic operations, diversion, equity, environmental and air quality, others), mitigation opportunities and public	2018 RTP Chapter 8 states: “The limited scope has raised larger questions about how demand management pricing strategies could be implemented throughout the region; further study is needed in this area and should be undertaken to better understand different ways that pricing could work regionally and the different policy outcomes each scenario would create. This should include an analysis of the potential importance and role of increased transit service and the mutual benefits congestion pricing and expanded transit service can bring depending on the type of pricing strategy and transit service implemented. A comprehensive, regional study should be undertaken before the next update to the RTP in order to provide policy guidance as to how to most effectively implement pricing to reduce congestion.	1 FTE \$125,000 M & S \$190,000 \$100,000 modeling \$60,000 facilitation \$30,000 engagement (note: FY 18-19 budget includes \$190,000 that we anticipate carrying over to FY 19-20.)

	input. This work is focused on identifying potential strategies to manage demand on I-205 and I-5. In its early stages, it has focused attention on the need to price comprehensively, rather than High Occupancy Toll lanes and to identify key mitigation strategies, such as increased transit service.”		
Diversity, Equity Inclusion & working with CORE	<p>Metro Council adopted:</p> <p>The Strategic Plan to Advance Racial Equity, Diversity, and Inclusion; and</p> <p>The Diversity Action Plan</p> <p>Both plans are a high priority for the Council</p>	<ul style="list-style-type: none"> ▪ Committee on Racial Equity (CORE): recruitment of new members by DEI program and appointment by Council in June (term July 2019-June 2021) ▪ Adoption of Construction Careers regional framework by Metro, implementation phase of new policies and investments ▪ Recruitment, Hiring and Retention project to identify, develop and institutionalize best practices. ▪ Training and Leadership development program with additional programming for Metro’s seasonal, part-time and second-shift employees. ▪ Venues racial equity planning: launch and support venue-specific racial equity plans for P5, Expo Center and OCC. 	In COO Office, \$1.2 million. Additional amounts in other department budgets
Willamette Falls Riverwalk	Provide coordination of the Willamette Falls Legacy Project and lead efforts to provide public access to the Falls	<ul style="list-style-type: none"> • Engineering for detailed permitting and construction drawings for Phase 1 is expected to kick off in January 2019. • Preparing remediation plans and designs for the removal of 4 to 5 underground storage tanks and hazardous building materials is expected to kick off in January 2019. • Obtaining Federal, State and Local permits, Ongoing <p>Planned milestones:</p> <ul style="list-style-type: none"> • Archeological services RFP and procurement, Winter 2019 • Construction Manager/General Contractor (CM/GC) RFP and procurement, Winter 2019 • Riverwalk Phase 1 ground breaking, Spring 2020 	<p>\$750,000 for staff</p> <p>\$1.5 million for consulting and permitting</p> <p>\$13.5 million reserved for future construction</p>

These items are currently listed for Council “Attention”/Medium council involvement and are recommended to move down to Council “Awareness”/Low council involvement to make room for new proposals in this category.

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020 Budget Estimate
Oregon Zoo Business Plan	Reduce risk to Metro’s General Fund by creating a more sustainable financial model at the Oregon Zoo	<p>STATUS: Oregon Zoo leadership has developed a long term financial plan with 4 key priorities:</p> <ol style="list-style-type: none"> 1. Annual resources exceed expenditures 2. Build sufficient reserves (current target \$6.75M) 3. Sufficient investment in infrastructure 4. Align spending with mission priorities <p>During FY18 the reserves grew from \$868K to just over \$4M. The integrated conservation action plan (ICAP) is helping to align spending with mission priorities.</p> <p>WORK for FY20:</p> <ul style="list-style-type: none"> - Develop innovations program focused on process improvement to ensure efficient use of resources. <p>Master plan development will help drive investment in infrastructure.</p>	<p>~\$15K for process improvement training</p> <p>\$75K for master plan prep</p>
Regional Disaster Debris	The 2018 Disaster Debris Plan includes follow up	<p>Follow up actions include:</p> <ul style="list-style-type: none"> • Business Continuity Plan for Solid Waste • Identification and permitting for sites <p>General preparedness planning for Metro</p>	?

Investment and Innovation Grants	<p>Pilot a grant program to stimulate investment in businesses that are:</p> <ul style="list-style-type: none"> • expanding, preserving and broadening waste prevention, reuse, recycling and energy recovery; and • encouraging new participants in the region’s solid waste and waste prevention systems, especially communities of color 	<ul style="list-style-type: none"> • Contract 14 grants awarded in 2018, and ongoing management of those grants • Conduct evaluation of first round of applications received and grants made, and program structure (program guidelines, application materials and processes, composition and process of review committee, etc.) Outcomes will inform improvements for Round 2 (2019)—January-March • Refinements to materials and processes to reflect increase in grant funding, incorporate current regional and statewide work to make the recycling system more resilient, and per outcomes of evaluation of 2018 cycle; active outreach to potential applicants. April-May • Recruit and orient 2019 grant review committee(s) members, including Metro Council representative • Launch 2019 cycle Anticipated June 1, 2019 • Annual report on program to Council. Date TBD. • Complete application and grant review process. June-Nov. • Announcement of awards & contracting. December-Jan 2020 • Evaluation of 2019 cycle & adjustments as needed • Launch 2020 cycle 	<p>Previous Council direction was \$3 million per year for 3 years</p> <p>Council direction for FY 2019-20 is \$6m.</p>
Mid Cycle Growth Management Decision	<ul style="list-style-type: none"> • New state law allows Metro to consider minor expansions of the UGB for housing. The first cycle could be 2021. Council needs to provide direction to staff and jurisdictions about this upcoming process. 		<p>Should be delayed until 2020</p>

Council “Awareness” Items

Items requiring Council “awareness” are largely operational but that require Council action to ensure consistency with policy, to comply with State law or Metro code, or to implement previous Council action or policy. These projects have the potential to be complex, financially, operationally, or politically, and they may require that Council time be allocated during the year.

- Financial Headwinds
- Expo Center Business Plan
- Least Cost Planning Tool – Multi Variable Analysis
- Columbia River Levee System
- Zoo Master Plan
- Transportation Technology Strategy

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020 Budget Estimate
Financial Headwinds	The costs of maintaining current activity levels in Metro's government funds is forecast to exceed revenue growth.	<p>Three items currently impacting General Fund:</p> <ol style="list-style-type: none"> 1) Pay equity. We have 200,000 set aside in the GF for 18-19 to offset the initial costs (other funds have sufficient reserves to fund initial impact). This is probably low for initial costs. Long-range costs will escalate with COLA and merit increases over time. This will also have a significant impact on the Venues (MERC and Zoo). 2) PERS: Metro is looking at about a 3.9% increase each of the next three biennia. This will take the employer PERS rate to about 24.3% of payroll in 2023-24. Metro currently has a PERS reserve that funds the majority of the PERS bond payments from the 2005 bond issue. This fund will be expended in 20-21 and increase department PERS costs an additional 3%. 3) Housing Bond Admin Costs: Currently projected to impact the General Fund \$500,000 a year beginning in 19-20 through the completion of the bond. 	N/A
Expo Center Business Plan	Expo has a business model that is not financially sustainable. Aging buildings need to be completely renovated or deconstructed. These options require capital dollars that are not presently available.	We have created some funding opportunities for Expo in recent years by refinancing its debt, sharing TLT pooled capital dollars previously dedicated to OCC and providing some general fund support also previously dedicated to OCC. This has helped sustain the business but not adequately fund future improvements. We are also looking at an amended Visitor Facility Intergovernmental Agreement between Metro, Multnomah County and the City of Portland. Current drafts include a "bucket" for Expo starting at over \$500,000 per year. Additionally, we need to look at different business models that can coexist on the campus which may include public/private development of a portion of the 50+ acre parcel.	\$25,000-\$50,000 likely spent on consulting or commercial real estate services.

Least Cost Planning Tool – Multi Variable Analysis	2018 RTP Chapter 8 states: Phase II of Multi-Criterion Evaluation (MCE) Toolkit development will conclude by the end of 2018. Phase II scope will add travel demand model enhancements; test a bundle of benefits together in one scenario; improve methods to measure safety, physical activity and auto ownership benefits; incorporate stakeholder outreach support; and upgrade the visualizer to be fully-featured and web-accessible.	Further work on MCE is not contemplated as part of RTP implementation. The Economic Value Atlas, another data visualization and analysis tool was also completed at the end of 2018 and Planning and Development anticipates utilizing it to inform upcoming transportation, housing, and land use planning processes.	1 FTE P & D \$125,000 1 FTE RC \$125,000 M & S \$50,000
Columbia River Levee System	Metro is a partner in efforts to repair and recertify the Columbia River Levee for the purpose of protecting regionally significant employment lands, the Portland International Airport, and Metro facilities.	Key work includes: Legislation to enable creation of a single special district that replaces the four existing flood control districts Resolution of governance issues Financing for capital improvements and levee maintenance and operation	\$51, 369 per year to repay Metro’s share of partner loan. Continues through 25-26. \$50,000 per year, escalated 3% per annum, as Metro’s share of admin expenses through FY 2024 (agreement has not yet been signed, but has been approved).
Zoo Master Plan	Need to update the 2012 Zoo Master Plan to ensure the Zoo campus and facilities meet the Zoo’s mission of conservation, animal welfare, and education	The current zoo bond is implementing the first 10 years of the existing 20 year master plan to upgrade 40% of the zoo’s campus. FY20 will be focused on creating a project plan and strategy to refresh the master plan. Project plan implementation in FY21.	\$75,000

<p>Transportation Technology Strategy</p>	<p>Metro's Emerging Technology program will be guided by the Regional Emerging Technologies Strategy adopted as part of the 2018 RTP.</p> <p>Four next steps have been identified that can support the region and local partners in implementing the policies in the strategy: (see next column)</p>	<ol style="list-style-type: none"> 1. Fund technology pilot projects to test new approaches to connecting people to transit, promoting shared and active trips, and providing more equitable transportation options 2. Convene partners to establish new mobility policies that are consistent across the region and aligned with regional strategy to ensure new travel options operate safely, equitably and transparently 3. Develop better data and tools so that we can account for the impacts of emerging technology in transportation planning efforts 4. Advocate for state and federal technology policy that supports our regional goals and preserves local and regional authority to manage the transportation system. 	<p>1FTE P & D \$125,000 1 FTE RC \$125,000</p> <p>Pilot Grants: \$75,000/yr Data Analysis: :\$50,000 (note: grants are funded for FY 18-19 as pilot program, additional funding will be needed in FY 19-20 to continue grant program)</p>
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New Proposals for Council Consideration

Attached are staff reports on several items that councilors are proposing as new initiatives. All of these would take moderate council time and vary in budget impacts. If some or all of them are approved by a majority of council to move forward, staff will return with budget and scope of work proposals to be further approved.

- Continuous Improvement
 - Process Improvement/Lean
 - Enterprise Risk Management
 - Metro by the Numbers/
- Employer of Choice
- Resiliency

PROCESS IMPROVEMENT AT METRO

Date: 1/8/2019
Department: Office of COO

Prepared by: Cary Stacey; 503-797-1619;
Cary.Stacey@oregonmetro.gov

ISSUE STATEMENT

The overall goal of process improvement is to reduce waste and increase value to customers. Process improvement programs provide employees with training, tools, resources, and support for making improvements in their day-to-day work. Such programs increase employee engagement by empowering staff to make organizational processes more efficient and effective.

Metro is beginning to provide process improvement training to pilot cohorts with the goal of establishing an agency-wide process improvement program. The overall structure and scope of Metro's process improvement program is still in development.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Implementing a process improvement program at Metro will increase staff capacity to engage in work directly related to Metro's Core Mission, forthcoming Strategic Plan, and other agency goals as employees and teams streamline and improve the processes involved in carrying out their work.

A number of different frameworks may be used for process improvement programs, many of which are based on concepts and tools from Lean manufacturing. The Peak Performance model developed by the City and County of Denver is a non-proprietary framework based on Lean that has been adopted by a number of other local governments. Some jurisdictions have also incorporated findings from behavioral science into their process improvement programs using the model developed by the Behavioral Insights Team. The scope of process improvement programs span the spectrum from offering one-time trainings with minimal follow up to programs that seek to create systemic cultural shifts where employees work within a structure that supports continuous improvement.

Jurisdictions with process improvement programs indicate that leadership support and continued resource allocation help to maintain program momentum after employees receive initial trainings on basic concepts. Program components that benefit from ongoing investment include communicating with trainees about their progress in implementing process improvements, providing support and guidance to employees working on process improvement projects, facilitating complex process improvements involving multiple work groups or departments, and measuring and reporting results.

BACKGROUND

Cary Stacey, Project Manager in the COO's Office, is leading the agency-wide process improvement effort under the direction of Andrew Scott, Deputy COO. Training has already

begun, with an initial cohort of Metro employees receiving instruction based on the Peak model developed by the City and County of Denver as well as how to apply findings from behavioral science to improve communications. The cohort will meet regularly to give updates on how cohort members have implemented the skills learned in the training and to discuss ideas for future trainings and collaboration opportunities.

In coordination with the COO's Office, the Oregon Zoo is implementing a process improvement effort led by Sarah Keane, the Zoo Finance & Administration Program Director. The Zoo has provided Peak process improvement training to three cohorts of employees and will follow up with the cohort to track their progress on implementing process improvement projects.

Process improvement has been a topic of interest at a number of recent events, including an All-Managers Meeting, a Support Services Director's Retreat, and a Zoo Town Hall.

Immediate future plans for the program include convening trainees for additional cohort meetings, following up with trainees about progress on process improvement efforts, and offering additional process improvement trainings organized by the COO's Office and the Zoo. Ongoing development of the program will include additional training in action tools, peer coaching, facilitated workshops to improve specific processes and incorporating equity and equity training.

ENTERPRISE RISK MANAGEMENT AT METRO

Date: 1/8/2019

Prepared by: Cary Stacey; 503-797-1619;
Cary.Stacey@oregonmetro.gov

Department: Office of COO

ISSUE STATEMENT

Metro must identify, prioritize and manage uncertainty related to achieving its strategic goals and objectives. An enterprise risk management framework should be developed to assess impacts to those goals and objectives.

STAFF RECOMMENDATIONS

Development of an enterprise risk management framework requires a holistic review of internal and external risks facing Metro. Areas of risk could include:

- Departmental performance
- Financial
- Health and Safety
- Environmental
- Core workplace and competency
- Legal compliance
- Credibility

This review would culminate in measures around risks identified as priorities by Metro leadership.

Following the initial review, Metro should adopt best practices to include:

- Top management support and commitment to an enterprise risk management approach;
- Organization wide awareness of enterprise risk management developed through education, training and information sharing;
- Enterprise risk analysis conducted as part of decision-making
- Involvement with staff and key stakeholders to lessen risk associated with services delivered by Metro

In addition, all departments and venues should prepare risk management policies consistent with the above practices. Policies should include risk assessments and a mitigation plan for each identified risk. Such policies should be updated at least annually.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

An enterprise risk management framework should encompass Metro's Strategic Plan and priorities.

BACKGROUND

Existing Metro programs related to an enterprise risk management framework include Risk Management in Finance and Regulatory Services, which deals primarily with liability and safety, and Asset Management and Capital Planning in the Office of the COO, which is tasked with assembling an inventory of Metro's assets and developing a long-term plan to manage those assets.

Date: 1/8/2019
Department: Office of COO

Prepared by: Cary Stacey; 503-797-1619;
Cary.Stacey@oregonmetro.gov

ISSUE STATEMENT

Metro By The Numbers will clearly define and measure progress towards Metro's regional goals and create a robust internal performance measurement system that ties Metro's work to those goals. Data will be visualized using an interactive web tool available to staff, Metro decision-makers and the public.

IDENTIFIED POLICY OUTCOMES

- Measure Metro's long term program and policy performance.
- Support trust building with communities by increasing transparency of Metro's work, and demonstrating Metro's commitment to keeping ourselves and our jurisdictional partners accountable to our shared regional goals.
- Support benchmarking in relation to U.S. and international cities for many of our regional outcomes, but especially related to livability and community vibrancy.
- Guide investments in robust climate, equity and livability data by completing a comprehensive data plan for Metro.
- Provide resources to jurisdictions, community organizations and public audiences to assist in data-driven policymaking.
- Formalize agreements with jurisdictions and state partners around data sharing.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- The project advances Metro's climate action goals by supporting routine measurement, modeling and target setting and also acts as a regional data hub for climate data. The project has potential to support our jurisdictional partners by modeling greenhouse emissions data more frequently and at more granular levels than current state-conducted modeling.
- The project also supports Metro's racial equity goals by quantifying and visualizing critical issues surrounding racial, social and geographic equity.

BACKGROUND

- Metro has undertaken two previous efforts to define and measure our six desired outcomes. The first effort, a collaborative project with PSU, ended in the creation of the Greater Portland Pulse. The most recent effort, *MetroPulse*, concluded after councilors requested more granular data to support policy conversations.
- Metro Council has indicated a desire for continued work on this project. This recent effort, continuing where *MetroPulse* left off, is led by Cary Stacey in the office of the COO and began in the fall of 2018.

- This project folds in existing measures and data and broadens Metro's ability to serve regional data needs through acquisition of new data sets or collection of entirely new data.
- This project, and the suite of measures used, will be iterative, with the intent to engage with communities more broadly in the next phase of development and adapt as communities give input on what Metro's regional outcomes mean to them.
- Future phases of the project will include target setting, benchmarking and the development of meta-indicators (e.g. providing a weighted score to each of the six outcomes).

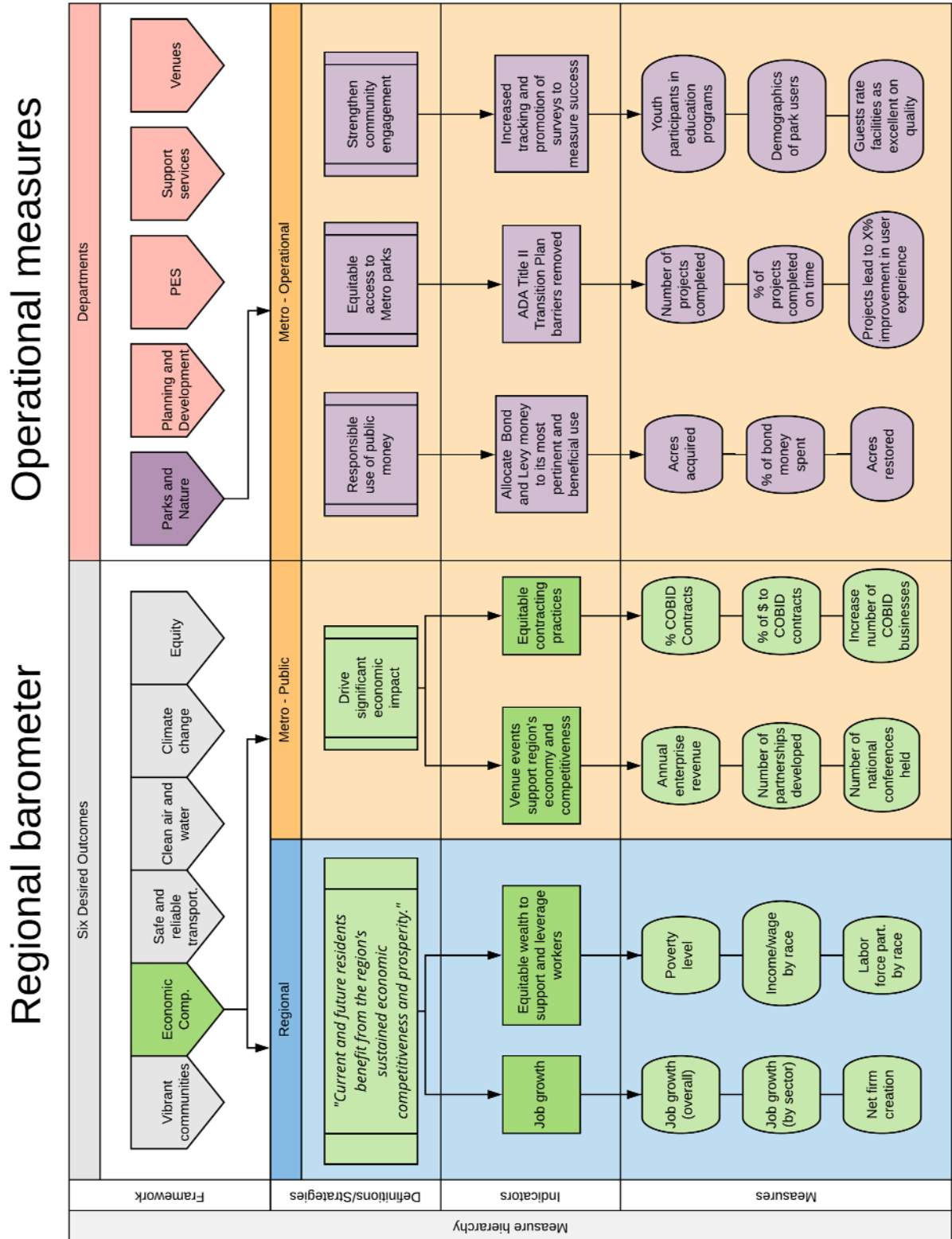
Progress

- Solidified organizational framework for regional indicators and internal operations.
- Convened four groups of subject matter experts; approaching finalized recommendations for four of the six desired outcomes.
- Began conversations with external stakeholders related to vibrant communities and equity regional outcomes with plans to convene subject matter expert groups in the coming months.
- The web tool, being developed by Metro's research center, is in early development phases. A demo for one of the six regional outcomes is scheduled to be completed by the end of January.
- Initial feedback from both internal and external stakeholders was overwhelmingly positive with many expressing interest and excitement for the project and its potential relevance to their work.

ATTACHMENTS

Attachment 1: By the Numbers organizational diagram

This diagram shows draft regional indicators (blue/leftmost column), *Metro operational* indicators for tracking performance for each department (orange/rightmost column with purple boxes) and *Metro public* indicators that tie Metro work to our regional desired outcomes (orange column with green boxes).



EMPLOYER OF CHOICE REPORT

Date: January 14, 2019

Prepared by: Councilor Christine Lewis

Department: CO

Presenter(s) (if applicable): [name, phone ext., email]

Meeting Date:

Length:

ISSUE STATEMENT

Metro should review employment practices to transform into an Employer of Choice within the region.

ACTION REQUESTED

Metro Council will begin discussion of these policy objectives in the first quarter of 2019. Council will see some policies with limited fiscal impacts and may choose to enact those policies within the first 6 months of the year, while other policies may require budget action or additional policy development over the balance of the next year.

IDENTIFIED POLICY OUTCOMES

Metro will be an Employer of Choice when we can attract and retain top talent, from front line staff to top management. Metro will have a supportive workplace culture, adequate training opportunities, and compensation packages that make us competitive as public employers.

POLICY QUESTION(S)

What policies are ready to go or near ready to go? Should we wait on other policy development to enact these policies in several packages, or as we are ready?

Which of these policies should we consider top priorities?

How will Council and management engage our represented workers through their unions during the development and roll-out of these policies?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Our strategy to become an employer of choice will include policies in each of the following three areas:

- 1) Workplace Culture
- 2) Compensation
- 3) Training and Support

1) Workplace Culture

a. Dignity and Respect on the Job:

Metro employees deserve dignity and respect while on the job. Bullying and harassment, whether from management, co-workers, Metro contracted service providers, or members of the public, is unacceptable. Metro leadership should review our current policies, make any updates in policy or reporting avenues, and proactively engage our workforce on these standards. * Parties are more likely to come forward when they know their complaints and reports will be taken seriously, so leadership should commit to bringing in outside investigators as necessary.

b. Invest in Managers:

Metro management should have access to management training, mentorship, and resources needed to make sure they are fully supported in understanding the dynamics of leading a team of people. Many management qualifications include technical proficiency and specialized knowledge of the relevant field, but Metro has an opportunity to cross train all managers on leadership skills that incorporate our DEI strategies and goals. Further, our DEI goals do not begin and end with the workforce we have, but our recruitment and hiring structures equip us to intentionally recruit and hire a workforce as diverse as the population we serve.

c. Standardized Policies for Transgender Employees:

Transgender employees who transition while employed by Metro should have resources available to them to make the transition as seamless as possible. There should be a document available through HR with all of the name change forms and protocols mapped out, along with assistance and a reasonable timeline to make all necessary changes. Additionally, appropriate facilities should be identified and made available at all of our venues. While Metro staff should be equipped and encouraged to support one another personally, Metro's role as an employer is to have streamlined process and a workplace that serves all our employees.

d. Engaging as an Employer in Coalitions:

As Metro embarks on a journey to become an Employer of Choice in the region, Metro leadership should be thoughtful about how we engage coalitions of other employers advocating for labor and workforce policies on the state and federal levels.

2) Compensation: Wages and Benefits

a. Establish a Metro Staff Minimum Wage:

The region is facing an affordability crisis and the gap between the rise in rents and the rise in wages continues to grow. The State of Oregon has established three minimum wage zones, with the Metro region tracked to be \$1.25 above the state standard minimum wage. Currently that rate is \$12/hour and will be adjusted to \$12.50/hour on July 1, 2019. Even with step increases every year, it will likely be late 2023 before the minimum wage in the region is \$15/hour. We should set our minimum wage for Metro staff at \$15/hour and agree to revisit our minimum wage by 2022 at the latest, as the state-established minimum wage will be nearing ours at that point.

b. Eliminate disparities in treatment and ensure proper designation of temporary/part-time/seasonal employees:

Metro employs roughly 1,600 individuals for a total of roughly 900 FTE. There is no question that many of our staffing needs are less than 40 hours/week, limited in duration, and cyclical with the weather and other relatively predictable schedules. However, we have many employees with whom we have long-time employer-employee relationships, but who don't qualify for various benefits because of a misclassification of their position. Positions are not people. *Even if someone is in a temporary position, which on its face would not accrue permanent benefits, if that person has been an employee for a qualifying number of years, our policy should be that benefits go with the person, not the position. *Similarly, Metro should perform a review to ensure that temporary, part-time, and seasonal workers are able to access benefits including medical, transportation, and protected leave. *Metro should ensure scheduling practices are fair, and that management scheduling decisions don't routinely disqualify part time workers seeking hours from hitting benefit eligibility requirements. *Metro staff perform work that is similar to some of the work that Metro venues and facilities contract out for special events and performances. Metro should examine job descriptions within MERC, the convention center, and the zoo to determine what services we can self-perform and not contract out, and perform a generalized cost analysis. When the costs are competitive, we should adopt policy to use internal staff and expand the opportunity for many of our part time staff to schedule work.

c. Paid Family Leave:

Many Metro employees take protected leave under OFLA/FMLA in order to take care of their own medical concern, caretake for a loved one, or welcome a new child into their family. Much of this leave is taken with an assemblage of vacation, sick, and other personal leave when the qualifying condition is long-anticipated and planned for. Even with careful planning, employees taking leave as new parents can easily exhaust leave banks, moving to unpaid leave and sometimes the partial wage replacement offered through short term disability insurance. There is a large body of public health research regarding the importance of parents taking time to bond and care with a new child, and Metro's leave policy should be established for all new parents (regardless of birth status) to earn 8 weeks paid time off for bonding per child. * Further, Metro should consider a standardized policy for qualifying medical and caretaking needs of a loved one outside of childbirth or adoption. Metro leadership has been accommodating and reasonable in some specific situations, but there should be a policy in place so that these arrangements are not one-off or applied inequitably.

d. Family Friendly Workplace:

Metro's support of the MRC childcare facility is certainly a cornerstone of making Metro a family friendly workplace. Policies should be enacted to extend a childcare subsidy to employees who do not work at or in proximity to the MRC. * Additionally, Metro should consider a guiding policy for managers working with employees returning from parental leave on a work-from-home policy in order to allow continuity and coverage of childcare in the first 6 months.

e. Medical insurance eligibility window:

Metro's current policy is to ensure covered workers the next month after their first 30 days working for Metro. This practice means many employees will have a month lapse in coverage if leaving employer coverage from a previous employer, even if there is no lapse in working days. Metro should examine the practices of other local governments who use plans similar to the Metro Kaiser plans and ensure we are in alignment.

f. Pay Equity:

Under 2017's HB 2005, Metro has conducted research and analysis to ensure our compensation practices are in alignment and workers performing work of comparable character are compensated using the same pay scales. We should use this body of work to examine the opportunities available across our venues and worksites.

3) Training and Support

a. Standard Public Safety Training for Security Team

Metro's security officers should receive updated and standardized trainings across all units in order to better serve the public and better prepare for the types of interactions that occur more and more often as public safety responds to individuals in crisis.

b. Incident Training for All Front Line Staff

Metro's front line staff should receive updated training and resources for interactions that could involve weapons or acts of violence, or any other unsafe situations whether caused by equipment failure, malice, or nature.

c. Training in Metro's Mission and Vision

All Metro staff should have an understanding of Metro's strategic plan and how their work fits into the diverse work of Metro. As Metro Council shapes the Strategic Plan, staff at all levels should be asked for their input, and when complete trainings should equip Metro staff to explain their role in context of the greater vision of Metro.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro's role in regional planning and placemaking relies heavily on Metro employees from management to front line staff. Our workforce is our most valuable asset.

Metro has a staff structure reflective of our history and funding streams, and many policies and practices developed for one segment of staff do not apply to staff across the organization. While we have some positions that remain very competitive, there are other local governments in the region that have adopted employment practices that make them better able to attract and retain top talent for positions across their organizations.

Metro has the opportunity to evaluate and enact policies that will effect workplace culture, training, compensation and benefits in order to become an employer of choice in the region.

Metro will have achieved status as an Employer of Choice in the region when top talent in positions from entry level to management in each of our lines of business would prefer to work at Metro over other employment opportunities because of our public mission, purpose, workplace culture, training, and compensation package.

As public employers, we acknowledge that in most cases our wages will not exceed the private sector, but for individuals who are drawn to public service we can enact policies to ensure fair compensation.

We undertake this work with the intent of celebrating and spreading what Metro has achieved in its employment practices to date. Metro's budget process will also inform many of the decisions we make, but there is opportunity to advance several of the highlighted policies with minimal fiscal impact.

COUNCIL PRIORITY: RESILIENCY

Date: 1/14/2019

Prepared by: Sasha Pollack,
sasha.pollack@oregonmetro.gov

Department: Council office

Meeting Date: 1/22/19

ISSUE STATEMENT

Resiliency work, including Climate resiliency, has been brought up by multiple councilors as an issue area to focus more time and resources on. In order for this to become a council priority, we are submitting this staff report to describe a general outline of what this work could look like over the next 2-3 years in order to give councilors the resources and information to weigh it against other priorities and make an informed decision.

ACTION REQUESTED

During priority setting meetings Councilors will discuss and determine where Resiliency work falls on their priority list and direct staff on next steps to move forward on this priority. If these are agreed upon staff will come back with scope of work and budget proposals.

POLICY QUESTION(S)

Which, if any, of these do we want to focus on in our Resiliency work?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

The COO and Council President have put forward proposals to fund a Resiliency Coordinator starting in the 2019-2020 FY. Below is a list of potential Resiliency work items that staff feels this role could oversee that fit within the parameters of Metro's role, expertise and Council direction. These are items that are either Metro specific or we believe are not currently being done by other jurisdictions, and would result in significant improvements in our regional resiliency and disaster recovery time.

- 2040 plan update includes overlay of multi-jurisdictional hazard mitigation plan
- Within 3 years Metro convenes a regional "Lifeline Council" made up of CEO level public and private stakeholders representing utilities, transportation, local government and more to discuss and push forward policies to reduce our recovery time after a major regional disaster
- Metro creates and implements an organization wide Climate Action Plan which incorporates, updates and expands on our current Climate Smart Strategies and all other climate work already being done in the agency.
- Resiliency work, including climate resiliency, is embedded in the beginning discussions of the 2060 plan

- Metro leads the discussion of siting of a 2nd Critical Energy Infrastructure Hub (liquid fuels depository currently housed in NW Portland)
- Metro provides a clearinghouse of public resilience information on our website that is a resource for local jurisdictions, residents and others.
- Metro is an organizational leader in terms of helping our employees prepare for a natural disaster, both in their Metro and personal roles.
- Metro makes resilience an integrated component of everyday planning and practice.
- Metro facilitates coordinated regional resilience efforts to build greater momentum for and support policy change at the state level.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The Metro Region faces a future where we know that our lives will be significantly impacted by natural disasters. These impacts include the possibility of extreme weather events, including ice and snow storms, a significant seismic event, potential flood and wildfire events and more. Like in so many other areas, a regional approach to resiliency makes good sense. Major catastrophic events are not limited to one jurisdiction, and all the systems that connect us at a regional level are severely impacted by major disasters. As the regional government and the government most tasked with long range planning, Metro has a responsibility to develop and implement a culture of disaster and climate resilience in our jurisdictions so that when we do encounter these events we both as an organization and a region are better prepared and our recovery time is reduced.

Metro's opportunities to increase regional resiliency fall into three interrelated categories.

1. Efforts to reduce the impacts of a disaster ahead of time
2. Efforts to make our own operations resilient so that we can do as much as possible during and immediately after a disaster, and rebound quickly to full capacity
3. Efforts to support our staff in personally preparing for a disaster so that they are better able to concentrate on critical response work.

As was mentioned in the recent Metro Emergency Management Audit "Metro needed a more formal structure to be prepared for severe multi-facility emergencies or disasters." The Audit "recommended Metro plan for continuity of operations, and develop an inventory of emergency resources, backup communication system, and notification system(s) to cover all employees."

BACKGROUND

Metro is already involved in Resiliency in a number of ways

- Currently, Metro's sole regional disaster response charge is handling debris and household hazardous waste during a disaster.

- Some of our Visitor Venues are considered secondary support locations for aid distribution and as recognizable landmarks it is possible that in the case of a severe emergency, they will be used as emergency shelters or other response uses.
- Metro's Planning department is working under an RDPO grant on an Emergency Route Planning project. The grant is focused on one aspect of resiliency – emergency routes – but does not and will not address the larger agency need to think about resiliency holistically
- One Metro Councilor serves on the Regional Disaster Preparedness Organization Policy Committee

ATTACHMENTS

- Metro Emergency Management Audit - <https://www.oregonmetro.gov/sites/default/files/2018/10/01/Emergency%20management%20final.pdf>
- Emergency Management Highlights - <https://www.oregonmetro.gov/sites/default/files/2018/10/03/Emergency-management-audit-highlights-October-2018.pdf>