

Council work session agenda

Tuesday, June 25, 2019

2:00 PM

Metro Regional Center, Council Chamber

2:00 Call to Order and Roll Call

2:05 Safety Briefing

Work Session Topics:

2:10 Regional Mobility Policy Update

18-5238

Presenter(s): Margi Bradway, Metro

Kim Ellis, Metro

Attachments: Work Session Worksheet

Metro/ODOT Mobility Policy Update Scoping Agreement

2018 RTP Interim Regional Mobility Policy 2018 RTP Mobility Policy Update Chapter 8

2:55 Construction Career Pathways Project Update

18-5245

Presenter(s): Sebrina Owens-Wilson, Metro

Raahi Reddy, Metro

Attachments: Work Session Worksheet

Construction Careers Market Study Executive Summary

Construction Careers Framework Details

Construction Careers Overview

3:40 Legistlative Update

4:10 Chief Operating Officer Communication

4:15 Councilor Communication

4:20 Adjourn

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February 2017

Regional Mobility Policy Update

Work Session Topics

Metro Council Work Session Tuesday, June 25, 2019 Metro Regional Center, Council Chamber

REGIONAL MOBILITY POLICY UPDATE

Date: June 11, 2019 Prepared by: Kim Ellis, x1617,

Department: Planning and Development kim.ellis@oregonmetro.gov

Meeting Date: June 25, 2019 Presenters: Margi Bradway, Deputy

Director and Kim Ellis, Project Manager

Length: 45 minutes

ISSUE STATEMENT

The Regional Mobility Policy Update project is a joint effort of Metro and the Oregon Department of Transportation (ODOT). Since early 2019, Metro and ODOT staff have been working closely together to begin scoping the project. Identified in the 2018 Regional Transportation Plan (RTP), the project will update the 20-year old "interim" mobility policy for the Portland region for use in the 2023 RTP update. This work will be coordinated with planned updates to the Oregon Transportation Plan (OTP) and the Oregon Highway Plan (OHP).

Work to date led to identification of the project purpose, draft objectives and a proposed approach for developing amendments to the mobility policy contained in the 2018 RTP and the OHP for the Portland metropolitan region.

At this work session, staff will present themes from stakeholder feedback provided to date and the timeline and proposed next steps for development of a project work plan and stakeholder engagement plan. Staff will seek consideration of the work plan and engagement plan by the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council in the fall 2019.

ACTION REQUESTED

The 2018 RTP directs staff to continue evolving the RTP mobility policy to be multimodal and mobility corridor-based to better align the "interim" policy with the comprehensive set of goals and desired outcomes identified in the plan.

What is the Regional Mobility Policy?

The region's mobility policy reflects vehicle-based thresholds adopted in the Regional Transportation Plan (RTP) and Oregon Highway Plan (OHP). These thresholds, referred to as the volume-to-capacity ratio (v/c ratio), are often expressed as a level-of-service (LOS) category, using letters A through F, with A being the best and F being the worst, similar to academic grading.

As the primary way of measuring congestion on roads and at intersections, the current policy measures the number of motor vehicles relative to the motor vehicle capacity of a given roadway during peak weekday travel times.

LOS was originally developed and used to guide the sizing and location of the Interstate System in the 1960s. Over time, the policy has been applied to all roads for these purposes:

- Planning for the future
- Regulating development
- Mitigating the impacts of development
- Managing and designing roads

Staff seeks Metro Council direction on the scope of the policy and measures to be considered, strategies for stakeholder engagement, stakeholders to be engaged and Metro Council's desire for direct engagement in the project.

IDENTIFIED POLICY OUTCOMES

As directed by Exhibit C to Metro Ordinance No. 18-1421 and described in Chapter 8 of the 2018 RTP, this project was identified to develop an alternative mobility policy and associated measures, targets, and methods for the Portland metropolitan area that define mobility expectations for multiple modes users, and time periods.

In 2021, staff will seek consideration of the updated RTP mobility policy and proposed OHP amendments by JPACT, the Metro Council and the Oregon Transportation Commission, prior to initiating the 2023 RTP update.

The updated policy will guide the development of regional and local transportation system plans and the evaluation of plan amendments subject to the Transportation Planning Rule (TPR) -0060 during development review.

POLICY QUESTION(S)

- 1. Does Council support staff's recommendation to proceed as directed by Chapter 8 of the 2018 RTP, and reflected in the attached Metro/ODOT Mobility Policy Update Scoping Agreement?
- 2. From a policy perspective, do you agree with the draft project objectives? Are there additional objectives the Council would like this project to address?
- 3. Are there additional alternative measures staff should explore through community, business and partner engagement, and technical analysis?
- 4. What additional information or input does Council need from stakeholders, ODOT or local government partners in order to make a decision on the project work plan and engagement plan?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

The 2018 RTP failed to meet state requirements for demonstrating consistency with the OHP Highway Mobility Policy (Policy 1F) and, as a result, ODOT agreed to work with Metro to update the mobility policy for the Portland metropolitan area in both the 2018 RTP and OHP Policy 1F.

Policy options for Council to consider include:

- Option 1: Proceed as directed by Chapter 8 of the 2018 RTP, and reflected in the attached Metro/ODOT Mobility Policy Update Scoping Agreement. This option reflects agreed upon direction adopted by JPACT and the previous Metro Council for addressing this issue and is supported by ODOT. ODOT has agreed to provide resources to support this work as well as coordinate this work with planned updates to the OTP and the OHP.
- Option 2: Revisit the approach described in Chapter 8 of the 2018 RTP to consider other Council options for addressing this issue, if the approach does not reflect Council's desired approach. ODOT would continue with planned updates to the OTP and the OHP.

STAFF RECOMMENDATIONS

Staff recommends continuing with the direction provided in Chapter 8 of the 2018 RTP, as adopted by Metro Ordinance No. 18-1421 and reflected in the attached Metro/ODOT Mobility Policy Update Scoping Agreement.

With Council support, staff will continue engaging stakeholders identified in the scoping agreement to prepare a work plan and engagement plan for Council consideration in Fall 2019.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

When the mobility policy update was defined and adopted unanimously in Chapter 8 of the 2018 RTP, JPACT and the Metro Council recognized this work must holistically advance the RTP policy goals for equity, climate, safety, and congestion relief as well as support other state, regional and local policy objectives. This understanding is reflected in the Chapter 8 project description as well as the Metro/ODOT Scoping Agreement.

Legal Antecedents

- **Ordinance No. 18-1421** (For the Purpose of Amending the 2014 Regional Transportation Plan to Comply with Federal and State Law and Amending the Regional Framework Plan), adopted Dec. 6, 2018.
- **Resolution No. 19-4979** (For the Purpose of Adopting the Fiscal Year 2019-20 Unified Planning Work Program), adopted May 16, 2019.

Anticipated Effects

This project will develop amendments to the mobility policy contained in the 2018 RTP and the OHP for the Portland metropolitan region for consideration by JPACT, the Metro Council and the Oregon Transportation Commission in 2021.

Financial Implications

This project is accounted for in the proposed 2019-20 budget under consideration by the Metro Council and 2019-2020 Unified Planning Work Program (UPWP) approved by the Metro Council on May 16, 2019. The project will rely on a combination of Metro's federal transportation planning grants and other resources to be determined by ODOT, pending the work plan and engagement plan developed during the scoping phase.

BACKGROUND

Greater Portland is growing quickly, with more than two thousand new residents each month. It's fundamental to our future to have a variety of safe, affordable, and reliable options for people to get where they need to go – whether they are driving, riding a bus or train, biking or walking.

In December 2018, JPACT and the Metro Council adopted a significant update to the Regional Transportation Plan following three years of engagement that included over 19,000 touch points with community members, community and business leaders, and regional partners. Through the extensive engagement that shaped the plan, Metro heard clear desires from community members for safe, smart, reliable and affordable transportation options for everyone and every type of trip. Built around key values of

REGIONAL MOBILITY POLICY UPDATE

equity, climate, safety, and congestion relief, the 2018 RTP recognizes that a growing and changing region needs an updated mobility policy for measuring performance of the transportation system and identifying the transportation needs of people and goods.

How the current regional mobility policy is used

The region's mobility policy reflects vehicle-based thresholds adopted in the RTP and OHP. These thresholds, referred to as the volume-to-capacity ratio (v/c ratio), are used by Metro, ODOT, cities, counties and consultants for these purposes:

Planning for the future

Who: Metro, ODOT, cities, counties and consultants.

What: Evaluate performance of roads and intersections given current and projected population and jobs.

When: Updates to transportation system plans (TSPs) and development of corridor or area plans, including concept plans.

Why: Diagnose the extent of vehicle congestion to identify deficiencies and projects to address them, and determine consistency of the RTP with the OHP for state-owned facilities.



Regulating development

Who: Cities, counties and consultants, in coordination with ODOT.

What: Evaluate the potential impacts of land use zoning changes on roads and intersections, including state-owned roads as required by the Transportation Planning Rule (TPR)

When: Updates to land use zoning.

Why: Identify mitigation measures to address transportation impacts anticipated from a new or changed land use.

Mitigating development impacts

Who: Cities, counties and developers.

What: Collect fees based on the development of or use of land or identify needed transportation project(s) in-lieu of fees. Projects typically include expanding capacity to add new travel lanes, turn lanes and/or signals.

When: Development approval process.

Why: Mitigate impacts from a new development.

Managing and designing roads

Who: Cities, counties, ODOT and consultants.

What: Calculate anticipated volume-to-capacity ratio of project area.

When: Operations decisions and project development, including preliminary engineering. **What:** Determine the design of roads and intersections, such as the number of travel lanes and turn lanes, and signal operations.

REGIONAL MOBILITY POLICY UPDATE

Status of project scoping and next steps

This project was identified in the 2018 RTP implementation chapter (Chapter 8) as a necessary step to updating the RTP's 20-year old "interim" mobility policy to better align with the comprehensive set of goals and desired outcomes identified in the plan.

In response, Metro and ODOT are jointly kicking off the Regional Mobility Policy Update scoping process. The project team includes staff from Metro's Planning and Development Department, Metro's Research Center, ODOT Headquarters and ODOT Region 1.

The scoping phase is expected to continue throughout October 2019. Metro and ODOT staff are in the process of meeting with jurisdictional staff from the City of Portland and county coordinating committees and other stakeholder groups. The briefings are an opportunity for the project team to provide information about the project and seek initial input on the draft objectives, proposed approach and initial scoping questions. The project team will summarize input for discussion at a joint workshop of TPAC and the Metro Technical Advisory Committee (MTAC) on June 19, 2019. Key themes will be presented to the Metro Council on June 25, 2019.

The project team is also in the process of developing a project website and hiring a consultant to conduct a series of stakeholder interviews throughout the summer. Stakeholder interviews will include the Metro Council President, a Portland-area member of the Oregon Transportation Commission, city and county staff and elected officials, transit and other transportation providers, freight, business, port and economic development interests, community-based organizations representing historically marginalized communities, health and equity interests, active transportation, environmental justice, environmental advocacy and land use issues, and transportation consultants with experience developing transportation system plans and conducting transportation impact analyses for plan amendments in Oregon.

The early staff-level discussions along with feedback gathered through the stakeholder interviews, a community leaders forum, Metro Council briefings and local elected and public official briefings through JPACT and County Coordinating Committees will be used to develop a refined problem statement and project objectives to be addressed through this project as well as a scope of work and stakeholder engagement plan. Staff will bring a draft work plan and engagement plan for consideration by TPAC, JPACT and the Metro Council in the Fall 2019.

ATTACHMENTS

- Is legislation required for Council action? Yes
- If yes, is draft legislation attached? No
- What other materials are you presenting today?
 - o Metro/ODOT Mobility Policy Update Scoping Agreement (4/18/19)
 - o Table 2.4 Interim Regional Mobility Policy (from 2018 RTP, Chapter 2)
 - o Section 8.2.3.1 Regional Mobility Policy Update (from 2018 RTP, Chapter 8)
 - o Project factsheet (to be provided at the work session)
 - o PPT (to be provided at the work session)



Metro/ODOT Mobility Policy Update Scoping Agreement

April 18, 2019

Project Purpose

Update the mobility policy framework for the Portland metropolitan area in the Regional Transportation Plan (RTP) and Oregon Highway Plan (OHP) Policy 1F, including development of alternative mobility measures and targets. The updated policy will guide the development of regional and local transportation system plans and the evaluation of plan amendments subject to the Transportation Planning Rule (TPR) - 0060 during development review.

Project Objectives

Develop an alternative mobility policy and associated measures, targets, and methods for the Portland area that define mobility expectations for multiple modes users, and time periods, and that:

- Clearly and transparently communicate mobility expectations and provide clear targets for local, regional and state decision-making
- Address all modes of transportation
- Address both people and goods movement
- Distinguish between throughway ¹ and arterial performance
- Are financially realistic
- Reflect and are consistent with adopted state, regional and community policy objectives.²
- Support implementation of the Statewide Transportation Strategy for Reducing Greenhouse Gas Emissions and Climate Smart Strategy and related policies.
- Address growing motor vehicle congestion in the region and its impacts on transit, freight and other modes of travel.
- Are coordinated with and supportive of other state and regional initiatives, including Value Pricing,
 Rose Quarter, and Jurisdictional Transfer.
- Are innovative and advance the state of the art beyond the current motor vehicle v/c-based measures and targets.
- Consider system and facility performance for all modes in the alternative mobility policy, as well as
 financial, environmental and community impacts of the policy, including impacts of the policy on
 traditionally underserved communities.
- Are applicable and useful at the system plan, mobility corridor, and plan amendment (development review) scale.

¹ The RTP Throughways generally correspond to Expressways designated in the Oregon Highway Plan.

² Including the Oregon Transportation Plan, state modal and topic plans including OHP Policy 1G (Major Improvements), Oregon Transportation Planning Rule, Metro 2040 Growth Concept, Metro Regional Transportation Plan, Metro Regional Transportation Functional Plan, and the Metro Congestion Management Process.

Approach

- Phase 1 | Project Scoping | May to Oct. 2019 Metro and ODOT work together with assistance from a
 consultant to engage local, regional and state partners and stakeholders to develop a refined problem
 statement, glossary of terms, work plan and public engagement plan. Engagement activities in this
 phase will include stakeholder interviews³, TPAC workshop(s), a Community Leader's Forum, Metro
 Council briefings and local elected official briefings through JPACT and City of Portland and County
 Coordinating Committees.
- Phase 2 | Project Implementation | Oct. 2019 to June 2021 Metro and ODOT work together with assistance from a consultant to engage local, regional and state partners and stakeholders to develop the alternative mobility policy, measures, targets, and methods for consideration by JPACT, Metro Council, and the Oregon Transportation Commission.
- Work will be performed by Metro and ODOT (Region 1 and TDD) staff with targeted consultant support.
- ODOT and Metro roles and responsibilities and decision-making protocols will be set forth in a Memorandum of Understanding (MOU) or Intergovernmental Agreement (IGA).
- The project will rely on existing regional technical and policy advisory committees and decision-making
 processes that is supplemented with briefings to the Metro Council, OTC and targeted outreach to
 coordinating committees, business and freight associations, transportation, environmental justice and
 environmental advocacy groups and historically marginalized communities. The role of the Region 1
 ACT needs to be clarified.
- The project will follow the process set forth in OHP Policy 1F3 and associated Operational Notice PB-02.
 That means the project will set forth a Portland area-specific process(es) and documentation requirements and identify measures and targets for identifying needs and for demonstrating the adequacy of regional and local actions and projects in transportation system plans, and of mitigation measures for plan amendments during development review.
- Proposed measures and targets will generally be taken from existing measures and past research
 efforts, including the RTP, Climate Smart Strategy, ODOT Key Performance Measures, Federal
 performance measures and targets, Washington County TGM project on performance measures, and
 the ODOT Region 1 Highway Performance Project and Traffic Performance Report. A targeted review of
 best practices from California, Washington, Florida and other states and MPOs will be conducted.
- Measures to explore may include motor vehicle, freight and transit travel time and reliability, active
 transportation network completeness, street connectivity, transit coverage and frequency, mode share,
 accessibility, trip length, vehicle miles traveled, and mobility corridor person and goods movement
 capacity and throughput.
- Measures, targets, and methods may vary in how they apply system-wide, to multimodal mobility corridors, to throughways, to arterials, and to plan amendments, but will not result in 24 mobility corridor-specific measures or targets.
- The project will apply the proposed measures and targets to selected mobility corridors at the mobility corridor and development review scale through case studies. The case studies will involve a technical assessment to determine the feasibility and adequacy of the proposed measures and targets. Following the case studies, the project will define an updated alternative mobility policy for the Portland region, including measures and targets for use in the 2023 RTP update.

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³ Stakeholder interviews will include the Metro Council President, a Portland-area member of the Oregon Transportation Commission, city and county staff and elected officials, transit and other transportation providers, freight, business, port and economic development interests, community-based organizations representing historically marginalized communities, health and equity interests, youth, older adults, people living with disabilities, active transportation, environmental justice, environmental advocacy and land use issues, and transportation consultants with experience developing transportation system plans and conducting transportation impact analyses for plan amendments.

Excerpted from the 2018 Regional Transportation Plan

Table 2.4 Interim regional mobility policy

Deficiency thresholds for peak hour operating conditions expressed as volume to capacity ratio targets as adopted in the RTP and Oregon Highway Plan.

Target	Tar	get
Mid-day One-Hour Peak ^{A, B}	PM 2-Hour Peak ^{A, B}	
	1 st hour	2 nd hour
.99	1.1	.99
.90	.99	.99
		.99
+		.99
		.99
		.99
.99	1.1	.99
.90	.99	.99
	Mid-day One-Hour Peak A, B .99 .99 .99 .99 .99	Mid-day One-Hour Peak A, B Peak 1st hour .99 1.1 .90 .99 1.1 .99 1.1 .99 1.1 .99 1.1 .99 1.1

Table Notes:

- A. Unless the Oregon Transportation Commission has adopted an alternative mobility target for the impacted state-owned facility within the urban growth boundary, the mobility targets in this table (and Table 7 of the Oregon Highway Plan) are considered standards for state-owned facilities for purposes of determining compliance with OAR 660-012-0060.
- B. The volume-to-capacity ratios in this table (and Table 7 of the Oregon Highway Plan) are for the highest two consecutive hours of weekday traffic volumes. The 2nd hour is defined as the single 60-minute period, either before or after the peak 60-minute period, whichever is highest. See Oregon Highway Plan Action 1.F.1 for additional technical details for state-owned facilities. The mid-day peak hour is the highest 60-minute period between the hours of 9 a.m. and 3 p.m.

Excerpted from the 2018 Regional Transportation Plan

- C. A corridor refinement plan, which will likely include a tailored mobility policy, is required by the Regional Transportation Plan for this corridor.
- D. Two facilities are not designated as principal arterial throughway routes in the RTP, including OR 8 between Murray Boulevard and Brookwood Avenue and portions of 99W, and are proposed to be removed from Table 7 of the Oregon Highway Plan in the next scheduled update.
- E. OR 212 is designated as a throughway route in the RTP and is proposed to be amended into Table 7 of the Oregon Highway Plan in the next scheduled update.
- F. In October 2018, the OTC approved an alternative mobility target that applies to the intersection of OR 213 and Beavercreek Road such that during the first, second and third hours, a maximum v/c ratio of 1.00 shall be maintained. Calculation of the maximum v/c ratio will be based on an average annual weekday peak hour.

Appendix L describes how this information is used in the region's congestion management process and RTP updates to identify needs and inform consideration and prioritization of multimodal strategies and investments to address congestion in the region. See **Chapter 3** for more information about this policy.

8.2.3.1 Regional Mobility Policy Update

Lead agency	Partners	Proposed timing
Metro and ODOT	ODOT, cities, counties, TriMet, SMART, FHWA, SW	2019-21
	RTC	

As part of adopting the 2000 RTP, the first transportation plan to fully implement the Region 2040 Growth Concept, Metro developed a new approach to managing mobility. The new policy came from an extensive conversation with regional elected officials and policy makers over a two-year period, including an alternatives analysis to help officials better understand the tradeoffs with making mobility investments.

Originally adopted by JPACT and the Metro Council in 2000 and amended into the Oregon Highway Plan (OHP) by the Oregon Transportation Commission (OTC) in 2002, the interim regional mobility policy reflects a level of motor vehicle performance in the region that JPACT, the Metro Council and the OTC deemed acceptable at the time of its adoption. Policymakers recognized the policy as an incremental step toward a more comprehensive set of measures that consider system performance for all modes, as well as financial, social equity, environmental and community impacts. This RTP continues that evolution and has defined a broader set of performance measures that can provide a more comprehensive assessment of transportation system performance as reflected in the performance measures identified for each RTP goal and the regional performance targets, including the interim regional mobility policy, contained in Chapter 2 and Chapter 3.

The interim regional mobility policy reflects volume-to-capacity targets adopted in the RTP for facilities designated on the Regional Motor Vehicle Network as well as volume-to-capacity targets adopted in the Oregon Highway Plan for state-owned facilities in the urban growth boundary. In effect, the policy is used to evaluate current and future performance of the motor vehicle network, using the ratio of traffic volume (or forecasted demand) to planned capacity of a given roadway, referred to as the volume-to-capacity ratio (v/c ratio) or level-of-service (LOS).

Traditionally, motor vehicle LOS has been used in transportation system planning, project development and design as well as in operational analyses and traffic analysis conducted during the development review process. As a system plan, the RTP uses the interim regional policy to diagnose the extent of motor vehicle congestion on throughways and arterials during different times of the day and to determine adequacy in meeting the region's needs. LOS is also used to determine consistency of the RTP with the OHP for state-owned facilities.

The interim mobility policy broke from the historic practice of "one size fits all" congestion standards for roads and freeways to a more tailored approach that coordinates our region's land use goals with the role of our major streets, focuses auto and freight mobility expectations on the freeway system and emphasizes the role of transportation choices in moving people throughout the region. The policy allows for more congestion during the peak period in locations that have good travel options available, such as high capacity transit, while aiming to protect the off-peak period for freight mobility. This new emphasis on a tailored mobility policy and multimodal solutions was also incorporated into the Oregon Transportation Plan (OTP) in 2006, the policy document that frames and organizes all of the state's modal plans for transportation.

The policy also recognizes that past practice of "building our way out" of peak-hour highway congestion is not only fiscally and technically unattainable, but also has unintended impacts that are inconsistent with the adopted 2040 Growth Concept vision, including encouraging development on rural lands outside the urban growth boundary and undermining the broader public and private investments being made in centers and transit corridors. The policy prioritizes investment in a multimodal transportation system in order to make sure that our transportation investments also help us meet our economic development, public health, climate change and fiscal responsibility goals.



Regional Mobility Policy Update

There has been increasing discussion of the role of motor vehicle LOS as a performance metric. The region and local communities across the region have adopted goals such as improving safety for all roadway users (e.g., pedestrians, bicyclists, freight and transit users) and encouraging infill development to implement the 2040 Growth Concept, which often conflict with meeting LOS thresholds.

The region has committed to updating the interim regional mobility policy to better align with the comprehensive set of goals and desired outcomes identified in the RTP. This section describes a proposed work plan for considering measures aimed at system efficiency, including people-moving capacity, person throughput and system completeness.

In the 2010 RTP, Metro expanded on the concept with the development of a series of regional mobility corridors that provide the geography for monitoring and reporting on mobility. Twenty-four mobility corridors, encompassing the entirety of the region's transportation system, were developed, with each corridor framed by Region 2040 land use outcomes, and bundling throughways, transit, arterial streets and bikeways in each mobility corridor as complementary parts of an integrated system. Metro publishes a periodic Regional Mobility Atlas to provide ongoing tracking performance of these corridors as a foundation for planning and project development work in the region.

Excerpt from the adopted 2018 Regional Transportation Plan

In 2013, ODOT published the Corridor Bottleneck Operations Study (CBOS), another tool for understanding and responding to congestion bottlenecks on throughways within the regional mobility corridors. This tool has since been used to prioritize system management and operational investments on the region's throughways system with an eye toward fine-tuning a mature throughway system with strategic capacity improvements. The few major throughway projects envisioned in the RTP are focused on bottlenecks that are part of this shift toward maintaining, managing and operating a mature system.

Despite these efforts to keep pace with traffic growth in the region, congestion has continued to grow since the 2000 RTP mobility policy was adopted. During this time, the region has experienced significant population and employment growth, straining all parts of our transportation system. During the same period, state investments in the region's freeway system continued to decline from historic levels due to slowing state and federal transportation funding.

Congestion and its impacts on mobility and the region's economic prosperity and quality of life are a top public concern. The update identified current traffic congestion on many of the region's throughways and arterials, and predicts that many of these facilities are unlikely to meet the adopted interim mobility policy targets in the future, including I-5, I-205, I-84, OR 217 and US 26.

ODOT's 2016 Traffic Performance Report¹ shows what many of us have experienced: traffic congestion in the greater Portland region today can occur at any time of the day or week, and is no longer only a weekday peak hour problem. In 2013, about 11 percent of all travel in the greater Portland region occurred during congested periods. This increased to nearly 14 percent in 2015. This increase in congestion is a reflection of the both the region's continued growth, including our substantial economic rebound from the Great Recession that began in 2008.

More recently, the U.S. Department of Transportation issued new regulations (through MAP-21 and the FAST Act) for states and MPOs that will require greater monitoring of mobility on our throughway system and other facilities designated on the National Highway System and setting targets for system performance. While these new requirements differ somewhat from the current mobility policy for the region, the approach is similar.

ODOT and Metro propose to work in partnership on a refinement plan to update the regional mobility policy adopted in the RTP and the OHP Policy IF3 (Highway Mobility Policy) upon completion of the 2018 RTP. The process must comply with the provision of OHP Policy 1F3 and associated Operational Notice PB-02, and must include findings to demonstrate compliance. That means the project will set forth a Portland area-specific process(es) and documentation requirements and identify measures and targets for identifying needs and for demonstrating the adequacy of regional and local actions and projects in transportation system plans, and of mitigation measures for plan amendments during development review.

-

¹ The 2016 Traffic Performance Report establishes a baseline for long-term monitoring that will help Metro and ODOT better understand the performance of the region's freeway system and supports the region's Congestion Management Process.

Excerpt from the adopted 2018 Regional Transportation Plan

Proposed measures and targets will generally be taken from existing measures and past research efforts, including the RTP, Climate Smart Strategy, ODOT Key Performance Measures, Federal performance measures and targets, Washington County TGM project on performance measures and standards, and the ODOT Region 1 Highway Performance Project and Traffic Performance Report. A targeted review of best practices from California, Washington, Florida, and other states and MPOs will be conducted. Measures to explore may include motor vehicle, freight and transit travel time and reliability, active transportation network completeness, street connectivity, transit coverage and frequency, mode share, accessibility, trip length, vehicle miles traveled, and mobility corridor person and goods movement capacity and throughput.

Metro and ODOT will engage TPAC, JPACT and other interested stakeholders in development of the scope of work (and desired outcomes) beginning in early 2019, after adoption of the 2018 RTP. The agreed upon scope of work and budget will also be reflected in the 2019-20 Unified Planning Work Program (UPWP). This work is expected to take two years and result in amendments to the RTP and regional functional plans and OHP Policy 1F3 for consideration by JPACT, the Metro Council and the Oregon Transportation Commission prior to the 2023 RTP update.

Expected outcomes of the update include:

- A mobility policy framework will be developed for the regional throughways, which
 generally correspond with expressways designated in the Oregon Highway Plan (OHP).
 This policy will be incorporated into the RTP, Regional Transportation Functional Plan
 (RTFP) and OHP Policy 1F3 for the purpose of evaluating the performance of
 throughways.
- A mobility policy framework will be developed for arterial streets. This policy will be
 incorporated into the RTP and RTFP for the purpose of evaluating the performance of
 county and city-owned arterials, and in OHP Policy 1F3 for the purpose of evaluating the
 performance of state-owned arterials.

Together, these new policy frameworks will guide transportation system planning as part of future RTP and local TSP updates and monitoring activities in support of the region's ongoing Congestion Management Process (CMP). The policy frameworks will also be applied to the evaluation of transportation impacts of plan amendments during development review, and will provide guidance for operational decisions.

The City of Oregon City has locally adopted the Highway 213 Corridor Alternative Mobility Targets plan, which includes alternative mobility targets at the intersection of Highway 213 and Beavercreek Road. The Highway 213 Corridor Alternative Mobility Targets were approved by the OTC as an amendment to the OHP in October 2018. It will be imperative that any planning work done regionally related to the regional mobility policy update, shall either create a condition where the Oregon City amendment to the Metro area mobility targets in the OHP is no longer necessary, or shall explicitly state that the Oregon City amendment to the OHP shall remain in effect even when an updated regional policy is adopted.

Construction Career Pathways Project Update

Work Session Topics

Metro Council Work Session Tuesday, June 25, 2019 Metro Regional Center, Council Chamber

CONSTRUCTION CAREER PATHWAYS PROJECT - UPDATE

Date: June 17, 2019

Department: Diversity, Equity, and Presenter: Raahi Reddy & Sebrina Owens-

Inclusion Wilson

Meeting Date: June 25, 2019 Length: 30 minutes

Prepared by: Tiffany Thompson,

503.797.1917,

tiffany.thompson@oregonmetro.gov

ISSUE STATEMENT

The Construction Career Pathways Project aims to address a lack of diversity in the skilled construction workforce in the Greater Portland Metro region, where people of color and women face significant barriers in accessing and sustaining these careers. This project has brought together public agencies and jurisdictions throughout the region to develop a shared policy framework to implement effective strategies to address these barriers.

ACTION REQUESTED

The Project was launched in July of 2018; and is currently in the third phase, which is focused on implementation and finalizing a shared policy. This phase is expected to be complete in the fall of 2019.

The purpose of coming to work session is to provide an update on the project, provide an overview of the draft shared policy framework, and to preview the proposed work plan for implementation. It is also a request to partner with Metro Council in providing regional leadership to advance racial equity in the construction industry and aligning with council priorities.

IDENTIFIED POLICY OUTCOMES, POLICY QUESTION(S), POLICY OPTIONS FOR COUNCIL TO CONSIDER

- How does the proposed policy framework align with Council priorities?
- As we prepare for the implementation of the framework at Metro, what guidance does Council have for project staff?

STAFF RECOMMENDATIONS

N/A

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The Construction Career Pathways Project is a significant action item in advancing Goal A of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion. Metro has played a convening role among the regions public agencies and jurisdictions and has taken the lead on stakeholder engagement.

This project provides an opportunity for meaningful regional collaboration to:

- Build economic prosperity through construction careers that provide family-sustaining wages,
- Ensure equitable benefit from public capital project investments for underrepresented communities,
- Create more effective and efficient use of public resources and investments, and
- Address significant barriers for people of color and women in accessing and growing careers in construction such as:
 - o Inconsistent nature of construction work, and
 - Lack of sufficient and consistent funding and resources for education, training, and support services.

To address these challenges, a Public Owner workgroup was convened in the summer of 2018 to develop the Construction Career Pathways Project Regional Framework. This framework meets the goals of the project to:

- Support and grow a diverse construction workforce,
- Gain efficiencies in public construction projects, and
- Promote equitable growth in the region's economy.

Public Owner Workgroup

- City of Beaverton
- Beaverton School District
- Bureau of Labor and Industries
- Home Forward
- Metro
- Multnomah County

- North Clackamas School District
- Oregon Department of Transportation
- Oregon Health Sciences University
- Port of Portland
- City of Portland

- Portland Community College
- Portland Public Schools
- Portland State University
- Prosper Portland
- TriMet

In addition to the workgroup, the project has also engaged community based organizations, preapprenticeship programs, apprenticeship programs, COBID contractors, and larger contracting firms.

BACKGROUND

In 2018, Metro and City of Portland commissioned a construction workforce market study in anticipation of upcoming public construction projects. This study clearly showed:

- Construction is a high-growth industry reporting a severe shortage in skilled workers,
- There is a need for nearly 14,000 construction workers between now and 2021 on 81 known publicly funded project
- The need for construction workforce will only increase in the next ten years as new construction projects arise and nearly 20% of the workforce is at or near retirement age,
- The construction workforce has been historically homogenous currently only 4% women and 20% minorities, and
- People of color and women are more likely to work in the lower paying trades.

For nearly a year, members of the Public Owners' Workgroup have been developing the draft regional policy framework to address these issues. On July 2, the workgroup will be finalizing the framework with the goal of full public endorsements by September.

ATTACHMENTS

- Is legislation required for Council action? ☐ Yes ✓ No
- If yes, is draft legislation attached? ☐ Yes ✓ No
- What other materials are you presenting today?
 - o Power Point Presentation
 - o Construction Careers Pathways Project Regional Framework Overview
 - Portland Metro Region Construction Workforce Market Study 2018: Executive Summary
 - o Construction Careers Pathways Project Handout



As the ongoing economic recovery has led to business growth and infrastructure investments, the construction sector has boomed, making it a high-growth industry in the Portland Metro Area (see Box 1). However, the career opportunities generated by this growth are not equitably accessible to everyone in the community. Construction has historically been a male-dominated and racially homogenous industry, and this continues to be the case. At the same time, construction businesses report a severe shortage in skilled talent – a claim that is supported by labor market data.

As our region rapidly diversifies, both businesses and underrepresented communities will dramatically benefit from a concerted effort to connect these communities to the growing industry opportunities. Indeed, contractors and industry have recognized the need to attract more talent and build a workforce that better reflects the community¹. Success for the region can be achieved by: (1) having a strong pipeline of skilled workers to fill the anticipated shortages; (2) ensuring that jobs created through publicly funded projects are equitably attained by working people from all demographics; (3) having a regional construction workforce that better reflects the demographics of the community.

The study was jointly commissioned in January 2017 by Metro and the City of Portland.





BOX 1. CONSTRUCTION-RELATED OCCUPATIONS IN PORTLAND METRO REGION IN NEXT TEN YEARS (2016-2026)

51,000 total jobs

8,800 new jobs, +18.6%

17% of the workforce currently is at or near retirement age

Over one-third of the workforce is over 45 years old

\$26.16 is the average wage per hour

BOX 2. CREATING JOBS FOR PEOPLE OF COLOR AND WOMEN IN THE PORTLAND METRO AREA

If all public projects over \$15M planned for the next five years implemented and met workforce goals of employing 25% minorities and 14% women, there would be²:

- 3,400 FTE jobs for minority workers = \$185.0 million in earned wages
- 1,900 FTE jobs for women = \$103.4 million in earned wages
- 1 Many public agencies are focused on diversity goals in contracting, such as increasing their utilization of minority, women and emerging small businesses (MWESBs). This study only focused on workforce equity, and does not include research or strategies on contracting equity.
- 2 Utilization goal percentages are the share of total hours worked by each category.

Diversifying the construction workforce will not only help create a stronger supply of needed workers for the industry; it will also directly address issues of poverty and economic mobility within communities of color and working families in the region.

This in-depth construction workforce market study was commissioned to help Metro and partners more effectively invest resources toward promotion of equitable growth in the region's economy through the enhancement of career opportunities for women and people of color in the construction trades. This report is the result of an extensive research study, which included collecting and analyzing existing available construction workforce supply data, forecasting the local five-year workforce demand, conducting extensive interviews with public agencies, contractors, apprenticeship programs, and pre-apprenticeship programs, and holding focus groups with diverse construction workers and foremen in the region. The research sought to uncover the major barriers to achieving equity and increasing diversity in the construction workforce for the Portland Metro Area. A set of recommendations for success are outlined and described in the report. For a complete and detailed set of all data, please visit: https://www.oregonmetro.gov/construction-career-pathways-project.

FINDINGS OVERVIEW: EXISTING WORKFORCE SUPPLY³

- Approximately 23,000 people work in nonresidential construction occupations in the greater Portland metropolitan area (2016).
- Four percent are women.
- Twenty percent are minorities.
- Minority employment is largely driven by Hispanics.
 Blacks and Asians are underrepresented in the trades.
- Women and minorities are more likely to work in lower paying trades.

BOX 3. SUPPLY OF WORKERS IN THE NONRESIDENTIAL CONSTRUCTION TRADES IN THE PORTLAND METRO AREA: 2016

Total number of workers: 23,000

• Total minorities: 3,800

• Total women: 940

Completion rate for all apprentices: 46%

• Minority completion rate: 36%

• Women completion rate: 38%

• White male completion rate: 50%

FINDINGS OVERVIEW: PROJECTED DEMAND (3-5 YEARS, PUBLIC PROJECTS OVER \$15 MILLION)4

- From 2017 through 2021, the 81 known large public capital projects identified by this study will require nearly 14,000 construction workers.
- Some of these projects have stated apprentice and workforce diversity utilization goals, with average goals of 20 percent hours performed by apprentices, 25 percent hours performed by minorities, and 14 percent hours performed by women.
- These average goals, if applied across all 81 projects, puts the 5-year demand at 2,700 apprentices, 3,400 minorities, and 1,900 female construction workers.
- While the current 2016 construction workforce on a
 whole appears could largely ready to meet the demand
 for diversification across all 81 public projects, analysis
 of supply within each major trade group shows that only a
 small portion of trades have enough supply to meet goals.
- When diversification and workforce deficits are added together by trade, this analysis shows that the 2016 supply would fall short by 1,074 minorities, 1,416 females, and 445 apprentices to fill the needs for all trades in the region over the next 5 years⁶. These deficits more accurately show the deep need for additional outreach to and training of underrepresented groups for skilled trade career opportunities.

³ For all data collection and analysis, please visit Current Labor Pool section: https://www.oregonmetro.gov/construction-career-pathways-project

⁴ For all data collection and analysis, please visit Public Project Demand Section: https://www.oregonmetro.gov/construction-career-pathways-project

It is critical to keep in mind these gaps are only looking at the *current* 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

BOX 4. DEMAND FOR WORKERS IN THE CONSTRUCTION TRADES ON PUBLIC PROJECTS OVER \$15M IN THE PORTLAND METRO AREA OVER THE NEXT 3-5 YEARS

Total number of projects: 81

Total dollar amount of projects: \$7.5 billion

Demand for diverse workers and apprentices for current workforce goals: • Apprentices: 2,000

• Minorities: 1,300

• Women: 700

Demand for diverse workers and apprentices, assuming all public projects have goals of 20% apprentice, 25% minority, 14% women:

• Apprentices 2,700

Minorities: 3,400

• Women: 2,000

TIARA MOXLEY

Electrician Apprentice



Tiara Moxley is the first one in her family to become an electrician. It was never something she imagined herself doing, and she loves it. "You're doing it for other people," she says. After 1.5 years into her apprenticeship, she's worked on a large car manufacturing building, public train shelters, crosswalk streets, and a park.

FINDINGS OVERVIEW: BARRIERS TO DIVERSIFYING8

The struggle to recruit and retain women and people of color into Construction has *many* causes, including:

- Most connections into apprenticeship still occur through personal referrals, which women and people of color are less likely to experience, and outreach that is done by word of mouth is rarely targeted specifically toward marginalized communities.
- A lack of social networks for women and communities
 of color within construction minimizes exposure to the
 possibility of construction as a career option in the
 first place.
- State-certified pre-apprenticeship programs expose
 historically underrepresented populations to the trades,
 screen them for job readiness, and help to cultivate a
 pipeline of diverse jobseekers. However, these programs
 have limited capacity due to funding sustainability
 concerns and reporting fatigue for their numerous existing

- funders. Not having a more sustained and/or streamlined funding model for Pre-Apprenticeship programs is a barrier for better and increased recruitment of women and people of color into Construction.
- A history of overt racist and sexist policies within the trades has led to jobsite cultures that are not inclusive (which affects retention of underrepresented workers who begin careers).
- Retention of diverse workers is also adversely affected by the lower-quality training these workers often receive on the jobsite from supervising journeypersons, which means that these apprentices will be less skilled in the trades and will struggle to excel and advance.
- The lack of steady work in the construction industry particularly impacts female and minority workers. Studies in Oregon⁹ have shown that these workers work far fewer hours annually than their white male counterparts.

5 It is critical to keep in mind these gaps are only looking at the *current* 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

6 This only includes demand for public projects over \$15M over the next five years, which represents a portion of the overall demand for construction workers in the region. It does not include private projects or any projects that were not disclosed during study interviews.

7 It is critical to keep in mind these gaps are only looking at the current 2016 workforce supply and assuming no new workers are trained or move to the area and enter the workforce in the next five years. Given that, the estimated gaps should be interpreted with the knowledge that the industry can and will be training more people over the coming years to address the workforce demand of the market.

8 For all data collection and analysis, please refer to Summaries of Interviews: https://www.oregonmetro.gov/construction-career-pathways-project

9 For all data collection and analysis, please refer to Summaries of Interviews: https://www.oregonmetro.gov/construction-career-pathways-project

- Women and people of color are less likely to have opportunities for advancement within the industry such as becoming foremen, superintendents, or company owners.
- Real-life financial hardships or other challenging situations often arise (i.e. family care needs, transportation issues, etc.), especially for early term apprentices who may have limited or no savings, which can be enough to prevent them from continuing with their careers.
- Lastly, the majority of public projects in the Portland metro area do not have workforce participation goals. Those that do have goals struggle with monitoring and enforcing them. Agencies reported that staff, time, and cost could be barriers to implementing and upholding goals.

RECOMMENDED REGIONAL ACTIONS FOR DIVERSIFYING THE CONSTRUCTION WORKFORCE¹⁰

Given all these conditions, successful solutions need to be multi-pronged. Additionally, and most importantly, all of these recommendations need to be considered at a regional level. Workers in the industry typically work at different jobsites, work alongside different trades, and can work for multiple contractors throughout their careers. This means that the barriers to create a more diverse workforce impact everyone working in the region across all trades, jobsites, and agencies. Having a regional approach can better address the issues as they occur and result in more substantial impact. Any adopted strategies need to be implemented in concert with each other, as they are interlinked and will not be as successful if implemented separately.

The following recommendations are discussed at length in the full report (top priorities in bold):

INCREASE RECRUITMENT OF DIVERSE WORKERS

- Ensure steady funding stream to increase capacity of pre-apprenticeship programs
- Increase direct entry from pre-apprenticeship into apprenticeship programs
- Promote recruitment of diverse workers through referrals
- Coordinate additional outreach efforts across the region through partnerships with trusted community organizations and community leaders.
- Establish stronger collaboration and alignment across regional and state systems such as K-12, WorkSource, etc.

INCREASE RETENTION OF DIVERSE WORKERS

- Address construction job site culture through respectful workplace trainings with proven results
- Increase monitoring of on the job training of apprentices by well-trained experts
- Formalize mentorship resources for diverse workers
- Invest in ongoing supportive services for apprentices

DEVELOP MORE ROBUST EQUITY POLICIES AND PRACTICES

- Enforce contract goals, with consequences for non-compliance
- Improve oversight to achieve workforce goals on public projects
- Create contractor incentives in bidding process for past equity performance and compliance
- Improve and ensure a transparent system for reporting and monitoring of workforce goals
- Create consistent opportunities for connections across sectors to collectively problem solve
- Adopt shared policies and processes across agencies
- Sustain a regional investment in the construction workforce pipeline

Advancing workforce diversity and equity in construction will take focus, investment, and concerted collaboration. No one party can do it alone. Everyone in the industry; public agencies, contractors, training providers, apprenticeship programs, and the workers on the jobsites, all have a role to play in the success of achieving workforce equity and diversity for the Portland metro region.

10 For all data collection and analysis, please refer to Summaries of Interviews: https://www.oregonmetro.gov/construction-career-pathways-project

Construction Career Pathways Project Draft Regional Framework Overview

DEMAND FOR WORKERS IN THE CONSTRUCTION TRADES ON PUBLIC PROJECTS OVER \$15M IN THE PORTLAND METRO REGION OVER THE NEXT 3-5 YEARS

Total number of project: 81

Total dollar amount of projects: \$7.5 billion

Total demand for workers: 15,000

Demand for diverse workers:

People of Color: 3,400

Women: 2,000Apprentices: 2,700

I. Project Thresholds

TIER 1				
Project Cost Threshold	Total project costs under \$200,000			
Threshold Requirements	Not subject to workforce diversity goals, tracking is preferred.			
TIER 2				
Project Cost Threshold	Total project costs equaling \$200,000 to \$4,999,999			
Threshold Requirements	Subject to workforce diversity goals, but not subject to full provisions outlined			
	in Workforce Agreement			
TIER 3				
Project Cost Threshold	Total project costs equaling \$5 million and above			
Threshold Requirements	Subject to all provisions outlined in the Workforce Agreement, including			
	targeted workforce diversity goals			

II. Diversity Goals

These worker utilization goals have been set by average current participation in the construction workforce. The goals pertaining to persons of color and women will be ramped up over a 7 year period and are combined journey-level workers and apprentices as a percentage of project hours.

	Current Participation Level	Diversity Goal
Persons of Color	20%	25%
Women	7%	14%
Apprentices	-	20%

^{**} Data from the Regional Construction Workforce Market Study: https://www.oregonmetro.gov/sites/default/files/2018/07/02/C2P2-regional-construction-workforce-market-study-07022018.pdf

III. Roles/Responsibilities

Public Owner(s)

- A. Set Clear Goals
- Negotiate a Workforce Agreement to Deliver Diversity Goals
- C. Align Procurement Documents
- D. Provide a Contractor Checklist
- E. Adopt Tracking Systems and Commit to Collect Same Types of Data
- F. Require a Workplace Harassment Prevention Program

Developer/Prime Contractors

- A. Meet Workforce Requirements and Adhere to "Good Faith" Efforts
 - 1. Hiring schedule
 - 2. Craft request form
 - 3. Pre-construction Orientation
 - 4. Pre-bid Construction meeting
 - 5. COBID Engagement

Trades

- A. Demonstrate Commitment to Workforce Diversity Goals
- B. Fund an Equity Officer or Collaborate with Other Stakeholders to Jointly Fund
- C. Implement Workplace Harassment Prevention Program

- G. Determine and Enforce Consequences for Non-Compliance
- H. Encourage Alignment of Career Technical Education Efforts
- I. Invest in Supply to Fund Workforce
 Recruitment, Training, and Retention Efforts
- J. Acknowledge and Encourage High Performing Developer/Prime Contractors
- K. Coordinate Efforts Regionally
- L. Monitor Outcomes of Workforce Agreement
 - 6. Jobs Coordination
 - 7. Workplace Harassment Prevention Program
- B. Implement Workplace Harassment Prevention Program
- C. Develop Partnerships with Workforce Organizations
- D. Develop Partnerships with Workforce Organizations
- E. Establish Direct Application Agreements
- F. Develop and Strengthen Pathways in the Trades

IV. Workforce Agreement

Boiler Plate Language

- A. Dispatch Diverse Workers First
- B. Ability to Use Core Workers
- C. Protections for COBID Contractors
- D. Cost Control Mechanism/ Rule of Three
- E. No Strike/ No Lockout
- F. Labor Management Oversight Committee

- G. Outreach, Training, and Retention
- H. Consequences of Noncompliance
- I. Workplace Harassment Prevention Program
- J. Track Workforce Participation
- K. Review Progress on Goals

V. Regional Collaboration

Coordinate Workforce Demand and Supply

Regional Coordinating Committee will review and monitor regional progress toward goals.

- Compile, review, share, and report on progress
- Coordinate funding and resources
- Recommend adjustments and solutions to challenges
- Convene external stakeholders

Regional Workforce Supply Funding Strategies

Public Owners must financially support recruitment, training and retention to meet the demand for a skilled construction workforce and advance racial equity. There are different shapes of regional collaboration on funding strategies for recruitment training and retention could take including:

- Funders Collaborative
 - o Pooled resources and shared funding decision making
 - o Funds managed and dispersed by a intermediary
- Set-aside Fund
 - o 1% of project costs
 - o Funds would be managed internally
 - o Public owners share regionally best practices and funding strategies.



Construction Career Pathways Project

A regional strategy to create family sustaining career opportunities for people of color and women and meet the demand for a skilled construction workforce.

Unprecedented Growth & Inequality

- Over the next ten years, there are at least \$7.8 billion of publicly funded construction projects in development throughout Greater Portland that will require approximately 14,000 construction workers.
- The construction industry is growing fast and is one of the few remaining industries that offers family sustaining career pathways with wages averaging \$25 per hour, full benefits and retirement.
- The construction industry is grappling with impending workforce shortages caused by a large portion of the workforce nearing retirement and low retention rates.
- People of color and women face significant barriers in accessing employment opportunities in the construction trades.
- Although the region is experiencing an economic boom, growing and unprecedented inequality will prevent <u>all</u> of the region's residents from benefiting.

An Opportunity for Leadership

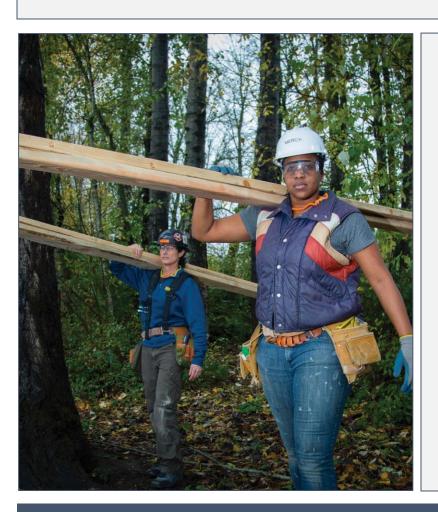
- This period of growth offers an important opportunity to build a future of shared prosperity by ensuring publicly funded construction projects create career pathways for people of color and women.
- Public agencies have the authority to maximize the local return on public investments by both building the systems and structures we all rely on to live full lives and reducing persistent inequality.

Comprehensive Regional Strategy

- The Construction Career Pathways Project is a groundbreaking regional strategy for capturing the full
 potential of publically funded construction projects.
- The project brings together 16 public agencies and a wide range of stakeholders including labor, workforce development agencies, contractors and community advocates to build a Construction Career Regional Framework for the greater Portland area.
- The goal is for public agencies to: 1) adopt and implement the framework on capital projects; and 2) work together to build a robust pipeline of workers ready to rise to the demand; and 3) make transformative investments that will lift residents out of poverty.

Construction Career Pathways Project Regional Framework

- **Diversity Hiring Goals** shared hiring goals for people of color, women, and apprentices.
- 2 Investing in the Pipeline investing in the training and services required to build and support a pipeline of skilled women and people of color.
- **Retention & Culture Change** developing training and practices on construction worksites to eliminate discrimination and harassment of diverse workers and ensure a safe work environment for everyone.
- **Accountability** establishing a coordinated regional system for tracking and ongoing monitoring of workforce diversity outcomes.
- **5** Efficiency creating shared policies and agreements across agencies to support efficient business.



Public Owners Workgroup

City of Beaverton **Beaverton School District** Bureau of Labor & Industries Home Forward Metro Multnomah County North Clackamas School District Oregon Department of Transportation Oregon Health Sciences University Port of Portland City of Portland Portland Community College **Portland Public Schools** Portland State University **Prosper Portland** TriMet

Materials following this page were distributed at the meeting.



Margi Bradway, Deputy Director Kim Ellis, Metro Project Manager

Metro Council | June 25, 2019

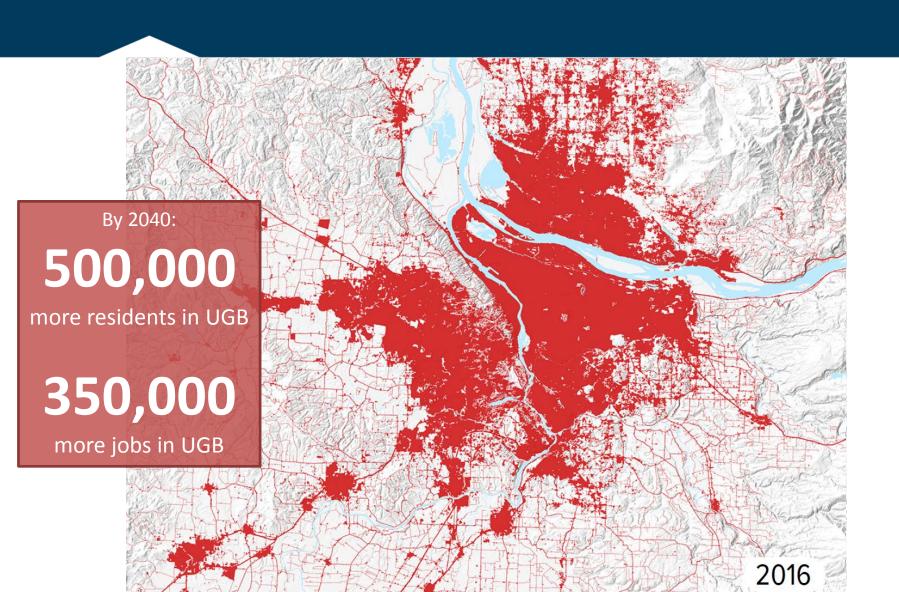
Today's purpose

Provide a project update

Seek direction on scope and approach

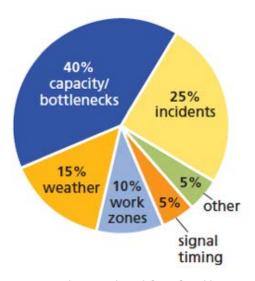


As greater Portland grows...



...more people and goods travel

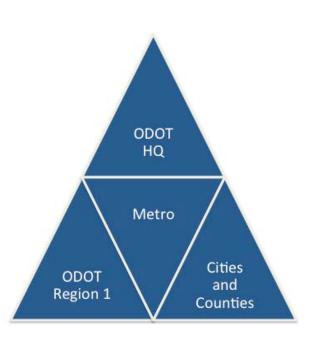




More than half of all congestion is caused by crashes, breakdowns and other causes.

- 2018 RTP Chapter 4

Coordinated planning and decision-making



Federal and state law define roles and responsibilities and expectations for coordinated planning

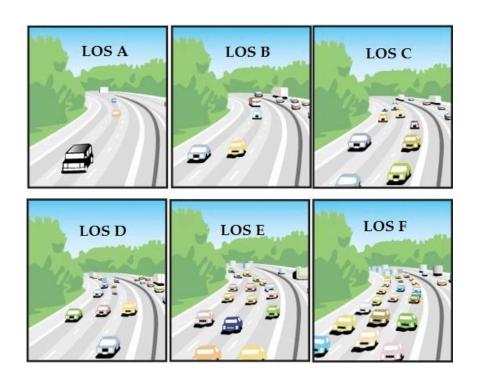
Plans identify needs and guide policy and investment decisions for the parts of the system they address

Oregon Transportation Plan

Regional Transportation Plan

City and County transportation plans

Traditional measure of mobility | Level of Service (LOS) What it looks like and how it's measured



LOS	V/C	Throughways
Α	.50 to .59	More than 60 mph
В	.60 to .69	57 to 60 mph
С	.70 to .79	54 to 57 mph
D	.80 to .89	46 to 54 mph
E	.90 to .99	30 to 46 mph
F	1.0	Less than 30 mph
>F	>1.0	Demand exceeds capacity

Source: Adapted from TRB Highway Capacity Manual

Among the most widely adopted metrics for reporting transportation system performance in the U.S. since the 60's

Measures how full the system is based on vehicle volumes, capacity of road and vehicle speeds

What is our current mobility policy?

Targets accept peak period congestion but preserve off-peak mobility for freight

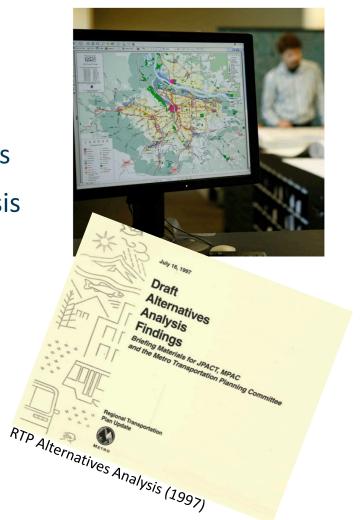
		Targets	
Locations	Mid-day	1st hour*	2 nd hour*
Centers and main streets	.99	1.1	.99
Arterials outside of centers and main streets	.90	.99	.99
Throughways**	.99 or .90	1.1 or .99	.99
 - ΔM/PM 2-hour peak period 		** - Varies by facility	

 ⁼ AM/PM 2-hour peak period

^{** =} Varies by facility

How we got here...2000 RTP

- First plan to implement 2040 Growth Concept
- Regional mobility policy was all-day LOS
 "D" for all major streets and throughways
- Metro conducted LOS alternatives analysis of possible policy changes, based on political consensus that the public was:
 - (a) not expecting this level of mobility
 - (b) unwilling to pay for the road capacity it would require
 - (c) wary of the impacts of projects that would have to be built



Build complete system to reduce auto reliance and drive alone trips

Set regional Non-SOV targets



Set limits for sizing and connectivity



Set parking minimums & maximums







Community design strategies

- Walkable communities and job centers facilitated by compact land use in combination with walking, biking and transit connections
- Mixed-used areas and transit-oriented development
- · Parking management and pricing

Travel Information and Incentives strategies

- Commuter travel options programs
- Household individualized marketing programs
- Car-sharing and eco-driving techniques
- Safe Routes to School programs
- Ridesharing (carpool, vanpool) services

TRAVÉ, TIME TO 1-405 10-12 MIN US 26 12-15 MIN

System management and operations strategies

- Real-time variable message signs and speed limits
- · Signal timing and ramp metering
- Transit signal priority, bus-only lanes, bus pull-outs
- Incident response detection and clearance
- Access management (e.g., turn restrictions, medians)

Emerging



Congestion pricing strategies

- Peak period pricing
- Managed lanes
- High occupancy toll (HOT) lanes

4



Active Transportation strategies

- New biking and walking connections to schools, jobs, downtowns and other community places
- Bicycle infrastructure (e.g., bicycle racks, lockers and other bicycle amenities at transit stations and other destinations)
- Separated pathways and trails





Transit strategies

- High capacity transit
- Expanded transit coverage
- Expanded frequency of service
- Improvements in right-of-way to increase speed and reliability of buses and MAX
- · Community and job connector shuttles
- Park-and-ride lots in combination with transit service

6



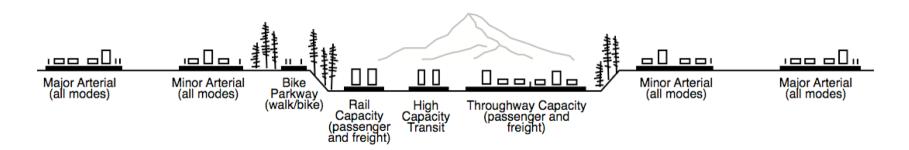
Street and throughway capacity strategies

- Local and arterial street connectivity to spread out travel
- Addition of turn lanes at intersections, driveway restrictions and other geometric designs such as roundabouts
- Road widening to add new lane miles of capacity (e.g, adding auxiliary lanes, additional general purpose lanes); pricing is considered when adding new throughway capacity in the region

Region's congestion toolbox

How we got here...2010 RTP

- Evolved to be outcomes-based
- Identified the need to develop alternative mobility standards
- Added concept of mobility corridors and system completion to define a finish line
- Continued emphasis on multimodal solutions for the region's major travel corridors and making the most of what we have

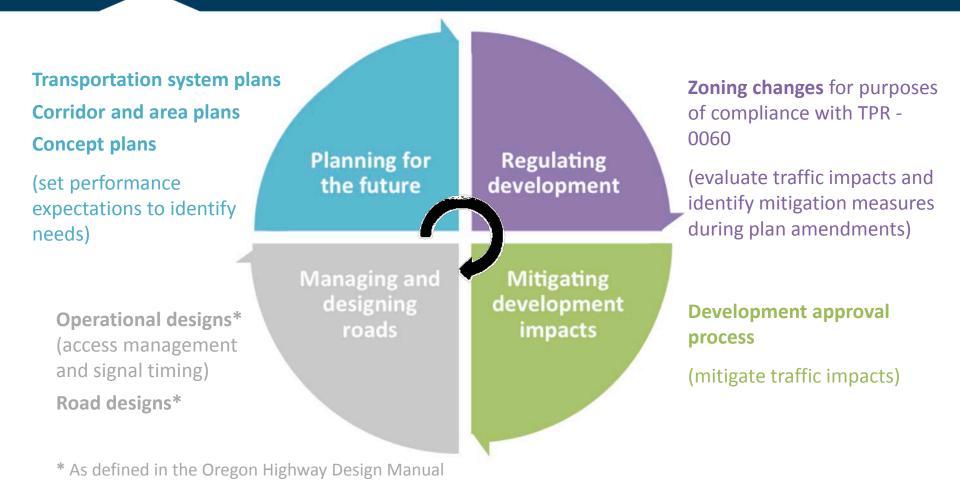


How we got here...2018 RTP

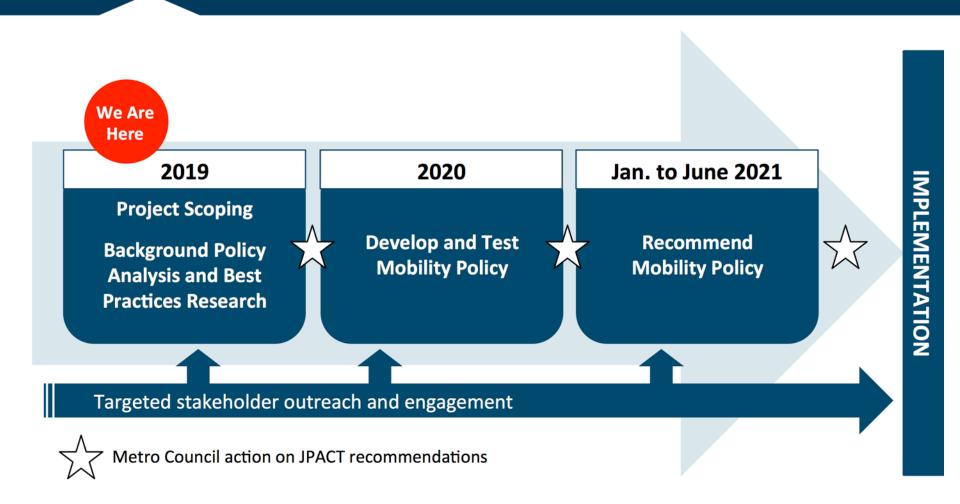
- Equity, safety, climate and congestion identified as key priorities
- New and updated system performance measures and targets reflect broader set of goals and desired outcomes
- New federal MAP-21 targets that focus on reliability for people and freight



How is volume-to-capacity used today?



Draft project timeline



Project purpose

- Update the mobility policy framework in the Regional Transportation Plan (RTP) and Oregon Highway Plan (OHP)
- Develop alternative mobility measures and targets to guide the development of regional and local transportation system plans and the evaluation of plan amendments (zoning changes) subject to the Transportation Planning Rule (TPR) -0060







Desired project outcomes

- Clear mobility expectations and targets to support decision-making
- Innovative and multimodal, moving beyond focus on vehicles
- People and goods movement
- Distinguish between throughways and arterials

- Financially realistic
- ☐ Supports regional equity, safety and climate goals
- Supports state, regional and community plans and policy objectives
- Applicable at system plan, mobility corridor and plan amendment scale
- ☐ Other objectives?

Other approaches to measure success?

Vehicle miles traveled

People and goods throughput

Transit service frequency and coverage

Mode share

Bike and pedestrian network completion

Accessibility (e.g., jobs and other destinations)

Travel time reliability (motor vehicle, freight and transit)

Other alternative measures? Which are most important?



Regional Mobility Policy Update

Partnerships and engagement



Metro Council, JPACT and OTC decision-making processes

Existing regional technical advisory committees

Targeted outreach to cities and counties through coordinating committees, business and freight associations, practitioners, developers, community-based organizations

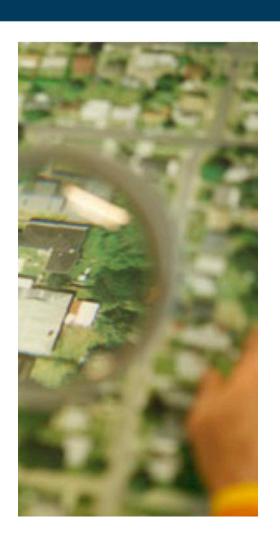
Scoping engagement activities

- ☑ TPAC and MTAC
- ☑ Coordinating committees
- ☐ Stakeholder interviews
- Community leaders' forum
- Metro Council
- □ JPACT



What We've Heard | Emerging Themes

- ✓ Equitable
- ✓ Multimodal
- ✓ Flexible
- ✓ Intuitive and understandable
- ✓ Achievable
- ✓ Easily calculated and lasting
- ✓ Don't throw out level-of-service
- ✓ Rely on existing committees
- ✓ Engage the public



Shaping the work plan

Metro Council discusses approach and **JUNE 25** desired outcomes for update

JPACT discusses approach and desired **JULY 18**

outcomes for update

SUMMER Stakeholder interviews and outreach to

further shape approach and desired

outcomes for update

Finalize work plan and engagement plan **FALL**

for consideration by JPACT and the Metro

Council

Council direction requested

- 1. Does Council agree with the draft project objectives? Are there additional objectives to address?
- 2. What types of information should we gather from stakeholders?

Construction Career Pathways Project



Metro Council Work Session June 25, 2019

Heidi Rahn | Interim Deputy COO Raahi Reddy | Diversity, Equity, & Inclusion Director Sebrina Owens-Wilson | Regional Impact Program Manager

Construction Career Pathways Project Outcomes

- Increase career opportunities for people of color and women to meet the regional demand for a skilled construction workforce.
- Regional coordination to leverage collective efforts.
- Establish consistent recruitment, training and retention policies & practices.
- Highroad industry standards become the norm.



Strategic plan to advance racial equity, diversity and inclusion

Public Owner Workgroup

City of Beaverton

Beaverton
School District

Bureau of Labor and Industries

Home Forward

Metro

Multnomah County

North Clackamas

School District

Oregon Department

of Transportation

Oregon Health

Sciences University

Port of Portland

City of Portland

Portland

Community College

Portland

Public Schools

Portland State

University

Prosper Portland

TriMet

Integrated stakeholder engagement

180 HOURS engagement with building trades partners

20+

engaged through
NAMC & PBDG
organized focus groups

Multiple rounds of input sessions with 12+community based organizations

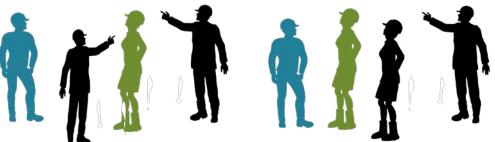
Ongoing engagement with

5 key construction training providers





81 Large Capital Projects





Contractors

COBID/MWESB Goals

Workforce

17% Nearing Retirement

Women Completion rate: 38%

People of Color Completion Rate: 36%

5

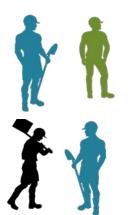
Loss of \$10K per apprentice that doesn't make it through year one

Equity in Construction

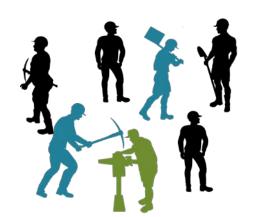




Foreman



Journey-level Worker



Apprentice



Construction Career Pathway



CHOOSE A TRAINING PROGRAM

- Pre-apprenticeship program, trade school, job corps, etc.
- Job readiness
- Childcare/transportation assistance
- Tools
- Exposure to multiple trades



CONSTRUCTION APPRENTICESHIP PROGRAM

- Paid program w/ benefits
- Approximately 5 years long
- Classroom instruction
- On-the-job training





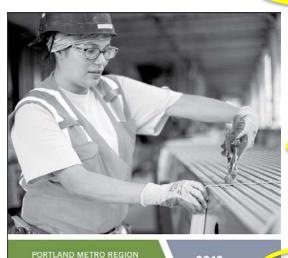
APPLY TO APPRENTICESHIP PROGRAM

- Pick a trade
- Apply to a union or open-shop apprenticeship program
- Application, exam and interview

COMPLETION CERTIFICATE

- Continue gaining experience
- Become a journey person, supervisor or contractor

Metro Construction Workforce Market Study, 2018



PORTLAND METRO REGION CONSTRUCTION WORKFORCE 2018

work.

INCREASE RECRUITMENT OF DIVERSE WORKERS

- Ensure steady funding stream to increase capacity of pre-apprenticeship programs
- Increase direct entry from pre-apprenticeship into apprenticeship programs
- Promote recruitment of diverse workers through referrals
- Coordinate additional outreach efforts across the region through partnerships with trusted community organizations and community leaders
- Establish stronger collaboration and alignment across regional and state systems such as K-12, WorkSource, etc.

INCREASE RETENTION OF DIVERSE WORKERS

- Address construction job site culture through respectful workplace trainings with proven results
- Increase monitoring of on the job training of apprentices by well-trained experts
- Formalize mentorship resources for diverse workers
- Invest in ongoing supportive services for apprentices

DEVELOP MORE ROBUST EQUITY POLICIES AND PRACTICES

- Enforce contract goals, with consequences for non-compliance
- Improve oversight to achieve workforce goals on public projects
- Create contractor incentives in bidding process for past equity performance and compliance
- Improve and ensure a transparent system for reporting and monitoring of workforce goals
- Create consistent opportunities for connections across sectors to collectively problem solve
- · Adopt shared policies and processes across agencies
- Sustain a regional investment in the construction workforce pipeline

Workforce Diversity Goals

- 20% of total work hours in each apprenticeable trade performed by stateregistered apprentices.
- 14% of total work hours performed by women and women-identified persons – both journey and apprentice-level workers in each trade
- 25% total work hours performed by persons of color – both journey and apprentice level workers in each trade





Diversity Goal Thresholds

Tiers	Cost Threshold	Requirements
Tier 1 – not subject to workforce diversity goals	Total project costs under \$200,000	Projects are <u>not</u> subject to workforce diversity goals – but tracking workforce participation and recruitment and retention efforts is preferred.
Tier 2 – subject to workforce diversity goals	\$200,000 -\$4,999,999 million	Contractors shall document good faith efforts to meet targeted workforce diversity goals; Project is not subject to full Labor Agreement
Tier 3 – subject to workforce diversity goals and Workforce Agreement	\$5 million and above	Subject to all workforce goals and all provisions outlined in Workforce Agreement.

2 Investing in recruitment & retention of diverse workers

- Consistent funding stream
- Job readiness
- Wrap around support services
- Regional stakeholder and agency coordination



3 Changing the culture on job sites



- Utilize contracting and workforce agreements to institutionalize positive workplace training
- Contractor and Trades accountability for job site culture
- Identify resources, training curriculum

4 Workforce agreements

5 Regional tracking & reporting

Boilerplate workforce agreements that establish workforce standards, hiring goals, safety rules, workforce harassment prevention, and conflict resolution

Establishing a coordinated regional system for tracking and ongoing monitoring of workforce diversity outcomes

Metro Adoption Teams

Regional Engagement

Council Office Government
Affairs & Policy
Development

Diversity Equity & Inclusion Office of Metro Attorney

Adoption & Implementation Project Team

Diversity Equity & Inclusion

Office of Metro Attorney

Construction
Project
Management Office

Finance & Regulatory
Services Procurement

Asset
Management &
Capital Planning

Adoption & Implementation Focus Areas

Budget

Internal
Execution &
Capacity Building

Contracts & Solicitation

Reporting & Monitoring

Contractor Engagement

Metro Timeline

Identify internal resource needs & funding sources

Identify regional funding commitments & funding sources

2 Develop 3-year plan to align systems

Summer 2019

3 Council Adoption of the framework

Budget Requests (if necessary)

5 Implement on upcoming projects

Fall 2019

Winter 2019 – 2020

Kennitha's Story





A Snapshot of Efforts Underway to Diversify Greater Portland's Construction Industry



Questions

- How does the proposed policy framework align with Council priorities?
- As we prepare for the implementation of the framework at Metro, what guidance does Council have for project staff?







July X, 2019

Office of General Council Rules Docket Clerk Department of Housing and Urban Development 451 Seventh St., SW, Room 10276 Washington D.C. 20410—0001

Submitted electronically through www.regulations.gov

Re: HUD-2019-0044 Comment on Proposed Rule Change

The Metro Council wishes to provide input regarding proposed rule change "FR-6124-P-01 Housing and Community Development Act of 1980: Verification of Eligible Status" regarding "mixed-status households." This rule change is in direct conflict with your stated mission and values; may be a violation of federal law; and will unnecessarily harm stably housed American citizens. For these reasons we urge you to not proceed with the proposed rule change.

HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all, and your vision is to improve lives and strengthen communities to deliver on the American Dream. The proposed rule change will end the eligible status of tens of thousands of American households who currently receive federal housing status, and furthermore threaten the stability of thousands of American households with children and seniors. These outcomes are not congruent with your stated values. We urge you to realign your proposed policy changes with your departmental role and mission.

Additionally, we believe this rule change is a violation of the Federal Fair Housing Act. The proposed rule either intentionally discriminates or, at a minimum, creates a disparate impact based upon race and national origin since it targets immigrant families that legally reside within the US. Barring non-citizens from federal housing programs will disproportionately impact citizen family members, particularly children and seniors, based on race and national origin.

The proposed rule change is not about keeping undocumented immigrants from benefiting from federal housing assistance. The law already prohibits undocumented immigrants from accessing these subsidies. We believe this rule has been proposed to create a climate of fear and confusion for immigrants and people of color. It is a false solution that displaces the responsibility for policy solutions to the housing crisis on poor and



Page 2

Re: HUD-2019-0044 Comment on Proposed Rule Change July XX, 2019

marginalized Americans. The housing crisis calls on us to come together to find real solutions that expand housing opportunity for all low-income Americans.

In greater Portland, we face a shortage of more than 47,000 homes affordable to households at or below 50% of the median family income, approximately \$37,000 or less for a family of four. More than 8,000 children in greater Portland attended school while living homeless last year. The housing crisis is disproportionately impacting people of color, the disabled, and senior citizens—Americans who have limited means as a result of discrimination in the workplace and inadequate social safety systems. In Oregon, for every five families who are eligible for affordable housing assistance according to HUD programs, only one affordable housing unit or program slot is available. In Oregon, 80 percent of eligible American families in need do not get housing assistance.

That is why the Metro Council is taking action to address the growing housing crisis in our region. We worked with our community to create a regional housing bond and voters overwhelmingly supported the measure—approving \$653 million of property tax resources to be invested in building affordable homes across the region—infrastructure that will last for generations. We are urgently working to create more than 3900 homes to address our regional housing shortage, but this is only the first step of many more needed to stabilize the tens of thousands of families who wait for affordable housing.

Under the current rules, 'mixed status' households are eligible for HUD programs, however only American citizen household members are eligible for financial assistance. All non-citizen household members must pay their portion of the rent. Under the current rules American families and broader communities are stabilized when multi-generational families are able to live together under one roof, providing supports such as child care, and reducing the rate of homelessness.

Along with the rest of greater Portland, Washington County is experiencing rapid population growth and economic development, but until recently the county was best known for its bucolic and productive agricultural industry. Migrant and seasonal workers arrived to work the land more than 60 years ago, and have remained a part of our agricultural industry for generations. Today, their children, and their children's children are American citizens, both naturalized and US born, and many of these Latinx families continue to work in the secondary labor market in food service, landscaping, and other manual labor. These families struggle to keep up with the rising costs of housing, health care and child care, the vast majority of Latino children in Washington County public education qualify for free and reduced lunch.



Page 3

Re: HUD-2019-0044 Comment on Proposed Rule Change July XX, 2019

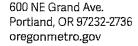
Our partner in Washington County, Centro Cultural, reports that intergenerational households support the whole family unit. Grandparents who are too elderly to work, and do not have stable or sufficient income, can provide free childcare and assist with other domestic needs of the family. Parents who need to work two or more jobs to provide for the family can depend on grandparents to pick the kids up at school or get them to doctor appointments. These are strong and stable American households and this is how low-income families are getting by in the new economy.

Under the proposed rule change these "mixed status households" would no longer be eligible for federally funded affordable housing programs. This means that in the midst of a housing crisis, this rule will result in more American citizens losing their homes and facing certain housing instability, eviction, and homelessness. It is expected that more than 55,000 American citizen children will be evicted from their housing, no longer eligible to received housing assistance because of the immigration status of other members of their family.

Finally, the proposed rule change also requires additional documentation from senior households to verify their citizenship status. This documentation is not easily attainable, is sometimes not available for older Americans, and will unnecessarily subject many elderly households to housing instability.

Northwest Pilot Project (NWPP), a partner in Multnomah County serving low-income seniors who experience homelessness and housing insecurity regularly assists elderly clients with obtaining the necessary documentation to apply for subsidized and affordable apartment buildings. Because many of their clients have disabling conditions that result in problems with cognition and executive functioning, they frequently help clients with the entire process of obtaining proof of identity and citizenship including state ID cards, Social Security cards, and birth certificates. For some, it is virtually impossible to obtain a birth certificate, due to recordkeeping problems in their respective states of birth.

NWPP reports the story of one client, an 82 year old with dementia who lived in a transitional housing and lost all his documents during a period of institutionalization. "After weeks of correspondence with Oklahoma, his state of birth, we learned that even a delayed birth record was unavailable to him as the supplemental documentation we gathered with the help of his medical social worker was deemed insufficient. Fortunately, he was eventually able to access permanent subsidized housing, but if the new policy were





Page 4

Re: HUD-2019-0044 Comment on Proposed Rule Change July XX, 2019

enacted, he would undoubtedly lose his apartment and become homeless, gravely endangering his health and well-being after years of living stably in his home."

We provide this additional and local context to your department to provide further information about the direct impacts of the proposed rule change. These local programs are life-saving and essential to many of our constituents, their families and broader communities. We hope you understand the urgent need for HUD to expand housing stability in Oregon and across the nation, not to undermine it. We urge you not to proceed with the proposed rule change.

Sincerely,

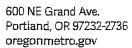
Lynn Peterson Metro Council President

Craig Dirksen Councilor, District 3 Shirley Craddick Councilor, District 1

Juan Carlos Gonzalez Councilor, District 4 Christine Lewis Councilor, District 2

Sam Chase Councilor, District 5

Bob Stacey Councilor, District 6





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HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all, and your vision is to improve lives and strengthen communities to deliver on America's dreams. The proposed rule change which will end the eligible status of tens of thousands of American households who currently receive federal housing status, and threaten the stability of thousands of households with children and seniors is not congruent with your stated values. We urge you to realign your proposed policy changes with your departmental role and mission.

Additionally, we believe this rule change is a violation of the Federal Fair Housing Act. The proposed rule either intentionally discriminates or, at a minimum, creates a disparate impact based upon race and national origin since it targets immigrant families that legally reside within the US. Barring non-citizens from federal housing programs will disproportionately impact citizen family members, particularly children and seniors, based on race and national origin. This rule change would negatively impact thousands of black and brown American children based upon discriminatory intent and/or impact, a violation of federal law.

The proposed rule change is not about keeping undocumented immigrants from benefiting from federal housing assistance. The law already prohibits undocumented immigrants from accessing these subsidies. We believe this rule has been proposed to create a climate of fear and confusion for immigrants and people of color. It is a false solution that displaces the responsibility for policy solutions to the housing crisis on poor and