

# ANNOTATED MINUTES

Thursday, October 29, 1998 - 9:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## REGULAR MEETING

*Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Sharron Kelley, Commissioners Diane Linn and Lisa Naito present, and Commissioner Gary Hansen excused.*

### CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,  
SECONDED BY COMMISSIONER NAITO, THE  
CONSENT CALENDAR (ITEMS C-1 THROUGH C-  
11) WAS UNANIMOUSLY APPROVED.**

### NON-DEPARTMENTAL

C-1 Appointments of Felicity M. Taormina, Joanne Serna, Vanessa Ward and Nelda Ann Billings to the COMMUNITY HEALTH COUNCIL

### SHERIFF'S OFFICE

C-2 Dispenser Class A Liquor License Renewal for MULTNOMAH FALLS LODGE, 515 Scenic Highway and Columbia Gorge, Bridal Veil

C-3 Package Store Liquor License Renewal for CRACKER BARREL GROCERY, 15005 NW Sauvie Island Road, Portland

C-4 Package Store Liquor License Renewal for FRED'S MARINA, 12800 NW Marina Way, Portland

C-5 Package Store Liquor License Renewal for TENLY'S JACKPOT FOODMART, 28210 SE Orient Drive, Gresham

C-6 Retail Malt Beverage Liquor License Renewal for PLEASANT HOME SALOON, 31637 SE Dodge Park Boulevard, Gresham

### DEPARTMENT OF ENVIRONMENTAL SERVICES

C-7 ORDER Authorizing Execution of Deed D991586 Upon Complete Performance of a Contract with Sharold Johnson

**ORDER 98-173.**

C-8 HV 8-98 Report the Hearings Officer Decision Regarding Denial of a Request for a Variance, Waiver of Certain of the Yard Requirements, and Approval of the Application Subject to Conditions, on Lands Designated R-30, Single Family Residential for Property Located at 2425 SW MILITARY ROAD, PORTLAND

**DEPARTMENT OF HEALTH**

C-9 Intergovernmental Revenue Agreement 9910486 with the City of Portland for Implementation of Portland Lead Hazard Control Program

C-10 Budget Modification HD 4 Approving Increase of .5 FTE in the Dental Clinics Budget and Decrease of \$46,667 in the Dental Clinics Professional Services Budget

C-11 Budget Modification HD 5 Approving Changes in Total FTE in Various Job Classes in Primary Care Funded within Current Budget

**REGULAR AGENDA**

**PUBLIC COMMENT**

R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

***NO ONE WISHED TO COMMENT.***

**DEPARTMENT OF HEALTH**

R-3 RESOLUTION Establishing Fees and Charges for Chapter 21, Health, of the Multnomah County Code, and Repealing Resolution No. 98-88

***AT THE REQUEST OF THE DEPARTMENT AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER NAITO, CONSIDERATION OF THE RESOLUTION WAS UNANIMOUSLY POSTPONED TO THURSDAY, NOVEMBER 12, 1998.***

## COMMISSIONER COMMENT

- R-4 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

**COMMISSIONER NAITO COMMENTED ON THE IMPACT MEETING SHE ATTENDED LAST NIGHT REGARDING THE BOUNDARY EXPANSION. COMMISSIONER LINN COMMENTED ON THE PROGRESS OF THE AFFORDABLE HOUSING TECHNICAL ADVISORY COMMITTEE.**

## SHERIFF'S OFFICE

- R-2 Description of the Multnomah County Sheriff's Office Corrections Emergency Response Team (CERT). Presented by Sergeant Shawn Skeels, Sergeant Phil Anderchuk and Deputy Boggs Bogdanovich.

**SGT. PHIL ANDERCHUK INTRODUCED SGT. SHAWN SKEELS AND DEPUTY ROBERTA BOGDANOVICH. SGT. ANDERCHUK PRESENTATION AND RESPONSE TO BOARD QUESTIONS, COMMENTS AND DISCUSSION.**

*There being no further business, the meeting was adjourned at 9:52 and the briefing convened at 9:53 a.m.*

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Thursday, October 29, 1998 - 10:00 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## BUDGET BRIEFINGS

- B-1 Auditor's Office Briefing: A Work Session with the Board of County Commissioners to Review Past Accomplishments and Discuss Transition Issues and Future Directions. Presented by Gary Blackmer and Suzanne Flynn.

**GARY BLACKMER AND SUZANNE FLYNN PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.**

*The briefing was recessed at 10:35 and reconvened at 10:39 a.m.*

B-2 County Counsel Briefing: A Work Session with the Board of County Commissioners to Review Performance Trends and Key Result Measures and to Discuss Upcoming Issues and Opportunities. Presented by Tom Sponsler, Sandra Duffy, Gerry Itkin and Doug Hicks.

***TOM SPONSLER INTRODUCED SANDRA DUFFY, GERRY ITKIN AND DOUG HICKS. MR. SPONSLER, MS. DUFFY AND MR. ITKIN PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.***

*There being no further business, the briefing was adjourned at 11:39 a.m.*

OFFICE OF THE BOARD CLERK  
FOR MULTNOMAH COUNTY, OREGON

*Deborah L. Bogstad*

Deborah L. Bogstad



# MULTNOMAH COUNTY, OREGON

## BOARD OF COMMISSIONERS

### Beverly Stein, Chair

1120 SW Fifth Avenue, Suite 1515  
Portland, Or 97204-1914  
Phone: (503) 248-3308 FAX (503) 248-3093  
Email: mult.chair@co.multnomah.or.us

### Diane Linn, Commission Dist. 1

1120 SW Fifth Avenue, Suite 1500  
Portland, Or 97204-1914  
Phone: (503) 248-5220 FAX (503) 248-5440  
Email: diane.m.linn@co.multnomah.or.us

### Gary Hansen, Commission Dist. 2

1120 SW Fifth Avenue, Suite 1500  
Portland, Or 97204-1914  
Phone: (503) 248-5219 FAX (503) 248-5440  
Email: gary.d.hansen@co.multnomah.or.us

### Lisa Naito, Commission Dist. 3

1120 SW Fifth Avenue, Suite 1500  
Portland, Or 97204-1914  
Phone: (503) 248-5217 FAX (503) 248-5262  
Email: lisa.h.naito@co.multnomah.or.us

### Sharron Kelley, Commission Dist. 4

1120 SW Fifth Avenue, Suite 1500  
Portland, Or 97204-1914  
Phone: (503) 248-5213 FAX (503) 248-5262  
Email: sharron.e.kelley@co.multnomah.or.us

### **ANY QUESTIONS? CALL BOARD CLERK DEB BOGSTAD @ 248-3277**

Email: deborah.l.bogstad@co.multnomah.or.us

**INDIVIDUALS WITH DISABILITIES MAY CALL THE BOARD CLERK AT 248-3277, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

## OCTOBER 29, 1998 BOARD MEETING

### FASTLOOK AGENDA ITEMS OF INTEREST

Pg 3	9:30 am Opportunity for Public Comment on Non-Agenda Matters
Pg 3	9:30 am MCSO Corrections Emergency Response Team Update
Pg 3	9:45 am Resolution Increasing Environmental Health Fees
Pg 4	10:00 am County Auditor and County Counsel Budget Briefings
✳	<b>The November 19 &amp; November 26 Board Meetings are Cancelled</b>
✳	<b>No Board Meetings are Scheduled Between December 21, 1998 through January 6, 1999</b>
✳	<b>Check the County Web Site: <a href="http://www.multnomah.lib.or.us">http://www.multnomah.lib.or.us</a></b>

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30  
Friday, 10:00 PM, Channel 30  
Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

Thursday, October 29, 1998 - 9:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR**

#### **NON-DEPARTMENTAL**

C-1 Appointments of Felicity M. Taormina, Joanne Serna, Vanessa Ward and Nelda Ann Billings to the COMMUNITY HEALTH COUNCIL

#### **SHERIFF'S OFFICE**

C-2 Dispenser Class A Liquor License Renewal for MULTNOMAH FALLS LODGE, 515 Scenic Highway and Columbia Gorge, Bridal Veil

C-3 Package Store Liquor License Renewal for CRACKER BARREL GROCERY, 15005 NW Sauvie Island Road, Portland

C-4 Package Store Liquor License Renewal for FRED'S MARINA, 12800 NW Marina Way, Portland

C-5 Package Store Liquor License Renewal for TENLY'S JACKPOT FOODMART, 28210 SE Orient Drive, Gresham

C-6 Retail Malt Beverage Liquor License Renewal for PLEASANT HOME SALOON, 31637 SE Dodge Park Boulevard, Gresham

#### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

C-7 ORDER Authorizing Execution of Deed D991586 Upon Complete Performance of a Contract with Sharold Johnson

C-8 HV 8-98 Report the Hearings Officer Decision Regarding Denial of a Request for a Variance, Waiver of Certain of the Yard Requirements, and Approval of the Application Subject to Conditions, on Lands Designated R-30, Single Family Residential for Property Located at 2425 SW MILITARY ROAD, PORTLAND

## **DEPARTMENT OF HEALTH**

- C-9 Intergovernmental Revenue Agreement 9910486 with the City of Portland for Implementation of Portland Lead Hazard Control Program
- C-10 Budget Modification HD 4 Approving Increase of .5 FTE in the Dental Clinics Budget and Decrease of \$46,667 in the Dental Clinics Professional Services Budget
- C-11 Budget Modification HD 5 Approving Changes in Total FTE in Various Job Classes in Primary Care Funded within Current Budget

## **REGULAR AGENDA**

### **PUBLIC COMMENT**

- R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

## **SHERIFF'S OFFICE**

- R-2 Description of the Multnomah County Sheriff's Office Corrections Emergency Response Team (CERT). Presented by Sergeant Shawn Skeels, Sergeant Phil Anderchuk and Deputy Boggs Bogdanovich.

## **DEPARTMENT OF HEALTH**

- R-3 RESOLUTION Establishing Fees and Charges for Chapter 21, Health, of the Multnomah County Code, and Repealing Resolution No. 98-88

### **COMMISSIONER COMMENT**

- R-4 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

Thursday, October 29, 1998 - 10:00 AM  
**(OR IMMEDIATELY FOLLOWING REGULAR MEETING)**

Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BUDGET BRIEFINGS**

- B-1 Auditor's Office Briefing: A Work Session with the Board of County Commissioners to Review Past Accomplishments and Discuss Transition Issues and Future Directions. Presented by Gary Blackmer and Suzanne Flynn. 30 MINUTES REQUESTED.
  
- B-2 County Counsel Briefing: A Work Session with the Board of County Commissioners to Review Performance Trends and Key Result Measures and to Discuss Upcoming Issues and Opportunities. Presented by Tom Sponsler, Sandra Duffy, Gerry Itkin and Doug Hicks. 30 MINUTES REQUESTED.

GARY HANSEN  
Multnomah County Commissioner  
District 2



1120 S.W. Fifth Avenue, Suite 1500  
Portland, Oregon 97204  
(503) 248-5219

## MEMORANDUM

TO: Chair Beverly Stein  
Commissioner Diane Linn  
Commissioner Lisa Naito  
Commissioner Sharron Kelley  
Board Clerk Deb Bogstad

FROM: Juana Arredondo  
Staff to Commissioner Gary Hansen

DATE: September 23, 1998

RE: Board Meeting Absences

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Commissioner Hansen will not be able to attend Board meetings on October 20<sup>th</sup> & 22 and October 27<sup>th</sup> & 29<sup>th</sup>, 1998 as he will be out of town on vacation from October 19<sup>th</sup> - October 30<sup>th</sup>.

98 SEP 25 AM 11:04  
BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON

MEETING DATE: OCT 29 1998  
AGENDA NO: C-1  
ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

### AGENDA PLACEMENT FORM

SUBJECT: Appointments to Community Health Council

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_  
REQUESTED BY: \_\_\_\_\_  
AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: 10/29/98  
AMOUNT OF TIME NEEDED: Consent

DEPARTMENT: Nondepartmental DIVISION: Chair's Office

CONTACT: Delma Farrell TELEPHONE #: 248-3953  
BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: \_\_\_\_\_

#### ACTION REQUESTED:

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL  OTHER

#### SUGGESTED AGENDA TITLE:

Appointments of Felicity M. Taormina, Joanne Serna, Vanessa Ward, and Nelda Ann Billings to the Community Health Council.

#### SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stead  
(OR)  
DEPARTMENT  
MANAGER: \_\_\_\_\_

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277

98 OCT - 7 PM 5:15  
MULTI-NOMAL COUNTY  
OREGON  
COUNTY COMMISSIONERS

MEETING DATE: OCT 29 1998

AGENDA #: C-2

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use Only)

### AGENDA PLACEMENT FORM

SUBJECT: OLCC License Renewal

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Sheriff's Office DIVISION: \_\_\_\_\_

CONTACT: Rick Barnett TELEPHONE: 251-2441  
BLDG/ROOM: 313/120

PERSON(S) MAKING PRESENTATION: Sergeant Brett Elliott

#### ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

#### SUGGESTED AGENDA TITLE:

This is an OLCC Dispenser Class A renewal application for :

Multnomah Falls Lodge  
515 Scenic Highway & Columbia Gorge  
Bridal Veil, Oregon 97010

*10/30/98 original to Rick Barnett*

The backgrounds have been checked on applicant: Richard A. Buck and no criminal history can be found on the above.

#### SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: *Elliott 18568*

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any questions: Call the Board Clerk at 248-3277

98 OCT 20 PM 5:02  
MULTNOMAH COUNTY  
OREGON  
COUNTY CLERK'S OFFICE

**Oregon Liquor Control Commission**  
 PO Box 22297, Milwaukie, OR 97269 1-800-452-6522  
**License Renewal Application**

**IMPORTANT: Failure to fully disclose any information requested, or providing false or misleading information on this form is grounds to refuse to renew the license. Your license expires December 31, 1998**

License Type: <b>Dispenser Class A</b>	District: <b>1</b>	County/City: <b>2600</b>	RO#: <b>R08370A</b>	<b>421/212</b>
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DA-1106  
 MULTNOMAH FALLS CO INC  
 MULTNOMAH FALLS CO INC  
 PO BOX 367  
 TROUTDALE OR 97060

Licensee(s) **MULTNOMAH FALLS CO INC**

Server Education Designee(s)  
 BUCK RICHARD

Tradenname **MULTNOMAH FALLS LODGE  
 S/S SCENIC HWY & COLUMBIA GORG  
 BRIDAL VEIL OR 97010**

**Instructions:**

1. Answer all questions completely on the renewal application.
2. Have each partner or an authorized corporate officer sign the renewal application.
3. Have the local governing body endorse the renewal application.
4. Return completed renewal application along with the appropriate license fee due before **December 11, 1998** to avoid late fees.

Operational Questions:	Responses:
(1) Is there a change in your Server Education Designee? If yes, please list their name and Social Security Number. <b>NO</b>	Name _____ SS# _____
(2) Please list a daytime phone number.	Phone Number: _____
(3) Please list all arrests or convictions for any crime, violation, or infraction of any law during the last year even if they are not liquor related for anyone who holds a financial interest in the licensed business. Attach additional sheet of paper to back of form if needed.	Name _____ Offense _____ Date _____ City/State _____ Result _____ <b>NONE</b>
(4) Effective March 15, 1998, under ORS 471.295 (2), you are required to maintain a Liquor Liability policy of NO LESS THAN \$300,000. Please list Insurance/Bonding Company and Policy/ID # and attach insurance certificate listing the OLCC as a certificate holder.	Insurance/Bonding Company <b>SAFECO</b> Policy # <b>CP 2226826</b>
(5) Will anyone share in the profits who is not a licensee of this business? If yes, please give name(s) and explain. <b>Partners -&gt; H.C. BUCK - KYLE SMITH - KATHY LUMAN</b>	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:
(6) Were there any changes of ownership (ie: add/drop partners, change to corporations, etc.) not reported to the OLCC in the last year?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:
(7) Did you make any significant changes in operation during the past year that you have not reported to the OLCC, such as changes in menu, hours of operation, or remodeling?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:

Food & Liquor Sales - Report below the average monthly sales figures to the nearest dollar for the 12 month period ending September 30, 1998	Amount
A Average Monthly Alcoholic Beverage Sales (Include Beer, Wine & Distilled Spirits)	\$ <b>6,359</b>
B Average Monthly Food Sales	\$ <b>102,306</b>
C Average Monthly Total Sales (Add A + B):	\$ <b>108,665</b>
D Percent of Food To Total Sales (Divide B By C):	% <b>94</b>

**Endorsement** - Please take this form to your local governing body that is listed below before you return it to the OLCC.  
 The County of **MULTNOMAH** recommends that this license be **GRANTED**  **REFUSED**  on (date) **October 29, 1998**  
 Signed: *Beverly Stein* Title of Signer **Beverly Stein, Multnomah County Chair**

License Fees and Late Fee Schedule & Amounts - Do not mail cash.	Dollar Amount (\$)
License Fee for Dispenser Class A	400.00
Server Education student fee	2.60
<b>TOTAL FEE TO PAY &gt;&gt;&gt;&gt;PLEASE PAY THIS AMOUNT &lt;&lt;&lt;&lt;</b>	<b>402.60</b>
<b>Late Fees</b>	
IF Renewal Application Is Received After December 11, 1998 but before January 01, 1999	Add 100.00 To Total Due
IF Renewal Application Is Received On or After January 01, 1999.	Add 160.00 To Total Due

Print Name	Signature	Date	Social Security #	Date of Birth
<b>RICHARD A. BUCK</b>	<i>Richard A. Buck</i>	<b>10-7-98</b>	<b>543-60-8826</b>	<b>8/6/50</b>

MEETING DATE: OCT 29 1998

AGENDA #: C-3

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use Only)

### AGENDA PLACEMENT FORM

SUBJECT: OLCC License Renewal

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Sheriff's Office DIVISION: \_\_\_\_\_

CONTACT: Rick Barnett TELEPHONE: 251-2441  
BLDG/ROOM: 313/120

PERSON(S) MAKING PRESENTATION: Sergeant Brett Elliott

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL

SUGGESTED AGENDA TITLE:

This is an OLCC Package Store License Renewal application for :

Cracker Barrel Grocery  
15005 NW Sauvie Island Road  
Portland, Oregon 97231

*10/2/98 ORIGINAL to Rick Barnett*

The backgrounds have been checked on applicants: Kay M. Yom and Chong S. Yom and no criminal history can be found on the above.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: Elliott 18368

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any questions: Call the Board Clerk at 248-3277

98 OCT 29 PM 5 02  
CLERK OF COUNTY BOARD  
MULTI-COUNTY  
OFFICE

**Oregon Liquor Control Commission**

PO Box 22297, Milwaukie, OR 97269 1-800-452-6522

**License Renewal Application**

**IMPORTANT: Failure to fully disclose any information requested, or providing false or misleading information on this form is grounds to refuse to renew the license. Your license expires December 31, 1998**

<b>License Type: Package Store</b>	<b>District: 1</b>	<b>County/City: 2600</b>	<b>RO#: R00281A</b>	<b>421/203</b>
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**YOM KAE MUN**  
15005 NW SAUVIE ISLAND RD  
PORTLAND OR 97231

**Licensee(s)** YOM KAE MUN  
YOM CHONG SU

**Tradename** CRACKER BARREL GROCERY  
15005 NW SAUVIE ISLAND RD  
PORTLAND OR 97231

**Instructions:**

1. Answer all questions completely on the renewal application.
2. Have each partner or an authorized corporate officer sign the renewal application.
3. Have the local governing body endorse the renewal application.
4. Return completed renewal application along with the appropriate license fee due before December 11, 1998 to avoid late fees.

<b>Operational Questions:</b>	<b>Responses:</b>
(1) Please list a daytime phone number.	Phone Number: 621-3960
(2) Please list all <u>arrests or convictions</u> for any crime, violation, or infraction of any law during the last year even if they are <u>not liquor</u> related for anyone who holds a financial interest in the licensed business. Attach additional sheet of paper to back of form if needed.	Name      Offense      Date      City/State      Result
(3) Will anyone share in the profits who is not a licensee of <u>this business</u> ? If yes, please give name(s) and explain.	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES   & EXPLAIN:
(4) Were there any changes of ownership (ie: add/drop partners, change to corporations, etc.) not reported to the OLCC in the last year?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES   & EXPLAIN:

**Endorsement - Please take this form to your local governing body that is listed below before you return it to the OLCC.**

The County of MULTNOMAH recommends that this license be GRANTED   X   REFUSED        on (date) October 29, 1998

Signed:  Title of Signer Beverly Stein, Multnomah County Chair

<b>License Fees and Late Fee Schedule &amp; Amounts - Do not mail cash.</b>	<b>Dollar Amount (\$)</b>
License Fee for Package Store	50.00
<b>TOTAL FEE TO PAY</b> >>>>PLEASE PAY THIS AMOUNT <<<<	<b>50.00</b>
<b>Late Fees</b>	
IF Renewal Application Is Received After December 11, 1998 but before January 01, 1999	Add 12.50 To Total Due
IF Renewal Application Is Received On or After January 01, 1999.	Add 20.00 To Total Due

<b>Print Name</b>	<b>Signature</b>	<b>Date</b>	<b>Social Security #</b>	<b>Date of Birth</b>
YOM KAE MUN		10/8/98	540-06-1925	7/24/41
YOM CHONG SU		09/8/98	541-04-2665	1/17/40

MEETING DATE: OCT 29 1998

AGENDA #: C-4

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use Only)

### AGENDA PLACEMENT FORM

SUBJECT: OLCC License Renewal

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Sheriff's Office DIVISION: \_\_\_\_\_

CONTACT: Rick Barnett TELEPHONE: 251-2441  
BLDG/ROOM: 313/120

PERSON(S) MAKING PRESENTATION: Sergeant Brett Elliott

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL

98 OCT 20 PM 5:02  
MULTI-COUNTY  
SHERIFF'S OFFICE  
CLERK

SUGGESTED AGENDA TITLE:

This is an OLCC Package Store License Renewal application for :

Fred's Marina  
12800 NW Marina Way  
Portland, Oregon 97231  
10/30/98 ORIGINAL TO RICK BARNETT

The backgrounds have been checked on applicants: Fredrick Alexander, Veva Alexander, and Cherie Sprando and no criminal history can be found on the above.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: Elliott 18568

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any questions: Call the Board Clerk at 248-3277

**Oregon Liquor Control Commission**

PO Box 22297, Milwaukie, OR 97269 1-800-452-6522

**License Renewal Application**

**IMPORTANT: Failure to fully disclose any information requested, or providing false or misleading information on this form is grounds to refuse to renew the license. Your license expires December 31, 1998**

<b>License Type: Package Store</b>	<b>District: 1</b>	<b>County/City: 2600</b>	<b>RO#: R06953A</b>	<b>421/203</b>
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**FREVACH LAND COMPANY**  
12800 NW MARINA WAY  
PORTLAND OR 97231

*Licensee(s)* **FREVACH LAND COMPANY**

*Tradenname* **FRED'S MARINA**  
12800 NW MARINA WAY  
PORTLAND OR 97231

**Instructions:**

1. Answer all questions completely on the renewal application.
2. Have each partner or an authorized corporate officer sign the renewal application.
3. Have the local governing body endorse the renewal application.
4. Return completed renewal application along with the appropriate license fee due before December 11, 1998 to avoid late fees.

<b>Operational Questions:</b>	<b>Responses:</b>
(1) Please list a daytime phone number.	Phone Number: <u>286-5537</u>
(2) Please list all <u>arrests or convictions</u> for any crime, violation, or infraction of any law during the last year even if they are <u>not liquor</u> related for anyone who holds a financial interest in the licensed business. Attach additional sheet of paper to back of form if needed.	Name      Offense      Date      City/State      Result
(3) Will anyone share in the profits who is not a licensee of this business? If yes, please give name(s) and explain.	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <i>EXPLAIN:</i>
(4) Were there any changes of ownership (ie: add/drop partners, change to corporations, etc.) not reported to the OLCC in the last year?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <i>EXPLAIN:</i>

**Endorsement - Please take this form to your local governing body that is listed below before you return it to the OLCC.**

The County of MULTNOMAH recommends that this license be GRANTED X REFUSED      on (date) October 29, 1998

Signed: *Beverly Stein* Title of Signer Beverly Stein, Multnomah County Chair

<b>License Fees and Late Fee Schedule &amp; Amounts - Do not mail cash.</b>	<b>Dollar Amount (\$)</b>
License Fee for Package Store	50.00
TOTAL FEE TO PAY >>>>PLEASE PAY THIS AMOUNT<<<<	50.00
<b>Late Fees</b>	
IF Renewal Application Is Received After December 11, 1998 but before January 01, 1999	Add 12.50 To Total Due
IF Renewal Application Is Received On or After January 01, 1999.	Add 20.00 To Total Due

<b>Print Name</b>	<b>Signature</b>	<b>Date</b>	<b>Social Security #</b>	<b>Date of Birth</b>
CHERIE SPRANDO	<i>Cherie Sprando</i>	10/7/98	542-52-5643	5/9/50
ALEXANDER FREDRICK	<i>Alexander E. Fredrick</i>	10/7/98	540-12-2697	12/13/20
UEVA FREDRICK	<i>Ueva M. Fredrick</i>	10/7/98	543-16-6771	7/17/22

MEETING DATE: OCT 29 1998

AGENDA #: C-5

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use Only)

### AGENDA PLACEMENT FORM

SUBJECT: OLCC License Renewal

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Sheriff's Office DIVISION: \_\_\_\_\_

CONTACT: Rick Barnett TELEPHONE: 251-2441  
BLDG/ROOM: 313/120

PERSON(S) MAKING PRESENTATION: Sergeant Brett Elliott

#### ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

#### SUGGESTED AGENDA TITLE:

This is an OLCC Package Store with pumps License Renewal application for :

Tenly's Jackpot Foodmart  
28210 SE Orient Drive  
Gresham, Oregon 97080

*10/30/98 original to Rick Barnett*

98 OCT 20 PM 5:02  
MULTI-NOMINAL COUNTY  
OREGON

The backgrounds have been checked on applicants: My Ly Le, Phuong Ly Le, and Hien Ly Le and no criminal history can be found on the above.

#### SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: Elliott 18x68

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any questions: Call the Board Clerk at 248-3277

**Oregon Liquor Control Commission**

PO Box 22297, Milwaukie, OR 97269 1-800-452-6522

**License Renewal Application**

**IMPORTANT: Failure to fully disclose any information requested, or providing false or misleading information on this form is grounds to refuse to renew the license. Your license expires December 31, 1998**

License Type: <b>Package Store with Pumps</b>	District: <b>1</b>	County/City: <b>2600</b>	RO#: <b>R19229A</b>	<b>421/203</b>
---	--------------------	--------------------------	---------------------	----------------

LE, LY MY **5-7-59**  
 28210 SE ORIENT DRIVE  
 GRESHAM OR 97080

Licensee(s) **LE, LY MY  
 LE, LY HIEN  
 LE, LY PHUONG**

Tradenname **TENLY'S JACKPOT FOODMART  
 28210 SE ORIENT DRIVE  
 GRESHAM OR 97080**

**Instructions:**

1. Answer all questions completely on the renewal application.
2. Have each partner or an authorized corporate officer sign the renewal application.
3. Have the local governing body endorse the renewal application.
4. Return completed renewal application along with the appropriate license fee due before **December 11, 1998** to avoid late fees.

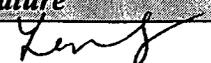
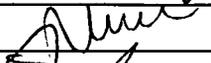
Operational Questions:	Responses:
(1) Please list a daytime phone number.	Phone Number: <b>503 663 2931</b>
(2) Please list all arrests or convictions for any crime, violation, or infraction of any law during the last year even if they are not liquor related for anyone who holds a financial interest in the licensed business. Attach additional sheet of paper to back of form if needed. <b>N/A</b>	Name      Offense      Date      City/State      Result
(3) Will anyone share in the profits who is not a licensee of this business? If yes, please give name(s) and explain.	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES & EXPLAIN:
(4) Were there any changes of ownership (ie: add/drop partners, change to corporations, etc.) not reported to the OLCC in the last year?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES & EXPLAIN:
(5) Package Store Licenses with Gas Pumps: Report actual grocery inventory at cost (DO NOT INCLUDE BEER OR WINE).	\$ <b>22,000.00</b>

**Endorsement** - Please take this form to your local governing body that is listed below before you return it to the OLCC.

The County of **MULTNOMAH** recommends that this license be GRANTED  REFUSED  on (date) **October 29, 1998**

Signed:  Title of Signer **Beverly Stein, Multnomah County Chair**

License Fees and Late Fee Schedule & Amounts - Do not mail cash.	Dollar Amount (\$)
License Fee for Package Store with Pumps	50.00
TOTAL FEE TO PAY >>>>PLEASE PAY THIS AMOUNT<<<<	50.00
<b>Late Fees</b>	
IF Renewal Application Is Received After December 11, 1998 but before January 01, 1999	Add 12.50 To Total Due
IF Renewal Application Is Received On or After January 01, 1999.	Add 20.00 To Total Due

Print Name	Signature	Date	Social Security #	Date of Birth
LE, MY LY		10/03/98	542 37 7829	05/07/59
LE, PHUONG LY		10/03/98	542 37 9732	09/15/70
LE, HIEN LY		10/03/98	542-37-9165	02/04/73

MEETING DATE: OCT 29 1998

AGENDA #: C-6

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use Only)

### AGENDA PLACEMENT FORM

SUBJECT: OLCC License Renewal

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Sheriff's Office DIVISION: \_\_\_\_\_

CONTACT: Rick Barnett TELEPHONE: 251-2441  
BLDG/ROOM: 313/120

PERSON(S) MAKING PRESENTATION: Sergeant Brett Elliott

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

SUGGESTED AGENDA TITLE:

This is an OLCC Retail Malt Beverage License Renewal application for :

Pleasant Home Saloon  
31637 SE Dodge Park Blvd.  
Gresham, Oregon 97080

10/30/98 ORIGINAL TO RICK BARNETT

98 OCT 20 PM 5:02  
MULTI-NOMAL COUNTY  
OREGON  
COUNTY CLERK'S OFFICE

The backgrounds have been checked on applicant:: Clifford W. Loftin and no criminal history can be found on the above.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: Ellott 185C8

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any questions: Call the Board Clerk at 248-3277

**Oregon Liquor Control Commission**  
 PO Box 22297, Milwaukie, OR 97269 1-800-452-6522  
**License Renewal Application**

**NEED  
SVED**

**IMPORTANT: Failure to fully disclose any information requested, or providing false or misleading information on this form is grounds to refuse to renew the license. Your license expires December 31, 1998**

<b>License Type:</b> Retail Malt Beverage	<b>District:</b> 1	<b>County/City:</b> 2600	<b>RO#:</b> R14183A	<b>421/201</b>
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**CW LOFTIN INC**  
 31637 SE DODGE PARK BLVD  
 GRESHAM OR 97030

*Licensee(s)* CW LOFTIN INC

*Server Education Designee(s)*  
 LOFTIN CLIFFORD

*Tradename* PLEASANT HOME SALOON  
 31637 SE DODGE PARK BLVD  
 GRESHAM OR 97030

**Instructions:**

1. Answer all questions completely on the renewal application.
2. Have each partner or an authorized corporate officer sign the renewal application.
3. Have the local governing body endorse the renewal application.
4. Return completed renewal application along with the appropriate license fee due before **December 11, 1998** to avoid late fees.

<b>Operational Questions:</b>	<b>Responses:</b>										
(1) Is there a change in your Server Education Designee? If yes, please list their name and Social Security Number.	Name _____ SS# _____										
(2) Please list a daytime phone number.	Phone Number: <u>(503) 663-2626</u>										
(3) Please list all <u>arrests or convictions</u> for any crime, violation, or infraction of any law during the last year even if they are <u>not liquor</u> related for anyone who holds a financial interest in the licensed business. Attach additional sheet of paper to back of form if needed.	<table border="1"> <thead> <tr> <th>Name</th> <th>Offense</th> <th>Date</th> <th>City/State</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Name	Offense	Date	City/State	Result					
Name	Offense	Date	City/State	Result							
(4) Effective March 15, 1998, under ORS 471.295 (2), you are required to maintain a Liquor Liability policy of <b>NO LESS THAN \$300,000</b> . Please list Insurance/Bonding Company and Policy/ID # and attach insurance certificate listing the OLCC as a certificate holder.	Insurance/Bonding Company <u>PENN America</u> Policy # <u>PAC 1035933</u>										
(5) Will anyone share in the profits who is not a licensee of <u>this business</u> ? If yes, please give name(s) and explain.	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:										
(6) Were there any changes of ownership (ie: add/drop partners, change to corporations, etc.) not reported to the OLCC in the last year?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:										
(7) Did you make any significant changes in operation during the past year that you have not reported to the OLCC, such as changes in menu, hours of operation, or remodeling?	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES <input type="checkbox"/> EXPLAIN:										

**Endorsement - Please take this form to your local governing body that is listed below before you return it to the OLCC.**  
 The City of MULTNOMAH recommends that this license be GRANTED  REFUSED  on (date) October 29, 1998  
 Signed: Beverly Stein Title of Signer Beverly Stein, Multnomah County Chair

<b>License Fees and Late Fee Schedule &amp; Amounts - Do not mail cash.</b>	<b>Dollar Amount (\$)</b>
License Fee for Retail Malt Beverage	200.00
Server Education student fee	2.60
<b>TOTAL FEE TO PAY</b> >>>>PLEASE PAY THIS AMOUNT<<<<	<b>202.60</b>
<b>Late Fees</b>	
IF Renewal Application Is Received After December 11, 1998 but before January 01, 1999	Add 50.00 To Total Due
IF Renewal Application Is Received On or After January 01, 1999.	Add 80.00 To Total Due

<b>Print Name</b>	<b>Signature</b>	<b>Date</b>	<b>Social Security #</b>	<b>Date of Birth</b>
Clifford W. Loftin	<u>Clifford W. Loftin</u>	<u>10/13/98</u>	<u>543-42-2650</u>	<u>7/21/1943</u>

MEETING DATE: OCT 29 1998

AGENDA NO: C-7  
ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Request Approval of Deed to Contract Purchaser for Completion of Contract.

BOARD BRIEFING: Date Requested: \_\_\_\_\_  
Requested by: \_\_\_\_\_  
Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: Consent

DEPARTMENT: Environmental Services DIVISION: Assessment & Taxation  
CONTACT: Kathy Tuneberg TELEPHONE #: 248-3590  
BLDG/ROOM #: 166/300/Tax Title

PERSON(S) MAKING PRESENTATION: Consent Calendar

**ACTION REQUESTED:**

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL  OTHER

**SUGGESTED AGENDA TITLE:**

Request approval of deed to contract purchaser, SHAROLD JOHNSON, for completion of Contract #15585  
(Property repurchased by former owner).

Deed D991586 and Board Order attached.

*10/30/98 ORIGINAL to Rick Barnett*

98 OCT 20 PM 4:58  
MULTIPLAAN COUNTY  
OREGON

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: *ht Lant C. Nicolola*

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES  
Any Questions: Call the Board Clerk @ 248-3277

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

ORDER NO. 98-173

Authorizing the Execution of Deed D991586 Upon Complete Performance of a Contract with SHAROLD JOHNSON

The Multnomah County Board of Commissioners Finds:

- a) On December 24, 1990, Multnomah County entered into a county contract 15585 recorded in the county deed records at Book 2374 Page 341 with SHAROLD JOHNSON for the sale of the real property hereinafter described
- b) The above contract purchaser has fully performed the terms and conditions of said contract and is now entitled to a deed conveying said property to said purchaser; now therefore

The Multnomah County Board of Commissioners Orders:

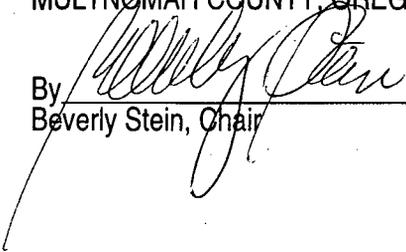
1. That the Chair of the Multnomah County Board of County Commissioners execute a deed conveying to the contract purchaser the following described real property, situated in the County of Multnomah, State of Oregon:

LOT 7, BLOCK 3; N 6' OF LOT 8, BLOCK 3, VERNON, a recorded subdivision in the City of Portland, County of Multnomah and State of Oregon.

Approved this 29th day of October, 1998.



BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY, OREGON

By   
Beverly Stein, Chair

REVIEWED:

Thomas Sponsler, County Counsel  
Multnomah County, Oregon

By   
Matthew O. Ryan, Assistant County Counsel

DEED D991586

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to SHAROLD JOHNSON, Grantee, the following described real property, situated in the County of Multnomah, State of Oregon:

LOT 7, BLOCK 3; N 6' OF LOT 8, BLOCK 3, VERNON, a recorded subdivision in the City of Portland, County of Multnomah and State of Oregon.

The true and actual consideration paid for this transfer, stated in terms of dollars is \$6,939.52.

THIS INSTRUMENT WILL NOT ALLOW USE OF THE PROPERTY DESCRIBED IN THIS INSTRUMENT IN VIOLATION OF APPLICABLE LAND USE LAWS AND REGULATIONS. BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON ACQUIRING FEE TITLE TO THE PROPERTY SHOULD CHECK WITH THE APPROPRIATE CITY OR COUNTY PLANNING DEPARTMENT TO VERIFY APPROVED USES AND TO DETERMINE ANY LIMITS ON LAWSUITS AGAINST FARMING OR FOREST PRACTICES AS DEFINED IN ORS 30.930.

Until a change is requested, all tax statements shall be sent to the following address:

SHAROLD JOHNSON  
5332 NE 15TH AVE  
PORTLAND OR 97211

IN WITNESS WHEREOF, MULTNOMAH COUNTY has caused these presents to be executed by the Chair of the Multnomah County Board of County Commissioners this 29th day of October, 1998, by authority of an Order of the Board of County Commissioners heretofore entered of record.



BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY, OREGON

By Beverly Stein  
Beverly Stein, Chair

REVIEWED:

Thomas Sponsler, County Counsel  
Multnomah County, Oregon

By Matthew O. Ryan  
Matthew O. Ryan, Assistant County Counsel

DEED APPROVED:

Kathleen A. Tuneberg, Director  
Tax Collections/Records Management

By K. A. Tuneberg

After recording, return to Multnomah County Tax Title/166/300







CASE NAME: TERRELL VARIANCE

NUMBER: HV 8-98

**1. Applicant Name/Address:**

For Patrick and Susan Terrell-  
John Finklea  
3223 SW Front Avenue  
Portland, OR 97201

**2. Action Requested By Applicant:**

Appeal to Hearings Officer of Staff decision to deny the request for a property setback, a Major Variance, under case file HV 8-98.

**Action Requested Of Board**

- Affirm Hearings Officer Decision  
 Hearing/Rehearing

**Scope of Review**

- On the Record  
 De Novo  
 New Information Allowed

**3. Planning Staff Recommendation:**

Staff recommended denial of the applicant request for a variance from the required 30-foot front yard setback to a 10-foot front yard setback. The applicant made the request for the exception to the setback requirement to build an addition to an existing three car garage. The applicant proposed to convert the existing garage to dwelling space and build a new, attached garage within 10 feet of the front yard property line. Staff found the application did not meet all four of the Major Variance criteria, in particular, MCC 11.15.8505 (A) and MCC 11.15.8505 (B) were not met by the application.

**4. Hearings Officer Decision:**

The Hearings Officer decision was issued on October 1, 1998. The Hearings Officer stated, "Deny the request for a variance, but waive certain of the yard requirements pursuant to MCC 11.15.2846 (C) and approve the application subject to the conditions set forth herein."

The Hearings Officer established the following Conditions of Approval:

1. Owners must obtain a building permit and construct the proposed improvements in compliance therewith.
2. Owners must construct the improvements in accordance with the submitted plans, so that the extent of the deviation from the setback requirements of the zoning Ordinance is not greater than indicated on the site plan, which is subject to review herein.

## **5. If Recommendation And Decision Are Different, Why?**

The Hearings Officer stated, "Based on the findings and the substantial evidence in the record, I conclude that this application does not meet the restrictive variance criteria, but that it does meet the standards for approval, pursuant to MCC 11.15.2846, Exceptions, in that the request for waiver of the front yard requirement to allow the construction of the garage in accordance with the specified conditions herein, should be approved. Accordingly, the issuance of the permit is approved, subject to the conditions imposed herein."

## **6. Issues:**

Staff will move forward with a request to the Planning Commission for clarification of the applicability of the Exceptions provisions in the west urban zones of R-40, R-30, R-20, and R-10. Case HV 8-98 is specifically related to MCC 11.15.2846 (C).

## **7. Do Any Of These Issues Have Policy Implications? Explain.**

Staff believes that it is the intent of the Code that the Variance requirements of MCC 11.15.8505 remain applicable to the Exceptions provisions of the west urban zones. See #6 above.

---

**BEFORE THE HEARINGS OFFICER  
FOR MULTNOMAH COUNTY, OREGON  
FINAL ORDER**

---

This Decision consists of Conditions, Findings of Fact and Conclusions.

**October 1, 1998**

**HV 8-98**

**Appeal of an Administrative Decision**

Appeal hearing of the Planning Director's decision to deny a Request for a Major Variance and request by applicant to build within 10 feet of the front yard property line. The applicant plans to convert the existing 3-car garage to a living space and construct a new 3-car garage attached to the existing house, approximately 980 sq. ft. in size.

**Location:** 2425 SW Military Road  
Portland, OR 97219

**Legal Description  
of Property:** Tax Lot 2700, Abernethy Heights Lot 2  
Section 35, T1S, R1E, W.M.  
Tax Account #R-00110-0030

**Zoning Designation:** R-30, Single Family Residential

**Applicant:** John W. Finklea, Architect  
3223 SW Front  
Portland, OR 97201

**Property Owners:** Patrick and Susan Terrell  
2425 SW Military Road  
Portland, OR 97219

**Appellant:** Peter Livingston  
Lane Powell Spear Lubersky  
520 SW Yamhill St., Suite 800  
Portland, OR 97204

## Hearings Officer Decision:

Deny the request for a variance, but waive certain of the yard requirements pursuant to MCC 11.15.2846(C) and approve the application subject to the conditions set forth herein.

### CONDITIONS OF APPROVAL

1. Owners must obtain a building permit and construct the proposed improvements in compliance therewith.
2. Owners must construct the improvements in accordance with the submitted plans, so that the extent of the deviation from the setback requirements of the Zoning Ordinance is not greater than indicated on the site plan, which is subject to review herein.

### PROCEDURAL ISSUES

#### 1. Impartiality of the Hearings Officer

- A. No ex parte contacts. I did not have any ex parte contacts prior to the hearing of this matter. I did not make a site visit.
- B. No conflicting personal or financial or family interest. I have no financial interest in the outcome of this proceeding. I have no family or financial relationship with any of the parties.

#### 2. Jurisdiction

At the commencement of the hearing I asked the participants to indicate if they had any objections to jurisdiction. The participants did not allege any jurisdictional or procedural violations regarding the conduct of the hearing.

### BURDEN OF PROOF

In this proceeding, the burden of proof is upon the applicant/appellant.

## FACTS

### 1. Applicant's Proposal

The applicant, on behalf of owners, request approval for encroachment into the required 30 ft. front yard setback of the R-30 zone. The applicant proposes to build to within 10 feet of the property line. The applicant plans to convert the existing 3-car garage (584 sq. ft.) to living space, and to construct a new 3-car garage, attached to the existing house, approximately 980 sq. ft. in size. Required rear and side yard setbacks for the R-30 zoning designation are met by the applicant's existing and proposed structure.

At hearing on this matter, appellant requested that as an alternative to a variance, the hearings officer waive yard requirements pursuant to Multnomah County Code Section 11.15.2846(C).

### 2. Site and Vicinity Information

- A. The house on the subject property was built in 1938, according to Multnomah County Assessment and Taxation records. Those records list the subject real property at 53,400 sq. ft. in size, with a house of 6,213 sq. ft. of living space and an attached garage 614 sq. ft. in size. The Multnomah County 1962 land use zoning map shows the subject parcel was zoned R-30 in 1962, and has remained zoned R-30 since that time. No changes in zoning requirements have occurred in the R-30 zone. The subject parcel has remained in the shape and size of its present configuration since 1962. The subject parcel has not been divided and the location of the property lines of the subject property have not been altered. Land divisions have occurred on neighboring parcels, in compliance with zoning ordinance requirements.

The subject property is considered a flag lot. The exhibits attached to the staff report illustrate the size and shape of the subject parcel, and the location of the existing dwelling on the subject parcel. The parcel accesses S.W. Military Road, and obtains its address from that road. The directional siting of the house on the property is not related to the definition of front, rear and side lot definitions.

The home faces toward the river, or east, which is by definition the side yard. The lot is on Riverside Drive but is accessed off S.W. Military Road, as indicated above. The home looks into the back yard of the lot to the east and south and is bordered on the north by an access easement to a similarly configured lot. The access to this lot is shared by two other homes, both of which face east.

A site plan is attached hereto as Exhibit "A", and incorporated by this reference herein.

### 3. Testimony and Evidence Presented

- A. In addition to the three exhibits which were attached to the Staff Report, a letter from Bonnie B. Huston and Robert T. Huston was received by the Hearings Officer, marked as Exhibit 4.
- B. Exhibit 5 consisted of a brief memorandum submitted by appellant Peter Livingston, on behalf of applicant, in regards to the variance criteria.
- C. Tricia Sears presented the staff report for the Multnomah County Planning Department, and explained the variance criteria, and the basis for the denial.
- D. Peter Livingston, of Lane Powell Spears Lubersky LLP, spoke on behalf of the applicant and discussed the legal issues involved and asked that the Hearings Officer grant an exception pursuant to 11.15.2846(C), if a variance was not approved.
- E. John Finklea, the architect, discussed the design and siting criteria and the technical details of the proposed addition.
- F. Patrick and Susan Terrell, the owners, spoke in regards to the proposal.
- G. All of the potentially affected neighbors signed a consent for variance request in this matter.

### STANDARDS AND CRITERIA, ANALYSIS AND FINDINGS OF FACT

The standards and criteria, and staff's analysis contained in the original staff report, are set forth as follows:

#### 1. Definitions

**Major Variance:** A request to modify a dimensional requirement by more than 25 percent. A Major Variance requires the applicant to demonstrate compliance with the approval criteria, plus consent from all property owners within 100 feet of the subject property. A request for a variance where the applicant is unable to obtain the necessary property owner consent *must* be considered by the Hearings Officer at a Public Hearing.

**Lot Line (front):** In the case of an interior lot, a line separating the lot from the street or accessway; in the case of a corner lot, a line separating the narrowest

frontage of the lot from a street or accessway; and in the case of a flag lot, the lot line closest to and most parallel with the street which serves the lot.

## **2. Zoning Ordinance Requirements**

### **Multnomah County Code:**

### **Single-Family Residential (R-30)**

#### **11.15.2844 Restrictions**

##### **(A) Lot Size**

- (1) The minimum lot size shall be 30,000 square feet. The minimum average lot width shall be 80 feet. The minimum average lot depth shall be 130 feet. [Renumbered 1996, Ord. 848 § II]**

**Staff:** The subject parcel is 53,400 square feet according to the Assessment and Taxation records at Multnomah County. See Exhibit #1. Multnomah County Sectional Zoning Maps from 1979 and 1962 show the subject parcel as the same size and configuration as the parcel currently exists. The Zoning Maps show that the parcel was zoned R-30 on the 1962 map, the same zoning exists on the parcel has today. The application meets the criteria for minimum lot size.

- (2) If a lot qualifies for the exception under .2848(B), then the standards in (1) shall not apply. [Added 1996, Ord. 848 § II]**

##### **(B) Yard Requirements**

- (1) Front Yard. There shall be a front yard with a minimum depth of 30 feet.**
- (2) Side Yard. Side yards shall be a minimum of 10 feet.**
- (3) Rear Yard. There shall be a rear yard with a minimum depth of 30 feet to any permanent structure.**

**Staff:** The subject parcel is accessed via SW Military Road and is addressed off of SW Military Road. The front yard of the subject parcel is the south property line, the property line that most closely parallels SW Military Road. The rear yard is the property line opposite the front yard, it also parallels SW Military Road. The side property lines are the property

lines that parallel SW Riverside Road (also marked Pacific Highway on the map provided by the applicant). The side yard setbacks, 10 feet, of the R-30 zone are met by the existing structure and by the structure with the proposed addition. The rear yard setback, 30 feet, is met by the existing structure and by the structure with the proposed addition. The front yard setback is the dimension requested by this Variance application for an exception to the requirement of 30 feet. The applicant proposes to build within 10 feet of the front property line. Exhibit #1 (to the staff report) illustrates the front, rear, and side yard property lines of the subject parcel. Exhibit #2 (to the staff report) illustrates the location of the proposed addition of the three car garage to the existing structure.

**(C) Accessory Buildings**

**Accessory buildings may be allowed if they fulfill the front, side, and rear yard requirements of the district.**

**Staff:** The applicant does not propose to build an accessory structure with this application. The applicant's proposed development is an addition to the existing single-family residence.

**(D) Off-Street Parking**

**Two automobile spaces on the lot shall be provided for each dwelling unit.**

**Staff:** The applicant has provided the required parking on the subject parcel.

**(E) Height Restrictions**

**Maximum height of any structure shall be 35 feet. [Amended 1984, Ord. 428 § 2]**

**Staff:** The applicant has provided elevations of the proposed garage, the proposed addition would not exceed 35 feet in height.

**(F) Lot Coverage**

**The maximum area that may be covered by the dwelling unit and accessory buildings shall not exceed 25% of the total area of the lot.**

**Applicant:** The existing lot is 53,400 square feet which, at 25% coverage, would allow for 13,350 square feet of coverage. The existing house and pool cover 3,746 square feet. The garage addition would be an additional 980 square feet which is within the allowable lot coverage limits.

**Staff:** The applicant has stated the lot coverage of the site is less than 25%. Staff has confirmed the calculations. The total square footage of the existing structure, according to Multnomah County's Assessment and Taxation Records, is 6213 square feet of living space and 614 square feet of garage space. Exhibit #2 (of the staff report) is the applicant site plan.

**(G) All lots in this district shall abut a street, or shall have such other access held suitable by the Hearings Officer.**

**(H) Half Streets**

**The minimum front or side yards or other setbacks as stated herein, shall be increased where such yard or setback abuts a street having insufficient right-of-way width to serve the area. The Planning Director shall determine the necessary right-of-way widths and the additional yard or setback requirements in such cases.**

**(I) No sales or conveyance of any portion of a lot, for other than a public purpose, shall leave a structure on the remainder of the lot with less than the minimum lot, yard or setback requirements of this district.**

**11.15.8505 Variance Approval Criteria**

**(A) The Approval Authority may permit and authorize a variance from the requirements of this Chapter only when there are practical difficulties in the application of the Chapter. A Major Variance shall be granted only when all of the following criteria are met. A Minor Variance shall meet criteria (3) and (4).**

**(1) A circumstance or condition applies to the property or to the intended use that does not apply generally to other property in the same vicinity or district. The circumstance or condition may relate to the size, shape, natural features and topography of the property or the location or size of physical improvements on the site or the nature of the use compared to surrounding uses.**

**Applicant:** The circumstance surrounding why the house was sited the way it was are unknown but one can surmise that the original owners

wanted to face the view as most houses on the lower hill do. It was probably accessed via Old Military Road due to the busy nature of Riverside Drive. It is difficult to determine how long the adjacent lots have been in existence and whether or not homes have been on them for any length of time but the homes were not sited in a typical fashion due to potential views, the difficulty of access (due to the topography or being land locked) and the uncharacteristic road layout. This resulted in the siting of the home to best address the access and views without regard to a front or side yard consideration. The siting of the house in this case favored the south side of the property which would keep the driveway short causing the house to be designed with spaces directed towards a south garage area. This siting, the decision to access off Old Military Road instead of Riverside Drive, and the fact that the present garage does not accommodate any vehicle other than medium size vans has precipitated the need for a new garage and this variance.

(Additional narrative dated 7/1/98 and received 7/15/98). Although the site is large, the constraint exists because of the location of the existing house and the impact accessing a garage placed in the "side yard" would have. Were this a vacant lot then a more appropriate layout under the terms of the yard definitions could be conceived.

The existing garage with the shallow depth and narrow doors (which cannot be widened) do not accommodate full size cars and utility vehicles and allow for doors, circulation, and storage. This home, like so many of this era, has very little storage space and the existing garage will fulfill that need when the new garage is built.

I have explored other locations for the garage and feel this location has the least impact on both the site and the functionality of the home. Location of the garage at another portion of the site could potentially cause the following:

1. Add more driveway.
2. Because of the topography, cause unnecessary alterations to the site and considerably more soil removal.
3. Add additional impervious area to the site.
4. Create a less than desirable circulation flow as the more formal areas are located at the north end of the house.
5. Create a detached garage which would alter the aesthetic concept with regard to the approach and entry to the house.

**Staff:** The applicant has not demonstrated that a condition or circumstance applies to the property or to the intended use that does not apply

generally to other property in the same vicinity or district. The applicant identifies the main constraint of the property as the small, existing garage of an older home, built on an oddly configured lot, that does not accommodate large automobiles. The constraining circumstances or conditions of the existing property presented by the applicant are not unusual in the Dunthorpe area. Note that the criteria states, "A circumstance or condition applies to the property or to the intended use that does not apply generally to other property in the same vicinity or district (emphasis added)". The applicant describes that the subject parcel is similar to other properties in the area, "Were it not for the very odd configuration of this and the surrounding lots that typify the entire area..." The applicant also states, "Topography and landscaping on lots allowed houses to be privately located on lots most advantageous to access, views and convenience. The 'front yard' was considered the front of the house and house plans were developed accordingly". In addition, the applicant does not provide a description of "area".

The definitions of front, rear, and side lot lines are established in the Multnomah County Code. The definition of front lot line is included in the Staff findings section of this document. Staff reiterates that the Code definitions of property lines are without regard to the siting of dwellings on parcels. The establishment of front, rear, and side yards of a parcel comes before house plans for the site may be known. The applicant states that the front yard of the house was considered to be the front of the house, without regard to the definitions of lot lines established by the Multnomah County Code. The house was constructed in 1938. The subject parcel is identified on the Multnomah County Land Use Map from 1962 as a R-30 zoned parcel; it has remained zoned R-30 with the same size and shape.

The use of the site is residential. The subject dwelling has an existing three car garage. The applicant proposes to convert the existing three car garage into storage/living space and construct a new three car garage. The applicant requests to build within 10 feet of the front property line. Staff responses to the applicant listed reasons for locating the garage:

1. The subject parcel has an existing driveway leading to the existing garage, the subject parcel also has a turn around loop that extends into the east or side yard. While it is desirable to minimize the amount of impervious surface and hence the amount of driveway on a property, the amount of driveway on a property is not limited by the Multnomah County Code.
2. The topography of the east or side yard is gently sloped, see Exhibit #4. The soil type, Urban land - Quafena complex

with 8 to 15 percent slopes, could accommodate a structure. Movement of earth materials could be minimized and the installation of erosion control measures would be required.

3. The addition of impervious surface could be minimized. See Staff response to #1.
4. & 5. The applicant's first floor plan is attached as Exhibit #3. Modifications to the site could be achieved within the parameters of the existing property setback requirements or the applicant could request a Minor Variance to build within 22.5 feet of the property line.

The applicant has failed to establish the connection of the five stated limitations of the subject parcel as they compare to other properties in the vicinity and how these limitations are distinct and unique conditions. The site contains areas to accommodate the applicant's proposed need for additional living and parking space. The application does not meet the criteria.

- (2) **The zoning requirement would restrict the use of the subject property to a greater degree than it restricts other properties in the vicinity or district.**

**Applicant:** The proposal is in compliance with the comprehensive plan and is an allowed use within the underlying zone.

**Staff:** The applicant's proposed use of the site maintains the existing use of the site as a single-family residence. The applicant has an attached three car garage. To remain in compliance with the required setback does not restrict the use of the subject property to a greater extent than other properties in the vicinity or district. A variance is an exception to a regulation. The applicant has failed to demonstrate that the subject property is constrained to a greater extent than other properties in the vicinity by the zoning district requirement of a 30-foot front yard setback. The applicant does not provide evidence that this property is required to meet a setback that other properties in the vicinity are not required to meet. The subject parcel does provide other opportunities to construct additional space attached to the house or as a detached structure.

The application does not meet the criteria.

- (3) **The authorization of the variance will not be materially detrimental to the public welfare or injurious to property in the vicinity or**

**district in which the property is located, or adversely affects the appropriate development of adjoining properties.**

**Applicant:** The proposal if approved will not be materially detrimental to the public welfare or injurious to property in the vicinity or district, or adversely affect the appropriate development of adjoining properties. The project is within the limit of all zoning regulations except the front yard setback by definition which, if reduced, will not affect any of the adjacent properties.

**Staff:** The authorization of this variance would not be materially detrimental to the public welfare or injurious to the property in the vicinity or district in which the property is located, or adversely affect the development of adjoining properties. However, Major Variance requests are typically granted for projects with extraordinary on-site circumstances. The application has not met Variance Approval Criteria #1 and #2.

- (4) The granting of the variance will not adversely affect the realization of the Comprehensive Plan nor will it establish a use which is not listed in the underlying zone.**

**Applicant:** The zoning requirement is restrictive in that the property has the frontage and topography to be accessed off Riverside Drive however, by choosing the alternative of accessing via a private driveway off Old Military Road the zoning code definition designated the south yard as a front yard. The orientation of the house however, favors an interpretation of a north or south front yard both of which easily meet the setback criteria. This orientation is consistent with neighboring properties consequently the proposal would not seem out of place or detrimental to the surrounding properties.

**Staff:** The site is zoned R-30 and has been zoned this since zoning was implemented; the subject parcel is identified on the 1962 Multnomah County Land Use Map. The granting of this variance will not adversely affect the realization of the Comprehensive Plan nor will it establish a use which is not listed in the underlying zone. The application has not met Variance Approval Criteria #1 and #2.

### **3 . Hearings Officer Analysis**

The original staff decision was appealed by Peter Livingston, Attorney at Law, on behalf of the owners, Patrick and Susan Terrell. The appeal was filed on the grounds that a circumstance or condition applies to the subject property, that

does not apply generally to other property in the same vicinity or district, and on the grounds that the zoning requirement variance requirement 2, would restrict the use of the property to a greater degree than it restricts other properties in the vicinity or district.

Staff also submitted an additional, or supplemental staff report that further expounded on the issues raised in the variance request.

At the hearing, Mr. Livingston discussed the specific MCC variance criteria. The appellant contended that Multnomah County Code criteria are actually less restrictive than that interpreted by the Court of Appeals in the case relied upon by Staff.

I would concur with Mr. Livingston that the Multnomah County Code criteria are somewhat less restrictive than those reviewed the Oregon Court of Appeals in Lovell vs. Independence Planning Comm., 37 Or App 3, 6-7 (1978). However, the Multnomah County Code still contains a fairly restrictive set of criteria in regards to review of a Major Variance.

I concur with Staff that variance criteria 2 has not been met. Given the large size of the parcel, it does not appear that the zoning requirement would restrict the use of the subject property to a greater degree than it restricts other properties in the vicinity or district.

However, that having been said, I certainly concur with the applicant, the owner and the appellant, that the proposed location for the garage, although technically not in compliance with the variance criteria, may in fact be the most reasonable, logical, aesthetic and have the lowest impact on the neighborhood.

At the hearing, appellant Peter Livingston also discussed the issue of Section 11.15.2846(C) exceptions. That Code section is set forth as follows:

**MCC 11.15.2846, EXCEPTIONS**

- (C) IF TOPOGRAPHICAL OR OTHER CONDITIONS EXIST WHICH MAKE THESE REQUIREMENTS UNREASONABLE, THE HEARINGS OFFICER MAY WAIVE THE FRONT, SIDE OR REAR YARD REQUIREMENT.**

Due to the topography of the site, the proposed location for the garage addition appears to have relatively little or no impact on adjacent parcels. The design as proposed is architecturally consist with the existing structure, and is probably the least visible to adjacent properties.

Because the application did not, in Staff's view, meet the specific front yard setback requirements of the Zoning Ordinance, the Planning Staff advised applicant that the County could not approve the application unless the applicant received a variance from the setback requirements. Accordingly, the applicant filed for a variance and staff reviewed the application under the variance criteria. Staff found that the application did not meet all four variance standard criteria and did not approve the requested variance.

Eleven of the property owners in the immediate area signed a consent to variance on behalf of the owners. Because the provisions of Section 11.15.2846, Exceptions, relates specifically to exceptions that can be granted by the Hearings Officer, Staff did not have the authority to waive the applicable front yard setback requirement, pursuant to the provisions of this section.

At the hearing on this matter, the applicant specifically requested that the hearings officer consider the evidence presented and waive the front yard requirement in order to allow construction in accordance with the application. In certain other residential districts, the Zoning Ordinance provides specific exceptions to dimensional yard requirements. However, in the Single Family Residential, R-30 zone, there are very few specific exceptions to the dimensional yard requirements. Rather, there is a general exception that allows the hearings officer to waive the front, side or rear yard requirements, if topographic or other conditions exist which makes these requirements unreasonable.

The Zoning Ordinance does not set forth a process for initiating review of a waiver request by a Hearings Officer. There is no requirement or specification that this section of the ordinance be utilized in conjunction with a review of the variance criteria, or that the variance criteria must be met in order to grant an exception. Multnomah County Code provision 11.15.2846 makes no reference to the variance standards. Accordingly, I find that this section does allow a Hearings Officer to waive the front yard requirements if a finding is made that topographical or other conditions exist which make the requirements unreasonable, without a specific review of the variance criteria.

Yard requirements are generally imposed to provide open space between development on adjacent parcels to protect the property owners' right to privacy. In the instant case, the owners of the adjacent parcel have indicated they have no objection to the proposed placement of the addition, or the variance, and it in fact appears that the proposed location is shielded from the adjacent property by vegetation, and would have little or no impact on the adjacent property owner.

Accordingly, it appears that topographical or other conditions exist which make it unreasonable to impose the strict yard requirements of the zone.

Although I do not find that the variance criteria have been met, I do find that it is appropriate to grant an exception to the front yard setback requirement pursuant to MCC 11.15.2846.

### CONCLUSION

Based on the findings and the substantial evidence in the record, I conclude that this application does not meet the restrictive variance criteria, but that it does meet the standards for approval, pursuant to MCC 11.15.2846, Exceptions, in that the request for waiver of the front yard requirement to allow the construction of the garage in accordance with all specified conditions herein, should be approved. Accordingly, the issuance of the permit is approved, subject to the conditions imposed herein.

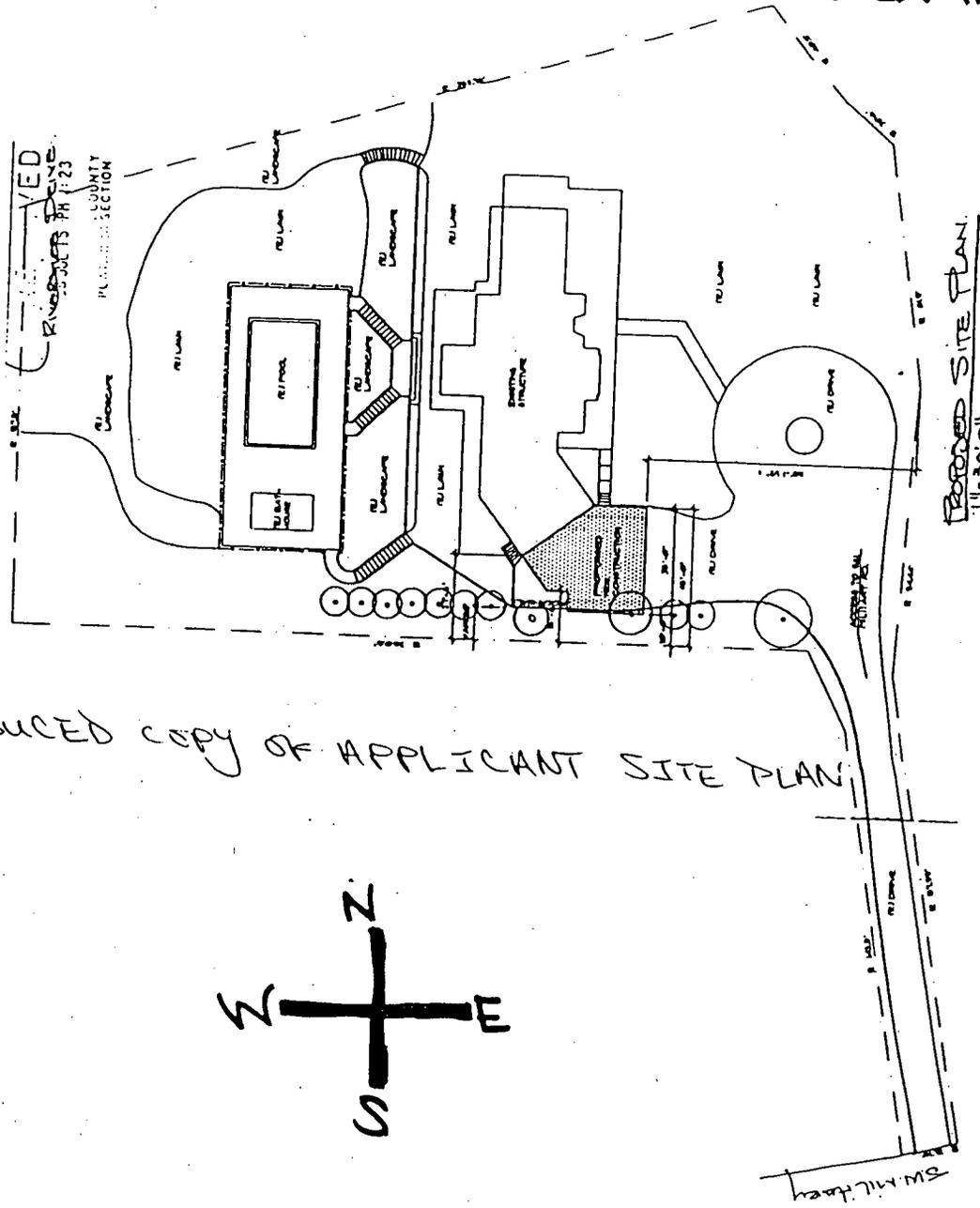
IT IS SO ORDERED, this 1st day of October, 1998.



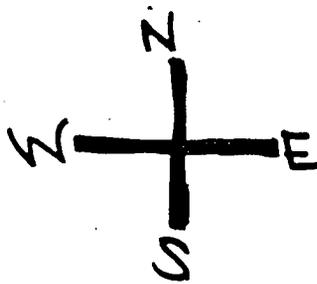
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JOAN M. CHAMBERS, Hearings Officer

EXHIBIT # A



REDUCED COPY OF APPLICANT SITE PLAN



MEETING DATE: OCT 29 1998

AGENDA NO.: C-9

ESTIMATED START TIME: 9:30

(Above space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Intergovernmental Agreement with City of Portland

BOARD BRIEFING Date Requested: \_\_\_\_\_

Requested By: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes or less

DEPARTMENT: Health DIVISION: Disease Prevention and Control

CONTACT: \* Chris Johnson TELEPHONE #: x83842, x262

BLDG/ROOM #: 340/2

PERSON(S) MAKING PRESENTATION: Consent Calendar

**ACTION REQUESTED:**

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL  OTHER

**SUGGESTED AGENDA TITLE:**

Intergovernmental Agreement #9910486 with City of Portland Bureau of Housing and Community Development for implementation of Portland Lead Hazard Control Program

10/30/98 ORIGINALS TO MARIANNE METZGER

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: \_\_\_\_\_

Or

DEPARTMENT MANAGER: Billi Odegaard

98 OCT 20 PM 4:56  
MULTNOMAH COUNTY  
OREGON  
COUNTY CLERK

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**  
Any Questions: Call the Board Clerk at 248-3277





# MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT  
BUSINESS SERVICES DIVISION  
426 SW STARK ST., 7TH FLOOR  
PORTLAND, OREGON 97204  
(503) 248-3056  
FAX (503) 248-3015

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

**Date:** September 29, 1998  
**To:** Board of County Commissioners  
**Via:** Ed Odgaard, Health Department Director  
**From:** Dave Houghton, Director, Disease Prevention and Control  
**Subject:** Intergovernmental revenue agreement #9910486 with City of Portland for City of Portland/Multnomah County Lead Hazard Control Program

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### HONOR CULTURE, CELEBRATE DIVERSITY AND INSPIRE QUALITY

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- I. Recommendation/Action Requested: The Health Department recommends Board ratification of contract #9910486 with City of Portland for the period June 1, 1998, through June 30, 2001.
- II. Background/Analysis: The City of Portland Bureau of Housing and Community Development was awarded \$2.9 million in lead-based paint hazard control funds for the control of lead-based paint hazards in low-income single-family and multi-family housing units. The Health Department operates a Home Lead Hazard Reduction Program, Contract #201128, and receives funding from the City of Portland Water Bureau for lead-based paint prevention.  

As part of the Lead Hazard Control Program the Health Department will perform program management and coordination services for the City's Lead Hazard Control Program. In addition, the Health Department will manage the medical testing, clearance and evaluation functions of the lead-based grant.
- III. Financial Impact: The Health Department will receive \$949,355 to provide oversight of the City of Portland/Multnomah County Lead Hazard Control Program for Fiscal Years 1997-2001. The City Council has authorized \$474,350 for program oversight, \$161,233 for clearance testing, \$54,000 for medical testing, \$139,536 for outreach and public information on lead hazards and \$120,236 for program evaluation.
- IV. Legal Issues: None
- V. Controversial Issues: None
- VI. Link to Current County Policies: Continuing to collaborate with community agencies in the provision of health care.
- VII. Citizen Participation: None
- VIII. Other Government Participation: None

# MULTNOMAH COUNTY CONTRACT APPROVAL FORM

(See Administrative Procedure CON-1)

Pre-approved Contract Boilerplate (with County Counsel signature)  Attached  Not Attached Contract #: 9910486  
 Amendment #: \_\_\_\_\_

<p style="text-align: center;"><b>CLASS I</b></p> <p><input type="checkbox"/> Professional Services not to exceed \$50,000 (and not awarded by RFP or Exemption)</p> <p><input type="checkbox"/> Revenue not to exceed \$50,000 (and not awarded by RFP or Exemption)</p> <p><input type="checkbox"/> Intergovernmental Agreement (IGA) not to exceed \$50,000</p> <p><input type="checkbox"/> Expenditure</p> <p><input type="checkbox"/> Revenue</p> <p><input type="checkbox"/> Architectural &amp; Engineering not to exceed \$10,000 (for tracking purposes only)</p>	<p style="text-align: center;"><b>CLASS II</b></p> <p><input type="checkbox"/> Professional Services that exceed \$50,000 or awarded by RFP or Exemption (regardless of amount)</p> <p><input type="checkbox"/> PCRB Contract</p> <p><input type="checkbox"/> Maintenance Agreement</p> <p><input type="checkbox"/> Licensing Agreement</p> <p><input type="checkbox"/> Construction</p> <p><input type="checkbox"/> Grant</p> <p><input type="checkbox"/> Revenue that exceeds \$50,000 or awarded by RFP or Exemption (regardless of amount)</p>	<p style="text-align: center;"><b>CLASS III</b></p> <p><input checked="" type="checkbox"/> Intergovernmental Agreement (IGA) that exceeds \$50,000</p> <p><input type="checkbox"/> Expenditure</p> <p><input checked="" type="checkbox"/> Revenue</p> <p style="text-align: center;"><b>APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</b></p> <p style="text-align: center;">AGENDA # <u>C-9</u> DATE <u>10/29/98</u></p> <p style="text-align: center;"><u>DEB BOGSTAD</u></p> <p style="text-align: center;"><b>BOARD CLERK</b></p>
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Department: Health Department Division: Disease Prevention and Control Date: 09/29/98  
 Originator: Chris Johnson Phone: x83842, x262 Bldg/Rm: 340/2  
 Contact: Marianne Metzger Phone: x26207 Bldg/Rm: 160/7

Description of Contract:  
 Funding from City for implementation of Portland Lead Hazard Control Program.

RENEWAL:  PREVIOUS CONTRACT NO(S): n/a  
 RFP/BID: \_\_\_\_\_ RFP/BID DATE: \_\_\_\_\_  
 EXEMPTION NO/DATE: \_\_\_\_\_ EXEMPTION EXPIRATION DATE: \_\_\_\_\_ ORS/AR #: \_\_\_\_\_  
 CONTRACTOR IS:  MBE  WBE  ESB  QRF  N/A  NONE (Check all boxes that apply)

Contractor <u>City of Portland</u> Address <u>Bureau of Housing and Community Development</u> <u>808 SW Third Avenue, Suite 600</u> <u>Portland, Oregon 97204</u> Phone <u>823-2379 (FAX 823-2387)</u>	Andrea Taylor, 823-2379 [ataylor@ci.portland.or.us] Remittance address _____ (If different) _____
Employer ID# or SS# <u>n/a</u> Effective Date <u>June 1, 1998</u> Termination Date <u>June 30, 2001</u>	Payment Schedule / Terms <input type="checkbox"/> Lump Sum \$ _____ <input type="checkbox"/> Due on Receipt <input checked="" type="checkbox"/> Monthly \$ <u>(invoice)</u> <input type="checkbox"/> Net 30 <input type="checkbox"/> Other \$ _____ <input type="checkbox"/> Other
Original Contract Amount \$ <u>949,355</u> Total Amt of Previous Amendments \$ <u>n/a</u> Amount of Amendment \$ <u>n/a</u> Total Amount of Agreement \$ <u>949,355</u>	<input type="checkbox"/> Requirements Not to Exceed \$ _____ Encumber <input type="checkbox"/> Yes <input type="checkbox"/> No

REQUIRED SIGNATURES:

Department Manager Bill Odegaard DATE 10/8/98  
 Purchasing Manager \_\_\_\_\_ DATE \_\_\_\_\_  
 (Class II Contracts Only)  
 County Counsel Kathy Lugin DATE 10/13/98  
 County Chair \_\_\_\_\_ DATE October 29, 1998  
 Sheriff \_\_\_\_\_ DATE \_\_\_\_\_  
 Contract Administration \_\_\_\_\_ DATE \_\_\_\_\_  
 (Class I, Class II Contracts only)

LGFS VENDOR CODE						DEPT REFERENCE					
LINE #	FUND	AGENCY	ORG	SUB ORG	ACTIVITY	OBJ/ REV	SUB OBJ	REP CAT	LGFS DESCRIPTION	AMOUNT	INC DEC
01	156	015	0314			2773		0452			
02											
03											

**AGREEMENT NO.**

An AGREEMENT between the CITY OF PORTLAND, OREGON (City) and the MULTNOMAH COUNTY HEALTH DEPARTMENT (Contractor) to provide oversight of the City of Portland/Multnomah County Lead Hazard Control Program (LHCP) for Fiscal Years 1998 - 2001.

**RECITALS:**

1. The City of Portland Bureau of Housing and Community Development (BHCD) was awarded \$2.9 million in lead-based paint hazard control funds for the control of lead-based paint hazards in low-income single-family and multi-family housing units.
2. Multnomah County Health Department has operated a Lead-Based Paint Prevention Program under its Environmental Health Division and receives funding from the City of Portland Water Bureau for lead-based paint prevention.
3. As part of the Lead Hazard Control Program the Contractor is capable and willing to perform program management and coordination services the City's Lead Hazard Control Program. The Contractor is also willing to manage the medical testing, clearance and evaluation functions of the lead-based grant.
4. The City Council has authorized \$474,350 for program oversight, \$161,233 for clearance testing, \$54,000 for medical testing, \$139,536 for outreach and public information on lead hazards and \$120,236 for program evaluation through the approved FY 1998-2001 budget. The total contract amount will be for \$949,355.
5. The Council now desires to enter into a formal agreement with the Multnomah County Health Department in the amount of \$949,355.

**AGREED:**

I. Scope of Services

A. **SERVICES:** The Contractor shall provide the following services:

1. **Program Management:** Contractor will provide the overall LHCP management and oversee the coordination of all LHCP elements; including the maintenance of a master client file, coordination of client referrals for medical testing and lead hazard control work, clearance testing, community outreach and education and program evaluation. The Contractor is responsible for managing the day-to-day operations of the LHCP and relationships between LHCP program participants. The Contractor will be responsible for collecting performance data and creating reports, tracking program accomplishments, and providing public education and outreach.

The Contractor is the primary contact point for coordination of lead hazard control activities and will function as the liaison to the City of Portland for all LHCP activities.

2. Medical Testing: The Contractor will devise a voucher system to offer blood lead testing to all households with children under the age of six who participate in the LHCP activities. Blood lead tests screens will be offered prior to lead hazard control activities and after lead hazard activities.
3. Clearance Testing: The Contractor will provide all clearance testing and examination, post-hazard control, and follow-up testing. Certified risk assessors will carry out ongoing monitoring and post-hazard control testing of units. Initial reevaluation will take place six and twelve months after LHCP clearance. See **Attachment C** for information regarding conditions identified in this initial reevaluation that will warrant further monitoring and control measures, and the frequency of reevaluations that may be required.
4. Public Outreach and Education: The Contractor will be responsible for developing a packet of information on the dangers of lead-based paint and hazards associated with homeowner rehabilitation activities. The Contractor will coordinate the distribution of this information with Portland Development Commission marketing efforts, as well as through other avenues.

The Contractor will also run a request for proposals to allocate \$139,000 a two-year grant for FY 1998-99 and 1999-00 a nonprofit for lead hazard outreach and public education.

5. Evaluation: The Contractor will complete a federally required evaluation of the LHCP activities. The process and outcome evaluation objectives to achieved by LHCP include:
  - a. Document implementation of household redemption activities, including identification of implementation problems and solutions employed.
  - b. Provide quarterly remediation implementation progress reports to the project manager.
  - c. Document the effectiveness of hazard control activities by measuring the concentration of lead in dust wipe samples taken at pre-hazard control baseline, post-hazard control, and at the 6 and 12 month post-hazard control follow up assessments, using HUD Reporting and Data Collection forms, supplemented by additional demographic questions.

If lead hazard control measures are detected to have failed or will fail in the near future, the LHCP manager will notify the Portland Development Commission for further repair or rehabilitation.

- B. REPORTING: The Contractor will complete all federally required HUD Lead Hazard Control Program Reporting and Data Collection forms. The Contractor will work with the Portland Development Commission to collect the necessary data. All HUD reports will be routed through the BHCD contract manager.

The Contractor shall furnish the City with a quarterly report, with assistance from all LHCP contractors and subcontractors, describing the accomplishments and progress of each program area in comparison to its yearly goals. The reports are due within 15 days of the end of the quarter. The reports shall identify year to date spending for each program area compared to goal, lead hazard activities completed, contractors and workers certified and their job placement, and additional information that indicates the status of each program as well information on the income level, ethnicity, and residency of each beneficiary.

## II. Program Operations

The Contractor shall implement and operate programs in accordance with federal regulations.

If a policy issue arises that is not covered by any of the adopted documents cited, and/or if disagreements in interpretation arise that cannot be settled by the project managers, then the issue will be referred in writing simultaneously to the Director of the Bureau of Housing and Community Development, and the Director of Environmental Health Services, for guidance.

## III. Performance Measures

A. CONTRACTOR will track and report on achievement of the following levels of service (outputs) to the City by program and in the aggregate during the period of this agreement:

1. Number and demographics of units that have had lead hazard control activities; including risk assessment, lead paint inspection, hazard control activities, clearance and monitoring activities.
2. Number and demographics of low-income workers and protected class contractors that have benefited from the Economic Uplift Program of LHCP; including the number of workers and contractors receiving lead control training, those obtaining state lead control certification, workers being placed in a professional job or apprenticeship programs, and the number of the protected class contractors working on homes assisted with LHCP funds.
3. Number of informational packets distributed to tenant, owner-occupant or purchaser of a residential property that received Federal rehabilitation assistance through the LHCP. Also, number of owners, property manager or maintenance managers receiving information, and follow-up training.
4. Number and demographics of children and adults receiving blood testing and the results of follow-up with household with Elevated Blood Level (EBL) children.

B. CONTRACTOR will track and report on achievement of the following accomplishments (outcomes) to the City by program and in the aggregate during the period of this agreement:

1. Number of low- and moderate-income households served. Number of households with children under the age of six.
2. Number of workers and contractors trained and certified.
3. Number of informational packets distributed.
4. Number of children and adults receiving blood lead tests.
5. Number of households with EBL children receiving LHCP assistance or other types of assistance.

IV. Periodic Reporting

- A. CONTRACTOR will submit program reports on a quarterly basis. Reports will be submitted on information found in Section III, Performance Measures.

Program reports and financial reports will be due within 15 days of the end of the reporting period on the following dates: October 15th, January 15th, April 15th and July 15th, in order to be submitted to HUD by the end of the reporting month.

V. Compensation, Method of Payment & Audit Requirement

- A. The City will reimburse the Contractor for actual or anticipated expenses in accordance with the Budget (**Attachment A**). Funds will be disbursed to the Contractor for:

1. Actual expenditures, upon submission of copies of receipts or other acceptable documentation, or
2. Anticipated expenditures, upon submission of a bid, official estimate or purchase order.

The City will reimburse the Contractor for expenses in accordance with the budget (**Attachment A**) upon receipt of an itemized statement of expenditures. The Contractor will maintain documentation of all expenses and make such records available for inspection by the City upon request.

- B. All funds received by the Contractor, whether for actual or anticipated expenditures, must be disbursed within three (3) working days of receipt.
- C. Any changes to the budget must be approved in writing by the City Project Manager before any expenditure of funds in new line items or amounts.
- D. No funds under this Agreement may be used to purchase non-expendable personal property or equipment. Funds may be used to pay for lease or rental of equipment if specifically related to the Lead-Based Paint Hazard Control Program and approved in advance by the City Project Manager. If leased property becomes the property of the grantee as the result of a lease arrangement, it may remain the property of the grantee as the result of the lease arrangement.

- E. The payments made under this Agreement shall be full compensation for work performed, for services rendered, and for all labor, materials, supplies, equipment and incidentals necessary to perform the work and services.
- F. The Contractor must undergo an OMB A-133 audit to account for all expenses.
- G. Total compensation under this Agreement shall not exceed NINE HUNDRED FORTY-NINE THOUSAND AND THREE HUNDRED FIFTY-FIVE DOLLARS (\$949,355).

VI. Project Managers

- A. The City Project Manager shall be Andrea Taylor, or such other persons as shall be designated in writing by the Director of the Bureau of Housing and Community Development. The City Project Manager is authorized to approve work and billings hereunder, to give notices referred to herein, to terminate this agreement, as provided herein, and to carry out all other city actions referred to herein. All formal, written communication to BHCD regarding the contract should be directed to the Project Manager.
- B. In addition, various staff at BHCD are assigned liaison responsibility for different aspects of program or contract management as follows:
 

Economic Uplift	Lynn Knox
Budget Issues	Barbara Madigan
- C. The Contract Manager for the Contractor is Chris Johnson. All formal written communication regarding the contract should be directed to him. The Contractor's Project Manager is authorized to approve all financial and performance reports and to coordinate all monitoring activities that involve Contractor staff or records.

VII. **Lead-Based Paint General Contract Provisions**

- A. **TERMINATION FOR CAUSE.** If, through any cause, the Contractor shall fail to fulfill in timely and proper manner his/her obligations under this Contract, or if the contractor shall violate any of the covenants, agreements, or stipulations of this Contract, the City shall have the right to terminate this Contract by giving written notice to the Contractor of such termination and specifying the effective date thereof at least 30 days before the effective date of such termination. In such event, all finished or unfinished documents, data, studies, and reports prepared by the Contractor under this Contract shall, at the option of the City, become the property of the City and the Contractor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents.

Notwithstanding the above, the Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of the Contract by the Contractor, and the City may withhold any payments to the Contractor for the purpose of setoff until such time as the exact amount of damages due the City from the Contractor is determined.

- B. **TERMINATION FOR CONVENIENCE.** The City and Contractor may terminate this Contract at any time by mutual written agreement. If the Contract is terminated by the City as provided herein, the Contractor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Contractor covered by this Contract less payments of compensation previously made.

The City, on thirty (30) days written notice to the Contractor, may terminate this Agreement for any reason deemed appropriate at its sole discretion.

- C. **REMEDIES.** In the event of termination under Section A hereof by the City due to a breach by the Contractor, then the City may complete the work either itself or by agreement with another contractor, or by a combination thereof. In the event the cost of completing the work exceeds the amount actually paid to the Contractor hereunder plus the remaining unpaid balance of the compensation provided herein, then the Contractor shall pay to the City the amount of excess.

The remedies provided to the City under sections A and C hereof for a breach by the Contractor shall not be exclusive. The City also shall be entitled to any other equitable and legal remedies that are available.

In the event of breach of this contract by the City, then the Contractor's remedy shall be limited to termination of the contract and receipt of payment as provided in section B hereof.

In the event of termination under Section A, the City shall provide the Contractor an opportunity for an administrative appeal to the Bureau Director.

- D. **CHANGES.** The City or Contractor may, from time to time, request changes in writing in the scope of services or terms and conditions hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation, shall be incorporated in written amendments to this contract. Changes to the scope of work, budget line items, timing, reporting, or performance measures may be approved by the Project Manager.

Significant changes to the scope of work, performance measures, or compensation must be approved by ordinance of the City Council.

- E. **NON-DISCRIMINATION.** During the performance of this Contract, the Contractor agrees as follows:

**NON-DISCRIMINATION.** In carrying out activities under this contract, the Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, age, handicap, familial status or national origin. The Contractor shall take affirmative actions to insure that applicants for employment are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, age, handicap, familial status or national origin. Such action shall include but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment

advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor shall post in conspicuous places, available to employees and applicants for employment, notices provided by the City setting for the provisions of this nondiscrimination clause. The Contractor shall state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin. The Contractor shall incorporate the foregoing requirements of this paragraph in all of its contracts for work funded under this contract, except contracts governed by Section 104 of Executive Order 11246.

- F. **ACCESS TO RECORDS.** The City, HUD, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, general organizational and administrative information, documents, papers, and records of the Contractor which are directly pertinent to this contract, for the purpose of making audit or monitoring, examination, excerpts, and transcriptions. All required records must be maintained by the Contractor for three years after the City makes final payments and all other pending matters are closed.
- G. **MAINTENANCE OF RECORDS.** The Contractor shall maintain fiscal records on a current basis to support its billings to the City. The Contractor shall retain fiscal as well as all records relating to program management and operation, program beneficiaries, demographics and eligibility for inspection, audit, and copying for 3 years from the date of completion or termination of this contract. The City or its authorized representative shall have the authority to inspect, audit, and copy on reasonable notice and from time to time any records of the Contractor regarding its billings or its work here under.
- H. **AUDIT OF PAYMENTS.** The City, either directly or through a designated representative, may audit the records of the Contractor at any time during the 3 year period established by Section H above.

If an audit discloses that payments to the Contractor were in excess of the amount to which the Contractor was entitled, then the Contractor shall repay the amount of the excess to City.

- I. **INDEMNIFICATION.**
- (a) Subject to the limitations of the Oregon Tort Claims Act and the Oregon Constitution, Contractor agrees to indemnify, defend and hold harmless the City and its officers, agents, and employees against all liability, loss and costs arising from actions, suits, claims, or demands attributable solely and exclusively to acts or omissions of Contractor, and Contractor's officers, agents and employees, in performance of this contract.
- (b) Subject to the limitations of the Oregon Tort Claims Act and the Oregon Constitution, City agrees to indemnify, defend and hold harmless the Contractor and its officers, agents, and employees against all liability, loss and costs arising from actions, suits, claims, or demands attributable solely and exclusively to acts or omissions of City, and City's officers, agents and employees, in performance of this contract.

J. LIABILITY INSURANCE.

(a) The Contractor shall maintain public liability and property damage insurance that protects the Contractor and the City and its officers, agents, and employees from any and all claims, demands, actions, and suits for damage to property or personal injury, including death, arising from the Contractor's work under this contract. The insurance shall provide coverage for not less than \$200,000 for personal injury to each person, \$500,000 for each occurrence, and \$500,000 for each occurrence involving property damages; or a single limit policy of not less than \$500,000 covering all claims per occurrence. The limits of the insurance shall be subject to statutory changes as to maximum limits of liability imposed on municipalities of the state of Oregon during the term of the agreement. The insurance shall be without prejudice to coverage otherwise existing and shall name as additional insureds the City and its officers, agents, and employees. Notwithstanding the naming of additional insureds, the insurance shall protect each insured in the same manner as though a separate policy had been issued to each, but nothing herein shall operate to increase the insurer's liability as set forth elsewhere in the policy beyond the amount or amounts for which the insurer would have been liable if only one person or interest had been named as insured. The coverage must apply as to claims between-insureds on the policy. The insurance shall provide that it shall not terminate or be canceled without 30 days written notice first being given to the City Auditor. If the insurance is canceled or terminated prior to completion of the contract, Contractor shall provide a new policy with the same terms. Contractor agrees to maintain continuous, uninterrupted coverage for the duration of the contract. The insurance shall include coverage for any damages or injuries arising out of the use of automobiles or other motor vehicles by Contractor.

(b) The Contractor shall maintain on file with the City Auditor a certificate of insurance certifying the coverage required under subsection (a). The adequacy of the insurance shall be subject to the approval of the City Attorney. Failure to maintain liability insurance shall be cause for immediate termination of this agreement by the City.

In lieu of filing the certificate of insurance required herein, Contractor shall furnish a declaration that Contractor is self-insured for public liability and property damage for a minimum of the amounts set forth in ORS 30.270.

K. WORKERS' COMPENSATION INSURANCE.

(a) The Contractor, its subcontracts, if any, and all employers working under this Agreement are subject employers under the Oregon Worker's compensation law and shall comply with ORS 656.017, which requires them to provide worker's compensation coverage for all their subject workers. A certificate of insurance, or copy thereof, shall be attached to this Agreement and shall be incorporated herein and made a term and part of this Agreement. The Contractor further agrees to maintain worker's compensation insurance coverage for the duration of this Agreement.

(b) In the event the Contractor's worker's compensation insurance coverage is due to expire during the term of this Agreement, the Contractor agrees to timely renew its insurance, either as a carrier-insured employer or a self-insured employer as provided by Chapter 656 of the Oregon Revised Statutes, before its expiration, and the Contractor agrees to provide the City of Portland such further certification of worker's compensation insurance as renewals of said insurance occur.

(c) If Contractor believes itself to be exempt from the worker's compensation insurance coverage requirement of (a) of this subsection, the Contractor agrees to accurately complete the City of Portland's Questionnaire for Worker's Compensation Insurance and Qualification as an Independent Contractor prior to commencing work under this Agreement. In this case, the Questionnaire shall be attached to this Agreement and shall be incorporated herein and made a term and part of this Agreement. Any misrepresentation of information on the Questionnaire by the Contractor shall constitute a breach of this Agreement. In the event of breach pursuant to this subsection, City may terminate the agreement immediately and the notice requirement contained in subsection (A), TERMINATION FOR CAUSE, hereof shall not apply.

- L. **SUBCONTRACTING AND ASSIGNMENT.** The Contractor shall not sub-contract its work under this contract, in whole or in part, without the written approval of the City. The Contractor shall require any approved subcontractor to agree, as to the portion subcontracted, to fulfill all obligations of the Contractor as specified in this contract. Notwithstanding City approval of a subcontractor, the Contractor shall remain obligated for full performance hereunder, and the City shall incur no obligation other than its obligations to the Contractor hereunder. The Contractor agrees that if sub-contractors are employed in the performance of this contract, the Contractor and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation. The Contractor shall not assign this contract in whole or in part or any right or obligation hereunder, without prior written approval of the City.

The subcontractor shall be responsible for adhering to all regulations cited within this contract.

- M. **INDEPENDENT CONTRACTOR STATUS.** The Contractor is engaged as an independent contractor and will be responsible for any federal, state, or local taxes and fees applicable to payments hereunder.

The Contractor and its subcontractors and employees are not employees of the City and are not eligible for any benefits through the City, including without limitation, federal social security, health benefits, workers' compensation, unemployment compensation, and retirement benefits.

- N. **CONFLICTS OF INTEREST.** No City officer or employee, during his or her tenure or for one year thereafter, shall have any interest, direct, or indirect, in this contract or the proceeds thereof.

No board of director member or employee of the Contractor, during his or her tenure or for one year thereafter, shall have any interest, direct, or indirect, in this contract or the proceeds.

No City Officer or employees who participated in the award of this contract shall be employed by the Contractor during the contract.

O. CONTRACT ADMINISTRATION. The Contractor shall comply with the applicable provisions of OMB Circular Nos. A-122, A-21, A-133 and A-110.

P. OREGON LAW AND FORUM. This contract shall be construed according to the law of the State of Oregon.

Any litigation between the City and the Contractor arising under this contract or out of work performed under this contract shall occur, if in the state courts, in the Multnomah County court having jurisdiction thereof, and if in the federal courts, in the United States District Court for the State of Oregon.

Q. AVAILABILITY OF FUNDS. It is understood by all parties to this contract that the funds used to pay for services provided herein are provided to the City through a grant from the U.S. Department of Housing and Urban Development. In the event that funding is reduced, recaptured, or otherwise made unavailable to the City as a result of federal action, the City reserves the right to terminate the contract as provided under Section B hereof, or change the scope of services as provided under Section D hereof.

R. PROGRAM INCOME/PERSONAL PROPERTY. Program income shall be retained by the Contractor provided that it shall be used only for those activities identified in the Scope of Work, and shall be subject to all provisions of this contract.

S. COMPLIANCE WITH LAWS. In connection with its activities under this contract, the Contractor shall comply with all applicable federal, state, and local laws and regulations.

In the event that the Contractor provides goods or services to the City in the aggregate in excess of \$2,500 per fiscal year, the Contractor agrees it has certified with the City's Equal Employment Opportunity certification process.

T. PROGRAM AND FISCAL MONITORING. The City through the Bureau of Housing & Community Development shall monitor on a regular basis to assure contract compliance. Such monitoring may include, but are not limited to, on site visits, telephone interviews, and review of required reports and will cover both programmatic and fiscal aspects of the contract. The frequency and level of monitoring will be determined by the City Project Manager.

U. RELOCATION, ACQUISITION AND DISPLACEMENT. The Contractor agrees to comply with the applicable regulations relating to the acquisition and disposition of all real property utilizing grant funds, and to the displacement of persons,

businesses, non-profit organizations and farms occurring as a direct result of any acquisition of real property utilizing grant funds. Contractor agrees to comply with applicable City of Portland ordinances, resolutions and policies concerning displacement of individuals from their residences.

- V. PROGRAM ACCESS BY THE DISABLED. The Contractor shall, to the maximum feasible extent, follow the Bureau of Housing and Community Development's guidelines on ensuring interested persons can reasonably obtain information about, and access to, HUD-funded activities.
- W. SEVERABILITY. If any provision of this agreement is found to be illegal or unenforceable, this agreement nevertheless shall remain in full force and effect and the provision shall be stricken.
- X. INTEGRATION. This agreement contains the entire agreement between the City and the Contractor and supersedes all prior written or oral discussions or agreements.
- Y. LABOR STANDARDS. The Contractor agrees to comply with the requirements of the Secretary of Labor in accordance with the provisions of Contract Work Hours, the Safety Standards Act, the Copeland "Anti-Kickback" Act (40 U.S.C 276, 327-333) and all other applicable federal, state and local laws and regulations pertaining to labor standards insofar as those acts apply to the performance of this contract. The Contractor shall maintain documentation which demonstrates compliance with hour and wage requirements of this part. Such documentation shall be made available to the City of Portland for review upon request.

The Contractor agrees that, except with respect to the rehabilitation or construction of residential property designed for residential use for less than eight (8) households, all contractors engaged under contracts in excess of \$2,000.00 for construction, renovation or repair of any building or work financed in whole or in part with assistance provided under this contract, shall comply with federal requirements adopted by the City of Portland pertaining to such contracts and with the applicable requirements of the regulations of the Department of Labor, under 29 CFR, Parts 3, 15 and 7 governing the payment of wages and ratio of apprentices and trainees to journeymen; provided, that if wage rates higher than those required under the regulations are imposed by state or local law, nothing hereunder is intended to relieve the Contractor of its obligation, if any, to require payment of the higher wage. The Contractor shall cause or require to be inserted in full, in all such contracts subject to such regulations, provisions meeting the requirements of this paragraph, for such contracts in excess of \$19,007.00.

- Z. FLOOD DISASTER PROTECTION. The Contractor agrees to comply with the requirements of the Flood Disaster Protection Act of 1973 (P.L.-2234) in regard to the sale, lease or other transfer of land acquired, cleared or improved under the terms of this contract, as it may apply to the provisions of this contract.
- AA. FUND-RAISING. City-funded dollars may be used to cover expenses directly related to the contracted project. Costs associated with general agency fund-raising activities are not eligible.

- BB. PUBLICITY. Publicity regarding the project shall note participation of the City through the Bureau of Housing & Community Development.
- CC. LOBBYING. No Federal appropriated funds have been paid or will be paid, by or on behalf of the Contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

The Contractor shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreement) and that all Subcontractors shall certify and disclose accordingly.

- DD. CHURCH-STATE. The Contractor agrees to comply with the applicable provisions regarding the use of federal funds by religious organizations.
- EE. TARGETING. Each year the City designates target areas, which receive focused services through the Bureau of Housing & Community Development. As appropriate, the Contractor may be asked to provide marketing and outreach for its services and/or collect demographic information on its clients, relative to these target areas. Boundaries of target areas will be provided to any Contractor who is asked to such information and assistance.
- FF. TRAINING. The Bureau of Housing & Community Development will provide training for all new Contractors and for Contractors who have experienced significant organizational changes, which would warrant training. This training may be carried out on an individual basis or as part of a general training program, at the discretion of the City.
- GG. INDEPENDENT FINANCIAL AUDITS/REVIEWS. Any contractor receiving \$300,000 or more in federal funds, from all sources, in any program year is required to obtain an independent audit of the federally-funded program(s), in compliance with federal OMB Circular A-133. Any contractor receiving between \$25,000 and \$300,000 in federal funds, from all sources, in any program is required to obtain an independent financial review. Additionally, contractors receiving between \$25,000 and \$300,000 in federal funds may be required to obtain an A-133 audit, if the City believes it is warranted. Two copies of all required financial audits or reviews will be submitted to the designated City Project Manager within thirty days of their completion.

VI. Period of Agreement

The term of this agreement shall be effective as of June 1, 1998 and shall terminate effective June 30, 2001, renewable at the receipt of additional Lead-Based Paint Hazard Control Program money. The obligations and duties of this Agreement shall be binding on the Contractor during any period the Contractor has control of CDBG funds or program income under this agreement, or during any period of affordability relative to any project funded under this agreement.

Dated this \_\_\_\_\_ Day of \_\_\_\_\_, 1998.

**CITY OF PORTLAND**

By \_\_\_\_\_  
Commissioner Gretchen Miller Kafoury  
Date \_\_\_\_\_

**MULTNOMAH COUNTY**

By Beverly Stern  
Beverly Stern, Multnomah County Chair  
Date October 29, 1998

By Billi Odegaard  
Billi Odegaard, Health Department Director  
Date 10/31/98

By Chris Johnson  
Chris Johnson, Program Manager  
Date 10/1/98

**APPROVED AS TO FORM:**

By \_\_\_\_\_  
Jeffrey L. Rogers, City Attorney  
Date \_\_\_\_\_

**REVIEWED:**

Thomas Sponsler, County Counsel for Multnomah County, Oregon

By Katie Gaetjens  
Katie Gaetjens, Assistant County Counsel  
Date 10/13/98

**APPROVED MULTNOMAH COUNTY  
BOARD OF COMMISSIONERS**  
AGENDA # C-9 DATE 10/29/98  
DEB BOGSTAD  
**BOARD CLERK**

MULTNOMAH COUNTY

Lead Based Paint Hazard Control Grant Budget

	Rate	Planning Period: 4/98-6/98		Year One: 7/98-6/99		Year Two: 7/99-6/00		Year Three & Evaluation: 7/00-3/01		TOTAL
		Units	Cost	Units	Cost	Units	Cost	Units	Cost	
<b>Program Management</b>										
Lead Hazard Program Primary Mgr (.5 FTE)	\$0	0	\$14,718	0	\$30,164	0	\$31,069	0	\$24,001	\$99,952
Fringe	\$0	0	\$3,019	0	\$6,188	0	\$6,374	0	\$4,924	\$20,505
Insurance per year	\$4,320	0	\$1,080	0	\$2,160	0	\$4,320	0	\$3,240	\$10,800
Health Svs Spec Secondary Mgr (.5 FTE)	\$0	0	\$10,989	0	\$22,636	0	\$23,315	0	\$17,487	\$74,428
Fringe	\$0	0	\$2,254	0	\$4,644	0	\$4,783	0	\$3,587	\$15,268
Insurance	\$0	0	\$1,080	0	\$2,160	0	\$2,160	0	\$3,240	\$8,640
Clerical Assistant	\$0	0	\$6,891	0	\$28,389	0	\$29,241	0	\$7,529	\$72,049
Fringe	\$0	0	\$1,391	0	\$5,730	0	\$5,902	0	\$1,520	\$14,543
Insurance per year	\$4,320	0	\$1,080	0	\$4,320	0	\$4,320	0	\$0	\$9,720
Rent (200sqft @ 16.50/sq)	\$275	3	\$825	12	\$3,300	12	\$3,300	9	\$2,475	\$9,900
Postage	\$0	0	\$600	0	\$2,400	0	\$2,400	0	\$1,800	\$7,200
Publications	\$0	0	\$160	0	\$200	0	\$181	0	\$0	\$541
Training	\$0	0	\$300	0	\$600	0	\$600	0	\$300	\$1,800
Computer Support	\$0	0	\$780	0	\$2,340	0	\$2,340	0	\$2,340	\$7,800
Computer Supplies		0	\$240	0	\$960	0	\$960	0	\$720	\$2,880
Computer/Printer	\$0	2	\$5,500	0	\$0	0	\$0	0	\$0	\$5,500
Telephones	\$0	0	\$1,200	0	\$1,320	0	\$1,320	0	\$990	\$4,830
Long Distance		0	\$120	0	\$480	0	\$480	0	\$360	\$1,440
Office Supplies (\$75/month)	\$75	3	\$225	12	\$900	12	\$900	9	\$675	\$2,700
Mileage (200/month @.325/mile)	\$0	600	\$195	2400	\$780	2400	\$780	1800	\$585	\$2,340
Out of State Travel	\$595	1	\$595	1	\$595	1	\$595	1	\$595	\$2,380
Out of State Per Diem	\$150	4	\$600	4	\$600	4	\$600	4	\$600	\$2,400
Indirect Costs (11.76%)	\$1,186	3	\$6,332	12	\$14,214	12	\$14,811	9	\$9,051	\$44,408
Inspections and Testing	\$0	0	\$0	0	\$26,163	0	\$26,163	0	\$0	\$52,326
<b>Program Management Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$60,174</b>	<b>0</b>	<b>\$135,080</b>	<b>0</b>	<b>\$140,751</b>	<b>0</b>	<b>\$86,019</b>	<b>\$474,350</b>
<b>Clearance Testing</b>										
Sanitarian (1.0 FTE)	\$0	0	\$0	0	\$21,369	0	\$45,157	0	\$23,933	\$90,460
Fringe	\$0	0	\$0	0	\$4,313	0	\$9,115	0	\$4,831	\$18,259
Insurance	\$0	0	\$0	0	\$2,792	0	\$4,230	0	\$2,115	\$9,137
NHP Clearance Testing	\$47	0	\$0	73	\$3,431	93	\$4,371	21	\$987	\$8,789
HDF Clearance Testing	\$47	0	\$0	58	\$2,726	78	\$3,666	20	\$940	\$7,332
NHP Follow-Up Evaluation	\$15	0	\$0	33	\$495	187	\$2,805	154	\$2,310	\$5,610
HDF Follow-Up Evaluation	\$15	0	\$0	21	\$315	161	\$2,415	130	\$1,950	\$4,680
Indirect			\$28,474		\$4,168		\$8,439		\$4,359	\$16,966
<b>Clearance Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>185</b>	<b>\$39,609</b>	<b>519</b>	<b>\$80,198</b>	<b>325</b>	<b>\$41,425</b>	<b>\$161,233</b>

MULTNOMAH COUNTY

<b>Medical Testing</b>										
CLEARCorps-Referred Testing	\$30	0	\$0	150	\$4,500	50	\$6,000	50	\$1,500	\$12,000
PDC Testing	\$30	0	\$0	525	\$15,750	175	\$21,000	175	\$5,250	\$42,000
					\$0			0		
<b>Medical Testing Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>675</b>	<b>\$20,250</b>	<b>225</b>	<b>\$27,000</b>	<b>225</b>	<b>\$6,750</b>	<b>\$54,000</b>
<b>Community Outreach/Education</b>										
Outreach/Education RFQ	\$65,000	0	\$0	1	\$65,000	1	\$65,000	0	\$0	\$130,000
Public Service Announcement	\$15,000	0	\$0	0	\$0	0	\$0	0	\$0	\$0
Informational Packet Development	\$3,536	1	\$3,536	0	\$0	0	\$0	0	\$0	\$3,536
Informational Packet Publication	\$3	0	\$0	1000	\$3,000	1000	\$3,000	0	\$0	\$6,000
<b>Community Outreach Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$3,536</b>	<b>0</b>	<b>\$68,000</b>	<b>0</b>	<b>\$68,000</b>	<b>0</b>	<b>\$0</b>	<b>\$139,536</b>
<b>Program Evaluation</b>										
				\$34,172						
Principal Investigator (.15 FTE)	\$0	0	\$5,639	0	\$11,278	0	\$5,639	0	\$11,278	\$33,834
Research Analyst (.2 FTE)	\$0	0	\$4,200	0	\$8,400	0	\$4,200	0	\$8,400	\$25,200
Data Entry/Liaison (.25 FTE)	\$0	0	\$3,304	0	\$6,608	0	\$3,304	0	\$6,608	\$19,824
Fringe (@ 0.3)	\$0	0	\$3,943	0	\$7,886	0	\$3,943	0	\$7,886	\$23,658
Supplies	\$0	0	\$250	0	\$500	0	\$250	0	\$500	\$1,500
Local Travel (100/month @ 0.315/mile)	\$0	0	\$189	0	\$378	0	\$189	0	\$378	\$1,134
Out-Of-Town Travel	\$595	0	\$0	0	\$0	1	\$595	1	\$595	\$1,190
Out-Of-Town per Diem	\$150	0	\$0	0	\$0	4	\$600	4	\$600	\$1,200
Indirect	\$0	0	\$2,116	0	\$4,232	0	\$2,116	0	\$4,232	\$12,696
<b>Program Evaluation Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$19,641</b>	<b>0</b>	<b>\$39,282</b>	<b>0</b>	<b>\$20,836</b>	<b>0</b>	<b>\$40,477</b>	<b>\$120,236</b>
<b>Program Management Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$60,174</b>	<b>0</b>	<b>\$135,080</b>	<b>0</b>	<b>\$140,751</b>	<b>0</b>	<b>\$86,019</b>	<b>\$474,350</b>
<b>Clearance Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$39,609</b>	<b>0</b>	<b>\$80,198</b>	<b>0</b>	<b>\$41,425</b>	<b>\$161,233</b>
<b>Medical Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$20,250</b>	<b>0</b>	<b>\$27,000</b>	<b>0</b>	<b>\$6,750</b>	<b>\$54,000</b>
<b>Community Outreach/Edu Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$3,536</b>	<b>0</b>	<b>\$68,000</b>	<b>0</b>	<b>\$68,000</b>	<b>0</b>	<b>\$0</b>	<b>\$139,536</b>
<b>Program Evaluation Sub-Total</b>	<b>\$0</b>	<b>0</b>	<b>\$19,641</b>	<b>0</b>	<b>\$39,282</b>	<b>0</b>	<b>\$20,836</b>	<b>0</b>	<b>\$40,477</b>	<b>\$120,236</b>
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 83,351</b>	<b>\$ -</b>	<b>\$ 302,222</b>	<b>\$ -</b>	<b>\$ 336,785</b>	<b>\$ -</b>	<b>\$ 174,672</b>	<b>\$ 949,355</b>	

## Attachment B

### Performance Goals and Reporting Requirements

#### **HOUSING PROGRAM**

##### **Policy Overview**

The objective of the Housing Program is to improve, preserve, and increase the City's housing stock, targeting the housing needs of low and moderate income households in accordance with Consolidated Plan priorities. The Housing Program includes programs and projects which improve the livability of Portland neighborhoods through developing new housing and rehabilitating the existing housing stock, providing homeownership opportunities, affordable rental housing and service-enriched housing for special needs citizens. These programs are coordinated with targeting efforts of the Bureau and Community Development.

The Housing Programs are guided by the adopted 1995-1999 Consolidated Plan and the updated 1997-1998 Action Plan. Key principles of the 1997-1998 Action Plan are noted in Section I(A); priorities established by the 1997-1998 Action Plan include:

Priority 1: Programs to provide affordable rental housing for homeless individuals or families, and very low income households who pay more than 50% of their income for housing. This includes persons with special needs, such as people with mental and physical disabilities, people with AIDS, and the elderly.

Priority 2: Programs to assist low income households, renters and existing homeowners. Programs should help to maintain and preserve housing stock, and stabilize neighborhoods, and provide support services such as case management, job training, child care, etc.

Priority 3: Programs to assist low income first time homebuyers. These programs should be focused on those populations that have traditionally not been able to access the private market, including minorities. Homebuyer programs should also be targeted as an important community development tool to spur reinvestment in deteriorating neighborhoods. Public funding of these programs should leverage private funds or be directed to relatively low cost programs such as education.

These principles and priorities have been used to guide the allocation of resources and the design of programs funded under this Agreement. They should also be used to guide day-to-day decisions regarding project selection, financing terms and other operational practices. Questions regarding application of the Consolidated Plan principles and priorities to this Agreement should be directed to the Director of Housing and Community Development through the Contract Manager.

**Medical Testing** - Provide the opportunity for free or subsidized blood lead tests to children under the age of six in households with suspected or identified lead-based paint hazards. Medical blood lead testing will take place at Multnomah County Health Clinics or by a trained and certified Multnomah County Health Department Sanitarian.

Outcomes: Provide approximately 1,800 individual tests for children at the pre-hazard control baseline, post-hazard control, and at the 6- and 12-month post-hazard control follow-up assessments.

**Clearance Testing** - Provide clearance testing services as mandated by 24 CFR 36.236 and 36.237

in accordance with practices in 24 CFR 37.120, Subpart I. Clearance testing will be accomplished by a Multnomah County Health Department Sanitarian.

Outcomes: Provide clearance testing and lead hazard information packets to approximately 417 units assisted by lead hazard control activities.

**Monitoring and Evaluation** - Provide program monitoring and on-site evaluation of lead hazard control activities at 6- and 12-months according to the adopted LHCP evaluation plan. This will be done by a Multnomah County Health Department Evaluator.

Outcomes: Provide monitoring and evaluation of 417 units assisted by lead hazard control activities at 6- and 12-months.

**Outreach and Education** - Develop or assemble a information pamphlet on the dangers of lead-based paint, and how to guard against lead poisoning during unit rehabilitation or using commonly acceptable maintenance procedures.

Outcomes: Develop lead hazard information packet; print approximately 2,000 copies of the packet; conduct an RFP process to award two-year grants to two to five non-profits; provide copies of information packets to each household assisted by the LHCP; make at least 1,500 available to low-income renter or homeowner households; and develop individual performance measures for each Outreach and Education grantee.

## Attachment C

### Standard Reevaluation Schedule

Schedule	Evaluation Results	Action Taken	Reevaluation Frequency and Duration
1	Combination risk assessment/ paint inspection finds no leaded dust or soil and no lead based paint.	None	None
2	No Lead-based paint hazards found during the risk assessment conducted before hazard control or at clearance (hazards include dust and soil).	None	3 Years
3	The average of leaded dust levels on all floors or interior window sills sampled exceeds the applicable standard, but by less than a factor of 10.	<p>A. Interim controls and/or hazard abatement (or mixture of the two), including, but not limited to dust removal. This schedule does not include window replacement.</p> <p>B. Treatments specified in section A., plus replacement of all windows with lead hazards.</p> <p>C. Abatement of all lead-based paint using encapsulation or enclosure.</p> <p>D. Removal of all lead-based paint.</p>	<p>1 Year, 2 Years</p> <p>1 Year</p> <p>None</p> <p>None</p>
4	The average of leaded dust levels on all floors or interior window sills sampled exceeds the applicable standard by a factor of 10 or more.	<p>A. Interim controls and/or hazard abatement (or mixture of the two), including, but not necessarily limited to dust removal. This schedule does not include window replacement.</p> <p>B. Treatments specified in section A., plus replacement of all windows with lead hazards.</p> <p>C. Abatement of all lead-based paint using encapsulation or enclosure.</p> <p>D. Removal of all lead-based paint.</p>	<p>6 Months, 1 Year, 2 Years</p> <p>6 Months, 2 Years</p> <p>None</p> <p>None</p>
5	No leaded dust or leaded soil hazards are identified, but lead-based paint hazards are found.	<p>A. Interim controls and/or hazard abatement (or mixture of the two). This schedule does not include window replacement.</p> <p>B. Treatments specified in section A., plus replacement of all windows with lead hazards.</p> <p>C. Abatement of all lead-based paint hazards, but not all lead-based paint.</p> <p>D. Abatement of all lead-based paint using encapsulation or enclosure.</p> <p>E. Removal of all lead-based paint interim controls.</p>	<p>2 Years</p> <p>3 Years</p> <p>4 Years</p> <p>None</p> <p>None</p>
6	Bare leaded soil exceeds standard, but less than 5,000ug/g.	Removal of all lead-based paint interim controls.	None
7	Bare leaded soil greater or equal to 5,000ug/g.	Abatement (paving or removal or cultivation).	None

BUDGET MODIFICATION NO.

HD4

(For Clerk's Use) Meeting Date OCT 29 1998

Agenda No. C-10

1. R PLACEMENT ON THE AGENDA FOR

(Date)

DEPARTMENT Health  
CONTACT Kathy Innes

DIVISION Dental  
TELEPHONE 248-3056 x27027

) OF PERSON MAKING PRESENTATION TO BOARD

SUGGESTED

AGENDA TITLE (to assist in preparing a description for the printed agenda)

Approve an increase of .5 FTE and a decrease of professional services in the Dental Division budget.  
These changes are funded from within the current budget.

(Estimated Time Needed on the Agenda)

2. DESCRIPTION OF MODIFICATION

(Explain the changes this Bud Mod makes. What budget does it increase? What do changes come from? What budget is reduced? Attach additional information if you need more space.)

Personnel changes are shown in detail on the attached sheet

This budget action cuts .75 FTE of Dental Assistant Receptionist, adds .75 Health Operations Supervisor, and adds .5 Dentist. The action also reduces professional services.

3. REVENUE IMPACT

(Explain revenues being changed and reason for the change)

98 OCT 20 PM 4:59  
MULTIOMAH COUNTY  
OREGON

4. CONTINGENCY STATUS (to be completed by Budget & Quality)

Fund Contingency before this modification

Date

After this modification

Originated By	Date	Department Director	Date
		<i>Bill Odegard</i>	10/9/98
Plan/Budget Analyst	Date	Employee Services	Date
<i>Chris Amy</i>	10-15-98	<i>Comanne S. Kalin</i>	10/16/98
Board Approval	Date		
<i>W. Borah, Bogstad</i>	10/29/98		

**PERSONNEL DETAIL FOR BUDGET MODIFICATION NO.**

**HD4**

**5. ANNUALIZED PERSONNEL CHANGES**

(Compute on a full-year basis even though this action affects only a part of the fiscal year (FY).)

Permanent Positions, Temporary, Overtime, or Premium	JCN	Org	Explanation of Change	BASE PAY Increase (Decrease)	ANNUALIZED		TOTAL Increase (Decrease)
					Increase/(Decrease)		
					Fringe	Ins.	
-1.00	6347	0643	Dental Assistant/Recept	(27,563)	(4,826)	(5,456)	(37,846)
1.00	9692	0643	Health Op Supv	30,747	7,228	5,388	43,363
0.50	9390	0610	Dentist	33,446	5,856	3,237	42,539
							0
0.50	TOTAL CHANGE (ANNUALIZED)			\$36,629	\$8,258	\$3,169	\$48,056

**6. EAR PERSONNEL DOLLAR CHANGES**

(Calculate costs/savings that will take place this FY; these should explain the actual dollar amounts changed by this BudMod.)

Permanent Positions, Temporary, Overtime, or Premium	JCN	Org	Explanation of Change	BASE PAY Increase (Decrease)	CURRENT FY		TOTAL Increase (Decrease)
					Increase/(Decrease)		
					Fringe	Ins.	
-0.75	6347	0643	Dental Assistant/Recept	(20,672)	(3,620)	(4,092)	(28,383)
0.75	9692	0643	Health Op Supv	23,059	5,421	4,041	32,521
0.50	9390	0610	Dentist	33,446	5,856	3,237	42,539
0.50							
TOTAL CURRENT FISCAL YEAR CHANGES				\$35,833	\$7,658	\$3,186	\$46,677

EXPENDITURE												HD4	
TRANSACTION EB GM [ ]				TRANSACTION DATE				ACCOUNTING PERIOD				BUDGET FY	
Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description	
		156	015	0643			5100			2,387			
		156	015	0643			5500			1,802			
		156	015	0643			5550			(51)			
		156	015	0643			7100			535	4,673		
		156	015	0610			5100			33,446			
		156	015	0610			5500			5,856			
		156	015	0610			5550			3,237			
		156	015	0610			7100			5,505	48,044		
		156	015	0611			6110			(46,677)			
		156	015	0611			7100			(6,040)	(52,717)		
									0				
									0				
									0				
									0				
									0				
TOTAL EXPENDITURE CHANGE										0	0		

REVENUE													
TRANSACTION RB GM [ ]				TRANSACTION DATE				ACCOUNTING PERIOD				BUDGET FY	
Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description	
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
										0			
TOTAL REVENUE CHANGE										0	0		



# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

HEALTH DEPARTMENT  
BUSINESS SERVICES  
McCOY BUILDING  
426 SW STARK  
PORTLAND, OR 97204  
PHONE (503) 248-3056

TO: Board of County Commissioners  
FROM:  Oddegaard  
TODAY'S DATE: Oct. 9, 1998  
REQUESTED PLACEMENT DATE: Oct. 22, 1998  
SUBJECT: Health Budget Modification Number 4

---

## **I. Recommendation / Action Requested:**

Approve an increase of .5 FTE in the Dental Clinics budget and a decrease of \$46,677 the Dental Clinics Professional Services budget. This action changes total FTE in several job classes in the Dental Clinics. The changes are funded from within the current budget.

## **II. Background / Analysis:**

This budget action reduces Dental Assistant Receptionist FTE by .75, increases Health Operations Supervisor by .75 FTE, and increases Dentist FTE by .5. The action also cuts \$46,677 from Professional Services. Changes are requested to improve operations in the Dental Clinics. Professional Services cuts bring the budget into alignment with the specialty care requirements of enrollment.

## **III. Financial Impact: NA**

## **IV. Legal Issues: NA**

## **V. Controversial Issues: NA**

## **VI. Link to Current County Policies: NA**

## **VII. Citizen Participation: NA**

## **VIII. Other Government Participation: NA**

BUDGET MODIFICATION NO.

HD5

(For Clerk's Use) Meeting Date OCT 29 1998

Agenda No. C-11

1. PLACEMENT ON THE AGENDA FOR

(Date)

DEPARTMENT Health  
CONTACT Kathy Innes

DIVISION \_\_\_\_\_  
TELEPHONE 248-3056 x27027

NAME OF PERSON MAKING PRESENTATION TO BOARD

Kathy Innes

SUGGESTED

AGENDA TITLE

(to assist in preparing a description for the printed agenda)

Approve changes in FTE in various job classes in Primary Care. All changes are funded from within the current budget.

(Estimated Time Needed on the Agenda)

2. DESCRIPTION OF MODIFICATION

(Explain the changes this Bud Mod makes. What budget does it increase? What do changes come from? What budget is reduced? Attach additional information if you need more space.)

Personnel changes are shown in detail on the attached sheet

This budget action adds .2 Medical records Technician, adds .1 Social worker, adds .3 Physician, adds .25 Licensed Community Practical Nurse, and cuts .55 Nurse Practitioner,

3. REVENUE IMPACT

(Explain revenues being changed and reason for the change)

MULTI-DISTRICT COUNTY COMMISSIONERS  
98 OCT 21 AM 11:15  
MULTI-DISTRICT COUNTY COMMISSIONERS  
OREGON

4. CONTINGENCY STATUS (to be completed by Budget & Quality)

Fund Contingency before this modification \_\_\_\_\_

Date

After this modification

Originated By	Date	Department Director	Date
		<i>Billie Odgers</i>	10/21/98
Plan/Budget Analyst	Date	Employee Services	Date
<i>Ching L. Hay</i>	10/21/98	<i>Suzanne S. Valer</i>	10/21/98
Board Approval	Date		
<i>ROBERTA L. BOUSTED</i>	10/29/98		

**PERSONNEL DETAIL FOR BUDGET MODIFICATION NO.**

**HD5**

**5. ANNUALIZED PERSONNEL CHANGES**

(Compute on a full-year basis even though this action affects only a part of the fiscal year (FY).)

Permanent Positions, Temporary, Overtime, or Premium	JCN	Org	Explanation of Change	BASE PAY Increase (Decrease)	ANNUALIZED		TOTAL Increase (Decrease)
					Increase/(Decrease)		
					Fringe	Ins.	
0.20	6321	0715	Med Rec Tech	6,694	1,172	672	8,538
	6001	0715	Office Asst 2	(8,899)	927	908	(7,064)
0.10	6295	0715	Social Worker	(2,946)	1,855	(383)	(1,474)
0.30	9490	0725	Physician	28,047	9,197	2,765	40,009
0.20	6314	0725	Nurse Prac	10,977	1,923	1,629	14,529
0.25	6303	0725	LCPN	3,065	536	1,207	4,808
-0.05	6314	0725	Nurse Prac	(3,675)	(643)		(4,318)
-0.10	6314	0725	Nurse Prac	(4,817)	(844)	(800)	(6,461)
-0.60	6314	0725	Nurse Prac	(37,835)	(6,625)	(4,107)	(48,567)
							0
0.30	TOTAL CHANGE (ANNUALIZED)			(\$9,389)	\$7,498	\$1,891	\$0

**6. YEAR PERSONNEL DOLLAR CHANGES**

(Calculate costs/savings that will take place this FY; these should explain the actual dollar amounts changed by this BudMod.)

Permanent Positions, Temporary, Overtime, or Premium	JCN	Org	Explanation of Change	BASE PAY Increase (Decrease)	CURRENT FY		TOTAL Increase (Decrease)
					Increase/(Decrease)		
					Fringe	Ins.	
0.20	6321	0715	Med Rec Tech	6,694	1,172	672	8,538
	6001	0715	Office Asst 2	(8,899)	927	908	(7,064)
0.10	6295	0715	Social Worker	(2,946)	1,855	(383)	(1,474)
0.30	9490	0725	Physician	28,047	9,197	2,765	40,009
-0.55	6314	0725	Nurse Prac	(35,350)	(6,189)	(3,278)	(44,817)
0.25	6303	0725	LCPN	3,065	536	1,207	4,808
0.30							
TOTAL CURRENT FISCAL YEAR CHANGES				(\$9,389)	\$7,498	\$1,891	\$0





# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

HEALTH DEPARTMENT  
BUSINESS SERVICES  
McCOY BUILDING  
426 SW STARK  
PORTLAND, OR 97204  
PHONE (503) 248-3056

TO: Board of County Commissioners  
FROM:  Jim Oregard  
TODAY'S DATE: Oct. 20, 1998  
REQUESTED PLACEMENT DATE: Oct. 29, 1998  
SUBJECT: Health Budget Modification Number 5

---

**I. Recommendation / Action Requested:**

Approve changes in total FTE in various job classes in Primary Care. All changes are funded from within the current budget.

**II. Background / Analysis:**

This budget action adds .2 Medical records Technician, adds .1 Social worker, adds .3 Physician, adds .25 Licensed Community Practical Nurse, and cuts .55 Nurse Practitioner,

**III. Financial Impact:** NA

**IV. Legal Issues:** NA

**V. Controversial Issues:** NA

**VI. Link to Current County Policies:** NA

**VII. Citizen Participation:** NA

**VIII. Other Government Participation:** NA



**MULTNOMAH COUNTY  
SHERIFF'S OFFICE**

**CORRECTIONS EMERGENCY  
RESPONSE TEAM**

**C.E.R.T.**

## **SUMMARY**

The Corrections Emergency Response Team (CERT) was developed in 1996 at the direction of Sheriff Noelle. Sheriff Noelle recognized the need to have a unit with the ability to respond to emergencies in correctional facilities. This unit has specialized in the application of less lethal technology, and has the depth and range of skill necessary to resolve a variety of crises.

## **CONTENTS**

Summary  
Mission Statement  
MCSO CERT Selection of Staff  
Training of Staff  
CERT Abilities  
CERT Operations/Deployment  
CERT Future

### **Prepared By:**

Lieutenant Ron Bishop, MCSO CERT, Honor Guard  
Sergeant Phil Anderchuk, MCSO CERT, Honor Guard  
Sergeant Shawn Skeels, MCSO CERT

### **Edited By:**

Sergeant Rory Miller, MCSO CERT  
Deputy R. "Boggs" Bogdanovich

## **MISSION STATEMENT**

The Corrections Emergency Response Team(s) (CERT) is a group of specially trained corrections personnel whose purpose is to minimize staff and inmate injury and reduce liability through continuous training in and tactical application of confrontational management.

## **TASKS**

- \*Training: Maintain Instructor team skills and proficiency and train new tactical teams
- \*Cell Extractions
- \*Crisis Response
- \*Hostility Management
- \*High Risk inmate movement
- \*Disturbance Management
- \*Less lethal response (use of less lethal munitions)
- \*Tactical Planning
- \*Problem Solving
- \*Development of large scale search procedures

## **MAIN TACTICAL FUNCTIONS**

- \*Cell extractions
- \*Disturbance Management
- \*High Risk Inmate Movement

## **SELECTION OF STAFF**

MCSO CERT has eighteen staff members. This includes three sergeants and fifteen deputies. A lieutenant is assigned as the unit commander. The unit is divided into two teams.

Members of CERT are volunteers. They were selected for their knowledge, skills, and experiences. CERT members are required to pass a physical agility test that reflects the mission of the unit. Members are then required to pass an oral interview. The oral interview includes questions regarding force (to include deadly), work ethic, and the willingness to sacrifice ones personal time to respond to the needs of MCSO. It is also explained to a potential member that they may face civil liability and potential criminal liability for their actions as a CERT member. Once selected, members are required to maintain physical fitness and demonstrate their ability every six months. In addition, all members are required to maintain qualifications with firearms, less lethal munitions and current first aid certification.

### Physical Agility Test

The physical agility test was developed by Deputy Mike Reuter and Deputy Andre Scott. The test was designed to be CERT mission specific. During the development of the test, staff was selected from the division to establish fair standard times. The demographic included age, sex, size, and experience.

The physical agility test is mission specific to CERT. The test requires a staff member to run 660 feet. This would be the distance from dorm one at MCIJ to dorm nine. Upon arriving at dorm nine (or the distance) the staff member must drag a 180 pound person sixty five feet. This would simulate a rescue of a staff member or hostage. After the drag, the staff member must carry 50 pounds sixty five feet. This would simulate carrying one fourth of a 200-pound person the distance in a dorm. The time that was established by an average female (120 pounds, 33 years old) was one minute twenty six seconds. This test is done in full CERT gear. Once completing this phase of the test, the staff member is allowed a one-minute rest. The next phase of the test is a one-minute drill against four threats. This was nick named "bull in the ring" (an old football term). A staff member must address and defend themselves against four other staff. The purpose of this is to simulate a CERT member becoming separated from a team and having to "defend" him or herself for one minute. The staff member then has up to five minutes to rest. After this rest period, the staff member is required to operate a stair stepping machine for three minutes on level six. This is to simulate climbing the stairs at the justice center. This completes the physical agility test.

## **MCSO CERT TRAINING**

The initial group of CERT were selected for their skills and training. Additional training was provided by a consultant from the East Coast. A typical CERT training course is initially 40 hours with additional training throughout the year. The training from the East Coast brought the CERT members to instructor status for emergency response teams.

CERT members are provided with instruction in a variety of areas. These would include but not limited to:

Team Movement

Impact Weapons (to include PR-24 and conventional batons, ASP and shield)

Chemical Agents (to include launched by 37 mm, grenades or hand held)

Kinetic Weapons. Inclusive is 37mm and 870 shotguns. (Flexible baton and bean bag)

Use of force

Defensive Tactics

Communications (to include interpersonal skills and anger defusing)

Incident Command System

First Aid/CPR

Use of Restraints (to include advanced nylon devices and other related items)

Lethal munitions

High Risk Restraining

CERT members have identified future training topics to include rappelling, lethal munitions and hostage negotiations. Other topics will be identified and addressed.

All training has been documented with the Department on Public Safety Standards and Training. In addition, most training sessions have been video taped for use later.

It is a requirement for all CERT members to be exposed to chemical agents. This includes being sprayed in the face with 10% Oleoresin Capsicum. This is done so that a member understands the pain of exposure to OC and learns that they will survive the event. It is possible during a situation that a member may have their protective gas mask torn off in a physical altercation. Because of this, CERT members are also exposed to CS gases.

## **CERT ABILITIES**

The Corrections Emergency Response Team has pledged to the sheriff that they will be able to respond to any situation within the corrections system. The team is equipped with digital pagers and this system has a "Group" call out function. At least one CERT unit is available within one hour of any MCSO correctional facility.

CERT has an extensive ability to respond to disturbance situations. These abilities are enhanced by the deployment of less lethal munitions. The term less lethal is used in place of non-lethal. Less lethal munitions, although designed to limit injury, can be lethal for a variety of reasons.

It is desired for the CERT to be as diversified as possible. For this, each of the two CERT units has a Spanish-speaking member. In addition, the team has several members who speak, German, Italian, Korean, Arabic, and Cuban slang.

CERT has the ability to respond to the following situations:

- Cell Extractions
- Facility Disturbances
- Hostage Rescue
- High Risk Inmate Movement
- Large Scale Searches
- Disturbances on buses (corrections transport unit)
- Facility or Unit Relief
- Natural Disaster Relief, Rescue, Evacuation and Relocation
- Man made Disaster Relief, Rescue, Evacuation and Relocation

CERT also provides a unique service. In corrections, you are required to maintain adequate staffing levels as outlined in ORS 169.076. In case of a situation that requires regular corrections staff to be taken from duty posts, CERT can be called in to replace those staff members. An example of this occurred on March 15<sup>th</sup>, 1998 when an inmate committed suicide at the intake area, MCDC. CERT was called to replace the seven staff members who were being interviewed by the detective unit. CERT is a valuable tool when an incident happens that fits the criteria of CD08.106.060 **Major Incident Response**.

## **CERT DEPLOYMENTS**

**Incident 1:** On March 15, 1998, an inmate committed suicide in an individual cell on the MCDC reception floor. Following CD08.106.060, Major Incident Response, all involved deputies were relieved of duty. The OIC called in certain CERT members to maintain booking operations. This action allowed for continuous operation without having to close the intake facility.

**Incident 2:** On July 15<sup>th</sup>, 1998 four juvenile inmates at the Donald E. Long Juvenile Detention Facility assaulted and injured four correctional staff. The four inmates then barricaded themselves in a staff office in the complex. MCSO CERT was activated and responded to the incident with PPB SERT. CERT had primary responsibility for restraining and removing non-involved inmates from the affected housing area. When the barricaded inmates were reached, CERT had primary approach, restraint, search, and removal of the four.

**Incident 3:** On July 30<sup>th</sup>, 1998 an inmate at MCDC, Administrative Segregation, refused to return to his cell. The inmate had flooded the floor with water from the toilet, covered his body with soap, and thrown soap on the floor. CERT was used to resolve the situation with the use of kinetic weapons.

**Incident 4:** On August 11<sup>th</sup>, 1998, Hooper Detox required assistance in controlling an intoxicated person. The person had resisted the facility staff and subsequently PPB had placed both cuffs to the same wrist of the person. PPB SERT was called and they declined to respond citing that MCSO CERT was more appropriately trained and equipped to handle the situation. MCSO CERT responded and resolved the situation without incident.

In the previous listed incidents, all were resolved without injury or the need for medical treatment other than first aid.

## **CERT FUTURE**

The Corrections Emergency Response Team will continue to grow in knowledge, skills, and abilities to meet the growing needs of the Sheriff's Office and the citizens of Multnomah County. It is the goal of the unit to be as diversified as possible to respond to any situation independently or as an element of an emergency response.

CERT is open to any MCSO Corrections Division Staff member who is a regular, non-probationary deputy. CERT will maintain a eligibility list to replace staff due to resignation or injury.

It is the vision of MCSO CERT to be used for external situations where a less lethal response is more appropriate. This was evident at the Detox facility and Juvenile Detention. It is a reality that MCSO CERT may be called upon to assist in securing State facilities until State Tactical Emergency Response Teams are in place. Governmental agreements will need to be negotiated or understandings established.

CERT has been in talks with the City SERT unit and has set a joint training date on November 19, 1998. The training will be conducted at the MCDC facility and will simulate actual scenarios provided by the facility commander. Future training will be conducted at Inverness Jail.

MEETING DATE: OCT 29 1998  
AGENDA NO: R-3  
ESTIMATED START TIME: 9:45

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Environmental Health Fee Increase

BOARD BRIEFING: DATE REQUESTED: \_\_\_\_\_  
REQUESTED BY: \_\_\_\_\_  
AMOUNT OF TIME NEEDED: \_\_\_\_\_

REGULAR MEETING: DATE REQUESTED: October 29, 1998  
AMOUNT OF TIME NEEDED: 15 minutes

DEPARTMENT: Health DIVISION: Disease Prevention & Control

CONTACT: Dave Houghton TELEPHONE #: x22529  
BLDG/ROOM #: 160/8

PERSON(S) MAKING PRESENTATION: Dave Houghton, Erv Kauffman

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [  ] APPROVAL [ ] OTHER

SUGGESTED AGENDA TITLE:

*Approve an increase in Environmental Health fees.*

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT  
MANAGER: Billie Odgaard

CLERK  
98 OCT 29 PM 1:22  
MULTNOMAH COUNTY  
GREGSON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277



## MULTNOMAH COUNTY—HEALTH DEPARTMENT

HEALTH DEPARTMENT  
426 SW STARK ST., 8<sup>TH</sup> FLOOR  
PORTLAND, OREGON 97204  
(503) 248-3674  
FAX (503) 248-3676

BEVERLY STEIN, CHAIR OF THE BOARD  
DIANE LINN, DISTRICT 1 COMMISSIONER  
GARY HANSEN, DISTRICT 2 COMMISSIONER  
LISA NAITO, DISTRICT 3 COMMISSIONER  
SHARRON KELLEY, DISTRICT 4 COMMISSIONER

**TO:** Board of County Commissioners

**VIA:** *Bella*  
Bella Odegaard

**FROM:** Dave Houghton *DH*

**DATE:** October 14, 1998

**SUBJECT:** Resolution revising Resolution No. 98-88 establishing fees and charges for Chapter 21, Health, of the Multnomah County Code.

### 1. RECOMMENDATION/ACTION REQUESTED:

The Board of County Commissioners is requested to approve this resolution to increase the Environmental Health license and service fees listed below to the amount shown. All other fees and charges will remain the same.

#### Section 21.605 CERTIFICATE FEES

All food handlers, other than those trained under MCC 21.603, shall pay the health department a \$9.00 fee for the issuance of an original food handler's certificate.

#### Section 21.610 FOOD SERVICE LICENSE FEES

Full-service restaurants, limited-service restaurants, or commissary licenses issued or applied for between January 1 and September 30:

Seating capacity 0-15	\$260.00
Seating capacity 16-50	\$355.00
Seating capacity 51-150	\$425.00
Seating capacity over 150	\$505.00
Limited-service restaurant	\$260.00
Commissaries servicing 1-5 mobile units and/or 1-50 vending machines	\$260.00
Commissaries servicing 6 or more mobile units and/or 51 or more vending machines	\$405.00

Full-service restaurants, limited-service restaurants, or commissary licenses issued or applied for between October 1 and December 31:

Seating capacity 0-15	\$130.00
Seating capacity 16-50	\$177.50
Seating capacity 51-150	\$212.50
Seating capacity over 150	\$252.50
Limited-service restaurant	\$130.00
Commissaries servicing 1-5 mobile units and/or 1-50 vending machines	\$130.00
Commissaries servicing 6 or more mobile units and/or 51 or more vending machines	\$202.50

Special food service facilities:

Temporary restaurants:

Operating 1 day only	\$ 70.00
Operating 2-4 days	\$120.00
Operating 5 or more days	\$135.00
Non-potentially hazardous, operating 1-30 days	\$ 70.00

Other special facilities:

Seasonal full-service restaurants, commissaries, or limited-service restaurants operating 6 months or less	\$130.00
Sundries shops selling only pre-wrapped food without reusable utensils	\$140.00
Warehouses	\$165.00
Mobile units, Class I-III	\$145.00
Mobile units, Class IV	\$240.00
Combined facilities sundries	\$110.00

Vending machines:

1-10 units	\$150.00
11-20 units	\$295.00
21-30 units	\$450.00
31-40 units	\$520.00
41-50 units	\$595.00
51-75 units	\$745.00
76-100 units	\$895.00
101-250 units	\$1190.00
251-500 units	\$2225.00
501-750 units	\$3580.00
751-1000 units	\$4475.00
1001-2000 units	\$5970.00
Over 2000 units	\$5970.00+
	\$1.00 per each additional

The following fees shall apply to sundries shops, combined facilities sundries, mobile units, warehouses, or vending machine licenses issued or applied for between October 1 and December 31:

Sundries shops selling only pre-wrapped food without reusable utensils	\$70.00
Warehouses	\$82.50
Mobile units, Class I-III	\$72.50
Mobile units, Class IV	\$120.00
Combined facilities sundries	\$55.00

Vending machines:

1-10 units	\$75.00
11-20 units	\$147.50
21-30 units	\$225.00
31-40 units	\$260.00
41-50 units	\$297.50
51-75 units	\$372.50
76-100 units	\$447.50
101-250 units	\$595.00
251-500 units	\$1112.50
501-750 units	\$1790.00
751-1000 units	\$2237.50
1001-2000 units	\$2985.00
Over 2000 units	\$2985.00+
	\$.50 per each additional

**Section 21.611 FOOD SERVICE PLAN REVIEW**

Mobile units, Class I-III	\$150.00
Mobile units, Class IV	\$220.00
Major remodel	\$400.00
New construction, 0-50 seats	\$400.00
New construction, over 50 seats	\$500.00

**Section 21.612 PAYMENT OF LICENSE FEES, REINSPECTION FEES, DELINQUENCY**

Temporary restaurant license on intermittent basis	\$135 per month for first 4 months within a calendar year, then \$45 per month for remainder of year
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**Section 21.613 BED AND BREAKFAST FACILITIES**

Bed and breakfast with food service

\$140.00

**2. BACKGROUND/ANALYSIS:**

The Health Department periodically reviews the fees it charges for licenses issued and services provided by the Environmental Health program. The last fee increase for those categories proposed here had an effective date of January 1, 1997. These fee increases are intended to cover a two year period. The increases are based upon a comprehensive analysis of actual program costs to deliver these services. Past policy has been that fees charged to regulated facilities must be adequate to cover the costs of licensing. There have been increases in both personnel and material/services costs since the last fee increase.

**3. FINANCIAL IMPACT:**

The fee increases are estimated to generate an estimated \$90,000 more than the current fees.

**4. LEGAL ISSUES:**

Oregon statute and administrative rule mandate the regulation of food service facilities. Multnomah County performs these functions under a delegation agreement with the Oregon Health Division. These laws and rules also authorize collection of license fees to cover the costs of these functions. The methods used to derive the program costs and the proposed fees are within the requirements of applicable laws and rules.

**5. CONTROVERSIAL ISSUES:**

Fee increases are sometimes controversial. These proposed increases are based upon the unit's actual costs. The overall increase is about 4.3% per year.

**6. LINK TO CURRENT COUNTY POLICIES:**

This conforms to the current Multnomah County Health Department policy of charging license fees and inspection fees to establishments regulated under the delegation agreement, except where prohibited by statute.

**7. CITIZEN PARTICIPATION:**

Multnomah County Food Service Advisory Committee accepted the proposed fee increase on October 14, 1998.

**8. OTHER GOVERNMENT PARTICIPATION:**

No direct participation by other governmental agencies is required in this matter. It should be noted that neighboring counties have implemented or are in the process of implementing fee schedules quite similar to the one proposed here.

## MULTNOMAH COUNTY FOOD SERVICE FEES

	Current Fee	Proposed Fee
<b>Licenses Issued or applied for between January 1 thru September 30</b>		
<b>Restaurant :</b>		
Seating Capacity 0-15	\$240.00	\$260.00
Seating Capacity 16-50	\$325.00	\$355.00
Seating Capacity 51-150	\$390.00	\$425.00
Seating Capacity over 150	\$465.00	\$505.00
Limited Service Restaurant	\$240.00	\$260.00
Commissaries servicing 1-5 Mobile Units and/or 1-50 Vending Machines	\$240.00	\$260.00
Commissaries servicing 6+ Mobile Units and/or 51+ Vending Machines	\$375.00	\$405.00
Sundries Shops selling only pre-wrapped food	\$130.00	\$140.00
Sundries (Combined Facilities Sundries)	\$100.00	\$110.00
<b>Licenses Issued or applied for between October 1 thru December 31</b>		
<b>Restaurant :</b>		
Seating Capacity 0-15	\$120.00	\$130.00
Seating Capacity 16-50	\$162.50	\$177.50
Seating Capacity 51-150	\$195.00	\$212.50
Seating Capacity over 150	\$232.50	\$252.50
Limited Service Restaurant	\$120.00	\$130.00
Commissaries servicing 1-5 Mobile Units and/or 1-50 Vending Machines	\$120.00	\$130.00
Commissaries servicing 6+ Mobile Units and/or 51+ Vending Machines	\$187.50	\$202.50
Sundries Shops selling only pre-wrapped food	\$65.00	\$70.00
Sundries (Combined Facilities Sundries)	\$50.00	\$55.00
<b>Licenses Issued or applied for between January 1 thru September 30</b>		
<b>Mobile Units:</b>		
Class I, Class II, Class III	\$135.00	\$145.00
Class IV	\$220.00	\$240.00
Warehouse	\$150.00	\$165.00
<b>Licenses Issued or applied for between October 1 thru December 31</b>		
<b>Mobile Units:</b>		
Class I, Class II, Class III	\$67.50	\$72.50
Class IV	\$110.00	\$120.00
Warehouse	\$75.00	\$82.50

<b>Licenses Issued or applied for between January 1 thru September 30</b>		
<b>Vending Machines:</b>		
1-10 units	\$140.00	\$150.00
11-20units	\$270.00	\$295.00
21-30 units	\$415.00	\$450.00
31-40 units	\$480.00	\$520.00
41-50 units	\$550.00	\$595.00
51-75 units	\$685.00	\$745.00
76-100 units	\$825.00	\$895.00
101-250 units	\$1,095.00	\$1,190.00
251-500 units	\$2,050.00	\$2,225.00
501-750 units	\$3,295.00	\$3,580.00
751-1,000 units	\$4,120.00	\$4,475.00
1,001-2,000 units	\$5,495.00	\$5,970.00
2,001+ units	\$5495.00 plus \$1.00 per each additional unit	5,970.00- plus \$1.00 for each additional unit
<b>Licenses Issued or applied for between October 1 thru December 31</b>		
<b>Vending Machines:</b>		
1-10 units	\$70.00	\$75.00
11-20units	\$135.00	\$147.50
21-30 units	\$207.50	\$225.00
31-40 units	\$240.00	\$260.00
41-50 units	\$275.00	\$297.50
51-75 units	\$342.50	\$372.50
76-100 units	\$412.50	\$447.50
101-250 units	\$547.50	\$595.00
251-500 units	\$1,025.00	\$1,112.50
501-750 units	\$1,647.50	\$1,790.00
751-1,000 units	\$2,060.00	\$2,237.50
1,001-2,000 units	\$2,747.50	\$2,985.00
2,001+ units	\$2,747.50 plus \$.50 for each additional unit	\$2,985.00 plus \$.50 for each additional unit
<b>Miscellaneous Food Service:</b>		
Seasonal Full Service, Commissaries, Limited Service Restaurants operating 6 months or less	\$120.00	\$130.00
Bed and Breakfast - Food Service	\$130.00	\$140.00

<b>Temporary Restaurant:</b>		
Operating 1 day only	\$65.00	\$70.00
Operating 2-4 days	\$110.00	\$120.00
Operating 5 or more days	\$125.00	\$135.00
Non-potentially hazardous, operating 1-30 days	\$65.00	\$70.00
Temporary on an intermittent basis	\$125.00	\$140.00
Temporary on an intermittent basis after four months	\$40.00	\$85.00
<b>Food Service Plan Review:</b>		
Major Remodeling	\$355.00	\$400.00
New Construction 0-50 seats	\$355.00	\$400.00
Over 50 seats	\$500.00	\$500.00
<b>Mobile Units Plan Review:</b>		
Class I, Class II and Class III	\$120.00	\$150.00
Class IV	\$200.00	\$220.00

## **BOGSTAD Deborah L**

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**From:** HOUGHTON David B  
**Sent:** Tuesday, October 27, 1998 11:13 AM  
**To:** #CHAIR'S OFFICE; #DISTRICT 1; #DISTRICT 2; #DISTRICT 3; #DISTRICT 4  
**Cc:** ODEGAARD Billi I; 'FRONK Tom R'; 'KAUFFMAN Ervin J'; WASHINGTON Jeffery C  
**Subject:** Item R-3, Fees and Charges, 10/29 Agenda

I am writing to ask that this agenda item be postponed until the November 12 Board meeting.

Environmental Health had included the proposed fee increase schedule in its newsletter, which goes out to all licensed food service facilities in the County. Shortly after meeting with Commissioner Linn yesterday, I discovered that the newsletter had been delayed in printing, and had not gone out when I understood it would have. The newsletter is going out today.

Although we had obtained acceptance of the proposed fees from the Food Service Advisory Committee on October 14, my concern is that all licensed food service facility owners have adequate time to receive the newsletter mailing and decide whether they wish to testify. A November 12th agenda placement should allow that, and still give the program adequate time to reprogram billing software with fee changes and send out billings for the January 1 due date.

If you have any questions or concerns, please contact me at Ext. 22529. Thank you.

Dave Houghton  
Director, Disease Prevention and Control Division  
Health Department

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION ESTABLISHING FEES AND CHARGES FOR CHAPTER 21, HEALTH, OF THE MULTNOMAH COUNTY CODE, AND REPEALING RESOLUTION NO. 98-88

The Board of County Commissioners Finds:

Chapter 21, Health, of the Multnomah County Code provides that the Board shall establish certain fees and charges by resolution.

THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS RESOLVES:

1. The fees and charges for Chapter 21, Health, of the Multnomah County Code are set as follows:

Section 21.150. SWIMMING POOL LICENSE FEE.

First three pools, each:	\$220.00
Each additional pool:	\$120.00

Section 21.151. SWIMMING POOL AND SPA PLAN REVIEW FEES.

Plan review	\$750.00
Renewal of construction permit	\$ 50.00

Section 21.408. APPLICATION FOR LICENSE (EMS)

Each ambulance:	\$250.00
-----------------	----------

Section 21.605. CERTIFICATE FEES

- (A) All food handlers trained under MCC 21.603 shall pay the health department a \$5.00 fee for the issuance of an original food handler's certificate.
- (B) All other food handlers shall pay the health department a \$9.00 fee for the issuance of an original food handler's certificate.
- (C) All food handlers shall pay the health department a \$2.00 fee for the issuance of a replacement certificate.

Section 21.610. FOOD SERVICE LICENSE FEE.

For the services of the department of health in connection with issuance of food service licenses, the department shall collect a fee from every applicant, at the time of application.

The following fee structure shall apply for full-service restaurants, limited-service restaurants, or commissary licenses issued or applied for between January 1 and September 30:

Seating capacity 0 – 15	260.00
Seating capacity 16 – 50	355.00
Seating capacity 51 – 150	425.00
Seating capacity over 150	505.00
Limited-service restaurants	260.00
Commissaries servicing 1-5 mobile units and/or 1-50 vending machines	260.00
Commissaries servicing 6 or more mobile units and/or 51 or more vending machines	405.00

Where there are more than two food service facilities located at the same address and licensed to the same licensee, the license fee shall be the amount listed above for the first two largest facilities and one-half the amount for each additional facility.

The following fee structure shall apply for full-service restaurants, limited-service restaurants, or commissary licenses issued or applied for between October 1 and December 31:

Seating capacity 0 – 15	130.00
Seating capacity 16 – 50	177.50
Seating capacity 51 – 150	212.50
Seating capacity over 150	252.50
Limited-service restaurants	130.00
Commissaries servicing 1-5 mobile units and/or 1-50 vending machines	130.00
Commissaries servicing 6 or more mobile units and/or 51 or more vending machines	202.50

Where there are more than two food service facilities located at the same address and licensed to the same licensee, the license fee shall be the amount listed above for the first two largest facilities and one-half the amount for each additional facility.

For the following special food service facilities, the following fees shall be charged for licenses issued or applied for:

Temporary restaurants:	
1 day	\$ 70.00
2-4 days	120.00
5 or more days	135.00

Non-potentially hazardous temporary restaurant: Selling only non-potentially hazardous food as defined in OAR 333-150-000 for a period of 1-30 days	\$ 70.00
Seasonal full-service, commissaries or limited-service restaurants operating six months or less	130.00
Sundries shops: Selling only pre-wrapped food without the use of reusable utensils	140.00
Warehouses	165.00
Mobile units as defined by OAR 333-162-0020	
Class I, II and III	145.00
Class IV	240.00
Combined Facilities Sundries: Selling individually, pre-wrapped foods and whole fruits with single service utensils in a facility that holds a pool/spa or travelers' accommodations license from the department of health:	110.00
Vending Machines:	
1-10 units	150.00
11-20 units	295.00
21-30 units	450.00
31-40 units	520.00
41-50 units	595.00
51-75 units	745.00
76-100 units	895.00
101-250 units	1,190.00
251-500 units	2,225.00
501-750 units	3,580.00
751-1,000 units	4,475.00
1,001-1,500 units	5,970.00
1,500-2,000 units	5,970.00 plus \$1.00 for each unit over 2,000 units

The following fee structure shall apply for sundries shops, combined facilities sundries, mobile units, warehouses or vending machines issued or applies for between October 1 and December 31:

Sundries Shops: Selling only pre-wrapped food without the use of reusable utensils	\$70.00
Warehouses	82.50
Mobile units as defined by OAR 333-162-0020 Class I, II and III	72.50

Class IV 120.00

Combined Facilities Sundries: Selling individually, pre-wrapped foods and whole fruits with single service utensils in a facility that holds a pool/spa or travelers' accommodations license from the department of health: 55.00

Vending Machines:

1-10 units	75.00
11-20 units	147.50
21-30 units	225.00
31-40 units	260.00
41-50 units	297.50
51-75 units	372.50
76-100 units	447.50
101-250 units	595.50
251-500 units	1,112.50
501-750 units	1,790.00
751-1,000 units	2,237.50
1,001-1,500 units	2,985.00
1,500-2,000 units	2,985.00 plus \$.50 for each unit over 2,000 units

Section 21.611. FOOD SERVICE PLAN REVIEW

Mobile unit plan review	
Class I, II or III	\$150.00
Class IV	220.00
Major remodeling	400.00
New construction	
0-50 seats	400.00
Over 50 seats	500.00

The definition of mobile unit plan review, major remodeling and new construction shall be established by department administrative policy.

Section 21.612. PAYMENT OF LICENSE FEES, REINSPECTION FEES; DELINQUENCY.

(G) Temporary license on intermittent basis	\$135.00 per month for first four months of operation within a calendar year
	\$45.00 per month for the remainder of the year
(I) Late processing fee	\$50.00

- |     |                                |  |
|-----|--------------------------------|--|
| (K) | Increased frequency inspection | \$120.00 for each<br>additional inspection |
| (L) | Relocation fee                 | \$50.00                                    |

Section 21.613.      BED AND BREAKFAST FACILITIES; FOOD SERVICE  
LICENSE FEES.

Annual license fee	\$140.00
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Section 21.650.      TOURIST AND TRAVELERS FACILITIES LICENSE FEES.

Tourist and travelers facilities and recreation parks:

1-25 units:	\$175.00
26-50 units:	205.00
51-75 units:	250.00
76-100 units	265.00
101 units and over:	265.00 plus \$1.00 per unit over 100 units
Picnic parks:	65.00
Organizational camps:	125.00
Day camps	80.00

Section 21.651.      BED AND BREAKFAST FACILITIES; TOURIST  
ACCOMMODATIONS LICENSE FEE.

Annual license fee	\$65.00
--------------------	---------

Section 21.708. HEARING.

Deposit for each witness  
subpoenaed for hearing \$15.00

2. This resolution takes effect on January 1, 1999.
3. Resolution No. 98-88 is repealed.

ADOPTED this 29th day of October, 1998.

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

---

Beverly Stein, Chair

REVIEWED:

THOMAS SPONSLER, COUNTY COUNSEL  
FOR MULTNOMAH COUNTY, OREGON

By   
Katie Gaetjens, Assistant County Counsel

MEETING DATE: OCT 29 1998  
AGENDA NO: B-1  
ESTIMATED START TIME: 10:00

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Auditor's Office Budget Briefing

BOARD BRIEFING:                      DATE REQUESTED: Thursday, October 29, 1998  
REQUESTED BY: Chair Beverly Stein  
AMOUNT OF TIME NEEDED: 30 minutes

REGULAR MEETING:                      DATE REQUESTED: \_\_\_\_\_  
AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Non-Departmental                      DIVISION: Auditor's Office

CONTACT: Suzanne Flynn                      TELEPHONE #: 248-3320  
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: Gary Blackmer, Suzanne Flynn

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

SUGGESTED AGENDA TITLE:

**Auditor's Office Briefing –  
A Worksession with Board of County Commissioners  
To Review Past Accomplishments and  
Discuss Transition Issues and Future Directions.**

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

(OR)  
DEPARTMENT MGR: \_\_\_\_\_

98 OCT 21 AM 11:02  
MULTNOMAH COUNTY  
OREGON  
COUNTY COMMISSIONERS

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES  
Any Questions: Call the Board Clerk @ 248-3277

**FY99-00 Budget presentation**  
**Multnomah County Auditor's Office**  
**October 29, 1998**

- I Performance auditing
  - A History of auditing
  - B Auditing in Multnomah County
- II How are audits chosen?
  - A Mix of criteria
  - B Range of audits
  - C Key results
- III Transition
  - A Progress Board moving to Portland
  - B Audit Schedule
  - C Hiring
- IV Future – Issues & Opportunities
  - A How to audit a Dynamic Organization?



MULTNOMAH COUNTY  
AUDITOR'S OFFICE

**Progress Report**  
**On the**  
**Multnomah County Auditor's Office**  
September 1998

GARY BLACKMER  
Multnomah County Auditor



**GARY BLACKMER, Multnomah County Auditor**

1120 SW 5th Avenue, Room 1410

Portland, Oregon 97204

Telephone (503) 248-3320

Telefax 248-3019

[www.multnomah.lib.or.us/aud](http://www.multnomah.lib.or.us/aud)

September 15, 1998

Dear Citizen,

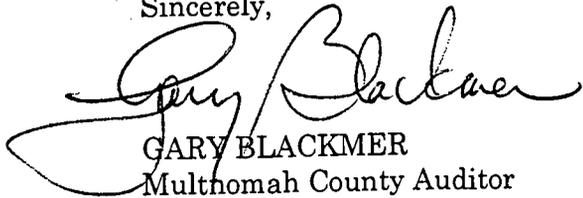
The Auditor's Office publishes a report every two years which summarizes the status of recommendations made in our audits. In addition, the report offers us the opportunity to describe the office, its methods, and some of ways that we track our accomplishments.

This year, I included some historical information about the Auditor's Office that, for me, put our work into a new context. Dave Warren, the County Budget Manager, kindly shared with me a 1913 study of Multnomah County which, combined with some old reports in our files, paints a picture of a very different Auditor's Office in the past. In 1913, Multnomah County also looked very different. Many of its responsibilities have changed in the past 85 years but most interesting, the workforce and management practices in 1913 were clearly inadequate for its tasks.

Multnomah County citizens are now getting much better services for their tax dollars. Yet I also know that auditors from other jurisdictions across the country are encountering the 1913 kinds of problems more frequently than we are. Multnomah County citizens are generally getting better services for their tax dollars than many citizens elsewhere in the country.

Even though Multnomah County services have improved over the years, and are better than elsewhere, that is still not good enough. Auditors must always challenge county employees and managers to do their best for citizens: we don't expect perfection but we always look for improvement. Our constant search for "a better way" helps ensure that citizens receive the best service at the least cost. It has been an honor for me to be the auditor helping Multnomah County government live up to the expectations of its citizens. And it has been a great pleasure to work with the bright and dedicated professionals in this office.

Sincerely,

  
GARY BLACKMER  
Multnomah County Auditor

## Multnomah County - now and 85 years ago

In 1913 Multnomah County residents and their government were dealing with growth. The 1910 population of 103,000 would more than double to 226,000 just ten years later. In anticipation of the future needs of the community, Portland had just completed construction of the Hawthorne Bridge in 1913, and the County constructed a new courthouse in downtown Portland and a new "poor farm" 17 miles away overlooking the Columbia River. Other organizations were building a new library, and blueprints were being drawn up for many fire stations and school buildings throughout the community.

In 1998, we are again living with growth. Multnomah County is the smallest county in the State but the most populated, and we are committed to increasing population density further. Multnomah County is an urban county with only about 32,000 of its 620,000 residents living outside cities. About 500,000 residents live in Portland and 80,000 in Gresham. About 10,000 more live in the cities of Troutdale, Fairview, Wood Village, and Maywood Park.

Eighty-five years ago, a national wave of Progressivism was setting high expectations among the citizenry. The City Beautiful movement created more parks in the cities as a respite for their residents. Frederick Law Olmsted, designer of New York's Central Park, was brought to Portland to develop a parks plan. In addition, reformist efforts were underway to make government more responsive to its citizens. Oregon made its own contributions by helping pioneer the initiative and referendum process as well as the popular election of U.S. senators and representatives, who had previously been appointed by the legislature. In response to the excesses of industrialism and corrupt government, the Progressive movements throughout the country began scrutinizing government operations.

In 1913, the Taxpayers' League of Portland commissioned a study of Multnomah County government by the New York Bureau of Municipal Research. The study provides a "general survey of all of the offices, institutions and functions of Multnomah County" with "practical means of correcting all of the defects which we have noted."

The New York Bureau of Municipal Research was nationally recognized for its efforts to modernize the practices of local and State government and its Training School for Public Service. Its founders applied "scientific management" to government operations "to make them more efficient and economic, to ensure that the city would get far more for each dollar spent than in the past, and would therefore be financially more able to do what the voters desired." The study provides a snapshot of Multnomah County government and its services at that time.

## County Departments and Major Services, 1998 and 1913

### Aging and Disability Services

Long-term care services, Public Guardian, Information and Referral, Disability Services, and Adult Care Home Regulation.

Over the years Edgefield Manor became a nursing home, finally closing in the early 1980s. (This building is now McMenamin's Edgefield Hotel and Brewpub.)

Aging programs were transferred to the County from Portland and the State a few years later. State Disability Services were transferred this year.

### Community and Family Services

Alcohol and Drug treatment, Developmental Disability services, Mental Health treatment, Affordable Housing, and Children and Youth programs.

In the mid-70s the Department transferred its employees to non-profit agencies with which it contracted for those same services. More than \$70 million annually in services are now provided through contracts.

**Poor Farm** - "The county maintains a farm of 193 acres 17 miles from Portland. It was purchased some three years ago. It contains a large modern building as a home for the county's poor who have no other home and also a smaller building for the treatment of the county's poor who are suffering with tuberculosis. These buildings are comparatively new, the inmates having been moved from the old county farm in November 1911. There are from 250 to 350 persons at the farm at all times."

Relative to conditions within the institution, it is suggested that the coffin makers should do their work somewhere else than in the large room where the old people congregate each day. The basement of the main building is equipped with seats as a lounging place and here each day in full view of all those in the room the carpenter is engaged or making coffins. This condition is at least not conducive to a cheerful frame of mind on the part of the inmates."

**Board of Relief** - "The public charity work of both the County and the City is administered by the Board of County Commissioners which by statutory authority exercises the powers of a Board of Relief.

Instead of taking the lead in the charitable and social work of the county, endeavoring not only to keep the number of applicants at a minimum but also to amalgamate the several private charitable and social agencies of the city which, due to overlapping, duplication, and lack of proper organization and methods are undoubtedly spending more money than necessary and still failing to obtain adequate results, the clerk of the Board of Relief appears to have been content to drift along with these private agencies, granting such relief as appears urgent from month to month and in general following the old beaten path of routine charity relief.

### **Community Justice**

Youth Detention, Supervision of youths on probation, Diversion of youth to programs, Supervision of adults on parole or probation, and other services for adult offenders.

In 1991 the State transferred 150 parole and probation personnel to Multnomah County, which assumed responsibility for supervising felons.

### **District Attorney's Office**

Felony, Misdemeanor, and Violation Prosecutions, Juvenile Prosecutions, Child Support Enforcement, and Victims Assistance.

### **Environmental Services**

Facilities Management, Fleet, Electronics, Mail, Road and Bridge Maintenance, Elections, and Property Tax Collection.

Beginning in the mid-1980s, the County began transferring the ownership of roads to the cities where they were located. As a result, the County is now responsible for about 350 miles of paved roads.

**Juvenile Court** - The Juvenile Court of Multnomah County is a branch of the Circuit Court. One of the circuit judges sits in Juvenile cases every Saturday morning. The work of the court is divided into two main divisions, (1) Boys' Department and Widows' Pension, and (2) Delinquent Girls and Dependent Cases.

**Detention Home** - The county detention home for juvenile delinquents, sometimes called the Frazier Detention Home, was established about five years ago, the property being turned over to the county board by a public spirited citizen of Portland. Commitments to the home are practically all made by the Juvenile Court, although some children are sent by the Board of Relief. At the time of our survey the institution contained fourteen boys, eight girls, and a woman with three children.

The 1913 study did not address the District Attorney's Office.

**Willamette River Bridges and Roads**- Notwithstanding the fact that these bridges thus represent an investment of over four and one half million dollars and the fact that the obstruction of a bridge at any time seriously affects the life of the city in its every phase, there has been no one in the county service competent to supervise them. In fact the only engineer in the entire county service is the county surveyor whose training falls short of the construction and maintenance of bridges such as those over the Willamette. (sic)\*

Multnomah County contains approximately 500 miles of highway, of which less than 140 miles are macadamized and 2 miles paved with Warrenite. The remaining approximately 360 miles comprise earth roads.

Road costs will continue to be high and the area constructed each year and each month will continue to be small so long as a lackadaisical method of work is permitted. Contractors have long since ascertained what constitutes a day's work on roads. A definite amount of work should therefore be required by Multnomah county, and no one who fails to fulfill such requirements should be kept on the payroll. Road construction is a scientific business proposition and cannot be mixed with politics except at the expense of the tax payers."

**Elected Assessor** - The county contains approximately 162,500 parcels of land of which 150,000 are in the city of Portland. Prior to 1913 this entire 150,000 parcels was assessed by one deputy. For one man to accomplish this fairly and equitably is a physical impossibility. According to the best authorities in this country one man should not attempt to assess more than 10,000 parcels of real property in a year.

## Health

Prevention and treatment of communicable diseases, Restaurant Inspections, Ambulance Regulation, and Dental Services.

In 1966 the City of Portland eliminated its health program and began contracted with Multnomah County to provide health services to its citizens. In the early 70s the County Hospital was transferred to the Oregon Health Sciences University.

**Multnomah Hospital** - "Our principal suggestion with respect to the county hospital is the crying need for a new building. The building now used is an old residence of frame construction and is not only ill adapted for use as a hospital but is also a most dangerous fire risk. There is an average of 70 patients in the hospital throughout the year. The maximum number last winter was 100, although three years ago the institution contained 108 patients at one time, the policy being to take care of all who come by placing cots in the hallways as well as in the rooms."

**Elected Coroner** - It is thus apparent that 62 men or approximately 60 percent of the 199 men served on two or more juries during the year. From the number of times that some of them served on the juries it is fair to consider them as "professional" jurors of the coroner's office.... The sense of justice is outraged at the idea of having verdicts on murder, personal injury and other

important cases returned by "professional" jurors whose condition of employment naturally makes them subservient to the coroner or deputy coroner. In personal injury cases the proper bringing out of the facts at the inquest and the verdict of the coroner's jury may have much to do with enabling heirs to collect damages for the killing of their bread winners.

### Library

Central Library and 14 Branch libraries.

At the time of the 1913 study, libraries were listed as a County activity but were not reviewed.

### Sheriff's Office

Jails, Law Enforcement to the unincorporated areas and small cities, Civil Process, and River Patrol.

Rocky Butte Jail was replaced in 1983 by the Justice Center in downtown Portland. In addition, the Sheriff operates the Multnomah County Corrections Facility, Inverness Jail, and Restitution Center.

As a result of annexations in the 80s and early 90s by Portland and Gresham, the majority of law enforcement duties of the Sheriff's Office were transferred to those cities, along with about 85 deputies.

**Elected Sheriff** - "The sheriff receives under statutory authority 12-1/2 cents per meal for feeding prisoners. The prisoners who work in the quarries are given three meals and the others two meals, except that the latter are also given a light lunch. The county paid out during 1912, \$19,343.35 for feeding prisoners. The amount thus paid may be said to relate solely to food. The steam used in cooking is furnished by the county and the cooking is done by "trusties", the only expense to the sheriff for their services being \$25.00 a month to a "trusty" in the jail and \$30.00 a month to one at Kelly-Butte. The county even pays for taking the garbage from the jail and burning it in a garbage burner in the basement of the court house."

The sheriff also receives 50¢ per day from the United States government for each federal prisoner in the county jail. The difference between the actual cost of feeding these prisoners and 50¢ per day is also retained by the sheriff as a perquisite of the office. The amount received for federal prisoners amounts to several thousand dollars per year.

### Management Support Services

Budgeting, Finance, Employee Services, Information Technology.

**Elected Treasurer** - "The County Treasurer is elected by the people every second year. He receives a salary of \$2400. and appoints such clerical assistants as he may need, although the present incumbent has done practically all of the work in his office unaided.

Prior to June 1 of the present year, the county received practically no interest on the funds in custody of the treasurer. The last legislature however changed the conditions which depositories are required to meet to secure county funds, and since June 1 the county has been receiving 2 percent interest on all its funds."

### No longer performed by County

Veterinarian  
Sealer of Weights and Measures  
Armory  
Constable  
Superintendent of Schools  
Fruit Inspector  
County Farm  
Indigent Soldiers  
Ferries

### Elected Auditor

No function was so harshly criticized by the researchers as the Auditor's Office. Their reading of the auditor's statutory responsibilities led them to expect more from the office. They seemed to be particularly disappointed in Sam B. Martin's attitude. In fact, it was not until 60 years later that the elected auditor began conducting many of the kinds of analyses performed by the Bureau of Government Research.

#### "Attitude of the County Auditor

The defects in the accounting, auditing and reporting procedure as pointed out herein and attributed to the county auditor are many. They are acts of omission rather than commission. A large proportion of the untoward conditions are due to his failure to adopt an aggressive policy in enforcing section 3053 of the statutes as follows:

'He (the auditor) shall establish and maintain in each department and office in the county such system of keeping accounts and transacting the county business as shall secure accuracy, economy and protection of the county's interests.'

So far as his office is concerned the above law is almost a 'dead letter'... Little has been done unless definitely required in the statutes. He has been content simply to obey the letter of the law. *Although practically all of the many recommendations we have made conform to the spirit of the law and are for the public good, nothing has been done relative thereto because the law did not specifically require it. (emphasis added)*

A large proportion of the claims have been held in the auditor's office arbitrarily until the 16th of each month before being presented to the county board for approval. A large amount has undoubtedly been lost to the county in cash discounts by this failure to clear claims more promptly.

As illustrations of the auditor's failure to so adapt his system as to reduce unnecessary work in other offices, it may be cited that he demands the return to his office of the claim sheet which he transmits through the county board to the county clerk as a basis for the latter in drawing warrants. The county clerk is therefore obliged to copy each sheet in detail into a volume of the "proceedings of the county board". This work requires four or five days each month and might easily be eliminated if the auditor would prepare the claim sheets in such a form that they might be inserted in a loose leaf binder in the county clerk's office. Even though the auditor has duplicates thereof, he claims that the return of the clerk's copies to his office is necessary. In a small office containing only three clerks, this contention as to the need of two copies exactly alike cannot be given serious consideration.

Again, when a mechanic has worked on four or five bridges, or an interpreter has served in two or more courts, the auditor has taken his own time as well as that of the county clerk by drawing as many warrants as the payee did kinds of work. For example, on January 2, 1913, five separate warrants were drawn in favor of F. Tietjen, a carpenter in the employ of the county who happened to have worked on all five of the county bridges during the month, the amounts of the warrants being \$24.50, \$31.50, \$21.00, \$5.25, and \$14.82.

They [the auditor's financial reports] afford no basis on which the county board or the public can base judgment as to whether money has been economically expended. For example, although certain amounts are shown as expended on account of the county farm nothing is said as to the number of inmates, or the number of inmate days, and the cost per inmate or inmate day during the period. Similarly, nothing is said as to the cost per patient or per patient day at the hospital or as to inmates at the detention home, or as to area of road constructed and the cost per square yard or per mile.

### Past Multnomah County Auditors

Years in office	Auditor
1854-1856	Shulbrick Norris
1857	D.W. Litchenthaler
1858-1894	Performed by County Clerk's Office
1895-1902	W.H. Pope
1903-1909	C.A. Brandes
1910	Hiram U. Welch
1910-1924	Sam B. Martin
1925-1931	Ed Sweeney
1932-1934	Will E. Gibson
1935-1937	Roy H. Knowles
1938-1944	Al Brown
1945-1948	George M. Baldwin
1949	Herbert C. Barbur
1949-1950	Edwin M. Kerr
1951-1975	John J. O'Donnell
1976-1983	Jewel Lansing
1984-1988	Anne Kelly Feeney
1989-1990	Dan Ivancie
1991-1998	Gary Blackmer

Until the mid-1960s the Auditor's Office served as the auditing, accounting, payroll, and budget control office of the County. A 1960 report by John J. O'Donnell notes some of his accomplishments in the preceding ten years:

During the first year of my office - beginning 1/1/51 - I set up a modern punch card control of County owned equipment...The Auditor's records were brought up to date [since I became auditor] but not until 1957 did I obtain the personnel to centralize payroll preparation and records in the Auditor's office...

For many years there has been criticism of the antiquated accounting methods and lack of accounting supervision and control or proper audits...Some little progress was made during the next several years but I soon found that the Chief Deputy and the other Municipal Accountants in my office who were charged with the responsibility of maintaining the accounting records were not in sympathy with any changes or modernization programs as recommended by our outside auditors.

I inherited, not only, poor conditions of office procedure, accounting and audit control but also, elderly employees who worked actively against change to the old system set up some thirty years before and would not correct the County records to agree with the Auditor's adjustments.

In 1966 the County Home Rule Charter created a Department of Finance which removed the accounting and payroll responsibilities from the Auditor's Office. As a result, most of the 24 employees in the Auditor's Office were transferred out. O'Donnell had insisted on retaining 10 positions, but the Board only approved 7. In 1967, the Board of Commissioners hired an outside accounting firm to develop guidelines to better coordinate Finance activities with those of the Auditor's Office. They also suggested that O'Donnell hire a CPA to work in the office. O'Donnell vehemently disagreed with the Board's ability to direct his office but generally acknowledged the soundness of the recommendations in the report.

As a result, the Auditor's Office function largely became a "post-audit" of receipts and disbursements. Staff examined documents such as invoices, receipts, warrants and payroll records after they had been prepared by other County departments. In addition, the office reviewed the proposed budget for addition, typing errors, and compliance with budget law.

The post-audit responsibilities were duplicative of management's responsibility to review its transactions, and of the tests conducted by the external auditors annually. In addition, the computerization of the County's financial systems made unnecessary many of the mathematical verifications done by the Auditor's Office.

Relations between the auditor and other officials continued to deteriorate. In July, 1968 O'Donnell sent a memorandum to the Board of Commissioners requesting a salary increase.

You will note that my present salary of \$15,540 is not only \$8,000 less than department heads and \$3,000 less than Commissioners' but is also less than most Commissioners' Assistants, Assistant Department Heads or Chief Deputies with limited responsibility.

He included a listing of the salaries before and after the Home Rule Charter for nearly 40 County managers and elected officials. For example, Chairman Gleason's salary increased from \$15,000 to \$24,200 from July 1966 to July 1968, Commissioners salaries from \$15,000 to \$18,600 and the Public Safety Manager - Holtzman, from \$14,750 to \$20,428.

A few months later O'Donnell asked the District Attorney's Office to sue a number of public officials.

OCTOBER 21, 1968

NEWS RELEASE - - -

MULTNOMAH COUNTY AUDITOR JOHN J. "JACK" O'DONNELL ANNOUNCED TODAY HE HAS GIVEN THE DISTRICT ATTORNEY DOCUMENTED EVIDENCE OF EXTREME CARELESSNESS, IF NOT OUTRIGHT INCOMPETENCE, ON THE PART OF THE BOARD OF COUNTY COMMISSIONERS, THE TAX SUPERVISION AND CONSERVATION SECRETARY, W.L. THOMPSON, ASSISTANT TO CHAIRMAN OF THE BOARD AND PERSONNEL DIRECTOR JOHN RICE, BUDGET AND DEPARTMENT OF ADMINISTRATION SERVICES' DIRECTOR LOREN KRAMER AND OTHER COUNTY EMPLOYEES.

O'DONNELL STATES, "CHIEF CIVIL DEPUTY WILLIS WEST HAS ASSURED ME OF HIS COOPERATION AND IS GIVING THIS MATTER HIS IMMEDIATE ATTENTION. I HAVE ASKED HIM TO PROCEED WITH A CIVIL SUIT AS PROVIDED BY THE OREGON STATUTES OF A GRAND JURY INVESTIGATION IF HE DETERMINES THE CHARGES WARRANT SUCH ACTION."

O'DONNELL CONTINUED, "AS COUNTY AUDITOR, I AM REQUIRED BY THE MULTNOMAH COUNTY HOME RULE CHARTER TO REPORT TO THE BOARD OF COUNTY COMMISSIONERS ALL IRREGULARITIES. SINCE THE ADVENT OF HOME RULE, JANUARY 1, 1967, I HAVE FILED SIXTY-TWO SUCH SEPARATE AUDITOR'S REPORTS CONTAINING CONSTRUCTIVE CRITICISM, RECOMMENDATIONS AND EXAMPLES OF EXTREME CARELESSNESS IN THE PREPARATION OF THE BUDGET AND THE ALLOWING OF UNLAWFUL EXPENDITURES, LACK OF GENERAL BUDGET CONTROL, GENERAL DISREGARD OF LEGAL BUDGET RESTRICTIONS AND LIMITATIONS AND OTHER OUTRIGHT VIOLATIONS OF THE BUDGET LAW AND ACCOUNTING PRINCIPLES. THE COUNTY COMMISSIONERS HAVE CHOSEN TO IGNORE MOST OF MY REPORTS COVERING MATTERS OF IMMEDIATE CONCERN TO THE COUNTY INVOLVING PAYROLL CENTRALIZATION, LACK OF PROPER BUDGET CONTROL, INSUFFICIENT AND IMPROPER INSURANCE COVERAGE, CONTRACT IRREGULARITIES, POOR INVESTMENT MANAGEMENT OF COUNTY FUNDS AND MANY OTHER ITEMS AFFECTING VITAL GOVERNMENTAL FUNCTIONS."

O'DONNELL FINALLY STATED, "I DON'T INTEND TO BACK DOWN ON MY CHARGES WHICH ARE FULLY DOCUMENTED. IF MY RECOMMENDATIONS WERE FOLLOWED, THE COUNTY WOULD SAVE AT LEAST A HALF MILLION DOLLARS ANNUALLY."

Signed

*John J. O'Donnell*

Willis West, the chief civil deputy district attorney, concluded that some of the auditor's charges were correct regarding timeliness of recording expenditures, failing to follow proper budgeting procedures, and incorrect charges to the Road Fund. O'Donnell claimed that his charges were upheld but was not completely satisfied with the results of the investigation. O'Donnell noted that \$68,000 would have to be restored to the Road Fund to reimburse it for the purchase of five commissioners' cars.

In November 1973, O'Donnell finally hired a CPA to manage the newly-named Department of Internal Audit. He announced his retirement a few months later, at age 72, leaving the then-partisan position to an open race. Jewel Lansing was elected and took office in January 1975.

Lansing introduced performance auditing to the office and adopted the government auditing standards developed by the U.S. General Accounting Office. Multnomah County was one of the first local government organizations in the nation to apply these methods.

The County Charter was amended by the voters in 1978, assigning the additional task of reapportionment of commissioner districts to the Auditor. Lansing served two terms and ran successfully for Portland Auditor, also introducing performance auditing there. Anne Kelly Feeney was elected auditor, taking office in January 1983.

In 1984 the Charter was again amended, empowering the Auditor to "conduct internal audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards." In addition, voters approved a change in 1984 to place responsibility with the Auditor to appoint a salary commission every two years to recommend salaries for County elected officials.

Feeney resigned before the end of her second term, and a special election was held in November 1988. Daniel Ivancie was elected and served approximately two years as auditor.

In 1989, voters approved a change to the Charter requiring the auditor to be either a certified public accountant or certified internal auditor as of January 1992, and fixing the Auditor's salary at four-fifths the salary of a state district court judge.

Ivancie had neither certification and was defeated in May of 1990 by Gary Blackmer who took office in January 1991. He was re-elected in May 1994 to another four-year term.

## **Auditor's Office Staff**

Government Auditing Standards require that auditors have the skills and experience necessary to conduct their work. Auditors have a strong working knowledge of auditing methods and techniques, government organizations and functions, and specialized knowledge in other fields such as statistics, computers, and accounting principles.

Office staff each bring to the organization extensive training and experience pertinent to their responsibilities.

**Suzanne Flynn** is Deputy Auditor and a Certified Internal Auditor. She has a Master's degree in Urban Planning as well as nine years of experience in criminal justice operations, management, and research.

**Judith DeVilliers** has a Master's degree in Business Administration and is a Certified Public Accountant. She has extensive experience with the Division of Audits in the Secretary of State's Office, and was also a manager in the Oregon Housing Agency.

**Craig Hunt** has a Bachelor's degree in Business Administration and is also a Certified Public Accountant. He has extensive financial auditing experience in business, government, and non-profit corporations.

**John Hutzler** has a J.D. from the University of Pittsburgh School of Law and over 20 years experience as a justice systems researcher, consultant and planner in both the public and private sectors.

**Kathryn Nichols** has a Master's degree in Sociology, with statistical research experience with the Oregon Criminal Justice Council.

**Sharon Meross** is completing her Master's degree in Public Administration from Portland State University. Her work experience includes watershed protection and development of management information systems for businesses.

**Gary Blackmer** is a Certified Internal Auditor with a Bachelor's degree and two years of doctoral work in Systems Science. He has experience in operations analysis, budgeting, and performance auditing.

**Judy Rosenberger** is the legislative/administrative secretary. She has a Bachelor's Degree and work experience in the Illinois state government and the Portland-Multnomah Progress Board.

### **Portland-Multnomah Progress Board**

In July 1997, the Portland-Multnomah Progress Board responsibilities were transferred from the Portland Mayor's Office to our office. The joint city-county effort to develop and monitor indicators of community well being had been in the city for four years. Progress Board staff gather data on about 85 benchmarks each year, ranging from teen pregnancy to international trade. The report is now produced for the internet which will allow more timely updating when new indicator data is available.

Among its other accomplishments this year, the Progress Board has been instrumental in getting more timely census data for our community. The American Community Survey is being conducted by the Bureau of Census in Multnomah County. We are one of only six sites in the nation which is receiving data that we normally receive only once every ten years. The Progress Board worked with the Center for Population Research and Census to hire and train canvassers to test the reliability of Census sampling data.

## **Recent Reports**

### ***Alcohol and Drug Follow-up, May 1998***

Since our 1993 audit was released there have been significant changes in the funding and delivery of treatment services. While we found some improvements, many of the audit recommendations have not been fully implemented or resolved. Due to fragmented funding and delivery of treatment, the County may not be able to significantly influence the quality and cost of services for the benefit of the community. If the alcohol and drug treatment delivery system cannot be influenced by local concerns and priorities then the County should eliminate any appearance of responsibility for managing the system by no longer administering the State funding for treatment and monitoring the panel of contractors for CareOregon and ODS.

### ***Corrections Overtime Follow-up, February 1998***

Although some scheduling improvements have occurred since our 1994 audit, key recommendations to improve jail staffing decisions have not been implemented. As a result,

we believe that the County is at risk of incurring unnecessary personnel costs in the Sheriff's Office due to lack of adequate management systems.

***Home Visiting: Focus Resources for Healthier Families, February 1998***

Current efforts may not significantly improve the health and welfare of at-risk mothers and babies. More visits are needed to achieve the levels that have been shown to be successful elsewhere. By using paraprofessionals, increasing productivity, and generating more revenues, the program can increase service levels, but it must also target its efforts to the number of clients it can serve effectively.

***Imprest Cash: More Guidance Needed, February 1998***

Record keeping and controls over imprest cash need improvement. Internal controls over petty cash are weak for both cash and checking imprest accounts. Weak controls contribute to record keeping errors and other overages and shortages in these accounts. Weak controls also contribute to an increased risk that cash can be misappropriated. We did not find any indications of fraudulent activities by County personnel. The Treasury Section of the Finance Division has developed a petty cash manual to address the problems found in this report.

***Law Enforcement Cost Recovery, August 1997***

The Multnomah County Sheriff's Office provides law enforcement services to unincorporated residents as well as services to two cities through contracts. We found that the \$15,090 was insufficient to cover the cost of services to Wood Village and Maywood Park. Based upon the Sheriff's activity reports we estimate that the full cost of law enforcement services under these contracts to be \$366,000 for Wood Village and \$67,000 for Maywood Park.

***Accountability Issues: Multnomah Commission on Children and Families and the Contracts Evaluation Unit, August 1997***

The creation of the Contracts Evaluation Unit addressed several previous audit findings. Evaluation for system-wide effectiveness with comparison across treatment groups, programs, and service types could be completed with the data systems that were developed. However, recent staff reductions, redesign of the unit, and decentralization of contract monitoring may weaken the County's ability to monitor for evaluation, accountability, and management improvement.

***Commercial Property Appraisal, July 1997***

Residential property owners have assumed an increasing share of the property tax burden relative to business property owners. Our review was interrupted by the passage of Measure 47 and Measure 50 and we issued a report of preliminary conclusions. We found that the Assessment and Taxation Division has made progress in addressing concerns raised by a 1993 State evaluation of commercial appraisal practices. However, we believe additional improvements can be made in the areas of training, communication, supervision, workflow coordination, and better tracking of taxable property.

***Financial Condition, Multnomah County Oregon, May 1997***

Multnomah County's revenues have increased due to a strong economy and increased transfers from the State of Oregon. Despite these increased revenues the County continues

to rely upon three-year serial levies to finance some of its on-going operations. The County has generally succeeded in controlling administrative, salary, and benefit costs. The County has also made efforts to increase reserves and capital maintenance activities, although liabilities appear to be increasing.

***Housing: Clarify Priorities, Consolidate Efforts, Add Accountability, January 1997***

This joint effort of the auditor's offices of the City of Portland and Multnomah County reviewed the local housing delivery system. Fragmented housing delivery reduces efficiency and effectiveness. We found that there is little assurance that housing goals are achieved, that people with immediate housing problems have difficulty accessing the system, and that there are unnecessary administrative costs due to extensive planning, monitoring, and management of grants and loans.

***Community Corrections: Mixed results from new programs, January 1997***

Only one of the two programs introduced by the Department to supervise offenders is achieving its intended results. The Intensive Case Management program should not be expanded until it can be proven to be effective. The Case Bank program succeeds in managing low risk offenders and should be expanded. In addition, the Department can increase the collection of supervision fees from offenders.

***Citizen Surveys, February 1997 and March 1998***

Each year since 1994 the Multnomah County Auditor's Office has participated in the Portland Audit Services Division Survey. Surveys are mailed out to over 10,000 households throughout the County asking questions about satisfaction with city and county services. The survey data is made available to County departments and the other cities.

## **Following up our work**

The Auditor's Office tracks the status of all recommendations made in our audits, reports to management, and special reports. Each December, the Office mails a form to department managers which lists all unresolved recommendations for each audit and requests an update on management's actions. In some cases we choose to do additional follow-up work by revisiting the program, as we have done this year in the Behavioral Health program and the Sheriff's Office.

In a small percentage of cases, recommendations have not been implemented by management either by choice or by neglect. In other cases management may disagree with our finding, or make the recommendation a lower priority than their other goals. When the issue is strengthening management controls, managers have chosen in some instances to assume higher levels of risk. Although we cannot force management to implement recommendations, this report provides an opportunity for the Board and the public to review the status of all recommendations. Appendix A contains a listing of all recommendations and their status.

## Implementing Recommendations

A significant measure of the quality of our audit work is the percent of audit recommendations that are implemented by management. The exhibit below summarizes the current status of our recommendations for the audits we issued each year. The "Not Implemented" category includes those recommendations which managers indicate that they have no immediate plans of implementing, and those recommendations that we have concluded were not implemented based upon our review of actual efforts made.

<i>Fiscal Year</i>	<i>Number of Recommendations</i>	<i>Implemented</i>	<i>In Process</i>	<i>Not Implemented</i>
91-92	12	9	3	0
92-93	59	36	6	17
93-94	72	62	4	6
94-95	126	98	6	22
95-96	22	0	22	0
96-97	42	18	8	16
97-98*	53	10	41	2
Total	392	239	68	85
Percent		61%	17%	22%

\*Audits released to date

## Measuring Financial Benefits

Many of our audit recommendations have resulted in measurable financial benefits for the County. The exhibit below shows financial benefits resulting from increased revenues or decreased costs. The financial benefits are conservatively stated, only showing one year's worth of benefits when many recommendations result in savings over a number of years.

<i>Fiscal Year</i>	<i>Financial Benefit</i>	<i>Office Expenditures</i>	<i>Financial Benefit per dollar spent</i>
91-92	\$5,600,000	\$329,000	\$17.02
92-93	\$778,000	\$419,000	\$1.85
93-94	\$1,390,000	\$426,000	\$3.25
94-95	\$960,000	\$508,000*	\$1.89
95-96	\$16 million**	\$510,000	\$31.37
96-97	\$900,000	\$658,000	\$1.37
97-98est.	\$520,580	\$603,000	\$0.80

\*Beginning in FY94-95 expenditures include facilities costs.  
 \*\*If a new courthouse is built with the features recommended.

Another one of our performance measures is the number of audits and reports per full-time employee (FTE) as shown below.

<i>Fiscal Year</i>	<i>Auditor FTE</i>	<i>Reports Issued</i>	<i>Reports per FTE</i>
91-92	4.0	2.0	0.5
92-93	5.0	4.0	0.8
93-94	4.5	7.0	1.6
94-95	4.7	9.0	1.9
95-96	4.2*	5.0	1.2
96-97	6.0**	4.0	0.7
97-98est.	5.8	9.0	1.6
*Staff leaves resulted in reduced FTE			
**Use of audit interns increased FTE.			

### Recognizing Other Benefits of Audits

The value of many of our recommendations cannot be expressed in financial terms. For example, dollars cannot measure the value of more health care for young mothers and babies or better controls over cash. Some of the recommendations improve management controls and reduce the risk of fraud, loss, or waste of public assets. For example, designing a courthouse for better security, developing fiscal and program indicators to serve as an early warning system of possible contractor problems, or carefully screening adult foster home caregivers protect citizens and County assets, but do not have a measurable financial benefit.

Perhaps one of the best benefits of our work is that the auditing process further encourages organizations to look at themselves for improvement. In addition to our specific recommendations, we will often suggest areas that management should further examine without us auditing those areas. Although not measurable in financial terms, the results of our audits can significantly contribute to the County achieving its vision.

<b>Audits and other reports</b>	<b>Date</b>	<b>Auditors</b>
Alcohol and Drug Follow-up	May 1998	Flynn
Corrections Overtime Follow-up	February 1998	Hunt / Blackmer
Home Visiting: Focus Resources for Healthier Families	February 1998	Nichols / Hutzler / Hunt
Imprest Cash: More Guidance Needed	February 1998	Hunt / DeVilliers
Accountability Issues: Contracts Evaluation Unit	August 1997	Flynn
Law Enforcement Cost Recovery	August 1997	Hutzler
Commercial Property Appraisal	July 1997	March / Flynn
Timeliness of Reimbursements	July 1997	DeVilliers
Financial Condition 1997	May 1997	DeVilliers
Community Corrections: Mixed Results...	January 1997	Nichols / DeVilliers
Housing: Clarify Priorities, Consolidate Efforts...	January 1997	Flynn / Jean
Court Space Needs: Cost-saving alternatives	December 1995	Blackmer / Hunt / Landry
Access Directory of Multnomah County	November 1995	DeVilliers / Coleman / Wuest
1996 Report on Office Results	June 1996	Hunt / Blackmer
Motor Vehicle Rental Tax	June 1995	Hunt
Financial Condition 1995	May 1995	DeVilliers
County Services: Help citizens find their way	April 1995	Flynn / Kazen
Involuntary Commitment: Improving County investigations	April 1995	March / Nichols
Sheriff's Office Operational Analysis	February 1995	Blackmer / Brodsky / IACP
Property Value Appeals: Room for improvement	January 1995	March / DeVilliers
Corrections Overtime: Improve scheduling practices	December 1994	Hunt
Adult Foster Homes: stronger regulation needed	September 1994	Flynn / Nichols
1994 Annual Report	April 1994	Blackmer
Sheriff's Office Time Keeping	March 1994	Hunt
Library Department: Open branches more hours	March 1994	Flynn / Nichols
Bridge Section: Continue diligent efforts	January 1994	March
Treasury: More care and attention needed	December 1993	DeVilliers
Inmate Accounting System	September 1993	Hunt
Alarm Ordinance Unit	August 1993	March
Alcohol and Drug Treatment	June 1993	Flynn / Nichols / Hunt
Managing County Properties	May 1993	March / DeVilliers
Financial Condition 1993	January 1993	DeVilliers
Management of Felons: Improve sentencing practices	August 1992	Flynn / DeVilliers / Hunt / March
Business Income Tax	December 1991	March / Hunt
Reapportionment Plan 1991	July 1991	March
Education and Travel: Compliance Review	June 1991	Blackmer / DeVilliers
Ballot Measure 5: Tax Savings for Property Owners	April 1991	Blackmer / DeVilliers / Hunt

## Appendix: Follow-up on Audit Recommendations

Each year the Auditor's Office surveys departments on the status of audit recommendations. The following pages show the status of our recommendations for the audits we issued each year. The "Not Implemented" category includes those recommendations which managers indicate that they have no immediate plans of implementing, and those recommendations that we have concluded were not implemented based upon our review of actual efforts made.

**Education and Travel: Compliance Review**

**June 1991**

		Implemented or resolved	In process	Not Implemented
A.1	To ensure compliance with the Federal tax code, County travel procedures and rates should be regularly reviewed for consistency with IRS standards.	X		
B.1	To reduce education and travel expenses, the County should establish procedures to take advantage of air fare discounts.	X		
B.2	To reduce education and travel expenses, the County should set maximum allowable lodging rates.	X		
B.3	To reduce education and travel expenses, the County should deduct the cost of meals from per diem allowances when they are already included in registration fees.	X		
C.1	To better monitor training and education activities, the County should establish procedures to maintain records of employee training and attendance.	X		
C.2	To better monitor training and education activities, the County should encourage departments to establish training objectives as part of the employee performance evaluation process.	X		

**Reapportionment Plan 1991**

**July 1991**

		Implemented or resolved	In process	Not Implemented
A.1	Adopt the new commissioner district boundaries as proposed.	X		
B.1	To ensure appropriate reapportion occurs, change the County Charter to eliminate the 15 percent threshold required for the Auditor to proceed with reapportionment.		X	
C.1	To ensure appropriate reapportion occurs, change the County Charter to eliminate the 10 percent allowable difference. Modify charter to allow Auditor to present a reapportionment plan providing for approximately equal population distribution.		X	
D.1	To avoid candidate residency problems after reapportionment, modify residency deadlines. The Charter could be altered to require 18 months residency in the County and 12 months in the district to meet Home Rule Charter requirements and filing deadlines.		X	

**Business Income Tax**

**December 1991**

		Implemented or resolved	In process	Not Implemented
A.1	To better notify businesses of MCBIT requirements, Finance should work with the Department of Revenue to prepare and distribute materials that clearly describe MCBIT requirements and County boundaries.	X		
A.2	To better notify businesses of MCBIT requirements, Finance should develop methods to contact businesses that may be unaware of MCBIT.	X		
B.1	To increase compliance with MCBIT requirements, Finance should work with DOR to develop and monitor annual objectives and work plans that direct additional DOR resources to identify delinquent businesses or those failing to file MCBIT returns.	X		
B.2	To increase compliance with MCBIT requirements, Finance should work with the Department of Revenue to ensure that businesses contracting with Multnomah County are filing MCBIT returns.	X		
B.3	To increase compliance with MCBIT requirements, Finance should work with the Department of Revenue to develop MCBIT-specific procedures for DOR staff.	X		
B.4	To increase compliance with MCBIT requirements, Finance should work with Portland's Bureau of Licenses to increase cooperation and the sharing of information about businesses that fail to comply with tax and licensing requirements.	X		
C.1	To better project and monitor MCBIT receipts, Finance should work with the Department of Revenue to implement quarterly estimated payments of MCBIT for the larger accounts, similar to State and Federal filings.	X		
C.2	To better project and monitor MCBIT receipts, Finance should work with the Department of Revenue to identify any extraordinary tax payments or refunds that could skew forecasts of annual revenues.	X		

**Management of Felons**

**August 1992**

		Implemented or resolved	In process	Not Implemented
A.1	To improve documentation of sentencing decisions, the District Attorney should work with the courts to provide additional training to report correct grid blocks.	X		
A.2	To improve documentation of sentencing decisions, the District Attorney should work with the Courts to independently verify the grid block prior to sentencing.	X		

Management of Felons

August 1992

		Implemented or resolved	In process	Not Implemented
A.3	To improve documentation of sentencing decisions, the District Attorney should work with the Courts to provide timely sentencing reports to OCJC and other criminal justice agencies.	X		
A.4	To improve documentation of sentencing decisions, the District Attorney should work with the Courts to investigate any sentencing discrepancies identified by OCJC.	X		
A.5	To improve documentation of sentencing decisions, the District Attorney should work with the Courts to consolidate or automate sentencing forms and legal documents into a single form that satisfies the information needs of the various agencies.	X		
B.1	To ensure efficient and accurate reporting of custody units, the Sheriff's Office should modify its CPMS to calculate custody units served, or to develop a manual reporting system for inmates who fail to successfully complete their jail sentence.	X		
D.1	To increase the sentencing options and achieve greater flexibility in the use of County resources, sentence recommendations to ISP and MCRC should be considered as serving non-jail custody units.			X
D.2	To better utilize Forest Project resources, DCC should work with the District Attorney, Courts and MCSO to identify additional offenders whose sentences could include the option of serving in the Forest Project.	X		
E.1	To improve sentencing, the District Attorney's Office should develop a more specific, coordinated set of office practices for sentence recommendations.	X		
E.2	To improve sentencing, the District Attorney's Office should develop a system to monitor the sentences recommended by deputy district attorneys to ensure that sentence recommendations comply with office practices.	X		
E.3	To better manage the population of illegal immigrants in County facilities and programs, local criminal justice agencies should investigate the efforts of other local jurisdictions to provide a cost-effective means of addressing the problem		X	
E.4	To better manage the population of illegal immigrants in County facilities and programs, local criminal justice agencies should work with INS to identify other options for dealing with illegal immigrants convicted of a felony		X	
E.5	To better manage illegal immigrants, local criminal justice agencies should identify other local organizations which could work with illegal immigrants, reducing the incidence of criminal behavior and their entry into the criminal justice system.		X	

**Financial Condition 1993**

**January 1993**

		Implemented or resolved	In process	Not Implemented
A.1	To maintain and improve the County's financial condition, the Budget and Finance Divisions should work with the Board of County Commissioners to develop a comprehensive financial policy.	X		
B.1	To maintain and improve the County's financial condition, the Board should consider increasing cash reserves in anticipation of emergencies, revenue shortfalls, or poor economic conditions.	X		
C.1	To maintain and improve the County's financial condition the County should advocate in the Legislature for fewer restrictions on shared State and Federal revenues to allow the Board to allocate them according to the County's particular needs	X		
D.1	To assist in tracking capital replacement needs, activities, and costs the Budget and Finance Divisions and the Dept. of Environmental services should consider budgeting for facilities management in an internal service fund.	X		

**Managing County Properties**

**May 1993**

		Implemented or resolved	In process	Not Implemented
A.1	To reduce its inventory of foreclosed properties, the Tax Title Section should develop goals for disposing of properties in a timely manner, and a monitoring system to evaluate performance.	X		
A.2	To reduce its inventory of tax foreclosed properties, the Tax Title section should work with Transportation, Parks, and other jurisdictions to transfer title of properties more appropriately managed by them.	X		
A.3	To reduce its inventory of tax foreclosed properties, the Tax Title Section should periodically offer for sale all properties of value, making an effort to notify adjacent property owners of the sale.			X
B.1	To better dispose of properties in an equitable and humane manner, the Tax Title Section should work with County Counsel to develop policies for occupied tax foreclosed properties.	X		
B.2	To better dispose of tax foreclosed properties in an equitable and humane manner, work with County Counsel to clarify state law regarding landlord-tenant status and tax exempt status of occupied properties.	X		

**Managing County Properties**

May 1993

		Implemented or resolved	In process	Not Implemented
B.3	To better dispose of properties in an equitable and humane manner, the Tax Title section should develop informative materials for former owners of foreclosed properties which clearly explain the timing and the process for repurchase.	X		
C.1	To ensure that charges for contract purchases of property are appropriately and equitably applied, the Tax Title Section should establish procedures on required and allowable charges, calculation methods, and for verification of accuracy.	X		
C.2	To ensure that charges for contract purchases of property are appropriately and equitably applied, the Tax Title Section should maintain documents in each contract file supporting the information and calculations used to determine the contract price.	X		
C.3	To ensure that charges for contract purchases of property are appropriately and equitably applied, the Tax Title Section should review the accuracy of its financial systems and correct its procedures for crediting payments of principal and interest.	X		
D.1	To better manage contract collections and comply with state law, the Tax Title Section should establish procedures for monthly review of all accounts receivable and for increased collection efforts.	X		
D.2	To better manage contract collections and comply with state law, the Tax Title Section should establish procedures for reviewing delinquent taxes on contracted properties under terms of the contract and ORS 275.190.	X		
E.1	To better manage its assets and accounts receivable, the Tax Title Section should deposit all receipts daily according to County procedures.	X		
E.2	To better manage its assets and accounts receivable, the Tax Title Section should consider mailing receipts for payments with the next month's billing statements.	X		
E.3	To better manage its assets and accounts receivable, the Tax Title Section should consider transferring cash collection and contract receivable recording duties outside the Tax Title Section to ensure adequate control over assets.	X		
F.1	To better maintain the County's property, to better plan for capital projects, and to assist in space planning, Property Management should provide a listing of facility condition and needs to the Board of County Commissioners.	X		
G.1	To better manage its properties, Property Management should work with Assessment and Taxation to use information on the Tax Rolls data base as a comprehensive property inventory for County management purposes.	X		

**Managing County Properties**

May 1993

		Implemented or resolved	In process	Not Implemented
G.2	To better manage its properties, Property Management should periodically review the inventory to identify properties which have no current or imminent purpose and which should be sold or disposed of.	X		
G.3	To better manage its properties, Property Management should monitor Assessment and Taxation rolls to detect unsuccessful property transfers.	X		
H.1	To maximize earnings, reduce liabilities, and capture full costs on County property, Property Management should regularly review all leases and leasing procedures to ensure full compensation for use of County property.	X		
H.2	To maximize earnings, reduce liabilities, and capture full costs on County property, Property Management should establish procedural rules that weigh the public cost as well as public good of long term encumbrances on County property.	X		
H.3	To maximize earnings, reduce liabilities, and capture full costs on County property, Property Management should determine all costs associated with use of County property.	X		

**Alcohol and Drug Treatment**

June 1993

		Implemented or resolved	In process	Not Implemented
A.1	To better use limited staff resources, County A&D should consider allocating more current staff resources to the core functions of managing the contracting process, on-site review and monitoring of contractors, and biennial planning.			X
A.2	To better allocate limited staff resources, County A&D should better coordinate program monitoring with the fiscal monitoring performed by administrative staff in the Mental Health, Youth, and Family Services Division.			X
A.3	To better allocate limited staff resources, County A&D should further develop and monitor key fiscal and program indicators which could serve as an early warning system of possible contractor problems.			X
A.4	County A&D should provide earlier, more intensive technical assistance to resolve problems affecting the quality of contracted alcohol and drug services. When necessary, County A&D should call upon contractors' boards of directors for assistance.			X

**Alcohol and Drug Treatment**

**June 1993**

		Implemented or resolved	In process	Not Implemented
A.5	To better allocate limited staff resources, County A&D should work with the State to better define their roles and responsibilities in monitoring contracted services and intervening when problems are identified.	X		
B.1	To ensure appropriate and cost-effective services, County A&D should work with Multnomah Council on Chemical Dependency to develop a comprehensive plan, utilizing treatment cost, usage and success data to recommend the appropriate mix of services.		X	
B.2	To ensure appropriate and cost-effective services to clients, County A&D should modify the contracting process to incorporate the needs identified in the comprehensive plan and the relative costs and performance of contractors.			X
B.3	To increase client recovery rates and reduce costs, additional efforts are needed to monitor contractor performance measures and costs, coordinate contractor activities, and manage client movement in a continuum of care.		X	
C.1	To ensure the most cost-effective mix of services, County A&D should analyze client profiles, length of stay, types of services delivered, outcomes, and treatment costs. This information should be evaluated in context of County's treatment system plan.			X
D.1	To ensure consistent reporting of client and performance data in the CPMS, County A&D should work with the State and contractors to increase training, clarify definitions in manuals, and increase monitoring of client files and CPMS records.			X
D.2	To ensure consistent reporting of client and performance data in the CPMS, County A&D should work with other affected agencies to discuss report content, timeliness, performance indicators and standards, methods to reduce data entry error.			X
E.1	To improve movement of clients through the treatment continuum, County A&D should consider alternatives to better coordinate contractor activities.		X	
F.1	County A&D should work with the State to implement a more accountable reimbursement system that better defines service expectations.			X
F.2	County A&D should distinguish A&D-funded services from Community Corrections & Medicaid services to determine whether contract requirements are being met.			X
F.3	County A&D should request the State to obtain written opinion from Federal authorities on Medicaid billing practices identified in the audit.			X

**Alcohol and Drug Treatment**

**June 1993**

		Implemented or resolved	In process	Not Implemented
F.4	County A&D should work with the State to evaluate the funding system by periodically reviewing treatment costs, reimbursement rates, and contractor estimates of service costs for comparison to client fee schedules and Medicaid billings.			X
G.1	To better manage the treatment system and to reduce funding uncertainties for contractors, County A&D, the State and contractors should identify alternative solutions to deal with Medicaid match shortages.	X		
H.1	To better monitor the number of clients served by contractors, County A&D should use CPMS data to identify duplicated, discharged, or inactive clients in a timely manner.			X
H.2	To better monitor the number of clients served by contractors, County A&D should verify the number of clients served as part of its regular monitoring procedures.			X
H.3	To better monitor the number of clients served by contractors, County A&D should request the State to use CPMS edit checks to detect duplicate clients and regularly generate automated exception reports on clients in treatment for long periods.			X
H.4	To better monitor the number of clients served by contractors, County A&D should consider developing a multi-part CPMS form which ensures consistency of key client information on both the enrollment and the termination forms.	X		

**Alarm Ordinance Unit**

**August 1993**

		Implemented or resolved	In process	Not Implemented
A.1	To reduce costs, review staffing needs after the new automated accounting and billing system becomes operational.	X		
A.2	To reduce billing costs, identify owners of multiple alarm systems and consider zip-plus-4 address coding for alarm permit holders.	X		
B.1	To reduce costs, review staffing needs after the new BOEC computer system becomes operational.			X
C.1	To improve communication and cooperation with participating cities, meet regularly with members of Alarm Task Force.	X		

**Alarm Ordinance Unit**

**August 1993**

		Implemented or resolved	In process	Not Implemented
C.2	Review data capabilities of the computer system to provide better information on Alarm Ordinance Unit costs, false alarms, and other information to participating jurisdictions.	X		
D.1	Improve timeliness of reporting costs to participating jurisdictions or change the Alarm Ordinance language to reflect the timing of County accounting practices.	X		
D.2	Improve timeliness of distributing revenues and costs to participating jurisdictions or change the Alarm Ordinance language to reflect a more realistic deadline.	X		
E.1	To reduce billing costs, consider modifying the Alarm Ordinance to allow two-year permits.	X		

**Inmate Accounting System**

**September 1993**

		Implemented or resolved	In process	Not Implemented
A.1	To maintain segregation of accounting duties, the Management and Fiscal Services Unit should perform monthly bank reconciliations and, at random intervals throughout the year, count commissary inventory.	X		
A.2	To maintain segregation of accounting duties, the Fiscal Specialist should not have access to cash receipts.			X
A.3	To maintain segregation of accounting duties, the Sheriff's Office and ISD should work together to limit computer access by individuals involved in the new inmate accounting system to specific types of transactions.	X		
B.1	To better maintain the accounting system, the Sheriff's Office and ISD should work together to establish written archive and purge criteria for inactive accounts.	X		
B.2	To better maintain the accounting system, the Sheriff's Office should initiate a process to properly handle unclaimed or abandoned funds.	X		
B.3	To better maintain the accounting system, amounts owed for restitution should be regularly reviewed for collectability.	X		
B.4	To better maintain the accounting system, written accounting procedures and detailed job descriptions should be updated to reflect current practices.	X		

**Inmate Accounting System**

**September 1993**

		Implemented or resolved	In process	Not Implemented
C.1	The results of commissary operations (profit or loss) should be determined including all commissary costs.	X		
D.1	To improve Commissary inventory controls, at regular intervals the pricing of commissary goods should be approved by the Inmate Welfare Committee in conjunction with review of the results from its operations.	X		
D.2	Purchase orders should be used for inventory purchases.			X
D.3	A perpetual inventory system would enhance controls over commissary inventory. Absent a perpetual inventory system, analytical tests of commissary inventory activity should be regularly performed.	X		
D.4	To improve Commissary inventory controls, competitive comparisons for commissary vendors should be independently obtained and documented on a regular basis.	X		
E.1	Procedures regarding how much cash is provided upon release of inmates from custody should be reviewed.	X		
E.2	A written policy regarding maximum cash register amounts should be implemented.	X		
E.3	Numerical sequence verifications for receipts should be fully utilized in the new accounting system.	X		
E.4	The Fiscal Specialist should use the yellow property ledger document in the daily reconciliation process.	X		
E.5	Individuals opening the mail should retain a copy of the cash receipt or prepare and retain a listing of cash received.			X
E.6	Money received at the front desk of MCIJ and MCCF should follow the same procedures as MCDC and maintain a receipts log.			X
F.1	County Finance should be notified of all inmate bank accounts and trust funds should be included in the County's financial statements.	X		
G.1	A receipt for TSI inmate property should be signed by the inmate upon arrival.	X		

**Treasury: More care and attention needed**

December 1993

		Implemented or resolved	In process	Not Implemented
A.1	Develop & adopt specific guidelines that describe the degree of investment diversity needed to ensure an acceptable level of default, market, and liquidity risks	X		
A.2	Adopt guidelines to ensure an acceptable level of safekeeping risk.	X		
A.3	Develop a cash flow plan for all County funds and the funds of other jurisdictions it holds. Use for evaluating investment alternatives, maximizing use of the State Investment Pool, and assist in reviewing the accuracy of operating budget forecasts.	X		
B.1	To ensure that County investments comply with County law, Treasury should request an opinion from County Counsel which clarified the appropriateness of specific investments.	X		
C.1	Treasury should work with the Investment Advisory Board & BCC to modify the County Investment Policy to specify the funds to be included in the County's investment pool.	X		
C.2	Treasury should work with the Investment Advisory Board and the BCC where appropriate to modify the County Investment Policy to clarify the methods for calculating and allocating investment earnings.	X		
C.3	Treasury should work with the Investment Advisory Board and the BCC where appropriate to modify the County Investment Policy to conform to Oregon statutes pertaining to investments of commercial paper.	X		
C.4	Review and evaluate all recommendations made by the State Short Term Fund Board.	X		
D.1	To best perform the County's responsibility of managing collected property taxes, Treasury should invest all collected property taxes in the State Investment Pool unless a specific County policy states otherwise	X		
D.2	To best perform the County's responsibility of managing collected property taxes, Treasury should segregate collected property tax investments in a separate account.	X		
E.1	To improve monitoring of investment activities, Treasury should work with the Investment Advisory Committee and the Board to verify investment receipts to expected income.	X		
E.2	To improve monitoring of investment activities, Treasury should work with the Investment Advisory Committee and the Board to expand investment reports.	X		

**Treasury: More care and attention needed**

**December 1993**

		Implemented or resolved	In process	Not Implemented
E.3	To improve monitoring of investment activities, Treasury should work with the Investment Advisory Committee and the Board to properly distribute reports to the Finance Manager and Investment Advisory Committee.	X		
E.4	To improve monitoring of investment activities, Treasury should work with the Investment Advisory Committee and the Board to advocate for an increase to the 20 million limit on County cash which can be held in the State Investment Pool.	X		
F.1	To ensure that Treasury complies with budget and purchasing requirements, banking services costs and all related expenditures should be explicitly budgeted and accounted for.	X		
G.1	To improve controls for cash handling, the Finance & Treasury managers should improve written procedures to address checking accounts used for petty cash and refunds, cash receipting procedures, and segregation of duties as a control for cash handling.	X		
G.2	To improve controls for cash handling, the Finance and Treasury managers should remove check signature authority from the General Ledger manager.	X		
G.3	To improve controls for cash handling, the Finance and Treasury managers should clarify which Finance section has responsibility for imprest, petty cash and change funds.	X		
H.1	To improve cash handling practices, Treasury should monitor the timeliness that departments make deposits to banks.	X		
H.2	Perform random cash counts at department cash-handling sites.		X	
H.3	Investigate increased opportunities to use lock box services and armored care services.	X		
H.4	To improve cash handling practices, Treasury should consider use of a suspense account to increase the timeliness of deposits.	X		

**Bridge Section: Continue diligent efforts**

**January 1994**

		Implemented or resolved	In process	Not Implemented
A.1	To ensure routine maintenance tasks and maintenance repairs are done in a timely manner, the Bridge Section should complete its assessment and prioritization of maintenance repair needs.	X		

**Bridge Section: Continue diligent efforts**

January 1994

		Implemented or resolved	In process	Not Implemented
A.2	To ensure routine maintenance tasks and maintenance repairs are done in a timely manner, the Bridge Section should continue improvements made in tracking routine maintenance tasks.	X		
A.3	To ensure routine maintenance repairs are done in a timely manner, the Bridge Section should continue yearly inspections of mechanical and electrical systems.	X		
B.1	To meet the identified capital improvement needs of the next twenty years continue to work with State and Federal officials to obtain funding for CIP projects.		X	
B.2	To meet the identified capital improvement needs of the next twenty years, continue to work with the City of Portland to identify and secure financing for the replacement of the Sellwood Bridge.		X	
B.3	To meet the identified capital improvement needs of the next twenty years, evaluate the adequacy of current Willamette River bridge capital funding and explore methods of re-allocating gasoline taxes.		X	
C.1	To allow for greater flexibility and possible savings for the operation of the four movable bridges, the Bridge Section should study current staffing practices to determine if staffing the Broadway Bridge with on-call operators is feasible & practical.	X		
C.2	The Bridge Section should study current staffing practices to determine if cross-training of personnel is feasible and would provide for better preparation for both operational and maintenance emergencies.	X		

**Library Department: Open branches more hours**

March 1994

		Implemented or resolved	In process	Not Implemented
A.1	To increase public access to branch libraries, the Library Department should modify the schedules of personnel so that the branches can be opened an additional day each week.	X		
B.2	To manage the workload and increase branch library staff productivity, the Library Department should investigate opportunities to modify workstations and procedures for checking in and checking out materials.	X		
B.1a	The Library Dept. should investigate opportunities to balance the workload among clerical and other positions. Areas to include: assign telephone responsibilities to librarians or library assistants.	X		

Library Department: Open branches more hours

March 1994

		Implemented or resolved	In process	Not Implemented
B.1b	The Library Dept. should investigate opportunities to balance workload among clerical and other positions including use of automated telephone call screening to assist in directing patron calls to specialized services: Reference Line or the Renewal Line.	X		
C.1	The Library Dept should evaluate Central Library & each branch for opportunities to improve signage, visual cues, & other methods for directing patrons to the info or services they need. Consider moving the info desk in the Central Library lobby.	X		
D.1	To reduce costs & better utilize Library Dept centralized svcs., consider assigning Reference Line staff the responsibility for responding to branch information requests & eliminate the Branch reference service.	X		
D.2	To reduce costs & better utilize Library Dept centralized services, explore the use of the Reference Line by branch patrons instead of scheduling informational staff during periods of low patron use.			X
D.3	To reduce costs & better utilize Library Dept centralized services, consider transferring first and third floor pages to Stack Services and assigning Stack Services to retrieve materials requested by patrons through the Reference Line.	X		
E.1	To reduce the cost of Library Department services, increase citizen involvement in library activities, and effectively use volunteers, the Library Dept. should encourage managers to explore new opportunities to use volunteers.	X		
E.2	To reduce the cost of Library Dept svcs., increase citizen involvement in library activities, & effectively use volunteers, the Library Dept. should encourage managers to develop position descriptions for volunteer activities that assist library personnel	X		
F.1	To improve the accuracy of fine collections, increase accountability, and increase revenues, the Library Dept. should ensure that staff appropriately use the computerized system to record all fine transactions.	X		
G.1	To ensure the best match between staffing and workload, the Library Dept. should develop consistent data collection and reporting methods for the various library programs and branches.	X		
G.2	To ensure the best match between staffing and workload, the Library Dept. should investigate discrepancies in statistics reported by the purchased software program.	X		

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**Library Department: Open branches more hours****March 1994**

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	Implemented or resolved	In process	Not Implemented
<b>C.3</b> To ensure the best match between staffing and workload, the Library Dept. should use gathered information to regularly review patterns or trends in workload, and the match of staffing to workload.	X		

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**Adult Foster Homes: stronger regulation needed****September 1994**

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	Implemented or resolved	In process	Not Implemented
<b>A.7</b> To better protect the residents of adult care homes, the ACH Program & BCC should review the original ordinance & purpose of the regulatory program considering nature of homes to be licensed & clarifying the program's mission.	X		
<b>B.1</b> To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should test applicants on their understanding of rules & caregiver's responsibilities prior to issuing a license.	X		
<b>B.2</b> ACH Program should require that applicants demonstrate sufficient financial resources to run a foster care home for two months, without anticipated resident payments.	X		
<b>B.3</b> To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should screen all those applying to be caregivers with information from the Provider Alert System.	X		
<b>B.4</b> To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should develop guidelines for evaluating applicants with previous substantiated complaints.	X		
<b>B.5</b> To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should establish routine follow-up procedures for new operators to verify standards are met once residents have moved into the home.	X		
<b>B.6</b> To better insure that operators are qualified to care for the elderly and disabled in their homes, ACH Program should enhance training of operators on fire safety & consider conducting fire drills during random licensing visits to verify safe exiting.	X		
<b>C.1</b> To make criminal history decisions more consistent, the ACH Program should develop specific guidelines for granting exceptions. This will be especially important when the program begins doing its own record checks.	X		

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		Implemented or resolved	In process	Not Implemented
C.2	To make criminal history decisions more consistent, the ACH Program should work with County Counsel to clarify administrative rules so ACH Program staff have authority to disapprove caregivers on the basis of criminal convictions not specified by rule.	X		
C.3	To make criminal history decisions more consistent, ACH Program should develop procedures that require fingerprints and out of state record checks for those who have resided in another state. Procedures used by Children's Servi Div provide a good example.	X		
C.4	To make criminal history decisions more consistent, ACH Program should consider new guidelines for persons with a history of domestic assaults.	X		
C.5	To make criminal history decisions more consistent, ACH Program should enforce current rules stating that falsification of the crim. history authorization form is grounds for admin sanctions. Consider automatic disqualification for falsified applications	X		
C.6	To make criminal history decisions more consistent, ACH Program should adopt conventions for filing criminal history documents to make the annual review process more efficient.	X		
D.1	To identify and resolve problems more quickly, the ACH Program should enhance monitoring activities through unannounced visits.	X		
D.2	To identify and resolve problems more quickly, the ACH Program should formalize communication with other "eyes and ears" in the system. Case managers in Aging Svcs, MED & DD need to understand that the licensing program relies on their feedback.	X		
D.3	To identify and resolve problems more quickly, the ACH Program should use a resident interview or evaluation in the licensing process.	X		
D.4	To identify and resolve problems more quickly, the ACH Program should integrate monitoring by the ACH Program's registered nurse with licensing decisions.	X		
D.5	To identify and resolve problems more quickly, the ACH Program should develop notification procedures with Aging Services, MED and DD programs so that notice of all complaints is received.	X		
E.1	To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should develop guidelines for administrative sanctions.	X		

**Adult Foster Homes: stronger regulation needed**

September 1994

		Implemented or resolved	In process	Not Implemented
E.2	To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should increase the staff's understanding of the County's liability for the welfare of the residents in the licensed homes.	X		
E.3	To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should maintain a chronological record of actions taken.		X	
E.4	To increase the consistency and effectiveness of the ACH Program's response to operators, the ACH Program should develop enhanced control systems for collecting and tracking fines.	X		
F.1	In order to better serve the community, the ACH Program should take a more affirmative role in notifying the public of all the information that is available for review.		X	
F.2	In order to better serve the community, the ACH Program should make information more accessible to the public. Automated, up-to-date information on homes could be made more widely accessible through the Aging Services Branch Offices or the library.		X	
F.3	In order to better serve the community, the ACH Program should index public records of complaints to better assist the public in locating information.	X		
F.4	In order to better serve the community, the ACH Program should advise the public by phone whether or not any complaints have been filed against a home.	X		

**Corrections Overtime: Improve scheduling practices**

December 1994

		Implemented or resolved	In process	Not Implemented
A.1	To ensure that workload is well-defined, all corrections facility posts and temporary assignments should be evaluated to determine need and adequacy. This review should be conducted by an independent corrections expert.	X		
B.1	To better control absences, corrections managers should ensure that practices for scheduling vacation & personal holiday leave follow the collective bargaining agreement. Pursue setting limits on each shift for vacation & personal holiday absences.			X
C.1	The Sheriff's Office should use staffing, absence & workload data, to develop levels of workload & absences for each shift & day of week. Monitor information to identify areas for better workload mgmt., absence control & staff allocation.			X

**Corrections Overtime: Improve scheduling practices**

**December 1994**

		Implemented or resolved	In process	Not Implemented
D.1	To more efficiently and effectively collect and analyze scheduling information, MCSO should propose to the County's DPMC the development or procurement of an automated scheduling system.			X
E.1	MCSO should reassess all payroll/scheduling practices to verify payroll/scheduling information is in agreement.			X

**Property Value Appeals: Room for improvement**

**January 1995**

		Implemented or resolved	In process	Not Implemented
A.1	To better inform property owners on the appeals process, BOE staff should explore additional means of educating the public in filing a successful appeal.	X		
A.2	To better inform property owners on the appeals process, BOE staff should post meeting notices and BOE location information conspicuously at the County Courthouse.	X		
A.3	BOE and staff should work with DOR to clarify its printed materials which describe appeals to DOE and the Small Claims Div of the Tax Court, or provide supplemental materials as needed.	X		
A.4	To better inform property owners on the appeals process, BOE staff should properly inform petitioners about the DOR appeals process with a written explanation of the possible and probable outcomes of a DOR hearing.	X		
B.1	To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should continue training BOE members in professional communication skills.	X		
B.2	To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should clarify that characteristic changes do not automatically result in value reductions for petitioners.	X		
B.3	To help petitioners understand BOE hearings and decision-making activities, BOE staff and members should provide the petitioner with more timely results of the appeal, and the reasons for BOE decisions.	X		
C.1	To ensure consistency of BOE decisions, the BOE should regularly review the decisions of the boards to identify possible patterns which might affect decision equity.	X		

**Property Value Appeals: Room for improvement**

**January 1995**

		Implemented or resolved	In process	Not Implemented
D.1	To better provide the public with information, A&T should review telephone information practices to reduce waiting times, and establish timely call-back procedures.	X		
D.2	To better provide the public with informed appeals, A&T should consider additional methods of providing the public with more accessible property and sales information, including public information terminals at libraries or other centers.	X		
D.3	To better provide the public with information, A&T should provide all staff who contact petitioners and property owners with adequate training on dealing with the public.	X		
D.4	To better provide the public with information about property appraisal, taxation, and appeals, A&T should continue and improve outreach efforts to neighborhood and community groups to convey information about property assessments, taxes & appeals.	X		
E.1	To reinforce the independence of BOE, the Board of County Commissioners should consider moving BOE support staff from under the control of A&T and place the responsibility elsewhere in County government.	X		

**MCSO Operational Analysis**

**February 1995**

		Implemented or resolved	In process	Not Implemented
2A1	Conduct a detailed organizational/staffing/workload study to validate or invalidate each of the foregoing observations/questions and many others which would arise during the study.	X		
2B1	Seek formalized training and assistance in TQM. Formalize a TQM approach, with agreed upon goals, objectives and game plan to achieve them, show target success measurements and projected time frames to completion of each.	X		
2C1	Reconstitute planning & research unit as agency-wide unit responsible for all short & long range policy planning, assisting managers & staff w/ effort to establish quality measures for performance & modifying actions to achieve results.	X		
2C2	Review current staffing assignments to planning & research, look at current training of assigned, & provide additional resources & training where needed to make unit fully functioning activity of MCSO.	X		
2D1	MCSO should reconstitute its Computer Svcs Unit, providing sufficiently well trained staff and adding networked computer equipments as necessary to make this unit a viable operation.	X		

MCSO Operational Analysis

February 1995

		Implemented or resolved	In process	Not Implemented
2D2	Comp Svcs Unit should be able to collect (automated) data from each operational unit of MCSO, store data in a file server or mini-computer. That data will become the underpinning of above Research & Planning Unit.			X
2D3	Comp Svcs Unit should develop & disseminate a weekly (or other periodic) "Command Staff Briefing Report" that displays all departmental data trends for decision-making purposes.			X
2D4	MCSO should work with ISD to promote linkages to other justice systems to create an eventual criminal justice info system, giving particular consideration to using SWIS as a nucleus for the larger agency wide info system.		X	
2E1	Expand & improve training for all MCSO staff, sworn & non-sworn. Seek additional resources & funds to expand training in critical areas. Use training opportunities in cost-effective manner to improve staff performance in I.D.'d areas of expertise using TQM	X		
3B1	Augment the field patrol force to ensure reasonable response time. Employ any of the options set forth in the report.	X		
3B2	Retain present authorized levels of field patrol personnel.	X		
3B3	Do not permit actual levels to fall below currently established minimum staffing levels.	X		
3B4	Detail law enforcement deputies (or ranking officers) from other units in the agency whenever minimum staffing cannot be accomplished. (This should be on a shift-by-shift basis, as well as for lengthier assignments.)	X		
3B5	The departments should conduct or have conducted a deployment study annually.	X		
3C1	Consolidate property and person crimes units/assignments.	X		
3C2	Continue participation in ROCN, conducting followup evaluation to ensure the County is receiving adequate return on its investment.	X		
3C3	Conduct unit workload analysis, focusing on primary and ancillary duties--set staffing levels accordingly.	X		
3D1	Continue community policing efforts and expand them within organizational boundaries.	X		

		Implemented or resolved	In process	Not Implemented
3D2	Work collaboratively with Portland Police Bureau and other police jurisdictions on selected programs and share information regularly.	X		
3D3	Expand community policing effort to county-wide program, and acquire training to help patrol officers understand the different nature of county-level community oriented policing.	X		
3E1	MCSO should contact several other jurisdictions, including LA County, Cook County & Philadelphia County to review their criminal warrant situation & actions they have taken to reduce warrant backlog.	X		
3E2	MCSO should take short term corrective action, such as quashing or warrant mileage limitation to reduce backlogs to a degree and resolve selected warrants through out jurisdictional arrests.			X
3E3	MCSO should, ultimately review and revise its entire criminal warrant functions, making systemic changes to aggressively reduce growth in backlog (maintenance of at least a stable backlog and to reduce the backlog itself).	X		
3E4	Some consideration should be given to where the Warrant Unit would be best located operationally. It is currently in the Corrections Division, while the Civil Process Unit is in the Enforcement Division.	X		
4A1	Decentralize booking and receiving, identifying additional facilities for this function in various regions of the County.	X		
4A2	Increase staff assigned to the intake and transport function, including one more post in intake for swing and graveyard shifts.	X		
4A3	Increase staff at fourth floor special housing unit (additional sergeant post)			X
4A4	Discontinue using MCHJ as an overnight housing unit. Use for day/court holding only.			X
4A5	Create additional space and add one corrections officer post at MCIJ processing/transportation area.	X		
4A6	Add one correction officer post (short term) at MCCF and consider closing/replacing facility (long term).	X		
4A7	Reasons for current MCRC population levels warrant further study, so that this resource can be fully utilized.	X		

		Implemented or resolved	In process	Not Implemented
4A8	If average stays remain relatively short and the population is expanded to 120, at least one additional Counselor position should be added to accommodate the heavy intake and release workload.	X		
4A9	Re-evaluate the potential to transform MCRC into a coed facility, with a focus on long term female bed space capacity and parity of service delivery for female/male inmates.	X		
4B1	Do not adopt double bunking as a means to reduce crowding at MCSO facilities.			X
4B2	Undertake a comprehensive planning study to quantify future bed space needs and required correctional options.	X		
4C1	Conduct a validation study of weighting factors for predicting FTA/re-arrest likelihood.			X
4C2	Provide supervision for matrix releases at risk for FTA.	X		
4C3	Consolidate court operated pretrial release and MCSO close street supervision and matrix release functions, and consider long-term development of a Sheriff's Office based correctional continuum.	X		
4C4	Utilize Planning & Research, information systems and training resources (in line with previous TQM recommendations) to assist with above 3 recommendations.			X
4D1	Consider increasing video conferencing and arraignment to resolve transport burden.	X		
4D2	Consider use of night courts, weekend courts, and crime specific courts, (for example Drug Court), to smooth the flow of incoming arrestee and resolve problem "peaks" in intake levels.			X
4E1	It is essential that the current classification system be reviewed and modified as necessary to respond to future changes in facility and program capacities, as well as to refine its predictive and prescriptive capacities.	X		
4E2	Tailor program offering to inmates' total length of stay in facilities: variety of educational & assessment opportunities can be offered to short-stay inmates; intensive counseling & treatment svcs reserved for those who complete intervention.	X		

**MCSO Operational Analysis**

**February 1995**

		Implemented or resolved	In process	Not Implemented
4F1	County should support & encourage Sheriff's Office in conducting ongoing evaluations of effectiveness of decision making & treatment approaches & programs, in light of previous TQM recommendations.			X
4F2	MCSO should establish a research agenda: policy, program & resource allocation; measures of effectiveness in prog. eval. & intervention; research & planning info; resources for research goals; timeline for eval. efforts; ways to use/report eval. results.	X		
4G1	MCSO should continue long-range planning & eval. process begun by other agencies & entities involving key decision makers from all components of local criminal justice system.	X		

**Involuntary Commitment: Improving County investigations**

**April 1995**

		Implemented or resolved	In process	Not Implemented
A.1	To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should require hospitals to notify the ICU at the same time they notify the courts of new holds.	X		
A.2	To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should supplement information on the County database to allow better tracking of cases.	X		
A.3	To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should increase investigator staffing on weekends.	X		
A.4	To provide more timely releases of clients on pre-commitment holds and to better utilize hospital beds, ICU management should start investigations within one judicial day, or sooner.	X		
B.1	To improve investigations and better accomplish therapeutic goals of civil commitment, ICU mgmt. should obtain client information about previous holds & treatment history on databases. Use the information to assist in assigning clients to investigators.	X		
B.2	To improve investigations and to better accomplish the therapeutic goals of civil commitment, ICU management should pursue legislative change or modify contracts to allow investigators full access to information regarding client histories.		X	
B.3	To improve investigations and better accomplish therapeutic goals of civil commitment process, ICU management should develop alternatives to re-direct clients to the most cost-effective, least restrictive sites and services.	X		

**Involuntary Commitment: Improving County investigations**

**April 1995**

		Implemented or resolved	In process	Not Implemented
C.1	To ensure the County does not bear an inequitable share of costs, ICU management should work with the State Mental Health Division to modify the allocation formula, or develop billing mechanisms to recover costs from other counties.			X

**County Services: Help citizens find their way**

**April 1995**

		Implemented or resolved	In process	Not Implemented
A.1	To improve coordination and consistency, a multi-departmental group should address public access to County services.	X		
B.1	To ensure access issues address program, service population and site issues, site staff should work with multi-department group to familiarize themselves with wayfinding principles.	X		
B.2	To ensure access issues address program, service population and site issues, install adequate and appropriate visual cues, signs, maps directories and information desks at service sites.		X	
B.3	To ensure access issues address program, service population and site issues, ensure brochures, telephone listings, and other instructional materials provide consistent and adequate information for citizens.	X		
B.4	To ensure access issues address program, routinely monitor access problems encountered by citizens, determine effectiveness of signs and cues, evaluate alternatives and make modifications consistent with wayfinding principles.	X		
C.1	To assist citizens who wish to exit buildings, and better prepare for emergencies, County managers should ensure that committees at each site review the adequacy of exit signs and maps, and develop emergency evacuation plans for staff & citizens.	X		
C.2	To assist citizens who wish to exit buildings, and better prepare for emergencies, County managers should ensure that committees at each service site provide leadership to ensure that emergency planning occurs at shared sites.	X		
D.1	To improve telephone access to County services, Telecommunications staff should develop a "best practices" manual which can assist program staff in designing automated answering systems that are cost-effective and accessible.			X
D.2	To improve telephone access to County services, Telecommunications staff should assist program staff by working with the telephone system vendor to resolve technical problems which could produce access problems.			X

**County Services: Help citizens find their way**

**April 1995**

		Implemented or resolved	In process	Not Implemented
E.1	To ensure that automated answering systems are effective, County program staff should periodically review statistics on the volume and transfers of calls to ensure that automated telephone answering systems are needed and the options are appropriate.			X
E.2	To ensure that automated answering systems are effective, County program staff should periodically review the message text, test the functioning of transfers, and the availability of receptionists to assist callers at all times.			X

**Financial Condition 1995**

**May 1995**

		Implemented or resolved	In process	Not Implemented
A.1	To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should act to continue building cash reserves.	X		
A.2	To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should discontinue County reliance on short-term serial levy revenues to fund on-going operations.			X
A.3	To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should complete the development of a regular review process for user charges to comply with the County's financial & budget policy.	X		
A.4	To maintain and improve the County's financial condition, Budget & Quality Division, Finance Division and Board should continue to refine the financial and budget policy and make it an integral part of decision-making.	X		
B.1	To better contain employee costs, the Board should advocate changes to collective bargaining statutes such as binding arbitration, which tend to produce wage increases that exceed inflation.			X

**Motor Vehicle Rental Tax**

**June 1995**

		Implemented or resolved	In process	Not Implemented
A.1	To ensure voluntary compliance with the motor vehicle rental tax code, ensure that all businesses have filed a return.	X		

**Motor Vehicle Rental Tax**

**June 1995**

		Implemented or resolved	In process	Not Implemented
A.2	To ensure voluntary compliance with the motor vehicle rental tax code, examine rental company business locations on quarterly tax returns to ensure all sites have been reported	X		
A.3	To ensure voluntary compliance with the motor vehicle rental tax code, establish written procedures to assist new staff responsible for administering the tax.	X		
A.4	To ensure voluntary compliance with the motor vehicle rental tax code, annually review the phone book listings and coordinate with the business income tax administrator to identify new business listings.	X		
A.5	To ensure voluntary compliance with the motor vehicle rental tax code, periodically contact rental companies by phone, or by site visits, to determine if their systems are properly set up to calculate the taxes.	X		
A.6	To ensure voluntary compliance with the motor vehicle rental tax code, consider changing the tax ordinance to strengthen the County's ability to audit rental company records.	X		
B.1	To keep the costs of administering the tax low, the Treasury section should investigate revising the tax code to make licensing a one-time-only requirement, or discontinue licensing altogether.	X		
B.2	To keep the costs of administering the tax low, the Treasury section should complete development of a database approach to administering the taxes.	X		
B.3	To keep the costs of administering the tax low, the Treasury section should investigate the possibility of coordinating audits of airport rental companies with the Port of Portland.	X		
C.1	To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to better define criteria for determining which miscellaneous charges, if any, are subject to the tax.	X		
C.2	To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to consistently charge penalties and interest to late filers.	X		
C.3	To clarify administration of the motor vehicle taxes, Treasury should propose changing the tax code or writing interpretive procedures to change tax return due dates to the last day of the next month following the calendar quarter's end.	X		

**Court Space Needs: Cost-saving alternatives**

December 1995

		Implemented or resolved	In process	Not Implemented
1.A	To cost-effectively meet current and future justice facility needs, the Board should seek financial assistance from the state to construct a new justice facility that will accommodate growth in the number of judges until 2040.			X
1.B	The Board should work with citizens groups, and Facilities Management personnel to obtain local funding to augment state financial assistance to construct a 516,000 square foot facility.			X
2.A	To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by obtaining a suitable site.			X
2.B	To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by monitoring other courthouse projects			X
2.C	To ensure that all cost-saving methods are considered, Facilities Management should carefully plan for a new criminal justice facility by developing a facility program.			X
3.A	To control costs, a new criminal justice building should be constructed to match the needs of court proceedings. Courtrooms should be designed smaller and should be shared among judges. Four jury courtrooms for every ten judges is sufficient.			X
3.B	Jury courtrooms should be supplemented with hearing rooms for judges. A new courthouse should be designed with four hearing rooms for every ten judges			X
3.C	The number of jury deliberation rooms should be decreased. No more than four jury deliberation rooms are needed for each ten judges. Hearing rooms do not require jury deliberation rooms.			X
3.D	Construct only one large-capacity courtroom on a lower floor to handle high-profile trials, public ceremonies, and other activities which could require room for 100 spectators and large numbers of litigants and attorneys.			X
4.A	To control costs, a new criminal justice building should co-locate the Sheriff's Office and Community Corrections. Areas used for the Sheriff's Office and Community Corrections should be constructed for future conversion to floors of courtrooms.			X
4.B	To control costs, a new criminal justice building should provide multi-purpose judge lounges instead of having individual amenities for each judge.			X
4.C	To control costs, a new criminal justice building should be designed for adjoining clerical space.			X

**Court Space Needs: Cost-saving alternatives**

**December 1995**

		Implemented or resolved	In process	Not Implemented
5.A	To ensure the safety of th public, trial participants, judges, and facility employees, a new criminal justice building should construct three circulation corridors to separate judges, inmates, and the public. Waiting rooms should be built for victims.			X
5.B	To ensure the safety of the public, trial participants, judges, and facility employees, a new criminal justice building should design the lobby with adequate space. Counter areas should have physical barriers.			X
6.A	To reduce long-term costs, the new criminal justice building should build in computer capabilities to all workstations.			X
6.B	To reduce long-term costs, the new criminal justice building should build in video capabilities to all courtrooms, attorney/inmate conference rooms, and the holding area.			X
6.C	To reduce long-term costs, the new criminal justice building should plan for electronic data storage. This, in turn, should reduce the long-term space needs for records storage.			X
7.A	To improve citizen access and better respond to growing workload, decentralize court operations in areas where efficiencies would not be adversely affected such as pay stations for traffic and other fines.			X
8.A	Better utilize the current court operations space by using all four Justice Center Courts.			X
8.B	Better utilize the current court operations space by reassigning underutilized courtrooms.			X
8.C	Better utilize the current court operations space by expanding court hours for family law.			X
8.D	Better utilize the current court operations space by increasing judicial productivity.			X

**Community Corrections: Mixed Results...**

**January 1997**

		Implemented or resolved	In process	Not Implemented
1.A	To more effectively supervise offenders & better protect the public, the Department should strengthen management of operations by developing & using a comprehensive set of policies and procedures.		X	

Community Corrections: Mixed Results...

January 1997

		Implemented or resolved	In process	Not Implemented
1.B	To more effectively supervise offenders & better protect the public, the Department should investigate successful case management systems in other jurisdictions and develop case management guidelines for the County.	X		
1.C	To more effectively supervise offenders & better protect the public, the Department should strengthen management of operations by conducting caseload audits to ensure supervision is better allocated according to risk.		X	
2	The Department should not expand the ICM program until it has been proven more effective. It should also reconsider plans for adding other duties such as supervising offenders from Boot Camp.	X		
3.A	Intensive Case Management should develop controls to ensure that inappropriate clients are not enrolled and that offenders are not remaining in the program for extended periods.	X		
3.B	Intensive Case Management should develop graduated levels of supervision which would provide incentives for positive compliance by offenders and provide for their transition back to general caseload supervision.	X		
3.C	Intensive Case Management should identify and reduce barriers to getting offenders into and through treatment programs.	X		
3.D	Intensive Case Management should develop and implement case planning tools for POs.	X		
3.E	Intensive Case Management should develop standards and controls to ensure that POs conduct regular home or field visits with ICM offenders.	X		
3.F	Intensive Case Management should improve the collection and use of program data which will measure results of supervision and treatment.	X		
4.A	The Department should consider expanding the casebank program to increase the number of transfers to CBC of appropriate low and limited risk offenders who have complied with the conditions of general supervision.	X		
4.B	The Department should consider expanding the casebank program to collect and analyze data on program effectiveness and actively advocate for the program.		X	
4.C	The Department should consider expanding the casebank program to establish and manage CBC as a budgeted program.	X		

**Community Corrections: Mixed Results...**

**January 1997**

		Implemented or resolved	In process	Not Implemented
4.D	The Department should consider expanding the casebank program to ensure that those cases which require enhanced supervision are promptly transferred to general caseloads.	X		
5.A	To improve collection of supervision fees, the Department should use available data and existing automated systems to monitor collections, and more accurately reflect collections in reporting Key Results.	X		
5.B	To improve collection of supervision fees, the Department should develop additional procedures on supervision fee collection and waivers.	X		
5.C	To improve collection of supervision fees, the Department should consider pursuing the collections strategies used in Clackamas, Lane, and Washington counties to increase fee collections.	X		
5.D	To improve collection of supervision fees, the Department should work with courts regarding fee waivers.		X	
6	To increase efficient use of public dollars, the Department should begin tracking utilization of the Forest Project as a Key Result, monitor utilization on a monthly basis, and provide quarterly reports for at least two years to the Auditor's Office.	X		

**Housing: Clarify Priorities, Consolidate Efforts...**

**January 1997**

		Implemented or resolved	In process	Not Implemented
1.A	Designate a single countywide consortium responsible for establishing housing goals and priority needs, allocating funds to operating agencies and coordinating countywide housing efforts.		X	
1.B	Consolidate the delivery of emergency shelter and low-income housing in one countywide agency.			X
1.C	Continue contracting for production.	X		
1.D	Consolidate economic and neighborhood development responsibilities in one countywide agency.		X	
1.E	Reorganize Multnomah County access and referral to social services leading to housing.		X	

**Housing: Clarify Priorities, Consolidate Efforts...**

January 1997

		Implemented or resolved	In process	Not Implemented
2.A	By July, 1997, political leaders from the cities and the County should express support for a consolidated housing effort led by a single consortium representing countywide housing interests.			X
2.B	By July, 1997, political leaders from the cities and the County should commit to delegate responsibility for housing administration, planning, evaluation and monitoring to this consortium.			X
2.C	By July, 1997, political leaders from the cities and the County should commit to transfer housing funds to the consortium in accordance with a five year plan.			X
2.D	By July, 1997, political leaders from the cities and the County should appoint a task force to develop and recommend implementation steps.			X
3.A	The task force may wish to consider existing examples of regional cooperation such as the regional water supply consortium and the regional transportation planning council.			X
3.B	By January 1998 the task force should address the composition and appointment of the consortium board.			X
3.C	By January 1998 the task force should address the recommendations for statutory changes.			X
3.D	By January 1998 the task force should address clarifying roles and responsibilities of the agency.			X
3.E	By January 1998 the task force should address the methods for transferring staff to the new agency.			X
3.F	By January 1998 the task force should address the proposed first year budget and five year plan.			X
4.A	The countywide consortium should begin operation by July 1, 1998.			X
4.B	Within the first year of operation, the consortium should develop mission and goals.			X
4.C	Within the first year of operation, the consortium should develop a comprehensive operating and financial five year plan.			X
4.D	Within the first year of operation, the consortium should establish funding and performance agreements with political jurisdictions and housing organizations.			X

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**Housing: Clarify Priorities, Consolidate Efforts...**

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**January 1997**

		<u>Implemented or resolved</u>	<u>In process</u>	<u>Not Implemented</u>
4.E	Within the first year of operation, the consortium should establish a reporting and evaluation process.			X

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**Financial Condition**

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**May 1997**

		<u>Implemented or resolved</u>	<u>In process</u>	<u>Not Implemented</u>
1	Ensure that budget and finance decisions comply with the principles of the Multnomah County Budget and Financial Policy.	X		
2	Work with PERS to determine whether County contributions are adequate to continue reducing the unfunded liability.		X	
3	Review the Budget and Financial Policy after the impacts and constraints of Measure 47 are better understood.	X		

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**Timeliness of Reimbursements**

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**July 1997**

		<u>Implemented or resolved</u>	<u>In process</u>	<u>Not Implemented</u>
1	Investigate the use of the grant accounting with LGFS		X	
2	Work with the State relating to how intergovernmental funds are sent to the County.		X	
3	Look carefully at the full administrative costs of smaller grant sources to ensure the cost of providing the services does not exceed the revenue reimbursement source.		X	

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**Commercial Property Appraisal**

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**July 1997**

		<u>Implemented or resolved</u>	<u>In process</u>	<u>Not Implemented</u>
1.A	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider having regular staff meetings to share vital information.	X		

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		Implemented or resolved	In process	Not Implemented
1.B	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider communicating organizationally about the impacts of Measures 47 and 50	X		
1.C	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider providing adequate support for use of personal computers, improving and making use of in-house skills to train staff.	X		
1.D	To ensure consistency of information, approaches to appraisal, supervision, and equity of valuation and taxation, A&T should consider encouraging consistent supervisory reviews and analyzing patterns which would suggest undervaluing property.	X		
2.A	To encourage the most efficient use of personnel resources, A&T should consider reviewing the workflow and paper handling processes of the organization with the goal of reducing the number of times appraisal cards and other paperwork is handled.		X	
2.B	To encourage the most efficient use of personnel resources, A&T should consider better methods for tracking hard copy records and reducing the reliance on them.		X	
3.A	To ensure taxpayer equity, that all property improvements are on the tax roll, and important sales information is available, A&T should consider reviewing sales confirmations for properties with improvements not reflected in assessments.	X		
3.B	To ensure taxpayer equity, that all property improvements are on the tax roll, and important sales information is available, A&T should consider maintaining information and confirmations of all sales.	X		
4.A	To ensure that the personal property rolls have not omitted businesses that should file, and those that have filed have not omitted taxable property, A&T should consider working with the City of Portland Bureau of Licenses and the MCBIT database.		X	
4.B	To ensure that the personal property rolls have not omitted businesses that should file, and those that have filed have not omitted taxable property, A&T should consider reviewing enforcement efforts for filing compliance, audits, and County vendors.		X	

**Law Enforcement Cost Recovery**

**August 1997**

		Implemented or resolved	In process	Not Implemented
1	The Board of County Commissioners should provide clear policy direction regarding the respective responsibilities of the cities and the County regarding police services within cities.		X	
2	The Sheriff's Office should develop mechanisms for more accurate accounting of services provided under contracts with the cities.		X	
3	The Board and the Sheriff compare the cost-effectiveness of the Sheriff's Office patrol with other means of providing services.		X	

**Home Visiting: Focus Resources for Healthier Families**

**February 1998**

		Implemented or resolved	In process	Not Implemented
1A	Field Services should develop criteria to insure that services are targeted to high-risk pregnant women, mothers, and babies.		X	
1B	Field Services should establish and maintain maximum caseloads.		X	
1C	Field Services should adopt a more intensive visit schedule with well-defined criteria for increasing or decreasing visit frequency.		X	
1D	Field Services should begin services prenatally and insure that services are delivered until children are at least two years of age.		X	
1E	Field Services should develop service protocols and train staff in their use.		X	
1F	Field Services should strive to hire more minority staff.		X	
2A1	Field Services should study the use of paraprofessionals in other jurisdictions to develop a job classification, appropriate nurse/paraprofessional ratios, service protocols, and adequate training and supervision methods.		X	
2B1	Field Services should conduct time studies, monitor the practices of the most productive nurses, review productivity levels of other agencies, and establish standards that can be used as a basis for evaluating performance.		X	

**Home Visiting: Focus Resources for Healthier Families**

February 1998

		Implemented or resolved	In process	Not Implemented
2B2	Field Services should continue to identify administrative and other duties that could be reduced to provide more time for home visits.		X	
2B3	Field Services should investigate automation or other means to reduce the amount of paperwork and other duties related to home visits.		X	
2B4	Field Services should evaluate the costs and benefits of unannounced visits.		X	
2B5	Field Services should evaluate the importance of its community-building and other activities compared to home visitation for high-risk families.		X	
2C1	Field Services should insure that all eligible services are billed and reimbursed by Federal or State resources.		X	
2C2	Field Services should develop the capability of billing services to third party insurance providers.		X	
2D1	Field Services should develop a priority system to allocate its limited resources to the maximum number of families it can effectively serve.		X	

**Imprest Cash: More Guidance Needed**

February 1998

		Implemented or resolved	In process	Not Implemented
1	To better control cash, the Treasury Section should develop and maintain a petty cash manual.	X		
2A	The Treasury manage should have oversight responsibility for imprest accounts.	X		
2B	Treasury should provide checking account assistance with banks, ensure account balancing is done properly and timely, and checking account security is understood and implemented by departments.		X	
2C	Treasury should perform occasional unannounced random cash counts and take other measures to ensure the safety and reliability of imprest funds.		X	

**Imprest Cash: More Guidance Needed**

**February 1998**

		Implemented or resolved	In process	Not Implemented
2D	Departments should implement imprest account procedures, and ensure that custodians and supervisors are adequately supported and trained to safeguard cash and keep accurate records.		X	
2E	Accounts Payable should continue their function of reviewing reimbursement claims for conformity with County expenditure policy.	X		
3A	Before petty cash accounts are replenished, departments should submit to the Accounts Payable Section evidence that the account was balance. This will eliminate the need to perform an annual account confirmation.		X	
3B	Departments should promptly notify Treasury of changes to the custodian or supervisor.		X	
3C	Treasury and departments should review account activity and recommend that those with little or no activity during the fiscal year be reduced or turned in to Treasury.		X	
3D	Petty cash accounts should be set up in a manner that reimbursements can be tracked by both the custodian and the account.		X	
3E	FIN-5 should be changed to make Treasury the initial contact for thefts and forgeries so that specific guidance to departments can be immediately provided. A maximum dollar limit should be state on the check to help minimize any forgeries.		X	
3F	Petty cash accounts should be closed when the purpose of the account changes, and change funds should be returned when no longer used.		X	
4A	Access to cash should be limited to the custodian or designated alternate custodian.		X	
4B	Departments should keep better records when cash is distributed to branch locations.		X	
5A	Departments should use an automated system such as MS Money or Quicken to maintain check registers.			X
5B	Treasury should provide guidelines for handling uncashed checks that are over two years old so departments can comply with State Laws.		X	
5C	Replenishment of checking accounts should be based upon checks that have cleared the bank.			X

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**Imprest Cash: More Guidance Needed**February 1998

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		Implemented or resolved	In process	Not Implemented
5D	Deposits to checking accounts should be limited to replenishment checks from A/P and a few special cases where refund of a check is received. Deposits should be made intact. Other revenues should not be deposited to imprest checking accounts.		X	
5E	Checking and cash accounts should not be commingled.		X	
5F	Treasury should negotiate to eliminate monthly bank service charges and should assist departments in their agreements with banks.		X	
5G	Signature authority at the bank should generally be limited to the custodian and alternate custodian.		X	





# OFFICE OF MULTNOMAH COUNTY COUNSEL

THOMAS SPONSLER  
*County Counsel*

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*Chief Assistant*

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JOHN S. THOMAS  
JACQUELINE A. WEBER  
*Assistants*

## MULTNOMAH COUNTY COUNSEL BUDGET DISCUSSION AGENDA October 29, 1998 Multnomah County Courthouse, Room 602

- |             |  |                            |
|-------------|--|----------------------------|
| <b>I.</b>   | <b>Introductions</b>   | Tom Sponsler               |
| <b>II.</b>  | <b>Budget</b>  | Sandra Duffy               |
|             | A. Personnel - FTE<br>Legislative Paralegal<br>Office Assistant<br>County Counsel I/II |                            |
|             | B. File Management and Timekeeping Systems   |                            |
| <b>III.</b> | <b>Legal Service Reports</b>   | Tom Sponsler<br>Doug Hicks |
| <b>IV.</b>  | <b>Litigation/Risk Management</b>  | Gerald H. Itkin            |

**OFFICE OF COUNTY COUNSEL**  
(Overview Of 1998-99 Budget  
Preview of 1999-2000 Budget)

The narrative description for the Office County Counsel in the 1998-99 Budget document is attached.

The most significant budget change in fiscal year 1998-99 was funds for 3.00 additional FTE, some money for ergonomic office furnishings, and restoration of materials and supplies for the law library.

Our office in recent history has held steady at 17 FTE. In 1997-98 that went down to 16 because of budget constraints and we lost a law clerk position. That position was added back in later in the fiscal year and reclassified as a County Counsel I position. With the approved add packages for 1998-99 we are now authorized and funded for 20 FTE.

**FTE:**

- (1) We have hired a Legislative Paralegal who began working on October 26, 1998. Her name is Carol Kinoshita and she has seven years of experience maintaining municipal code on-line, revising the code, policing code format and researching code provisions. She possesses excellent computer skills which will be exploited to their maximum potential.
- (2) We are in the hiring process for an Office Assistant who will assist Rita Magionos at reception so that she can spend more time performing administrative duties. This past year her position was reclassified from an OA III to an Administrative Secretary to reflect the expansion of her administrative role in the office. The OA will also relieve the paralegals of clerical tasks in order to maximize their opportunity to perform more advanced duties.
- (3) We are also in the hiring process for a County Counsel I/II who will assist in providing legal services to Aging Disability Services, Community and Family Services, and Juvenile Justice. This position was approved last year as a Legal Assistant position, but a reassessment of legal needs resulted in a bud mod to reclass the position to a lawyer position.

**WHAT WE'VE DONE; WHAT IT MEANS:**

These three additional positions will provide the county with more attorney direct service hours. The OA will allow the paralegals to take more responsibilities from the attorneys, who in turn will be able to provide legal services not previously provided, and to be more proactive in training

county staff. This is consistent with placing the entire office budget in the Risk Management Fund. When we were funded half by the Insurance Fund and half by the General Fund previously, it was confusing and difficult to apportion expenses between the General Fund and Insurance Fund. The Risk Management Fund recognizes the lawyer advisory role in helping to manage the county's risk through legal consultations and training. This responds to the county's Results vision statement that seeks to provide good value for tax dollars.

### **WHERE ARE WE GOING?**

- No increase in FTE for 1999
- Additional ergonomic furniture beyond the minimum done this year; perhaps 2-3 offices per year
- Additional legal office software to coordinate file management and timekeeping systems.

## Description

The Office of County Counsel provides legal services to all elected officials and other County employees. Legal services include rendering legal advice and opinions, drafting and approving legal documents, representing the County, its officials and employees in all court and administrative proceedings, and in general reviewing all legal aspects of County government operations.

Legal services are provided to ensure compliance with state and federal legal requirements for conduct of governmental affairs as well as the County charter and regulations, to defend against claims against the County to reduce the cost of operations, and to enforce compliance with County law. Legislative mandates, such as Measure 11 requirements to expand the County Corrections system, the new property tax appeals system and the major land use regulatory revisions add complexity to the legal environment and increase the demand for legal services. The changing structure and modes of government (e.g. entrepreneurial initiatives) will also increase the need for legal services.

## Action Plans:

- Develop databases for filing and retrieving a wide range of legal documents. Scan documents and make part of our database. Index database documents for word search retrieval.
- Maintain the reorganized County Code in-house with available municipal code software with word search capability.
- Implement RESULTS principles by developing a comprehensive plan to achieve and review progress toward the vision and values; and, develop and implement measures of performance.

<u>Key Results</u>	1995-96		1996-97		1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
Percent of requested legal training from County clients provided	90%	100%	100%	100%	100%	100%	100%
Client satisfaction with legal services	NA	N/A	75%		N/A	N/A	N/A

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Add 3.00 FTE and annualize one position added in FY 98	4.00	\$145,227
Add ergonomic furnishings, materials & supplies for law library in Executive Budget		\$90,204

# County Counsel

Nondepartmental

In prior years, County Counsel has been funded nearly equally by the Risk Management (formerly Insurance) Fund and the General Fund. In FY 1998-1999, County Counsel's entire budget is moved into the Risk Management Fund. Expenses are covered through a General Fund transfer to the Insurance Fund.

## Budget Trends

	<b>1996-97</b>	<b>1997-98</b>	<b>1997-98</b>	<b>1998-1999</b>	
	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	8.98	16.00	16.00	20.00	4.00
Personal Services	\$1,127,143	\$1,158,698	\$1,158,698	\$1,407,677	\$248,979
Contractual Services	61,397	17,415	17,415	27,575	10,160
Materials & Supplies	228,629	196,161	196,161	216,513	20,352
Capital Outlay	<u>3,400</u>	<u>0</u>	<u>0</u>	<u>19,000</u>	<u>19,000</u>
<b>Total Costs</b>	<b>\$1,420,569</b>	<b>\$1,372,274</b>	<b>\$1,372,274</b>	<b>\$1,670,765</b>	<b>\$298,491</b>
Program Revenues	\$1,044	\$745,797	\$745,797	\$1,670,765	\$924,968
General Fund Support	\$1,419,525	\$626,477	\$626,477	\$818,870	\$192,393

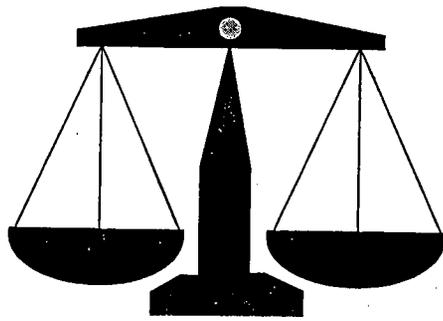
## Costs by Program

	<b>1996-97</b>	<b>1997-98</b>	<b>1998-1999</b>	
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Budget</b>	<b>Budget</b>	
County Counsel	\$1,420,569	\$1,372,274	\$1,670,765	\$298,491
<b>Total Costs</b>	<b>\$1,420,569</b>	<b>\$1,372,274</b>	<b>\$1,670,765</b>	<b>\$298,491</b>

## Staffing by Program

	<b>1996-97</b>	<b>1997-98</b>	<b>1998-1999</b>	
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Budget</b>	<b>Budget</b>	
County Counsel	8.98	16.00	20.00	4.00
<b>Total Staffing FTE's</b>	<b>8.98</b>	<b>16.00</b>	<b>20.00</b>	<b>4.00</b>

# COUNTY COURTS OFFICE SURVEY REPORT



1998

August 11, 1998

Dear Multnomah County Clients,

Thank you for responding to our April 1998 Office of County Counsel Client Survey. Ninety-eight clients returned completed survey forms, a 58% return rate.

The survey measures how well we are meeting the legal needs of our clients. Our job is to help you achieve the RESULTS vision of providing the people of Multnomah County with excellent quality, customer-focused service and good value for tax dollars.

The responses suggest clients are pleased with our legal services. 100% of the surveys indicated that overall our office provides good or better legal services. The scores were good (11%), very good (44%) and excellent (46%). Clients that frequently contact our office gave higher scores than those who rarely contact us.

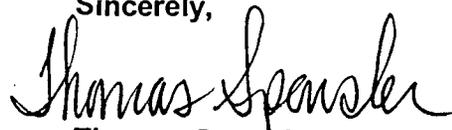
The scores for the 10 specific questions averaged from 4.31 to 4.81, on a five-point scale. We have mixed feelings about the lowest score. It was for our question about the sufficiency of legal resources to meet your needs. We think we do a good job allocating county legal resources, and we are taking steps to do even better. However, sometimes it seems the county has more legal needs than we can meet in a timely manner.

We are particularly proud of our highest score for office standards of ethics and integrity. Government employees are not universally appreciated. Lawyers are not generally respected. Therefore, an ethics and integrity score of 4.81 on a five-point scale for us government lawyers feels good.

We have room for improvement. The new office brochure was a good beginning, but we can do more to help clients know who we are and what we do. We can let you know when to contact us, and who to contact in our office. We can better understand how you provide county services, and how different county groups work together. We plan to develop training materials and programs about areas of law that affect your services.

We will continue what we are doing well. We will look for ways to improve our services, and to better meet the county's legal needs. In the future we will repeat this survey to measure our progress. In the meanwhile, please contact me at any time with comments or concerns.

Sincerely,



Thomas Sponsler  
County Counsel

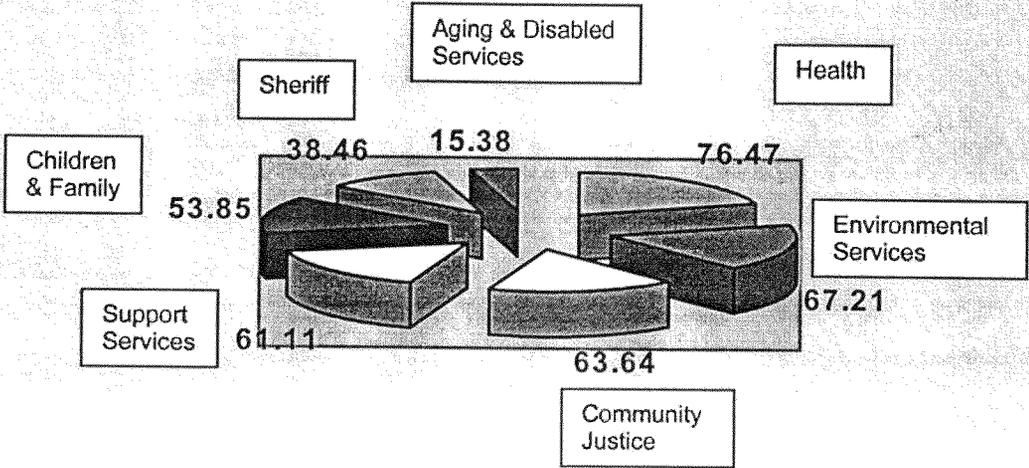
# SURVEY RESPONSES

## OVERALL RATING OF COUNTY COUNSEL SERVICES

GOOD	11%
VERY GOOD	43%
EXCELLENT	46%

TOTAL SURVEYS MAILED:	169
TOTAL RETURNED:	98
PERCENTAGE RETURNED:	58%

**Percentage Returned By Department:**

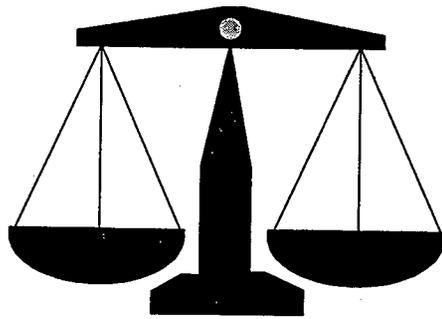




**WE LEARNED OUR CLIENTS WANT MORE TRAINING.  
SUGGESTIONS INCLUDE:**

1. Public records and ethics training.
2. Provide "boilerplate" for real property transactions (leases, purchase & sale).
3. Short seminar on professional services contracts.
4. Brown bag series or short trainings on areas frequently affecting departments.
5. Training on laws regarding road right-of-ways.
6. Training on confidentiality issues.
7. More training of supervisors/managers in employment matters.
8. Written advice on complying with subpoenas.
9. Develop media/political awareness.
10. Clarification of Labor Relations, County Counsel and Personnel Rules. Who to call when.

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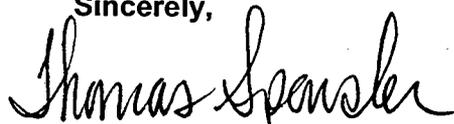
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Thomas Sponsler  
County Counsel

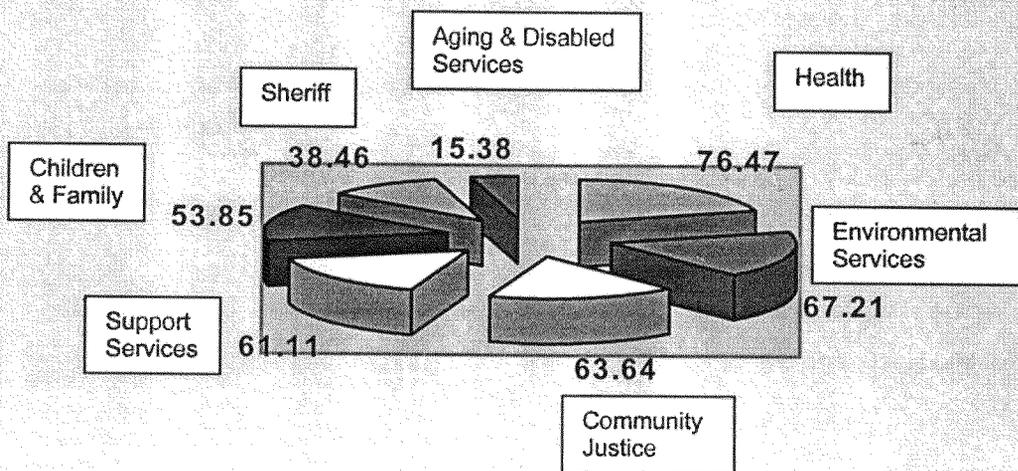
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VERY GOOD	43%
EXCELLENT	46%

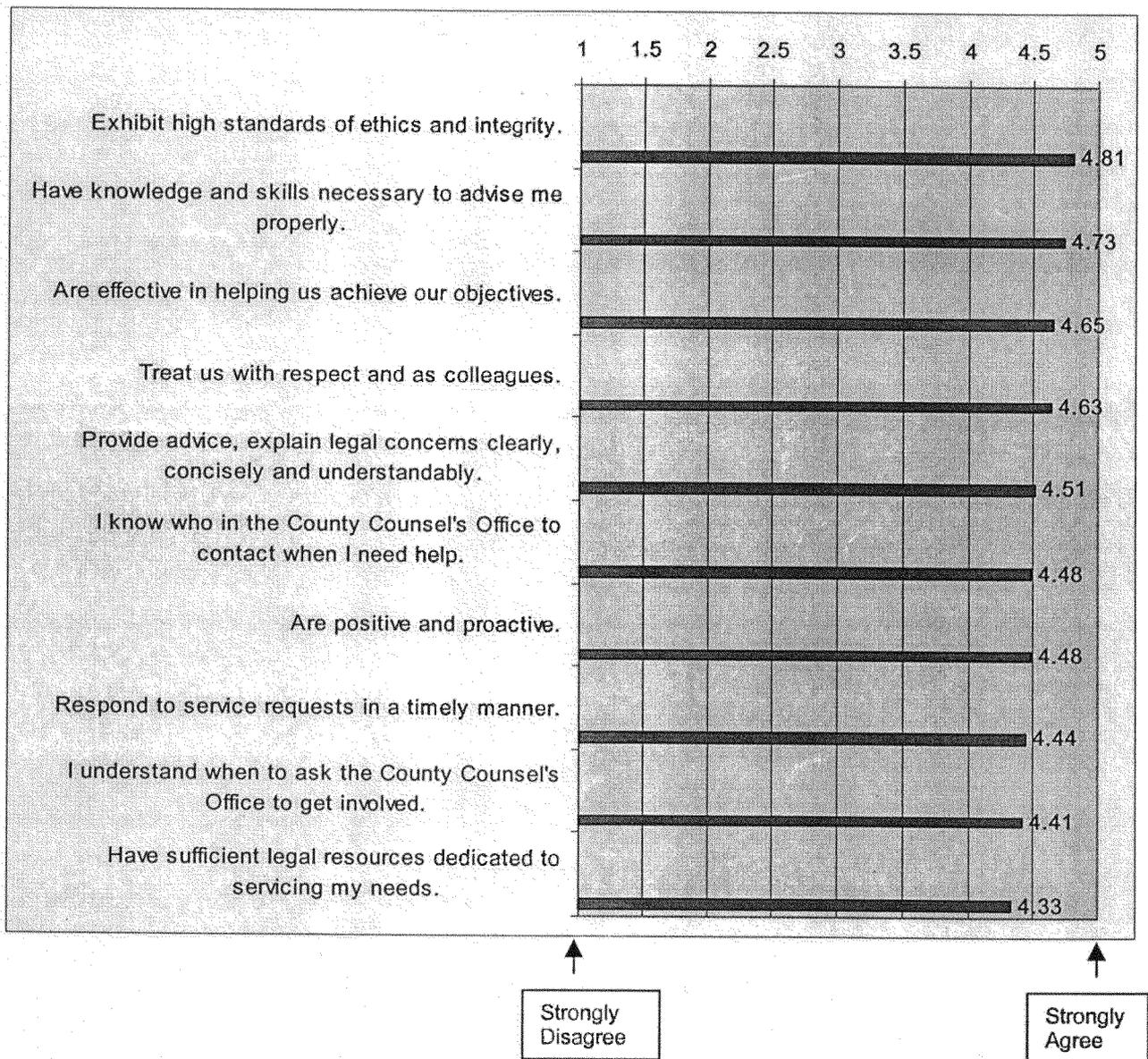
TOTAL SURVEYS MAILED:	169
TOTAL RETURNED:	98
PERCENTAGE RETURNED:	58%

### Percentage Returned By Department:



# AVERAGE SCORE OF TEN SURVEY QUESTIONS

[1 Strongly Disagree] [2 Disagree] [3 Neither Agree Nor Disagree]  
[4 Agree] [5 Strongly Agree]

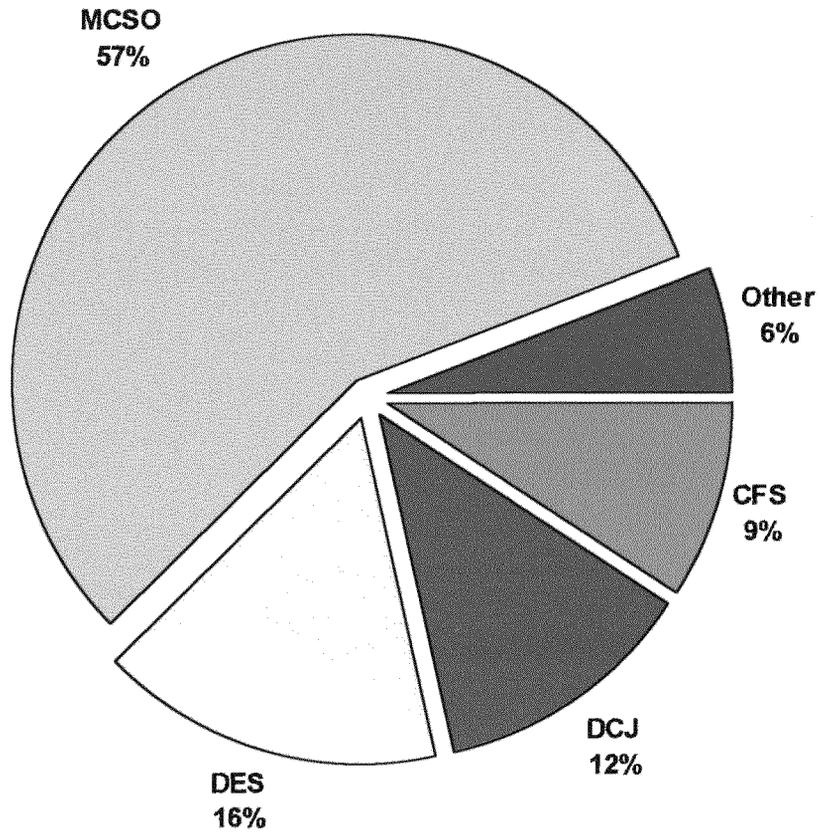


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4. Brown bag series or short trainings on areas frequently affecting departments.
5. Training on laws regarding road right-of-ways.
6. Training on confidentiality issues.
7. More training of supervisors/managers in employment matters.
8. Written advice on complying with subpoenas.
9. Develop media/political awareness.
10. Clarification of Labor Relations, County Counsel and Personnel Rules. Who to call when.

# Litigation Time by Department

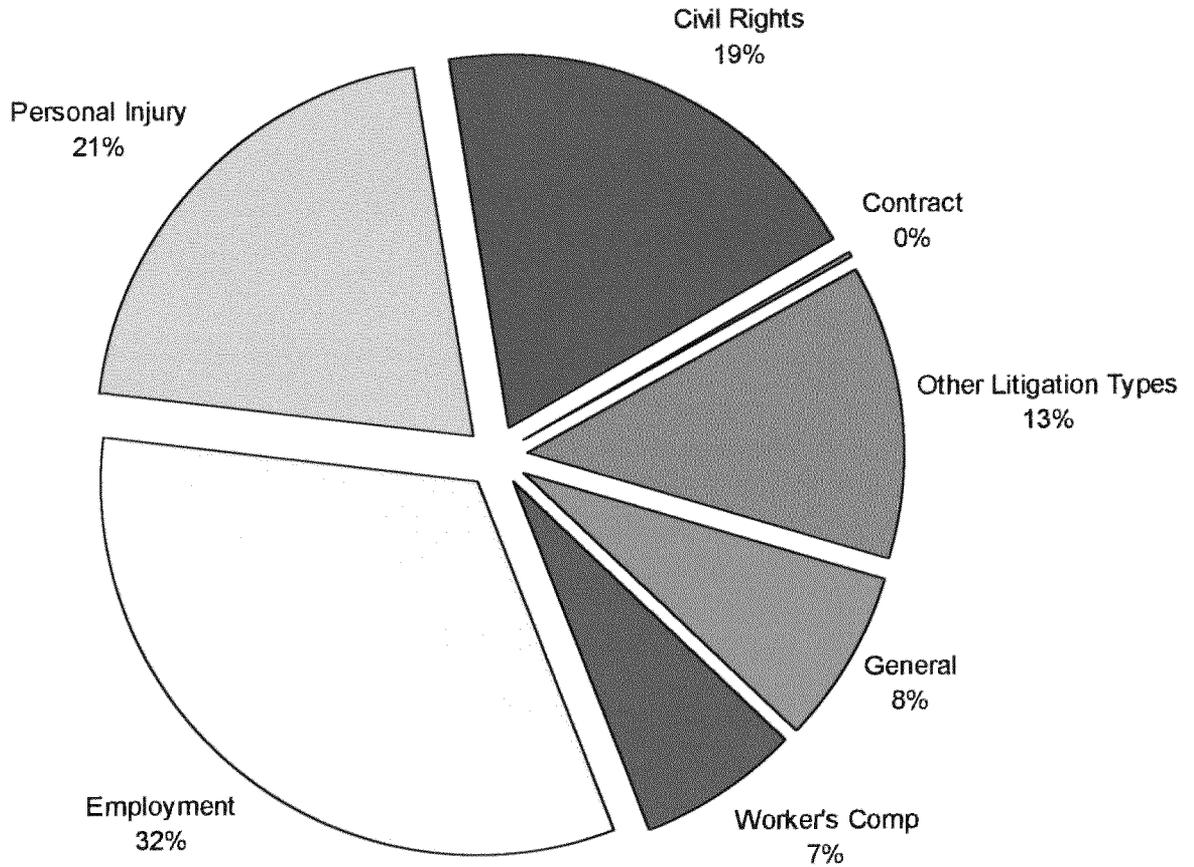
7/1/97 through 6/30/98



<u>Dept</u>	<u>Lit Time</u>
MCSO	4,503.70
DES	1,303.10
DCJ	973.60
CFS	726.45
Other	474.10
	<b>7,980.95</b>

# Litigation Time by Category

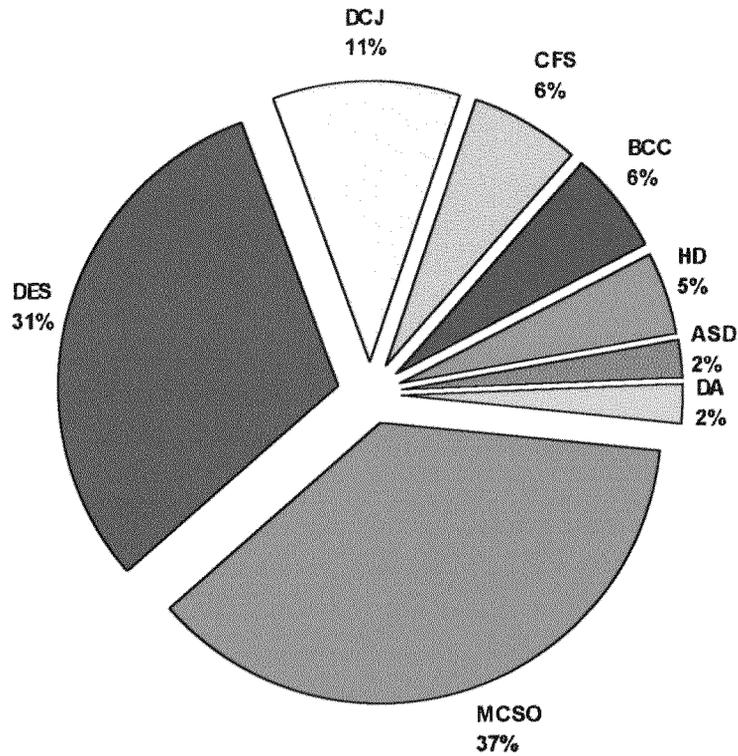
7/1/97 through 6/30/98



<u>Category</u>	<u>Time (in hours)</u>
Employment	2,607.25
Personal Injury	1,653.00
Civil Rights	1,530.30
Other Litigation Types	1,021.40
General	605.00
Worker's Comp	548.70
Contract	15.30
	<b>7,980.95</b>

# Direct Service Time by Department

7/1/98 through 9/30/98



	<u>Hours</u>
MCSO	1,579.60
DES	1,304.40
DCJ	470.00
CFS	269.30
BCC	250.70
HD	201.20
ASD	95.40
DA	91.90
	<b>4,262.50</b>