

T.G.C.

**Facilitating a Process to
Establish a Lane County Area
Commission on Transportation
A Proposal from ECONorthwest
and The Ulum Group**

ECONorthwest
ECONOMICS • FINANCE • PLANNING

99 W 10th Avenue
Suite 400
Eugene, Oregon 97401
541 687-0051
www.econw.com

October 14, 2009

ECONorthwest

ECONOMICS • FINANCE • PLANNING

Phone • (541) 687-0051
FAX • (541) 344-0562
info@econw.com

Suite 400
99 W. 10th Ave
Eugene, Oregon 97401-3040

Other Offices
Portland • (503) 222-6060
Seattle • (206) 622-2403

October 14, 2009

Jeff Spartz, Lane County Administrator
Lane County Public Services Building
125 E. 8th Avenue
Eugene, OR 97401

Re: Request for Proposals: Draft Charter Development and Formation of a Lane County Area Commission on Transportation (ACT)

Dear Mr. Spartz:

Accompanying this letter is a proposal from ECONorthwest responding to the Request for Proposals for Professional Consulting Services for Draft Charter Development and Formation of a Lane County Area Commission on Transportation (ACT).

ECONorthwest (ECO) has assembled a team with the professional experience to assist the County to complete this complex project:

- **ECONorthwest** is an economics, finance, and planning consulting firm with corporate headquarters in Eugene. Robert Parker, a senior planner at ECONorthwest, is familiar with the operations and complexities involved with ACTs. He is a co-author and researcher on the report *Oregon's ACTS, Cross-Jurisdictional Collaboration and Improved Transportation Planning*, January 2009. Robert will act as project director on this project.
- **The Ulum Group** provides business, government and nonprofit clients with the best possible public relations and facilitation services. The Ulum Group has its corporate offices in Eugene and has provided facilitation services on numerous projects in Lane County. For instance, the Ulum Group assisted Lane Transit District with the roll out of Bus Rapid Transit through an extensive public engagement process that engaged a diverse range of stakeholders.

ECONorthwest will be the prime consultant on this project but ECO and the Ulum Group will work collaboratively on many aspects of the project. Our firms have previous experience collaborating and we have found our specialized practices overlap in complementary ways.

We have carefully read the Request for Proposals and believe that our submission is in full compliance with the stated requirements. The RFP describes the information that should be included in the proposal under "Part II - Proposals," under item B number 2. We note the item number from the RFP in the following list of the sections in our proposal:

- Description of the Team Qualifications (RFP items 2a and 2b) Page 2
- Related Project Experience (RFP items 2c) Page 6
- Quality and Cost Control (RFP items 2f) Page 10
- Project Approach and Work Program Page 11
- Project Schedule (RFP items 2d) Page 15
- Proposed Budget (including billing rates) (RFP items 2e) Page 16
- References (RFP items 2g) Page 17
- ECONorthwest Diversity Policy (RFP items 2h) Page 17

As Vice President of ECO, I am authorized to negotiate and sign a contract with Lane County on behalf of ECO and its subcontractors. Please contact Robert Parker, Project Director and Senior Planner, at (541) 346-3801 or parker@eugene.econw.com if you have any questions.

Sincerely,



Ernest Niemi
Vice President

Facilitating a Process to Establish a Lane County Area Commission on Transportation A Proposal from ECONorthwest and The Ulum Group

Lane County is one of two areas in Oregon that is not part of an Area Commission on Transportation (ACT). Under the present system, the Lane County Board of Commissioners fulfills the advisory functions of an ACT in Lane County. The County Commissioners rely on input about transportation issues from the county counsel, public works, and the County administration. In addition, the Roads Advisory Committee (RAC) advises the County Commissioners on transportation issues, including road improvement needs, developing a Capital Improvement Program, and recommending long-range transportation plans.

The purpose of an ACT is to facilitate communication and cooperation between local transportation stakeholders, the Oregon Transportation Commission (OTC), Oregon Department of Transportation (ODOT), Metropolitan Planning Organizations (MPO), other ACTs throughout the State, and other transportation stakeholders. ACTs are formed of local stakeholders and consider regional and local transportation issues that affect the State transportation system. An ACT has the following primary roles:

- Providing a public forum and a public process that advances understanding of transportation issues
- Making recommendations to the OTC about program funding for the Statewide Transportation Improvement Program (STIP) and making recommendations to ODOT about special funding opportunities and programs
- Communicating and coordinating regional transportation priorities with other organizations, including State agencies and other regional transportation organizations

In 2009, the Oregon Legislature passed Senate Bill (SB) 944, which requires that the Lane County Board of Commissioners work with other local officials and transportation stakeholders to develop a charter for the formation of an ACT for Lane County by September 30, 2010. Lane County wants the proposed charter completed by June 2010.

The charter must comply with the policy guidelines established in the Oregon Transportation Commission's *Policy on Formation and Operation of Area Commissions on Transportation*. Developing this charter will require working with the Board of Commissioners, officials from cities within Lane County, the Central Lane Metropolitan Planning Organization (MPO), and other transportation stakeholders.

Success of this project requires knowledge of transportation planning and ACTs, expert facilitation, knowledge of and experience working with public organizations in Lane County, and careful project management. The ECONorthwest team has the knowledge and skills to complete this complex project. Robert Parker (a senior planner at ECONorthwest) is a co-author and researcher on the report *Oregon's ACTS, Cross-Jurisdictional Collaboration and Improved Transportation Planning*, January 2009. The Ulum Group brings experience with facilitating stakeholder processes on complex projects, such as implementing Lane Transit Districts' Bus Rapid Transit and the creation of Sacred Heart Medical Center RiverBend.

Our proposal is organized into the following sections:

- **The ECONorthwest Team** describes our credentials, capabilities, experience, and availability.
- **Project Approach and Work Program** describes ECONorthwest and The Ulum Group's approach to the project, the proposed work program, and the project schedule.
- **Billing Rates and Proposed Budget** provides our billing rates and estimate of cost based on the proposed work program.
- **References** presents references from past projects.
- **ECONorthwest Diversity Policy** presents ECONorthwest's corporate diversity policy.

THE ECONORTHWEST TEAM QUALIFICATIONS

ECONORTHWEST

ECONorthwest specializes in the application of economic and financial principles and methods to the evaluation of public policies and investments. Incorporated in 1974, ECO has completed more than 2,000 projects for public and private clients. ECO has a staff of approximately 50 people, about half of whom have advanced degrees and decades of work experience in economics, planning, development, finance, and public

policy. ECO has offices in Portland and Eugene, Oregon. Fields in which ECO has considerable project experience include:

Regional planning Land-use planning Growth management Strategic Planning Economic Forecasting Sustainable Development	The Transportation / Land Use Connection Transportation Economics and Finance Fiscal Impact Analysis Buildable Land Analysis	Hazards Management Environmental Economics Energy Production and Conservation Water Rights and Allocation Low-Impact Infrastructure	Market Analysis Real Estate Analysis and Development Economic Development Urban Renewal Socioeconomic Impacts
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One of ECO's strengths is the management of large, interdisciplinary planning and development projects. We pay attention to details (products, schedule, budget) and communication, understand the role of technical analysis in a political decision-making process, and communicate complicated ideas in a clear and concise manner.

ECONorthwest has extensive experience working with the public sector. Timelines for public projects need to account for budgetary, political, stakeholder, and other considerations. We understand the time constraints for public projects, and the necessity to deliver projects on time and on budget. When unexpected deadlines do arise, we have systems in place that allow us to shift workload among staff in order to respond to our clients' needs. ECO focuses on three main management objectives:

- **Project tracking.** Project tracking includes regular progress reports (monthly or more frequently as the project demands), budget and schedule tracking and regular update e-mails to clients. ECO project managers advise the client on the best use of budget resources.
- **Quality control.** Experienced ECO staff (project directors) review all interim and final documents provided to the client. We involve the client in outlining products and review of interim drafts.
- **Efficiency.** ECO focuses on both schedule and budget efficiency by eliminating duplicate services provided by the project team, coordinating communication among all team members, and maximizing use of client time by making phones calls and having meetings only when necessary.

ECONorthwest Staff

ECONorthwest employs more than 40 planners, economists, policy analysts, and research assistants. Robert Parker will serve as project director

and senior planner on this project and Beth Goodman will act as day-to-day manager. Parker and Goodman work from ECONorthwest's corporate offices in Eugene. We are able to tap into other employees at ECONorthwest to provide assistance on the project, if necessary. Resumes for Parker and Goodman are available on request but were not included in the proposal because of the proposal page limit.

Robert Parker, AICP

Robert (Bob) Parker is a senior planner with ECONorthwest. Parker specializes in land-use and transportation planning, demographic analysis and forecasting, housing, economic impact analysis, survey design and analysis, and computer modeling. He is an instructor in the Department of Planning, Public Policy, and Management at the University of Oregon, where he teaches core courses in the graduate Community and Regional Planning Program and serves as director for the Community Planning Workshop, an applied planning research program.

Robert Parker is one of the authors and researchers on the report *Oregon's ACTS, Cross-Jurisdictional Collaboration and Improved Transportation Planning*, January 2009. This report was commissioned by the Oregon Department of Transportation to examine the role that ACTs play in regional transportation issues.

Robert is available to spend 40% of his time on this project.

Beth Goodman

Beth Goodman joined ECONorthwest as a planner in 2005. She specializes in Oregon land use planning. Goodman's recent projects have included: conducting urbanization studies for Eugene, Springfield, Junction City, Harrisburg, and other cities across Oregon; managing a national study of the impact of land use regulations on affordable housing; and evaluating the impact of statewide Smart Growth policies on environmental quality in six states. She has also worked on projects involving survey analysis, market analysis, and program evaluation.

Beth is available to spend 40% of her time on this project.

THE ULUM GROUP

Founded in 1995, The Ulum Group provides business, government and nonprofit clients with the best possible public relations services. Today, The Ulum Group has offices in Portland and Eugene, and is among the top 10 public relations firms in the state (The Portland Business Journal).

Public relations is critical to any enterprise, because every organization relies on awareness, information and support to succeed. Every

organization communicates with its various publics, such as customers, neighbors, employees, regulators and volunteers. The question is, how well?

The Ulum Group can help organizations use every opportunity to effectively communicate their messages and achieve their goals by using one or more of the following tools:

- Public and government affairs through developing effective involvement in public policy
- Community relations by participating within a community on projects and events of mutual benefit
- Special events and public participation through designing activities and events to stimulate interest
- Media relations by working with reporters in seeking publicity or responding to their interest in an issue
- Research by determining attitudes and behaviors of publics

The Ulum Group Staff

The primary team members from the Ulum Group will be: Monica Shovlin and Deborah Herron. Their resumes are available on request.

Monica Shovlin, Vice President

Monica joined The Ulum Group in November 2002. Monica subscribes to The Ulum Group's holistic approach to the communication needs of each client: identifying goals, audiences and messages and then recommending the most effective marketing tools and channels to help clients break through the noise. She has 20 years of experience in public relations, with particular expertise in business-to-business, entertainment and high technology PR and marketing communications and special event management. Monica works with a variety of clients in financial services, health care, entertainment, high tech manufacturing and commercial equipment.

Monica began her career in the publicity department of Columbia Records in New York and most recently was director of marketing for Sony Disc Manufacturing in the U.S. She has a bachelor's degree in journalism with a concentration in public relations from New York University and also has completed work towards a master's degree in journalism from the University of Oregon. She is a member of the American Marketing Association. Monica serves on the board of directors of The Shedd Institute for the Arts, the advisory board for the Oregon Truffle Festival and the editorial board of the Eugene Area Chamber of Commerce magazine.

Monica is available to spend 20% of her time on this project.

Deborah Herron, Vice President

Deborah has more than a decade of experience working hand-in-hand with Lane County leaders, businesses, Chambers of Commerce, NGO's, non-profit organizations and neighborhoods. Her expertise blends public relations, public information, public affairs, and ally development through providing strategic counsel, creating comprehensive consultation programs, coordinating coalitions, as well as fostering positive community and public perceptions.

Before joining Ulum, she served as a Congressional staff person, and led numerous political and advocacy campaigns. Her work equates to a familiarity with complex local initiatives whereby she often contributes public opinion research analysis, focus group facilitation and community relations counsel. Deborah is a member of the International Association of Public Participation and is a past-president of the Eugene Relief Nursery Board of Directors.

Deborah is available to spend 20% of her time on this project.

RELATED PROJECT EXPERIENCE

The ECONorthwest Team has extensive experience working in Lane County, with transportation projects, and with facilitation. ECONorthwest has managed and successfully completed many complex projects over the last 35 years.

The Request for Proposals (RFP) asks for documentation of our proven ability to successfully complete similar projects. We think the best way to address this request is not to give a long list of projects that we have successfully completed, but rather to give a summary of our experience, a couple of relevant examples, and some people that the City can call to confirm our performance. We strongly encourage you to contact our references.

Transportation Projects

Area Commissions on Transportation Study

For the Oregon Department of Transportation, Robert Parker worked jointly with researchers from the University of Oregon and Portland State University to conduct an assessment of the state's Area Commissions on Transportation (ACT). Specifically, the study assessed the role and experiences of ACTs, researched comparative approaches in the state and nationally, and evaluated options for improving coordination and increasing effectiveness. The study used interviews, an on-line survey, case

studies from Oregon and comparative studies from three other states to assess ACTs and identify options for improving the ACT process. The findings revealed that ACTs have improved the state prioritization process and increased communication across the parties involved, but they face challenges in relation to cross-regional coordination, strategic investment decisions, and regional problems such as urban travelsheds. Parker directed a team of graduate students from the Community Planning Workshop that conducted significant portions of the research related to this project.

Metro Regional Transportation Plan

For Metro, ECONorthwest managed a multi-disciplinary team to assist Metro in updating its Regional Transportation Plan (RTP). The consultant team had primary responsibility for (1) the design and implementation of a two-year program to involve elected officials, interest groups, and the general public in the development and evaluation of the plan; (2) the coordination of the RTP with Metro's extensive re-evaluation of land use policies (the New Look); (3) the design of an integrated technical evaluation process for the two projects; and (4) financial analysis. The project addressed how much citizens value transportation services and infrastructure throughout the Metro region and how much they are willing to pay for it over the next 30 years, and ultimately led to the adoption of a federally approved, fiscally constrained, long-run regional transportation plan.

Transportation Commission Workshops

For the Oregon Transportation Commission, ECONorthwest assisted with workshops to help the Commission develop policies relating transportation investments to state and local land use and growth management objectives. ECO presented to the Commission findings on the effects of transportation facilities on development patterns and travel demand, as well as the effects of development patterns on automobile use, density, jobs/housing balance, and mixed-use development.

Land Use and Growth Impacts of Highway Improvements

For the Oregon Department of Transportation, ECONorthwest estimated how state highway improvements are likely to affect growth and land development, especially at the urban fringe. ECONorthwest analyzed historical records to determine the relationship between highway improvements and land-use change over 20 years for 20 Oregon cities. The project resulted in a guidebook for state transportation planners on how to estimate the effects of proposed transportation projects on land development.

Facilitation

EmX: Bus Rapid Transit - Lane Transit District

Bus Rapid Transit (BRT), branded EmX, is a nine-year effort to build a dedicated bus corridor that emulates light rail (with dedicated lanes, wider stop spacing, signal priority, block signaling, pedestrian enhancement and improved stations), but at a much lower cost. LTD staff and Board members met with hundreds of community members to discuss EmX, including civic leaders, business owners, environmental groups, neighborhood groups, and service groups. Open houses, newspaper and television advertising, printed brochures, and postcards have been used to help the community learn about EmX. The Ulum Group undertook an intensive, one-year effort to win public support and approvals to move this project from conception to construction. Further, The Ulum Group was instrumental in keeping public transit in the ConnectOregon funding package.

Sacred Heart Medical Center at RiverBend

The Ulum Group was engaged to win approval for construction of a \$550 million hospital complex on 181 acres in Springfield, Oregon. Almost immediately upon site identification in 2001, opposition to the relocation of a major tertiary medical center from Eugene's urban center to a greenfield in Springfield quickly organized and was well funded by project opponents. Our firm rallied supporters and put together a comprehensive plan that ultimately was successful. Ulum conducted hundreds of hours of community outreach through open houses, mailings, public hearings, one-on-one meetings and media relations and working with neighbors at the site. The project needed state Certificate of Need approval as well as local zoning and metro plan changes requiring City Council approval. Significant transportation challenges were addressed in the course of the project, which received final approval in the spring 2005. The Ulum Group won a Spotlight Award from the Public Relations Society of America, Oregon chapter, for its work. Ulum remained involved with communications efforts during construction and the August 2008 grand opening.

BART to Silicon Valley-Santa Clara Valley Transportation Authority, San Jose, California

Deborah Herron, served on the Community Outreach Team providing support to the Santa Clara Valley Transportation Authority (VTA) extension of BART from Fremont through Milpitas and San Jose to Santa Clara, CA. As proposed, the project consists of 16.3 miles of rail alignment, 5 miles of underground tunnel through San Jose's downtown, 6 stations, a Union Pacific Railroad crossing, intermodel connections and a new

maintenance facility. The alignment traverses diverse communities and must receive permits and approvals from many governing agencies at the local, county, state and federal levels. As a result the project requires consistent public involvement efforts to a broad range of audiences. Public involvement work includes four Community Advisory Groups, outreach to elected officials, cities, chambers of commerce, neighborhood associations, community organizations, NGO's, trade/industry associations, transit-related organizations and media, open houses, scoping meetings and traditional communications tools such as newsletters, mailings, news releases, and web sites. The project is currently in final design phase with completion of construction anticipated in 2015.

Projects In Lane County

Creswell redevelopment opportunities

Working with the City of Creswell and ODOT, ECO developed an economic opportunities report for redevelopment opportunities on a site North of Oregon Avenue in Creswell. This project was conducted as part of ODOT's IAMP analysis for the I-5 interchange in Creswell.

Junction City Study of Employment Land Sufficiency

Working with the City of Junction City, ECO conducted an Economic Opportunities Analysis, a commercial and industrial buildable lands analysis, and an alternatives analysis to determine appropriate locations for Junction City to expand its UGB to accommodate employment land uses, including proposed the State Prison and State Hospital. This project required an extensive public participation process, including working with the public (at a public workshop and in meetings), working with citizen advisory committee, and working with appointed and elected officials.

Springfield Commercial & Industrial Buildable Lands Analysis and Housing Needs Analysis

Working with the City of Springfield, ECO conducted an Economic Opportunities Analysis, an inventory of a commercial and industrial buildable lands analysis, a Housing Needs Analysis, and an alternatives analysis to determine appropriate locations for Springfield to expand its UGB to accommodate employment and residential land uses. This project required an extensive public participation process, including working with the public (at a public workshop and in meetings), working with citizen advisory committee, working with a technical advisory committee, and working with appointed and elected officials.

Eugene Community Land Assessment

For the City of Eugene, ECO is conducting a comprehensive review of the city's urban growth boundary. The technical analysis included a buildable lands inventory, a public involvement process, a housing needs analysis, an economic opportunities analysis, and a determination of the sufficiency of buildable lands. Public participation is a key component of this project. ECO worked with a community advisory committee, a technical advisory committee, and elected officials.

Public involvement projects in Eugene

ECONorthwest has been involved in a number of projects involving public involvement for the City of Eugene. These projects include the recently completed West Broadway Redevelopment Advisory Group, where ECO facilitated a key meeting that helped bring the committee to a decision. For the Mayor's Committee on Economic Development in 2004, ECO helped the Committee reach agreement about immediate actions that the City could take to facilitate desirable types of economic development, through facilitation and technical support. ECO helped the City with its Downtown Visioning process, which included a visioning process for Downtown, Franklin Boulevard, and relocation of the Federal Courthouse.

Cottage Grove Economic Opportunities Analysis

Working with the City of Cottage Grove and Winterbrook Planning, ECO assisted in conducting an Economic Opportunities Analysis. This project included a public participation process, including working with citizen advisory committee and working with appointed and elected officials.

Oakridge Economic Opportunities Analysis

Working with the City of Oakridge, ECO prepared an Economic Opportunities Analysis consistent with Goal 9 and OAR 660-009. This project included recreational community case studies, with an emphasis on the development of a tourism and recreation based economy.

QUALITY AND COST CONTROL

We can provide any level of reporting and meetings the County desire. We suggest keeping the procedural requirements to a minimum so that we can focus on working with the pre-ACT to develop a draft charter. The approach to quality control that we propose is:

- **Continual staff communication.** There is no substitute for conversations between the ECO team and the City project manager to ensure that progress is being made and problems are resolved. Most of that communication can occur by phone or e-mail.

- **Periodic meetings with staff.** There are two general possibilities: regular meetings or ad hoc meetings: we recommend ad hoc meetings. At ECO, we have dramatically reduced the amount of time we spend getting to and participating in meetings with staff by using e-mail and telephone conferencing. Under this system, the project managers for ECO and the County would be free to schedule a meeting whenever necessary.
- **Progress reports.** As with other tasks, we recommend that this one be designed to facilitate communication rather than simply to fulfill procedural requirements. We recommend providing brief progress reports to the County Commissioners, focusing on the progress of the pre-ACT and potential issues or risks to the process.
- **Draft and final reports.** Where called for in the draft scope of work, drafts of specified documents will be submitted for review and comment, and will then be revised as appropriate to incorporate the review comments and suggestions. In each case, we strive to produce clearly written, technically sound, and complete drafts of each document to minimize the time and effort for revisions.

We encourage you to call our references. You will find a record of performance in meeting deadlines that is unsurpassed among consulting firms in the Northwest.

PROJECT APPROACH AND WORK PROGRAM

APPROACH

The Oregon Transportation Commission (OTC) authorized regionally based transportation advisory groups known as Area Commissions on Transportation or ACTs in 1996. The OTC's objective in establishing the ACTs was to expand opportunities for local citizen involvement in ODOT's decision making.

ACTs are essentially advisory bodies to the OTC that address all aspects of transportation (surface, marine, air, and transportation safety) with an emphasis on the state transportation system and consider regional and local transportation issues if they affect the state system.

To implement their role, ACTs establish a *public process* for project selection priorities for the State Transportation Improvement Program (STIP). Using eligibility criteria established by the OTC, ACTs prioritize transportation

problems and solutions and recommend projects in their area to be included in the STIP.

Because ACTs are making regional recommendations for transportation improvement projects, the structure of the ACT and the decision-making process established in the ACTs charter are crucial to their success. The 2008 ODOT study identified a number of variations to the structure and decision-making processes in the established ACTs. In short, Lane County has important decisions to make about how its ACT will function. A clear charter that has input from a broad range of affected stakeholders is an important first step.

The RFP provides a proposed process for forming the Lane County ACT (Attachment D). We generally agree with the process proposed in the RFP. The majority of work to be completed in this project is through meeting with the pre-ACT. There are two ways that we could approach the meeting process with the pre-ACT: (1) proposing a detailed process for the meeting process and developing a draft charter or (2) work with the pre-ACT to develop the process. The approach we have taken in the work program below is the second approach: We have outlined a broad process and propose that we work with the pre-ACT to develop a more detailed approach. If the County Commissioners prefer a different approach, we are willing to work with them to develop a more detailed approach.

WORK PROGRAM

Task 1: Project kick-off

The project kick-off will be a worksession with County staff and, if possible, the Board of County Commissioners. The purpose of the meeting is to discuss and refine the project approach and scope of work, and to assist the County Commissioners in developing a list of stakeholders to include on the Pre-ACT.

Product: Refined work program (if necessary); meeting notes
Meetings: One
Budget: \$1,305
Schedule: Week 1

Task 2: Pre-ACT meeting process

The majority of work through this project will be meeting with the stakeholders that form the Pre-ACT. Based on the timeline described in Attachment D of the RFP, the Pre-ACT will meet between late November through mid-April, an approximately five month period.

The Policy on Formation and Operation of Area Commissions on Transportation provides guidance on the operating agreements that the ACT charter

should address. We generally recommend organizing the ACT's meetings around these issues. Our suggestion for ACT meeting topics is:

- **Kick-off meeting.** At the first meeting, the Pre-ACT should agree on the group process and operating agreements, including agreeing on a decision-making process. This meeting would also include a review of the *Policy on Formation and Operation of Area Commissions on Transportation*.
- **Mission.** This meeting will focus on agreeing on the mission statement of the ACT.
- **Coordination with other groups.** Discussion at this meeting will center on defining the roles and responsibilities of the ACT in relation to State policy, ODOT, the OTC, Lane County transportation stakeholders, and other ACTs.
- **Structure and Membership.** The Pre-ACT will discuss the number of ACT members, proposed membership of the ACT, the selection process for adding members, whether the ACT will have committees (e.g., a Technical Advisory Committee) and the role of the committees, and other related issues.
- **Operations.** The Pre-ACT will agree on operations of the ACT, such as meeting frequency, officers and terms of office, details about meeting attendance (e.g., whether alternatives will be allowed or the number of members required to constitute a quorum), committee authority, and the decision-making process for the ACT. A key issue that the pre-ACT will need to discuss is public involvement, including opportunities for public involvement and strategies to include stakeholders in the decision-making process.
- **Draft Charter.** Agreements from these meetings will be incorporated into a draft charter, which will be discussed at this meeting.

The pre-ACT may need to devote more than one meeting to some of the topics above (e.g., ACT structure and membership or ACT operations). We propose holding up to 10 meetings with the pre-ACT.¹ In addition, we may use tools like on-line surveys to gather information from pre-ACT members between meetings, which will allow us to come to meetings with areas of consensus or disagreement already defined.

¹ We propose 10 meetings to ensure that the pre-ACT group has ample time to review and discuss issues related to the charter. If the group is able to move through the issues faster, we may need fewer meetings. If the group requires additional time to process issues, we are open to scheduling more meetings or considering alternative approaches to gathering input.

Meetings: Ten
Budget: \$26,350
Schedule: Weeks 2 to 22

Task 3: Issue scoping

The pre-ACT will have a limited number of members. However, other interests that are not participating on the pre-ACT have a stake in how the ACT is structured. We propose to conduct an issue scoping phase early in the project to gather information from key stakeholders. That information will be provided to the pre-ACT for review and consideration. We propose to use a combination of phone interviews, focus group meetings, and online surveys to conduct the scoping phase.

We propose facilitating two focus groups with stakeholders that are not involved with the pre-ACT. We also propose developing and administering an on-line survey to allow input from a broader range of stakeholders not involved in the pre-ACT or focus groups. Stakeholders who might be invited to participate in these focus groups or take the survey could include: public works staff at cities in Lane County, Lane Transit District staff, advocates for alternative forms of transportation, staff and elected or appointed officials from cities in Lane County, the general public, and other concerned stakeholders.

Issue scoping provides a method to investigate stakeholder opinions about the purpose of the ACT and desired opportunities for public involvement with the ACT. We will report the results of these focus groups to the pre-ACT and Board of County Commissioners. The focus groups will provide an opportunity to get input from stakeholders that will not be directly involved with the pre-ACT but are interested in the outcomes of the ACT formation. The focus groups will primarily focus on the ACT decision-making process and the structure of the ACT.

Product: Technical memorandum to the pre-ACT that summarizes stakeholder input
Meetings: Two
Budget: \$7,940
Schedule: Weeks 3 to 8

Task 4: Progress reports to the Board of County Commissioners

We will provide monthly progress reports to the Board of County Commissioners in the form of written one-page memoranda. The progress reports will describe activities of the pre-ACT and potential issues or barriers in the process. At the request of staff or the County Commission, ECONorthwest staff could be available to participate in a worksession about the progress of the pre-ACT.

Product: Monthly progress reports
Meetings: No scheduled meetings
Budget: \$2,520
Schedule: Weeks 2 to 24

Task 5: Draft ACT Charter

We will use the topics agreed on in the pre-ACT meetings in Task 2 to draft an ACT Charter. The charter will meet the requirements of *Policy on Formation and Operation of Area Commissions on Transportation* and will reflect the decisions of the pre-ACT.

We propose the following review process for the draft charter:

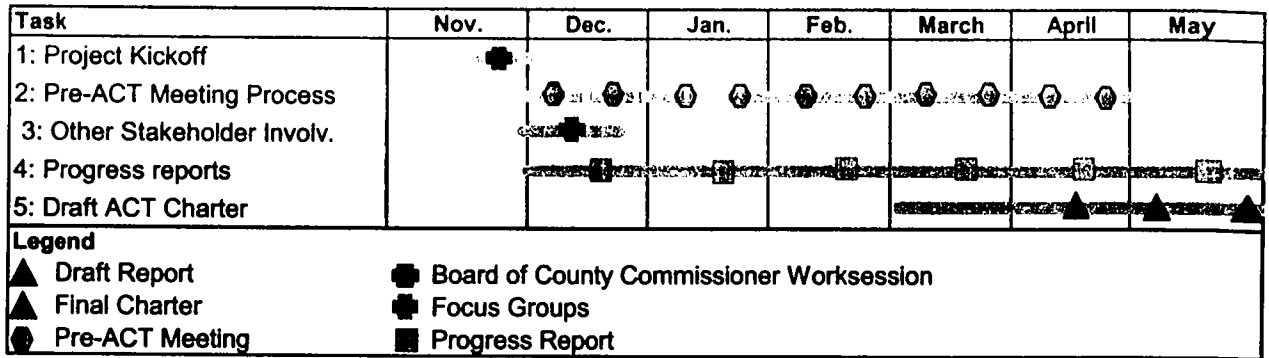
- Present the draft the ACT Charter to the pre-ACT at the last pre-ACT meeting and revise the Charter based on comments from the pre-ACT.
- Submit a written version of the Charter to the Board of County Commissioners and request written comments on the Charter.
- Participate in a worksession with the County Commissioners about the draft Charter and discuss Commissioners' written comments where necessary.
- Submit a revised draft Charter based on feedback from the County Commissioners.

Product: Draft ACT Charter and final ACT Charter
Meetings: One
Budget: \$7,060
Schedule: Weeks 14 to 24

SCHEDULE

Figure 1 shows the proposed schedule for the project, assuming that we begin the project by late November. The schedule differs slightly from the schedule presented in Attachment D of the RFP, which shows the pre-ACT and the Board of County Commissioners approving the proposed charter by April. Our assessment of the project is that the pre-ACT may need to meet as many as 10 times. We expect that it would be difficult for the pre-ACT to meet more than twice a month. We can, however, modify the proposed schedule, depending on the County's preference for the number and timing of meetings, as well as other time constraints.

Figure 1. Proposed schedule to complete the process of facilitating the formation of a Lane County ACT



PROPOSED BUDGET

The ECONorthwest Team proposes to complete this project on a time and expense basis not to exceed \$45,175. Table 1 presents: billing rates by staff member, proposed budget by task, direct expenses, and the total budget.

Table 1. Proposed budget to complete the process of facilitating the formation of a Lane County ACT

Labor	\$/Hour	HOURS by TASK					TOTAL		
		Task 1: Project Kickoff	Task 2: Pre-ACT Meeting Process	Task 3: Other Stakeholder Involvement	Task 4: Progress reports	Task 5: Draft ACT Charter	Hours	\$	% of Bdgt
ECONorthwest									
Planner (Parker)	150.00	3	60	16	8	16	103	15,450	35%
Planner (Goodman)	110.00	3	90	24	12	30	159	17,490	39%
Administrative	55.00					2	2	110	0%
Sub-Total		6	150	40	20	48	264	33,050	74%
The Ulum Group									
Facilitator (Shovlin or Herron)	175.00	3	40	12		6	61	10,675	24%
Sub-Total		3	40	12	0	6	61	10675	24%
Total Labor		1,305	25,900	7,140	2,520	6,860			
Direct Expense		0	450	100	0	200			
Total by Task		1,305	26,350	7,240	2,520	7,060			
% of Total Budget		3%	59%	16%	6%	16%			
							Total Labor	43,725	98%
							Total Expenses	750	2%
							Total Budget	\$44,475	100%

REFERENCES

The first four references are for work performed by ECONorthwest staff and the last reference is for work performed by the Ulum Group.

Richard Margerum, P P P M Associate Professor and Dept Head
University of Oregon
Phone: (541) 346-2526
Email: rdm@uoregon.edu

David Helton, Transportation/Land Use Planner
Transportation and Growth Management Program, Oregon
Department of Transportation
Phone: (541) 726-2545
Email: David.I.Helton@odot.state.or.us

Jason Dedrick, Associate Planner
Eugene Planning and Development Department
Phone: (541) 682-5451
Email: jason.p.dedrick@ci.eugene.or.us

Kay Bork, Planning Director
Junction City
Phone: (541) 998-2153
Email: kbork@ci.junction-city.or.us

Melinda Kletzok, APR, Public Information Director
Eugene Police Department
Cell Phone: (541) 968.0497

ECONORTHWEST DIVERSITY POLICY

It is the policy of ECO to grant equal opportunity to qualified persons without regard to their membership in a protected class. It is the intent and the desire of ECO that equal employment opportunity will be provided in employment, promotions, wages, benefits and other privileges, terms and conditions of employment.

It is ECO's attitude and intention to:

- Recruit, hire and promote for all job classifications without regard to race, color, sex, sexual orientation, national origin, religion, marital status, age, prior industrial injury, or mental/physical disability unrelated to job performance;

- Make employment decisions based upon the principles of equal employment opportunities;
- Assure that promotion decisions are in accordance with principles of equal employment;
- Assure that all other human resource actions such as compensation, benefits, transfers, terminations, firm-sponsored training, educational tuition assistance, social and recreational programs will be administered without regard to race, color, sex, sexual orientation, national origin, religion, marital status, age, prior industrial injury, or mental/physical disability unrelated to job performance;
- Provide equal employment opportunity to those who are disabled provided they can carry out the duties of the position for which they will be hired or to which they will be promoted or transferred; or that reasonable accommodation can be made to match the individual's abilities or the job requirements.

ECO has an almost 35-year history of pro-active recruitment for subcontractors. ECO has long-standing successful relationships with a variety of Disadvantaged Business Enterprises, including Women Business Enterprises (WBEs), Minority Business Enterprises (MBEs), and Emerging Small Businesses (ESBs). ECO project managers regularly review the lists and updates of certified contractors published in the State of Oregon Disadvantaged Business Enterprise Directory during the process of assembling project teams.

ECO has met or exceeded requirements for DBE (WBE/MBE) participation in contracts for federal and state agencies throughout the Pacific Northwest. We regularly team with other firms, both as a prime contractor and as a subcontractor. In all cases, we seek to work with a diverse variety of professionally and technically qualified firms and individuals. By our commitment to diversity, we attempt to be responsive to our clients and the communities in which we work.

All contracts for professional services originated by ECO include a statement that ECO complies with Executive Order 11246, "Equal Employment Opportunity" as amended by Executive Order 11375 and supplemented in Department of Labor regulations. ECO requires that these same conditions be met by any firm which acts as a subcontractor to ECO. We require subcontractors to submit copies of their affirmative action programs and to document their commitment to DBE process and utilization.

PROPOSAL FOR PROFESSIONAL SERVICES

**Charter Process
for Developing an
Area Commission on Transportation
(ACT) for Lane County
RFPS No. 09/10-05**

Prepared for:

Lane County

October 14, 2009

Prepared by

Lane Council of Governments
859 Willamette, Suite 500
Eugene, Oregon 97401
(541) 682-4283
www.lcog.org

LCOG
LANE COUNCIL OF GOVERNMENTS



October 14, 2009

Jeff Spartz, Administrator
Lane County Public Service Building
125 E. 8th Avenue
Eugene, Oregon 97401

RE: RFPs No. 09/10-05

Dear Mr. Spartz:

On behalf of the Lane Council of Governments (LCOG) I am pleased to present this response to Lane County's RFP for Professional Consulting Services for **Draft Charter Development and Formation of a Lane County Area Commission on Transportation (ACT)**.

Our shared history with Lane County is one of ongoing collaboration and cooperation for the benefit of residents throughout the region on issues ranging from communications, public safety, open space protection, and transportation. For more than 60 years, LCOG has worked with the County and area partners towards the ongoing development of a multi-modal regional transportation system. The addition of a Lane County ACT is an opportunity to take our regional partnership and our transportation system another important step forward.

Our Project Manager for the Charter Development process will be Andrea Riner, LCOG's Transportation Program Manager. Ms. Riner has over fifteen years of experience facilitating community decision-making processes in Lane County. We are confident that her knowledge of the region, her rapport with a wide range of Lane County stakeholders, and her planning expertise are an excellent match for the unique challenges this process presents.

LCOG proposes a total project budget of \$49,972. As described in the detailed response, LCOG proposes to use \$19,503 of federal planning dollars for part of the work, thus requiring only \$30,469 of Lane County funding. We believe this leveraging of federal planning resources will make the process more efficient, and less expensive, for Lane County.

In addition to the requested Work Schedule, LCOG has prepared a nine-month planning calendar that illustrates our proposed approach, associated tasks, and key project deliverables and closely follows the ACT Charter development framework provided in the RFP. Our proposal is summarized as follows:

- **Identification of Preliminary List of Stakeholders.** This process will combine the input of the Project Team, each member of the Board of Commissioners, and the results of LCOG staff research to develop a comprehensive stakeholder database to inform the formation of the Pre-ACT, to develop specific outreach strategies, and to ensure ongoing information dissemination to all interested parties throughout the project. The database will be updated and maintained throughout the charter process and provided at the end of the project as an essential resource for a newly formed Lane County ACT.
- **Formation of a Pre-Act.** During this second stage of the process, the Project Team will develop several alternative proposals regarding the initial membership of the Pre-ACT for presentation to the Lane County Board of Commissioners. A draft and final Pre-ACT membership list will be developed, and LCOG staff will work with County staff on notifying and informing the selected participants of the upcoming meeting schedule.

- ***Development of the Proposed Charter.*** LCOG staff will facilitate a series of Pre-ACT meetings to inform, involve, and empower these designated stakeholders to determine the future ACT composition, including the purpose of the Lane County ACT, coordination strategies, options for an ACT structure, and its operational processes and procedures. The outcome of their discussion, along with output from the ongoing Project Team meetings will be the development of a Draft Charter. In addition, LCOG staff will work with the Pre-ACT membership to encourage their leadership and participation providing outreach to constituencies that they represent. This important task proposes community presentations and speakers bureau-type programs designed in collaboration with the Project Team.
- ***Approval of Proposed Charter.*** LCOG will facilitate a consensus-building process with the Pre-ACT to approve a proposed Lane County ACT Charter. LCOG will then provide to support to identified leadership within the Pre-ACT to bring the group's recommendation forward to the Board of Commissioners for their review and approval.
- ***Formation of Lane County ACT.*** During this phase of the project, the Project Team will work with the Pre-ACT to develop recommendations on Lane County ACT membership for presentation and discussion with the Board of Commissioners. The membership content of the ACT will be added as an attachment to the Charter for use in discussions with the Oregon Transportation Commission (OTC) in the final phase of the project.
- ***Presentation of Proposed Charter to OTC.*** LCOG staff will provide needed support to the Lane ACT leadership and the Lane County Board of Commissioners as they present the ACT Charter to the Oregon Transportation Commission, no later than September 30, 2009.

In addition to the above, LCOG will provide ongoing public information on a Lane County ACT Development website, including a process timeline, relevant data, meeting agenda and reports, and opportunities for input. LCOG will provide ongoing progress updates to the Board of Commissioners no less than once per month, and we commit to thorough and timely documentation of the issues, decisions, and goals addressed throughout the project duration.

Again, we appreciate the opportunity to participate and look forward to working with you, Lane County staff, and the Board of Commissioners. If you have any questions, please feel free to contact our Project Manager, who will also serve as the Project Contact, per the information provided below:

Andrea Riner, Transportation Program Manager

Lane Council of Governments

859 Willamette, Suite 500

Eugene, OR 97401

ariner@lcog.org

541-682-6512 (phone)

541-682-2635 (fax)

Sincerely,



George Kloeppe
Executive Director

A. AGENCY CREDENTIALS

LCOG is in an extraordinary position to coordinate and support this effort. As a Council of Governments, our fundamental purpose is to provide our member agencies with the resources they need to work together as a region to better serve the public. To this mission we bring a suite of staff, technological, and communication resources to support improved regional planning, coordination, program development, governance and decision-making. In addition, LCOG has specific, unequaled expertise in regional transportation issues, stakeholders, and community values.

LCOG has been designated as the Central Lane Metropolitan Planning Organization (MPO), and is charged with providing continuing, cooperative, and comprehensive transportation planning for the Eugene-Springfield urbanized area located in Central Lane County. The MPO provides a forum for cooperative transportation decision making with the Cities of Coburg, Eugene, and Springfield, Lane County, Lane Transit District, and the Oregon Department of Transportation (ODOT). From this work, LCOG has developed the credentials and the capacity to provide a high level of service in support of the development of a Lane County ACT Charter, including:

- Facilitating ***regional transportation decision-making*** and building federal, state, and local agency partnerships. Staffing and convening meetings of the Central Lane MPO Metropolitan Policy Board and providing a neutral forum for local officials to make informed decisions and to set priorities.
- Ensuring ***detailed, accurate and accessible documentation*** in support of effective communication and decision-making. Supporting web-based information clearinghouses for current transportation construction projects, public involvement opportunities, and policy board activities..
- Providing a comprehensive program to ***inform, involve and engage all stakeholders***. Staffing the Central Lane MPO Citizen Advisory Committee and managing ongoing public involvement and public information programs.
- Facilitating ***complex funding allocation processes***, programming more than \$100 million annually in projects to preserve and improve the area's transit system, our bicycle/pedestrian infrastructure, and regionally significant roadways. Coordinating the review of and priorities for ODOT's State Transportation Improvement Program (STIP)

Over the 60+ years of its existence, LCOG has developed and applied a range of problem-solving techniques to assist both local governments and the region. Over the years, LCOG staff has provided planning coordination and facilitation to support the following:

- Rivers to Ridges Metropolitan Regional Parks and Open Space Study;
- Eugene-Springfield Metropolitan Area Comprehensive Plan;
- TransPlan, Central Lane MPO Regional Transportation Plan, and the Regional Transportation Work Plan recently approved by the Joint Elected Officials and the Land Conservation and Development Commission;
- Regional Technology Partnership;
- Willamette Valley Livability Forum; and
- Southern Willamette Valley Groundwater Management Plan Advisory Committee.

As an outgrowth of these collaborative projects, LCOG has gained the necessary skills and qualifications to foster outstanding communication and collaborative action to accomplish and attain shared interests and goals.

Resources

The resources that LCOG can bring to any project are significant. For example, our agency developed and provides ongoing maintenance for the regions geographic information system. In-house planning expertise includes natural resources, land use, parks and open space, transportation, public administration, technology, telecommunications, and public safety. Website development and maintenance is supported by a strong Creative Services unit. Finally, LCOG staff have successfully facilitated design processes, the selection of consultants, community visioning, and the development of successful and long-lived partnerships. Details regarding the agency’s specific experience in these areas are provided in Section D of this proposal.

Capacity

The staff team identified to complete the services described in this proposal have the capability and the capacity to complete the work tasks, meet the schedule, and maintain the budget. All three are dedicated either in whole or in part to regional transportation planning, and will be available and accessible to the multi-agency Project Team, the Pre-ACT stakeholder group, and the Lane County Board of Commissioners as needed. Specific percentages of each individuals work program are outlined below.

Andrea Riner
10%

Paul Thompson
5%

Stacy Clauson
12%

The staff team has a proven track record of meeting timelines, and has similar relevant experience staffing committees and policy boards and providing public outreach as part of their work on regional transportation issues. The staff team is also supported by a suite of staff, technological, and communication resources.

Office Location

LCOG’s Government Services Division and the Project Staff identified for this project are all located at 859 Willamette Street in the heart of Downtown Eugene.

B. STAFF QUALIFICATIONS

Consultant Team

LCOG will bring an experienced and dedicated staff team to the successful completion of a charter for a Lane County ACT. The LCOG project team has over 60 years combined experience in planning, facilitation, and citizen involvement and is comprised of the following:

- The staff will be lead by ***Andrea Riner***, LCOG’s Transportation Program Manager and lead staff to the MPO’s Policy Board (Metropolitan Policy Committee).

-
- Senior Transportation Planner **Paul Thompson** will contribute his 20+ years of experience working with federal, state, and local transportation stakeholders to the critical Pre-ACF coordination and stakeholder involvement processes.
 - **Stacy Clauson** will provide strong project support throughout the charter development, especially in coordination, documentation, and stakeholder outreach.

The LCOG team has extensive experience facilitating meetings that consist of appointed or elected officials, advisory committees, and the public. In addition, LCOG staff has produced materials and has facilitated and presented public workshops on diverse, important, and sometimes controversial subjects such as transportation and other planning projects and issues.

Andrea G. Riner, Project Manager

Andrea Riner provides planning leadership and direction for LCOG's Transportation Program. She and her staff are responsible for developing the Regional Transportation Plan, including facilitation of federal, state, and local agencies on transportation and related community issues. Ms. Riner brings to this work 25 years of experience in private and public sector planning, public involvement, urban design, and landscape architecture.

Ms. Riner served as the Planning Director for the City and County of Denver Parks + Recreation Department where she lead the long- and short-range planning for the City's 15,000 acre plus system of developed parks and natural areas. Andrea was responsible for development and implementation of the annual \$9 million Capital Improvement Plan for parks, managing a 17-person staff of landscape architects, planners, architects, and administrative professionals. Ms. Riner provided strong leadership by representing parks interests in various community efforts, including economic development, natural resource protection, transportation planning, public art, urban design, and funding. Andrea facilitated the Mayor's Parks and Recreation Infrastructure Task Force in developing recommendations for infrastructure improvements, which eventually resulted in voter approval of a \$350 million community infrastructure preservation bond measure.

Ms. Riner also served as the Planning Manager for the City of Eugene Parks + Open Space Division. During her tenure in Eugene she lead the implementation of a \$25.3 million bond measure that funded development of new parks, upgrades of existing parks, and the acquisition of more than 300 acres of parks and natural open space. Ms. Riner conducted an update of the City's strategic plan for parks, recreation and open space, facilitating the Mayor's Advisory Committee and leading a comprehensive public involvement program that involved over 3000 area residents.

Ms. Riner received her Bachelor's Degree in Landscape Architecture from the University of Wisconsin—Madison and pursued graduate studies at the University of Oregon. She is a registered landscape architect in the State of Oregon.

Paul Thompson, Senior Transportation Planner

Paul Thompson manages the long range transportation program for the Central Lane MPO, including the development of the Regional Transportation Plan and the related financial planning for the MPO. He has extensive knowledge of the complex transportation decision-making processes at both the state and federal levels, and has worked with regional transportation stakeholders for more than 20 years.

In addition to his work in transportation, Mr. Thompson has conducted over 70 projects for local governments in all aspects of public infrastructure planning and finance. Paul developed the first land use allocation model for LCOG's transportation system model over 10 years ago, an updated version of which is still used today to forecast residential and employment land use patterns 20+ years into the future. Paul's specific expertise includes planning for and assessing the impacts of growth on infrastructure systems, impact fee methodologies and rate structures, user fee rate analysis, policy analysis, and financial analysis.

Paul has a BS in Economics (with a focus on Resource Economics) and a MS in progress in Urban Planning, from the University of Oregon. He has over 25 years experience providing economics, financial, infrastructure, transportation, and planning expertise and other technical assistance to clients, including twenty years at Lane Council of Governments and five years with ECO Northwest, a private consulting firm.

Stacy Clauson, Assistant Planner

Stacy Clauson joined the LCOG staff in 2008, specializing in land use planning and analysis with experience in current and long range planning. While at LCOG, Stacy has worked for the City of Kirkland, Washington where she managed the update to the City's Shoreline Master Program. Stacy has also contributed to the regional transportation program and MPO related issues, including the development of the agency's first Title VI Plan. This plan documents and establishes the MPO's policies for ensuring nondiscrimination in its practices, and is one of the first of its kind in Oregon.

Although she is new to LCOG, Stacy brings over 13 years of experience in public sector planning, and public involvement. Stacy has also served as a Planning Commissioner for the City of Redmond, Washington.

Stacy holds a BSS in Environmental Policy and Assessment from Western Washington University. Stacy has also earned a Certificate in Site Planning from the University of Washington.

Staff Capacity

Specific information on staff capacity, including the percentage of time that assigned staff will be devoted to this project, is addressed in Section A above.

C. FACILITATION EXPERIENCE

LCOG is in an extraordinary position to coordinate and support this effort because of our experience as a regional planning, coordination, program development, and information resources organization. Regional coordination and technical assistance is our agency's mission. LCOG has unique knowledge of regional transportation issues which it can bring to this project.

LCOG has been designated as the Metropolitan Planning Organization (MPO) for the Eugene-Springfield urbanized area located in Central Lane County. The Central Lane MPO

serves as a forum for cooperative transportation decision making for the Eugene-Springfield metropolitan area including Coburg.

Regional Transportation Coordination

As the Metropolitan Planning Organization (MPO) for Lane County, LCOG has facilitated numerous regional transportation plans (RTP) and plan updates since establishment of the federal MPO process in 1973. MPO planning is a continuous, comprehensive and cooperative process which allows local and state decision makers to shape their regional transportation future and system. This give and take political process is vital to joint decision making.

Regional Land Information Database (RLID) Cooperative Project Agreement

Through this multi-jurisdictional agreement LCOG coordinates regional GIS for the Cities of Eugene and Springfield, Lane County, EWEB, and LCOG and manages a multi-disciplinary team to support partner agencies with data development, integration, and technical assistance. The geographic data partnership has existed for more than 35 years and remains one of the oldest and most successful GIS cooperatives in the world.

Public Agency Network (PAN)

In response to a desire to share agency fiber optic cable assets to more efficiently and cost effectively serve the public, LCOG staff was asked to convene a series of meetings to explore how best to conserve fiber assets, compensate agencies for shared capacity, and establish a stable, low-cost structure for fiber access. The Public Agency Network was formally established in 2001, and continues to serve its twelve member agencies.

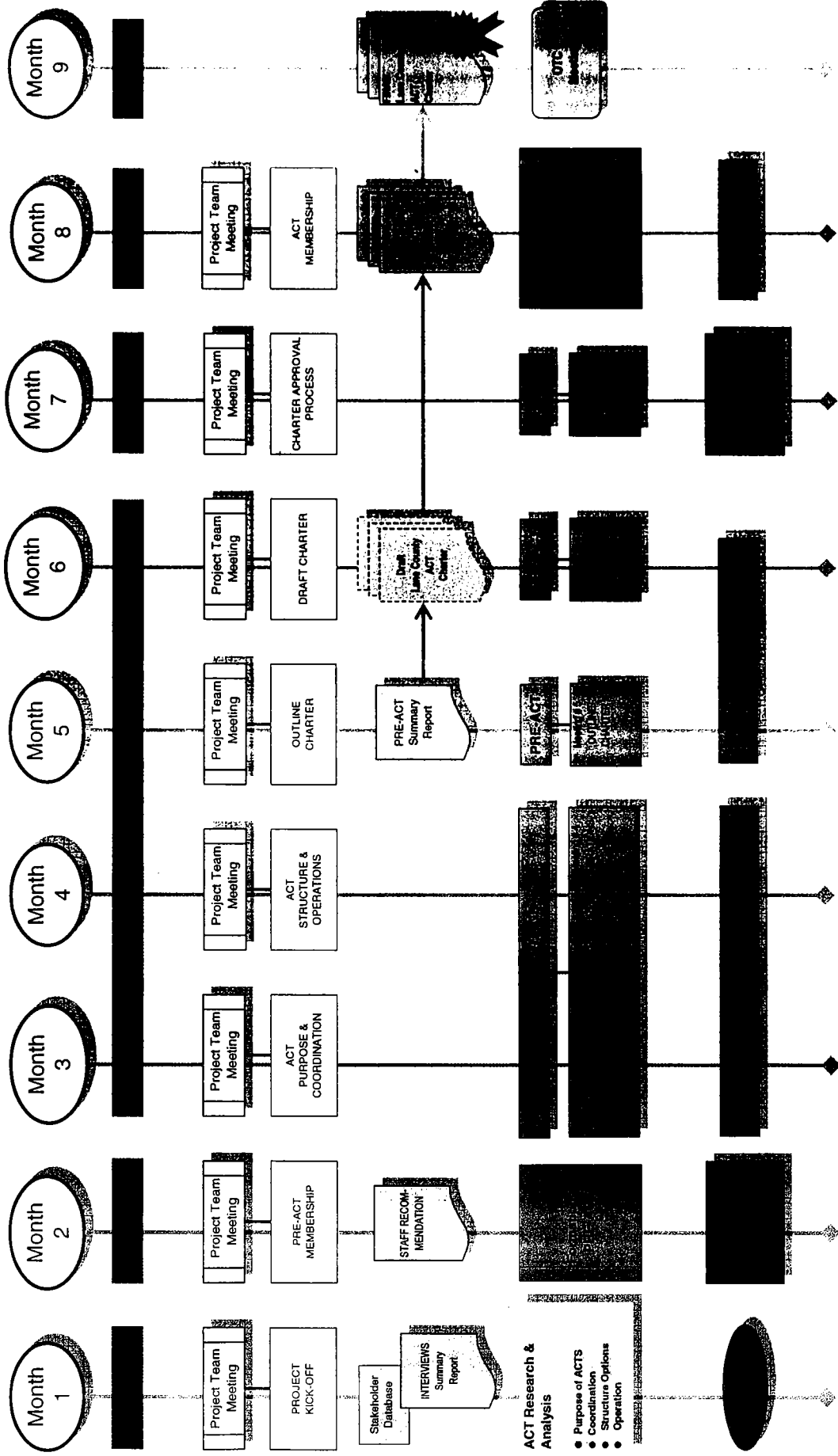
Springfield Police Planning Task Force (PPTF)

In 1996, LCOG worked with the City to establish a Police Planning Task Force, develop a draft long-range plan for police services, manage a public input and review process, and present a draft to the Springfield City Council for adoption. The process proved to be so successful, the Police Planning Task Force continues in operation to the present, assisting and advising the Police Department, reviewing Police policies and practices, providing periodic reports to the City Council, and managing an on-going citizen outreach process.

D. Proposed Work Schedule

Tasks	Timing	Deliverables	Costs
I. Identification of Preliminary List of Stakeholders			
1 Preliminary Stakeholder Identification	Month 1	Preliminary and Final Stakeholder Database, Project Website, Email Distribution Lists	\$9,768
2 Lane County Commissioner Interviews (5)	Month 1	Interview Instrument, Findings Report	\$591
3 ACT Research and Analysis	Month 1	Presentation materials, summary memos (ACT Purpose, Coordination, ACT Structures, and ACT Operations)	\$1,160
4 Project Team Meetings (6-8)	Monthly	Meeting Agendas, Draft Materials for Pre-ACT Meetings and Board Presentations	\$217
5 Project Management	Ongoing	Coordination, Scheduling, Documentation, Periodic Updates to BCC, Summary Report	\$4,394
II. Formation of "Pre-ACT"			
6 Pre-ACT Membership	Month 2	Draft and Final Pre-ACT Membership List and Contact Information	\$4,677
7 BCC Presentation #1: Pre-ACT Formation	Month 2	Lane ACT Website, Process Calendar, Email Distribution List(s), Periodic Updates to BCC	\$1,257
			\$3,420
III. Development of Proposed Charter for Lane County ACT			
8 Pre-ACT Meetings 1-4	Months 3-4	Meeting Agenda, Agenda Packets, Presentation Materials, Handouts, and Meeting Reports	\$11,734
9 Stakeholder Outreach Phase I	Months 3-4	Speakers Bureau Packet, i.e. Handouts, Comment Sheets, Presentation Materials, Process Calendar	\$4,016
10 Pre-ACT Meeting #5: Develop Outline Charter	Month 5	Meeting Agenda, Agenda Packets Presentation Materials, Handouts, and Meeting Report	\$4,943
11 Administrative Draft Charter	Month 6	Administrative Draft Charter for Agency Review, Comment Summary Memo	\$615
12 Pre-ACT Meeting #6:	Month 6	Meeting Agenda, Agenda Packet, Presentation Materials, Handouts, and Meeting Report	\$615
13 Stakeholder Outreach Phase II	Months 5-6	Community Presentations, Interest Area Forum, Agency Workshop, Web-based Materials	\$615
			\$929
IV. Approval of Proposed Charter			
14 Pre-ACT Meeting #7	Month 7	Meeting Agenda, Agenda Packets, Presentation Materials, Handouts, Meeting Report	\$987
15 BCC Presentation #2: Approve Draft Charter	Month 7	Pre-Act Recommended Charter, Summary Memo of Comments	\$494
			\$494
V. Formation of Lane County ACT			
16 ACT Membership	Month 8	Draft and Final ACT Membership List and Contact Information	\$2,563
17 Stakeholder Outreach Phase III	Month 8	Meeting Agenda, Final Act Charter and Presentation Materials	\$918
18 Endorsement of Charter	Month 8	Meeting Agenda, Agenda Packets, Presentation Materials, Handouts, Meeting Report	\$1,151
			\$494
VI. Presentation of Proposed Charter to OTC for Final Approval			
19 OTC Meeting	Month 9	Presentation Materials	\$740
			\$740
Total Estimated Cost			\$30,469

Proposed Process Timeline



E. BILLING INFORMATION

Specific hourly billing rate which will be charged for services are outlined below.

Andrea Riner
\$103

Paul Thompson
\$89

Stacy Clauson
\$82

LCOG proposes to complete the work described in this proposal for a total cost of \$30,469, broken down as follows:

Major Work Tasks		Andrea Riner \$103/hour	Paul Thompson \$89/hour	Stacy Clauson \$82/hour	Personnel Costs	Direct Costs	Task Totals
I.	Identification of Preliminary List of Stakeholders	52	30	38	\$11,142	\$190	\$11,332
II.	Formation of "Pre-ACT"	9	9	32	\$4,352	\$325	\$4,677
III.	Development of Proposed Charter for Lane County ACT	76	58	140	\$24,470	\$655	\$25,125
IV.	Approval of Proposed Charter	8	8	16	\$2,848	\$200	\$3,048
V.	Formation of Lane County ACT	12	8	20	\$3,588	\$300	\$3,888
VI.	Presentation to OTC for Final Approval	4	4	12	\$1,752	\$150	\$1,902
	Hours	161	117	258	n/a	n/a	
	Costs	\$16,583	\$10,413	\$21,156	\$48,152	\$1,820	\$49,972
<i>Minus MPO Eligible Expenses'</i>							\$19,503
TOTAL COST TO LANE COUNTY							\$30,469

' In consultation with the Federal Highways Administration, LCOG has determined that some of its participation in the ACT formation process is reasonable under federal guidelines and, since the MPO is a required participant in an ACT, will be a normal part of LCOG's MPO staffing responsibilities. To the extent allowable under federal law, LCOG proposes funding its staff out of its federal planning budget rather than from Lane County contract funds. In grant terms this would be considered a "soft match." The amount of federal funds proposed to be used by LCOG staff for this purpose is referred to as the "MPO reduction."

F. WORK QUALITY/COST CONTROL

In order to ensure consistent quality work, LCOG practice is to have products and other deliverables reviewed at least twice by separate individuals in advance of release. LCOG also utilizes its Creative Services unit to prepare quality graphics, website and other presentation materials.

As part of this contract, LCOG will submit timely and accurate information summarizing all costs. LCOG has an extensive and successful history of managing client and federal funds. LCOG fiscal practices conform to all recommended governmental financial reporting standards and generally acceptable accounting principles. In addition, LCOG fiscal services are subjected to yearly audits.

G. REFERENCES

The following are representative of the many successful projects LCOG has carried out on behalf of its partners:

Regional Transportation Planning

As the Metropolitan Planning Organization (MPO) for Lane County, LCOG has facilitated numerous regional transportation plans (RTP) and plan updates since establishment of the federal MPO process in 1973. MPO planning is a continuous, comprehensive and cooperative process which allows local and state decision makers to shape their regional transportation future and system. This give and take political process is vital to joint decision making. The most recent update of the RTP was successfully completed and adopted in 2007. LCOG staffs the MPO's Citizen Advisory Committee, which provides invaluable guidance to decision makers on development and improvement of the public involvement process.

Reference contact: Tom Schwetz, Director of Planning and Development, Lane Transit District, (541) 682-6203, Email: Tom.Schwetz@ltd.org

Regional Land Information Database (RLID) Cooperative Project Agreement

Through this multi-jurisdictional agreement LCOG coordinates regional GIS for the Cities of Eugene and Springfield, Lane County, EWEB, and LCOG and manages a multi-disciplinary team to support partner agencies with data development, integration, and technical assistance. The geographic data partnership has existed for more than 35 years and remains one of the oldest and most successful GIS cooperatives in the world.

Reference contact: Fred McVey, Public Works Dept/Engineering Division, City of Eugene, (541) 682-5216, Email: fred.mcvey@ci.eugene.or.us

Public Agency Network (PAN)

In response to a desire to share agency fiber optic cable assets to more efficiently and cost effectively serve the public, LCOG staff was asked to convene a series of meetings to explore how best to conserve fiber assets, compensate agencies for shared capacity, and establish a stable, low-cost structure for fiber access. The Public Agency Network was formally established in 2001, and continues to serve its twelve member agencies. LCOG was instrumental in creation and adoption of the Intergovernmental Agreement (IGA) which guides PAN activities, and continues to provide staff support to the body.

Reference contact: Terry Bequette, Information Services Manager, FWEB, (541) 341-1885,
Email: terry.bequette@eweb.eugene.or.us

Springfield Police Planning Task Force (PPTF)

In 1996, the City of Springfield Police Department issued an RFPS for consulting services to develop a long-range plan for police services in Springfield. As the successful applicant, LCOG worked with the City to establish a Police Planning Task Force, develop a draft long-range plan for police services, manage a public input and review process, and present a draft to the Springfield City Council for adoption. The process proved to be so successful, the Police Planning Task Force continues in operation to the present, assisting and advising the Police Department, reviewing Police policies and practices, providing periodic reports to the City Council, and managing an on-going citizen outreach process.

Reference contact: Michael Harman, Services Bureau Manager, Springfield Police Department, (541) 726-2347, Email: mharman@ci.springfield.or.us

Oregon Rural Fiber Network

In the late 1990's commercial telecommunications providers invested heavily in long-range fiber backbones throughout Oregon. LCOG and regional telecommunications staff developed a legal framework for local governments to eliminate the regulatory "red tape" of franchise and licensing policies, in return for government access to fiber access. LCOG assisted policy makers in Klamath, Coos, Douglas and Lane counties to form two consortia, Fiber South and the Regional Fiber Consortium. LCOG has continued to staff these consortia, which recently merged into the Oregon Rural Fiber Network. The fifteen member consortium facilitates access for communities throughout the region to broadband, high speed fiber optic facilities. These infrastructure improvements are essential for government services, distance learning, telemedicine, economic development, and other public services in the 21st Century information-based economy.

Reference contact: Pam Berrian, City of Eugene Franchise Manager, (541) 682-5590, Email: Pam.C.BERRIAN@ci.eugene.or.us

H. DIVERSITY POLICY

LCOG recently facilitated a process to adopt a Title VI plan for the Central Lane MPO. The following non-discrimination policy statement from this adopted plan has been adopted into LCOG's Procedures Manual under Procedure 4.01:

In accordance with Title VI of the Civil Rights Act of 1964 and subsequent federal nondiscrimination directives such as the Federal-Aid Highway Act of 1973, the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Civil Rights Restoration Act of 1987, Americans with Disabilities Act of 1990 (ADA), Executive Order 12898 (Environmental Justice), and Executive Order 13166 (Limited English Proficiency), the Lane Council of Governments (LCOG) assures that no person shall, on the grounds of race, color, national origin, age, religion, sex, or disability, be

excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity.

Additionally, under Executive Order 12898 (Environmental Justice) and the subsequent USDOT/FHWA/FTA directives, LCOG, acting in its capacity as the Central Lane Metropolitan Organization (MPO), shall make every effort to identify and address, as appropriate, disproportionately high and adverse human health or environmental effects of the MPO's programs, policies, and activities on minority populations and low-income populations.

LCOG further assures that every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not. LCOG is aware that the Civil Rights Restoration Act of 1987 broadened the scope of Title VI coverage by expanding the definition of terms "programs or activities" to include all programs or activities of Federal Aid recipients, sub-recipients, and contractors/consultants, whether such programs and activities are federally assisted or not.

In the event LCOG in its role as the MPO distributes federal aid funds to another governmental entity or subcontractor, LCOG will include Title VI language in all written agreements and will monitor for compliance. LCOG's Title VI Coordinator is responsible for initiating and monitoring Title VI activities, preparing required reports, and other LCOG responsibilities as required by Title 23 Code of Federal Regulations (CFR) Part 200, and Title 49 CFR Part 21.

In addition, LCOG has established a Civil Rights Complaint Process under Procedure 4.02. LCOG has also adopted the following equal opportunity policy statement into its Procedures Manual under Procedure 4.03:

This procedure asserts LCOG's commitment to equal employment related to employees with real or perceived disabilities. It is LCOG's intent to support the physical and emotional health of all employees and to minimize the potential disruption to productivity and morale because of real or perceived disabilities.

LCOG will not discriminate in employing any person as long as the person is able to safely and effectively perform the essential duties of the job based upon LCOG standards. In addition, LCOG will provide reasonable accommodations to employees with disabilities as defined by the Americans with Disability Act.

Rob Zako

Transportation Policy • Community Planning • Public Involvement

1280-B East 28th Avenue, Eugene, OR 97403-1616

Voice: 541-343-5201 • Fax: 541-683-5828

Email: robzako@gmail.com

October 14, 2009

Jeff Spartz, Lane County Administrator
Lane County Public Services Building
125 East 8th Avenue
Eugene, OR 97401

Re: RFPS No. 09/10-05 for Consulting Services for Draft Charter Development and Formation of a Lane County Area Commission on Transportation (ACT)

Dear Mr. Spartz:

It is with great pleasure that I am submitting the attached proposal to assist Lane County in forming an *effective* Lane County Area Commission on Transportation (ACT).

As an independent consultant with no other employees, I am the contact person for this proposal. If selected, I will be the project manager. My contact info is listed above.

This proposal is based on some basic principles, consistent with the *Proposed Process for Forming a Lane County ACT*:

- **The form of an ACT should reflect its intended function.** A Lane County ACT should serve the transportation needs of Lane County. Although the *Policy on Formation and Operation of ACTs* prescribes minimum roles and responsibilities, it also allows that an ACT can provide advice on “other transportation related policy or funding issues relevant to a particular ACT that would benefit from the coordinated committee discussion afforded by the ACT structure.”¹
- **To be effective, an ACT should strive for broad agreement.** A Lane County ACT will be an advisory body, insofar as it will likely have no policy or funding authority separate from the Oregon Transportation Commission, Lane County, cities in Lane County, and other jurisdictions. Lane County ACT “decisions” reflecting broad agreement will have a better chance of being realized than those that don’t. To reach broad agreement, it is best to focus on common issues and concerns.
- **A culture of forging broad agreement needs to be cultivated.** A charter or set of bylaws cannot mandate broad agreement. Indeed, such documents are most relevant when disputes erupt and some objective authority is needed for resolution. Thus while Senate Bill 944 directs Lane County to develop a charter for an ACT, the real challenge is not drafting a piece of paper but getting people to embody it.

¹ See *Policy on Formation and Operation of ACTs*, §II.A (“Primary Role of the ACTs”) and §II.B (“Optional Activities of the ACTs”).

- **Lane County should strive to nurture and transfer responsibilities to an effective Lane County ACT.** Senate Bill 944 gives the Lane County Board of Commissioners the primary responsibility for developing a charter for a Lane County ACT.² But once the Oregon Transportation Commission approves the charter, the role of Lane County will be significantly reduced.

In general, helping form an effective working group such as an ACT isn't rocket science,³ but does require an awareness and set of skills that not all possess. One should be disinterested, fair, follow an open and transparent process, be a good listener and faithfully reflect back what is heard, understand the issues involved, look for significant areas of agreement and disagreement, be a good problem solver, be flexible to adjust to changing circumstances, and be committed to positive outcomes. These are skills I have applied repeatedly in efforts similar to forming a Lane County ACT, as detailed below.

In more detail, this proposal anticipates carrying out the following types of tasks:

- **Interviewing:** Early on, I will conduct 1-on-1 interviews with stakeholders and authorities on ACTs to identify key issues and areas of agreement or disagreement. Such interviews are a more efficient use of stakeholders' time, and help in drafting meeting agendas aimed at resolving key issues efficiently.
- **Summarizing:** I will summarize the results of interviews, meetings and other information for the benefit of stakeholders.
- **Organizing:** Working with other members of the project team, I will carefully prepare for meetings to make these as productive as possible.
- **Facilitating:** I will facilitate meetings, set clear ground rules, make sure everyone has a chance to be heard, and manage time. When necessary, I will help find agreement between different points of view.
- **Reporting:** I will prepare interim reports to relevant stakeholders and a final report to Lane County that includes the draft charter recommended by the "Pre-ACT." If desired, I can assist in a presentation to the Oregon Transportation Commission.

A detailed work plan and estimated schedule of time and costs is included in Attachment A.

But the reality is that any effort to form a new group is different and the process for forming the group will necessarily need to adapt to the concerns of those involved. Lane County will benefit from such a customized and adaptive approach.

Sincerely,


Rob Zako

² See Senate Bill 944, §I(1).

³ This consultant isn't a rocket scientist, *per se*, but rather earned a B.A. *magna cum laude*, Phi Beta Kappa, in pure mathematics from Harvard and a M.A. and Ph.D. in theoretical physics from the University of California, Berkeley, which not so relevant, except to explain why some refer to "Dr. Zako."

PROPOSAL

a. Consultant's credentials, capabilities, experience and resources, and office location.

My formal education is in pure mathematics (Harvard B.A. *magna cum laude*, Phi Beta Kappa, 1981) and theoretical physics (University of California, Berkeley, M.A. 1986, Ph.D. 1991), which is not so relevant.⁴ But years of teaching introductory math and physics classes, including locally at Lane Community College and the Oak Hill School have helped me develop an ability to work effectively with groups and to appreciate the needs of those with different interests and backgrounds.

Transportation Policy: ACT, MPO, STIP, OHP, OTP, RTP, TPR, ISTEA and all that!

Since 1998, I have been heavily involved in transportation and land use issues at the local, state and national levels. I started as a concerned citizen activist (1998–2002), worked for 1000 Friends of Oregon for five years (2003–2007) as their statewide transportation advocate, and have been an independent consultant for the last two years (2008–2009).

Here is a sampling of statewide transportation efforts I have been involved in:

- Oregon Highway Plan Policy 1B (“Land Use and Transportation”) Work Group, 2003
- STIP Stakeholder Committee, 2003–2005
- Transportation Planning Rule Work Group, 2004–2005
- Oregon Transportation Plan Update, 2005–2006
- Transportation and Growth Management Advisory Committee, 2004–present

Over the years, I have been a familiar face to both the Oregon Transportation Commission and the Land Conservation and Development Commission. I also covered the “Big Look” Task Force on Oregon’s land use planning program for much of its duration.

Specifically, working on STIP issues, I interfaced with Lane County and representatives of all three ACTs in ODOT Region 2 (Northwest Oregon), including “Super ACT” meetings, and to a lesser extent ACTs in ODOT Region 3 (Southwest Oregon).

Here in Lane County, I am a familiar face at meetings of the Metropolitan Policy Committee, city councils, planning commissions, and Lane Transit District on local and regional transportation issues. I have been involved in the development of *TransPlan* and updates to the Regional Transportation Plan (RTP).

In brief, I am a widely recognized expert on transportation and related issues—locally and statewide.

⁴ But in comparison to quantum field theory, transportation policy has been relatively easy. For example, the gravity model used in computer simulations of transportation systems is inspired by the Boltzmann factor used in statistical thermodynamics, a insight I once shared with ODOT transportation modeler Brian Gregor.

Bringing People Together

But while in the past my role has often been to advocate for particular points of view, now as an independent consultant I represent no particular interests.

Indeed, my passion all along has been more to bring people together constructively around transportation and related issues. Some relevant examples:

- **“TransPlan Summary”**: In 1999, I worked with Lane Council of Governments staff and representatives of key interests groups to develop an fair summary of the draft *TransPlan* to inform public consideration of the plan. The summary was distributed as an insert in *The Register-Guard*.
- **“Gang of Four”**: In 2000, I brought together the “Gang of Four”—Eugene Area Chamber of Commerce, Lane County Home Builders Association, Neighborhood Leaders Council, and Friends of Eugene—to look for common ground on Eugene’s Land Use Code Update (LUCU). Alas, this effort was perhaps ahead of its time and ended unsuccessfully when some groups withdrew.
- **“Eugene Roundtable Group”**: In early 2003, Jack Roberts and I formed the “Eugene Roundtable Group.” This informal group of civic leaders representing business and environmental interests met monthly to discuss issues of transportation, growth, economic development and the environment. While not widely known, the group was nonetheless influential in helping start or inspire other better known efforts: the West Eugene Collaborative, Eugene’s Sustainable Business Initiative, the settlement of the LTD strike a few years ago, etc. The group disbanded earlier this year, in part because it had been successful in changing the tone of discussion around transportation and land use issues in Eugene. I facilitated the group for its entire six years.
- **West Eugene Collaborative**: As the facilitator for the Eugene Roundtable Group, which included Mayor Kitty Piercy, and in partnership with Eugene staffer Emily Proudfoot, in late 2005 I facilitated the formation of the West Eugene Collaborative. Subsequently, the assistance of the Osprey Group and later Oregon Consensus allowed me to participate more freely in the WEC. Now that the WEC has successfully completed its report and is presenting this to various jurisdictions and community groups, I am once again the *de facto* facilitator / coordinator for the WEC. The WEC is widely viewed as a homegrown model for how different interests can come together constructively around difficult transportation issues. The WEC also highlighted the need for better coordination between jurisdictions, in particular, Eugene and Veneta, on transportation challenges, perhaps a harbinger of a Lane County ACT.
- **Envision Oregon**: In 2006, I led the work group organizing the Envision Oregon effort to bring people around the state together to plan for Oregon’s future. Originally conceived of by 1000 Friends of Oregon, SOLV and the Oregon Bus Project, this effort grew to include over 50 co-sponsors with different points of view, for example, the Oregon Business Association.

- **“Lane County Moving Forward Together” Conference:** Starting as a volunteer advisor representing the TGM Advisory Committee, I ended up filling in for DLCD staff to organize this successful “smart growth” conference in June 2008. As a partnership between various state and local jurisdictions and various associations of REALTORS®, the challenge was to develop a program that all the sponsors endorsed. In addition to bringing national expertise to Lane County, the aim of the conference was to help bring people in Lane County together around transportation and land use issues, perhaps another harbinger of a Lane County ACT.
- **“Looking Back/Moving Forward” Transportation Town Hall:** On contract with BikeLane Coalition, I organized this June 2009 experiment in public involvement and trying to find common ground around local transportation issues as work on the regional transportation plan and various transportation system plans begins.

In summary, over the past decade I have been involved in numerous efforts to bring people together around transportation and related issues. While my roles in different efforts have varied, I provided leadership in all these cases. Many can confirm that that these efforts would not have been successful or happened at all but for my efforts. (See references.) In general, I have done whatever it takes to make good things happen.

As noted in the cover letter, helping form an effective working group such as an ACT isn’t rocket science, but does require an awareness and set of skills that not all possess. One should be disinterested, fair, follow an open and transparent process, be a good listener and faithfully reflect back what is heard, understand the issues involved, look for significant areas of agreement and disagreement, be a good problem solver, be flexible to adjust to changing circumstances, and be committed to positive outcomes. These are skills I have applied repeatedly in contexts similar to forming a Lane County ACT.

Resources

Like teaching math at Lane Community College, helping form a group like an ACT doesn’t require a lot of specialized resources. The main resources I offer are my time, my experience, my personality, and my commitment to a successful outcome.

I also offer my personal relationships with people throughout the state I can call on for advice and assistance with the project to form a Lane County ACT. These include:

- **Oregon Consensus:** I worked with Jamie Damon on the West Eugene Collaborative. Since then as colleagues and friends we have provided informal support to each other. She has advised me on developing this proposal and has offered, time permitting, to provide ongoing advice on the process for forming an ACT.
- **Oregon Solutions:** Steve Greenwood, the director of Oregon Solutions, is a longtime friend. Over the years, we have supported each other in our respective efforts to bring people together. Specifically, Oregon Solutions recently completed a study of ACTs around the state, and I intend to contact Susan Brody and others with Oregon Solutions for assistance in identifying issues with existing ACTs.

- **Leaders of Other ACTs:** I have served on several statewide committees with Mike Montero, the long-time chair with the Rogue Valley ACT, and will ask for his advice on forming a Lane County ACT. Similarly, I plan to call on Linda Modrell of the Cascades West ACT and Shirley Kalkhoven of the Northwest ACT, both of whom I have known for many years.
- **Present and Past Members of the OTC:** The idea for ACTs originated with Stuart Foster, the former longtime chair of the OTC. I know he has long wanted to see a Lane County ACT, and I plan to ask his advice in forming a Lane County ACT.

Finally, consistent with the Proposed Process for Forming a Lane County ACT, I anticipate leading a project team that includes at least Lane County and ODOT staff, drawing on their experience and resources.

Office Location

My home office is centrally located in Eugene, within bicycling distance to offices in Eugene and Springfield and easy driving distance to locations in Veneta, Florence, Junction City, Oakridge, Cottage Grove and other Lane County locations.

I am a “resident bidder” as that term is defined by ORS 279A.120.

Time Availability

As an independent contractor, I have significant flexibility in my work schedule. Over the course of the project, I can guarantee I will be available on average 10 hours per week or about 25% of my time, if needed. (But this proposal does not anticipate the project requiring that much time.) More importantly, I have the flexibility to adjust other projects and am available to work full-time or more to meet critical deadlines, when that is occasionally necessary.

As noted above in the “Bringing People Together” subsection, in previous efforts I have done what it needed to reach a successful outcome.

b. Qualifications of specific staff.

As an independent consultant with no other employees, I will be the project manager. See the section above for a summary of my qualifications, etc.

c. Consultant’s experience pertaining to developing and facilitating decision processes that are similar in complexity, scope, process, and substance to developing a charter for formation of an ACT.

See the “Bringing People Together” subsection above for a description of my experience with projects similar to forming an ACT.

d. Proposed Work Schedule (single sheet) based on the requirements listed in Attachment D, "Proposed Process for Forming a Lane County ACT" to this RFPs, listing discrete tasks and associated deliverables. Include cost proposals for deliverables.

As is a matter of public record, at the request of Commissioner Handy and with advice from Jamon Damon of Oregon Consensus and Andrea Riner of Lane Council of Governments, I developed the *Proposed Process for Forming a Lane County ACT* approved by the Lane County Board of Commissioners. Thus consider that document to be included in this proposal by reference.

See Attachment A for a proposed work schedule, listing discrete tasks and associated deliverables, with time and cost estimates.

e. Billing Rate.

I bill at \$100 per hour for time working on the project. I will provide a detailed accounting of my time in tenths of an hour.

I do not bill for travel within Eugene and Springfield.

For travel to other locations in Lane County or elsewhere, should that be occasionally necessary, I bill at a half rate of \$50 per hour for travel time. I will absorb all other costs associated with travel.

Given that ODOT has agreed to provide a meeting space, provide copying and mailing service, and cover other incidental expenses associated with the project, I do not anticipate billing for any other expenses associated with the project.

As detailed in Attachment A, this proposal anticipates total compensation well below \$50,000.

f. Include information, if available, about internal procedures and/or policies related to work quality and cost control.

As an independent contractor, Lane County will be working directly with me alone, and I will be accountable for the quality and cost of the services I provide. Having worked in the nonprofit sector for five years, I understand the importance of getting the most value from limited dollars.

As noted above, this proposal anticipates spending time up front interviewing stakeholders. This is an important way to contain costs, as one can identify issues much more efficiently in a 1-on-1 setting than in a group of two dozen, where each participant must wait his or her turn to speak.

**g. Provide a minimum of three and no more than five references.
References should be for similar projects.**

Each of the following people I have worked with on projects similar to forming a Lane County ACT (indicated in parentheses) has agreed to serve as a reference:

Jamie Damon

Community Consensus Director
Oregon Consensus
National Policy Consensus Center
Mark O. Hatfield School of Government
Portland State University
PO Box 751
Portland, OR 97207-0751
(503) 725-9884
jdamon@pdx.edu
(West Eugene Collaborative)

Kitty Piercy

Mayor of Eugene
777 Pearl Street, Room 105
Eugene, OR 97401
(541) 682-5010
kitty.piercy@ci.eugene.or.us
(Eugene Roundtable Group, West Eugene Collaborative, "Lane County Moving Forward Together" Conference, "Looking Back/Moving Forward" Transportation Town Hall)

Gerry Gaydos

Lane Transit District Board Member
Gaydos, Churnside & Balthrop, P.C.
P.O. Box 1499 Eugene, OR 97440
(541) 343-8060
gerry@oregonlegalteam.com
(Eugene Roundtable Group, West Eugene Collaborative, "Lane County Moving Forward Together" Conference)

Jim Welsh

Representing Eugene Association of REALTORS®, etc.
JD Welsh Co.
P.O. Box 458
Elmira, OR 97437-0458
(541) 935-1504
jdwelshco@msn.com
(West Eugene Collaborative, "Lane County Moving Forward Together" Conference)

Emily Proudfoot, ASLA

Landscape Architect, City of Eugene Public Works
Parks and Open Space Division
1820 Roosevelt Blvd.
Eugene, OR 97402
(541) 682-4915
emily.a.proudfoot@ci.eugene.or.us
(West Eugene Collaborative)

h. Diversity policy

I am an independent contractor with no employees and no plans to hire any employees.

In the future should I have a need for employees, it will be my policy to provide fair and equal employment opportunity to all qualified men and women, and to prohibit discrimination in employment on the basis of race, color, religion, sex, national origin, disability, age, sexual orientation, pregnancy, socio-economic, or marital status.

i. Other Information

Workers' Compensation: Pursuant to ORS 656.027(7)(a), as an independent contractor in accordance with ORS 670.600, I am not a worker subject to the provisions of ORS Chapter 656. Pursuant to ORS 656.128, as a sole proprietor I may elect to seek workers' compensation insurance.

Resident Bidder: Pursuant to ORS 297A.120, I am a "resident bidder." I have lived, worked and paid income taxes in Eugene, Oregon, for the past 15 years.

Attachment A: Proposed Work Schedule

As is a matter of public record, at the request of Commissioner Handy and with advice from Jamon Damon of Oregon Consensus and Andrea Riner of Lane Council of Governments, I developed the *Proposed Process for Forming a Lane County ACT* approved by the Lane County Board of Commissioners. That document is included in this proposal by reference. Following is a summary of proposed tasks, deliverables, time, cost and timing to carry out that proposal:

- I. **Identification of Preliminary List of Stakeholders:** Meet with project team (4 hours). Develop interview questions (2 hours). Develop initial list of stakeholders and experts to interview (2 hours). Schedule, conduct and summarize approximately 30 interviews, where appropriate combining interviews (30 hours). Present recommendations to Lane County Board of Commissioners for forming a "Pre-ACT" (2 hours).
Subtotal: 40 hours, \$4,000 [December 2009]
 - II. **Formation of "Pre-ACT":** Draft invitation to stakeholders to be part of a "Pre-ACT" (2 hours). Send invitations, confirm participation, schedule meetings (0 billable hours—performed by Lane County and/or ODOT staff).
Subtotal: 2 hours, \$200 [January 2010]
 - III. **Development of Proposed Charter for Lane County ACT:** Prepare for, facilitate and summarize "Pre-ACT" meetings (80 hours—assuming four meetings).
Subtotal: 80 hours, \$8,000 [February–May 2010]
 - IV. **Approval of Proposed Charter:** Prepare final report and recommendations for draft charter to Lane County Board of Commissioners (10 hours).
Subtotal: 10 hours, \$1,000 [June 2010]
 - V. **Formation of Lane County ACT:** Draft invitation to stakeholders to be part of an initial Lane County ACT (2 hours). Send invitations, confirm participation, schedule initial meeting (0 billable hours—performed by Lane County and/or ODOT staff). Organize, facilitate and summarize organizational meeting of Lane County ACT (10 hours).
Subtotal: 12 hours, \$1,200 [July 2010]
 - VI. **Presentation of Proposed Charter to OTC for Final Approval:** If desired, attend Oregon Transportation Commission meeting where draft charter is presented (6 hours, including travel time).
Subtotal: 6 hours, \$600 [August–October 2010]
- Total: 150 hours, \$15,000 [December 2009–October 2010]***

Disclaimer: As noted in the cover letter above, any effort to form a new group is different and the process for forming a Lane County ACT will necessarily need to adapt to the concerns of those involved. Unexpected issues or obstacles may arise that will impact the proposed work schedule above. A more accurate work schedule with estimates of time and cost will be developed after initial interviews are conducted.