

1/24 meeting



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY CHARTER REVIEW COMMITTEE

1120 S.W. Fifth Avenue
Suite 1500
Portland, Oregon 97204
(503) 248-3525

MEMBERS

Ann Porter, *Chair*
Mark Johnson, *Vice-Chair*
Florence Bancroft
Lana Butterfield
David J. Chambers
Liberty Lane
Monica Little
Bruce McCain
Paul Norr
Marcia Pry
Casey Short
Nicholas Teeny
LaVelle VandenBerg

PUBLIC MEETING NOTICE

Wednesday, January 24, 1990
7:00 p.m.

Multnomah County Courthouse Board Room
1021 S.W. Fourth Avenue, Room 602
Portland, Oregon 97204

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

AGENDA

1. Invited Testimony

Speakers on annexation and Resolution A:

Grant Nelson, Director of Justice Services
Susan McPherson Daluddung, Urban Services Manager,
City of Portland

County Commission Board Staff:

Fred Christ, Staff Assistant to Commissioner Bauman
Bill Farver, Staff Assistant to Commissioner Anderson
Hank Miggins, Executive Assistant to Commissioner McCoy
Robert Trachtenberg, Staff Ass't to Commissioner Kelley

Ransey, Weir, Asst to Gretchen Kelley

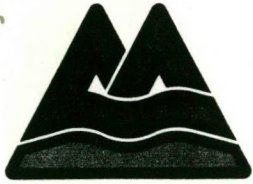
2. Public Testimony

3. Committee Business

Approval of January 3, 1990 Minutes
Approval of January 10, 1990 Minutes

TENTATIVE FUTURE MEETINGS

February 17: All-day work session on staff report (at PCC/Cascade
Campus-North Portland)



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MINUTES JANUARY 24, 1990

Pursuant to notice by press release to newspapers of local circulation throughout Multnomah County and on the mailing list of the Committee, a public meeting of the Multnomah County Charter Review Committee was held at the Multnomah County Courthouse Board Room, 1021 S.W. 4th Avenue, Portland, Oregon. The meeting convened at 7:01 p.m.

Members Present

Ann Porter, Chair
Mark Johnson, Vice-Chair
Florence Bancroft
Lana Butterfield
David Chambers
Liberty Lane
Monica Little
Bruce McCain
Paul Norr
Marcia Pry
Casey Short
Nicholas Teeny
La Velle Vandenberg

Staff Present

Bill Rapp, Administrator
Donna Tucker, Secretary

Invited Testimony

Grant Nelson, Acting Dir.
of Justice Services
Susan McPherson Daluddung,
Urban Services Manager,
City of Portland
Bill Farver, Staff Ass't.
to Commissioner Anderson
Hank Miggins, Exec. Ass't.
to Chair Gladys McCoy
Robert Trachtenberg, Staff
Ass't. to Comm. Kelley
Ramsey Weit, Staff Ass't.
to Commissioner Kafoury
Fred Christ, Staff Asst.
to Commissioner Bauman

INVITED TESTIMONY:

Grant Nelson, Acting Director, Department of Justice Services

Mr. Nelson outlined the history of Multnomah County services leading up to the adoption of Resolution A. He explained that up until 1982-83, the county was

performing urban services; at that time, federal funding was drastically reduced, creating a \$17,000,000 deficit in the county budget. The Board of Commissioners was then forced to decide whether or not the county would continue performing urban services. It was decided to change direction and thus Resolution A was created.

The county is presently re-assessing Resolution A, with the thought of possibly developing a Resolution B. Chair McCoy has charged the Citizens Involvement Committee with researching the issue in an attempt to determine who receives services and what kind of services will be performed.

Susan McPherson Daluddung, Urban Services Manager, City of Portland

Ms. McPherson Daluddung distributed packets to the committee that included a copy of Resolution A and the City of Portland Urban Services Policy (Resolution 33327).

McPherson Daluddung stated that contrary to popular belief, the reason for an urban services policy is not to obtain additional land and tax dollars for the city. McPherson Daluddung then gave a brief explanation of the goals of the City's Urban Services Policy, which is a companion policy to Resolution A:

1. To produce a full set of urban services cost effectively by making a companion policy that delivers urban services by the city and county-wide services by the county.
2. To reduce the urban subsidy. Studies showed that city-type services were being provided to unincorporated areas that were not being provided in Multnomah County cities. It was felt that services could be more fairly distributed if those areas were to join the city.
3. To encourage economic development, specifically in the Columbia south-shore area. Sewers, water and transportation networks needed to be added to prepare that area for growth in the 90's.
4. Rationalize city and county roles.
5. Increase the central city population, which enables Portland to compete with other cities.

Since 1983, there have been 125 annexations to the city of Portland; with a little less than 50,000 people left to annex. Over 50% of the property owners must sign and over 50% of the voters must approve the annexations. It is expected that annexation will be completed within three years.

McPherson Daluddung stated that annexation has diminished Multnomah County's unincorporated area by over 50% since 1983. Since 1983, Multnomah County services have changed dramatically:

1. Parks, transportation and planning have been significantly reduced;
2. Human services have increased;
3. Justice Services have doubled;
3. Law enforcement has not increased at the rate it should have. McPherson Daluddung believes that the most effective use of tax dollars would be to have the cities perform law enforcement services and the county handle corrections.)

Nicholas Teeny asked Grant Nelson what happened to the organization of Columbia Ridge. Nelson stated that even though there were enough signatures collected to place it on the ballot, it was rejected by the boundary commission, primarily because of the financial and services plans. The rejection was taken to the court of appeals and was upheld. Some people oppose annexations by the cities of Gresham and Portland because they believe there should have been a vote on Columbia Ridge.

Monica Little asked either speaker if they believe the charter review committee should implement any particular proposals to advance the policy direction adopted in Resolution A or the Urban Services Policy. Nelson stated that Resolution A is not presently in the county charter and he wouldn't recommend that it be added. McPherson Daluddung concurred, stating it is a policy decision, not a charter issue.

Lana Butterfield asked what geographical location Columbia South encompasses. McPherson Daluddung answered that it includes 33rd and Marine Drive past Northeast 185th; the land adjacent to the Columbia River; the I-5 area to I-205 area along the railroad. Marcia Pry asked the speakers if they believe the number of county commissioners should be increased due to the increased population. McPherson Daluddung said she believes the more representation we have, the better we are all served. In addition, she believes a strong manager is essential (she prefers elected).

Ann Porter stated that during the past year, police patrols in Columbia Villa and Aging Services have brought Resolution A to the forefront. Porter asked why the city isn't willing to discuss these two issues and work out a resolution. McPherson Daluddung stated that the City's contribution to Aging Services may be phased out and an agreement may be reached that is similar to the youth services agreement.

Grant Nelson stated that it was decided at public hearings on Columbia Villa that Resolution A did not apply because it was federally funded through the Housing Authority of Portland. The question of who (city/county) will perform which service in relation to Aging Services is, however, still being reassessed.

Bill Farver, Staff Assistant to Commissioner Pauline Anderson

Mr. Farver gave the committee written testimony that outlined questions he felt the committee should be concerned with, how duties in his office are divided and a discussion of different methods of board staff operations.

The questions he believes are important for the committee to consider are:

1. Should the county have a professional manager or an elected executive with or without legislative authority?
2. Should the manager or executive have increased power vis a vis the legislative branch or should there be a strong, informed legislative branch as a balance to the executive authority?

Farver believes that if these questions are answered, the type of staffing needed will follow.

Farver stated that each commissioner has three staff members and each commissioner decides how the office will be organized; however it is arranged, the same functions must be performed. For instance, the role of secretary could be "staff assistant" or perform a more traditional secretarial role.

Some of the reasons commissioners may want personal staff are:

1. To have someone they can trust to share ideas and strategies. (It would be difficult for a shared staffer to present all sides of an issue when there is disagreement among the commissioners).
2. To help make decisions and do research.
3. Perform support services and maintain community visibility.
4. Help enable commissioners to develop a more innovative approach to issues.

Even though county commissioners do not have a shared staff, there

is a good deal of cooperative effort between the individual staffs; for instance, they meet every Wednesday to discuss common issues. Farver believes that the amount of cooperation is limited by clear policy differences on issues, physical separation of the chair's office from other offices and loyalties to individual commissioners.

Some of the reasons for having a pooled staff may be: (1) better and more neutral policy analysis; and (2) ability to cover for some of the inconsistencies in management styles of different commissioners.

Problems with having a pooled staff are: (1) reduction of staff would create problems with constituents who want to talk to their commissioner or a representative, (2) having an executive or manager reduces independent analysis by staff members who have been accustomed to making independent decisions; and (3) with fewer staff, some issues may not be covered.

Farver said it is his hope that the question of staffing will not appear on the ballot in the same way the lobbyist issue did.

Hank Miggins, Executive Assistant to Chair Gladys McCoy

Mr. Miggins stated that the Chair's staff has eleven members; six staff assistants, three support staff positions, an administrative assistant and himself.

The duties of the staff are as follows:

1. Intergovernmental Relations Officer - Interacts with other governments and oversees issues involving other governments and monitors the state legislature for issues affecting Multnomah County.
2. Public Information Officer - Although employed by the Chair, performs services for the board, managers, board staff, and employees on a county-wide basis, such as general media relations, public appearances, public events and broadcast appearances.
3. Gorge Commission Officer - This position was recently approved by the Board of County Commissioners to monitor the implementation of the Columbia Gorge National Scenic Area Act. This position is almost exclusively dedicated to Gorge related activities and meetings with the Gorge Commission.
4. The fourth staff assistant's time is presently dedicated to Columbia Villa and Multnomah County Community Restoration activities. This is a county-wide effort akin to the

revitalization efforts of the City of Portland.

5. The fifth and sixth staff assistant positions are more generalist in nature and participate in a wide range of assignments.
6. Administrative Assistant - Directly responsible to the Chair and oversees all of the Chair's administrative needs.
7. Support staff - Includes an office manager, a receptionist and a word processor.
8. Executive Assistant to the Chair - Involves board relations, relations with other governments, county-wide management activities and directly supervises the functions of both the executive office and Clerk of the Board's office. It is a management position that serves at the pleasure of the Chair and acts on behalf of the Chair in an administrative capacity in her absence.

Robert J. Trachtenberg, Staff Assistant to Commissioner Sharron Kelley

Mr. Trachtenberg is responsible for advising the commissioner on several issues pending before the board and following through with assessment and communication regarding these matters.

Trachtenberg's comments on a pooled staff included:

1. Constituent complaints may not be dealt with as efficiently with a pooled staff.
2. Support and evaluation of an idea that differs from that of the executive department may not be available.
3. There would be less incentive for a staff assistant to initiate new ideas and no clear communications channel.
4. With five equal bosses, it is more difficult to establish efficient work plans for staff.
5. Individual staffs assist the commissioners in pursuing the agendas of their districts. This would be difficult with a pooled staff.
6. If a pooled staff is mandated by the charter, it would be difficult for adjustments to be made as conditions change.

Trachtenberg suggests that a more appropriate role for the charter is to assure that the budgets of each commissioner are equal

(except the chair, if the chair retains executive functions). This would assure that a commissioner with innovative ideas does not see the board majority retaliate by dividing the office budgets unequally.

If the decision is made to have a county administrator, Trachtenberg believes some of the chair's staff assistants should be supervised by the county administrator and the chair should have the same number of staff as the other commissioners.

Ramsey Weit, Staff Assistant to Commissioner Gretchan Kafoury

Mr. Weit gave a brief summary of his duties. He said that he finds it useful to divide job duties into three categories: reactive, original and internal. Reactive is reviewing proposals of others, while original duties focus on developing programs and concepts for his boss and the board in general; internal focuses on monitoring and evaluating department issues, drafting resolutions and dealing with constituents.

Factors favoring a pooled staff:

1. Recognizes and exploits the expertise of certain staff.
2. Avoids duplicating efforts (phone calls, interviews, etc.) by having only one person assigned to each task.
3. Better accountability for the board of commissioners.

Factors in favor of individual staffs:

1. A technical advisor and personal advisor are different roles and commissioners deserve both.
2. There is a potential for conflict between those who work for both a county administrator and legislators. There needs to be a check and balance between the two.
3. Potentially minimizes the effectiveness of legislators by removing time-saving resources to synthesize and interpret events and correspondence.
4. Discourages potential for delegated authority from the Chair to legislators.

Fred Christ, Staff Assistant to Commissioner Rick Bauman

Mr. Christ said there was little he could add to his colleagues' statements.

Christ did, however, relate his experience working in a pooled staff in the House Majority Office.

He stated that a pooled staff does very well with issues that are not controversial such as constituent work and summarizing bills that had passed. However, the individual commissioners may not trust someone over whom they have no authority or with whom they have no personal relationship.

Question and Answer Session with all Staff Assistants

Bruce McCain asked Fred Christ and Hank Miggins how they would feel if, as staff assistants, they worked for both the legislature and the governor. Christ replied that it would create inherent problems at the state level and similar problems at the county level. Miggins concurred.

Paul Norr asked Miggins if board staff is a charter issue. Miggins replied, "absolutely not."

Monica Little asked what it means for a commissioner to have a liaison responsibility to a county department. Bill Farver replied that there are two county departments for which Commissioner Anderson is responsible; this means that she has more background knowledge regarding issues faced by those departments, introduces those departments' agenda items and takes a special interest in those departmental area. Liaison assignments are generally rotated every two years.

PUBLIC TESTIMONY:

Clyde Brummel, President, Oregon State Homeowner's Association

Mr. Brummel made several points in the course of his presentation, including:

1. The chief law enforcement officer of the county, including chartered cities, should be the Multnomah County Sheriff. The sheriff should be given authority to seek private construction of jail space.
2. The board of commissioners should be reduced to non-salaried members from each district, with a per diem allowance of \$75 per day, plus travel expenses. The board should hire a county manager.
3. The county should confer jurisdiction of county roads to the State of Oregon.

4. The county assessor should be elected to protect the taxpayer.
5. A paid lobbyist is not necessary.
6. A regional library system is a good idea because of current funding problems.
7. Regarding Resolution A, the City of Portland should not contribute to social services programs.
8. Each county should only have one school district.

Ann Porter asked Brummell about housing. Brummell replied that the Portland Home Builders Association is beginning a program to rehabilitate areas of northeast Portland, block-by-block. In addition, the Portland Indian Health Board, of which he is Chairman, is in the process of reconstructing homes for Indian children. It is his opinion that private enterprise is the best way to improve housing in Portland.

Herb Brown

Mr. Brown agreed with most of Brummell's testimony.

Brown believes that the City of Portland should not be trying to coerce people into having their area annexed in order to balance the City budget. He stated that Resolution A was supposed to be in affect only from 1983 to 1987 and therefore the urban service level should be in place.

Jim Worthington

Mr. Worthington agrees that the only reason for annexation to the City of Portland is financial, and when a vote is allowed, annexation is always defeated.

Worthington believes urban services, as referred to in Resolution A, should be more clearly defined; and disagreed with McPherson Daluddung that Resolution A has become a part of the county comprehensive plan.

Worthington recommends: (1) all charter changes be a single issue on the ballot; (2) do not change the Citizens Involvement Committee except to strengthen it; (3) commissioners should be elected by district; (4) officials should be elected by the people; (5) commissioners' salaries should not be compared to other cities' salaries and should be raised in small increments with the complete salary package explained; (6) the county does not need a paid lobbyist; (7) services should possibly be divided into types,

such as a county-wide library; (8) charter review should continue, possibly meeting every seven years; (9) county employees and families should be prohibited from serving on the Charter Review Committee. Others want all public employees prohibited from serving on the committee. Furthermore, the committee should consider whether some members should disqualify themselves on certain issues.

Bob Goldstein

Mr. Goldstein asked the committee if it would investigate having a county lottery. He also suggested that it would be beneficial to have a city charter review committee.

Goldstein believes it would be a good idea to invite members of the boundary commission to speak before the Committee; in particular, Commissioner Peter Smith.

Goldstein asked why the Northwest area of the county is not considered for annexation. Casey Short replied that the Northwest area is outside of the urban growth boundary.

Don Biggs

Mr. Biggs is concerned about the proposed golf course on Sauvie Island, especially its effect on wildlife. Chair Porter asked Bill Rapp to research the matter.

COMMITTEE BUSINESS:

Approval of Minutes

The minutes for January 3, 1990 and January 10, 1990 were approved as written.

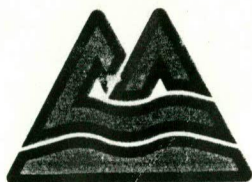
Other Business

Bill Rapp distributed a packet to the committee which included a letter dated January 12, 1990 from the City of Wood Village and a letter dated January 16, 1990 from Deputy County Auditor Craig Mills, as well as two newspaper articles.

The next meeting will be February 17 at PCC/Cascade Campus from 9:00 a.m. to 5:00 p.m. It is a work session; members of the public are invited to attend, but there will be no testimony taken.

The meeting adjourned at 9:18 p.m.

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CHARTER REVIEW COMMITTEE
1120 S.W. 5th AVE., SUITE 1500
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January 17, 1990

Susan McPherson Daluddung
Urban Services Manager
City of Portland
1120 S.W. Fourth Avenue, Room 1250
Portland, Oregon 97204

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

Dear Susan:

Thank you for agreeing to testify before the Multnomah County Charter Review Committee at its January 24th meeting. The meeting will begin at 7:00 p.m. in the Board Room of the Multnomah County Courthouse (1021 S.W. Fourth Avenue, Room 602).

The Committee would appreciate a presentation of up to 10 minutes on the status of annexations in Multnomah County and Resolution A. An explanation of the City's annexation policy and the reasoning behind it along with the City's perspective on Resolution A would be very helpful to the committee. It would be appreciated if you could submit 20 copies of a prepared statement.

Thank you for your willingness to participate in the Committee's review of the current charter. I look forward to seeing you on Wednesday, January 24th.

Sincerely,

Bill
William C. Rapp
Administrator

WCR:saw



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January 17, 1990

Grant Nelson, Director
Department of Justice Services
Multnomah County
610 S.W. Alder, Room 515
Portland, Oregon

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

Dear Grant:

Thank you for agreeing to testify before the Multnomah County Charter Review Committee at its January 24th meeting. The meeting will begin at 7:00 p.m. in the Board Room of the Multnomah County Courthouse (1021 S.W. Fourth Avenue, Room 602).

The Committee would appreciate a presentation of up to 10 minutes on Resolution A. An explanation of exactly what it is, its history and its future would be very helpful to the committee. It would be appreciated if you could submit 20 copies of a prepared statement along with the Resolution itself.

Thank you for your willingness to participate in the Committee's review of the current charter. I look forward to seeing you on Wednesday, January 24th.

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January 17, 1990

Hank Miggins, Executive Assistant
Office of the Chair
1021 S.W. Fourth Avenue, Room 134
Portland, Oregon 97204

Dear Hank:

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The Committee would appreciate a presentation of up to 15 minutes on the role of a staff assistant to a county commissioner. An explanation of how your office functions and a discussion of the executive vs. legislative duties of the office staff along with your comments on a "pooled staff" would be very helpful to the committee. It would be appreciated if you could submit 20 copies of a prepared statement.

Thank you for your willingness to participate in the Committee's review of the current charter. I look forward to seeing you on Wednesday, January 24th.

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Administrator

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January 17, 1990

Ramsey Weit, Staff Assistant
Office of Commissioner Gretchen Kafoury
1021 S.W. Fourth Avenue, Room 605
Portland, Oregon 97204

STAFF

William C. Rapp
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Secretary

Dear Ramsey:

Thank you for agreeing to testify before the Multnomah County Charter Review Committee at its January 24th meeting. The meeting will begin at 7:00 p.m. in the Board Room of the Multnomah County Courthouse (1021 S.W. Fourth Avenue, Room 602).

The Committee would appreciate a presentation of up to 10 minutes on the role of a staff assistant to a county commissioner. An explanation of exactly what you do and how you spend your time along with your comments on a "pooled staff" would be very helpful to the committee. It would be appreciated if you could submit 20 copies of a prepared statement.

Thank you for your willingness to participate in the Committee's review of the current charter. I look forward to seeing you on Wednesday, January 24th.

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William C. Rapp
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Shirley Winter
Secretary

January 17, 1990

Robert Trachtenberg, Staff Assistant
Office of Commissioner Sharon Kelley
1021 S.W. Fourth Avenue, Room 606
Portland, Oregon 97204

Dear Mr. Trachtenberg:

Thank you for agreeing to testify before the Multnomah County Charter Review Committee at its January 24th meeting. The meeting will begin at 7:00 p.m. in the Board Room of the Multnomah County Courthouse (1021 S.W. Fourth Avenue, Room 602).

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January 17, 1990

Bill Farver, Staff Assistant
Office of Commissioner Pauline Anderson
1021 S.W. Fourth Avenue, Room 605
Portland, Oregon 97204

Dear Bill:

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Fred Christ, Staff Assistant
Office of Commissioner Rick Bauman
1021 S.W. Fourth Avenue, Room 606
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Dear Fred:

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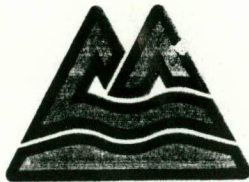
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Secretary

January 30, 1990

Susan McPherson Daluddung
Urban Services Manager
City of Portland
1120 S.W. Fourth Avenue, Room 1250
Portland, Oregon 97204

Dear Susan:

Thank you very much for your presentation to the
County Charter Review Committee on January 24th.

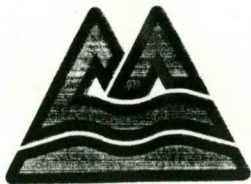
The information you provided was very helpful and
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tion as we gather information about Multnomah County
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Your time and effort on our behalf are appreciated.
Please feel free to come to our meetings or call
Committee Administrator Bill Rapp at our office at
any time. Thank you again.

Sincerely,

Ann Porter, Chair
Charter Review Committee

AP:dht



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY CHARTER REVIEW COMMITTEE

1120 S.W. Fifth Avenue
Suite 1500
Portland, Oregon 97204
(503) 248-3525

MEMBERS

Ann Porter, *Chair*
Mark Johnson, *Vice-Chair*
Florence Bancroft
Lana Butterfield
David J. Chambers
Liberty Lane
Monica Little
Bruce McCain
Paul Norr
Marcia Pry
Casey Short
Nicholas Teeny
LaVelle VandenBerg

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

January 30, 1990

Fred Christ, Staff Assistant
Office of Commissioner Rick Bauman
1021 S.W. Fourth Avenue, Room 606
Portland, Oregon 97204

Dear Fred:

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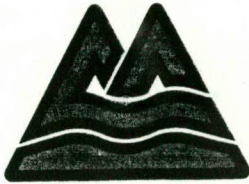
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January 30, 1990

Bill Farver, Staff Assistant
Office of Commissioner Pauline Anderson
1021 S.W. Fourth Avenue, Room 605
Portland, Oregon 97204

Dear Bill:

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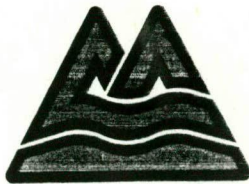
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Shirley Winter
Secretary

January 30, 1990

Ramsey Weit, Staff Assistant
Office of Commissioner Gretchen Kafoury
1021 S.W. Fourth Avenue, Room 605
Portland, Oregon 97204

Dear Ramsey:

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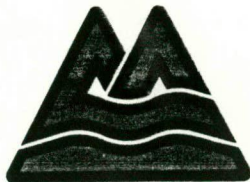
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STAFF

William C. Rapp
Administrator
Shirley Winter
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January 30, 1990

Robert Trachtenberg, Staff Assistant
Office of Commissioner Sharron Kelley
1021 S.W. Fourth Avenue, Room 606
Portland, Oregon 97204

Dear Robert:

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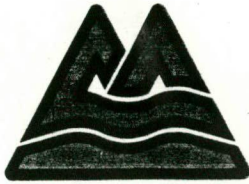
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Ann Porter, Chair
Charter Review Committee

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STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

January 30, 1990

Hank Miggins, Executive Assistant
Office of the Chair
1021 S.W. Fourth Avenue, Room 134
Portland, Oregon 97204

Dear Hank:

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County Charter Review Committee on January 24th.

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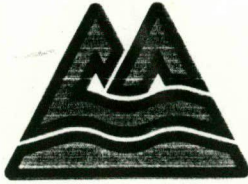
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STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

January 30, 1990

Grant Nelson, Director
Department of Justice Services
Multnomah County
610 S.W. Alder, Room 515
Portland, Oregon

Dear Grant:

Thank you very much for your presentation to the County Charter Review Committee on January 24th.

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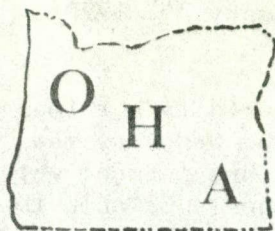
Ann Porter

Ann Porter, Chair
Charter Review Committee

AP:dht

OREGON STATE HOMEOWNER'S ASSOCIATION

TOGETHER WE STAND
FOR OREGON.



8435 S.E. 17th Avenue
Portland, Oregon 97202
Phone (503) 233-~~4654~~ 4841

January 24, 1990

Madame Chair and Members of the Multnomah County Charter Review Committee:

The Oregon Homeowner's Association, in conjunction with the Oregon Tax-payer's Union, the latter headed up by Mr. Ray Phillips, now deceased, has often been thrown barbs for changing the Charter.

The Charter needed changing in that we, and the citizens of Multnomah County were light years ahead of the County Commissioners on crime, jail space, waste, political parochialism, and their willingness to work 40 hours a week. There were then, and are now, too many assistants and wasted time to benefit the political base of County Commissioners and not the property tax payer.

We believe the Chief Law Enforcement Officer of Multnomah County, including all Chartered Cities should be the elected County Sheriff. In other words all police and corrections should be centered in this elective office. WE CANNOT AFFORD THE DUPLICATION IN LEVYING PROPERTY TAXES IN EVERY CHARTERED CITY, BECAUSE THE CRIME RATES ARE TOO HIGH AND THE WHIMS OF APPOINTED CHIEFS OF POLICE CHANGED WITH PERSONAL APPROVAL OF MAYORS OR COUNCILS.

We believe that the County Board should be reduced to NON-SALARIED MEMBERS, from each District, making a total of 4 non-salaried Board Members, with a per diem allowance of \$75.00 per day, plus travel expenses to Salem during the sessions of the State Legislature.

Coupled with this, these four should appoint a County Manager, and police his or her staff, as minority men and women should be considered, this person running the county and reporting to the four elected commissioners. We do not believe we need to have AT LARGE CANDIDATES, it is too expensive, but the geography and the work load of the County does not require the current Board.

The number one job of Multnomah County is PUBLIC HEALTH. The Board should concern itself with appointing a full time medical doctor to perform Public Health. The even increasing Federal, and State need for a State or Federal backed medical system is coming within the next four years. We need to get prepared and act now to insure Multnomah County Health Dept. is the number one responsibility of the Board.

We need to give serious consideration to conferring with the State of Oregon Dept. of Transportation and transferring the current responsibilities to the State of Oregon. Currently all road and street planning is carried out by Metro, Multnomah County being left with bridges and rural county roads.

Over

January 24, 1990

We have problems yet with the County Assessor being appointed rather than elected. The current system of being appointed is unfair to the property tax payer because the Assessor owes his or her existence to public appointment which is a government spending property tax dollars. The Assessor should be able to advocate for the homeowner and businesses who pay the property taxes, not governments of counties or cities where located. Our current system of property taxation needs overhaul, yet the Multnomah County Appointed Assessor refrains from speaking out on the subject. Let the people remove the muzzle and elect the Assessor.

We do not need a paid lobbyist. You will have four bright elected Commissioners and 7 State Legislature persons from Multnomah County. Yet, what we read in the papers is that none of these people can read bills concerning Multnomah County. We as a volunteer group of citizens read the bills for the entire state of Oregon, furnished us by the State Legislature. In the last 10 sessions of the State Legislature I have not personally seen any member of the Board of County Commissioners there the days we were on property taxation measures. What I am hearing is that you and other people testifying want a lobbyist to carry messages from one government to the County on how to best to service their citizens. Testimony of a Commissioner or State Legislature carries far more weight than a "paid lobbyist" who is not serving the property tax payer, but rather those who spend property tax dollars.

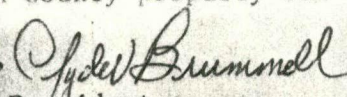
Our Library, and only recently classified as ours, is in danger of not having a levy passed. This organization will not support any more property tax levies in Multnomah County until the State Legislature does something about property tax relief. We need to look to the future and transfer this, when Clackamas and Washington Counties agree, into Metro. This would better serve the need for library services.

Resolution A. while helping, does not bring sewer, water and services to the remaining rural areas of Multnomah County. The City of Portland should not contribute to the Multnomah County on aging, children, or whatever, that has to do with social services and medical. This is why we feel the Public Health Dept. of Multnomah County should be reviewed as to Charter details.

In 1967 we set out to reduce some 916 school districts of Oregon downward. Today there are approximately 300. We feel they should be reduced to one school district per county. This means you need to look into the future and get Multnomah County as the only school district. Today Oregon - as of 1988, exports over 65 per cent of its college graduates to other states. We are rated one of the largest brain drain states in the United States. You need to address the facts that your grandchildren will not find a job in Oregon requiring his or her college degree. Most average wages in Multnomah County and the State are between \$4.50 and \$7.00 per hour. This wage scale SIMPLY WILL NOT SUSTAIN THE AMOUNT OF PROPERTY TAXES LEVIED. Therefore, you should concentrate on duplication wherever it is found.

You should also solicit and empower the elected County Sheriff to seek private construction of jail space. Our survey has shown you can save over 15 per cent, and not have Hilton Hotel cost of \$30,000.00 per room. Military barracks with military attitudes would do considerable to convince criminals they will surely hear the slammer shut for driving with a suspended license.

Your job is to save property tax dollars. We look forward to seeing how you propose to save the homeowners and business of Multnomah County property tax dollars. The ball is in your court.

Respectfully yours, 
Clyde V. Brummell, President.



GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

H. C. "Hank" MIGGINS
STATEMENT TO CHARTER REVIEW COMMISSION
Wednesday January 24, 1990

Madam Chair, members of the Commission, it is my honor to be asked to appear before you. I was somewhat surprised when I received your request in that I was unaware that Commission staffing was to be a subject of review by this Commission when, in fact, it seems to be a budget issue. Nevertheless, I am honored to explain the staff functions and responsibilities within the office of the Chair.

In the Chair's office there are six staff assistants, three support staff positions, an administrative assistant and myself, the Executive Assistant to the Chair. I would like to step briefly through the responsibilities of these positions for you.

There are three "specialized" staff assistant positions which serve County responsibilities for the Chair, Board of County Commissioners and the Departments.

- * The primary responsibility of the intergovernmental relations officer is to interact with other governments and to oversee issues involving other governments. This person also monitors the Oregon State Legislature for issues affecting Multnomah County. Additionally, the intergovernmental relations officer serves as liaison to the business community and to the various economic development organizations within Multnomah County and the State. This position used to be considered the "Multnomah County Lobbyist." That function is no longer carried on by Multnomah County as directed by the Charter. I request, as a side issue, that you seek to change that portion of the Charter to allow Multnomah County to effectively interact at the Legislature with other governmental agencies and private sector interests.
- * Second, is our public information officer. Although an employee of the Chair, the public information officer performs services for the Board, the Managers, Board staff, and employees on a Countywide basis. These services include general media relations, public appearances, public events and broadcast appearances. Other major responsibilities include overseeing general public information and employee communication activities within County government. This person also works on specific projects and issues within the Chair's office as needed, for example: the library governance issue, JDH bond issue, and liaison to the Citizen Involvement Committee.

* The third specialized position was recently approved by the Board of County Commissioners to monitor the implementation of the Columbia Gorge National Scenic Area Act. This position is almost exclusively dedicated to Gorge related activities and meetings with the Gorge Commission. This position also assists the representative for the County on the Oregon Tourism Alliance.

A fourth staff assistant's time is presently dedicated to Columbia Villa and Multnomah County Community Restoration activities. This is akin to the Revitalization efforts of the City of Portland. In our case, this will be a countywide effort.

The fifth and sixth staff assistant positions are more generalist in nature and, as such, they participate in a wide range of assignments. Among these assignments: appointments to County Boards & Commissions; liaison work with organized labor; work with community based organizations; employment and job training issues; minority issues; general management relations; executive budget preparation; and Operational Planning. These assistants are also involved in a number of specific issue-related assignments, among them, the Alternative County Funding Study; Columbia Conservation Corps; Contractor Evaluation Proposal; Quarterly Executive Management Report to the Board; Chair's Representative to Multnomah Community Action; and the 1990 Census.

The administrative assistant is directly responsible to the Chair and oversees all of the Chair's administrative needs. The administrative assistant maintains the Chair's calendar and meeting schedule and also accompanies the Chair to numerous county and community related functions.

The support staff includes an office manager, a receptionist and a word processor. Support staff duties include all word processing and related functions (archiving, mail lists, indexing); accounts payable processing for external agencies as well as the Chair's office; news clippings and clippings indexes and files; Chronology file upkeep; reception and telephone duties; central file maintenance (for open, closed and archive files); photocopy services; mail distribution; news release preparation and distribution; various agenda updates and distribution; office budget preparation; payroll and timekeeping records; petty cash account; travel request processing; scheduling and secretarial assistance to the executive assistant and staff assistants; weekly review of agenda submissions for the Clerk of the Board; constituent complaints, questions, referrals and follow-up; responses to inquiries from County staff and other duties and projects as assigned.

Lastly, there is my position, Executive Assistant to the Chair, which involves Board relations, relations with other governments, countywide management activities, and to directly supervise the functions of both the executive office and the Clerk of the Board's Office. My position is a management function that serves at the pleasure of the Chair, and acts on behalf of the Chair in an administrative capacity in her absence. I interact with Department Managers, the Board, Board staff, County Counsel and the Clerk of the Board. I make personal appearances on behalf of the County and the Chair and meet with various

citizen groups representing the County and the Chair. When the Legislature is in session, I assist the intergovernmental relations officer and the Board in putting forth the County's agenda. Among the functional committees on which I am the Chair's representative are:

Data Processing Management Committee (DPMC)
Capital Improvement Committee (CIP)
Office of Emergency Management/Tri-County Incident Command Task
Force
Risk Management Committee

All of the positions mentioned here, save one, the staff assistant for Gorge affairs, have assignments additional to those mentioned as their primary functions. These additional assignments are numerous; I have not attempted to include them all.

The Chair's staff is responsible for functioning in an administrative as well as legislative capacity. Administratively, the staff is charged with insuring that the policies of the Board are implemented in a timely and effective manner. Legislatively, the staff is responsible for helping to propose and develop Countywide policy.

In closing, I think it is important to recognize both the Chair's staff that I work with and the staff of the various Commissioners for their long hours, hard work, and strong commitment to serving the public in the most populated county in this state.

Thank you for this opportunity to address the Committee. I will be happy to answer any questions.

RICK BAUMAN
Multnomah County Commissioner
District 3



606 County Courthouse
Portland, Oregon 97204
(503) 248-5217

January 24, 1990

TO: Ann Porter, Chair
Charter Review Committee

FR: Fred Christ, Staff to
Commissioner Rick Bauman

RE: Individual v. Pooled Staff Concept

I will concentrate my remarks on the differences between pooled staff and individual staff. I think that I am alone among present Board Staff as a veteran of a pooled staff.

Most of my working life has been spent as a staff member for elected officials. I served as staff in the Oregon Legislature to Representatives Margie Hendriksen and Tom Mason in 1981 and worked as Rep. Mason's legislative aide in 1983 and 1985. In 1986, I was hired as a member of the House Majority Office staff pool.

The House Majority office at that time served as the sole interim staffing resource for 31 state representatives. There were five staff members when I was there. Our functions were to field and address constituent problems and concerns, identify upcoming legislative issues and provide analysis, summarize and help members address previous legislative action, and provide other supportive functions from clerical work to media relations.

I can't tell you that this system worked well or poorly. I think it worked well for the members that utilized it and understood what we could do best for them. It did not work well for those members who viewed the pool as their personal staff.

What we could do well was provide answers for constituents, and present fact-based summaries of legislative action. Our staff was best at working on agendas that had little room for ambiguity. For example, we produced a summary of the previous session's bills and solved many constituent problems with worker's compensation, unemployment and Adult and Family Services claims.

We were less effective at writing and preparing research to be used in developing legislation. The problems were these:

Limited time. It was a time consuming process to determine exactly what a particular state representative had in mind for a new piece of legislation.

Confidentiality was difficult. With so few staffers, everyone knew what others were working on.

Also, because of the number of staff, everyone necessarily had an area of concentration. When the occasion arose, a staff member prepared both sides of a debate.

A number of members were not interested in using the services of the Majority Office because of a perceived bias or because the office had come up with information supporting a position opposite to their's.

Personal staff is best at preparing legislation that will be reviewed by other elected officials. That has been reflected institutionally at the state level -- state legislators have additional, personal staff during the time the legislature is in session.

An additional consideration for the Charter Review Committee is a bit philosophical, and that is the deliberative nature of a legislature. Boards of County Commissioners are legislative bodies. The work of legislatures is not often pretty, but generally good policies come of it. Most of the time, most of the people affected are mostly tolerant of the result.

There is no guarantee that the work produced by a pooled staff can't result in creating the same policy as the work produced by individual staff. However, it short-circuits the give and take, brainstorming, idea-generating process that legislative bodies are designed to be.

PAULINE ANDERSON
Multnomah County Commissioner
District 1



605 County Courthouse
Portland, Oregon 97204
(503) 248-5220

January 24, 1990

To: Charter Review Commission
From: Bill Farver, Staff to Commissioner Anderson
Re: Role of Board Staff and Pooled Staff

Thank you for the opportunity to address you. Bill Rapp asked that I discuss the role of the staff assistant, including an explanation of what I do and how I spend my time, along with comments on a "pooled staff".

I understand you want my personal perceptions and not those of Commissioner Anderson. You should know that she and other Commissioners may have different ideas or give different emphases than I do.

THRESHOLD QUESTIONS

1. Do you want a professional manager or an elected executive with or without legislative authority?
2. Do you want the manager or executive to have increased power vis a vis the legislative branch?

OR Do you want a strong, informed legislative branch as a balance to the executive authority?

3. Each of these questions could be evaluated based on their impacts on services to people, citizen involvement, budget, innovation, advocacy, efficiency, and other criteria which should be agreed upon.

The answers to questions about staffing will flow from your conclusions to these issues. I don't believe that staffing is not a charter review issue apart from these issues, anymore than the issue of county lobbyist. If you do recommend changes that the voters approve, the manager or elected executive may want to work with the Board on staffing patterns. If you don't recommend changes in the current structure, the Chair and Board should decide on the merits of pooled staff.

CURRENT WORK OF BOARD STAFF

ISSUES

I am attaching copies of the last two delegations of responsibilities within our office. This will give you an idea of the variety of issues we deal with. These agendas were set jointly by the Commissioner and staff and reflect both liaison responsibilities and personal goals and interests.

METHODS

How we do our work varies considerably from office to office and individual to individual. I see two major styles of Board Staff assistants.

- In the office. Reviewing agendas, writing position papers and memos, analyzing issues through phone calls, informal meetings, and writing letters, developing issues by pulling together key people, answering constituent requests for information, attending Board meetings and staff meetings.

- Out of the office. Visiting programs in the community. Talking to clients, providers, citizens. Attending meetings and events on behalf of the Commissioner.

Also, there are administrative duties to perform. Assembling agenda book, typing, mailing, and xeroxing, scheduling Commissioner, sorting mail, ordering supplies, doing payroll. (Usually, the "secretary" in the office performs these tasks - and others. However, there is some variation here also)

Most staff have a tendency to an "in office" or "out of office" style, but all of us have to do all of these functions at one time or another.

PURPOSES OF HAVING COMMISSIONERS WITH PERSONAL STAFF

1. Commissioners like to develop relationships with people that can trust and share ideas and strategies.
2. Commissioners use staff very differently. Some use staff to help make decisions. Others primarily rely on them for support services and community visibility. Some stress more advocacy, while others want more "objective" research. Also, the use of the "Secretary" position varies considerably. Some are used as regular staff assistants, others have a more traditional secretarial role.
3. Clear policy differences mean that some issues are more difficult to staff in this manner. There are some honest disagreements on priorities and methods (e.g. jails, ambulances and guns are recent examples)

A shared staffer would have a delicate task to perform in presenting all sides of heavily politicized issues. This could be seen as a strength of a shared staff, but not if their work is distrusted and not used.

4. Personal staff enable commissioners to attempt to develop different approaches to issues that might not gather support initially and may serve a useful balance to not so much reliance on the staff report of a single "pooled" staffer. Commissioners are often the source of innovation. (e.g. Pauline and little kids and Office of Women's Transition Services) Weakening their staff may weaken this potential.

CURRENT PRACTICE OF "SHARED" BOARD STAFF

1. Currently there is a great deal of cooperative effort. Representatives meet Wednesday mornings to discuss common issues. Through the liaison assignments, history with issues, and general interest, board staff specialize in different issues. (e.g. Ramsay and housing: Bill with charitable contributions). This is a substantial improvement over the situation in 1985. A cooperative tone has been set.
2. The limits on cooperation grow out of other responsibilities given to staff by Commissioners, clear policy differences on issues, physical separation of chair's offices from 6th floor offices, and loyalties to individual Commissioners.

CONTEXT

1. County Commissioner's staffs have a total of approximately 3 FTE each office. City staff are much larger. City has administrative responsibility in addition to policy, but because the city can use head administrative staff as "their" staff, I'm not sure this accounts fully for the difference. By contrast, the Portland School Board has volunteer Board members with no staff. As a result, the Superintendent has a much more powerful role.
2. A tremendous volume of information flows through a Commissioner's office. This raises the need for sharing, but also justifies why at least 3 staff are needed if you want independent judgments.

PRESUMED PURPOSES OF HAVING "POOLED STAFF"

1. Better policy analysis. Attempt to insure "neutral" and more thorough presentation of all sides of issues. Fuller background on pros and cons of different issues. Getting beyond the superficial.
2. Quality of Commissioners can vary. Pooled staff may be able to cover for some of the inconsistency, though perhaps obscuring accountability.
3. Issues to clarify. May need a Board Staff "administrator". Who gets to decide what pooled staff work on? Who do they report do - Chair/Executive? BCC? Will "pooled staff" lead to too much reliance on "one person's" opinion?

POSSIBILITIES OF CUTTING STAFF

If you want to use a "pooled staff" to reduce board staff, consider the following:

- Constituent expectations will have to be lowered. Most people who call want to talk with "their" Commissioner or a representative. Usually, they are able to talk directly to a staff person concerning their complaint. If staff are reduced, this service would probably be one that would suffer.

- If "pooled staff" are cut and centralized with the Chair, Executive, or Manager, there will be a shift of responsibility (e.g. decision making, policy development, contacts with other officials) to Chair or Executive and the Departments because of lack of independent review. In this "elimination of duplication", independent analysis is reduced. (democracy is not efficient)

- Need to clarify who has the "power" to make assignments. With fewer staff, some issues will not be covered.

POSSIBLE COMPROMISE

If you conclude that "pooled staff" is desirable and that your Committee has some role in trying to make sure it occurs, you might recommend a mix of personal and pooled staff. Specifically, the Board could create a pooled staff of five (one per office), leaving each Commissioner with two FTE to perform "administrative" and "policy" functions.

SUMMARY

1. The threshold questions need to be answered first. Staffing is a detail that will flow from those answers.

2. Board staff are personal staff used differently by each Commissioner. Independently elected officials want personal staff they can trust and use as they see fit. In general, they assist in providing an impetus for innovation and a legislative balance to the executive and administrative parts of the County. There is considerable sharing among staff already.

3. The decision to pool staff raises a number of issues best decided by the officials themselves following answers to the threshold questions. These issues include authority to make assignments, independence, ability to initiate new ideas, which functions performed, minority views, work unique to a single Commissioner (including constituent work), and concentration of information and power.

4. The issues of pooling staff and reducing staff need to be analyzed separately. You cannot cut staff without weakening the legislative branch and the independence of elected officials.

October 3, 1989

To: Board of County Commissioners
Board Staff
Department Heads
From: Pauline Anderson
Re: Office Responsibilities

At a staff retreat on October 2, we reorganized our office responsibilities based on our new staff and changing interests.

MAJOR ISSUES

Families and Children - Diane
Alternatives in Corrections - Bill
Alcohol and Drug Treatment - Jean and Diane
Open Space and Natural Resources - Bill

RESPONSIBILITIES BY DEPARTMENT

DES - Animal Control - Jean
Land Use, Parks - Bill
Transportation - Diane
DGS - Bill
DHS - Diane
DJS - Bill

OTHER IMPORTANT ISSUES

Diane

Mental Health - includ. RWJ grant
Juveniles - first offenders, YSCs, gangs
Programming for minorities
Housing - special needs
Recycling and Use of unbleached paper
Community Centers

Bill

Schools and County
Community Policing and Police Service District
Library
Guns
Tax Stability
Evaluation
Ambulance
Charitable Contributions
Metro Arts Comm

Jean

Constituents
Willamette Light Brigade
Schools and County
Needle Exchange
MCA

COMMISSIONER ANDERSON'S OFFICE ISSUES FOR 1989
primary importance

** those of

General Scheme for Assignments

Martin

DES

DJS

DHS (Social Services for Adults)

Bill

DGS

DHS

Non Depart. (incl. Library)

JB

Bridges

MCA

Constitutents

DGS

DEPARTMENT OF GENERAL SERVICES - BF unless otherwise
identified

****Purchasing**

1. New WBE/MBE program

- hiring goals

- more effective WBE

2. Contracting policy for county - program evaluation

3. Greater flexibility in Purchasing regulations to promote
flexibility in contracting

(MW) 4. Just wages benefits - health insurance

****ISD**

1. Their Budget - Savings through efficiencies

2. Standardized PC purchases

3. Data Processing Management Committee

****A and T**

1. Saving the system without bankrupting the county

- phase in over several years

2. Board of Equalization process

3. Ending non-mandated services?

4. Business inventory tax end? - with BIT?

5. heavy industrial appraisals by state

DGS continued

Employee Relations

1. Monitoring Compensation Study
2. Pay Equity
3. Menu benefits
4. Maternity/paternity leave policy
5. Risk Management program impact - cost savings
6. Substandard Performance
7. "Appropriate" personnel hires

****Affirmative Action**

1. Improved Affirmative Action program
2. Convention Center - POVA

****Planning and Budget**

1. Strategic Planning
2. Tax Base and Finance
3. Value Driven Management
4. Socially Responsible Investment Policy
5. Income Tax alternative

**** 1989-90 Budget**

1. Institutionalizing Women and Children in Budget (MW and BF)
2. Expansion of Children's Agenda
3. Our Office Budget

Charitable Contributions ordinance

Charter Review

DES

ENVIRONMENTAL SERVICES - MW unless identified

****Facilities Management**

1. Space Plan
2. County Bldg.
3. CIP budget
4. Juvenile Court remodel
5. Janis Lease -(BF)
6. Edgefield
Manor
County Farm - Economic Development
Janis and ECC -(BF)

****Transportation**

1. I-5
2. Interchange in Fairview
3. Road Fund
4. JPACT / EMCTC
5. Mt. Hood Expressway
6. Third Bridge
7. Gas Tax
8. Formalize Road Negotiations
9. Transit
10. Bridges and Lighting - JB

**** Environmental Protection**

1. Recycling - in house
Polyst.
2. Beyond Polyst.
CFCs
Pesticides

Expo Center

1. Merger with ER
2. Monitoring Capital Improvements?

DES continued

Parks

1. Glendoveer
2. Blue Lake Marina issue (Toombs)

Community Development

1. Future - connection with housing policy

Land Use

1. Gorge
2. Sandy River
3. Sauvie's Isl - golf course
4. Sturgeon Lake
5. Mt. Hood Forest Plan

Animal Control - BF/JB

1. Dangerous Dog Ordinance
2. Privitization

DHS

HUMAN SERVICES BF unless identified

**** Youth Program Office - Children**

1. Children's Agenda

2. Grant with Parent Child Services - OCF and FM - Vi

3. Evaluation and Institutionalization of BIT youth programs

4. Day Care - Vi

Adolescents -

1. JSC

2. Gang outreach program / Villa

3. expunction

4. JSC - YSC relationships Juvenile Court

5. CSD changes - Vi

6. SE Uplift Youth Project - Vi

7. Lofquist model in NW - Vi

8. PPS Communication - Kennedy School - (JB)

Juvenile Justice - Vi

1. Downsizing

2. Implementation of Romig

3. Audit follow up

Social Services

****1. A/D - MW**

Treatment on demand - MW

- acupuncture

Women and Child in treatment - MW / JB

2. DD downsizing at Fairview -
community wait list

3. Robert Wood Johnson grant

4. MCA - future staffing requests JB
case management
internal county operation?

Aging

1. Long Term Care
2. Contracting
3. Guardian
4. Long Term Plan
5. Client Employed Provider Program
6. Adult Care Homes
7. Neighborhood Notification
8. City Phase out

Health

1. Clinic Insurance
2. response to state health care plans
3. Ambulances
4. IAQ
5. AIDS
6. Teen clinics
7. Prenatal care and Emanuel unit - additional prevention?
8. Mid-County facility
9. BOEC - Enhanced 911

Mental Health -

1. Jean Demaster and MHSW - MW
2. contracting
3. RWJ grant

General

1. Forming new super non-profit to facilitate purchasing, insurance, etc.

Housing

1. Real Estate Transfer tax
2. Abandoned Housing
3. Revitalization
4. Single Housing Agency

JUSTICE - MW unless identified

Sheriff

1. patrols
2. Restitution Center
3. effectiveness of monitoring programs
4. Grand Jury Report
5. Guns
6. SOTARS - srgts.
7. Inverness expansion
8. Bailiffs

OWTS

1. Expansion

DJS

1. Villa project - young moms, Carol Wire, UPCC child care-
MW/ BF
2. Future of the Dept.
3. ICJIS
4. Community Corrections - programs - options

District Attorney

1. Gang Prosecution Request

NON DEPARTMENT- BF unless identified
and MISC.

Library

1. Implementation of Spin off

2. Tax Base

Annexation
patrol level

MHRC-

1. Potential elimination of funding or made much more effective
- JB

MAC-

Charter Review - MW

Amerasians - MW - JB

Arlington Club-

Towing Ordinance - ?

1474

SHARRON KELLEY
Multnomah County Commissioner
District 4



606 County Courthouse
Portland, Oregon 97204
(503) 248-5213

*plus staff -
- max
- Perkins*

M E M O R A N D U M

TO: MULTNOMAH COUNTY CHARTER REVIEW COMMITTEE

FROM: *RS* ROBERT J. TRACHTENBERG, STAFF ASSISTANT TO
SHARRON KELLEY

DATE: JANUARY 24, 1990

SUBJECT: INVITED TESTIMONY ABOUT STAFF ASSISTANTS

A. What I Do as a Staff Assistant

I have been assigned to advise the Commissioner on a number of issues pending before the Board. These include:

- Ambulances
- Budget issues and strategic planning
- Multnomah County Library
- Gun safety proposals
- Jail space
- Illegal dumping
- Land use issues
- Economic development in the Columbia Gorge
- Nuisance control
- Regulation of gravel extraction
- Sufficiency of sheriff's patrol
- Community restoration
- Abandoned houses
- Drug houses
- Pawn shops
- Location and expansion of courts
- Community policing.

B. How I Spend My Time

I have been assigned to provide the Commissioner with objective assessments of the issues listed above. I read the materials we receive about these matters from county departments, constituents, and other interested parties. I handle phone calls about these matters, attend and initiate meetings which concern these matters, and attend Board meetings when these matters are on the agenda. Frequently, I write

memos to the commissioner about these issues and also memoranda to other staff. I assist the Commissioner in drafting letters to constituents and other interested parties about these issues, and position papers which are directed to the Board.

I will be serving as a Staff Resource for the Criminal Justice subcommittee of the Association of Oregon Counties. I have also attended meetings of the Columbia River Gorge Commission and the Oregon Criminal Justice Council to assist my work on related issues.

On a typical day, I will spend about two hours in meetings, about one hour on the phone with constituents, about two hours reading issue materials, about two hours composing ordinances, correspondence, memoranda, or position papers, and about one hour discussing pending issues with the Commissioner and Board Staff. Board staff holds an informal meeting one morning each week.

C. Comments on a Pooled Staff

In evaluating the merits of a pooled staff, it is useful to examine its potential impact on the primary functions performed by Board Staff.

A. One primary function of Board Staff is responding to constituent complaints. For many complaints, conversion to a pooled staff would not affect responsiveness. However, numerous complaints lead a staff assistant to conclude that a program needs additional funding or an ordinance needs to be amended. It is easier for such recommendations to be forwarded to a single commissioner than for a member of a pooled staff to advance a recommendation directly to the entire Board because any recommendation may challenge assumptions and priorities of a Board majority. Additionally, there is a risk that a member of a pooled staff has less incentive to resolve a complaint than a staff assistant to a single commissioner receiving a complaint from someone in the district.

B. A second primary function of a staff assistant is to develop information to support and evaluate a position that differs from the proposal advanced by the executive department. This function would suffer from a pooled staff because each issue would become the specialty of a single staff member; that staff member would become linked to the status quo and unlikely to aggressively investigate ideas which differ from recommendations that the staff member had previously made or from current Board policy. In this regard, Board Staff has

actively investigated alternatives in ambulance, library, court space, and budget cut issues in a manner that would be unlikely to occur with Board Staff.

C. A third function performed by Board Staff is the initiation of ideas for issues such as ordinances, budget priorities, new programs or management changes. These ideas may be used, modified, or not chosen by the respective commissioners. If a pooled staff existed, there would be less incentive for a staff assistant to initiate ideas and no clear channel for their communication.

D. Another concern unique to our office is whether District Four would be served as well by a pooled staff. Constituents from Corbett to Dodson and from areas in mid-county yet to be annexed rely on the county as their first layer of government. The District Four office gets a far greater number of constituent complaints, and our office is expected to assure proper performance of inter-governmental agreements affecting these areas. A pooled staff would spend its time on priorities for the Board majority and give less attention to these under-served areas.

E. A further concern with the pooled staff concept is whether staff time can be managed sensibly. Staff would have five bosses equal in status but with different priorities about projects that merit emphasis. It is more difficult to establish efficient work plans for staff under pooled conditions. Under the present system, each commissioner is able to meet with district staff and control priorities among tasks.

F. Four of the commissioners are currently elected by district to serve the preferences of that district. Individual staffs assist the commissioners in pursuing the agenda of their district to an extent that a pooled staff will not.

There are other functions currently performed by Board Staff that can be performed as well or better by a pooled staff. These include assisting with the liaison function to city, county and state agencies, coordinating single issue projects through several agencies, and pulling together specific projects in the community such as a homeless education forum and addressing a single homeless site. A pooled staff in theory could accumulate a wider range of expertise than the staff of a single commissioner, including for example a C.P.A., a J.D., an M.P.A., an M.B.A., and a project coordinator. A pooled staff is also less vulnerable to political hiring and

diversion to political rather than county priorities.

In contrast, there are a number of other reasons advanced for a pooled staff which are less persuasive:

First, would a pooled staff permit a reduction in the number of staff sufficient to fund a county administrator? The Board or the Charter may set budgetary limits on individual commissioner budgets to fund this position without converting to a pooled staff. Similarly, if the executive functions are transferred from the Chair's office to a county administrator, the budget of the Chair for staff can be reduced to equal the budgets of the other commissioners. Other Chair staff who perform executive functions may be placed with the county administrator. The cost issue should not affect your decision.

Second, would a pooled staff reduce competition among the commissioners and board staff? It is my experience that the commissioners and their staffs do not compete; they disagree at times because they have differing legislative and budgetary priorities. Staff would be more likely to "compete" with each other if grouped together in a single employee pool, just as associates in a law firm are known to compete with each other.

Third, would a pooled staff reduce competition between Board Staff on the one hand, and the county executive and departments on the other? Under the present system, proposals from the departments or the executive are often challenged by Board Staff. This is not "competition"; it may result in more focused review by the Board. This is a basic philosophical issue about the degree of review that the Board should take over proposals from county departments.

If the pooled staff idea is considered to have merit, a further question remains as to whether a conversion should take place through the charter or by ordinance. If the concept does not work well, it would be easier to correct or modify if implementation occurred through an ordinance. Perhaps a more appropriate role for the Charter is to assure that budgets of each commissioner are mandated to be equal (except the Chair, if the Chair retains executive functions). This would assure in the future that a commissioner with innovative ideas does not see the Board majority retaliate by dividing the office budgets unequally.



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY CHARTER REVIEW COMMITTEE

1120 S.W. Fifth Avenue
Suite 1500
Portland, Oregon 97204
(503) 248-3525

MEMBERS

Ann Porter, *Chair*
Mark Johnson, *Vice-Chair*
Florence Bancroft
Lana Butterfield
David J. Chambers
Liberty Lane
Monica Little
Bruce McCain
Paul Norr
Marcia Pry
Casey Short
Nicholas Teeny
LaVelle VandenBerg

To: Committee Members

Fr: Bill Rapp, Administrator

Dt: January 24, 1990

Re: Materials attached

BR

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

Attached are the following materials for your perusal:

1. Two newspaper articles from The Oregonian. The first reports on Gladys McCoy's request that the Citizen Involvement Committee revisit Resolution A; the second is an editorial on the lack of interest in our proceedings on the part of city officials.
2. A written response from the City of Wood Village to our request for their stand on the charter review process.
3. A letter from Deputy County Auditor Craig Mills favoring amending the charter to specifically include performance auditing.

At our last meeting, Mark Johnson asked for a legal opinion on the definition of a "single item" for ballot measure purposes. This question was addressed briefly by legal counsel Dick Roberts during the last charter review. In a letter dated December 7, 1983, he stated that "All amendments proposed to the Charter must embrace but one subject and matters properly connected therewith and, if more than two amendments are submitted to the electors, they must be submitted as separate measures (emphasis added)." If a more detailed answer is desired, I propose contacting legal counsel at a later date when the committee has additional legal questions and when the issue is more timely.

The Oregonian 1/19/90

Citizens to help evaluate services agreement

The chairwoman of the Multnomah County Board of Commissioners asked a citizens committee to help evaluate a county/city agreement that separated service responsibilities of local governments.

Speaking Thursday night, Gladys McCoy asked the county's Citizen Involvement Committee to discuss the progress of Resolution A, an agreement that was passed in March 1983 and was supposed to be evaluated three years later.

The resolution said county government would provide services in unincorporated and rural areas of Multnomah County and city governments would provide police, neighborhood parks and land-use planning services for the urban areas of the county.

McCoy said recent discussions

about funding for the county's aging services, police service in mid- and East Multnomah County and long-term county planning have resulted in conflicts about the meaning of the resolution.

"It's time for us to really come to grips with this," McCoy said. "You need to develop a process to get some input on how to deal with Resolution A in the future, should there be a Resolution B."

Although Portland and Gresham have annexed large areas of Multnomah County since 1983, McCoy said there are "a number of islands" that are falling between the cracks of the two government-service areas.

McCoy said an urban boundary can apply on one side of a street but not the other side of the same street.

Public input is needed to further define the resolution and to deter-

mine if the county and city governments should take another step in spelling out their individual duties, McCoy said.

McCoy said discussion sessions are expected to be held in the next few months for suggestions to be brought to the full board of county commissioners in May. She said significant changes may be brought to the county Charter Review Committee by its Aug. 3 deadline, so that voters could be presented with the issues in time for the November election.

Dennis Payne, the chairman of the Citizen Involvement Committee, said his group was "very honored and willing to take on this task."

Payne said the committee may seek money from the county to pay for administrative costs that result from holding the public forums.

The Oregonian

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PATRICK L. MARLTON, Circulation Director

DONALD J. STERLING JR., Assistant to the Publisher

THURSDAY, JANUARY 18, 1990

No interest in county reform?

Multnomah County's Charter Review Committee scheduled a meeting for Portland and other local elected officials to tell them what reforms should be discussed for county government. No one signed up, so the meeting was canceled.

Is that testimony that local officials think the county is doing just fine? Or is it that they don't understand how the county's taxing and public-service efforts affect their more localized goals and objectives? They should: A structure that allows, perhaps even encourages, duplicative and inefficient public-service delivery surely fuels public disenchantment with all governments.

Changes in Multnomah County that The Oregonian has suggested are worth considering in the periodic review that the charter requires include:

- Making positions on the five-member Board of Commissioners unpaid, as are those on school boards and most city councils throughout Oregon. Or making the positions part-time and adjusting the pay accordingly. Voter rejection of pay raises for the commissioners strongly suggests taxpayers don't believe the job needs to be full-time

requiring full pay.

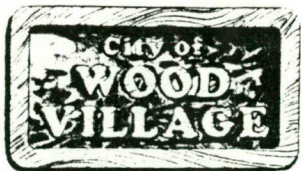
- Creating a county-manager position. That would put the county's day-to-day operations in the hands of a professional manager and allow the politicians to concentrate on policy.

- Removing the prohibition on a lobbyist for Multnomah County. Tracking, advocating and opposing new mandates on local government by the Legislature can't be done adequately on a casual, amateurish, part-time basis by the county that is the state's most populated and most likely affected by such measures.

Failure by city officials to respond to the invitation from the Charter Review Committee is demoralizing to its volunteer members. It certainly provides no constructive leadership for the public.

Will similar apathy be demonstrated at the next session, scheduled to seek advice from the county's state legislators?

To date, about the only local officials who have shown an interest in the charter review are county employees. They ought not be the primary force setting the review committee's agenda in the coming months.



Mayor
Derald D. Ulmer
City Council
Donald R. Robertson
Robert S. Lokting
Barbara Rutherford
William Stewart

2055 N.E. 238th Dr.
Wood Village, Oregon
97060-1095
(503) 667-6211

Multnomah County Charter Review Committee
% William C. Rapp, Administrator
1120 S.W. 5th Ave. Suite 1500
Portland, Oregon 97204

January 12, 1990

Dear Committee Members:

We appreciate being notified of the opportunity to testify at your public hearing scheduled for January 17th. Unfortunately a representative of our City Council will not be able to attend the hearing. However, please include the following comments in the record as testimony from the Wood Village City Council. These comments summarize the Council's discussion of the County Charter during their meeting on January 10th.

The City Council of the City of Wood Village believes the County's existing form of government is the most appropriate. Having full-time elected Commissioners enables the County government to be more responsive to the public. Also, the responsibilities assigned to the County Chair position should be maintained rather than creating an appointed Administrator position. The powers currently granted to the County Chair position are best kept with an elected position to ensure direct accountability to the public. Also, the Council believes that the Sheriff and Auditor positions should remain elected. It is in the public's best interest for these functions to remain accountable independently from the Board of Commissioners.

Further, State Statutes require County governments to provide law enforcement services. The importance of this State mandated service must not be diminished. Perhaps the wording of Section 6.50 (1) in the Charter could be expanded to describe the functions of the Sheriff's Office as prescribed by State law. The current wording can be misleading in that it only specifies administration of county jails and correctional institutions. The City Council also encourages the Committee to recommend that adequate funding be appropriated during the budgeting process to ensure a strong and viable Sheriff's Office to perform its required functions.

Sincerely,

Wood Village City Council

By: Sheila Ritz Arthur
Sheila Ritz Arthur
City Administrator

January 16, 1990

Mr. Bill Rapp, Multnomah County
Charter Review Commission
1120 S. W. 5th Ave., Suite 1500
Portland, Oregon 97204

Received
1/17/90

Dear Bill:

SUBJECT: Charter Issues Concerning the Multnomah County
Auditor

I attended the December 20, 1989 session which included testimony concerning the County Auditor's Office. Generally, I support opinions expressed by those who testified. However, I feel one issue of importance was not sufficiently addressed or discussed. This matter concerns the need for the County Charter to specifically mandate the completion of Performance Audits. In the following paragraphs I will discuss the reasons why this requirement is necessary.

My auditing experience allows me to appreciate the uniqueness of the County Auditor's Office. This uniqueness stems from the independence provided the office as a result of the County Auditor being an elected position. In my opinion, this independence has enabled the County Auditor to objectively investigate and report on identified concerns. Independence has also enabled the audit staff to operate free from the influence of external forces. Most important, this independence has created an environment which allows the auditor to undertake performance audits.

Auditing in general can be very threatening to auditees. Performance auditing magnifies the threat. Performance audits ask and attempt to answer the most difficult questions. A typical performance audit might investigate how effective or efficient an operation is. A performance audit might also attempt to determine if a program or operation is meeting it's purpose or objectives. Revealing the answers to these questions can embarrass county managers.

Bill Rapp,
Charter Review Committee

Page 2
January 16, 1990

On the other hand, other types of auditing do not always address performance issues. For example, the primary purpose of financial auditing is to attest to the accuracy and reliability of financial records. Because performance auditing deals with sensitive issues and provides information on government programs, which might otherwise be unavailable to the public, it is often met with resistance from management.

The elected nature of the County Auditor has allowed the office to undertake and emphasize performance auditing. However, without a specific requirement to complete performance audits, there is danger of the office moving away from performance auditing to a less adversarial type of auditing. If this occurred, it would impede the effectiveness of the office, and do a disservice to both the county and community.

The possibility of the office foregoing performance auditing could easily occur if an elected auditor had been a practicing certified public accountant. Standard curriculum for a certified public accountant does not typically include training in the area of performance auditing. What's more, in many cases, a CPA's training may actually detract from the auditor's willingness to accept or appreciate the benefits of performance auditing. When you consider that current requirements for holding the office of County Auditor include the need to be a Certified Public Accountant (CPA), the risk of this occurring is not at all remote. (The elected auditor may also be a Certified Internal Auditor, CIA.)

Performance auditing could also be abandoned by an auditor who is no longer willing to deal with more difficult issues. In the profession, I have seen this occur more often than I like to admit. A good indicator of this is the auditor who consistently undertakes audits of less depth. A risk averse auditor would do the most damage to the office.

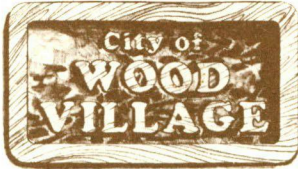
By stating in the Charter that performance auditing is required, you can make sure the County Auditor's Office fulfills it's obligation to provide substantive information on the effectiveness and efficiency of county operations.

Please give serious consideration to these points.

Regards,


Craig Mills, Deputy Auditor,
Multnomah County

CM/db



Mayor
Derald D. Ulmer
City Council
Donald R. Robertson
Robert S. Lokting
Barbara Rutherford
William Stewart

2055 N.E. 238th Dr.
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January 12, 1990

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Sincerely,

Wood Village City Council

By:

Sheila Ritz Arthur

Sheila Ritz Arthur
City Administrator



GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

January 12, 1990

Citizen Involvement Committee
2115 S. E. Morrison
Portland, Oregon 97214
B412/R215

Attention: Dennis Payne, Chair

Dear Dennis:

In March 1983, the Board of County Commissioners approved Resolution "A". This was a sweeping policy change for Multnomah County because it stated that municipal urban services should be provided by cities and the County would "establish a minimal and essentially rural level of municipal services throughout Multnomah County."

This was a very controversial change for Multnomah County and had important and long range impact for the County and its citizens. It is time to move beyond Resolution "A". (See attached) Citizens and the CIC will play a critical role in moving this County toward a new resolution.

Before discussions start taking place within County government about how that might be done, I want to hear from you and the citizens on how you think this might be done.

As Chair of Multnomah County, I am requesting that the Citizen Involvement Committee take this question -- how should the County move beyond Resolution "A" to develop a new resolution that charts the future of services for Multnomah County? I would like you to get a broad base of community input concerning this important policy issue and bring your findings and recommendations back to me in May so that I may present them to the Board of County Commissioners as the first step in moving beyond Resolution "A".

I appreciate your time and your involvement in helping me chart the future of Multnomah County.

Sincerely,

Gladys McCoy
Multnomah County Chair

attachment

cc: Board of County Commissioners
John Legrey

RECEIVED

BEFORE THE BOARD OF COUNTY COMMISSIONERS DEC 9 1983

OF MULTNOMAH COUNTY, OREGON

FISCAL ADMINISTRATION

In the matter of Phasing Out of Delivery of
Urban Level of Services in the Unincorporated
Area of Multnomah County during the next three
years (Resolution A)) RESOLUTION

WHEREAS, the Board of County Commissioners is considering the mission and purpose of Multnomah County; and

WHEREAS, the 150,000 persons currently residing within Multnomah County's urban growth boundary outside incorporated cities require long-range planning for services; and

WHEREAS, it is in the public interest to clearly express the County's mission regarding providing services in mid-Multnomah County; and

WHEREAS, Multnomah County's resources are insufficient to continue current service levels and the government is facing a significant revenue shortfall of approximately \$14 million in general resources for FY 1983-84; and

WHEREAS, the first priority for the available resources of Multnomah County shall be for those services available to all residents of the County, such as Assessment and Taxation, Elections, Corrections, Libraries and Health Services; and

WHEREAS, "municipal services" is defined as governmental services usually provided by city governments and shall include but not be limited to police service, neighborhood parks, and land-use planning and permits, "urban" shall be defined as governmental service comparable in quantity and quality to incorporated municipalities, and "rural" shall be defined as governmental service comparable in quantity and quality to unincorporated service areas outside urban growth boundaries.

THEREFORE BE IT RESOLVED, that County services generally described as "municipal services" at a level considered "urban" rather than "rural" shall be proportionately reduced starting FY 1983-84 through FY 1986-87 to establish a minimal and essentially rural level of municipal services throughout Multnomah County.

ADOPTED March 15, 1983

APPROVED AS TO FORM:

John B. Leahy

(SEAL)

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

By Gordon Shadburne
Presiding Officer

~ If you work with seniors, you must
attend, ~ - co. 390.

107 vs 1.07 per 100K state police protection.

- (1) Rural Community Groups -
- (2) Series idea: Questionnaire of
mailed.

January 16, 1990

Mr. Bill Rapp, Multnomah County
Charter Review Commission
1120 S. W. 5th Ave., Suite 1500
Portland, Oregon 97204

Received
1/17/90

Dear Bill:

SUBJECT: Charter Issues Concerning the Multnomah County
Auditor

I attended the December 20, 1989 session which included testimony concerning the County Auditor's Office. Generally, I support opinions expressed by those who testified. However, I feel one issue of importance was not sufficiently addressed or discussed. This matter concerns the need for the County Charter to specifically mandate the completion of Performance Audits. In the following paragraphs I will discuss the reasons why this requirement is necessary.

My auditing experience allows me to appreciate the uniqueness of the County Auditor's Office. This uniqueness stems from the independence provided the office as a result of the County Auditor being an elected position. In my opinion, this independence has enabled the County Auditor to objectively investigate and report on identified concerns. Independence has also enabled the audit staff to operate free from the influence of external forces. Most important, this independence has created an environment which allows the auditor to undertake performance audits.

Auditing in general can be very threatening to auditees. Performance auditing magnifies the threat. Performance audits ask and attempt to answer the most difficult questions. A typical performance audit might investigate how effective or efficient an operation is. A performance audit might also attempt to determine if a program or operation is meeting it's purpose or objectives. Revealing the answers to these questions can embarrass county managers.

Bill Rapp,
Charter Review Committee

Page 2
January 16, 1990

On the other hand, other types of auditing do not always address performance issues. For example, the primary purpose of financial auditing is to attest to the accuracy and reliability of financial records. Because performance auditing deals with sensitive issues and provides information on government programs, which might otherwise be unavailable to the public, it is often met with resistance from management.

The elected nature of the County Auditor has allowed the office to undertake and emphasize performance auditing. However, without a specific requirement to complete performance audits, there is danger of the office moving away from performance auditing to a less adversarial type of auditing. If this occurred, it would impede the effectiveness of the office, and do a disservice to both the county and community.

The possibility of the office foregoing performance auditing could easily occur if an elected auditor had been a practicing certified public accountant. Standard curriculum for a certified public accountant does not typically include training in the area of performance auditing. What's more, in many cases, a CPA's training may actually detract from the auditor's willingness to accept or appreciate the benefits of performance auditing. When you consider that current requirements for holding the office of County Auditor include the need to be a Certified Public Accountant (CPA), the risk of this occurring is not at all remote. (The elected auditor may also be a Certified Internal Auditor, CIA.)

Performance auditing could also be abandoned by an auditor who is no longer willing to deal with more difficult issues. In the profession, I have seen this occur more often than I like to admit. A good indicator of this is the auditor who consistently undertakes audits of less depth. A risk averse auditor would do the most damage to the office.

By stating in the Charter that performance auditing is required, you can make sure the County Auditor's Office fulfills it's obligation to provide substantive information on the effectiveness and efficiency of county operations.

Please give serious consideration to these points.

Regards,


Craig Mills, Deputy Auditor,
Multnomah County

CM/db



MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY CHARTER REVIEW COMMITTEE

1120 S.W. Fifth Avenue
Suite 1500
Portland, Oregon 97204
(503) 248-3525

MEMBERS

Ann Porter, *Chair*
Mark Johnson, *Vice-Chair*
Florence Bancroft
Lana Butterfield
David J. Chambers
Liberty Lane
Monica Little
Bruce McCain
Paul Norr
Marcia Pry
Casey Short
Nicholas Teeny
LaVelle VandenBerg

TO: Multnomah County State Legislators
FROM: Bill Rapp, Administrator
DATE: December 7, 1989
RE: PUBLIC HEARING, JANUARY 24, 1990

STAFF

William C. Rapp
Administrator
Shirley Winter
Secretary

The Multnomah County Charter Review Committee is charged with the responsibility of reviewing the county charter.

On Wednesday, January 24, the Charter Review Committee will conduct a public hearing on the county charter to which the committee is inviting Multnomah County State Legislators to testify on the review process, issues the committee should direct its attention to and any specific changes recommended in the county charter. The meeting is tentatively scheduled to begin at 7:00 p.m. in the Board Room of the Multnomah County Courthouse.

In order to facilitate scheduling of witnesses, if you intend to testify would you please contact me at the committee's office by Friday, January 5.

On behalf of the committee, I extend a warm invitation to you and hope that you can join us on Wednesday, January 24. Thank you for your consideration of this invitation.

BW:dht



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STAFF

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Administrator
Shirley Winter
Secretary

To: Multnomah County Board of Commissioners

Fr: Bill Rapp, Administrator *BR*
Charter Review Committee

Dt: January 17, 1990

Re: Meeting on January 24, 1990;
Staff speakers

On Wednesday, January 24, 1990, the Charter Review Committee will conduct a public hearing on the county charter to which the Committee is inviting Board of County Commission staff members to testify on the issue of Board staff. The Committee would like to have one speaker from each of the Commissioners' offices. Specific areas of discussion might include the issue of a "pooled staff" for the entire Board and a general discussion of exactly what Board Staff does and how they spend their time. A presentation of up to ten minutes is sufficient.

The meeting is scheduled to begin at 7:00 p.m. in the Multnomah County Courthouse Board Room.

In order to facilitate scheduling of witnesses, if a member of your staff intends to testify would you please contact me at the committee's office.



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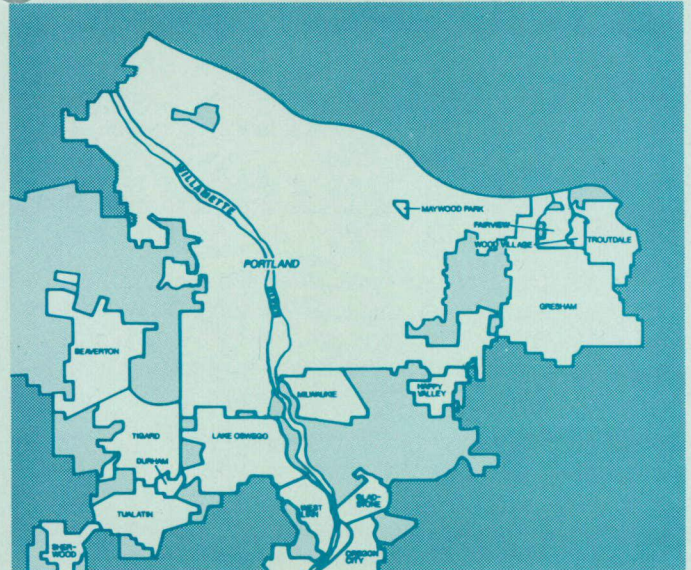
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CITY OF PORTLAND
Office of Fiscal Administration
Urban Services Division
1120 S.W. 5th, Room 1250
Portland, Oregon 97204



CITY OF PORTLAND **URBAN** **SERVICES POLICY**

December, 1987



J.E. Bud Clark
Mayor

Dick Bogle
Commissioner

Mike Lindberg
Commissioner

Carl Blumenauer
Commissioner

Bob Koch
Commissioner

For Further Information, Contact:
City of Portland
Office of Fiscal Administration
Urban Services Division
1120 S.W. 5th, Room 1250
Portland, Oregon 97204
796-6847

Resolution No. **33327**

WHEREAS, the City of Portland finds there is a need for a higher level of urban services in the urbanized, unincorporated area surrounding Portland, and that it is in the City's interest to participate in resolving the service needs; and

WHEREAS, the City recognizes the integrated nature of the metropolitan area and the essential role of the central city and wishes to enhance the economic well-being of the entire area; and

WHEREAS, the present lack of services constrains the region's economic growth and its residential, commercial and industrial development; and

WHEREAS, the service deficiencies may also create long-term health hazards for the region; and

WHEREAS, the City has established the existing physical, financial and institutional capacity to serve a wider area, particularly for the most costly, capital-intensive services such as sanitary sewage collection and treatment and drinking water; and

WHEREAS, future jobs for City residents depend upon timely provision of a full range of urban services to developable industrial sites, while many of the region's potential industrial sites presently unserved are located within the City's rational service area, but outside present City boundaries; and

WHEREAS, the City finds it must establish an urban services boundary to know where it will ultimately be responsible for providing services so that it may efficiently plan, design, finance, and construct facilities to serve both existing and prospective areas; and

WHEREAS, the City's Comprehensive Plan calls for an urban services boundary, prepared in coordination with Multnomah County and adjacent jurisdictions; and

WHEREAS, the City of Portland finds Portland taxpayers may bear a significant cost of future services to the urbanized, unincorporated area surrounding Portland, even if these services are delivered by other jurisdictions, and that there is a need to spread the cost of providing urban services in the region more equitably among all residents and property owners receiving services; and

WHEREAS, the City finds that the most cost effective and rational method for the delivery of urban services within the urban services boundary is through full-service city government but is prepared to consider other service delivery approaches that may be effective and efficient, such as contract agreements with those desiring City services; and

WHEREAS, the City is prepared to provide property owners and residents in portions of the urbanized, unincorporated area with the option of receiving urban services from Portland upon request of those desiring such services;

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Portland that the City of Portland hereby adopts the following Urban Services Policy:

1. The City shall establish, in cooperation with neighboring jurisdictions, an urban services boundary for the City of Portland that defines a rational service area within which the City can meet the service needs most effectively and at the lowest cost. The urban services boundary shall be approved by the City Council upon completion of the public process provided for amendment of the City's Comprehensive Plan and may be amended from time to time in accordance with this policy and the Comprehensive Plan.

2. The City shall acknowledge its role as principal provider of urban services within the established boundary and plan for the eventual delivery of urban services according to a phased program of improvements meeting the service needs of individual areas.
3. The City shall coordinate closely with other jurisdictions providing services within the established Portland urban services boundary to ensure continuing delivery of effective and efficient urban services.
4. The City shall consider requests for delivery of services within the urban services boundary wherever the following conditions exist:
 - A majority of residents and property owners within an area to be served desire delivery of services by the City of Portland.
 - The City can meet the new demands without diminishing its ability to serve existing City of Portland residents and businesses.
 - The City can supply the needed services most effectively and efficiently.
 - The City can expect to recapture its service investment.
5. The City shall deliver services within the urban services boundary by means of annexation to Portland or, on an interim basis, through alternative approaches that are demonstrated to be in the best long-term interest of both the City and future service areas.
6. The City shall consider delivery of services to areas outside the established City of Portland urban services boundary only where the City determines that there is a clearly defined need for each service, that expansion of the urban services boundary and full-service provision by the City are not appropriate, that the conditions in number 4., above, are met and that improved services may be expected to enhance the City's ability to meet the service needs of existing City residents and businesses.
7. The City shall initiate and maintain a public education program within the Portland urban services boundary to inform residents and property owners of the need, benefits and costs to deliver City of Portland services within that area. The City will coordinate this public education program with similar efforts by service providers and community organizations operating in the Portland metropolitan area.
8. The City shall provide for a process of public participation in the implementation of this policy, assuring that property owners, residents, and existing community organizations in areas affected by proposed changes in service delivery have opportunity to review and comment on plans for such changes.

BE IT FURTHER RESOLVED that nothing in the Urban Services Policy shall be construed to amend or repeal the City of Portland's existing service and annexation commitments stated in Resolutions 31762 and 32750.

Adopted by the Portland City Council
February 23, 1983

APPENDIX 2

RESOLUTION A
BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF MULTNOMAH COUNTY, OREGON

In the matter of Phasing Out of Delivery of)
Urban Level of Services in the Unincorporated)
Area of Multnomah County during the next three) RESOLUTION
years. (Resolution A))

WHEREAS, the Board of County Commissioners is considering the mission and purpose of Multnomah County; and

WHEREAS, the 150,000 persons currently residing within Multnomah County's urban growth boundary outside incorporated cities require long-range planning for services; and

WHEREAS, it is in the public interest to clearly express the County's mission regarding providing services in mid-Multnomah County; and

WHEREAS, Multnomah County's resources are insufficient to continue current service levels and the government is facing a significant revenue shortfall of approximately \$14 million in general resources for FY 1983-84; and

WHEREAS, the first priority for the available resources of Multnomah County shall be for those services available to all residents of the County, such as Assessment and Taxation, Elections, Corrections, Libraries and Health Services; and

WHEREAS, "municipal services" is defined as governmental services usually provided by city governments and shall include but not be limited to police service, neighborhood parks, and land-use planning and permits, "urban" shall be defined as governmental service comparable in quantity and quality to incorporated municipalities, and "rural" shall be defined as governmental service comparable in quantity and quality to unincorporated service areas outside urban growth boundaries.

THEREFORE BE IT RESOLVED, that County services generally described as "municipal services" at a level considered "urban" rather than "rural" shall be proportionately reduced starting FY 1983-84 through FY 1986-87 to establish a minimal and essentially rural level of municipal services throughout Multnomah County.

Mult Co. will provide municipal services
at a municipal or rural level. Municipal
services at an urban level will be provided
by cities.

**Multnomah County Services
provided through a \$4.52 per \$1000
levy collected from all County residents
inside or outside cities**

**Services delivered
INSIDE Cities**

YES!

YES!

YES!

YES!

YES!

YES!

YES!

ELECTIONS

**HEALTH & HUMAN
SERVICES**

LIBRARIES

**JAILS & JUSTICE
SYSTEM**

**ANIMAL
CONTROL**

**ASSESSMENT
AND
TAXATION**

RIVER PATROL

**Services delivered
OUTSIDE Cities**

YES!

YES!

YES!

YES!

YES!

YES!

YES!

URBAN SERVICES

(East Portland)

DELIVERED INSIDE CITIES

TYPE OF SERVICE

DELIVERED OUTSIDE CITIES

YES!

Portland offers an urban level of police protection or 1.74 officers per 1000 population.

**Urban levels of
Police Protection**

NO!

Multnomah County offers a rural level of sheriff protection or .7 officers per 1000 population.

YES!

**Fire
Protection**

YES!

This service is provided through a separate levy by Fire District #10 at a cost of \$4.02 per \$1000.

YES!

Portland offers an urban level of park maintenance for 200 park and community centers with programs for all ages.

**Park
Maintenance**

NO!

Multnomah County maintains regional parks only (Blue Lake, Oxbow, and Glendoveer).

YES!

**Park Recreation and
Community School
Programs**

NO!

YES!

**Neighborhood
Associations
Crime Prevention
Neighborhood Mediation**

NO!

YES!

**Nuisance
and
Code Enforcement**

NO!

YES!

Portland offers a reliable water supply from Bull Run.

**Water
Services**

YES!

Most water districts act as middlemen and purchase Bull Run water from Portland to serve their customers and usually charge a higher rate than Portland.

YES!

**Urban Levels of
Planning/Zoning**

NO!

YES!

Portland offers an urban level of street maintenance, traffic management, engineering and planning.

**Urban Levels of Street
Maintenance and Traffic
Management**

NO!

Multnomah County offers only a rural level of street maintenance.

YES!

**Street
Lighting**

YES!

Multnomah County offers street-lighting through a special ANNUAL levy of \$45.00.

(ALL OF THE ABOVE SERVICES ARE INCLUDED
IN THE CITY LEVY OF \$8.70 PER \$1000)

CITY OF PORTLAND
SUMMARY OF ANNEXATION STATUS AND SERVICE COMMITMENTS
OCTOBER, 1989

Appealed Annexations Senate Bill 556 Legislative Action

- 59 Annexations
- 6,300 Acres
- 35,000 People
- \$1.1 Billion Assessed Value

Areas Appealed

Sandy Crest, Sacramento School, Mall 205, Clifgate, Wilkes/Highwood, Rose City, Leach Garden Park, Parkrose Industrial Isle, Parkrose Heights, Santana, Cherry Park, Kelly Butte, Vermada Park, Crystal Springs, Richland/Glendoveer, Holcomb Heights, Glisan Corridor, 102nd, Millcourt, Janet Addition, Hazelwood, Gateway, Parkrose, Villa De Shirley, Bedford Park, Robinbrook, Murmuring Pines, Market Street, Burnside Corridor, Holgate, 122nd, Binnsmead School, West Powellhurst, Regency Park, Lincoln Street, Wilkes/Glendoveer, Sumner, Brentwood/Darlington, Stanton Island, Ascot Acres.

Annexations Since 1983

125 Annexations
25,423 Acres
59,256 People
\$1.96 billion Assessed Value

Neighborhood Areas Annexed

Argay Terrace, Columbia South Shore, Cully, Parkrose, Parkrose Heights, Wilkes, Clifgate, Gateway, Cherry Park, Leach Garden, Brentwood-Darlington/Errol Heights, Gilbert Powellhurst, Glenfair, Wilkes, Hayden Island, Airport, Parkrose, Rivergate Industrial, Wilkes/Highwood, Mall 205, Gateway, Hazelwood, Kelly Butte, and sections of West Glendoveer & Ascot Acres.

CITY OF PORTLAND SERVICE COMMITMENTS AND ACCOMPLISHMENTS SINCE 1983

Budget Advisory Committee

- 11 citizens from newly annexed areas on 8 out of 17 Budget Advisory Committees

Business Licenses

- No new employees added since 1986
- New revenue received from new businesses:

1986	509,739.03
1987	683,397.65
1988	732,018.72
1989	782,109.65
- 3200 New Accounts

Transportation

- 42 Positions Transferred
- 363.1 road Miles Annexed & Transferred
- 92 Signals
- All Annexed Street Lights Transferred
- 20.3 million since 1984-85
- All roads added to Snow & Ice Plan

Building Code Enforcement

- Building Inspection Merger With County
- 23 Employees Transferred
- Neighborhood Eyesores, Garbage, Tall Grass & Weeds
- Abandoned Vehicles
- Housing & Zoning Code Enforcement
- Burned Out & Dangerous Bldgs. Demolished

Neighborhood Associations

- 9 Neighborhood Associations Formed: Cully, Hayden Island, Brentwood/Darlington, Parkrose, Parkrose Heights, Powellhurst/Gilbert, Wilkes, Mill Park, Argay Terrace
- 3 Community Groups Recognized
- Neighborhood Needs Process
- Workshops on City Services & Crime Prevention
- Participation in Citywide Workshops
- Individual Neighborhood Improvements
- East Portland Coalition 1/1/90
- East Portland Neighborhood Office

Cable Television Franchise

- Agreement on Regulation
- Transfer of Franchise Fees

Fire

- Merged With Two Districts (Contracts): Fire District #1 Clackamas and Fire #10
- 260 Firefighters Transferred
- Dissolutionment of Fire District #1, Hayden Island in progress
- Average response time 4 minutes
- Reconfiguration of operation, equipment and staff
- Station to Gresham, NE 192nd transferred
- 2 temporary station eliminated

Land Use Planning

- Transition of County Community Plans: Cully/Parkrose, Wilkes, Rockwood, Hazelwood, Gilbert/Powellhurst, Centennial, Brentwood/Darlington
- 3 New Zones Created to Implement Community Plans
- Quasi-Judicial Cases Processed
- Comprehensive Plan Amended
- Special Plan District Designations
- E Zone & Industrial Zone mapping completed in Columbia Corridor & Hayden Island
- Public Facilities Plan within Urban Services Boundary for capital projects for projected 20 year growth

Historic, Scenic Views and sites, and mineral and aggregates sites inventories completed
Comparable Zoning Chart Adopted

Police

- 60 Deputies transferred - January, 1985
- East Precinct covers majority of east-side annexations:
- North Precinct covers Hayden Island

Sewers

- \$28 million in Grants
- Mid-County office
- Ownership of County Facilities
- 5 Employees Transferred
- Safety Net in Place
- Over 200 Safety Net Deferrals Granted
- Storm Water Management

Parks

- 18 Parks Transferred, Cleaned Up & Maintained; includes mowing, raking, hauling, weeding shrub beds and trees and poles, installing concrete garbage cans, cleaning hard surfaces, applying herbicides, spreading barkdust, repaired sprinkler systems, signs, replanted dying plants
- Ventura-irrigation system restored, landscaping
- Argay-resurfaced tennis courts, new basketball backboards, and picnic tables
- Brentwood-resurfaced tennis courts, installed picnic tables, repaired restrooms
- Floyd Light-extensive shrub removal
- John Luby-repaired lights
- Knott-improvements include restroom, additional play equipment, new trees, fencing, light repairs
- Merrified-repaired play equipment
- Park 51-repaired fountain
- West Powellhurst-graveled entry way
- Rocky Butte & Ed Benedict (Mt. Hood) Master Plans
- Argay & Ventura-Summer Playground Programs
- Lane-After School Program
- Parkrose Community Schools at 6 Schools

Water

- 9 Water Districts Dissolved: Bedford, Rose City, Darlington, 72nd, Parkrose, Sylvan, Barber, Community
- 20 Employees Transferred
- 2 Additional Water District Agreements
- Jantzen Beach Water Co. purchased
- Community Water Acquisition Completed
- Water Rates Reduced by 40%
- Mains Upsized & Replaced
- Fire Hydrants Added; Loops completed
- 5,100' of water mains in addition to Regulators, Vaults, Meters & Fire Hydrants installed in annexed areas
- 40 million improvements underway
- 14.15 million additional annual maintenance

Economic Development-Portland Development Commission

- Airway Way Urban Renewal Area Development Plan
- \$25 million Public Expenditures
- \$47 million LID Transportation, Utility's Drainage Systems
- \$38 million in LID infrastructure, environmental protection systems, and recreational development.



WHAT ARE THE OPTIONS FOR MUNICIPAL SERVICES?

KEEP THINGS THE WAY THEY ARE

MORE SPECIAL DISTRICTS

START A NEW CITY

JOIN AN EXISTING CITY

Take the time to review your options for obtaining urban levels of municipal services; or for keeping things the way they are. Your decision will affect the liveability of your neighborhood and property values.

KEEP THINGS THE WAY THEY ARE

WHY: No change in the existing service coverage is the lowest tax cost option.

HOW: Simply do nothing that will change the existing services situation; accept the rural levels of police protection and other services now provided by the County (see Figure 1).

EFFECTS: Declining liveability with less police, no organized crime prevention, no neighborhood park improvements and recreation programs, no nuisance abatement. Higher service district costs as territory is reduced by others annexing; water rates will remain higher than in-city; roads and other infrastructure will deteriorate; sewers will be installed in any event.

COSTS: On its surface, this is the lowest cost option. It could also be the most expensive choice in terms of lost livability, lost investment value due to depressed property values, and future costs when such areas are brought back up to acceptable standards.

INCREASE THE NUMBER OF SINGLE PURPOSE SPECIAL DISTRICTS

WHY: To fill in the service gaps that exist at present; for example, create districts for higher levels of police patrol, or park improvements.

HOW: Citizens gather petition of 15% of voters, or 100 voters, whichever is greater; petition of 15% of property owners, or 10% of area, whichever is greater; Resolution adopted by County Board or Boundary Commission.

EFFECTS: The services of any such single purpose special district would require adequate funding, most likely from property taxes. A separate government exists for each service, which results in many districts and administrations who seldom share common boundaries, or interests.

COSTS: The costs will vary, depending on the type and desired level of service. Single purpose special districts can collect user fees (such as for water), and have the authority to levy property taxes. Most special districts operate with separate elected Boards, and with separate administrations. For example, a fire district's tax rate typically costs up to half of the total tax cost of being in a city.

CREATE A NEW CITY

WHY: To establish a local government to address the service issues and deliver the municipal services which urban neighborhoods need.

HOW: Citizens can initiate by petition of 20% of the affected registered voters, or by Boundary Commission resolution. If the Boundary Commission finds that the proposal meets exacting legal requirements and recommends approval, the matter is decided in an election of the voters within the affected territory.

EFFECTS: The citizens of a new city would face many decisions; the form of government, start-up costs, type and level of service, and an adequate tax base and tax rate to pay for the services.

COSTS: The costs of creating and operating a new city are unknown. It is reasonable to assume that the property tax rate would be about the same as other Oregon cities (see Table 1). Costs would vary depending on the types and levels of service to be provided. A new city would probably receive a relatively poor municipal bond rating to begin with.

JOIN AN EXISTING CITY

WHY: To receive municipal services from an existing city, who's costs and services are known commodities.

HOW: Petition of owners of more than 50% of property; petition of 10% of registered voters; petition of owners of majority of property plus a majority of registered voters (double majority); Resolution adopted by governing body of annexing city; Resolution adopted by Boundary Commission.

EFFECTS: Citizens and property annexed to a city are eligible for all city services on effective date of annexation. Property owners are liable for city property taxes; territory is withdrawn from special districts. Joining an existing city is the most common method employed for an individual, or a neighborhood, to receive urban services.

COSTS: Property owners will be assessed at the current year's tax rate once annexed; property taxes to special districts are no longer collected. Water rates are generally lower in-city. Neighborhoods are maintained at appropriate standards, avoiding future upgrade costs. Municipal bond ratings are set (Portland has the best bond rating available in the United States).

IS THERE REALLY ANY CHOICE FOR HOW I GET MY MUNICIPAL SERVICES?

The laws of the State of Oregon do offer the options which are discussed on the reverse side of this sheet. It is up to you to decide which of these options is worth pursuing.

WHAT ARE MUNICIPAL SERVICES? WHO PROVIDES THEM? WHO PAYS?

As a resident or property owner in an urban, developed neighborhood, you may use or benefit from municipal services every day without even realizing it. Municipal services are most often delivered by cities, although the County and special districts may provide some service for areas outside of cities. Most municipal services are paid for with property taxes, though water and sewer can be funded from user fees. The services comparison below (see Figure 1) explains the current service situation in your area.

PARKS * POLICE * FIRE & RESCUE * NUISANCES * WATER & SEWER

SERVICES COMPARISON: Figure 1

Multnomah County	Special Districts	City of Portland
Parks: no local parks service	Parks: no special district	Parks: full service
Police: rural service level only	Police: no special district	Police: full service
Fire: no service from County	Fire: yes, rate is 50% of full City rate	Fire: full service
Nuisances: no County service	Nuisances: no special district	Nuisances: full service
Water: no service from County	Water: yes, water bought from Portland	Water: full service
Transportation: maintenance service	Transportation: no special district	Transportation: full service
Neighborhood Associations: no, only community planning groups	Neighborhoods Associations: no local outreach	Neighborhood Associations: full service

Portland, like many Oregon cities, is a full-service municipality. When you join Portland, you are immediately eligible to receive all of the baseline services listed above, **plus** a great many additional services, such as neighborhood organizations, organized block watch, and community school programs. Table I compares the City of Portland's tax rate to the rate in other Oregon cities.

Table I
FY 1988-89 tax rates for selected Oregon cities

City	tax rate
ALBANY	\$9.10 / \$1,000.00
EUGENE	\$10.46 / \$1,000.00
GRESHAM	\$5.55 / \$1,000.00
KLAMATH FALLS	\$8.53 / \$1,000.00
PORTLAND	\$8.70 / \$1,000.00
SALEM	\$10.39 / \$1,000.00
TIGARD	\$2.78 / \$1,000.00

REMEMBER, the choice is up to you! For more information about the options discussed on the other side of this sheet, please contact the Metropolitan Area Local Government Boundary Commission at 229-5307. Since your investment in your home, property, and neighborhood are at stake, take the time to check it out and consider your options with care.

For more information about joining Portland, please call the people in the Urban Services office, we're here to help!

IT SHOULD COME AS NO SURPRISE that we believe joining Portland is your best option for receiving essential levels of basic urban services. Portland is a full service City, offering many additional services other cities don't, and together make Portland one of America's "Most Liveable" cities.

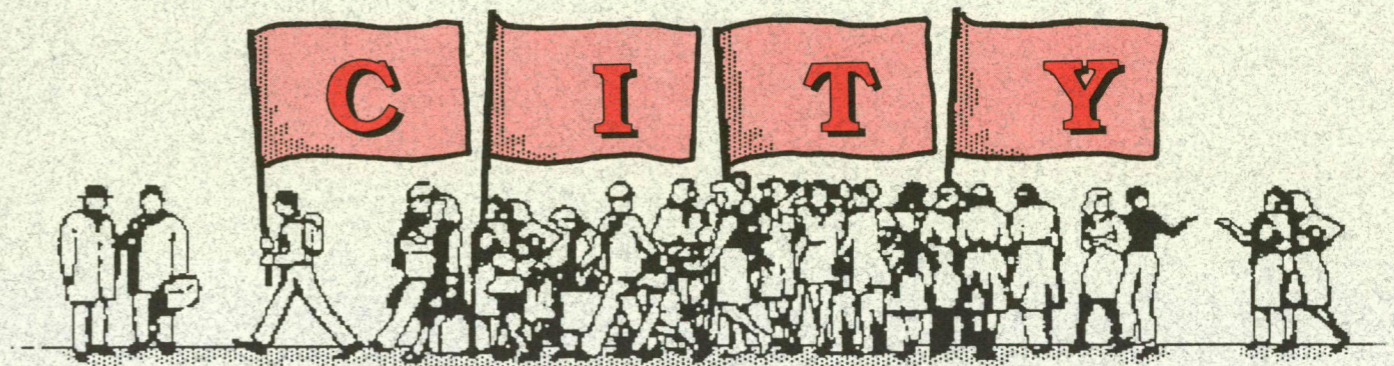
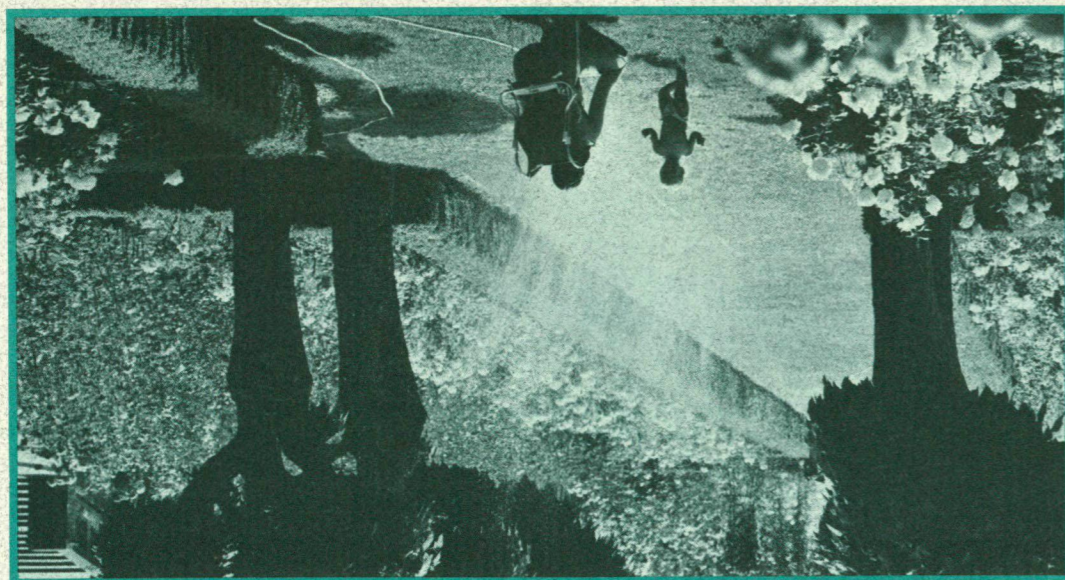
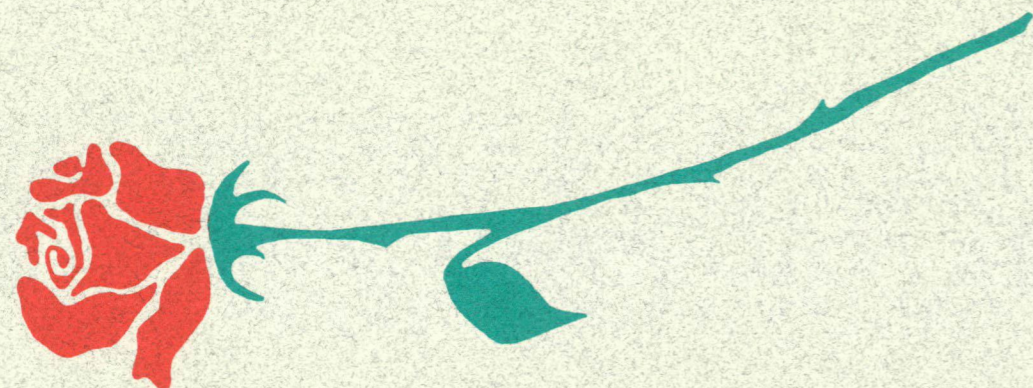


GET THE FACTS....CONSIDER YOUR OPTIONS.....CHOOSE PORTLAND.

FOR "BEST VALUE" LOCAL GOVERNMENT,
JOIN PORTLAND, YOUR CITY OF ROSES!



City of Portland
Office of Finance and Administration
Urban Services Program
1120 S.W. Fifth Avenue, Room 1250
Portland, Oregon 97204



CITIZEN INVOLVEMENT TAKES YOU!

As Mayor of the City of Portland, I ensure that all governments involved in annexation – the City, the County, special districts, and the regional Boundary Commission – work together to make joining the City a smooth process for you. Annexation is more than simply a boundary change: it's a change in the way you do business with your local government.

Even before you've become part of the City, you need to become a part of its citizen power. Annexation usually begins when one or more people become concerned about problems in their neighborhood and see the need for a positive change. For example, neighbors may be concerned about forming a Block Watch or cleaning up their

neighborhood park. Portland's success with citizen involvement guarantees neighborhood representation. You and your neighbors can generate interest and enthusiasm for joining the City to preserve livability and improve public safety. Please have a coffee or sponsor an area meeting to help inform others. Everyone who lives in the neighborhood has a stake in its future, so everyone should participate in the decision-making process.

Thanks for taking the time to be involved! And remember, we are here to serve you!

J.E. Bud Clark
Mayor, City of Portland

Q What if I don't want my neighborhood to change?

A The woods and small farms once typifying the area between Portland and Gresham have been developed to the point of complete urbanization. Serious budget shortfalls beginning in 1983 forced Multnomah County leaders to realize they could not continue serving developed neighborhoods at the expense of countywide services. The municipal services then being delivered to 130,000 urban, unincorporated area residents such as yourself were cut and remain much lower than in-city service levels.

Q What exactly are the changes, and why the emphasis on annexation?

A The new shopping centers, MAX, and I-205 best dramatize the extent of change in East Portland. When Multnomah County cut its delivery of neighborhood municipal services six years ago, the amount of police coverage was reduced to a rural level, and local parks stopped getting any care. The County recognized that your neighborhood would still need these and other urban services and found joining Portland was the best way to get them. The County supports Portland's programs and encourages unincorporated neighborhoods to join the city.

Q How will annexation affect my representation in local government?

A You will actually have increased representation after joining Portland. You gain the right to vote in all City elections, including those for City Council positions and the City Auditor. You will still have the same representation at the county and state levels, and you will finally have a voice in City government – a chance to influence the decisions made at City Hall.

Q How much will it cost me if my neighborhood joins Portland?

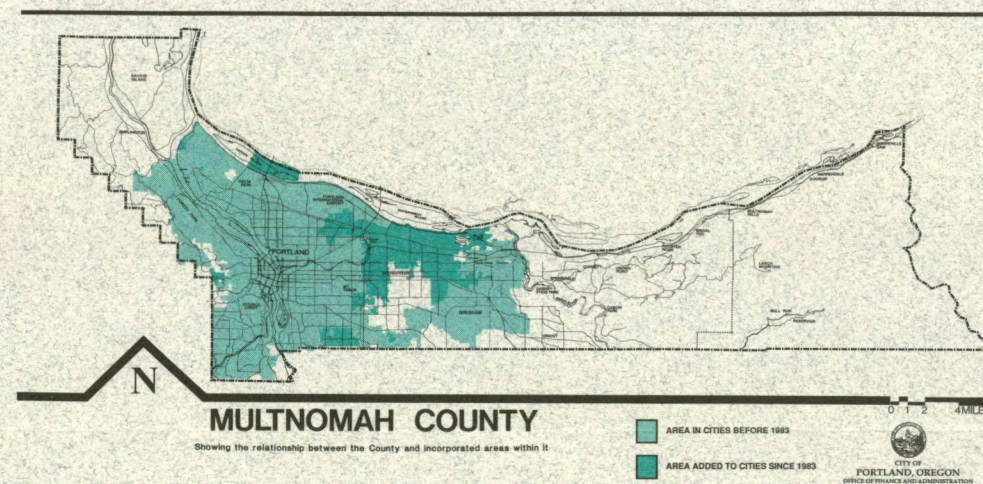
A Costs vary between neighborhoods, but the average additional cost to a \$60,000 home owner averages out at \$245 per year. If you would like a neighborhood-specific tax cost comparison sheet and one is not included with this brochure, please call 796-6963 and one will be mailed to you.

Q What happens to our schools?

A School district boundaries do not change with annexation, except for the overall benefit of being in Portland. Better police protection and park maintenance will enhance the area. Your schools will be able to get involved with the annual Rose Festival activities, including selection of a princess; schools benefit from community school programs.

"The selections – from Providence in the east to Portland in the west – are all growing cities that combine good jobs and affordable housing with livability and lack of pretension"

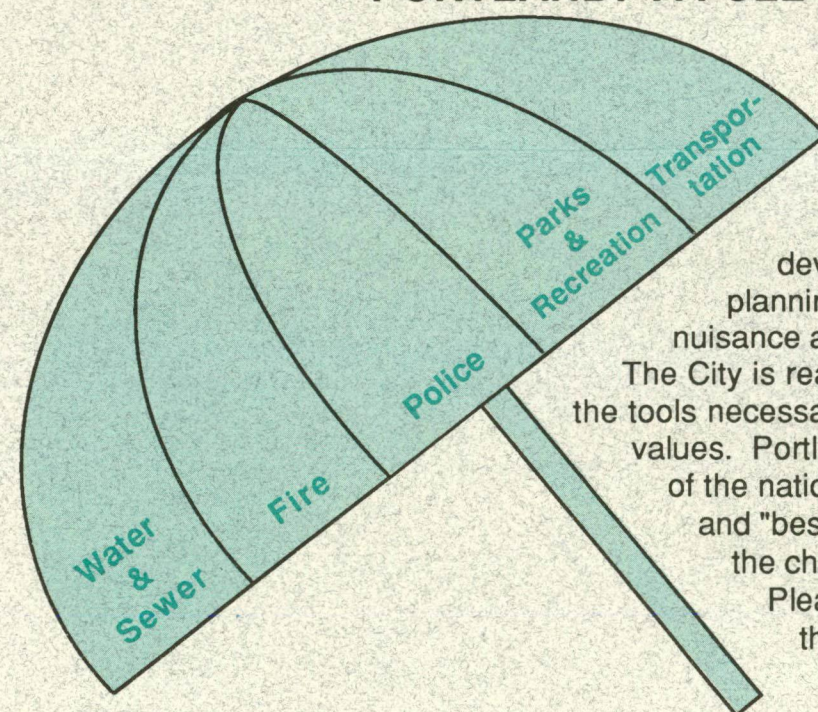
"Hot Cities – America's Best Places to Live and Work," Newsweek, February 12, 1989



A Growing Opportunity – As a resident of Multnomah County, you have experienced the region's steady growth firsthand. You are among the nearly 50,000 citizens who live in unincorporated neighborhoods next to Portland. The types of services needed to preserve livability in areas such as yours are best met by a full-service city. While your neighborhood was developing, some municipal services were provided on an interim basis by various single-purpose special service districts such as Fire District 10. Other services once provided by the County have been cut to rural levels (e.g., police patrols) or no service at all (e.g., local parks).

Multnomah County and the City of Portland share a common goal: to minimize costly duplication of government services. Annexation of developed, urban neighborhoods like yours is the key to meeting this goal and coordinating the delivery of local public services. Already 80,000 of your neighbors have joined Portland and Gresham for essential municipal services. Portland and the County have garnered state and national recognition for this cooperative approach to the delivery of local government services.

PORTLAND: A FULL-SERVICE CITY



Portland offers the most comprehensive selection of services tailor-made for fully developed neighborhoods: fire, police, parks, planning, streets, neighborhood associations, nuisance abatement, water, sewer, and many more. The City is ready to equip you and your neighborhood with the tools necessary to maintain livability, safety, and property values. Portland is Oregon's premier city, well deserving of the national recognition for its overall high livability and "best places" status. With annexation, you have the chance to be part of Portland's success story. Please take a good look at your options and at the services the City offers. Then you decide!

PORTLAND: Your Best Option For Municipal Service

COUNTY SERVICES

- Libraries
- Jails/Courts
- Health/Human Services
- Elections
- Assessment/Taxation

FIRE

Portland currently provides fire protection in east Portland under a contract with Fire District #10. The contract assures that fire protection is virtually the same once annexed. For about twice the cost you now pay for fire service alone, you can receive all Portland services, including fire!

POLICE PROTECTION

The Portland Police Bureau offers your neighborhood more than twice as many officers per thousand as Multnomah County. One Portland Officer serves 588 people, while one Deputy Sheriff serves 1,428 people. Portland also has more investigative and back-up services to support the sworn officers.

TRANSPORTATION

Portland provides cleaning, patching, and resurfacing for streets constructed to City or County standards. Other important transportation services are traffic management, signs, planning and design, and street lighting. You are also better off in Portland if you want your street improved – Portland can finance the local improvement district at the lowest interest rates available.

PARKS AND RECREATION

Portland has one of the finest park systems in the nation. A special three-year levy just approved includes plans for upgrading many of your neighborhood parks. Residents benefit by having clean, usable, well-maintained parks and well-organized, very popular community school programs.

WATER AND SEWER SERVICE

Portland owns the Bull Run water system that supplies most of the water to our region. Annexed customers are withdrawn from their water districts and begin to pay the lower in-city water rates. Sewers may be required whether you are a resident of the City or not. Please call 248-4114 for sewer project questions.

FIRST, THERE WAS TRIPLE MAJORITY; NEXT CAME THE ELECTIONS
NOW IT'S DOUBLE MAJORITY. I'M SO CONFUSED!

This is the third time Portland has contacted many of you about annexation.

-The first go-around utilized the triple majority method, involving property owners.

-Later, the City Council resolution method, involving voters, was used.

-In 1987 the Legislature created a new annexation method called double majority. It provides the opportunity to work with both voters and owners; a fairer process than was previously available.

WHAT IS PORTLAND UP TO WITH THE SURVEY QUESTIONS THEY ASKED ME?

Yes, we're back again to talk about the services your neighborhood needs and to ask you to support annexation for those services. The survey serves two purposes.

- 1) To determine the specific service issues that need attention in your neighborhood.
- 2) The surveys introduce you to the *urban* service issues you and your neighbors face.

SURVEYING & SERVICE PLANNING

1. Contacting each household to find out how you view your neighborhood.
2. Collecting responses to prepare for neighborhood meetings, share with city service bureaus, and plan for service delivery once annexed.
3. A survey summary tailored to your neighborhood is prepared and mailed to residents and owners.
4. One or more local meetings or citizen-sponsored coffees are held to discuss the survey and related issues.
5. An Urban Service Plan is put in place to insure that the services and processes of Portland are open and accessible to you upon annexation.
6. The Service Plan becomes the foundation to build future improvements in your neighborhood. The Service Plan is a beginning for you to form a neighborhood association or incorporation into an existing neighborhood association in your area.

THE ANNEXATION PROCESS

1. Annexation intent area boundaries are drawn based on measures including the surveys & bureau considerations.
2. The proposed *intent to annex* boundaries are reviewed by City Council and filed with the Boundary Commission.
3. City staff contacts the registered voters and property owners of the annexation intent area.
4. When a majority of the voters, along with property owners representing a majority of land area, consent to annexation, a proposal is developed.
5. Notification of the City Council and Boundary Commission hearing dates is mailed to voters & owners.
6. City Council holds a hearing on the proposal; when approved, the Boundary Commission has a final hearing.
7. The City notifies owners and voters of the effective date of the annexation, and the beginning date for City services.

SERVICE DELIVERY OPTIONS

<u>Need</u>	<u>County</u>	<u>Special Service District</u>	<u>New City</u>	<u>City Processes</u>
TRANSPORTATION				
Speeding congestion, intersection problems, stop signs, traffic signals	Maintains responsibility for road maintenance in unincorporated area. Upon annexation, Traffic Management/Maintenance responsibility is immediately transferred to the City of Portland	Costs and functions unknown	Costs and functions unknown	<u>*Traffic Management</u> process works with neighbors to solve problems so that all can live with solutions.
Maintenance of streets, drainage, sidewalks, etc.	Road maintenance responsibility is transferred within 6 month time frames	Costs and functions unknown	Costs and functions unknown	<u>*Maintenance Dept.</u> cleans and sweeps all streets inside city that are improved to standard and are maintained if repair is needed (i.e. pot holes, etc.). County transfers improved roads/streets to City. If your road is currently maintained by County, it will be maintained by City upon annexation.
New streets, sidewalks, curbs curbs.	LID procedure for new streets paid by residents who benefit	Costs and functions Unknown	Costs and functions Unknown	<u>Local Improvement District</u> (LID) initiative petition begins in neighborhood and works with city to build new streets that are paid for by residents who benefit. New streets are not imposed by City. City has triple Aaa bond rating city and bancrofting (city loan) is available.
New street lighting	Ownership, operation, maintenance, \$45 per year	Costs and functions Unknown	Costs and functions Unknown	<u>Lighting Department</u> responds to requests by citizens and neighborhood association for street lighting, determines requests warranted and installs lighting through light fund. Existing lighting in annexed areas maintained by city as County lighting transfers to the City.
NEIGHBORHOOD NUISANCES				
Noise, tall grass, weeds, strewn garbage, abandoned ouses	May respond depending on seriousness of complaint	Costs and functions unknown	Costs and functions unknown	<u>*Nuisance Division</u> of Bureau of Buildings responds to citizen calls, sends inspectors to investigate, notifies the offending property owners of violation and enforces code for correction.
PARKS				
Maintenance, park development	Maintains 2 regional parks and Glendoveer only; no neighborhood parks	Costs and functions unknown	Costs and functions unknown	*200 parks and recreation sites. Creative solutions for recreation and low maintenance open spaces and park improvements. 9,400 acres of parks.

* City services included in city tax levy of \$7.42 per \$1000 assessed value or an additional \$3.41 per \$1000 of what you currently pay.

SERVICE DELIVERY OPTIONS (Continued)

<u>Need</u>	<u>County</u>	<u>Special Service District</u>	<u>New City</u>	<u>City Processes</u>
POLICE SERVICES				
Crime and safety	.7 deputies per 1000 citizens included in County levy; rural level of Sheriff patrol, only 5-7 deputy patrol cars currently cover unincorporated area from Sauvies Island to Cascade Locks; County maintains all jails and justice system in Multnomah County	Costs and functions unknown	Costs and functions unknown	1.74 officers per 1000 citizens, police patrols, community policing, drug house ordinance, crime prevention techniques, investigative and full support police services. East Precinct, 173 assigned officers cover east side of the City. Many of the 65 transferred Multnomah County deputies patrol newly annexed city areas. Many have risen in rank since transferring from the County.
FIRE SERVICES				
Full services	Not a County function	Fire #10, \$4.01 per \$1000 assessed value for fire	Costs and functions unknown	*Fire, Rescue & Emergency Services covers 192.5 square miles, 528,139 residents, 33 fire stations, and 875 employees; 27 Portland stations and operates 4 Fire District #10 and 2 Fire District #1 stations. Protects over \$16.6 billion dollars worth of property.
WATER SERVICES				
Water problems, pressure, rusty impurities, poor taste, etc.	Not a County function	Hazelwood Water District. 83% of district annexed to Portland and has been withdrawn from Hazelwood. Many employees transferred to Portland Water Bureau already.	Costs and functions unknown	Water Bureau operates, maintains, and makes improvements to the City's water system, including management of Bull Run watershed. Maintains all planning, development, maintenance, and capital improvements and ensures compliance with all state and federal water quality systems. System is self-supporting.
NEIGHBORHOOD ORGANIZING				
Neighborhood associations, neighborhood needs process, crime prevention	Citizen Involvement Committee funds recognized groups/organizations on meeting notices/newsletters as source of last resort	Cost and functions unknown	Cost and functions unknown	8 neighborhood city-funded citizen participation offices, 8 neighborhood against crime programs, coordination of neighborhood need process, etc.

Portland is a full-service city and these are just a portion of services offered by the city.

As leaders in your community, you can assist your neighbors in seeking solutions to problems identified in the recent surveys.

For further information, please call Jerry Mounce, 796-6847.

Source: Urban Services Division, Office of Fiscal Administration, City of Portland

* City services included in city tax levy of \$7.42 per \$1000 assessed value or an additional \$3.41 per \$1000 of what you currently pay.

Attachment 12

	A	B	C	D	E	F
1	Attachment 12.					
2						
3			1983	1989	Change 83-89	Percent Change
4						83-89
5						
6	Multnomah County		557500	581000	23500	4%
7						
8	Portland *		363650	430800	67150	18%
9	Gresham		34340	65470	31130	91%
10	Troutdale		6640	7375	735	11%
11	Wood Village		2465	2610	145	6%
12	Fairview		1780	1975	195	11%
13	Lake Oswego *		1225	1430	205	17%
14	Maywood Park		820	830	10	1%
15	Unincorporated		146580	70510	-76070	-52%
16	Urban		133800	50331	-83469	
17	Rural		11150	20179	9029	
18						
19			365000	432175	67175	18%
20	* portion in Multnomah County		363650	430800	67150	18%
21			686	700	14	2%
22	City of Portland		664	675	11	2%
23	in Multnomah County					
24	in Clackamas County					
25	in Washington County					
26						
27	Source: Center for Population Research and Census, Portland State University, 1990					

BUILDING ADDRESSES USED:

City of Portland City Hall, 1220 SW 5th Avenue, Portland, Oregon 97204
Portland Building, 1120 SW 5th Avenue, Portland, Oregon 97204
Justice Center, 1111 SW 2nd Avenue, Portland, Oregon 97204
Multnomah County Court House, 1021 SW 4th Avenue, Portland, Oregon 97204

GOVERNOR, STATE OF OREGON

Neil Goldschmidt, State Capitol 1-800-322-6345

INFORMATION FREQUENTLY ASKED FOR

Annexation, (See Urban Services Division, page 19)	
Birth & Death Certificates, State of Oregon, 1400 SW 5th Avenue	229-5710
Block Parties (See page 8 for the Neighborhood Coalition Office in your area)	
Census & Population, PSU	229-3922
Driver Licenses and Car Registration, State of Oregon Motor Vehicles	299-9999
Metropolitan Service District (Metro), 2000 SW 1st Avenue	221-1646
Chamber of Commerce, 221 NE 2nd Avenue	228-9411
Tri-Met	233-3511 or 238-5811 TDD
Employment Division: City (Recording)	248-4573
State	1-378-3146
Metro	221-1646
District Attorney, Multnomah County Court House, 6th Floor	248-3162
Legal Aid	224-4086
Marriage Licenses and Passports, Multnomah County, 610 SW Alder	248-3027
Elections: Voting Registration/Polling Places (Multnomah County), 1040 SE Morrison	248-3720
Parade Permits: Mayor's Office, City Hall, Room 303	248-4739
Park Permits, General Information	796-5193
Port of Portland, 700 NE Multnomah	231-5000
Portland Public School District, 501 N Dixon	249-2000
Property Ownership, Multnomah County Recorder, 610 SW Alder, Room 300	248-3034
Rose Festival Association, 220 NW Second	227-2681
TAXES, Multnomah County Information	248-3326
U.S. Postal Information	294-2300
Urban League, 10 N Russell	280-2600

ANIMALS & INSECTS & RODENTS

Adoption, Dog Licenses, Biting, Cruelty, Dead, Injured, Loose: Multnomah County Animal Control	667-7387
Animal excrement, Keeping of livestock & fowl or exotic pets: Health Sanitation	248-3400
Animal Liaison to County: Commissioner Bob Koch	248-4151
Cat & Dog Licenses: Multnomah County	667-7387
Excessive Number of Animals: Bureau of Buildings, Portland Bldg, Room 930	796-7306
Mosquito Control	289-6069
Neutering Program: Multnomah County	667-7387
Rats: Rodent Control	289-6069



AUTOMOBILES, BOATS, TRUCKS

Abandoned Autos: Residential Inspection Division, Portland Bldg, Room 930	796-7306
Bicycles: Alternative Transportation Program	796-7083
Blocking Driveway or Illegally Parked:	
Parking Patrol, Portland Bldg, Room 301	796-5195
After Hours, Ask for "Non-Emergency"	911
Boat Registrations (Salem)	378-8587
Large Trucks Parked in Residential Areas:	
During Day: Neighborhood Division, Portland Bldg, Room 930	796-7306
After Hours: Police Bureau, Portland Bldg, Room 930	248-5688
Parking of Trailers, Campers & Boats	796-7306
Parking Violations: District Court, State of Oregon,	
Multnomah County Court House, Room 106	248-3776
Towed Autos: Police Bureau	796-3044
Traffic Court: Multnomah County	248-3233

BUILDING SAFETY

INSPECTION DIVISION, Portland Building, Room 930	
Building Information	796-7300
Permit Information	796-7310
Building, Electrical, Heating & Ventilation & Plumbing Inspection requests (After permit has been obtained)	796-7000

BUDGET AND FINANCE

City Budget, Grants & Contract Compliance Information, Portland Bldg, Room 1250	796-5288
Budget, Multnomah County, Citizen Budget Advisory Committees,	
2115 SE Morrison, Room 215	248-3450
City Citizen Bureau Advisory Committees, City Hall, Room 204	248-4519
City Auditor, City Hall, Room 202	248-4078
Multnomah County Auditor, Portland Building, Room 1500	248-3320

BUSINESS LICENSES

Business License Information, Portland Bldg, Room 1206	796-5157
Liquor Licenses, Amusement Devices, Second-Hand dealers	796-5152
Social Games	796-5152
Taxi Cab & Towing	796-5146
Transient Lodgings Tax (Hotels/Motels)	796-5149

CABLE COMMUNICATIONS

Cable Information, Portland Bldg, 10th Floor	796-5385
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CITIZEN INVOLVEMENT

City of Portland General Information (See Office of Neighborhood Associations, page 8) City Hall, 2nd Floor	248-4519
Multnomah County Citizen Involvement Committee Office, 2115 SE Morrison, Room 215 . .	248-3450

CITY MEETINGS, DOCUMENTS & REGULATIONS

Auditor's Office, City Hall, 2nd Floor

Archives	248-4631
Audit Services	248-4005
Council Agendas	248-4086
Council Records	248-4082
Codes & City Charter (copies)	248-4084
Contracts	248-4022
City Elections (call your county elections office for voting registration & polling places) . .	248-4078
General Information	248-4078
Liens and Assessments	248-4090 or 248-4041
Local Improvement District Financing	248-4092
Police Internal Investigations Auditing Committee	248-4024
Voters Registration, Absentee Ballots, Polling Places (Multnomah County), 1040 SE Morrison	248-3720

CITY WATCH/COURT WATCH

City Watch Program, Commissioner Bob Koch	248-4151
Court Watch Program, Commissioner Bob Koch	248-4151

CITY/SCHOOL LIAISON

Coordination	243-7912
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DEBRIS, OBSTRUCTIONS & REFUSE

Blocking Vision at Intersection: Traffic Management, Portland Bldg, Room 730	796-5185
Blocking Street, Sidewalk, Alley: Residential Inspection Division, Portland Bldg, Room 930	796-7306
Appliances or Auto Storage in Yard: Portland Bldg, Room 930	796-7306
Grass, Weeds, Vines, Obstructions of Sidewalks & Public Places: Portland Bldg, Room 930	796-7306
Rodents in Garbage: Rodent Control, Multnomah County	289-6069
Solid Waste Disposal Assistance	796-7010
Trash & Debris: Portland Bldg, Room 930	796-7306
Vacant & Open Buildings: Portland Bldg, Room 930	796-7306
Dangerous Buildings, Portland Bldg, Room 930	796-7309

DEVELOPMENT APPROVAL OR PERMIT PROCESS

City Permit Problems, Development Liaison: Portland, Bldg., Room 702	796-7583
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DISCRIMINATION & HUMAN RIGHTS

Metropolitan Human Relations Commission 796-5136 or 760-2212 TDD

ECONOMIC DEVELOPMENT

Portland Development Commission, Portland Bldg, 11th Floor 796-5300

ELECTED OFFICIALS CITY OF PORTLAND

City Hall

Mayor J. E. Bud Clark, Department of Finance & Administration, Room 303 248-4120
Commissioner Dick Bogle, Department of Public Safety, Room 404 248-4682
Commissioner Mike Lindberg, Department of Public Affairs, Room 414 248-4145
Commissioner Earl Blumenauer, Department of Public Works, Room 407 248-5577
Commissioner Bob Koch, Department of Public Utilities, Room 211 248-4151
Barbara Clark, City Auditor, Room 202 248-4078

ELECTED BOARD OF COMMISSIONERS AND COUNTY CHAIR

Multnomah County

County Chair, Gladys McCoy, Court House, 1st Floor 248-3308
District 1, Pauline Anderson, Court House, 6th Floor 248-5220
District 2, Gretchen Kafoury, Court House, 6th Floor 248-5219
District 3, Rick Bauman, Court House, 6th Floor 248-5217
District 4, Sharron Kelley 248-5213

Clerk of the Board of Commissioners 248-3277

EMERGENCY MANAGEMENT

City of Portland Disaster Planning, Response, Mitigation 248-5580

FENCES, HEDGES & TREES

Fences & Hedges, Over Height, Encroaching on Public
Property: Bureau of Buildings, Portland Bldg, Room 930 796-7306
Tree Planting, Removal, Pruning Permits, & Related
Tree Information: Park Forestry Division 248-4489
Fences and Hedges, Information on Height and Locations, Regulations
Portland Bldg, Permit Center, 1st Floor 796-7526



FIRE

Fire Emergencies	911 or 760-2212 TDD
Fire Bureau Administration/Fire Marshal, 55 SW Ash, 3rd Floor	248-0203
Faulty Wiring, Electrical Code Violations: Bureau of Buildings, Portland Bldg, Room 930	796-7304
Information on Burning Days (Recording)	232-1383
Fire Code Information, 55 SW Ash, 3rd Floor	248-0203
Fireworks	248-2677
Juvenile Firesetters Intervention Program, 55 SW Ash, 2nd Floor	248-0203
Public Education, Fire, 55 SW Ash, 2nd Floor	248-0203
Fire Inspection, Eastside Office (East of 15th Avenue)	760-1081
Fire Inspection, Westside Office (West of 15th Avenue)	248-0203
Records & Reports	
Emergency Support Services	243-7979
Fire Records	248-4019
Protection Class Information	248-2683
Chief's Office	248-2680
Fire Bureau Museum	248-0203

GARBAGE

Killingsworth Fast Disposal (No Food Type Waste)	252-1487
Lack of Garbage Pickup (for apartments or single family), Portland Bldg, Rm 930	796-7306
Landfill, St. Johns (All Waste) (Hours & Rates)	286-9613
Accumulating in Yards, Portland Bldg, Room 930	796-7306
New Service or Problems with Garbage Pickup -- call your garbage service provider or the Haulers Union	231-2613
Haulers Association	282-0667
Recycling Information Switchboard	224-5555
SOLID WASTE (Garbage) Information	796-7282
Recycling Collection Information & Complaints	796-7202

HEALTH CONCERNS

Disease Control & Health Officer (Multnomah County)	248-3406
Health Information & Referral (Dental also)	248-3816
Hooper Center for Alcoholism Intervention	231-4066
Food Handlers Certificate	248-5257
T.B. & Refugee Health Clinic	248-3417
Immunization Clinic (Multnomah County), 426 SW Stark	248-5140
Sexually Transmitted Disease Clinic (Multnomah County), 426 SW Stark	248-3700

HOUSING

Housing Rehabilitation Loans: PDC, 1425 NE Irving, Suite 200, Lloyd Plaza	230-9550
Housing & Community Development, 1515 SW 5th, Room 800	796-5166
Renter's Hotline (9 a.m.-noon)	299-5739
Subsidized Housing -- Housing Authority of Portland, 1605 NE 45th	249-5511



Subsidized Housing -- Section 8-HUD (Recording)	221-3497
Homeless, Housing & Community Development, 1515 SW 5th, Room 800	796-5166
Central City Concern, 222 NW Couch Street	223-5322

INJURIES OR ACCIDENTS ON CITY PROPERTY

Risk Management	796-5101
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INTERNATIONAL RELATIONS

Sister City Programs:

Sapporo, Japan; Guadalajara, Mexico; Corinto, Nicaragua; Ashkelon, Israel; Ulsan, South Korea; Khabarovsk, U.S.S.R.; Suzhou, China; Kaohsiung, Taiwan, City Hall, 4th Floor	248-4572 or 248-4266
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JOBS

Portland Job Training Agency (Private Industry Council), 520 SW 6th Avenue, Suite 400 ..	241-4600
Job Information Recordings:	
City	248-4573
Multnomah County	248-5035
State of Oregon	1-378-3146

LEGISLATIVE

State & Congressional Information, Intergovernmental Affairs, City Hall, Rm 400	248-4130
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MAPS

City Maps, Portland Bldg, 3rd Floor	796-7230
Zoning Maps, Portland Bldg, Permit Center, 1st Floor	796-7526

NEIGHBORHOOD QUALITY

CODE COMPLIANCE:

Home Occupation Permits	796-7305
Zoning Enforcement	796-7305
Noise Control	796-7350

RESIDENTIAL INSPECTION DIVISION:

Abandoned Vehicles, Nuisances	796-7306
Dangerous Buildings, Substandard Housing	796-7309



NOISE

Exceeding City Standards, Portland Bldg, Room 930	796-7350
Barking Dogs: Multnomah County Animal Control	667-7387

OFFICE OF NEIGHBORHOOD ASSOCIATIONS (ONA)

ONA Administrative Office, City Hall, 2nd Floor	248-4519
Bureau Advisory Committees • Crime Prevention Program Manager • Neighborhood Needs • Refugee Coordinator • General Information	
District Coalition Offices	
Crime Prevention & Citizen Participation:	
Central Northeast Neighbors, 5540 NE Sandy Blvd.	243-7357
Downtown/Burnside Crime Prevention, 520 SW 6th Avenue, Suite 1015	224-8684
East Portland Neighbors, 10700 NE Sandy Blvd.	256-0014
Neighbors North, 2410 N Lombard	248-4524
North Portland Crime Prevention, 2410 N. Lombard	248-4098
Northeast Coalition of Neighborhoods, 4815 NE 7th	248-4575
Youth Gangs Task Force, 4815 NE 7th	248-4112
Neighborhoods West/Northwest, 1819 NW Everett	223-3331
Southeast Uplift, 3534 SE Main	232-0010
Southwest Neighborhood Information, Inc., 7688 SW Capitol Highway	248-4592
Neighborhood Mediation Center, 4815 NE 7th	243-7320

PARADE & EVENT PERMITS

Parade, Running Events, Processions Through Streets, Coordination Major Festivals: Mayor's Office, City Hall, Room 303	248-4739
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PERMIT CENTER Portland Building, First Floor (except specifically listed)

BUREAU OF BUILDINGS:

Permit Center Information	796-7310
Microfilm Records, Document Control	796-7385
Plan Check Status, Fee Information	796-7385
Plumbing, Electrical, Heating & Ventilating Permits	796-7363
Septic Tank & Cesspools	796-7790
Street Use Permits	796-7385

BUREAU OF PLANNING:

Zoning, Variances, Conditional Uses	796-7526
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TRANSPORTATION:

Driveways, House Moves, Street Vending, Residential Parking Permits, Portland Bldg, Room 830	796-7365
Meter Hoods, Carpools, Parking	796-7365



FIRE MARSHAL:

Information, Fire Code Questions 796-7366

WATER BUREAU:

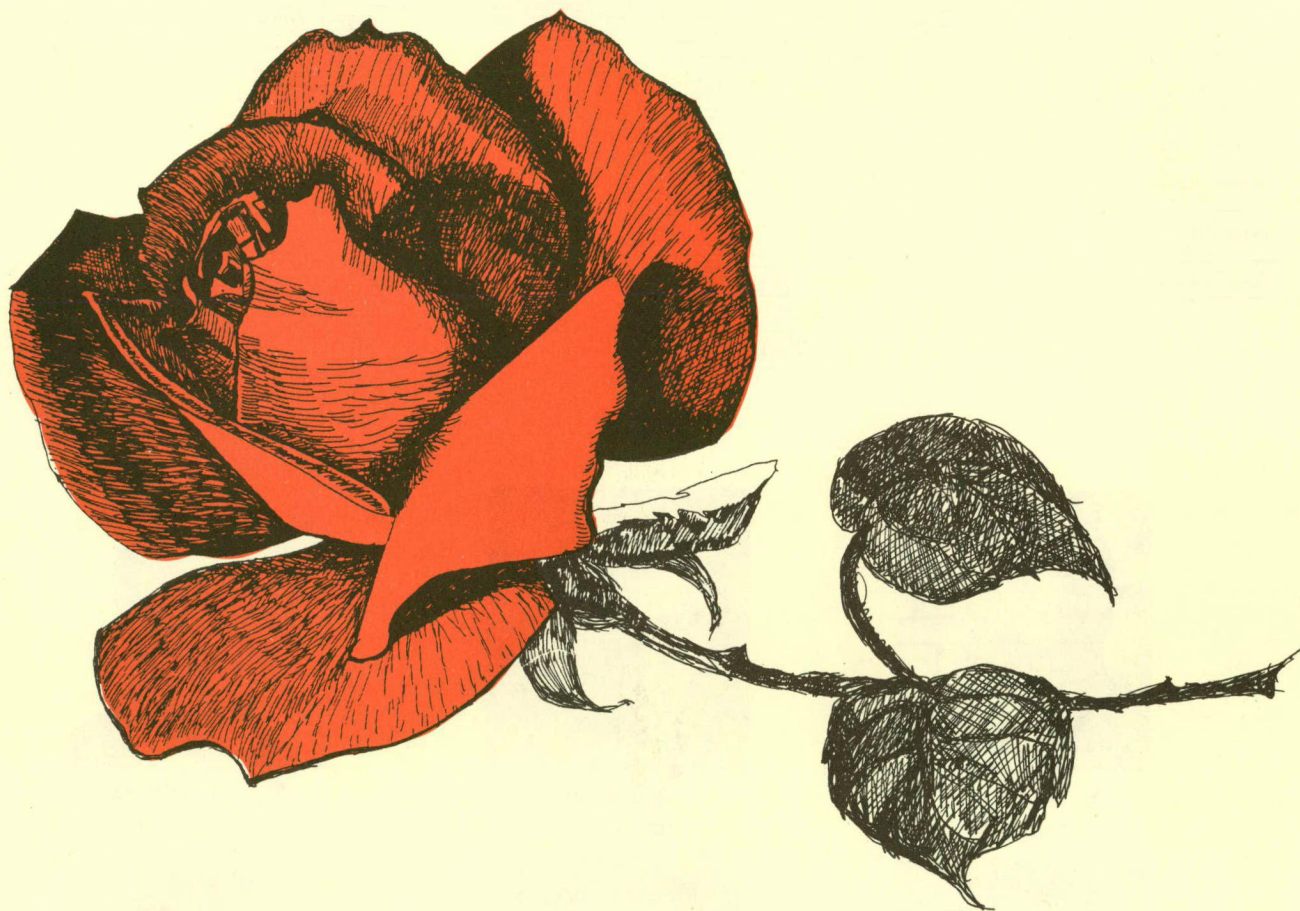
Water Permits (except Plumbing) 796-7368

PARKS: Portland Bldg., 5th Floor

Ball Field Permit 796-5155

Special Park Use & General Information 796-5193

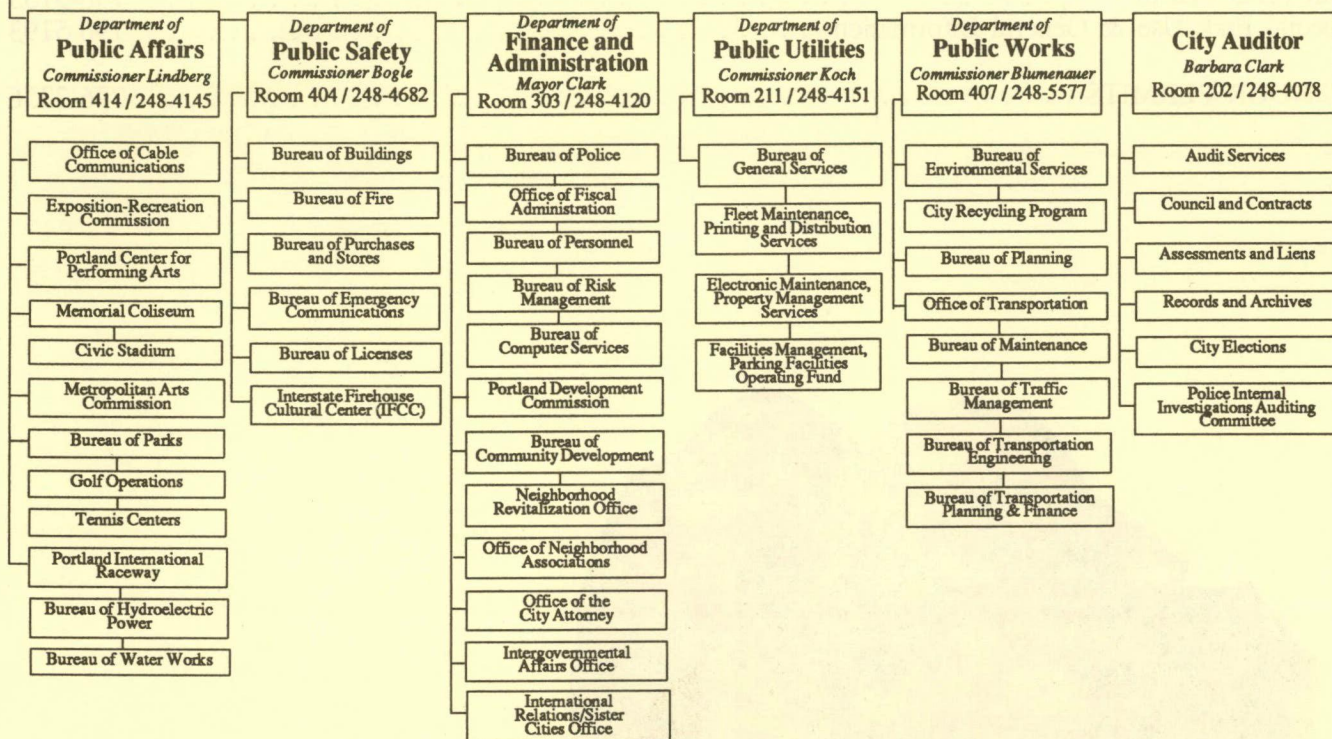
VENDOR PERMITS 796-7356



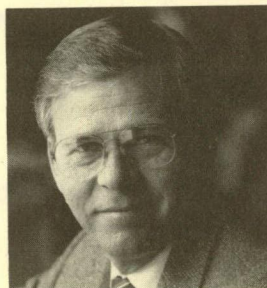
Organization of City Government

Citizens of the City of Portland

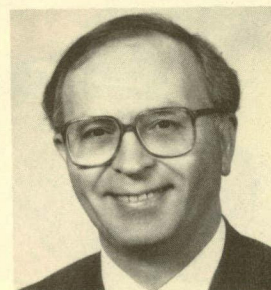
City Council - 1220 SW 5th Avenue



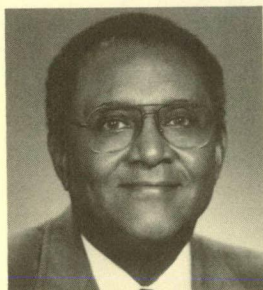
J.E. Bud Clark
Mayor



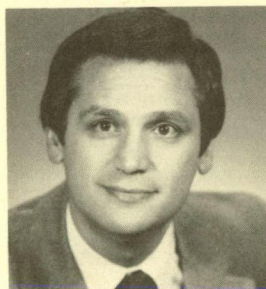
Bob Koch
Commissioner



Mike Lindberg
Commissioner



Dick Bogle
Commissioner



Earl Blumenauer
Commissioner



Barbara Clark
Auditor



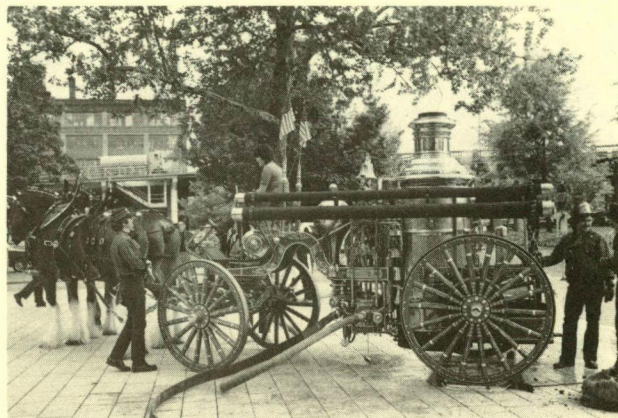
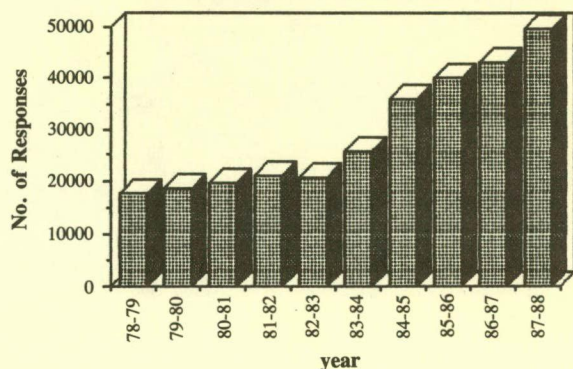
PORTLAND BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES

The primary mission of the Portland Bureau of Fire, Rescue, and Emergency Services is to support a fire-safe environment, to respond to fire and other emergencies, and to provide non-emergency services of public benefit for all areas protected by the Bureau. Major goals of the Bureau are to prevent the occurrence of fire through fire prevention methods, to minimize loss of life and property from fires, and to minimize suffering and loss of life and property in other emergencies. The Bureau also assumes a leadership role in regional disaster planning and maintains a visible non-emergency role in the community.

THE BUREAU

The Bureau is divided into four divisions: Emergency Operations, Fire Prevention, Management Services, and Planning and Development. The primary function of Emergency Operations is to respond to fires and life-threatening emergencies. Fire Prevention seeks willing compliance for safe fire prevention practices with the public and business community, while Planning and Development is charged with helping the Bureau keep pace with the future and assumes the responsibility of Emergency Management for the City. Management Services recommends the financial policies and practices essential for the efficient operation of the Bureau and also directs the logistical section which is responsible for continued reliable operation of physical equipment of the Bureau.

EMERGENCY RESPONSES 1978-88



Horse-drawn Engine, 1890s

RESPONSE

In fiscal year 1987-88, the Bureau responded to 49,603 calls, of which there were 31,695 medical calls, 1,687 structural fires, 1,139 vehicle fires, and 1,078 other fires.

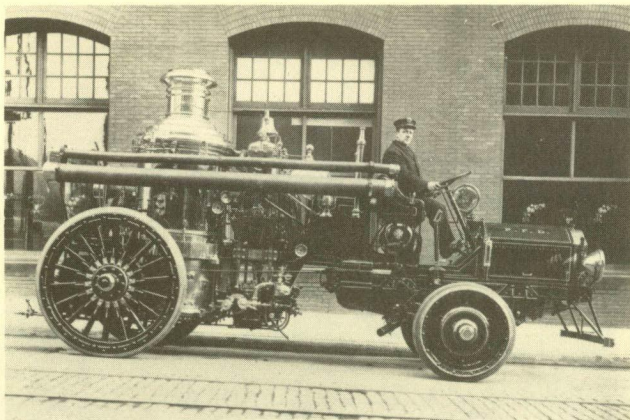
HAZARDOUS MATERIALS RESPONSE

The Bureau's Hazardous Materials Response Team responds to and mitigates hazardous materials incidents and related emergencies. Over the past year, the response team responded to 202 separate incidents, a 76% increase over the previous year. The HMRT team has developed a close working relationship with the Portland Police Bureau Drug and Vice Division and have collectively designed response procedures for clandestine drug labs. These procedures have become a nationwide standard.

EMERGENCY RESPONSES 1978-88

1978-79 . . .	17,854	1983-84 . . .	26,005
1979-80 . . .	18,585	1984-85 . . .	35,918
1980-81 . . .	19,732	1985-86 . . .	40,178
1981-82 . . .	21,234	1986-87 . . .	46,117
1982-83 . . .	20,818	1987-88 . . .	49,603





Early motorized Engine, 1920s

EMERGENCY MEDICAL CALLS

The Bureau is the largest provider of prehospital care (Basic Life Support and Advanced Life Support) in the State of Oregon, responding to over 28,000 medical responses and assisting over 40,000 people a year. The mission of the EMS Office is to support and coordinate that effort with the medical community and to facilitate changes that occur constantly in this rapidly changing role of the fire service. In addition, a major goal of the EMS office has been to provide continued training, equipment upgrades, and vaccination programs for protection of Bureau employees who may be exposed to communicable diseases. As Bureau involvement in EMS continues to grow and become more well-defined, we will continue to protect the citizens' interests regarding medical responses.

EMERGENCY MANAGEMENT

On July 1, 1987, the Bureau assumed the Portland Office of Emergency Management and the City's Emergency Operations Center at Kelly Butte. The Office of Emergency Management updated the Basic Emergency Plan along with several annexes. An Incident Command System was incorporated into the City Plan. Training and exercises were held to test the viability of the Plan. During one of the major drills, the Mayor activated the Emergency Operation Center and over one hundred city, state, federal, private, and

volunteer bureaus and organizations participated in the drill.

JUVENILE FIRESETTER PROGRAM

A key to getting help for juvenile firesetters is early identification and intervention. One of the goals of the program has been to increase public awareness about the program and to motivate people to call for help as soon as they realize their child has a fireplay problem, before a fire occurs. During the last fiscal year, 405 cases of juvenile firesetters were report to the Bureau. About 35% of these cases were reported by the parents. The program has been successful in increasing awareness in the community and motivating parents to call for help early. For more information, contact the

**FIRE PREVENTION DIVISION,
JUVENILE FIRESETTER PROGRAM 248-0203**

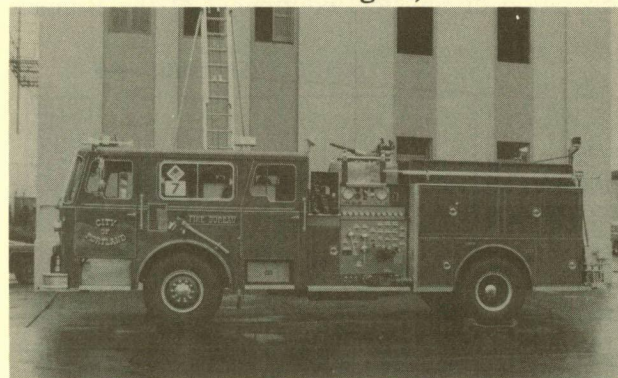
FREQUENTLY CALLED PHONE NUMBERS

ALL EMERGENCY CALLS 911

Business Numbers

General Information	248-0203
Chief's Office	248-2680
Management Services	248-2681
Emergency Operations	248-2680
Planning and Development	248-2683
Fire Prevention Inspection/West	248-0203
Fire Prevention Inspection/East	760-1081
Emergency Management	248-5580

Modern Fire Engine, 1989



PLANNING & ZONING

City Boundaries, Urban Services Division, Portland Bldg., Room 1250	796-6963
Permit Center Information	796-7526
Planning/Zoning Information	796-7526
Flood Plain Regulations	796-7103

CITY OF PORTLAND POLICE

Police Emergency Only	911
Accident Information	248-5688
Detention Center Information	248-3689
Office of the Chief	796-3000
Precincts:	
Central, 1111 SW 2nd, Portland, Oregon 97204	796-3097
North, 7214 N Philadelphia, Portland, Oregon 97203	248-5720
East, 4735 E Burnside, Portland, Oregon 97215	248-5696
To Report Stolen Property & Bicycles -- Ask for "Non-Emergency Line"	911
Detective Division	796-3400
Police Museum	796-3019
Drugs & Vice Division	796-3246
Records	796-3049

COMMUNITY POLICING DIVISION

Community Policing Division	796-3126
Drug House Complaints, Drug and Vice Division	796-3246
Block Homes and Child Safety, Community Policing Division	796-3134
Elderly Crime Prevention, Community Policing Division	796-3133
Sexual Assault Prevention, Community Police Division	796-3139

MULTNOMAH COUNTY JUSTICE SERVICES

Community Corrections Programs	
Alternative Community Services	248-3007
Director's Office	248-3980
Court Information	
County Courthouse, 1021 SW 4th Avenue	248-3235
Justice Center, 1120 SW 3rd Avenue	248-3969
District Attorney	
General Information	248-3162
Support Enforcement	248-3150
Victim's Assistance	248-3222
Justice Center, 1120 SW 3rd Avenue	
Bail/Inmate Information	248-3689
Corrections Administration Office	248-5145



Probation Services, 1021 SW 4th Avenue, Room 811	248-3810
Sheriff's Office, 12240 NE Glisan	255-3600
Civil Process	255-3600
River Patrol	288-6788
Women's Transition Services, 1120 SW 5th Ave., Room 1500	248-5374

PUBLIC LIBRARY SERVICE FOR PORTLAND & MULTNOMAH COUNTY

Central Library, 801 SW 10th Avenue	223-7201
Albina, 3605 NE 15th Avenue	221-7701
Belmont, 1038 SE 39th Avenue	221-7712
Capitol Hill, 10723 SW Capitol Highway	221-7721
Gregory Heights, 7921 NE Sandy Boulevard	221-7730
Gresham, 401 N Main, Gresham	665-2222
Hillsdale, 1525 SW Sunset Blvd.	221-7735
Holgate, 7905 SE Holgate Boulevard	221-7740
Hollywood, 3930 NE Hancock	221-7725
Midland, 805 SE 122nd Avenue	221-7727
North Portland, 512 N Killingsworth	221-7702
Rockwood, 17917 SE Stark Street	665-9440
St. Johns, 7510 N Charleston	221-7716
Sellwood-Moreland, 7904 SE Milwaukie Avenue	221-7732
Woodstock, 6008 SE 49th Avenue	221-7742

PURCHASING

City of Portland Purchasing Information, Portland Bldg, Room 313	796-6855
Minority/Female Business Enterprise Certification, State of Oregon, Salem	1-378-5651
Multnomah County Purchasing Information, 2505 SE 11th	248-5111
Metro, Management Services, 2000 SW Front	221-1646

RECREATION/CULTURAL

Portland Parks & Recreation Information	796-5193
Sports Information	796-5150
Permits:	
Ballfield, Gym	796-5155
Weddings & Permits	796-5193
Civic Stadium	248-4345
Forestry Center	228-1367
Memorial Coliseum Ticket/Event Information	239-4422
Metropolitan Arts Commission	796-5111
OMSI, Information (Rates & Hours)	228-6674
Oregon Art Institute	226-2811
Oregon Historical Society	222-1741
Oregon Symphony Association Ticket Office	228-1353



Performing Arts Center:

Business Office	248-4335
Ticket Office	248-4496
Arlene Schnitzer Concert Hall	248-4496
Civic Auditorium Tickets	248-4496
Pioneer Courthouse Square	223-1613
Portland Center State, OSF, Ticket Office	274-6588
Portland Opera Association	241-1401
Rose Festival Association	227-2681
Zoo, Washington Park Zoo (Rates & Hours)	226-7627

PUBLIC GARDENS

Forest Park, 2960 NW Upshur	248-4492
Hoyt Arboretum, 4000 SW Fairview Boulevard	228-8733
Japanese Garden, Washington Park	223-1321
Mt. Tabor Park, SE Salmon & 60th	255-5605
Leach Gardens, SE 122nd & Johnson Creek Road	761-9503
Washington Park, 400 SW Kingston	243-7322
Peninsula Park, Ainsworth & N Albina	285-1185
Laurelhurst Park, SE 39th & Stark	236-5526
Crystal Springs Rhododendron Gardens, SE 28th (1 block N of Woodstock)	796-5122

CITY ARTS

Pittock Mansion, 3229 NW Pittock Drive	248-4469
Children's Museum, 3037 SW Second Avenue	248-4587
Metro Dance Center, 6433 NE Tillamook	282-5061
Community Music Center, 3350 SE Francis	231-1955
Firehouse Theater, 1436 SW Montgomery	248-4737
Interstate Firehouse Cultural Center, 5340 N Interstate	243-7930
Multnomah Art Center, 7688 SW Capitol Highway	248-4444
Theatre Workshop, 511 SE 60th	235-4551

COMMUNITY CENTERS

Fulton, 68 SW Miles	244-8449
Hillside, 653 NW Culpepper Terrace	223-8992
Matt Dishman, 77 NE Knott	282-1460
Montavilla, 8219 NE Glisan	254-4101
Mt. Scott, 5530 SE 72nd	774-8156
Mt. Scott Roller Rink, 5530 SE 72nd	774-2215
Overlook House, 3839 N Melrose	282-2053
Peninsula, 6400 N Albina	285-4222
St. Johns, 8427 N Central	286-1551
Sellwood, 1436 SE Spokane	236-4022
University Park, 9009 N Foss	289-2414
Woodstock, 5906 SE 43rd	771-0784

COMMUNITY SCHOOLS

Abernethy Community School, 2421 SE Orange	280-6193
Alameda Community School, 2732 NE Fremont	284-1686
Atkinson Community School, 5800 SE Division	280-6335
Bridlemile Community School, 4300 SW 47th Drive	280-6294
Brooklyn Community School, 3830 SE 14th	280-6202



Gregory Heights Community School, 7334 NE Siskiyou	280-5606
Irvington Community School, 1320 NE Brazee	280-6188
Markham Community School, 10625 SW 35th	280-5682
Metropolitan Learning Center Community School, 2033 NW Glisan	280-5742
Mt. Tabor Community School, 5800 SE Ash Street	280-5649
Ockley Green Community School, 6031 N Montana	280-5663
Portsmouth Community School, 5103 N Willis Boulevard	280-5671
Scott Community School, 6700 NE Prescott	282-0204
Sunnyside Community School, 3421 SE Salmon	280-6228
Parkrose Community School, 11717 SE Shaver	256-4969
Whitaker Community School, 5700 NE 39th	280-5216

DISABLED CITIZENS RECREATION

Disabled Citizen Recreation, 426 NE 12th	248-4328 or VOICE TDD
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SENIOR RECREATION

Senior Leisure Services, 426 NE 12th	248-4328
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OUTDOOR RECREATION

1120 SW 5th, Room 502	796-5132
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RECREATION FACILITIES

Portland Tennis Center, 324 NE 12th	233-5959
St. Johns Racquet Center, 7519 N Burlington	248-4200
City Golf Courses, 1120 SW 5th	796-5104
Portland International Raceway, 1940 N Victoria Boulevard (West Delta Park)	285-6635

SERVICES

Park & Street Tree Permits Forestry Division, 10850 N Denver	248-4489
Facilities & Grounds Maintenance	248-4397
Community Gardens, 6437 SE Division	248-4777
Volunteer Services, 1120 SW 5th	796-5193

SPORTS

1120 SW 5th	796-5150
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SWIMMING POOLS

Buckman, 320 SE 16th	235-0704
Columbia, 7701 N Chatauqua	283-6848
MLC, 2033 NW Glisan	227-6075

REGIONAL PARKS

Multnomah County

Blue Lake Park, 20500 NE Marine Drive	655-4995
Oxbow Park, 3010 SE Oxbow Parkway, Gresham	663-4708



RECYCLING

METRO Recycling Information Center	224-5555
Recycling Collection Information and Complaints	796-7202

REFUGEES

Government & Community Coordination, City Hall, 2nd Floor	248-4519
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RESIDENTIAL CARE FACILITIES

Multnomah County Adult Care Homes Information	248-3000
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SENIOR SERVICES

Portland/Multnomah Commission on Aging, Portland Bldg, 5th Floor	796-5269
Multnomah County Aging Services Division, 426 Sw Stark, 5th Floor	248-3646

BRANCH OFFICES

West, 1819 NW Everett	248-5460
NE, 10 N Russell	248-5470
East, 2900 SE 122nd	248-5480
SE, 4707 SE Hawthorne	233-5000

Adult Housing Program	248-3000
Public Guardian	248-3948
Adult Protective Services	248-3646
Nursing Facility, 2900 SE 122nd	248-5480

NEIGHBORHOOD SENIOR SERVICES

NORTH-St. Johns YWCA, 8010 N Charleston	285-5044
NEAR NORTHEAST-Urban League Senior Adult Center, 10 NE Russell	280-2600
NORTHEAST-Hollywood Senior Center, 1820 NE 40th Avenue	288-8303
DOWNTOWN-Northwest Pilot Project, 1137 SW Broadway	227-5605
NORTHWEST-Friendly House Senior Center, 1819 NW Everett Street	224-2640
SOUTHWEST-Neighborhood House, Aging Services, 7780 SW Capitol Highway	246-1663
SOUTHEAST-IMPACT Senior Service Center, 4707 SE Hawthorne Boulevard	233-5000
EAST COUNTY-Human Solutions, Inc., 2900 SE 122nd	248-5200

SENIOR CENTERS

Friendly House Senior Center, 1819 NW Everett Street	224-2640
Hollywood Senior Center, 1820 NE 40th	288-8303
Errol Heights Senior Center, 4937 SE Woodstock	774-2582
Neighborhood House Senior Center, 7688 SW Capitol Highway	244-5204
IMPACT, Inc. Senior Center, 4707 SE Hawthorne Boulevard	233-5000
Peninsula Senior Center, 7508 N Hereford	289-8208
Urban League Senior Center, 10 N Russell	280-2600
Gresham Seniors United	665-7191
OASIS	241-3059



SENIOR MEALS

Loaves & Fishes Centers, Inc., 6125 SE 52nd Avenue (Info for all Loaves & Fishes) . .	777-2424
Japanese Ancestral Society, IKOI-NO-KAI, 1333 SE 28th	232-5253
Mittleman Jewish Community Center, 6651 SW Capitol Highway	244-0111
Oregon Human Development Corporation, 1623 NW 14th	274-1531
Chinese Social Center (Monday & Thursday, Chinese Meals), 4937 SE Woodstock . . .	771-7977

IN-HOME SERVICES

Visiting Nurse Association, 3611 SW Hood Avenue	220-1000
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INFORMATION/REFERRAL

United Way Information & Referral	222-5555
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LEGAL SERVICES

Legal Aid Services, Multnomah Bar Association, 310 SW 4th Avenue	224-4086
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SENIOR HEALTH SCREENING PROGRAM

Healthlink	227-7288
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MENTAL HEALTH

Mt. Hood Community Mental Health Center	661-5455
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HOME REPAIR & MAINTENANCE

Senior Job Center, PCC Sylvania, 12000 SW 49th	244-6111 x582
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SPECIAL NEEDS TRANSPORTATION PROGRAM

Tri-Met, 4012 SE 17th	238-4952 or 238-5811 TDD
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SEWERS

SEWER INFORMATION

Emergency & Maintenance, Weekdays, 2929 N Kerby	248-5545
Clogged Storm Drains, 2929 N Kerby	248-5545
Sewer Rates & Connection Fees	796-7009
Sewer Connection Permits & General Information	796-7363
Project Information	796-7006
Mid-County Sewer Project Customer Service Center	248-4114
INDUSTRIAL DISCHARGES	796-7180
Storm Water Management	796-7100

SIDEWALKS

Curb Ramps & Handicap Access: Transportation Engineering, Portland Bldg.	796-7082
Repair & Improvement: Maintenance, 2929 N Kerby	248-4111
New Construction, Transportation Engineering, Portland Bldg.	796-7002
Obstructions, Neighborhood Division, Portland Bldg, Room 930	796-7306



STREETS

Closures: Central Business District, Portland Bldg, Permit Center, 1st Floor	796-7002
Closures: Transportation, Portland Bldg, Permit Center, 1st Floor	796-7002
Lighting, Information, Outages: Transportation, Portland Bldg, Room 730	796-5197
Leaf Removal: Maintenance (Seasonal), 2929 N Kerby	248-5540
Repair Pot Holes & Paving, 2929 N Kerby	248-5510
Cleaning, Emergency Clearing of Obstruction, Removal of Broken Glass	
Weekdays, 2929 N Kerby	248-5545
Nights	248-5506
General Street Information (Will determine if City, County or State responsibility), Portland Bldg, Room 747	796-7065
Street Use In Conjunction with Building Permit	796-7385
Street Repair, 2929 N Kerby	248-5509

TRAFFIC PROBLEMS

Complaints, Information on Signals, Stop Signs, Flow: Traffic Management, Portland Bldg, Room 730	796-5185
Enforcement of Laws, Non-Emergency: Police Bureau	248-5688
Parking Meter Repair, 2929 N Kerby	243-7391
Repair of Traffic Lights, Signals, Signs	248-5506
Parking Enforcement, Portland Bldg, Room 301	796-5195
On Street Parking Concerns, Portland Bldg, Room 730	796-5185
Traffic Tickets, Multnomah County Information	248-3511
Planning	796-7704

URBAN SERVICES DIVISION

How to Annex, Cost & Service Information, Portland Bldg, Room 1250	796-6963
Public Information for Urban Services, Portland Bldg, Room 1250	796-6847

WATER

Emergencies (broken water mains, severe leaks, fire hydrants, all hours)	248-4874
Customer Service	796-7770
Credit, Collections, Paying Bills, Portland Bldg, 1st Floor	796-7426
Move In/Out	796-7530
New Installation & Permits	796-7368
Water Meter Repair	248-4874



YOUTH SERVICES

Youth Service Center Coordinator, 426 SW Stark, 6th Floor	248-3691
North Portland Youth Service Center, 7704 N Hereford	285-0627
Northeast Youth Service Center, 10 N Russell	280-2600
Outer East Youth Service Center, 6036 SE Foster Road	294-3322
Southeast Youth Service Center, 926 SE 45th	231-9578
Westside Youth Service Center, 7688 SW Capitol Highway	245-4441



Some of the agencies listed are joint City/County/Metro/State services.

Prepared by the Urban Services Division
Office of Finance and Administration
1120 SW Fifth Avenue, Room 1250, Portland, Oregon
Call 796-6847 for additional copies of this brochure.
July, 1989