



MEMORANDUM

DATE: March 7, 2022

TO: Mayor and City Council

FROM: Eric Holmes, City Manager
Katherine Kelly, Senior Policy Advisor

RE: **Oregon Tolling and Congestion Pricing Update**

Background

On February 7, 2022, staff provided Council an update on the [Oregon Toll Program](#) which aims to implement tolls on I-5 and I-205 to manage congestion and raise revenue for construction of improvements on a portion of I-205. Since the February update there has been discussion at the Metro Council, Metro Joint Policy Advisory Committee (JPACT) and the OR Department of Transportation (ODOT) Toll Work Group about next steps for the Program. Additional decision points through these key bodies will continue for the foreseeable future as ODOT defines parameters such as exact timing for implementation, the scale of where pricing is implemented, and potential pricing rates for their Program. Attachment A is a high-level roadmap for these decision points and the City of Vancouver is represented on these committees through the Mayor, Council members, and staff.

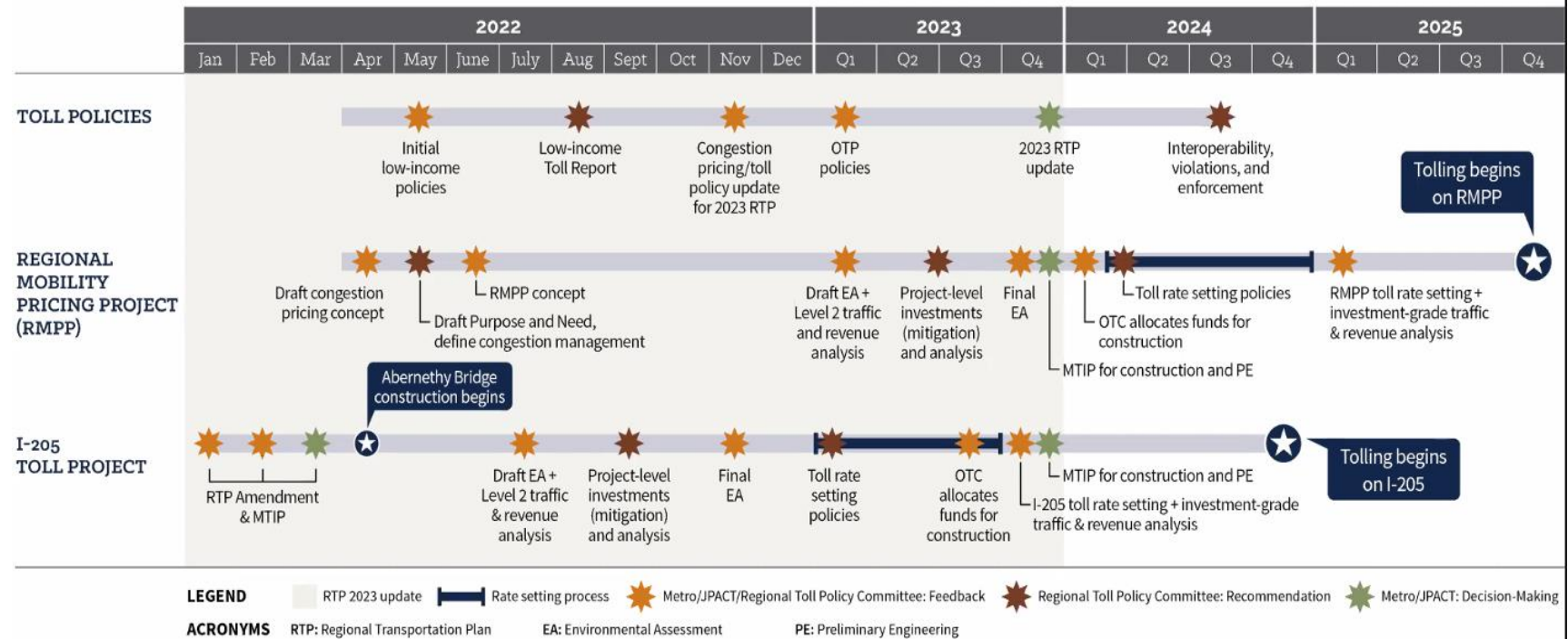
Next Steps

As ODOT's Program moves forward, Mayor and Council members have expressed interest in having a consistent City message about the Program. The most recent example of a formal statement on the ODOT Program was developed via a policy framework adopted by the City Council in 2018 (Attachments B and C). Because the Program has advanced since the 2018 Council policy framework and because there are new Council members, this framework could be updated if Council desires and staff is seeking Council direction on whether to return with a draft updated framework for consideration.

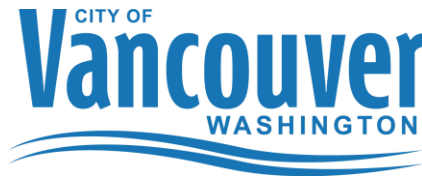
Attachments:

- A. ODOT Toll Program: Primary Committee Engagement Timeline (as of March 4, 2022)
 - B. Letter to ODOT Stating City of Vancouver 2018 Policy Framework on ODOT Value Pricing Program (later named Toll Program)
 - C. 2018 Letter to Oregon Value Pricing Program Policy Advisory Committee Co-Chairs and Oregon Transportation Commission from Vancouver City Council
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Metro/JPACT/Regional Toll Policy Committee: Engagement Timeline



Attachment B: Letter to ODOT Stating City of Vancouver 2018 Policy Framework on ODOT Value Pricing Program



May 10, 2018

Judith Gray
Value Pricing Project Manager ODOT Region 1
123 NW Flanders
Portland, OR 97209

Dear Judith,

The Vancouver City Council has endorsed a policy framework to inform their participation and engagement with the Value Pricing study. This approach reflects concerns about potential impacts to residents of Southwest Washington and the equitable distribution of benefits associated with various pricing concepts. In addition, it highlights the need to consider impacts to a future I-5 bridge replacement project, which we assume will require tolling to implement. The Council will continue to work collaboratively with the OTC towards an equitable solution that benefits the entire Vancouver/Portland Metropolitan area. Below, please find the policy framework that we have endorsed as a Council body.

Vancouver City Council Policy Framework

1. ***Extend Timeline for Value Pricing Study:*** The timeline for the Value Pricing Feasibility Analysis is insufficient. Given the significance of this project to the future of the entire region, the timeline for concept evaluation and recommendation should be extended to allow for more analysis and additional public input.
 2. ***User Equity:*** Value pricing proposals should be designed to avoid or minimize impacts and distribute benefits in an equitable manner. Any revenue generated by congestion pricing should be spent on improvements within the area where it was generated, so that those paying the toll also receive the benefits of reduced peak-hour congestion, increased vehicle/person throughput, increased travel time reliability, expanded multimodal capacity, and/or improved operations on existing roadways.
 3. ***Interstate Equity:*** The OTC should not seek approval for or implement any tolling plan that disproportionately impacts residents/commuters in Southwest Washington without providing commensurate benefits in reduced peak-hour congestion, increased vehicle/person throughput, increased travel time reliability, expanded multimodal capacity, and/or improved operations on existing roadways.
 4. ***Infrastructure Funding:*** The five concepts currently under evaluation include both congestion management strategies and bottleneck relief strategies. If one of the aims of the value pricing discussion is to fund specific infrastructure projects that relieve existing bottlenecks within the region, it should include replacement of the Interstate 5 Bridge. Under any scenario, the OTC should not implement any congestion pricing strategy that negatively impacts a future Interstate 5 bridge replacement project, which we assume will require tolling to implement.
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5. **System-Wide Impact Analysis:** The diversion and impact analysis for all tolling concepts should consider impacts to the entire regional system, including all impacted local street systems, SR-14 and SR-500 in Vancouver, and I-84, US-26 and OR-217 in Oregon.

Thank you for the opportunity

to comment. Sincerely,

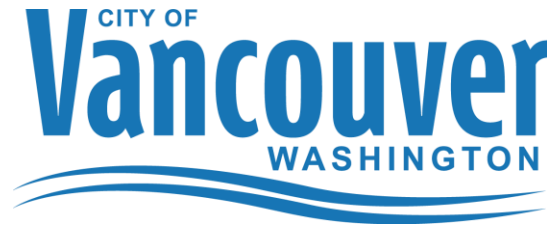

Anne McEnery-Ogle, Mayor

cc: Vancouver City Council
Chair, Marc Boldt, Clark County

Kris Strickler, WSDOT
Councilor Eileen Quiring, Clark County

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Attachment C: 2018 Letter to Oregon Value Pricing Program Policy Advisory Committee Co-Chairs and Oregon Transportation Commission from Vancouver City Council



June 29, 2018

Mr. Sean O'Hollaren
Mr. Alando Simpson
Co-Chairs of the Portland Area Value Pricing Advisory Committee
Oregon Department of Transportation Region 1
123 NW Flanders Street
Portland, OR 97209

Ms. Tammy Baney
Chair, Oregon Transportation Commission
355 Capital Street NE
MS 11
Salem, OR 97301-3871

RE: Portland Metro Area Value Pricing Feasibility Study

Dear PAC Co-Chairs and Chair of the Oregon Transportation Commission,

The Vancouver City Council recognizes the significant impacts of highway congestion on the bi-state region. Our Council embraces the need for policymakers and agencies to work together to fund and implement improvements to the bi-state regional transportation system, including bottleneck removal and operational and multi-modal enhancements. Given the significant costs of any mitigation strategy, the Vancouver City Council is compelled to advocate on behalf of our residents for fair and equitable solutions. The current value pricing proposal under consideration will have substantial impacts on commuters from around the Portland-Vancouver Metropolitan region. For the Vancouver City Council to accept a value pricing proposal, it must provide equitable distribution of both impacts and benefits and reflect the following principles:

Regional Analysis of the Bi-State Transportation System

Coordination with metropolitan area transportation and transit related agencies, including those in Southwest Washington, must be thoughtful and ongoing throughout the planning process for any long-term change to the regional, bi-state system.

- The current tolling proposals for I-5 (Concept B) and I-205 (Concept Modified E) will have impacts on the entire regional transportation system. The impact analysis for any tolling proposal must evaluate these system-wide impacts, and should not be limited to the areas directly adjacent to tolls. This should include local street systems and highways.

- A full analysis of the regional bi-state transportation system is required to understand potential future impacts of a priced regional system (Concept C or other future options). In Oregon, this analysis must include I-84, I-405, OR-26 and OR-217, as well as all regionally significant bottlenecks, including the Interstate 5 Bridge.
- This analysis must be conducted prior to implementation of a priced system concept (Concept C or other future options), and should be the basis for determining what roadways are included in it.

Regional Mitigation

The mitigation strategy for any congestion pricing project must consider the entire regional system, be equally applicable in both Oregon and Washington, and include all impacted local street systems and highways. All impacts, both direct and indirect, must be addressed by mitigation strategies that are proportional to the impact.

- Low-income residents of SW Washington must be able to access, without additional burden, discounts or subsidies that are established as part of any tolling program.
- Mitigation strategies that focus on increased transit must apply throughout the bi-state region.

As the only transit provider that operates in both Oregon and Washington, C-TRAN will be a key partner in providing enhanced service and expanded transportation options.

- In relation to transit, ODOT staff have indicated that tolling revenues may be used to support capital improvements but cannot fund expanded transit service and operational costs.
- Prior to implementation of any value pricing concept, regulatory barriers to using tolling revenues to fund transit operations, and geographic limitations on where funding can be directed, must be remedied.

Regional Project Implementation

Tolling revenues should be used to address capacity issues throughout the bi-state region, including regionally significant bottleneck projects, transit enhancements and other multi-modal improvements. We support capacity improvements that benefit the people who pay the toll.

- In order to ensure that benefits are distributed equitably, improvements should be tied to the corridor where the revenue is generated.
- Increased transit options must be provided regardless of state of origin.
- Replacement of the Interstate 5 Bridge must be included in any discussion of bottleneck relief projects.
- Tolling revenues should be used to support capacity improvements identified in and consistent with adopted regional plans.

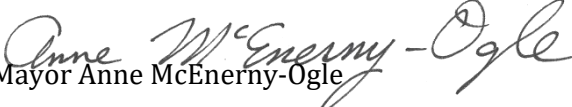
Regional Engagement

- The timeline for the Portland Area Value Pricing Feasibility Study was insufficient. In order to ensure that residents and policymakers throughout the region have the opportunity for meaningful participation, the next phase of the value pricing process must allow more time for analysis and feedback.
- The current value pricing proposal represents a significant change to our regional transportation system. Inevitable implementation glitches in a highly congested corridor could have crippling

effects on the entire system. Implementation of Concepts B and Modified E should include a high level of transparency, have comprehensive risk management strategies, and be phased to contain disruptions to small areas, with the most congested areas being transitioned last.

- The Oregon Transportation Commission must continue to engage with policymakers and constituencies in Southwest Washington.

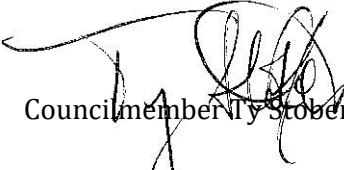
Past bi-state planning and coordination has resulted in significant and equitably beneficial regional infrastructure improvements. The Vancouver City Council hopes our concerns are acknowledged and addressed and the implementation of value pricing is collaborative and equitable. This will allow future efforts to address regional transportation challenges, like replacing the Interstate 5 Bridge, to proceed in a positive, productive and expeditious manner.


Mayor Anne McEnerney-Ogle


Mayor Pro Tem Bart Hansen


Councilmember Bill Turlay


Councilmember Alishia Topper


Councilmember Illy Stober

Councilmember Alishia Topper


Councilmember Laurie Lebowsky


Councilmember Linda Glover

MEMORANDUM

DATE: March 14, 2022

TO: Mayor and City Council

FROM: Eric Holmes, City Manager
Katherine Kelly, Senior Policy Advisor

RE: **City Council Policy Framework on Oregon Tolling and Congestion Pricing Program**

Background

On February 7, 2022, staff provided Council an update on the [Oregon Toll Program](#) which aims to implement tolls on I-5 and I-205 to manage congestion and raise revenue for construction of transportation improvements.

Following the February 7th update there was discussion among Mayor and Council members about revisiting a policy framework on the ODOT Toll Program that was adopted by the City Council in 2018. Staff returned to Council on March 7 with the 2018 policy framework and received direction to collect Council members' feedback on that policy framework, and return on March 14th for a workshop discussion on comments collected.

The purpose for reviewing the 2018 Council policy framework in a relatively short turn-around timeframe is due to the fact that a key milestone vote to support ODOT's moving into a new phase of its Toll Program will come to the Metro Joint Policy Advisory Committee on Transportation (JPACT) on March 17th. The City's JPACT representative, Mayor McEnerney-Ogle, is seeking Council's policy direction for that vote and a Council's re-affirmation or revision to the 2018 Council policy framework is intended to serve as that policy guidance.

Next Steps

Attached for discussion at the March 14th workshop is an updated version of the 2018 Council policy framework that reflects comments received from Mayor and Council since the March 7th Council session (Attachment A is a track changes version, Attachment B is a clean version). Attachments C and D are documents that have been developed by ODOT in coordination with regional stakeholders and address some of the issues noted in the Council policy framework and are included here for reference. If Council reaches consensus on an updated version of the 2018 policy framework, that will be sent to ODOT immediately upon Council's consent.

Attachments E and F are agenda items for the March 17th Metro JPACT session, where the next key milestone vote for the ODOT Toll Program is scheduled. The vote is to amend the Metro Regional Transportation Plan (RTP) and Metropolitan Transportation Improvement Program (MTIP) to include a portion of the ODOT Toll Program into those documents. If approved, funding would be allocated to begin Preliminary Engineering for tolling on a portion of I-205. Another vote by Metro JPACT to approve Construction would come at a later date.

As ODOT's Toll Program moves forward, staff will continue to provide updates for Mayor and Council.

Attachments:

- A. Council policy framework on ODOT Toll Program, March 2022 (track changes version)
- B. Council policy framework on ODOT Toll Program, March 2022 (clean version)
- C. ODOT Toll Program “Commitments”
- D. ODOT Toll Program Equity and Mobility Advisory Committee (EMAC) “Foundational Statements”
- E. Metro JPACT agenda items for March 17, 2022 session: Ordinance to amend the Regional Transportation Plan (RTP) to incorporate the I-205 Toll Project (see additional information online at: [Metro - File #: COM 22-0530 \(legistar.com\)](#))
- F. Metro JPACT agenda item for March 17, 2022 session: Resolution to amend the Metropolitan Transportation Improvement Program (MTIP) to allocate funds for the Preliminary Engineering phase of the I-205 Toll Project (see additional information online at: [Metro - File #: COM 22-0531 \(legistar.com\)](#)).

Attachment A

March 7~~14~~, 2022 Letter to Oregon Congestion Pricing Program from Vancouver City Council

The Vancouver City Council recognizes the significant impacts of ~~highway-freeway/highway~~ congestion on the bi-state region. Our Council embraces the need for policymakers and agencies to work together to fund and implement improvements to the bi-state regional transportation system, including bottleneck removal and operational and multi-modal enhancements. Given the significant costs of any mitigation strategy, the Vancouver City Council is compelled to advocate on behalf of our residents for fair and equitable solutions. The current ~~value congestion~~ pricing proposal under consideration will have substantial impacts on commuters from around the Portland-Vancouver Metropolitan region. More than 60,000 daily commuters from SW Washington that have no other alternate routes will be inequitably impacted. For the Vancouver City Council to accept a ~~value congestion~~ pricing proposal, it must provide equitable distribution of ~~both impacts and~~ benefits and reflect the following principles:

Regional Analysis of the Bi-State Transportation System

Coordination with metropolitan area transportation and transit related agencies, including those in Southwest Washington, must be thoughtful and ongoing throughout the planning process for any long-term change to the regional, bi-state system.

- The current tolling proposals for I-5 (~~Concept B~~) and I-205 (~~Concept Modified E~~) will have impacts on the entire regional transportation system. The impact analysis for any tolling proposal must evaluate these system-wide impacts, and should not be limited to the areas directly adjacent to tolls. This should include local street systems and highways.
- A full analysis of the regional bi-state transportation system is required to understand potential future impacts of a priced regional system. (~~Concept C or other future options~~). In Oregon, this analysis must include I-84, I-405, OR-26 and OR-217, as well as all regionally significant bottlenecks, including the Interstate 5 Bridge. In Washington, this analysis should include SR-14 and SR-500.
- ~~This analysis must be conducted prior to implementation of a priced system concept (~~Concept C or other future options~~), and should be the basis for determining what roadways are included in it.~~
- Clarification of timeline for when non-included freeways/highways would be congestion priced.

Regional Mitigation

The mitigation strategy for any congestion pricing project must consider the entire regional system, be equally applicable in both Oregon and Washington, and include all impacted local street systems and highways. All impacts, both direct and indirect, must be addressed by mitigation strategies that are proportional to the impact.

- Low-income residents of SW Washington must be able to access, without additional burden, discounts or subsidies that are established as part of any tolling program.
- Mitigation strategies that focus on increased transit must apply throughout the bi-state region.

As the only transit provider that currently operates in both Oregon and Washington, C-TRAN will be a key partner in providing enhanced service and expanded transportation options.

- In relation to transit, ODOT staff have indicated that tolling revenues may be currently restricted by state constitution to be used solely for ~~used to support~~ capital improvements ~~but and~~ cannot fund expanded transit service and operational costs.
- Prior to implementation of any ~~value congestion~~ pricing concept, ODOT must commit to identifying and proposing remedies to the state legislature to address the regulatory barriers to using tolling revenues to fund transit operations, and geographic limitations on where funding can be directed, ~~must be remedied~~.

Commented [KK1]: Non-arterials, e.g.

Commented [KK2]: Issue: ensure equitable distribution of facilities defined

Commented [KK3]: Need to define low-income based on impact tolling will have (i.e., address 80% AMI – low income residents definition).

Regional Project Implementation

Tolling revenues should be used to address capacity issues throughout the bi-state region, including regionally significant bottleneck projects within the defined ODOT Toll Program area, transit enhancements and other multi-modal improvements. We support capacity improvements that benefit the people who pay the toll.

- In order to ensure that benefits are distributed equitably, improvements should be tied to the corridor where the revenue is generated.
- Increased transit options must be provided regardless of state of origin.
- Replacement of the Interstate 5 Bridge must be included in any discussion of and traffic analysis related to bottleneck-congestion relief projects.
- Tolling revenues should be used to support capacity improvements identified in and consistent with adopted regional plans.

Regional Engagement

- ~~The timeline for the Portland Area Value Pricing Feasibility Study was insufficient.~~ In order to ensure that residents and policymakers throughout the region have the opportunity for meaningful participation, the ~~next phase of the value-congestion~~ pricing process must allow ~~more-sufficient~~ time for analysis and ~~integration of~~ feedback.
- The current ~~value-congestion~~ pricing proposal represents a significant change to our regional transportation system. Inevitable implementation glitches in a highly congested corridor could have crippling effects on the entire system. Implementation ~~of Concepts B and Modified E~~ should include a high level of transparency, have comprehensive risk management strategies, and be phased to contain disruptions to small areas, with the most congested areas being transitioned last.
- The Oregon Transportation Commission must continue to engage with policymakers and constituencies in Southwest Washington.

Past bi-state planning and coordination has resulted in significant and equitably beneficial regional infrastructure improvements. The Vancouver City Council hopes our concerns are acknowledged and addressed and the implementation of value-congestion pricing is collaborative and equitable. This will allow future efforts to address regional transportation challenges, like ~~replacing~~ the Interstate 5 Bridge Replacement Program, to proceed in a positive, productive and expeditious manner.

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Attachment B

March 14, 2022 Letter to Oregon Congestion Pricing Program from Vancouver City Council

The Vancouver City Council recognizes the significant impacts of freeway/highway congestion on the bi-state region. Our Council embraces the need for policymakers and agencies to work together to fund and implement improvements to the bi-state regional transportation system, including bottleneck removal and operational and multi-modal enhancements. Given the significant costs of any mitigation strategy, the Vancouver City Council is compelled to advocate on behalf of our residents for fair and equitable solutions. The current congestion pricing proposal under consideration will have substantial impacts on commuters from around the Portland-Vancouver Metropolitan region. More than 60,000 daily commuters from SW Washington that have no other alternate routes will be inequitably impacted. For the Vancouver City Council to accept a congestion pricing proposal, it must provide equitable distribution of benefits and reflect the following principles:

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Regional Project Implementation

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- In order to ensure that benefits are distributed equitably, improvements should be tied to the corridor where the revenue is generated.
- Increased transit options must be provided regardless of state of origin.
- Replacement of the Interstate 5 Bridge must be included in any discussion of and traffic analysis related to congestion relief projects.
- Tolling revenues should be used to support capacity improvements identified in and consistent with adopted regional plans.

Regional Engagement

- In order to ensure that residents and policymakers throughout the region have the opportunity for meaningful participation, the congestion pricing process must allow sufficient time for analysis and integration of feedback.
- The current congestion pricing proposal represents a significant change to our regional transportation system. Inevitable implementation glitches in a highly congested corridor could have crippling effects on the entire system. Implementation should include a high level of transparency, have comprehensive risk management strategies, and be phased to contain disruptions to small areas, with the most congested areas being transitioned last.
- The Oregon Transportation Commission must continue to engage with policymakers and constituencies in Southwest Washington.

Past bi-state planning and coordination has resulted in significant and equitably beneficial regional infrastructure improvements. The Vancouver City Council hopes our concerns are acknowledged and addressed and the implementation of congestion pricing is collaborative and equitable. This will allow future efforts to address regional transportation challenges, like the Interstate 5 Bridge Replacement Program, to proceed in a positive, productive and expeditious manner.

I-205 Toll Project: Commitments for ODOT and Portland Regional Partners

Elevating the role of local policymakers and stakeholders by creating a Regional Toll Policy Committee and clarifying the role for local decision-making.

1. Toll projects and policies will continue to be developed in coordination with regional partners to build an equitable and successful transportation system, for the region and the state.

To accomplish this goal, we commit to the following:

- Supporting the creation of a Regional Toll Policy Committee (RTPC) provide recommendations on key policies and project-level decisions, which include:
 - Addressing impacts to people experiencing low incomes
 - Defining the corridor for net toll revenues
 - Financing plan, strategy, and partnerships needed to advance ODOT's Urban Mobility Strategy
 - Short- and long-term plan for mitigation and monitoring to address neighborhood health and safety impacts from tolling-based diversion
 - Comprehensive strategy for enhanced and increased transit and multimodal transportation options
 - How congestion management is defined and achieved through the RMPP environmental review analysis
- Clarifying the Metro Council and JPACT decision-making role in future toll program development.
- Supporting Equity and Mobility Advisory Committee (EMAC) through toll rate setting to continue their work in recommending equitable steps for ODOT and the OTC.

Timing: February 2022 through 2024.

Develop diversion impacts and mitigation plan in coordination with the region.

2. ODOT is continuing to evaluate the potential for diversion as our planning work continues, and our consultant teams are actively working with Metro modelers and other experts from across the region to ensure we identify potential impacts, propose and adopt appropriate mitigation measures and timelines in our I-205 Toll Project Environmental Assessment (EA).

To provide clarity on the timing of diversion information and address concerns about the short- and long-term plans, we commit to the following:

- Supporting the creation of a Regional Toll Policy Committee (RTPC) provide recommendations on project-level decisions for mitigation, which includes:
 - Review short- and long-term plans for mitigating the impacts of rerouting through the I-205 Toll project and Regional Mobility Pricing Project (RMPP)
 - Development of the monitoring programs for once tolls are in place would consider the following factors:

- Performance measures to track goals and diversion patterns
 - Accountability structure, especially for local governments and the commitments to equity
 - Plan to work with local communities to address impacts (e.g. needs for incident management support, manage traffic flows, technical support, and financial resources to defray indirect costs)
- The I-205 Toll Project will include the following:
 - Design to prioritize safety on local streets by minimizing diversion to local roads
 - Identify local projects as mitigation
 - Study impacts in 2027
 - Work with local governments and communities to gain input on the plan for, and prioritization of, mitigation investments deal with the impacts that communities, neighborhoods, and residents experience from diversion from a toll on I-205
 - Measure vehicle miles traveled (VMT) on I-205 and local roadways
 - Conduct modeling, data analysis, and mapping to understand impacts and benefits
 - Conduct analysis of cost impacts on users compared to travel-time benefits

Timing: RTPC begins in March 2022 and the draft I-205 Toll Project Environmental Analysis is published in June 2022.

Enhancing the connection between the Regional Mobility Pricing Project and I-205 Toll Project.

3. We need regional commitment and partnership to both accelerate the schedule and fully develop the RMPP system. The I-205 Toll Project with the Regional Mobility Pricing Project (RMPP) should be connected in terms of approach to develop a comprehensive regional tolling and congestion pricing plan.

To accomplish this goal, we agree to the following:

- Every I-205 Toll Project policy decision is a regional toll policy decision.
- Policy decisions outlined on the OTC Roadmap will be vetted through the RTPC.
- Public policies for tolling and congestion pricing will be included in both the Oregon Highway Plan and Regional Transportation Plan update processes.
- Through the RMPP environmental analysis, we will work together to design a comprehensive system to manage congestion, address VMT, Greenhouse Gas Emissions (GHG), safety, diversion, and air quality goals, and response to travel demand.
- In late 2023, ODOT will be completing the environmental analysis for RMPP, the I-205 toll rate setting will started but not be finalized. At that time ODOT will solicit a recommendation from the RTPC and will need JPACT and Metro Council to adopt the updated RTP and MTIP amendment to proceed. This will be a key check in point with the region on how the I-205 Toll Project and RMPP are being developed as a comprehensive system.
- We plan to set up operations to manage the I-205 Toll Project, the Regional Mobility Pricing Program and variable rate tolling on the Interstate Bridge Replacement Project as one comprehensive, congestion pricing system.

Timing: Congestion pricing/toll policy updates to the Oregon Transportation Plan (OTP) and Regional Transportation Plan updates are planned to occur between early 2022 and mid-late 2022. The assumptions for RMPP environmental analysis are being set in late 2022. The OTP, RTP, and MTIP adoption is planned to occur in late 2023.

Centering equity in our process and outcomes.

4. To center equity in the process and outcomes of the I-205 Toll Project and Regional Mobility Pricing Project, and specifically address impacts to people experiencing low incomes, we commit to the following:
 - Apply the Oregon Toll Program's Equity Framework to the development of toll projects.
 - Support the development of EMAC recommendations through toll rate setting on the RMPP.
 - Pursue actions to support the EMAC/OTC Foundation Statements.
 - Explore a program to diversify the workforce for the toll operation, considering the Construction Career Pathways framework that has been adopted by Metro and other local agencies.
 - To understand impacts to low-income users of the transportation system, evaluate the costs of transportation to users compared to their relative incomes.
 - Use a consistent and standard program for low-income users across the region.
 - Consider how to address lower-income workers who will not be able to adjust their schedule.
 - Include a plan for how to address cost-burdened low income drivers from day one.

Timing: See the EMAC 2022 Game Plan for recommendations and OTC Roadmap for timing of future recommendations. Our plan for how to address impacts to people experiencing low-incomes will be developed with feedback from Metro Council, JPACT, and a recommendation from the RTPC by September 2022.

Increasing regional transit and multimodal transportation options

5. Work in coordination with the Transit Multimodal Work Group (TMWG), composed of Portland regional transit and multimodal transportation service providers, to ensure that a reliable, emissions-reducing, and a competitive range of transportation options are provided to advance climate, safety, and mobility goals, and prioritize benefits to Equity Framework¹ communities.

¹ As defined by the Oregon Toll Program's [Equity Framework](#), people experiencing low-income or economic disadvantage; Black, Indigenous, and People of Color (BIPOC); older adults and children; persons who speak non-English languages, especially those with limited English proficiency; persons living with a disability; and other populations and communities historically excluded and underserved by transportation projects.

To accomplish this goal, we commit to the following:

- TMWG will help ODOT create a Transit and Multimodal Corridor Strategy for I-205 and I-5 that addresses “impact area” of the tolling projects.
- TMWG will provide a recommendation on how transit and multimodal transportation options are addressed in the toll project environmental analysis documents.
- ODOT will work with the TMWG on interoperability between transit and tolling services.

Timing: The draft I-205 Toll Project Environmental Analysis is planned for June 2022.

Providing the fiscal transparency needed to build trust and understanding.

6. All groups needs to know what fiscal information is available today and when we will know more about the financing plans and revenue assumptions for the I-205 Toll Project, RMPP, and how they fit into the ODOT Urban Mobility Strategy.

To accomplish this goal, we commit to the following:

- Understanding that the schedule for implementing tolls on I-205 is directly linked to the construction schedule for the I-205 Improvements Project.
- Share information what we know today and the plan for when we will know more about estimated toll revenues and allocation.
- Share the I-205 Improvements Project funding plan, including the sources of anticipated revenue and the amount of money that each revenue source will contribute.
- Clarify the allowed uses of tolling dollars on I-205 (what elements of mitigation, transit, and equity can be funded with current tolling model and what cannot?).
- Clarify the financial plan, or timing when it will be available, behind the RMPP and how I-205 fits into the long-term plan for congestion pricing in the region. Also, the financial connections between I-205 improvements, I-205 toll rates, and RMPP.

Timing: The draft I-205 Toll Project Environmental Analysis, which includes a NEPA-level traffic and revenue analysis, will be available in June 2022. The RMPP will have high-level toll rate ranges and revenue estimates as a part of the Planning and Environmental Linkages process, which is being prepared for spring 2022.

Oregon Toll Program

Foundational Statements



Updated November 19, 2021

FOUNDATIONAL STATEMENTS

The Foundational Statements will serve as building blocks for the Equity and Mobility Advisory Committee's (EMAC) recommendations to inform commitments from ODOT and the Oregon Transportation Commission (OTC) to advance equity through the Oregon Toll Program. To provide high-level consensus, the following Foundational Statements were developed by EMAC, in partnership with ODOT staff.

The statements were unanimously supported by the OTC at their November 18, 2021 meeting:

1. **Provide enough investment to ensure that reliable, emissions-reducing, and a competitive range of transportation options** (bike, walk, bus, carpool, vanpool, etc.) are provided to advance climate, safety, and mobility goals, and prioritize benefits to Equity Framework communities.
2. **Climate and equity needs are connected and solutions must be developed to address both at the same time.** Further work needs to be done to support both congestion management and vehicle miles traveled (VMT) reduction with an emphasis on increasing functional alternatives to driving, while not increasing diversion nor heavily impacting low-income car-dependent people.
3. **There must be toll-free travel options available** to avoid further burdening people experiencing low-incomes who are struggling to meet basic needs (food, shelter, clothing, healthcare).
4. To the greatest degree possible, **investments that are necessary to advance equity must be delivered at the same time as highway investments and be in place on day 1 of tolling or before.** Additional work needs to be completed to identify these investments.
5. **Tolling must be user-friendly system** that is clear and easy to use by people of all backgrounds and abilities, including linguistic diversity, and those without internet access.
6. **Equitable benefits that are offered in Oregon must extend into Southwest Washington.**
7. **Although the toll projects will have a statewide impact, they must be developed in coordination with regional partners** to build an equitable and successful transportation system, together.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AMENDING THE 2018	)	ORDINANCE NO. 21-1467
REGIONAL TRANSPORTATION PLAN TO	)	
INCLUDE THE PRELIMINARY ENGINEERING	)	Introduced by Chief Operating Officer
PHASE OF THE I-205 TOLL PROJECT, AND TO	)	Marissa Madrigal in concurrence with
CLARIFY THE FINANCIAL CONNECTION OF	)	Council President Lynn Peterson
THE I-205 TOLL PROJECT TO THE I-205	)	
IMPROVEMENT PROJECT	)	

WHEREAS, the Regional Transportation Plan (RTP) is the federally-recognized metropolitan transportation plan for the greater Portland region, and must be updated every five years; and

WHEREAS, the RTP fulfills statewide planning requirements to implement Statewide Planning Goal 12 (Transportation), as implemented through the Transportation Planning Rule and the Metropolitan Greenhouse Gas Reduction Targets Rule; and

WHEREAS, the RTP is a central tool for implementing the Region 2040 Growth Concept, and constitutes a policy component of the Regional Framework Plan; and

WHEREAS, the most recent update to the RTP was completed on December 6, 2018, following approval by the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council; and

WHEREAS, JPACT and the Metro Council must approve any subsequent amendments to add new projects or policies or to substantially modify existing projects or policies in the RTP; and

WHEREAS, amendments to the RTP must be reviewed for consistency with the priority outcomes, goals, objectives and policies in the RTP, including verification of fiscal constraint, consistent with the process and procedures defined in Chapter 8 of the RTP; and

WHEREAS, the public must be provided an opportunity to review and comment on proposed amendments to the RTP, consistent with the policies and procedures in Metro's Public Engagement Guide; and

WHEREAS, the greater Portland region has experienced significant growth and demographic changes, that are forecasted to continue into the future; and

WHEREAS, the region's significant growth has resulted in increasing congestion, particularly on the greater Portland area's throughways; and

WHEREAS, ongoing efforts to address congestion in the region include directing growth in designated centers and corridors served by high-quality transit in combination with investments in system and demand management strategies, improving transit service and reliability, increasing bicycle and pedestrian connections and adding roadway capacity in targeted ways; and

WHEREAS, the 2018 RTP found that these strategies are not sufficient for addressing growing congestion and that the region must also manage demand; and

WHEREAS, congestion pricing, wherein drivers are charged directly for their use of roadways, bridges, or parking, is used in congested regions around the world to improve mobility, reduce pollution

and greenhouse gas emissions, and to raise revenue to fund investments in their transportation systems; and

WHEREAS, the 2018 RTP identifies congestion pricing as a high priority, high impact strategy to address congestion in ways that also advance achievement of the region's climate, equity, and safety goals; and

WHEREAS, the Metro Council and JPACT adopted policies in the 2018 RTP to expand the use of pricing strategies to manage vehicle congestion and encourage shared trips and the use of transit; and in combination with increased transit service, consider use of pricing strategies to manage congestion and raise revenue when one or more lanes are being added to throughways designated in the RTP; and

WHEREAS, the Oregon Department of Transportation (ODOT) is studying options for a variable rate toll on all lanes of Interstate 205 (I-205) between Stafford Road and Oregon Route 213 (OR 213), known as the I-205 Toll Project, and the tolls would raise revenue to complete financing for the planned I-205 Improvement Project and manage congestion on this section of I-205; and

WHEREAS, ODOT is preparing to move the I-205 Toll Project forward in the National Environmental Policy Act (NEPA) review process and, as part of this process, requested an amendment to the 2018 RTP; and

WHEREAS, the requested RTP amendment would add a preliminary engineering phase for the I-205 Toll Project to the RTP financially constrained project list, and clarify the financial connection of the I-205 Toll Project to the I-205 Improvement Project in Chapter 8 of the RTP; and

WHEREAS, the ODOT I-205 Toll Project has been coordinated with other ODOT planning and project development efforts, including the Regional Mobility Pricing Project and the I-205 Improvements Project, and will continue to be coordinated in the future; and

WHEREAS, the planning work to date has been conducted with input from several state, regional and local committees, elected bodies and commissions, such as the Transportation Policy Alternatives Committee (TPAC), the Metro Technical Advisory Committee (MTAC), the Metro Policy Advisory Committee (MPAC), the Oregon Transportation Commission, the Region 1 Area Commission on Transportation (R1ACT), ODOT's Equitable Mobility Advisory Committee (EMAC), and County Coordinating Committees (staff and policymakers) in the greater Portland area; and

WHEREAS, Metro held a 45-day public comment period on the requested amendment from October 1 to November 15, 2021; and

WHEREAS, the Metro Council held a public hearing on November 4, 2021 to accept public testimony and comments regarding ODOT's requested RTP amendment; and

WHEREAS, approval of the requested amendment to the 2018 RTP will allow the I-205 Toll Project to continue to move forward in the NEPA review process and allows a separate amendment to the 2021-2024 Metropolitan Transportation Improvement Program (MTIP) to move forward for consideration by JPACT and the Metro Council to program funding for the preliminary engineering phase for the I-205 Toll Project, now therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The 2018 Regional Transportation Plan is hereby amended, as indicated in attached Exhibit A, attached and incorporated into this ordinance.

~~1.2.~~ The commitments set forth in Exhibit B, "I-205 Toll Project: Commitments for ODOT and Portland Regional Partners," attached and incorporated into this ordinance, must be addressed as part of the NEPA process.

~~2.3.~~ The "Summary of Comments Received and Recommended Actions," attached as Exhibit BC, is incorporated by reference and any amendments reflected in the recommended actions are incorporated in Exhibit A.

~~3.4.~~ The Findings of Fact and Conclusions of Law in Exhibit CD, attached and incorporated into this ordinance, explain how this amendment complies with the Regional Framework Plan, statewide planning laws and the Oregon Transportation Plan and its applicable components.

ADOPTED by the Metro Council this ____ day of _____, 2022.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: March 11, 2022

To: Joint Policy Advisory Committee on Transportation (JPACT)

From: Tom Kloster, Chair, Transportation Policy Alternatives Committee (TPAC)
Carrie MacLaren, Metro Attorney
Michelle Bellia, Senior Attorney

Subject: Ordinance No. 21-1467, I-205 Toll Project amendment to the 2018 Regional Transportation Plan: Background, TPAC Recommendation, JPACT Process

Background

On November 4, 2021, the Metro Council considered for first read Ordinance No. 21-1467¹ (I-205 RTP Amendment). The I-205 RTP Amendment is a request from the Oregon Department of Transportation (ODOT) to amend the 2018 RTP to (1) add the preliminary engineering phase for the I-205 Toll Project to the RTP financially constrained project list; and (2) clarify the financial connection of the I-205 Toll Project to the I-205 Improvement Project in the RTP. On the same day, the Metro Council held a public hearing on the I-205 RTP Amendment. The Joint Policy Advisory Committee on Transportation (JPACT) and the Transportation Policy Alternatives Committee (TPAC) have been engaged both before and after the Metro Council's November 4 first read.

On March 4, 2022, TPAC considered the I-205 RTP Amendment for recommendation to JPACT. As set forth in more detail below, TPAC voted to recommend to JPACT an amended version of the I-205 RTP Amendment.

TPAC Recommendation

Before the March 4 TPAC meeting, Clackamas County submitted proposed revisions to the I-205 RTP Amendment to the TPAC membership for consideration. As part of the TPAC discussion of the I-205 RTP Amendment at the March 4 meeting, ODOT provided additional background for their amendment request, including a list of commitments (ODOT Commitments), and proposed further revisions to the changes proposed by Clackamas County (Clackamas County/ODOT revisions).

During deliberations on March 4, a TPAC member moved to amend the recommendation to include the Clackamas County/ODOT revisions to the amended I-205 project description. The motion further requested that Metro staff develop appropriate language to align the Clackamas County/ODOT revisions with the technical and legal nature of the 2018 RTP. Metro staff suggested an approach to (1) add elements of the Clackamas County/ODOT revisions to the I-205 RTP Amendment project summary and description where legally and technically feasible; and (2) incorporate the ODOT Commitments and the Clackamas County/ODOT revisions as part of Ordinance No. 21-1467.

¹ Ordinance No. 21-1467 For the Purpose of Amending the 2018 Regional Transportation Plan to Include the Preliminary Engineering Phase of the I-205 Toll Project, and to Clarify the Financial Connection of the I-205 Toll Project to the I-205 Improvement Project.

Memo to: Joint Policy Advisory Committee on Transportation (JPACT)
From: Tom Kloster, TPAC Chair
Date: March 11, 2022

TPAC voted in favor of the recommendation.

JPACT Process

During the meeting on March 17, 2022, JPACT will consider the proposed RTP Amendment. Attachment 1 is the revised version of the I-205 RTP Amendment drafted by Metro staff to capture TPAC's recommendation.² Attachment 1 to this memo includes (1) revisions to Ordinance No. 21-1467 to add "I-205 Toll Project: Commitments for ODOT and Portland Regional Partners"³ as Exhibit B; (2) Exhibit A to the Ordinance, which shows in highlight the TPAC-recommended revisions⁴ drafted by Metro staff; (3) Exhibit B to the Ordinance, "I-205 Toll Project: Commitments for ODOT and Portland Regional Partners;" and (4) Exhibit C⁵ to the Ordinance.

Any action on a motion to make a recommendation to Metro Council on the I-205 RTP Amendment may start with the Attachment 1 version of the amendment. Motions to amend that version, if any, may then be considered.

Example motion:

I move to recommend Metro Council adoption of Ordinance No. 21-1467 in the form recommended by TPAC and as described in Attachment 1 to this memo.

[Second]

[Deliberation, during which amendments may be offered]

² These revisions also include language ODOT requested be added to or deleted before the March 4, 2022, TPAC meeting. TPAC had no objections to that request.

³ Proposed Exhibit B combines language from the ODOT Commitments and Clackamas County/ODOT revisions, discussed by TPAC on March 4.

⁴ Where possible, Metro staff added relevant language from the Clackamas County/ODOT revisions document to both the Project summary and description.

⁵ Summary of Comments Received and Recommended Actions.

Attachment F

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AMENDING THE 2021-26	)	RESOLUTION NO. 21-5234
METROPOLITAN TRANSPORTATION	)	
IMPROVEMENT PROGRAM (MTIP) TO ADD THE	)	Introduced by: Chief Operating Officer
PRELIMINARY ENGINEERING PHASE FOR ODOT'S	)	Marissa Madrigal in concurrence with
I-205 TOLLING PROJECT ALLOWING NEPA AND	)	Council President Lynn Peterson
DESIGN ACTIVITIES TO BEGIN (FB22-06-FEB)	)	

WHEREAS, the Metropolitan Transportation Improvement Program (MTIP) prioritizes projects from the Regional Transportation Plan (RTP) to receive transportation related funding; and

WHEREAS, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council approved the 2021-24 MTIP via Resolution 20-5110 on July 23, 2020; and

WHEREAS, JPACT and the Metro Council must approve any subsequent amendments to add new projects or substantially modify existing projects in the MTIP; and

WHEREAS, the U.S. Department of Transportation (USDOT) has issued clarified MTIP amendment submission rules and definitions for MTIP formal amendments and administrative modifications that both ODOT and all Oregon MPOs must adhere to which includes that all new projects added to the MTIP must complete the formal amendment process; and

WHEREAS, the Oregon Transportation Commission (OTC) established the Portland Metro Area Value Pricing Feasibility Analysis study which originated from the Oregon Legislature and HB21017 to explore the options available and determine how and where congestion pricing could help improve congestion on I-5 or I-205 during peak travel times; and

WHEREAS, OTC adopted the recommendations from their Public Advisory Committee during August 2018 that provided both short term initial implementation concepts and longer term phase implementation recommendations for tolling upon I-5 and I-205; and

WHEREAS, a component of the recommendations included I-205 all lane tolling from OR213 to Stafford Road as a pilot test project; and

WHEREAS, OTC approved a total of \$60 million during their March 2021 meeting in support of tolling implementation needs of which \$27,257,890 is being committed to the I-205 Variable Rate Tolling project; and

WHEREAS, ODOT has now requested Metro add the Preliminary Engineering phase for the I-205 Variable Rate Tolling pilot project to the constrain portion of the current 2018 Regional Transportation Plan; and

WHEREAS, ODOT also has submitted an MTIP formal amendment to Metro to add the PE phase for the I-205 Variable Rate Tolling Project; and

WHEREAS, approval of the formal MTIP amendment is contingent first upon approval of the RTP amendment; and

WHEREAS, the key PE phase objectives of the I-205 Variable Rate Tolling project in the MTIP are to complete design & NEPA activities for variable rate tolling implementation across all lanes to manage congestion and to raise revenue to fund construction of the I-205 improvements projects from approximately OR213 to Stafford Rd.; and

WHEREAS, RTP consistency check areas included financial/fiscal constraint verification from OTC's approval actions, and eligibility and proper use of committed funds confirm that the MTIP's financial constraint finding is maintained a result of the approval of the I-205 Variable Rate Tolling Project MTIP Formal Amendment; and

WHEREAS, a performance assessment against the RTP's four priority investment goals of congestion relief, climate, equity, and safety also is being completed with follow assessments expected to occur; and

WHEREAS, RTP adjustments and conditions do not impact the MTIP amendment's programming of the PE which allows the PE programming for the I-205 Tolling project to move forward without changes to the original proposed project programming; and

WHEREAS, Metro's Transportation Policy and Alternatives Committee (TPAC) received their notification plus amendment summary overview, and recommended approval to Metro's Joint Policy Advisory Committee on Transportation (JPACT) on March 4, 2022; and

WHEREAS, JPACT approved Resolution 21-5234 consisting of the I-205 Variable Rate Tolling Project Formal MTIP Amendment on March 17, 2022 and provided their approval recommendation to Metro Council; now therefore

BE IT RESOLVED that the Metro Council hereby adopts the recommendation of JPACT on April 14, 2022 through Resolution 21-5234 to formally amend the 2021-26 MTIP to include the preliminary engineering phase of the new ODOT I-205 Variable Rate Tolling Project.

ADOPTED by the Metro Council this ____ day of _____ 2022.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

ODOT Toll Program: Update and Council Policy Framework



March 14, 2022

Katherine Kelly, Senior Policy Advisor

ODOT Toll Program: Overview

Purpose = generate revenue from tolls to:

- Manage congestion during peak hours
- Fund improvements prioritized by the OR State Legislature: Abernethy Bridge and additional improvements along I-205
- Fund additional transportation capital projects that are to be defined and prioritized as part of the NEPA planning process.

Revenue will be generated by those who use the system = a “user fee”

Toll Rates:

- Rates will be variable, with higher peak hour rates and lower off-peak rates (i.e., not set “dynamically” where rates shift in real-time based on congestion levels)
- Variable rates support congestion management especially during peak hours

ODOT Toll Program: I-5 and I-205



Regional Mobility Pricing Project (RMPP)

- Blue Portion =
 - 2022: Purpose and Need – late 2022
 - 2023 – 2024: NEPA
 - 2025: Toll rates set and implemented
- Orange Portion = I-205 Toll Project

ODOT Toll Program: I-205 Toll Project

I-205 Toll Project: OR-213 to Stafford Road



First phase of I-205 Toll Project

- Partially Funded
- Toll revenue to be used to fund additional phases of I-205 Toll Project

Abernethy Bridge Improvements ("I-205 Improvements Project")



Metro JPACT (March 17, 2022)

- Amend Regional Transportation Plan (RTP) to include this project
- Allocate funds in Metropolitan Transportation Improvements Program (MTIP) for Preliminary Engineering

ODOT Commitments

1. Elevating the role of local policymakers by creating a Regional Toll Policy Committee and clarifying the role for local decision-making.
2. With partners, develop diversion impacts and mitigation plan.
3. Enhancing the connection between the Regional Mobility Pricing Project and I-205 Toll Project.
4. Centering equity in our process and outcomes.
5. Increasing regional transit and multimodal transportation options
6. Providing the fiscal transparency needed to build trust and understanding.

Equity & Mobility Advisory Committee: Foundational Statements

1. Provide enough investment to ensure reliable, emissions-reducing, competitive range of transportation options.
2. Climate and equity needs must be connected and solutions must be developed to address both at the same time.
3. There must be toll-free travel options available.
4. To the greatest degree possible, investments that are necessary to advance equity must be delivered at the same time as highway investments and be in place on day 1 of tolling or before.
6. Tolling must be user-friendly system.
7. Equitable benefits that are offered in Oregon must extend into Southwest Washington.
8. Although the toll projects will have a statewide impact, they must be developed in coordination with regional partners.

City Council Policy Framework: Key Components

- Regional mitigation of impacts on low-income residents, including enhanced transit service
- Analysis of the bi-state transportation system beyond I-5 and I-205
- Regional Implementation- transit, payers benefit, revenues stay in corridor where they are generated
- Regional Engagement- ongoing engagement with policymakers/ constituencies in SW WA

Next Steps

- Consider revisions to 2018 Council Policy Framework and submit to ODOT
- Continue participation in regional partner working groups
- Ongoing updates to Council throughout the process

Questions and Discussion

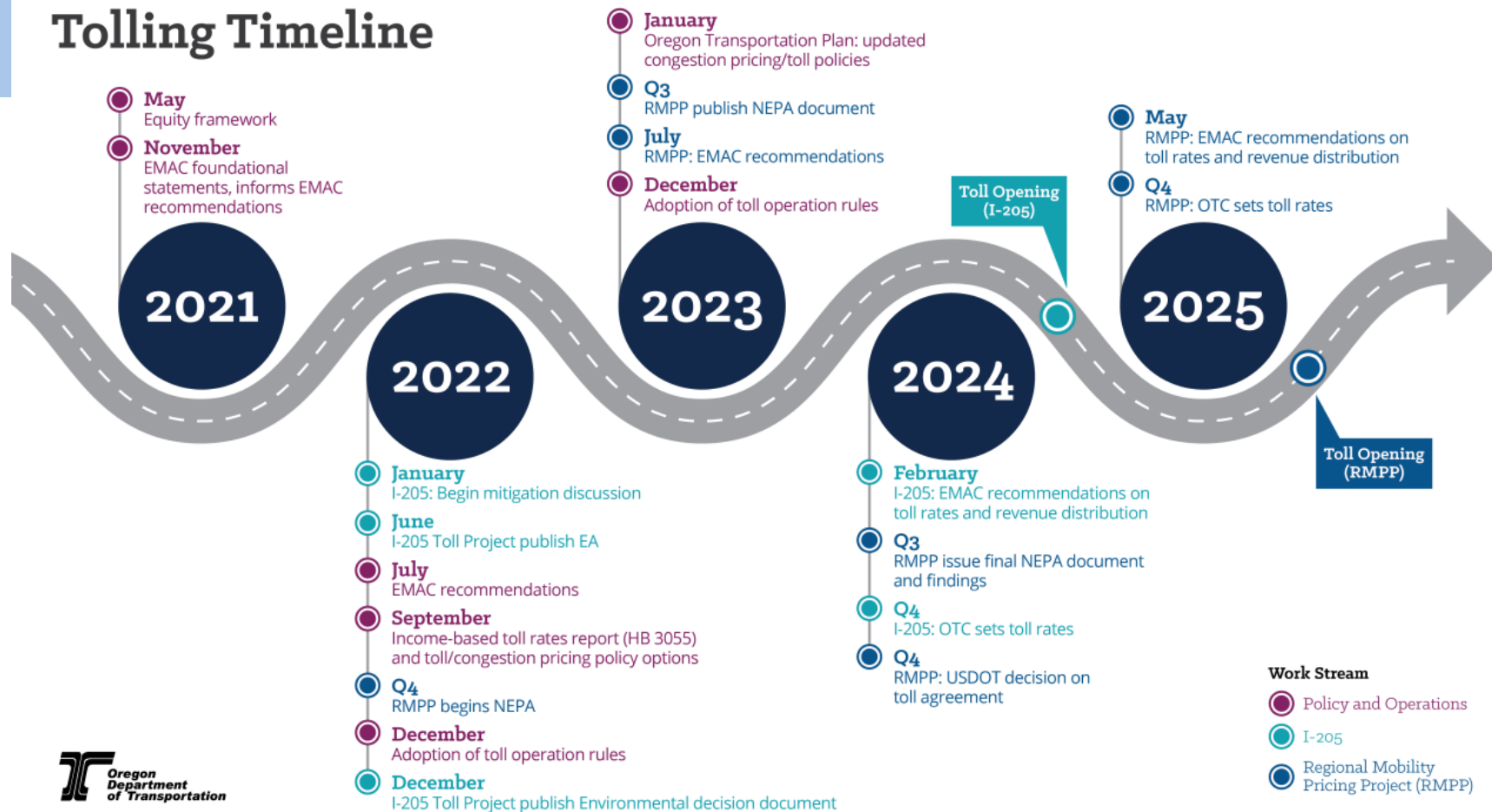
VANCOUVER
CITY HALL



Katherine Kelly, Senior Policy Advisor
Katherine.Kelly@cityofvancouver.us

ODOT Tolling Program:
www.OregonTolling.org

Tolling Timeline



Business License Surcharge Review

VANCOUVER
CITY HALL



March 14, 2022

Vancouver City Council Workshop

**Patrick Quinton, Economic Development
Director**

Natasha Ramras, Chief Financial Officer

Presentation Overview

Provide an update on the Business License Surcharge (BLS) refund program for businesses most impacted by Pandemic restrictions.

Revisit BLS waiver for large employers.

Introduce potential changes to BLS structure to reflect a more progressive policy and support additional public investment opportunities.

Target Workshop Outcomes

- Confirm direction regarding extension of current **limited BLS refund** for businesses most severely impacted by pandemic.
- Seek council direction on development of **other potential BLS program reform or expansions**

Prior Council Review – overall BLS program

- October 2021 – Council Workshop to review proposed changes to BLS waiver program
- December 2019 – DA approval with Hewlett Packard
- Approval of the waiver program and 3 subsequent amendments to the overall BLS program between 2007 and 2017

Business License Surcharge Overview

- The BLS was authorized by Council January 1, 2007, to provide a funding source to support transportation capital projects (VMC 5.04.095).
- In 2016, the utilization of the BLS was expanded to partially fund an increase in police staffing between 2016-2020.
- All businesses with annual gross receipts greater than \$12,000 operating in the City of Vancouver pay a BLS fee equal to \$90 per FTE employee per year.
- BLS has been raised four times since 2007, from \$50 to \$90 per FTE per year, with amounts above \$70/FTE dedicated to police.

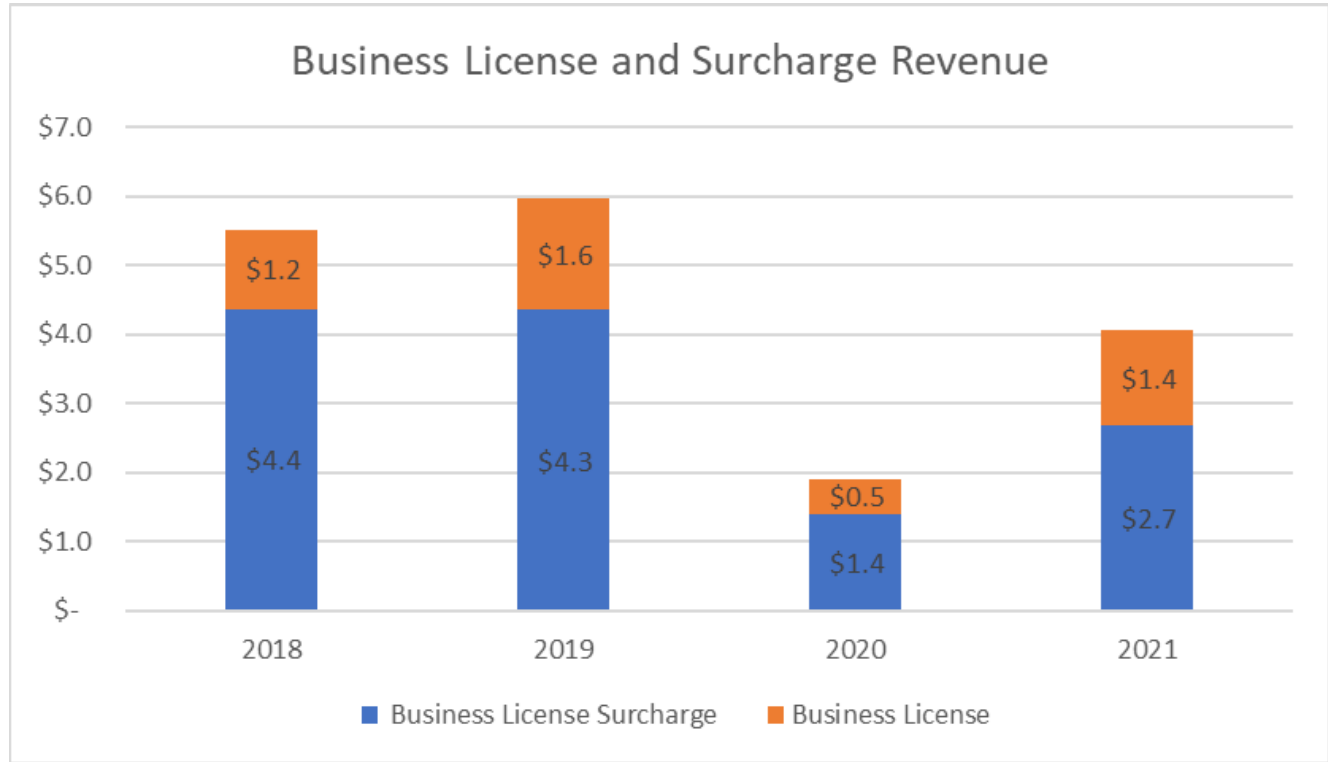
Business License Surcharge

COVID-19 Pandemic Based Refund Extension for Select Industries

BLS Program Modifications due to COVID

- In April of 2020, Council suspended the BLS program for 12 mos.
- In April of 2021, Council extended BLS refunds for businesses in COVID impacted industries, including restaurants, movie theaters, bowling alleys and fitness facilities.
 - Up to 500 businesses eligible
 - Total foregone revenue: \$76.5 thousand
 - 90 companies have applied and received refunds
 - Refund program will expire on March 31, 2022, unless extended

BLS Revenue



BLS COVID – Related Refund Program

- Due to the limited financial impact on the City and significant benefit to the disproportionately impacted by COVID select industries, staff recommends extending the program through the end of 2022.

BLS Program COVID – Related Refund Program

Council Discussion: Should the current BLS refund program be extended for an additional 9-month time period?

Next Steps/Timeline

- 3/21/22 –First reading of BLS refund program extension for an additional 9-month period
- 3/28/22 – Public Hearing on the BLS refund program extension

BLS Program

Large, high wage employer waiver and overall
BLS program options

Large Employer Waiver Program

Tier	Median Salary of All Business Employees	Number of New Full-Time Equivalent Employees	Annual Waiver
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Table 1. Business License Fee Surcharge Incentive

1	200% of Median Individual Income	200 - 249	Effective January 1, 2019: Surcharge Waiver, \$18,000 - \$22,410
2	175% of Median Individual Income	250 - 299	Effective January 1, 2019: Surcharge Waiver, \$22,500 - \$26,910
3	175% of Median Individual Income	300 - 399	Effective January 1, 2019: Surcharge Waiver, \$27,000 - \$35,910
4	150% of Median Individual Income	400 - 499	Effective January 1, 2019: Surcharge Waiver: \$36,000 capped
5	150% of Median Individual Income	500 - 599	Effective January 1, 2019: Surcharge Waiver: \$36,000 capped
6	125% of Median Individual Income	600 +	Effective January 1, 2019: Surcharge Waiver: \$36,000 capped

- Established for Banfield Pet Hospital HQ in 2014

HP Development Agreement

In the Development Agreement with HP, ratified in December of 2019, the City agreed to consider expanding the eligibility of the waiver to companies that relocate at least 700 FTEs within the City of Vancouver if the following criteria is met:

- i. Employees are moved to an owner-occupied building(s) of at least 200,000 square feet; AND
- ii. 100% of employees earn 125% or more of the median individual income as set by HUD for the Portland-Vancouver MSA.

Overview of Business Base

	NO FEES DUE (Profits, ≤ \$12K)	NO SURCHARGE DUE (Nonprofits)		ALL FEES DUE (Profits, > \$12K Income)		REVENUE GENERATED
# FTEs per company	# of Bus Lic Holders	# of Bus Lic Holders	# of FTEs	# of Bus Lic Holders	# of FTEs	Business License Surcharge Revenue
0-50	6,258	113	751	9,980	29,527	\$2,657,430
51-100	0	6	455	80	5,544	\$498,960
101-200	0	4	503	44	6,176	\$555,840
201-500	0	2	639	16	5,155	\$463,950
>500	0	1	1,942	2	1,596	\$143,640
TOTAL	6,258	126	4,290	10,122	47,998	\$4,319,820

Observations

- 38% of business base doesn't pay BLS
- 98.5% of businesses that pay BLS have 50 or fewer employees
- Businesses with more than 50 employees (142 in 2021) account for 1.5% of business base and 38% of BLS revenues
- Every \$10 increase in BLS rate = \$500,000/year in annual revenue

Issues for consideration

- Current system is not progressive – one size fits all
- Existing waiver program currently benefits one business
- BLS fee is a nominal amount to an individual business and therefore waiver is not a meaningful economic development incentive
- Aggregate BLS revenue is responsible for critical community investments and could fund additional investments that support local businesses and employees.

Options

A - No Change

- Status quo, one side fits all approach

B – Reform/Expansion

- Elimination of the BLS waiver program
- Adoption of a tiered BLS fee structure to increase revenue and promote fairness
- Increase in BLS rate for all businesses

Option A - No Change

- Current program
 - \$90 per employee per year flat rate with large new employer waiver
- Generates approximately \$4.5 - \$5.9 m annually, depending on economy

Option B – Reform Example 1

Rate	Revenue
\$100/FTE for all businesses 1-50 FTE \$150/FTE for all businesses > 50 FTE	\$1.4M in new additional annual revenue

- Minimum fee of \$100/FTE
- Tiered fee structure
- Generates new revenue for additional public investment

Option B – Reform Example 2

Rate	Revenue
\$100/FTE for all businesses 1-50 FTE \$200/FTE for all businesses > 50 FTE	\$2.3M in new additional annual revenue

- Minimum fee of \$100/FTE
- Progressive tiered structure
- Generates significant new revenue for additional public investment

Questions for Council

- Which of the policy options best reflects Council priorities for BLS?
- Should program continue to offer waivers for select businesses?
- If yes, what are priorities for waivers?
- If new revenue, initial thoughts on priority investment areas?

Next Steps/Timeline

- Stakeholder outreach and engagement
- Summer/Fall 2022 –returns with proposal for a restructured BLS in context of 2023-24 budget preparation

Questions and Discussion

Patrick Quinton, Economic Development Director

patrick.quinton@cityofvancouver.us

Natasha Ramras, Chief Financial Officer

natasha.ramras@cityofvancouver.us



Business License Surcharge Fee Refund 24

VOUCHER APPROVAL

We, the undersigned council members of the City of Vancouver, Clark County, Washington, do hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers listed below are approved for payment in the amount of:

\$ 7,003,868.04 this 14th day of March 2022.

DocuSigned by:



61.8919089EC5424...

MAYOR



AUDITING OFFICER

DocuSigned by:



3E1B7C3B427027

COUNCILMEMBER

DocuSigned by:



030238010513102

COUNCILMEMBER

DATE	INCLUSIVE CHECK NUMBERS	CHECK TOTAL
February 28, 2022 - March 6, 2022	Accounts Payable Checks (see attached)	\$ 6,586,024.40
February 28, 2022 - March 6, 2022	Hansen City Payments (see attached)	\$ 358,453.60
February 28, 2022 - March 6, 2022	Visa Refunds (see attached)	\$ 2,231.52
February 28, 2022 - March 6, 2022	Payroll Checks (see attached)	\$ 57,158.52
TOTAL		\$ 7,003,868.04

INVOICE PAYMENTS REPORT

<u>Payment Category</u>	<u>Payment Type</u>	<u>Check Number</u>	<u>Payment Date</u>	<u>Payment Amount</u>	<u>Payment Payee</u>	<u>Payment Memo if applicable</u>
Supplier Payment	Manual Wire	No Reference	2/25/2022	1,443.00	State of Washington Department of Licensing - Remit-To: DOL - Seattle Remit	
Supplier Payment	Manual Wire	No Reference	2/28/2022	199,955.33	Blue Cross Blue Shield of Oregon	
Supplier Payment	Manual Wire	No Reference	2/28/2022	961,727.99	Internal Revenue Service	
Supplier Payment	Manual Wire	No Reference	2/28/2022	336,349.63	Kaiser Permanente - Remit-To: Kaiser Permanente	
Supplier Payment	Manual Wire	No Reference	2/28/2022	29,228.85	State of Oregon Department of Revenue	
Supplier Payment	Manual Wire	No Reference	2/28/2022	725,190.95	State of Washington Department of Retirement System (PERS)	
Supplier Payment	Manual Wire	No Reference	2/28/2022	324,780.42	State of Washington Department of Revenue	
Supplier Payment	Manual Wire	No Reference	2/28/2022	19,461.26	Washington Dental Service	
Supplier Payment	Manual Wire	No Reference	3/1/2022	9,634.95	Athlactron Holding	
Supplier Payment	Manual Wire	No Reference	3/1/2022	8,310.45	Bank Of America N.A. - Remit-To: Charlotte NC	
Supplier Payment	Manual Wire	No Reference	3/1/2022	3,299.78	Internal Revenue Service	
Supplier Payment	Manual Wire	No Reference	3/2/2022	95,000.00	City of Vancouver - Remit-To: COV Main	
Supplier Payment	Manual Wire	No Reference	3/2/2022	19,992.75	JP Morgan Chase Bank, N.A.	
Supplier Payment	Manual Wire	No Reference	3/3/2022	468.00	State of Washington Department of Licensing - Remit-To: DOL - Seattle Remit	
Supplier Payment	Manual Wire	No Reference	3/3/2022	422,599.89	Vancouver Firefighters Union Health & Welfare Trust	
Supplier Payment	Manual Wire	No Reference	3/3/2022	13,076.78	VSP Vision Care Inc	
Supplier Payment	Manual Wire	No Reference	3/3/2022	182,850.00	Western States Health & Welfare Trust	
			Manual Wire Total	3,353,370.03		
Cash Advance Payment	Direct Deposit	EFT-00137288	3/3/2022	434.50	Eddie Alba	Travel Advance
Cash Advance Payment	Direct Deposit	EFT-00137289	3/3/2022	619.50	Drew Klaetsch	Travel Advance
Expense Payment	Direct Deposit	EFT-00137290	3/3/2022	179.99	Jeff Lindsley	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137291	3/3/2022	224.23	Owen Bacon	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137292	3/3/2022	225.00	Shawn Kandoll	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137293	3/3/2022	189.00	Eric Gundlach	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137294	3/3/2022	11.69	Mark Castle	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137295	3/3/2022	151.76	Douglass Cope	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137296	3/3/2022	59.25	Gregory Raquer	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137297	3/3/2022	172.95	Mike McDonald	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137298	3/3/2022	187.24	Nathan Schmierer	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137299	3/3/2022	225.00	Chad Thurman	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00137300	3/3/2022	195.25	Ryan Laddusaw	Employee Reimbursement
			Direct Deposit Total	2,875.36		
Supplier Payment	EFT	EFT-00137147	2/28/2022	103,673.04	Jeffrey D. Barrar, PS	
Supplier Payment	EFT	EFT-00137301	3/3/2022	3,740.52	Boys and Girls Clubs of Southwest Washington	
Supplier Payment	EFT	EFT-00137302	3/3/2022	10,307.23	Council for the Homeless	

INVOICE PAYMENTS REPORT

<u>Payment Category</u>	<u>Payment Type</u>	<u>Check Number</u>	<u>Payment Date</u>	<u>Payment Amount</u>	<u>Payment Payee</u>	<u>Payment Memo if applicable</u>
Supplier Payment	EFT	EFT-00137303	3/3/2022	178,102.50	Operations Management International Inc	
Supplier Payment	EFT	EFT-00137304	3/3/2022	299,338.75	Advanced Excavating Specialists LLC	
Supplier Payment	EFT	EFT-00137305	3/3/2022	520,601.97	Kirby Nagelhout Construction Company	
Supplier Payment	EFT	EFT-00137306	3/3/2022	5,427.51	Mead and Hunt Inc	
Supplier Payment	EFT	EFT-00137307	3/3/2022	3,125.00	Douglas Zenn	
Supplier Payment	EFT	EFT-00137308	3/3/2022	2,054.18	Craig and Julie Pfeifer	
Supplier Payment	EFT	EFT-00137309	3/3/2022	5,044.48	Pitney Bowes Inc	
Supplier Payment	EFT	EFT-00137310	3/3/2022	81.99	MPGTandem	
Supplier Payment	EFT	EFT-00137311	3/3/2022	6,010.54	Vancouvercenter Condominium Association	
Supplier Payment	EFT	EFT-00137312	3/3/2022	11,229.96	MacKay Sposito Inc	
Supplier Payment	EFT	EFT-00137313	3/3/2022	266,581.44	Tapani Inc	
Supplier Payment	EFT	EFT-00137314	3/3/2022	48,180.59	Outsiderinn.org	
Supplier Payment	EFT	EFT-00137315	3/3/2022	74,394.86	Rotschy Inc	
Supplier Payment	EFT	EFT-00137316	3/2/2022	14,420.35	Steve Mitchell	
Supplier Payment	EFT	EFT-00137317	3/3/2022	21,666.83	Metereaders LLC	
Supplier Payment	EFT	EFT-00137318	3/3/2022	63,014.51	Cat Works LLC	
Supplier Payment	EFT	EFT-00137319	3/3/2022	3,162.13	Restored and Revived	
Supplier Payment	EFT	EFT-00137320	3/2/2022	531.00	Allegiance Benefit Plan Management Inc	
Supplier Payment	EFT	EFT-00137321	3/3/2022	454.56	Praxair Distribution Inc	
Supplier Payment	EFT	EFT-00137322	3/3/2022	4,109.00	HDR Engineering Inc - Remit-To: HDR Engineering - Chicago	
Supplier Payment	EFT	EFT-00137323	3/3/2022	40.73	Ziply Fiber	
Supplier Payment	EFT	EFT-00137324	3/3/2022	4,963.00	Universal Field Services Inc	
Supplier Payment	EFT	EFT-00137325	3/3/2022	21,146.14	Lynn K Wittwer MD PC	
Supplier Payment	EFT	EFT-00137326	3/3/2022	4,096.10	New Life Friends Church	
Supplier Payment	EFT	EFT-00137327	3/3/2022	2,000.03	Six Degrees Inc	
Supplier Payment	EFT	EFT-00137328	3/3/2022	17,151.55	Consolidated Supply Co	
Supplier Payment	EFT	EFT-00137329	3/3/2022	360.00	Michael's Messenger Service Inc	
			EFT Total	1,695,010.49		
Ad Hoc Payment	Check	1338	3/2/2022	108.00	Barlow's Public House	CIVICGOV inv#770383614 cust# 762702
Ad Hoc Payment	Check	1339	3/2/2022	69.50	Bourgoine,Jacob	Utility Refunds: 0091043900-15
Ad Hoc Payment	Check	1340	3/2/2022	139.06	Brown,Steven	Utility Refunds: 0500004523-02
Ad Hoc Payment	Check	1341	3/2/2022	114.22	Burton,Sheila	Utility Refunds: 0071032900-03
Ad Hoc Payment	Check	1342	3/2/2022	10.68	Cellmark Inc/Sunset Trading	alarm billing acct 22509 inv 99465147 ovpymt
Ad Hoc Payment	Check	1343	3/2/2022	97.26	Child,Ronald	Utility Refunds: 0067007773-01
Ad Hoc Payment	Check	1344	3/2/2022	100.74	Child,Ronald and Candace	Utility Refunds: 0067007773-01
Ad Hoc Payment	Check	1345	3/2/2022	53.00	Clark County	Refund: CIVICGOV inv 77037098 cust 751192
Ad Hoc Payment	Check	1346	3/2/2022	65.27	Daugherty,Jason and Michelle	Utility Refunds: 0147022800-04 Consolidated refund created from multiple refunds
Ad Hoc Payment	Check	1347	3/2/2022	140.96	Donaldson,Brent and Emily	Utility Refunds: 0500002249-02
Ad Hoc Payment	Check	1348	3/2/2022	50.00	Eckman,Valerie	Utility Refunds: 0002000111-02
Ad Hoc Payment	Check	1349	3/2/2022	137.10	Esteb,Patricia and Scott	Utility Refunds: 0088081390-03
Ad Hoc Payment	Check	1350	3/2/2022	121.00	Fred Meyer - Store #208	CIVICGOV cust dup paid 5 inv 77034032, 77034033, 77034034, 77034035, 77034036
Ad Hoc Payment	Check	1351	3/2/2022	220.00	Gary Manchester Revocable Living Trust	Utility Refunds: 0021078500-03
Ad Hoc Payment	Check	1352	3/2/2022	45.97	Go,Ying	Utility Refunds: 0070002746-05
Ad Hoc Payment	Check	1353	3/2/2022	90.00	Gordon,Michael and Nancy Ann	Utility Refunds: 0063110042-06
Ad Hoc Payment	Check	1354	3/2/2022	40.12	Gregory Grillo	ovpymt acct 50364 inv 99450532/99455977
Ad Hoc Payment	Check	1355	3/2/2022	86.52	Izoita,Alexsander and Vita	Utility Refunds: 0074029806-04
Ad Hoc Payment	Check	1356	3/2/2022	90.00	James Gang Legacy INC	Refund: bus lic fees ref COVID19 sur ref program

INVOICE PAYMENTS REPORT

<u>Payment Category</u>	<u>Payment Type</u>	<u>Check Number</u>	<u>Payment Date</u>	<u>Payment Amount</u>	<u>Payment Payee</u>	<u>Payment Memo if applicable</u>
Ad Hoc Payment	Check	1357	3/2/2022	78.77	Jesus Nieves COMM-WEST LLC	MPE-315291
Ad Hoc Payment	Check	1358	3/2/2022	37.27	Johnson,Ian M	Utility Refunds: 0003023000-09
Ad Hoc Payment	Check	1359	3/2/2022	1,326.20	Joy Ringstead	Funeral Benefit and Final Med B reimb for Roger Ringstead
Ad Hoc Payment	Check	1360	3/2/2022	91.11	Justin Levine and Marisa Sieler	Utility Refunds: 0061034021-18
Ad Hoc Payment	Check	1361	3/2/2022	318.95	Karen L Reed	Claim Payment - DOL: 2016-2017 - Risk
Ad Hoc Payment	Check	1362	3/2/2022	96.52	Kondor,Anzhela	Utility Refunds: 0002000111-02
Ad Hoc Payment	Check	1363	3/2/2022	77.30	Kulok,Diana	Utility Refunds: 0053071000-06
Ad Hoc Payment	Check	1364	3/2/2022	191.86	Lawhon,Katherine	Utility Refunds: 0068028800-06 Consolidated refund created from multiple refunds
Ad Hoc Payment	Check	1365	3/2/2022	166.99	LEAR ELECTRIC CO INC	MPE-314851
Ad Hoc Payment	Check	1366	3/2/2022	233.74	Lee,Jonathan E	Utility Refunds: 0023042800-03
Ad Hoc Payment	Check	1367	3/2/2022	500.00	Leroy Frazier	Funeral Benefit reimb for Richard Edwards
Ad Hoc Payment	Check	1368	3/2/2022	87.10	Lorraine Bell	COV10793 cancelled permit no car
Ad Hoc Payment	Check	1369	3/2/2022	577.67	Luscier,Denon	Utility Refunds: 0078360000-05 Consolidated refund created from multiple refunds
Ad Hoc Payment	Check	1370	3/2/2022	86.72	Lynch,Russell and Kimberly	Utility Refunds: 0070098700-13
Ad Hoc Payment	Check	1371	3/2/2022	39.77	Managan,Anne	Utility Refunds: 0074045800-03
Ad Hoc Payment	Check	1372	3/2/2022	136.52	Martinez,Jose	Utility Refunds: 0067029553-03
Ad Hoc Payment	Check	1373	3/2/2022	240.58	Martinez,Jose	Utility Refunds: 0067030005-03
Ad Hoc Payment	Check	1374	3/2/2022	37.97	Mercer,Theresa	Utility Refunds: 0069033825-01
Ad Hoc Payment	Check	1375	3/2/2022	104.89	Miller,Mary	Utility Refunds: 0129002660-03
Ad Hoc Payment	Check	1376	3/2/2022	60.51	Northwest Electrical Contracting	MPE-309240
Ad Hoc Payment	Check	1377	3/2/2022	150.00	Pacific Bells Inc	Alarm Billing ovpymt acct 16282 inv 99467073
Ad Hoc Payment	Check	1378	3/2/2022	70.00	PCS	Alarm billing AIRGAS -USA INC acct 11416 inv 99452570/99458765
Ad Hoc Payment	Check	1379	3/2/2022	20.00	PCS	Alarm billing Troy Johns/Julie Gorham acct 18705 inv 99455949
Ad Hoc Payment	Check	1380	3/2/2022	40.00	PCS	Refund: alarm billing Manuel Campos acct 51463 inv 99450632/99455988
Ad Hoc Payment	Check	1381	3/2/2022	75.00	Peter Gogue	Damage deposit refund
Ad Hoc Payment	Check	1382	3/2/2022	59.69	Pinecone Properties NW LLC	Utility Refunds: 0073003680-04
Ad Hoc Payment	Check	1383	3/2/2022	49.78	Powers,Beverly	Utility Refunds: 0065025214-00
Ad Hoc Payment	Check	1384	3/2/2022	1,284.19	Professional Credit Service	Utility Refunds: 0002000111-02
Ad Hoc Payment	Check	1385	3/2/2022	248.00	Rachel Singer	WTR-315709
Ad Hoc Payment	Check	1386	3/2/2022	93.82	Richards,Mildred	Utility Refunds: 0062069800-04
Ad Hoc Payment	Check	1387	3/2/2022	500.00	Rick Edwards	Funeral Benefit reimb for Richard Edwards
Ad Hoc Payment	Check	1388	3/2/2022	20.00	Robert/Marilyn Grover	alarm billing acct 1626 inv 99467521
Ad Hoc Payment	Check	1389	3/2/2022	72.68	Rogerson,James and Lauren	Utility Refunds: 0074020334-11
Ad Hoc Payment	Check	1390	3/2/2022	30.25	Sabin,Elizabeth	Utility Refunds: 0069053100-00
Ad Hoc Payment	Check	1391	3/2/2022	241.30	Scott Campanella	MPE-314667
Ad Hoc Payment	Check	1392	3/2/2022	61.47	Sean Breezley	MPE-316014
Ad Hoc Payment	Check	1393	3/2/2022	66.57	Signpost Homes Inc	Utility Refunds: 0063800618-03
Ad Hoc Payment	Check	1394	3/2/2022	20.19	Signpost Homes Inc	Utility Refunds: 0061060546-03
Ad Hoc Payment	Check	1395	3/2/2022	20.00	State Farm Mutual Automobile Insurance Companies	Refund: alarm billing acct 21004 inv 99462509
Ad Hoc Payment	Check	1396	3/2/2022	61.47	Temp-A-Cure Inc	MPE-315640
Ad Hoc Payment	Check	1397	3/2/2022	61.47	Temp-A-Cure Inc	MPE-315639
Ad Hoc Payment	Check	1398	3/2/2022	102.94	The Management Group	Utility Refunds: 0067030005-03
Ad Hoc Payment	Check	1399	3/2/2022	86.11	The Price Living Trust	Utility Refunds: 0063000110-04
Ad Hoc Payment	Check	1400	3/2/2022	193.93	Timothy Comer	MPE-312474
Ad Hoc Payment	Check	1401	3/2/2022	37.00	TINA DIXON	VOUCHER 2008981.030
Ad Hoc Payment	Check	1402	3/2/2022	110.83	Tokar,Natalya, Nataya and Pavel	Utility Refunds: 0067015004-02
Ad Hoc Payment	Check	1403	3/2/2022	53.00	Townhouse Square Apartments	CIVICGOV inv 77037689 cust 112712 dup paid

INVOICE PAYMENTS REPORT

<u>Payment Category</u>	<u>Payment Type</u>	<u>Check Number</u>	<u>Payment Date</u>	<u>Payment Amount</u>	<u>Payment Payee</u>	<u>Payment Memo if applicable</u>
Ad Hoc Payment	Check	1404	3/2/2022	54.31	Trombello,Justin	Utility Refunds: 0061040500-04
Ad Hoc Payment	Check	1405	3/2/2022	129.00	Vest Capital LLC	Utility Refunds: 0012032000-02
Ad Hoc Payment	Check	1406	3/2/2022	292.45	Walz Family Limited Partnership	Utility Refunds: 0075001476-05 Consolidated refund created from multiple refunds
Ad Hoc Payment	Check	1407	3/2/2022	20.00	Weidong Jiang/Ping GU	Refund: alarm billing acct 19029 inv 99467725
Ad Hoc Payment	Check	1408	3/2/2022	80.84	Weller,Peter	Utility Refunds: 0021078500-03
Ad Hoc Payment	Check	1409	3/2/2022	109.25	YQC Properties	Utility Refunds: 0092004100-11
Ad Hoc Payment	Check	1410	3/2/2022	47.43	Zillow Homes Property Trust	Utility Refunds: 0063800618-03
Ad Hoc Payment	Check	1411	3/2/2022	65.81	Zillow Homes Property Trust	Utility Refunds: 0061060546-03
Customer Refund	Check	1412	3/2/2022	1,494.54	HOLLAND WASHINGTON & SIXTH, LLC	Over payment for account 93862
Customer Refund	Check	1414	3/2/2022	366.00	JOHN ADAMS	
Supplier Payment	Check	1416	3/2/2022	329,919.78	3 Kings Environmental Inc	
Supplier Payment	Check	1417	3/2/2022	231.00	Allegiance Benefit Plan Management Inc	
Supplier Payment	Check	1418	3/2/2022	141.39	Aramark Uniform & Career Apparel LLC - Remit-To: Aramark - Pasadena	
Supplier Payment	Check	1419	3/2/2022	86.46	AT & T Mobility II LLC	
Supplier Payment	Check	1420	3/2/2022	128,943.74	Brown and Caldwell - Remit-To: Brown & Caldwell - San Francisco	
Supplier Payment	Check	1421	3/2/2022	2,330.00	BSK Associates - Remit-To: Supplier BSK Associates	
Supplier Payment	Check	1422	3/2/2022	25.00	Bullard Law P. L.	
Supplier Payment	Check	1423	3/2/2022	669.54	Cellco Partnership - Remit-To: Cellco - Dallas	
Supplier Payment	Check	1424	3/2/2022	665.32	Clark County	
Supplier Payment	Check	1425	3/2/2022	13,728.00	Clark County - Remit-To: Clark County - Treasurer Vancouver	
Supplier Payment	Check	1426	3/2/2022	10.00	Clark County - Remit-To: Reeta Fees	
Supplier Payment	Check	1427	3/2/2022	4,009.84	Columbia Resource Company	
Supplier Payment	Check	1428	3/2/2022	182.17	Comcast Holdings Corporation - Remit-To: Comcast Business - City of Industry	
Supplier Payment	Check	1429	3/2/2022	64.95	Comcast Holdings Corporation - Remit-To: Comcast Business - City of Industry	
Supplier Payment	Check	1430	3/2/2022	104.92	Comcast Holdings Corporation - Remit-To: Comcast Business - City of Industry	
Supplier Payment	Check	1431	3/2/2022	16,475.77	Comcast Holdings Corporation - Remit-To: Comcast Holdings Corporation - Philadelphia	
Supplier Payment	Check	1432	3/2/2022	333.25	Courier Northwest	
Supplier Payment	Check	1433	3/2/2022	1,330.00	Critical Insight Inc	
Supplier Payment	Check	1434	3/2/2022	1,726.95	Cummins Inc	
Supplier Payment	Check	1435	3/2/2022	774.69	Datec Inc	
Supplier Payment	Check	1436	3/2/2022	150.00	EMS Technology Solutions LLC	
Supplier Payment	Check	1437	3/2/2022	249,666.77	Evergreen Habitat for Humanity	
Supplier Payment	Check	1438	3/2/2022	56.41	Experian Marketing Solutions - Remit-To: Experian - Los Angeles	
Supplier Payment	Check	1439	3/2/2022	1,774.20	Ferguson Enterprises - Remit-To: Ferguson - Dallas	
Supplier Payment	Check	1440	3/2/2022	129.05	Genuine Parts Company	
Supplier Payment	Check	1441	3/2/2022	1,048.60	Genuine Parts Company - Remit-To: NAPA - Los Angeles	
Supplier Payment	Check	1442	3/2/2022	377,658.72	Gordon Truck Centers	
Supplier Payment	Check	1443	3/2/2022	4,065.00	GVP Ventures Inc	
Supplier Payment	Check	1444	3/2/2022	5,014.72	H D Fowler Company Inc	
Supplier Payment	Check	1445	3/2/2022	25,669.50	Herrera Environmental Consultants Inc	
Supplier Payment	Check	1446	3/2/2022	6,250.00	Hispanic Metropolitan Chamber	

INVOICE PAYMENTS REPORT

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Supplier Payment	Check	1447	3/2/2022	1,131.39	Industrial Scientific Corporation - Remit-To: Industrial Scientific Corp - Pittsburgh	
Supplier Payment	Check	1448	3/2/2022	200.73	J-2 Blueprint Supply Co.	
Supplier Payment	Check	1449	3/2/2022	17,525.25	Janus Youth Programs Inc	
Supplier Payment	Check	1450	3/2/2022	5,775.53	Kittelson & Associates Inc	
Supplier Payment	Check	1451	3/2/2022	36,063.26	Life Insurance Company of North America	
Supplier Payment	Check	1452	3/2/2022	303.81	Mark IV Enterprises Inc	
Supplier Payment	Check	1453	3/2/2022	133.00	Moss Adams LLP - Remit-To: Moss Adams LLP Pasadena	
Supplier Payment	Check	1454	3/2/2022	11,624.91	Municipal Emergency Services Inc - Remit-To: Municipal Emergency Services - Chicago	
Supplier Payment	Check	1455	3/2/2022	9,260.50	Murraysmith Inc	
Supplier Payment	Check	1456	3/2/2022	19,450.69	Murray Smith Inc	
Supplier Payment	Check	1457	3/2/2022	8,161.56	Nelson Nygaard Consulting Associates Inc - Remit-To: Nelson Nygaard Consulting Associates Inc	
Supplier Payment	Check	1458	3/2/2022	3,055.48	Northwest Natural Gas Company - Remit-To: NW Natural - Portland	
Supplier Payment	Check	1459	3/2/2022	11,794.63	Northwest Staffing Resources Inc - Remit-To: NW Staffing - Portland	
Supplier Payment	Check	1460	3/2/2022	5,567.29	Parametrix, Inc	
Supplier Payment	Check	1461	3/2/2022	614.29	Portland Adventist Medical Center	
Supplier Payment	Check	1462	3/2/2022	3,072.81	Portland Mechanical Construction LLC	
Supplier Payment	Check	1463	3/2/2022	3,628.80	PPC Solutions Inc	
Supplier Payment	Check	1464	3/2/2022	719.94	Qwest Corp - Remit-To: CenturyLink - Phoenix	
Supplier Payment	Check	1465	3/2/2022	738.93	Qwest Corp - Remit-To: Qwest CABS - Monroe	
Supplier Payment	Check	1466	3/2/2022	302.67	Rexel USA Inc - Remit-To: Rexel USA Inc	
Supplier Payment	Check	1467	3/2/2022	4,464.00	Robert Half International Inc	
Supplier Payment	Check	1468	3/2/2022	417.74	Shrums Pest Control	
Supplier Payment	Check	1469	3/2/2022	562.03	Software One Inc	
Supplier Payment	Check	1470	3/2/2022	406.88	Soha Sign	
Supplier Payment	Check	1471	3/2/2022	7,855.08	SP Plus Corporation	
Supplier Payment	Check	1472	3/2/2022	2,860.00	State of Washington Department of Health - Remit-To: WA Dept of Health	
Supplier Payment	Check	1473	3/2/2022	30.00	State of Washington Department of Licensing - Remit-To: Notary Public Program	
Supplier Payment	Check	1474	3/2/2022	10,686.42	Sunbelt Controls Inc - Remit-To: Sunbelt Controls - Pasadena	
Supplier Payment	Check	1475	3/2/2022	15,038.01	The Salvation Army	
Supplier Payment	Check	1476	3/2/2022	745.95	Triple J Enterprises	
Supplier Payment	Check	1477	3/2/2022	16,432.61	TV Etc ESD 112	
Supplier Payment	Check	1478	3/2/2022	33.56	United Parcel Service	
Supplier Payment	Check	1479	3/2/2022	2,159.36	United States Department of Agriculture - Remit-To: USDA APHIS - St Louis	
Supplier Payment	Check	1480	3/2/2022	4,841.19	Univar Solutions USA Inc - Remit-To: Supplier Univar Solutions USA Inc	
Supplier Payment	Check	1481	3/2/2022	9,753.45	Utility Service Associates LLC	
Supplier Payment	Check	1482	3/2/2022	251.72	Vancouver Granite Works Inc	
Supplier Payment	Check	1483	3/2/2022	267.00	Vast Data Concepts	
Supplier Payment	Check	1484	3/2/2022	327.00	VCA Animal Hospitals Inc	
Supplier Payment	Check	1485	3/2/2022	1,139.32	W.B. Sprague Co. Inc.	
Supplier Payment	Check	1486	3/2/2022	64,397.44	Wallis Engineering PLLC	
Supplier Payment	Check	1487	3/2/2022	276.29	Washington State Healthcare Authority	

*Please contact Procurement Services if you would like to review the justification for EMERGENCY procurement.

INVOICE PAYMENTS REPORT

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Supplier Payment	Check	1488	3/2/2022	43,690.04	Waste Connections of Washington - Remit-To: Waste Connections - Vancouver	
Supplier Payment	Check	1489	3/2/2022	1,443.26	Western Water Works Supply Co Inc	
Supplier Payment	Check	1490	3/2/2022	5,673.97	WSP USA Inc. - Remit-To: WSP USA Inc. Dallas	
Supplier Payment	Check	1491	3/2/2022	3,740.37	W Todd Pascoe	
Supplier Payment	Check	1492	3/2/2022	10,607.50	Xchange Recovery	
Supplier Payment	Check	1493	3/2/2022	41.83	XPO Logistics Enterprise Services, Inc - Remit-To: XPO - Portland	
Supplier Payment	Check	1494	3/2/2022	1,506.13	YOLO Washington LLC	
			Check Total	1,534,768.52		
			Manual Wire Total	3,353,370.03		
			Direct Deposit Total	2,875.36		
			EFT Total	1,695,010.49		
Hansen			3/7/2022	358,453.60	City Payments	Posted 02-28-2022 to 03-06-22
			Hansen Total	358,453.60		
VISA			3/7/2022	1,388.52	Miscellaneous	Parks Class Refunds FCC 02-28-2022 to 03-06-22
VISA			3/7/2022	843.00	Miscellaneous	Parks Class Refunds MCC 02-28-2022 to 03-06-22
VISA			3/7/2022	0.00	Miscellaneous	Parks Class Refunds WREC 02-28-2022 to 03-06-22
VISA			3/7/2022	0.00	Miscellaneous	Parks Class Refunds Special Events 02-28-2022 to 03-06-22
			VISA Total	2,231.52		
			Payroll Total	57,158.52		
			GRAND TOTAL	7,003,868.04		

\$ 57,158.52



MEMORANDUM

DATE: Friday, March 11, 2022
TO: City Councilmembers
FROM: Mayor McEnerny-Ogle
CC: Eric J. Holmes, City Manager
Shannon Ripp, Boards and Commissions

RE: Recommendations for Appointment to the Salary Review Commission
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This seven-member volunteer commission studies the relationship of salaries to the duties of Mayor and City Councilmembers and establishes the salary and compensation for the Mayor and City Council.

Mayor McEnerny-Ogle interviewed four applicants for two, mid-term positions and recommends the appointment of Ben Moll to the position with a term beginning immediately and expiring December 31, 2022; and Patricia Bilker to the position with a term beginning immediately and expiring December 31, 2024.

If there are no objections, I would like to make these appointments at the **Monday, March 14, 2022** Council meeting.

Attachments:
Application
Roster

Per an email, this applicant has asked that their application from a prior recruitment be used for the 2022 Salary Review recruitment.



City of Vancouver Boards and Commissions Application Form

City Hall • 415 W. 6th Street • Vancouver, WA 98660
City Manager/Mayor's Office • jill.brown@cityofvancouver.us
Voice 360-487-8641 • Fax 360-487-8625 •
www.cityofvancouver.us/boards

Submitted on Monday, June 21, 2021 - 9:56am

Board or Commission you are applying for: Parks and Recreation Advisory Commission

Have you served on this board or commission in the past? No

If "Yes" please explain:

First Name: Ben

Last Name: Moll

Home address: 6206 NW Bernie Drive

City: Vancouver

State: Washington

Zip: 98663

Mailing address:

City:

State: Washington

Zip:

Business address:

City: Vancouver

State: Washington

Zip: 98663

Email address: ben@stillcreekinsight.com

Primary phone: 3609215243

Secondary phone:

Do you reside in the City limits? Yes

Length of residency in Vancouver: 20

Occupational status and background:

I am grateful to be employed in two ways: Full-time Director at Warner Pacific University, Portland, OR and as founder and President of Still Creek Insight in Vancouver, WA. At Warner, I provide insight for decision-making including survey, community insight, data analytics and leadership. With Still Creek Insight, I provide regional and national businesses and non-profits with insight for greater impact. I have done this type of work for over 15 years with a diverse slate of partners including Clark College, Feeding Washington, the YWCA of Vancouver and more.

What skills would you contribute to the committee or commission?:

I would be honored to bring my recent experience in the Leadership Clark County 2020-2021 cohort to combine with the skills in strategic thinking, drawing connections and data/analytic insight to the group. However, and perhaps foremost, I would be eager to bring my involvement and investment as a long-time community member! "Where many organizations suffer from not having futuristic thinkers who can see new ways of accomplishing the mission, Ben has strong tendencies with gifts and talents in futuristic and brainstorming new ideas. Additionally he is effective in taking charge and delivering results."

- Diana Gabriel, Professional Certified Executive Coach, Brene Brown Program

"Ben has a real alacrity in making the granular pop. Ben has an exceptional ability to highlight the analytics and essential elements for executive decision-making."

- Gary Withers, J.D., Senior Advisor, Trillium Family Services, former University Strategic Partnerships Officer.

"Ben is radically collaborative. He brought together a broad team, welcomed all voices and opinions, seeing each member of the team as a valuable asset. This resulted in huge strides toward creating a culture of success."

- Krista Reynolds, Head of Library Reference and Instruction

"Everyone knows that when you want to get the real picture of the data, its implications, and usefulness, you go to Ben's team. His analysis and insights are the ones we want when we make decisions as departments and colleges."

- Dr. Michael Godsey, Ph.D., Prof, Co-chair Natural Science Department; College of Health and Human Sciences

"Ben is excellent at helping people identify an issue, leading them to put it into numerical terms, shepherding necessary revisions, working through the results, and putting things in understandable terms for colleagues with less training. He combines analytic skills with a genuine human touch, so he thinks through the process of implementation and isn't satisfied with just getting an analytic conclusion that isn't going anywhere."

- Gregory Sergienko, Prof of Law, Associate Dean, J.D. magna cum laude Harvard Law School

Why are you seeking appointment?:

My experience with the Leadership Clark County program, our 20 years in Vancouver, and the long-term investments my family and I are seeking to make in our community lead me to seek this appointment. I wish to do my part in helping Vancouver grow and thrive!

Are you employed by the City of Vancouver? No**Do you, or does your firm or place of employment do business with the City of Vancouver? Yes****If yes, please describe:**

With Still Creek Insight, I provide regional and national businesses and non-profits with insight for greater impact. I have done this type of work for over 15 years with a diverse slate of partners including Clark College, Feeding Washington, the YWCA of Vancouver and more.

If your employer does business with the City of Vancouver and you receive compensation other than salary (such as bonus, stock, commission) please explain:**Do you, your firm or place of employment, have business that may involve a contract with the City for land, materials, supplies, or services? No**

If yes, please describe:

Organizational affiliations:

Please, see resume.

Are you interested in serving on other Boards or Commissions? Yes

Benjamin S. Moll

17 years – Leadership, Insight, and Service

A person of **action** with a relentless **future-focus**,
leading teams through proven servant leadership,
deepening insight through data-analytics
igniting into our uncharted frontier with **vision**.

EXECUTIVE SUMMARY

Bringing Insight for Action to data-informed decision-making, strategic-planning, vision/mission attainment, and assessment for organizational change.

- *Proof-point:* “Ben has a real alacrity in making the granular pop. Ben has an exceptional ability to highlight the analytics and essential elements for executive decision-making.” Gary Withers, Senior Advisor, Trillium Family Services, Strategic Partnerships Officer.

Leading growth, resilience and organizational change in developing teams, project-management, new product-line exploration, research and development.

- *Proof-point:* 2016-2020: Leadership of teams with 90% employee retention.

Vision and Strategic Planning: Establishing cross-organizational cultures of organizational mission fulfillment and vision attainment through strategic planning, resource allocation and relentless future-focus.

- 2016-2019: Standing ovations from Board of Trustees for clear, actionable implementation; 2020-21: Board Member and Chief Vision Officer

Assessment: Leading perpetual design and evaluation of outcomes and assessments providing results for improvement across departments.

- 2015-2016: Increased departmental participation in organizational assessment by 6X - to 88% to include 58 departments, 1,500 faculty/staff, 6,000+ students from 40+ states/countries across face-to-face and remote.

Research/Analytics: Provided real-time dashboards for reports, decision-making, predictive forecasting.

- 2018 – Co-led unified data culture, dictionary, interactive dashboarding, redesigning the market-research and survey-insight processes

Work History

2020-Present	Warner Pacific University Director of Assessment and Institutional Research
2020-Present	Still Creek Insight Founder and CEO, strategic planning, insight, learning
2015-Present	Concordia University Assistant Vice President: Analytics, Research, Assessment
2013-2015	Corban University Director Research and Assessment
2004-2013	Clark College – Instructor, Outcome Assessment Lead, Instructor

FULL DETAIL

I am a servant leader expanding our frontiers to unleash our individual and collective future.

Selected, nominated, sponsored member:

- 2020-2021 Leadership Clark County
- 2020-2021 Portland Civil Service Program
- 2017-18: Conversations: 12-month Appreciative Leadership Program
- 2019: LEAN / Respect for Humanity Training
- 2019-20: LECNA 12-month Leadership Development; 2019-20: Gallup/Clifton Strengths-Finder Coaching

Diversity, Equity, Inclusion: Learner, Student, Active Service

- 2020 Diversity, Equity and Inclusion: Staff Project, Co-Lead
- Spring 2020 Ibram Kenzi: How to be an Anti-Racist, Participant
- 2019 Present Humility research scholar (Conversations on Privilege, Social Justice, Futurism)
- 2015 - collaboratively redesigned Gender, Equity, Diversity and Inclusion Survey for Athletics (NCAA-II)
- 2018-2020 - participant in the University Diversity Advisory Committee
- 2019-2020 - led the collaborative team re-visioning and recalibrating the Diversity Benchmarks in the Institutional Effectiveness Vision KPIs and Diversity Standards
- 2012-13 co-founder: Diversity and Equity Allies
- 2012-13 co-leader, Equity Community Forum

Management, budget, vendor-relationship experience

I thrive in hiring, cultivating, and growing-with great people.

Human resources

- 2016-2020: Retention of 9 out-of-10¹ team members at an organization experiencing the spectrum of business cycles (775% growth; as well as 25% YoY contraction rates).
- Incessant focus on cultivating the whole person of each team member – supporting their curiosity, skill-development, their futures, supporting their dreams, providing support – listening!

Budget: On-time, on/under budget

- 2016-2019: reorganized, grew and modernized the research data analytics department raising morale, increasing productivity and providing more insight throughout the organization for better, data-informed decision-making. In two years, team size more than doubled; efficiencies increased 30%; departmental scope doubled.
- 2016-2020 successfully managed and balanced budgets up to \$1.5M
- 2014 - WSU Vancouver Services/Activities Committee: Appointed by chancellor, budget requests & hearings, \$1,500,000+. Leadership balancing competing needs and representing stakeholders

Vendor/business partner oversight

- 2015-2020 oversaw the on-boarding, sun-setting and sustaining of multiple vendor partnerships for multiple projects.
- Led the organizational migration to more secure tools for a survey/market-research insight platform (Qualtrics), and organizational assessment/alignment (Taskstream) with SSO, increased data security and enhanced UX (80% first year adoption; 91% second year).

Strategic partnerships/vendor-management experience

- Developed and sustained healthy relationships with multiple vendors and partners
- Curated reciprocally beneficial relationships with local regional and national strategic partners

¹ Five-year normalization = (number of current employees plus number of retired employees) divided by (total employees ever).

Organizational regulatory compliance

- 2013-2020 unblemished record of organizational compliance at the city, state, regional and federal levels
 - Results: 2017 org received the highest external compliance results in 30 years
 - Including NWCCU, U.S. Dept. of Ed, NCES, IPEDS, NC-SARA, NCAA, OAICU, State of Oregon, CAEP, TSPC, CSWU, CCNE, ABA, ACBSP, CA-CREP, National Student Clearinghouse, etc.

Strategic leadership: organizational vision and alignment

- 6+ years: developing, supporting, articulating, advancing and achieving clear visions
- 5+ years: aligning individual department goals with the organizational mission
 - For example, in 2020, vision-aligned 58 departments across 40+ states/countries

Strategic leadership: organizational listening

- 8+ years experience in leading organizational listening to internal and external insights about the organization, marketplace, customer/user-experience, business trends/growth and vision attainment.
- So far, in 2019-20 alone, developed/administered 60+ university surveys reporting on 20,000+ responses.
 - 112+ employee/team surveys and focus groups administered
 - 10+ community impact surveys and research projects administered
 - 112+ customer/students surveys administered
 - 112+ marketplace/future/former customer/student surveys administered
 - 10,600+ survey responses received and analyzed for insight
 - 60+ PowerBI Dashboards built to provide on-demand, self-service, regularly refreshed insight into organizational health

Strategic leadership: change leader – change enablement, management and organizational improvement

- 2015-2016 – developed and led the evangelization of the guiding visual-metaphor for organizational mission/vision across the entire internal stakeholder community
 - Redesigned the annual Mission and Vision Report process and products into cyclical, insightful, dependable, valid and most importantly actionable pieces of the org culture
 - Created alignment around the org vision for the first time – across 58 departments across 40+ states/countries
 - Including actualizing, measuring, reporting on KPIs
 - Included documenting, implementing, tracking and executing-to-success, organizational actions for improvement across 60+ annual projects, small budget to large budget; small/enclosed teams to large/integrated cross-silo teams
 - Designed meaningful and actionable annual dashboards and reports for Board of Trustees and entire org
 - Results: 2017 org received the highest external compliance results in 30 years
- 2015 – 2020 Led the organization in annual mission fulfillment and vision attainment including short-term, annual and decade-long projects involving multiple stakeholders, small and large budgets, deep accountability through KPI development, tracking and achievement.
- 2017-2019 Led the transitional team in moving the org from flat-file/PDF/static-pivot-table dependency to self-service, tenant-services PowerBI platform

Futurism

- Participant: League of Education Podcasters, Bloggers and Content Creators

Education, Executive Board Service, Presentations/Publications/Grants

Degrees

- Washington State University, Doctorate - ABD: Ed Leadership – Vision, Organizational L
- Eastern Washington University M.A. - Summa Cum Laude, Dean's List, Honors
- Eastern Washington University B.A. - Summa Cum Laude, Dean's List, Honors

Diversity, Equity, Inclusion: Participant

- May 2, 2019 - participant, Portland Business Journal - Equity in the Workplace and Artificial Intelligence Workshop focusing on the challenges and opportunities of addressing barriers to equitable access to education and work.
 - Learned from:
 - Serilda Summers-McGee, Director of HR, City of Portland, author of [Change the WorkGame: Building and Sustaining a Diverse Workforce](#), Principal and CEO of [Workplace Changes](#)
 - Here, I was able to learn and begin to activate principles of diversity, equity and inclusion through responsible commitment to proactive, fair, inclusive transformations. These are actualized and sustained organization-wide through fair, inclusive, non-biased data-driven KPIs and action steps leading to change and impact.
 - Latricia Brand, Chief Diversity Officer, Portland Community College
 - Dr. Brian Gibbs, Vice President, Equity & Inclusion, Associate Professor, OHSU-PSU
 - Toya Fick, Executive Director, Stand for Children Oregon
- April 24, 2019 - participant: Portland - Building Inclusive Work and Workplaces - with value, respect and empowerment discussion of diversity and equity can result in increased digital, local and work/workplace inclusion.
 - Learned from:
 - Sara Rasmussen - Digital inclusion Manager, FreeGeek
 - Marcus Carner, Cloudability, Advisory Council for TechTown Diversity Pledge
- 2016 - Participant in the Conversation Project: Power, Privilege and Racial Diversity in Oregon

Certificates

- 2020 - Present – Inspiring Leadership through Emotional Intelligence, Case Western Reserve University
- 2020 – SQL Data Science – University of California, Davis
- 2018-present Salesforce Trailhead CRM Badges in CRM admin, architecture, analytics, insight for growth
- 2018 Google Analytics with Google Ads (AdWords) Verified Certificate, Expires November 1, 2020
- 2017 - University of Michigan Coursera, Python Programming
- 2014 - Duke University Coursera, The History and Future of Higher Education
Statement of Accomplishment - with Distinction (99.4%)
- 2014 - Johns Hopkins University Coursera, the Data Scientist's Toolbox
Verified Certificate, Statement of Accomplishment - with Distinction (101.0%)
- 2014 - Johns Hopkins University Coursera, R Statistical Analysis Programming
Verified Certificate, Statement of Accomplishment - with Distinction

Board, development, fundraising and service

- 2020-Present – Board Member – YWCA Clark County. I was personally invited, then vetted, to serve bringing strengths in vision, insight and leadership to the work of eliminating racism, empowering women by promoting peace, justice, freedom and dignity for all.
- 2019 - Present – Board Member - Pacific Northwest Association of Institutional Research and Planning. I was personally invited, then elected, to serve. PNAIRP is an international association for institutional researchers and planners including practitioners from public and private two-year and four-year post-secondary institutions, and state, provincial and territorial agencies from Alaska, British Columbia, Idaho, Oregon, Washington and Yukon and beyond.
- 2019 – Present – Board Member – Association for Higher Education Effectiveness, a network of higher education professionals who lead or staff offices that intentionally integrate multiple functions (strategic planning, institutional research, assessment, accreditation, program review) to promote and support evidence-based planning and improvement.
- 2020 – Present – Chief Strategy Officer - Board Member: Feed the Mass, Portland, OR. Empowering the community through food, Feed the Mass is a nonprofit cooking education organization (501c3) with a goal of bringing people together, promoting healthy eating, inclusion and empowerment. The only nonprofit cooking school in Portland.
- (pending announcement Summer 2020) – Board Position focused on Marketing, Development, Fundraising.

Mentoring and mentors

Currently mentoring others:

- I regularly mentor multiple aspiring and growing servant leaders locally and regionally.
- Fall 2016: Freshmen Leadership/Commitment Mentor - leading a group of students into their own success

My current leadership mentors are:

- Diana Gabriel – Brene Brown Certified Professional Leadership Coach, 507-345-7090, diana@dianagabriel.com, <https://dianagabriel.com>
- Gary Withers, J.D., Senior Advisor, Trillium Family Services, former University Strategic Partnerships Officer. gwithers@trilliumfamily.org; 503-577-4955
- Carl Talton – President, Black Investment Corporation for Economic Progress (BICEP), Ex-Officio Chair, United fund Advisors

Compliance/Regulatory-Accreditation Experience

2012-Present: NWCCU Accreditation Liaison Officer (ALO), Evaluation Chair, Evaluator

As Regional Accreditation Evaluator and Chair/Lead, I lead teams of peer-evaluators in helping to identify an institution's significant strengths and in making recommendations concerning adherence with Commission eligibility requirements, standards, and policies. Chair is in charge of the evaluation process and is the committee's official spokesperson during the visit.

Accreditation – evaluation leader for the regional commission and accreditation lead for the campus

- In addition to 8+ years of experiences as a certified, trained, experienced regional accreditation evaluator and regional accreditation study/visit chair leading evaluation teams (please see next section), I also bring proven success in the supporting the institution through successful assessment efforts for **accreditation compliance**. **Results:** For example, in 2017 the institution received the highest external compliance results in 30 years.

Organizational Change Experience

2020-Present: Warner Pacific University – Portland, Oregon, Director of Assessment and Institutional Research

2015-2020: Concordia University - Portland, Oregon, Assistant Vice President – University Analytics, Research, Assessment

Oversee the university insight team/work including analytics (on-demand access tools, reports, predictive forecasting), research (internal/external cyclical and ad hoc), assessment (student, academic, co-curricular, university mission/vision), university survey oversight, regional accreditation, market research, department-to-university mission/vision alignment.

I lead the analytics and research team of a university which has experienced the spectrum of business cycles (775% growth; as well as 25% YoY contraction rates). The team contributes to managing and enhancing sustainable growth within marketplace changes and business cycles.

Data science, integration, streamlining, visualization

I lead the data science work to source, analyze and present data to unpack drivers of current organizational performance in support of growth and to propel new organizational growth.

- With seven years of experience in sourcing, mining, cleaning and validating data, I lead the team in embodying the axiom that "good data = good decisions."
- Successful management of the data science team balancing cyclical and ad hoc data/requests. Successful team implementation of Trello, Tiki and Slack for project management.
- Successful Project Management beyond the data science department in working with the organizational/customer group in question, validating the data and providing data interpretation leading to improvement and increased results..
- I have experience collecting, centralizing and blending/relating disparate data sources from unstructured data conversion to spreadsheets to data in the cloud to web-scraping 6-8 million postings and more.
- For each job, I choose the tool which leads to the most accurate and fast analysis. Excel (don't overlook it!), Access, Argos, IBM SPSS, SAS, Tableau, CRM (Salesforce) Python, R/studio (Github/Stackexchange), Crystal Reports/SAP, Insight and more.
- I am familiar and work with Canvas, Banner, PeopleSoft, CampusAnyWare, Blackboard and many other SIS.
- Optimization of predictive modeling across logistic regression, logistic regression, decision trees, K-cluster, Bayesian, stepwise, polynomial, multi-factor, random forest, neural network and more.
- Provide actionable predictive analytics and modeling for customer retention. In Fall 2016, early customer retention was at a three-year high (+3%), providing \$0.5M in immediate additional retained revenue and \$2M in potential long-term retention. Integration of CRM and SIS/current customer systems with analytics and modeling systems.
- Provide reliable, timely financial forecasting. As of fiscal 2017, the organization has actionable insight from data science and multi-factor predictive modeling for current and potential customers including forecast-oversight of external business partners. Regular and ad hoc analysis of cost of business are provided to CFO. Equity enhanced across departments with strategic planning for areas of growth grounded in analysis/review of fiscal, workload and equity health.
- Created high-level attribution models at the intersection of marketing and customer acquisition.
- I am part of the collaborative data governance and architecture team. Through collaboration with diverse stakeholders, data warehousing, architecture, hygiene, definitions, security and use have increased.
- Collaborate for enterprise database management, documentation (protocols), maintenance, preparation, relation, validity/reliability, completeness/integrity and extraction
- Integration of infographics with video, social media and other content streams.
- Assist capital development team with analytics/modeling

Market research and customer feedback

In support of business development and innovation, I lead the team which executes, coordinates and synthesizes market research. I integrate both qualitative and quantitative customer/market data. Research market saturation, market differentiation, ROI calculations, budget forecasting (revenue and loss sheets) and deep analysis with strategic foresight are provided under tight deadlines.

- Execute highly useable, accurate, and very fast market research. Produce actionable ROI analyses leading to product launches. 50+ projects in FY17 delivered on time and under budget.
- Coordinate and synthesize market research across internal and external/partner sources - manage partners and vendors. Average budget savings of 18%.
- Coordinate focus group and market survey research across 50 states and 57 territories/nations
- Market survey design and analytics including enhanced UX, piped text coding, panel design. Measures of customer loyalty, NPS net promoter score, website feedback, automated analytics-driven email marketing (Campaign Monitor), product testing, secret-shopping, employee engagement and more.
- Surveys of potential and existing customers and donors, employees, national audiences. Quantitative and qualitative analysis, meta-analysis, text analysis.
- Coordinate and execute secret-shopping initiatives and results.
- Oversee the customer feedback team and vendors including product assessments, evaluations, focus groups and customer-destination analyses. Provide real-time insight into the current customer experience to improve the UX and products leading to increased revenue.
- Calculate of provider/saturation indices and analysis of brick-and-mortar VS virtual platforms
- Secure and analyze economic modeling and web scraping data
- Leverage web-scraping, labor/economic modeling and projections, domestic/international

Mission and vision alignment across organizational departments

I support the mission and vision by providing actionable data-informed insight for decisions to every level of the organization. My experience is in collaborating and integrating with customers, colleagues, executives and board/investors. I provide insight in a timely and digestible manner leading to results.

- I provide innovative performance dashboards at the organizational and departmental levels. Since 2013, assessment planning has been functional across the organization, departmental goals are aligned with strategic goals and executives and Board are using these reports for decision-making.
- Resource allocation is aligned with strategic goals and grounded in data-derived results across departments. Since 2015, digestible and actionable KPI alignment has informed budgeting, planning and improvement.
- Since 2015, I have designed and presented the Board with meaningful and actionable annual Mission and Vision Reports.

Federal, state, prior-learning and internal compliance and reporting

- NWCCU fellowship recipient
- NWCCU Sub Change Panel Review Panel Member as of May 2019
- Research. write and proactively respond to state, regional and national entities. Successful outcomes for the organization with SARA, OAICU, NWCCU, NCES, IPEDS and other entities.
- Prior learning assessment, current class progress/attendance/rubric reporting
- Successful Project Management of the calendar of incoming data/requests and outgoing internal, federal and state reports. Successful team implementation of Trello, Tiki and Slack for project management.

Systems, software, customer service, servant leadership

I provide the organization with the highest quality, under budget, timely tools related to data and decision science and predictive analytics/modeling.

- 2015: successful replacement of previous survey software with more security, more user-oriented, more secure SSO integration of robust survey and market research software (Qualtrics). 2015-present: I lead the team providing first and second line customer service to customers and employees. 2017: upgrades to include text analytics and other qualitative analysis tools for users.
- 2015: successful migration from previous alignment software to current (Taskstream) including more robust security, SSO integration, and greater UX focus. 80% first year adoption; 91% second year.

Data Analysis Experience

2010-Present: Data, analysis, decision-support analytics, predictive forecasting, data-stories

Providing decision-making with insight: reliable, deeper, data-informed, quicker, relevant insight

- 9+ years telling the data-informed story to answer the two driving organizational questions:
 - Are we who we say we are?
 - Are we on our way to where we want to be?
- 9+ years bringing data-informed insight to leadership and decision-making
- 2010-present: Analytics and insights across predictive forecasting, quantitative, qualitative, customer experience and engagement, market research, trend analysis, ROI, assessment, survey, focus-group, interviews, ethnographic, experimental, action-research, case study, comparative, meta and more.
- 6+ years experience leading the team in unpacking drivers of current organizational performance in support of growth and in new product success – clearly and actionable for the Board, the executive leadership team, the front-line.

Insight and Data Science Team Leader

- Humble, agile, insightful leadership for you
- Proven humble servant-leadership in hiring cooperative talent, leading collaboration, unlocking exponentially more insight which is greater than the sum of individual parts.
- Winsome leadership in developing **an organization-wide unified culture of data and assessment**
 - Educating the entire organization of the value, place, use of data and analysis
 - Freeing data from silos
 - Increase cross-operational insight
 - Creating org-wide data use, definitions, calculations, accessible-dashboards
 - Curating and hosting best-practice guest speakers, seminars, hands-on workshops, inquiry-sessions
 - Creating org-wide data-literacy curriculum, training-pathways and engagement
- **Aware** leadership: ability to move aside and **enable** the team by **creating-freedom** to creatively and collectively problem-solve as I provide resources, project-management/accountability and encouragement
 - *I reward mistakes – for example, we have a “wrong-hypotheses wall” celebrating creativity while increasing team freedom, camaraderie and learning – this is a tangible “learning from our mistakes”*

I am experienced in leading teams in uncovering relationships in data unearthing current optimization and releasing future growth through the endless processes of data analysis with traditional (yes, sometimes Excel – don’t over think it!) and modern tools (R Programming, Tableau, Looker, Salesforce). Proven effectiveness leading teams in building and providing on-demand, self-service, full-service insight at all organizational levels: Board, executives, front-line employees.

Data security, privacy, confidentiality, data governance/stewardship

- Insight all starts with data security
- Insistence on best-in-field ethical data security, privacy, protection, confidentiality, anonymity.
- 5+ years of unblemished, continuous compliance with federal, state, industry-specific regulations
- 5+ years of untarnished compliance with human-research, institutional-research board requirements
- Collaborative, cross-silo data governance and data stewardship leadership
- Development and continuous curation of data dictionary, data definitions and data calculations

Business scoping

- 8+ years listening to stakeholders, defining the objective, scope, methodology
 - *I seek push-back and imagine futures so I can translate to the data for you and bring you instant, on-the-spot analysis. Together, we are grounded in the data, but unencumbered to move our mission forward.*
- LEAN/agile leadership to find innovative, efficient, cost-effective, insight – on-budget, on-time.

Valid and reliable data sourcing, warehouse mining, cleaning, preparation

- 8+ years of creative and reliable data sourcing, data warehousing and storage/access
- 8+ years of statistical, proven, empirical, reproducible research and analysis
- Data discovery, exploration, extraction/mining, validation, re-validation, re-validation
- Dataset modeling and shaping, machine learning
- Data cleaning, manipulation, validation, transformation, aggregation/blending/relating, validation

Data analysis

- Statistical modeling: machine-learning informed supervised/unsupervised artificial intelligence
- Descriptive statistics
- Multi-variate analysis, logistic regression, best-fit modeling, neural networks / decision tree, general linear models, ordinary least squares, experimental
- Derived variable creation, forecasting

Predictive analytics, predictive modeling, machine learning, forecasting

- Methodology validation
- Predictive model construction
- Exploration and refining/re-modeling for best fit model
- Validation, testing, further refining (fearlessly seek additional data as needed)
- Interpretation, confidence intervals/bands, three-scenario minimum

Market research, forecasting and prediction

- 2016-2018 collaboratively redesigned the market research processes to support the launch of new product ideas, investigate cross-channel marketing, customer-acquisition and retention and mission execution.
- I led the organization in adopting automation for data and predictive analytics to change early customer acquisition and retention contributing to the collaborative successes of the second highest fall quarter acquisition (Fall 2017) and the highest early customer retention on record from 83-89% to 88-92%. This added \$0.5M initial revenue with \$2M potential long-term-retention revenue. Artificial intelligence IS for humans and is to achieve ends of our org mission!

Data visualization and end-user access – real-time answers

- Proven results from an insistence on results-focused data visualization and provision
 - *I employ the Guy Kawasaki Rule: 10 slides, 20 minutes, 40-point font*
- 2017-present: providing self-service, on-demand tools (with best-in-class row-level data security)

Organizational improvement - data in service of mission

- Voracious appetite to get you more data, crunch more numbers, bring better/deeper insight to you faster

- Leading the insight team in continuous improvement with an insistence that data informs us as humans
- Data and analysis are a MEANS to the end – the mission and vision
- Use the data for improvement – then, improve the data and modeling
- Document for replicable, reliable use

Assessment Experience

2010-Present: outcomes assessment, program review, general education, planning and results

I provide assessment processes, practices and results which are digestible, insightful, timely and actionable so that we can serve more students better. My 10+ years of experience is in collaborating and integrating with faculty, staff, administrators, students, alumni and executives. My experience cuts across academic, operational and executive departments to integrate improvement through collaborative assessment, timely research and mission fulfillment. I provide what is needed in a timely and digestible manner leading to results as I:

- Provide practical, accurate, digestible data and analysis to highly-distributed stakeholders
- Evolve, align and sustain cyclic, ad hoc and proactive data collection, analysis and distribution
- Guide results/recommendations for long/short-term goals for campus, college, departments
- Synthesize internal/external data and analysis for strategic planning and decision-making (including academic, economic and predictive models and regional/national/global trends)
- Enhance University unity through interactive assessment data collection and analysis calendars
- Increase inter-departmental engagement and results of University effectiveness

Planning, implementing and overseeing assessment processes and results

- Collaboratively **design and sustain assessment plans** for University-wide, academic and organizational departments. **Results:** Within our first year, we progressed from 15% to 88% departmental participation in assessment. Now, annually, we collaboratively build and/or redesign then implemented assessment plans for each academic and organizational department. For example, in 2019-20 we implemented and oversaw 58 departments with 1,500+ faculty/staff and 6,000+ students from across 40+ states/countries across face-to-face and online programs.
- Manage the **calendar of incoming assessment data and outgoing reports**. **Results:** timely internal and external data input (rubric input, pre-mid-post designs, cross-course implementation, course evaluations, campus/national surveys, etc) and reporting (internal improvement initiatives, media sites, faculty/departments, etc).

Evaluating assessment results to improve teaching and learning, service and the experiences of students

- **Provide and analyze results for improvement** including strategic planning and resource allocation grounded in assessment data for University-wide, academic and organizational departments. **Results:** Mission Thresholds report for Board; core theme objective reports leading to refined/redirected budgeting and planning; annual budget requests and curricular recommendations from each department. Documented year-over-year improvement plans and results from faculty, by faculty, for faculty – all for improvement of curriculum and the student experience.

Improving the assessment processes and practices themselves

- Support faculty and staff in **maintaining/coordinating assessment systems, software and processes and survey systems, software and processes**. **Results:** Provide all levels of service including regular and open training sessions for departments as well as on-the-spot assistance and consulting for individual faculty (in-person and/or virtual troubleshooting). With regular surveys, focus groups and open dialogue, we learn how we can better serve our end-user. **Results:** for example, through active listening to faculty feedback, we eliminated a redundant step in the

process between rubric input in Taskstream and grade input in Blackboard. Not only did this give time back to the faculty, this also saved the university funds on duplicative software modules.

General education assessment

- Annually implement and complete the annual **general education assessment** framework. **Results:** In 2015, collaboratively implemented the redesign from 57 university Desired Student Outcomes to 7 Core Competencies which were aligned with national AAC&U VALUE rubrics for valid formative and summative assessment of student learning. Pre-mid-post projects were launched and completed leading to multiple gen ed course redesigns and improvements. For example, by Fall 2016, nearly 4,000 online and onground student artifacts were documented and assessed by expert faculty across more than 250 course sections and 3,400 student/class instances. By spring 2020, seven years of year-over-year, and semester-over-semester trends provided significant **depth and complexity of data, yet were presented to faculty/stakeholders effectively with narrative, verbal, graphic/tabular and real-time hands-on secure interface tools.** Through secure access to internal slice/dice tools, end-users securely accessed the appropriate data to manipulate, graph, interpret and validate results for immediate use and improvement.
- **Planning and implementation of evidenced-based rubric assessment** for general education assessment and for academic program assessment including criterion-testing, inter-rater reliability sessions and rubric-design-testing, statistical assumption testing of results and interpretations. **Assessment results collaboratively presented digestibly, relevantly, from empirical design, with statistically-sound, valid results through presentations, interactive workshops.** Providing complex information

Annual Review Initiative: Programs and Business Units

- Design and sustain annual **Program Review** to investigate the academic outcome achievement, fiscal, enrollment, workload and equity health of each academic department. **Results:** Enhance equity across departments, strategic planning for areas of growth.
- For example, in 2019-20 we implemented and oversaw 58 departmental program assessments with 1,500+ faculty/staff and 6,000+ students from across 40+ states/countries across face-to-face and online programs and across undergraduate- and graduate-level programs. This included measures of student learning, qualitative measures, quantitative measures and fiscal/operational measures and thresholds including ROI, profit-and-loss/department, credits-sold calculations and ratios, course-fill analysis and more.

Prior Experience

2004-2015 leadership/assessment/analysis experience at Clark College and Corban University

- Outcomes-Assessment Faculty Lead - Title III grant-funded position
- 2012-2013 - program level outcomes co-researcher (power, privilege, inequality)
- 2012-2013 - fine arts division faculty lead (art, music, drama)
- 2011-2012 - humanities division faculty lead (english, arts, history, philosophy)
- Overseeing outcomes development, course & program level assessment
- Analyze qualitative/quantitative data to support student learning
- Develop plans to improve teaching and student success, Program Norming (ENG101)
- Report data and progress through SPOL, SPSS, white papers, reports
- Lead meetings, schedule/agendas, determine stakeholders, sustain momentum
- Elected representative - College Council - policy, budget, shared governance
- Co-founder: Diversity and Equity Faculty Allies, co-leader Equity Community Forum
- Working member - Planning and Accreditation Committee - institutional research
- Researcher and writer - NWCCU Accreditation Standard 2 Clark College Self Study
- Mentor - First Year Experience - Title III Grant funded
- Honors Program Co-Designer – design, budget, scholarships, curriculum
- Curriculum designer - continuing education - hybrid web/traditional curriculum
- Program director - ASCC – budget, recruitment, cross-department relations
- Voting member - Instructional Planning - degree/program reviews (nominated by VPI, 2011)
- Facilitator - multiple Faculty Development Workshops - 2010-2012
- ASCC Program Director (2007-2013) including experience managing an annual budget

2005 – Present: Affiliate Professor / Instructor Experience

- Affiliate Professor (2005-2013)

Students are the focus, so I stay connected directly by teaching an on-ground course and/or an online course regularly. I teach, write, design, and redesign on-ground and online courses. For example, I recently redesigned a course to use Open Educational Resources (OER) to better serve students.

National and Regional Impact

- 2020-2021 NWCCU Mission Fellowship Program Fellow
- 2020 – Present, Ad Hoc External Research Reviewer (Peru University; Chicago; and other NDA local and national research, technology and educational organizations)
- 2018 - OAICU - author - Five Things I (un)-Learned about Higher Education Accreditation
- 2018 - OAICU - author - quotes and short-form regarding NWCCU accreditation
- 2019 - co-lead OAICU Workshops
- 2017-current: Taskstream Knowledge Ambassador
- Reviewer: The Journal of Assessment and Institutional Effectiveness
- Certified researcher: NIH certified (#901825), CITI certified (#7875152/3) - ethical research is the best (and reduces risk!)
- American Statistical Association; Association of Institutional Researchers (Member, Peer Reviewer, Volunteer, Group Leader/Participant)
- Previous ACT Council Member of Oregon member: <http://c3oregon.org/news>
- Portland area meet ups: Python Machine Learning Meetup, Pdx Code Guild/Tech Academy Data Science/Kaggle, Artificial Intelligence and Machine Learning, Portland IR, Oregon IR
- Previous qualitative/quantitative researcher Washington State SBCTC
- Core-to-College/Smarter Balanced Assessment
- NWCCU Accreditation Evaluator certification including off-site "virtual" visits
- The Association of Washington College Administrators - Intern & Consultant to colleges
- PNAIRP research reviewer (2015)
- Co-researcher: 2016-Current Intercultural Understanding Project - Innovation Fellowship
- Presentations/submissions: Please, see below section
- WSU Vancouver Services/Activities Committee: Appointed by chancellor, budget requests & hearings, \$1,500,000+. Leadership balancing competing needs and representing stakeholders
- 2015: University of Damman - Saudi Arabia - mission and assessment alignment
- 2016-2017 participant and presenter NWCCU - Northwest region - site team leader
- June 13-17, 2015 - Portland, OR
 - Co-presenter -Using Assessment for Decision-Making: a Case Study
 - Higher Education Data Sharing Consortium
- February 23-24, 2015 - College Station, TX: Texas A & M University (funded by Tk20)
 - Co-Presenter - concurrent session
 - Using Assessment for Decision-Making: a Case Study
- November, 2014 - Seattle, WA
 - Accepted to present and facilitate workshops - unable to attend
 - Presenter and Workshop Facilitator: R Statistical Programming Language in Higher Ed
 - 15 Minute Showcase: Show Me Less, Give Me More - Infographics for Decisions
 - Wrong Enough to be Right: Predictive Analytics for Retention
 - Pacific Northwest Association of Institutional Research
- Fall, 2014 - Salem, OR
 - Consultant: Market Research for Higher Education Admissions
 - BA464, Corban University
 - Guest instructor
 - Guide and assess student projects

- August/October, 2014 - webinar
Co-presenter - Driving Information Literacy with Assessment
Approx. 150-200 attendees nationally/internationally
Tk20 Assessment Solutions at Work - Webinar Series - tk20.com
- July 2014 - AIR Association for Institutional Research - data and decisions in higher education
Mention in Changing Scene
<https://www.airweb.org/eAIR/ChangingScene/Pages/default.aspx>
- 2014-2015 Academic Year - Washington State University, Vancouver, WA
Recipient: Paula Gmelch Scholarship in Educational Leadership
- 2014-2015 Academic Year - Washington State University, Vancouver, WA
Recipient: WSU College of Education Scholarship Fund
- May 10, 2014 - Albany, OR
Co-presenter - unable to attend - Assessment and Information Technology
ILAGO - Oregon Information Literacy Advisory: Linn-Benton Community College
- April 4, 2014 - Portland, OR
Co-presenter: Lightning Talk - Assessment and Information Technology
ORBIS Cascade Alliance Un-Conference: Library User Experience and Assessment
- November 6, 2013 - Indianapolis, IN
Paper Accepted for Presentation - UCEA National Convention - could not attend
Change and Adaptive Leadership in Higher Education - B. Moll
University Council for Educational Administrators - Graduate Summit
- September 27, 2013 - Portland, OR
Participant - Oregon Alliance Institutional Research Director Meeting
Oregon Alliance of Independent Colleges and Universities
- June 6, 2013 - Denver, CO
College Representative - unable to attend
AASCU American Democracy Project and Democracy Commitment National Meeting
American Association of State Colleges and Universities
- May 1-3, 2013 - Spokane, WA
Co-presenter panel expert - Assessment, Teaching and Learning -unable to attend
Washington State Board of Community and Technical Colleges
- April 27 - May 1, 2013 - San Francisco, CA
Participant - AERA
American Educational Research Association
- April 18, 2013 - Vancouver, WA
Poster presentation - WSU Vancouver Academic Research Showcase (juried)
- March 8, 2013 - North Bend, WA
Presenter and panel guest - Assessment, Teaching and Learning
Washington State Board of Community and Technical Colleges
- 2012-2013 WSU Graduate Student Grant Award
- 2012-2013 Clark College Faculty Development Award
- 2012 Clark College Faculty Grant
- November, 7, 2012 - Seattle, WA
Certified Evaluator
NWCCU - Regional Accreditation Evaluator Certification

Northwest Commission on Colleges and Universities

- October 4-5, 2012 - Seattle, WA
Participant
Core to College and Smarter Balanced Assessment Research Group
Washington State Board of Community and Technical Colleges
- September, 2012
Research publication - Faculty Learning Communities: Quantitative and Qualitative Project Evaluation. Goto, S., Pettitt, M., & Moll, B. (2012).
http://www.sbctc.ctc.edu/college/education/2012_rpt_on_wa_fac_learning_communities_initiative.pdf
- May 21, 2012 - Seattle, WA
Participant
Core to College Assessment Conference
Washington State Board of Community and Technical Colleges
- March 13, 2012 - Seattle, WA
Researcher/Participant
NWCCU Accreditation Year 3 Workshop
Northwest Commission on Colleges and Universities
- February 10, 2012 - Seattle, WA
Participant
College Readiness Conference - credit for prior learning, variable credit
Washington State Board of Community and Technical Colleges
- 2011-2012 Clark College Faculty Development Award

Current/future presentations/publications/collaborations/grants

- Pending - OAICU - author - Five Things I (un)-Learned about Higher Education Accreditation
- 2019 - co-lead OAICU Workshops
- 2018 dissertation - organizational alignment and listening - pending
- 2018 collaborative article with pre-post testing in student performance - pending
- Future presenter and Workshop Facilitator:
 - R Statistical Programming Language in Higher Ed
 - 15 Minute Showcase: Show Me Less, Give Me More - Infographics for Decisions
 - Wrong Enough to be Right: Predictive Analytics for Retention
 - On-going - international collaboration
 - TK20 Assessment Software - Texas, USA
 - Real-time assessment data integrated with enrollment, alumni, financial and other metrics

TESTIMONIALS

“Hiring Ben Moll was one of the high points of what I accomplished in my career of 30+ years.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

Servant Leadership

“Ben provides service at all levels while modeling humble, inspirational and dependable servant leadership.”

- Dr. Oralee Branch, Director, Office of Research Integrity, Institutional Research Board

“Ben exemplifies servant leadership. He is ethical, humble and provides leadership focused on goal attainment.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

“Having Ben Moll as part of the Concordia team made a difference. Even when dealing with difficult issues, Ben continued to have a positive attitude and worked hard to strengthen connections across campus. Ben led a team that contributed to Concordia in countless ways and helped make the institution a better place.”

- Keryn Neary, MFA, Academic Operations Program Coordinator, Office of the Provost

Strategic Vision and Leadership

“Ben often was able to look downfield at the coming tides and be able to suggest pathways for our leadership team that were sensible given our position in the market.”

- Shawn Daley, Executive Vice President - Business Development and Innovation, Associate Professor of Education

Management and leading collaborative teams

“Ben is a highly motivated and intelligent leader with great potential for strategic and leadership impact across the organization.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

“The ability to maintain a vision of the “big picture” while working in the weeds of a project is one of Ben Moll’s strengths. He is able to delegate responsibilities, understanding how each fits into, serves, or complements the overall plan.”

- Sonja Baumeister, Office of the Registrar

“Ben has initiated collaborative activities and initiatives across campus and shows deep appreciation for values, mission and vision as institutional drivers for action.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

Data-informed action leadership

“Ben has a rare combination of analytical talent, creative ability, and workload management capacity.”

- Dr. Oralee Branch, Director, Office of Research Integrity, Institutional Research Board

“Ben pulled together a cross campus team to validate and ultimately act on the information.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

“Ben inspires strong collaborative teams by presenting data in a clear manner so that each team member can input their own expertise.”

- Dr. Oralee Branch, Director, Office of Research Integrity, Institutional Research Board

Management

“Ben is an astute hiring manager who has a keen eye for talent. Rarely have I seen someone who has the ability to identify and build as strong a team as Ben did in his leadership role.”

- Shawn Daley, Executive Vice President - Business Development and Innovation, Associate Professor of Education

“Two years before retiring as Director of Institutional Research and Assessment I hired Ben Moll as Assistant Director. He possessed abilities, skills, experiences and personal qualities not just for the position, but which would, given the opportunity, enable him to lead the department and take it to the next level.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

“Ben brings excellence and then encourages excellence across the team.”

- Dr. Oralee Branch, Director, Office of Research Integrity, Institutional Research Board

Data is for People

Insight for executive decision-making

“Ben has a real alacrity in making the granular pop. Ben has an exceptional ability to highlight the analytics and essential elements for executive decision-making.”

- Gary Withers, J.D., Senior Advisor, Trillium Family Services, former University Strategic Partnerships Officer. gwithers@trilliumfamily.org; 503-577-4955

“Ben worked directly with the board, president and executive leadership team to bring data and its implication to bear on the vision and related strategies, tactics and performance metrics.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

Insight for faculty, staff and decision-making

“Everyone at Concordia knows that when you want to get the real picture of the data, its implications, and usefulness, you go to Ben Moll. His analysis and insights are the ones we want when we make decisions as departments and colleges.”

- Dr. Michael Godsey, Ph.D., Professor of Chemistry, Co-chair Natural Science Department; College of Health and Human Sciences

“In addition to his leadership abilities, he possesses the skills necessary to transform raw data into meaningful information allowing decision makers to reach decisions based on reliable, understandable data.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

“Ben works collaboratively with departments across campus, providing support and expertise, and regularly reporting to the president’s cabinet where data and analysis that he provides informs strategic decision making.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

Data for non-data people

“Ben is a true servant-leader. I was new to assessment, and Ben met with me several times to help the library develop a robust assessment plan. He and his department were also instrumental in our implementation of a nationally known survey. His friendly, humble, and expert support throughout the process was key to the success of the project.”

- Krista Reynolds, Head of Library Reference and Instruction

“Ben is excellent at helping people identify an issue, leading them to put it into numerical terms, shepherding necessary revisions, working through the results, and putting things in understandable terms for colleagues with less training. He combines analytic skills with a genuine human touch, so he thinks through the process of implementation and isn't satisfied with just getting an analytic conclusion that isn't going anywhere.”

- Gregory Sergienko, Professor of Law, Former Associate Dean of Academic Affairs, J.D. magna cum laude
Harvard Law School, contributor Harvard Civil Rights - Civil Liberties Law Review

Clear, actionable insight, research, market research and analysis

“Ben is a data wizard. He envisions how data can be transformed into actionable, digestible insight. The reports he produced were clear, detailed, and focused on continuous improvement.”

- Krista Reynolds, Head of Library Reference and Instruction

“Ben demonstrated a keen ability to discover, synthesize and communicate critical industry trends, risks and opportunities.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

Data Science

“Ben initiated a project to pull historical student data across several years, from multiple data silos and built a predictive model of student success. This model was updated weekly to assist advisers and admissions staff in focusing their efforts. In addition to extracting, cleansing and modeling the data, Ben also led the team to greater insight by forecasting with data and analysis for incoming and prospective students through predictive modeling.”

- Ron Fonger, retired Director of Institutional Research and Effectiveness

“As an educational technology administrator, I have supported Benjamin on several data acquisition and reporting projects in the context of institutional research. He has always been a pleasure to work with - passionate and knowledgeable about his field. Benjamin embodies servant leadership!”

- Morgan Hynson, IT Application Administrator

Data Ethics

“Ben insists upon ethical, valid, reliable research and data in a way that informs and involves stakeholders.”

- Dr. Oralee Branch, Director, Office of Research Integrity, Institutional Research Board

“I would trust him with any research project that required him to use his talents, whether in education or business.”

- Gregory Sergienko, Professor of Law, Former Associate Dean of Academic Affairs, J.D. magna cum laude Harvard Law School, contributor Harvard Civil Rights - Civil Liberties Law Review

Academic assessment / collaborative leadership

“Ben is radically collaborative. He brought together a broad team of campus constituents to provide feedback about assessment and advance the university’s mission. He welcomed all voices and opinions, seeing each member of the team as a valuable asset. This resulted in huge strides toward creating a culture of assessment.”

- Krista Reynolds, Head of Library Reference and Instruction

“Ben’s expertise and leadership helped to forge an institutional culture of assessment and data-informed decision-making.”

- Johnnie Driessner, retired Chief Vision Officer
I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)

Higher Education Accreditation

“I find Ben Moll to be an exceptional navigator for accreditation work. Ben has been an exemplary conduit between the university and our regional accreditor, mastering the nuance of varied requirements and supporting our staff and faculty with guidance through often challenging processes.”

- 2020 - Shawn Daley, Executive Vice President - Business Development and Innovation, Associate Professor of Education

Board Impact and Servant Leadership

“In the work of a volunteer-led organization, Ben’s steady hand and follow through are essential. AHEE relies on solid efforts by people like Ben, and we are glad to have him as a member of our leadership team.”

- Jan Lyddon, Ph.D., President, Association for Higher Education Effectiveness

“Ben Moll’s leadership style is that of a servant leader. He is continually striving to encourage and support others no matter what they are able to offer back to him in return.”

- Chris Potter, Pastor of Discipleship and Community Life, Kessid Church

“Ben Moll is gifted in understanding that organizations of every size are a combination of smaller departments that need to run fluidly and efficiently both with and alongside each other. He is highly skilled at creating and identifying processes and practices that aid in these vital efforts.”

- Chris Potter, Pastor of Discipleship and Community Life, Kessid Church

“As a relentless learner, Ben is ever widening his understanding and adding to his leadership toolbox.”

- Chris Potter, Pastor of Discipleship and Community Life, Kessid Church

“Ben brings both enthusiasm and thoughtfulness to his role on the AHEE Board, which has been an excellent addition to our work.”

- Jan Lyddon, Ph.D., President, Association for Higher Education Effectiveness

Futurist

“I know Ben Moll through the LECNA Fellows program. He has a deep commitment to being a servant leader. We use the StrengthsFinder Assessment through the program. Where many non-profits that I work with suffer from not having futuristic thinkers on staff who can see new ways of accomplishing the mission, Ben has strong tendencies with gifts and talents in futuristic and brainstorming new ideas. Additionally he is effective in taking charge and delivering results.”

- Diana Gabriel, Professional Certified Coach, Brene Brown Program

“Ben has the heart of a true and authentic leader. He has a strong sense of others and a keen sense of both curiosity and courage that empowers the ability to link purposefully with others, continuing to find the strategic and innovative edge.”

- MaryAnn Anderson, AAC, CDWF, Executive Coach

REFERENCES

- **Gary Withers, J.D.**
 - Senior Advisor, Trillium Family Services
 - University Strategic Partnership Officer (retired)
 - gwithers@trilliumfamily.org
 - 503-577-4955
- **Loren Anderson**
 - President Emeritus, Pacific Lutheran University
 - andersonloren@me.com
 - 253-223-3566
- **Dr. Thomas E. Cedel**
 - President Emeritus, Concordia University Texas
 - Co-Director LECNA Leadership Fellowship Program
 - Thomas.cedel@concordia.edu
 - 512-289-2707
- **Diana Gabriel**
 - Brene Brown Certified Professional Leadership Coach
 - diana@dianagabriel.com
 - 507-345-7090
- **Ron Fonger**
 - Retired Director of Institutional Research
 - Fonger.ron@gmail.com
 - 503-680-2433
- **Carl B. Talton**
 - President, Black Investment Corporation for Economic Progress (BICEP)
 - Ex-Officio Chair, United fund Advisors (National Community Fund) Portland Family of Funds
 - Governor's Council on Economic Development for the Portland Metro Area
 - Mayor of Portland's Council of Economic Advisors
 - Portland Community College Presidents Council
 - carl@unitedfundadvisors.com
 - 503-546-2650
- **MaryAnn W. Anderson, ACC, CDWF**
 - Executive Coach, Brene Brown Program
 - andersma@me.com
 - 253-223-3575
- **Chris Potter**
 - Pastor of Discipleship and Community Life, Kessid Church
 - chrisp@kessidchurch.com
 - 360-241-9642
- **Dr. Jan W. Lyddon, Ph.D.**
 - Principal, Organizational Effectiveness Consultants
 - jwlyddon@gmail.com
 - 281-389-5684
- **Dr. Johnnie Driessner, Ed.D.**
 - Emeritus Interim President, Professor of Biology, Education and Business
 - Thrivent Financial Network – Pacific Cascade Regional Board Member
 - Metro East Web Academy, Board of Directors, President (2009-2017)
 - I Have a Dream Foundation of Oregon, Board of Directors (2007-2015)
 - jdriessner@comcast.net, 503-912-3214

Further references available upon request.

Per an email, this applicant has asked that their application from a prior recruitment be used for the 2022 Salary Review recruitment.



City of Vancouver Boards and Commissions Application Form

City Hall • 415 W. 6th Street • Vancouver, WA 98660
City Manager/Mayor's Office • jill.brown@cityofvancouver.us
Voice 360-487-8641 • Fax 360-487-8625 •
www.cityofvancouver.us/boards

Submitted on Thursday, July 1, 2021 - 7:18pm

Board or Commission you are applying for: Clark County Public Health Advisory Council

Have you served on this board or commission in the past? No

If "Yes" please explain:

First Name: Patricia

Last Name: Bilker

Home address: 3101 N St

City: Vancouver

State: Washington

Zip: 98663

Mailing address:

City:

State: Washington

Zip:

Business address:

City:

State: Washington

Zip:

Email address: patticakes1935@gmail.com

Primary phone: 7143450741

Secondary phone:

Do you reside in the City limits? Yes

Length of residency in Vancouver: 4

Occupational status and background:

I was a paralegal with the State Bar of California for 28 years. I believe that I can understand and appreciate the responsibility of the position posted.

What skills would you contribute to the committee or commission?:

I can contribute thr knowledge for the need for affordable housing and the consequences of not having affordable housing within the community.

Why are you seeking appointment?:

I want to contribute my knowledge and experience to work with toward a better community.

Are you employed by the City of Vancouver? No

Do you, or does your firm or place of employment do business with the City of Vancouver? No

If yes, please describe:

If your employer does business with the City of Vancouver and you receive compensation other than salary (such as bonus, stock, commission) please explain: I am retired.

Do you, your firm or place of employment, have business that may involve a contract with the City for land, materials, supplies, or services? No

If yes, please describe:

Organizational affiliations:

None

Are you interested in serving on other Boards or Commissions? Yes

ROSTER

Salary Review Commission

PURPOSE

Studies the relationship of salaries to the duties of the Mayor and City Council and establishes the salary for each. Commissioners must be registered voters and city residents.

BOARD COMPOSITION

- 7 Members
- Appointed by Mayor with Council approval

CURRENT BOARD MEMBERS

	Name & Address	Original Appointment Date	Reappointment Dates	Current Term Expiration	Contact Info
1.	Patricia Stepp 1405 Esther St. #207 Vancouver, WA 98660	12/31/21	N/A	12/31/25	360.859.3214 patricia.stepp@cityofvancouver.us ravenmaven08@gmail.com
2.	Peter Marez 13121 NE 52 nd Street Vancouver, WA 98682	12/31/21	N/A	12/31/25	360.314.6915 peter.marez@cityofvancouver.us pvmarez@att.net
3.	Gail Czech 17146 SE 23 rd Dr., #6 Vancouver, WA 98683	2/11/19	N/A	12/31/22	360.921.0876 360.604.0802 gail.czech@cityofvancouver.us gail@creativenetworkinc.com
4.	Briana Rygg 1700 Main St., #523 Vancouver, WA 98660 Resigned 2020	2/11/19	N/A	12/31/22	920.277.1324 briana.rygg@cityofvancouver.us brygg@pfilament.com
5.	Ana Drilea 3220 NE 158 th Ct. Vancouver, WA 98682	2/24/20	N/A	2/24/24	360.607.7785 ana.drilea@cityofvancouver.us abdrilea@yahoo.com
6.	Esther Schrader 415 SE 177 th Ave, Apt 425 Vancouver, WA 98683 Resigned 2022	2/24/20	N/A	2/24/24	360.798.6539 esther.schrader@cityofvancouver.us ebschrader@comcast.net
7.	Daniel Buckley 208 Dubois Ct. Vancouver, WA 98661	12/20/2021 (mid)	N/A	12/31/24	503.969.4938 Daniel.buckley@cityofvancouver.us dbuckley@ur.com

TERM LIMITS

Term: 4 Years

Term Limit: Max 1 term

GOVERNING REFERENCES

- City Charter Sec. 2.18

SPECIAL APPOINTMENT REQUIREMENTS

- Must be City resident AND a registered voter in Clark County.

MEETINGS

Occurrence	Time	Location
Meets every other year (even years), January to May	Varies	City Hall, 415 W. 6 th St. Vancouver, WA

STAFF

Staff Liaison	Support Staff	Attorney
Dean Perez HR Deputy Director 360.487.8406 donald.perez@cityofvancouver.us	Jenn Berlanga Support Specialist III 360.487.8420 Jennifer.berlanga@cityofvancouver.us	Nena Cook Assistant City Attorney III 360.487.8503 nena.cook@cityofvancouver.us