



MULTNOMAH COUNTY, OREGON

BOARD OF COMMISSIONERS

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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.**

NOVEMBER 3 & 5, 1998 BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 am Tuesday DES Budget Briefing
Pg 2	9:30 am Thursday Health Department RESULTS Presentation
Pg 4	9:50 am Central City Summit Resolution
Pg 4	10:00 am Public Safety Planning Discussion
✳	The November 19 & November 26 Board Meetings are Cancelled
✳	No Board Meetings are Scheduled Between December 21, 1998 through January 6, 1999
✳	Check the County Web Site: http://www.multnomah.lib.or.us

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

Tuesday, November 3, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BUDGET BRIEFING

- B-1 Department of Environmental Services Briefing and Work Session to Review Performance Trends and Key Results Measures and to Discuss Upcoming Issues and Opportunities. Presented by Larry Nicholas, Hank Miggins, Vicki Ervin, F. Wayne George, Tom Guiney, Kathy Busse, Bob Ellis, Kathy Tuneberg and Harold Lasley. 2.5 HOURS REQUESTED.
-

Thursday, November 5, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Appointments of Francis Landfair, Charles Kurtz, Charles Shi and Phyllis Rand and Reappointment of Claudia Robertson to the ELDERS IN ACTION COMMISSION

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- C-2 Amendment 4 to Intergovernmental Revenue Agreement 101618 with the State Mental Health Division, Revising Part III for the Implementation of Self Directed Individual and Family Support

SHERIFF'S OFFICE

- C-3 Bed & Breakfast Liquor License Renewal for BRICKHAVEN BED & BREAKFAST, 38717 E. Columbia River Highway, Corbett
- C-4 Package Store Liquor License Renewal for BIG BEARS CROWN POINT MARKET, 31815 E. Crown Point Highway, Troutdale

- C-5 Package Store Liquor License Renewal for LARSON'S MARINA, 14444 NW Larson Road, Portland
- C-6 Package Store Liquor License Renewal for PLAINVIEW GROCERY, 11800 NW Cornelius Pass Road, Portland
- C-7 Package Store Liquor License Renewal for ROCKY POINT MARINA, 23586 NW St. Helens Highway, Portland
- C-8 Restaurant Liquor License Renewal for BIG BEARS CROWN POINT MARKET, 31815 E. Crown Point Highway, Troutdale

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-9 ORDER Cancelling Land Sale Contract 15244R2 with William and Dorothy Jelinek Upon Default of Payments and Performance of Covenants
- C-10 ORDER Cancelling Land Sale Contract 15455 with Arthur L. Jenkins and Estate of Lillian Jenkins Upon Default of Payments and Performance of Covenants
- C-11 ORDER Cancelling Land Sale Contract 15641 with Lynda L. Nelson Upon Default of Payments and Performance of Covenants
- C-12 CU 7-98/SEC 24-98/HV 11-98 Report the Hearings Officer Decision Regarding Approval of a Template Dwelling Conditional Use Permit and a Significant Environmental Concern for Wildlife and Streams Permit, and Minor Variance to Allow the Construction of a New Single Family Dwelling, Subject to Conditions, on Lands Designated Commercial Forest Use for Property Located at 21574 NW GILKISON ROAD, PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

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

DEPARTMENT OF HEALTH

- R-2 Results from RESULTS: Centralized Clinical Services Program Presentation by Linda Anthony, Sara Cruz and Others.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 PRE 4-998/PRE 5-98 Report the Hearings Officer Decision Regarding Denial of an Appeal of Two Administrative Decisions for Dwelling Approval Validation; Implementation of Approved Farm Management Plans on Lands Designated Exclusive Farm Use for Property Located at 12955 and 12989 NW SKYLINE BLVD., PORTLAND; and Requesting a De Novo Hearing Date of DECEMBER 10, 1998

NON-DEPARTMENTAL

- R-4 RESOLUTION Authorizing Multnomah County to Act as a Co-convenor of the Central City Summit of 1998 and Approving a Contribution of \$5,000

COMMISSIONER COMMENT

- R-5 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, November 5, 1998 - 10:00 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

- B-2 Continued Public Safety Planning Discussion with Peter Ozanne, Sheriff Dan Noelle, Michael Schrunk, Judge Jim Ellis and Elyse Clawson. 1.5 HOURS REQUESTED.

MEETING DATE: November 3, 1998

AGENDA #: B-1

ESTIMATED START TIME: 9:30 AM

(Above Space for Board Clerk's use only)

AGENDA PLACEMENT FORM

SUBJECT: Department of Environmental Services Budget Briefing

BOARD BRIEFING: DATE REQUESTED: Tuesday, November 3, 1998

REQUESTED BY: Chair Beverly Stein

AMOUNT OF TIME NEEDED: 2.5 hours

REGULAR MEETING: DATE REQUESTED: _____

AMOUNT OF TIME NEEDED: _____

DEPARTMENT: DES DIVISION: DES Admin

CONTACT: Larry Nicholas TELEPHONE #: 248-3355

BLDG/ROOM #: 412/206

PERSON(S) MAKING PRESENTATION: Larry Nicholas, Hank Miggins, Vicki Ervin, F. Wayne George, Tom Guiney, Kathy Busse, Bob Ellis, Kathy Tuneberg and Harold Lasley

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUGGESTED AGENDA TITLE:

Department of Environmental Services Briefing:
A Work Session with Board of County Commissioners
To Review Performance Trends and Key Results Measures and
To Discuss Upcoming Issues and Opportunities.

Multnomah County Courthouse Boardroom 602, 1021 SW Fourth, Portland

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

(OR)
DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions? Call the Board Clerk @ 248-3277

CLERK OF
COUNTY COMMISSIONERS
98 OCT 30 AM 11:43
MULTNOMAH COUNTY
OREGON



Department Of Environmental Services

Board Budget Discussion **DES in FY1999-2000**

November 3, 1998

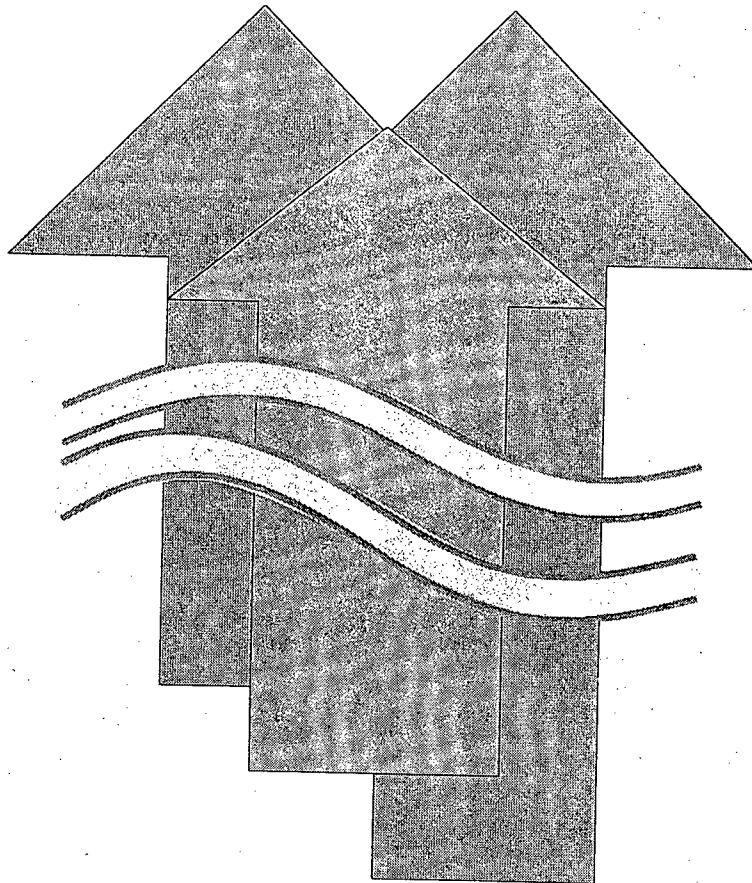
AGENDA

- I. Welcome and Introductions– Larry Nicholas, Department Director
- II. Department Overview
 1. Mission and Services
 2. Department Performance - *Where we are today!*
- III. Operating Divisions—Discussion of Performance, Opportunities and Issues.
 1. Animal Control – Hank Miggins, Division Director
 2. Elections – Vicki Ervin, Division Director
 3. Facilities and Property Management – F. Wayne George, Division Director
 4. FREDS – Fleet, Records, Electronics and Distribution Services – Tom Guiney, Division Director
 5. Land Use Planning – Kathy Busse, Division Director
 6. Property Valuation – Bob Ellis, Division Director
 7. Tax Collections and Recording – Kathy Tuneberg, Division Director
 8. Transportation – Harold, Lasley, Division Director
- IV. Closing – *The Department's Plan for the Future*



**Department of Environmental Services
Performance Report for Fiscal Year 1997-98**

November 3, 1998



Department of Environmental Services

Service Mission:

- **Administer the County's State Government responsibilities**
Land Use, Tax Collection, Elections, Property Valuation, Animal Control
- **Provide Operational Infrastructure Support to Departments**
Facilities, Fleet, Property Management, Records, Electronics, Mail Distribution
- **Manage the County's role in the Regional Transportation System**
Road Maintenance, Bridges, Bikepaths, Surveyor

Operating Divisions

- Animal Control Division
- Elections Division
- Facilities and Property Management Division
- FREDS (Fleet, Records, Electronics, Distribution Services)
- Land Use Planning Division
- Property Valuation Division
- Tax Collections and Records Management Division
- Transportation Division

Agenda

I Welcome and Introductions – Larry Nicholas, Department Director

II Goal of Presentation

The Board is a key stakeholder in how we provide service. The goal of this session is to work together to figure out how to improve DES services. This will include:

- a. Assess how we are doing
- b. Identify critical issues and opportunities facing the department.
- c. Explore strategies to improve service.

III Department Overview

Service Mission, Links to Benchmarks and Performance Report

IV Division Reports

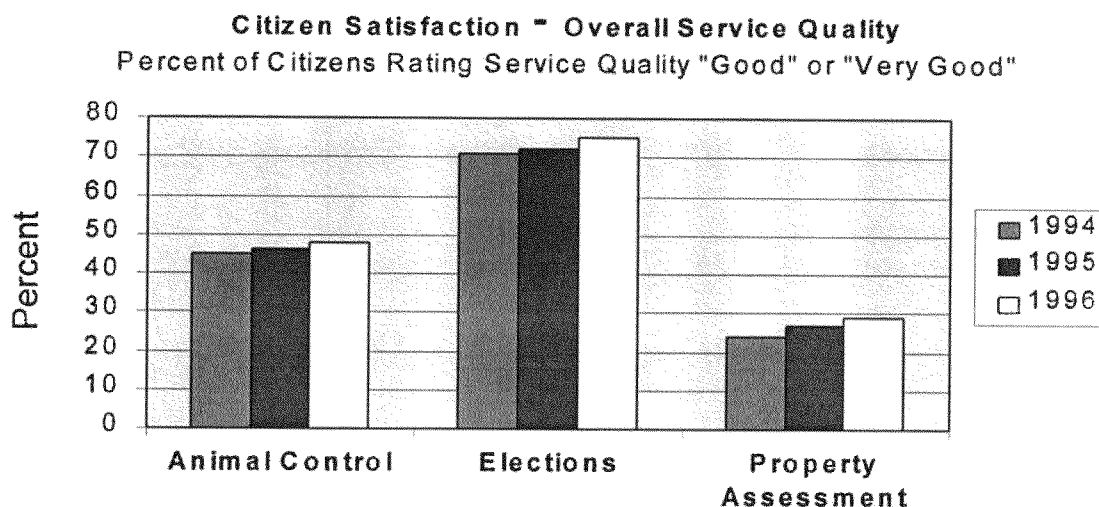
- Animal Control – Hank Miggins
- Elections – Vicki Ervin
- Facilities and Property Management – F. Wayne George
- FREDS (Fleet, Records, Electronics, Distribution Services) – Tom Guiney
- Land Use Planning – Kathy Busse
- Property Valuation – Bob Ellis
- Tax Collections and Records Management – Kathy Tuneberg
- Transportation – Harold Lasley

V Closing

DES' Plan for the Future

DES OBJECTIVE: Improve Citizen Satisfaction in DES services.

Chart 1- Key Result Area: Customer and Citizen Satisfaction



Source: Survey of Multnomah County Citizens - 1994, 1995, 1996. Gary Blackmer, Multnomah County Auditor.

Benchmark: Citizen Satisfaction

Strategy: Deliver the services that meet the requirements of citizens. Gather satisfaction information on a regular basis using surveys, focus groups, and advisory groups.

Key Result Area: Customer and Citizen Satisfaction

Key Result Indicators: Percent of Citizens that rate overall service quality as "Good" or "Very Good."

Performance: The Multnomah County Auditor has been collecting data annually on selected County services. Satisfaction in the three DES services has shown a slow but steady increase over the three years of surveying. Citizens are very satisfied with Elections. Low satisfaction in Property Assessment may be associated with the public's general dis-satisfaction with taxes. Approximately half of those surveyed were satisfied with Animal Control.

DES OBJECTIVE:

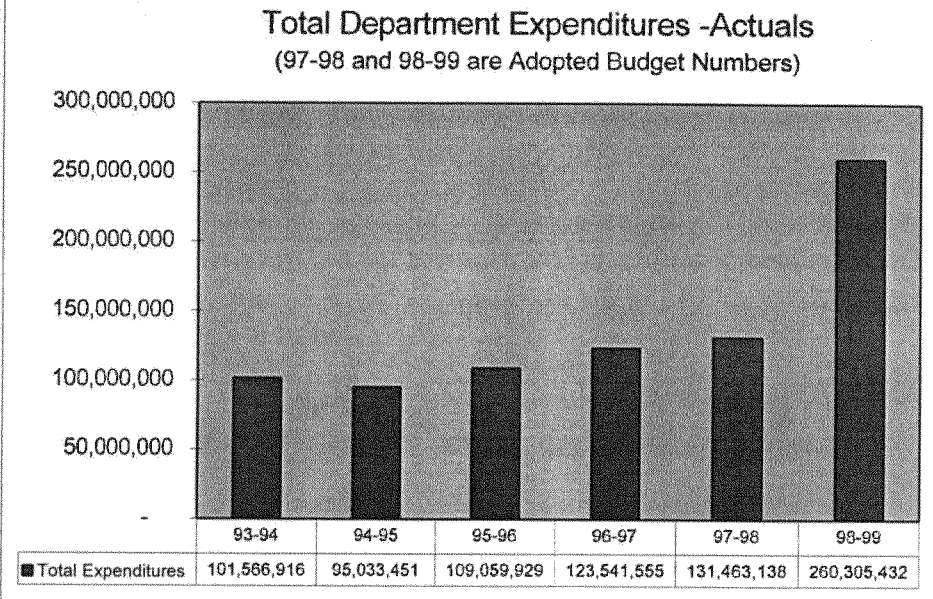
Deliver services at the lowest responsible cost to taxpayers while maintaining high quality performance.

Benchmark: Good Government

Strategy: Contain and reduce costs to customers and citizens by exploring partnerships with other governments, using continuous process improvement methods and improving information systems.

Key Result Area: Financial Performance

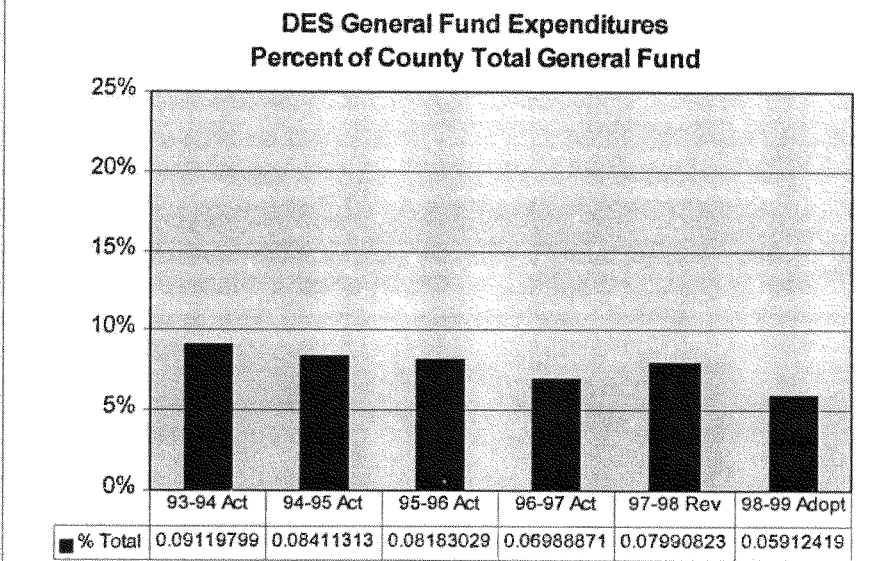
Chart 2 a. - Key Result Area: Financial Performance



Key Result Indicators: Total department Expenditure history. DES General Fund expenditures as a percentage of the total County General Fund.

Performance: The department's expenditures have grown at only about 3% between FY93-94 and FY97-98. The significant jump in FY98-99 reflects the County's commitment to increasing facilities capital needs. The General Fund expenditures for DES General Fund programs has been kept under 10% and slowly declining since FY93-94

Chart 2 b. - Key Result Area: Financial Performance



DES OBJECTIVE:

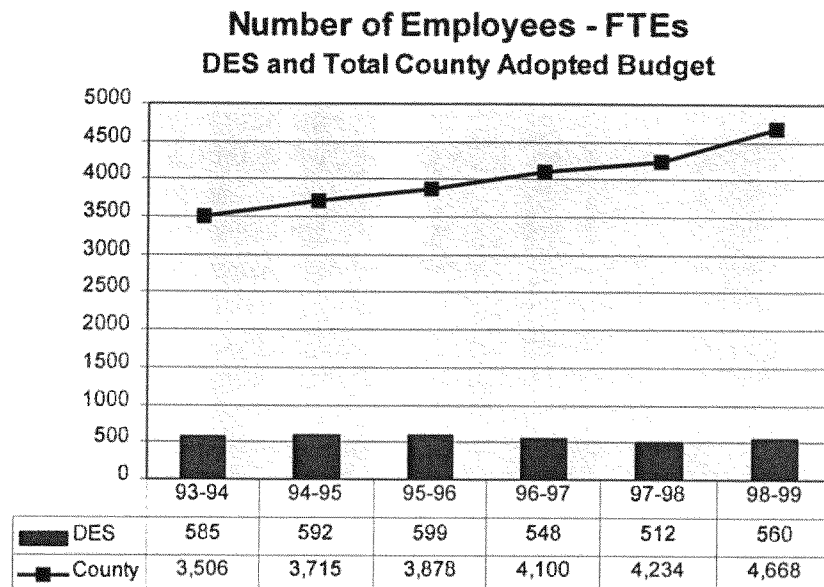
Deliver services at the lowest responsible cost to taxpayers while maintaining high quality performance.

Benchmark: Good Government

Strategy: Contain and reduce costs to customers and citizens by exploring partnerships with other governments, using continuous process improvement methods and improving information systems.

Key Result Area: Financial Performance

Chart 3 a. - Key Result Area: Human Resources



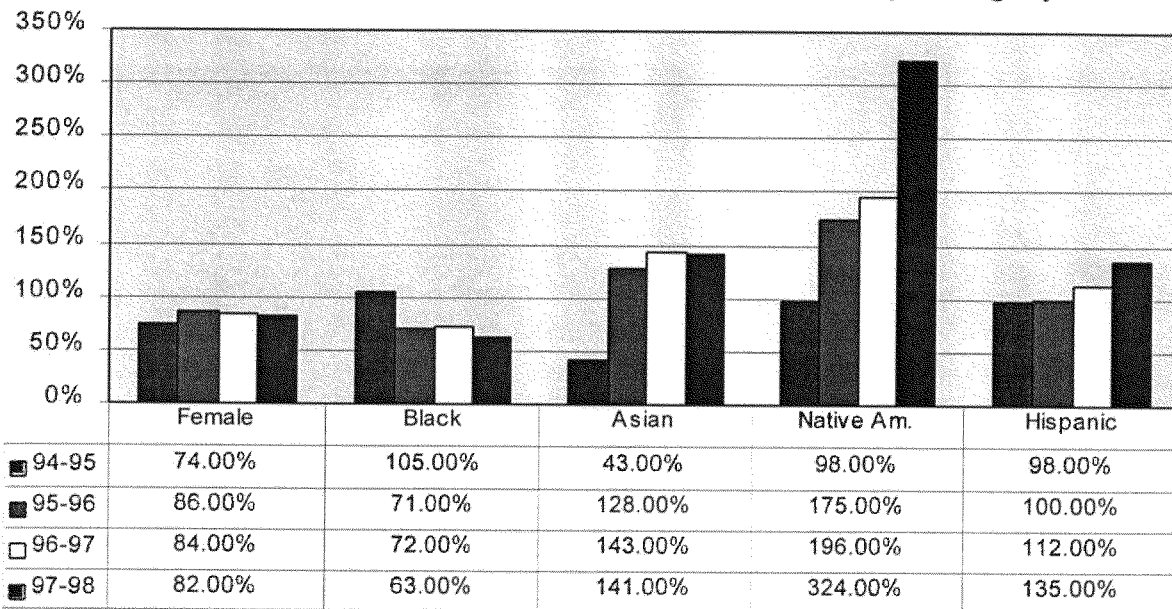
Key Result Indicators: The number of employees in DES compared to the total County organization.

Performance: County workforce numbers are steadily increasing—there has been a 33% increase in the County's workforce between FY93-94 and FY98-99. The DES workforce has remained relatively constant since FY93-94 with two exceptions. In FY96-97, Information Services Division was transferred to the Department of Support Services. And, in FY97-98, the workforce was reduced in response to Measure 47/50.

DES OBJECTIVE: DES employee diversity reflects the community we serve.

Chart 4 b. - Key Result Area: Workforce Diversity

DES Employees vs. Availability in Job Market
Percent of Workforce Diversity Goal Achieved by Category



Benchmark: Increase County Workforce and Contractor Diversity

Strategy: Improve methods of employee recruitment, selection and retention—with special emphasis on job categories identified as “underutilized.”

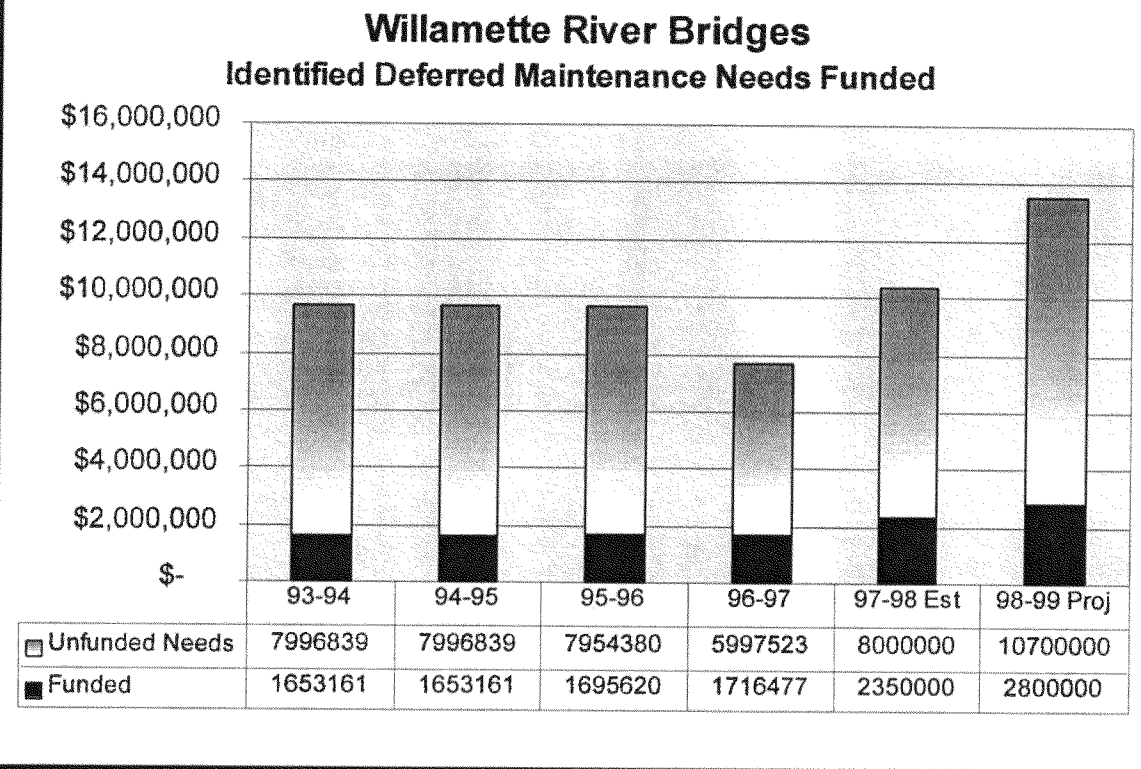
Key Result Area: Workforce Diversity

Key Result Indicators: Percent of minorities and women presently employed in DES versus the percent presently available within the local labor market

Performance: DES workforce diversity exceeded availability for employees of color, and was 82% of the available labor market for women.

DES OBJECTIVE: Preserve and protect the County's capital Assets.

Chart 5 a. - Key Result Area: Asset Preservation



Benchmark: Good Government; Infrastructure Investment

Strategy: Work through the Joint Policy Advisory Committee on Transportation and the legislature to fund maintenance and construction identified in the 20 year capital bridge plan.

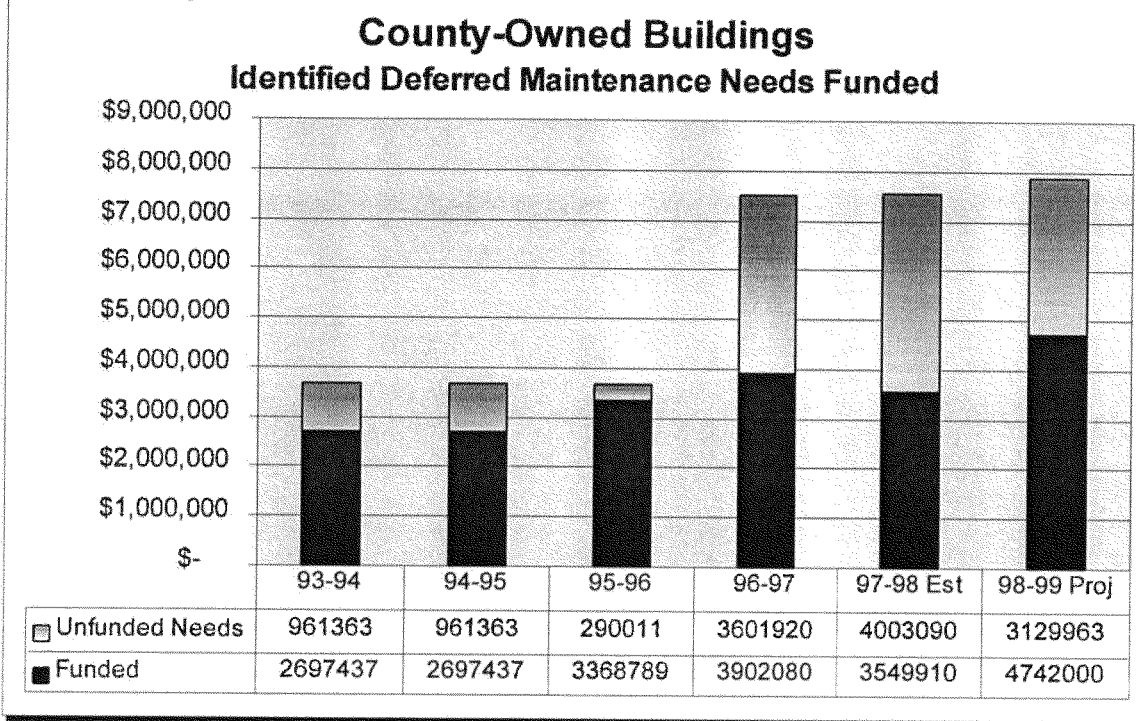
Key Result Area: Asset Preservation

Key Result Indicators: Percent of identified deferred capital maintenance need that is funded.

Performance: There has been a constant pattern of underfunding bridge infrastructure. The current 20-year Bridge Capital Plan identifies \$260 million in capital need for the County's inventory of Willamette River Bridges. At current funding levels, the County is only able to fund approximately 20% of the needs on an annual basis.

DES OBJECTIVE: Preserve and protect the County's capital Assets.

Chart 5 b. - Key Result Area: Asset Preservation



Benchmark: Good Government; Infrastructure Investment

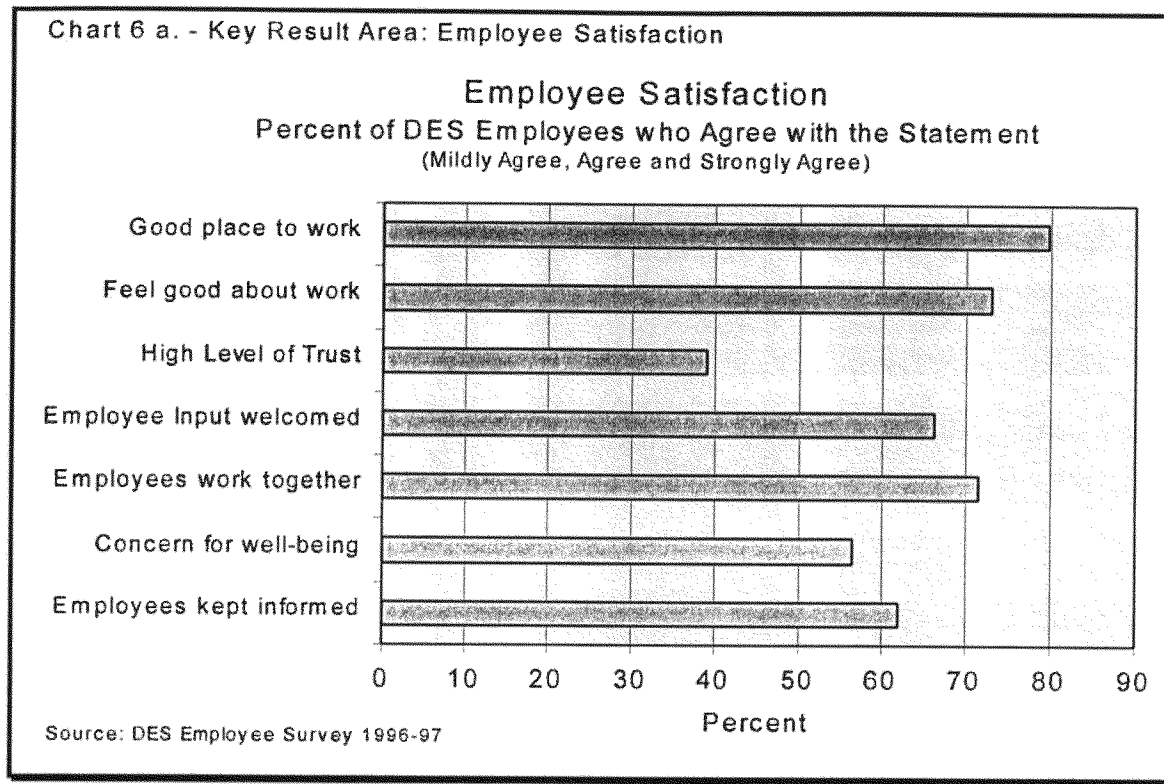
Strategy: Fully implement the Facility Asset Preservation Fund policy and procedures. Implement action steps identified in the Facilities Strategic Space Plan. Fund deferred maintenance backlog using Certificates of Participation.

Key Result Area: Asset Preservation

Key Result Indicators: Percent of identified deferred capital maintenance need that is funded.

Performance: There has been a historic pattern of underfunding facilities infrastructure. In 1996, Facilities and Property Management completed a more comprehensive building assessment and identified more than \$120 million in deferred maintenance needs. At current funding levels, the County is only able to fund approximately 63% of the needs on an annual basis.

DES OBJECTIVE: DES is an excellent place to work.



Benchmark: Good Government

Strategy: Increase the opportunities for employees to participate in how we improve services and create a safe and productive work environment. Conduct regular surveys of employees.

Key Result Area: Employee Satisfaction

Key Result Indicators: Percent of employees who agree with positive statements about the work place

Performance: A high percentage of employees rate DES as a good place to work, and feel good about the work they do. Fewer than 40% agree with the statement that there is a high level of trust.

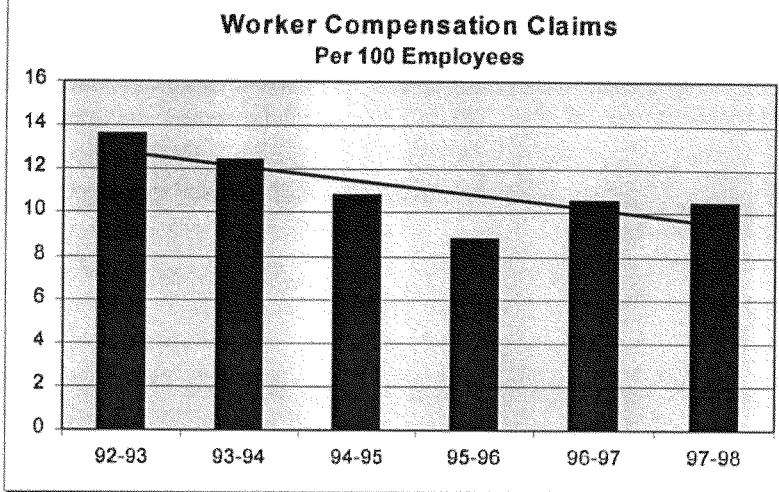
DES OBJECTIVE: DES is a safe and productive workplace.

Benchmark: Good Government

Strategy: Increase safety awareness and prevention. Peer review of all workplace injuries and accidents with recommendations for safety improvement.

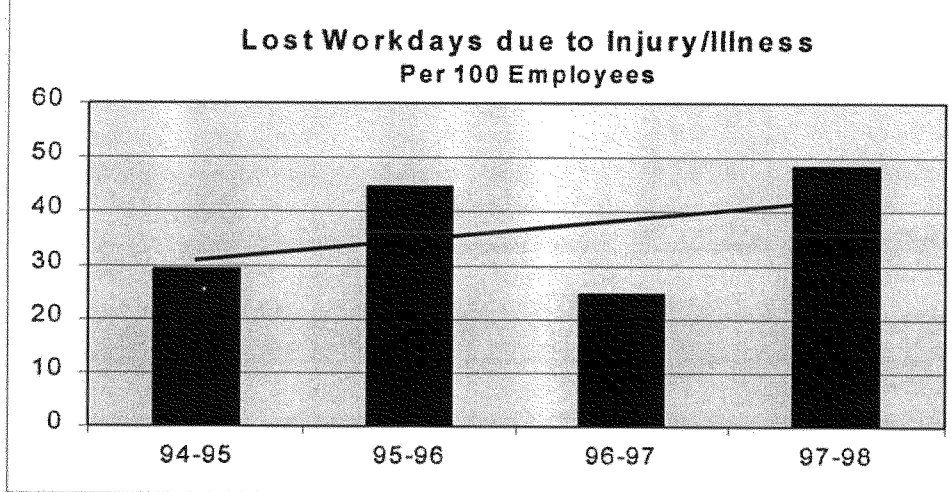
Key Result Area: Employee Satisfaction—Workplace safety

Chart 7 a. - Key Result Area: Workplace Safety



Key Result Indicators: Worker Compensation Claims per 100 employees. Lost Workdays due to Injury/Illness. The Multnomah County Risk Management Division collects data.

Chart 7 b. - Key Result Area: Workplace Safety



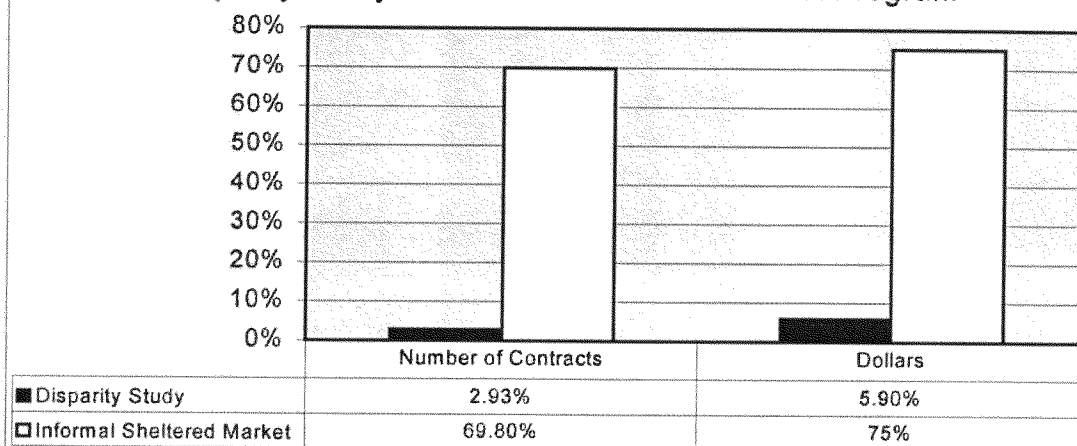
Performance: The trend for the number of Worker compensation claims over the last six years shows a steady decline. Data on Lost Workdays has fluctuated from year to year during the years the data has been collected.

DES OBJECTIVE: Contractor diversity in DES public works construction contracting equals availability in the market.

Chart 8 - Key Result Area: Contractor Diversity

Percent of DES Construction Contracts Awarded to M/W/ESB Contractors

Disparity Study vs Informal Sheltered Market Program



Source: Oregon regional Consortium Disparity Study 1996; Mult. County Finance Division

Benchmark: Increase County Workforce and Contractor Diversity

Strategy: Implement "Informal Sheltered Market" program to increase the number of public works construction contracts awarded to Minority, Women, and Emerging Small Business.

Key Result Area: Contractor Diversity

Key Result Indicators: 1. Percent of public works construction contracts awarded to M/W/ESB firms. 2. Percent of contract dollars awarded to M/W/ESB firms.

Performance: Both contract numbers and dollars awarded have increased from less than 6% (Data reported in the 1996 Disparity Study) to more than 70% (data reported for year-one of the newly created "Informal Sheltered Market" Program).

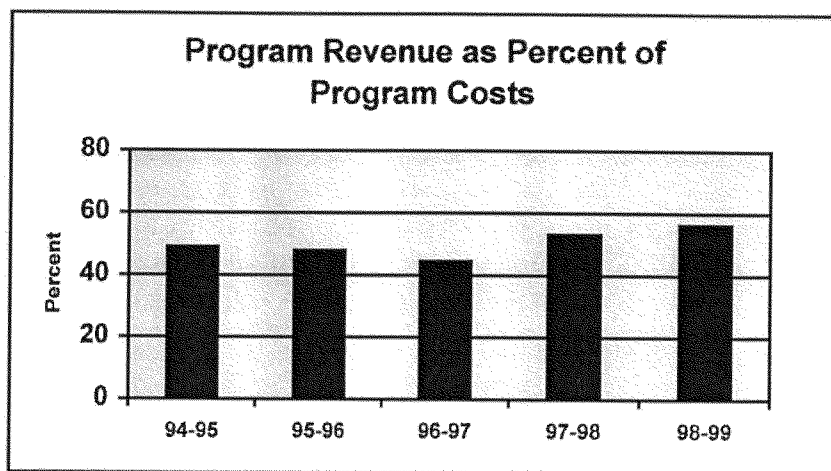
Animal Control

Service Mission

Protect people and animals through the promotion and enforcement of responsible animal ownership.

Performance:

There have been on-going efforts to increase program revenues in order to reduce Animal Control's reliance on the General Fund.



Accomplishments

1. The Animal Control information database was migrated from the ISD mainframe to the Division—creating a more effective Year 2000 compliant PC system.
2. Obtained passage of one uniform Animal Control ordinance by all jurisdictions within the County.
3. A major capital improvement project is in-process to improve the condition of the facility for personnel and animals.
4. A non-profit foundation was formed for the purposes of generating additional resources for the care of animals impounded at the shelter and expanding the responsible pet ownership program.

Critical Issues and Opportunities

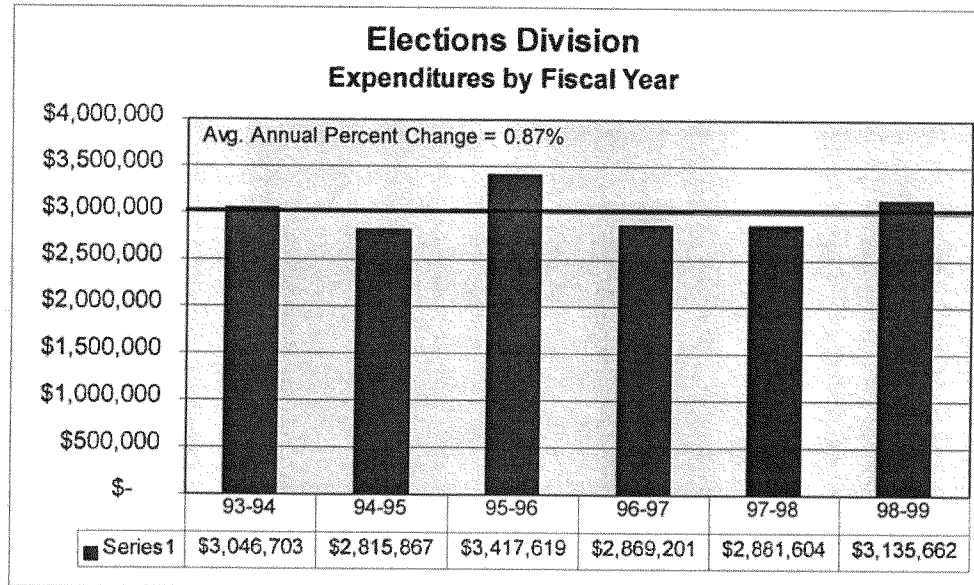
1. Animal Control continues to reduce services to the public in order to meet budget constraints.
2. There is a direct link between animal abuse and human criminal behavior. We expect to become more involved as other County agencies begin to implement community based education programs.
3. We are developing an operational plan to project the Division's needs beyond the 1999-2000 fiscal year—derived from our Strategic Plan and the Oregon Quality Assessment.

Elections

Service Mission

Serve all citizens and local governments of Multnomah County by providing excellence on the conduct of the electoral process.

Performance



Accomplishments

1. We put a PC on every person's desk, thereby doubling the number of people available for signature verification on petitions and ballot envelopes.
2. Developed a web site in-house, which includes: frequently asked questions; rate of return of absentee ballots; Multnomah County voter's pamphlet; Election results; Hot links to other election sites.

Critical Issues and Opportunities

1. Evaluating and responding to the impact of ballot measures 59, 60, 62, 63, 65 and others.
2. Helping to shape election law changes made by the 1999 Oregon Legislature, and implementing results.
3. Helping to design and implement a state-wide voter registration system.
4. Planning for implementation of redistricting after reapportionment in 2001.

Facilities and Property Management

Service Mission

Proactively and aggressively plan, maintain, operate and manage all county-owned and leased properties in a safe, accessible and cost effective manner.

Performance

Chart 8 - Key Result Area: Contractor Diversity

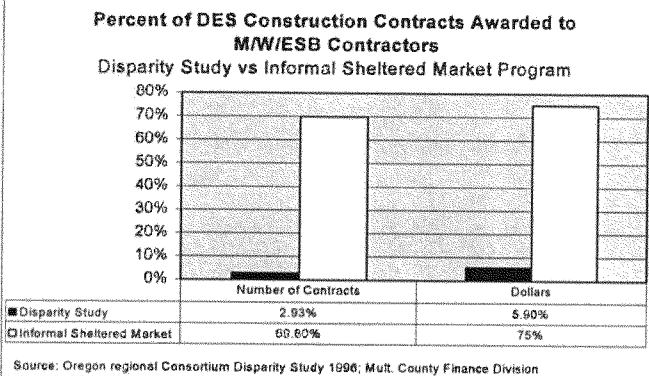
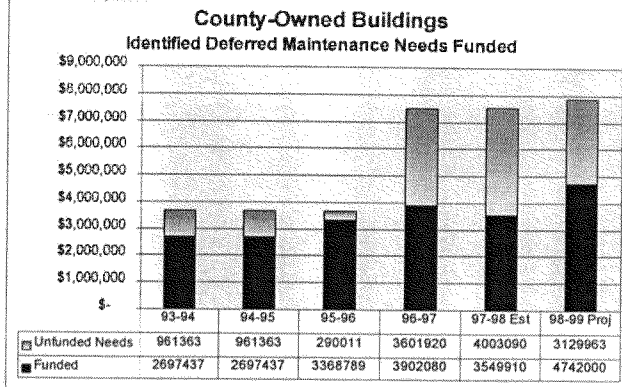


Chart 5 b. - Key Result Area: Asset Preservation



Accomplishments

1. Acceptance and implementation of the Asset Preservation Fund and the increased funding to address long-standing deferred maintenance needs.
2. Board adopted the 1998 Strategic Space Plan.
3. Facilities and Property Management awarded 76% of its informal contracts to minority/women-owned and emerging small businesses (63 out of 90 contracts); and, 70% of the contract dollars (\$841,767 out of \$1.1 million).

Critical Issues and Opportunities

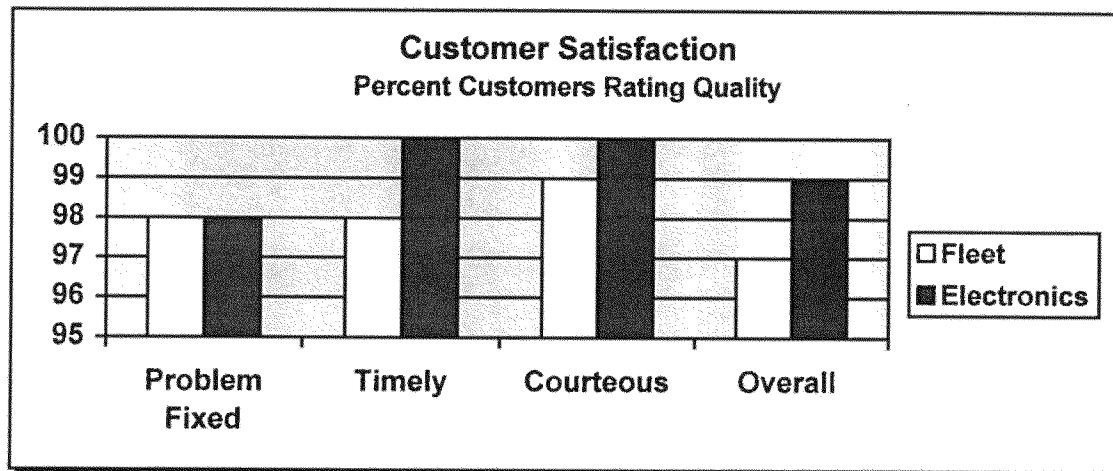
1. The division is under more pressure to meet customers growing demands for more data and services while managing the overhead costs inherent in developing and providing the data and services being requested.
2. Departments wanting new or improved space without budgeting to cover the expenses.
3. Meeting the future space needs of customers—the potential purchase of property which could eliminate several leases, solve other space needs and could provide for future Court space requirements.

FREDS (Fleet, Records, Electronics, Distribution Services)

Service Mission

Support County programs and other requesting government agencies in their delivery of services through the provision of cost effective operational support services.

Performance



Accomplishments

1. FREDS continues to focus on utilizing intergovernmental cooperation as a method of improving the service level or reducing the costs of the services that we provide our customers. The increasing intergovernmental coordination and cooperation has helped us contribute and receive ideas and solutions that help both our customers and the customers of counterparts in other governments in the region.

Critical Issues and Opportunities

1. Records Management Program—We are developing a work plan for improving records management services that will require additional expenditures on staffing, space and professional services over the next few years to meet the increasing needs for records management, inactive records storage and historical document preservation.

Land Use Planning

Service Mission

Conserve natural resources and guide land uses to sustain and enhance the rural communities of Multnomah County.

Performance

Current Planning	FY97-98 1 st Qtr	FY98-99 1 st Qtr
Hearing Officer Appeals	1	2
BCC Appeals	0	1
LUBA Appeals	0	0
Total Cases Rec'd	56	76
Total Cases Finalized	47	70

Case Load	Dec 96	Dec 97	97-98 1 st Qtr
Active Violations	47	57	68
Compl under Review	57	182	228
Qtrly totals	104	239	296

Accomplishments

1. Develop and implement an electronic Land Use Case tracking system that aids in meeting the legal, quasi-judicial and policy requirements for land use decisions.
2. Implement East of the Sandy River Rural Area Plan as the fourth of five areas in the county.
3. We have updated significant portions of the County Code that were inconsistent with current state land use laws; and, the Board adopted new ordinances for Code Enforcement and Home Occupation in the rural areas.
4. Implemented the Rural Area Plan policy to address the long-standing problems in applying land use code to the Sauvie Island Moorage Area.

Critical Issues and Opportunities

1. Code Enforcement—The critical trend for Code Enforcement is an increasing caseload. More resources will be required to keep pace with the service demands.
2. Building Permits—A process improvement team is evaluating the customer service and cost-benefits of the County reassuming rural area building permitting services.

Assessment and Taxation

Tax Collection and Records Management

Service Mission

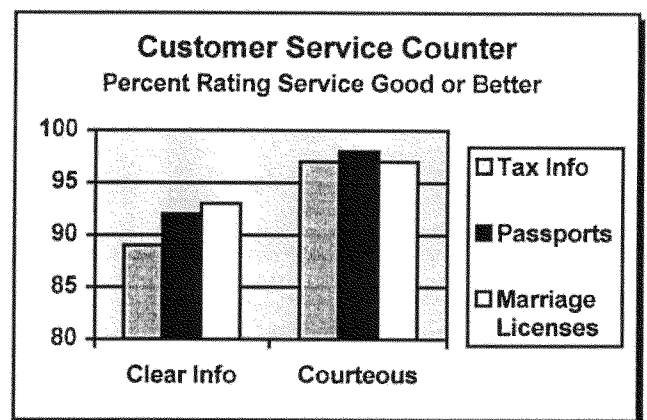
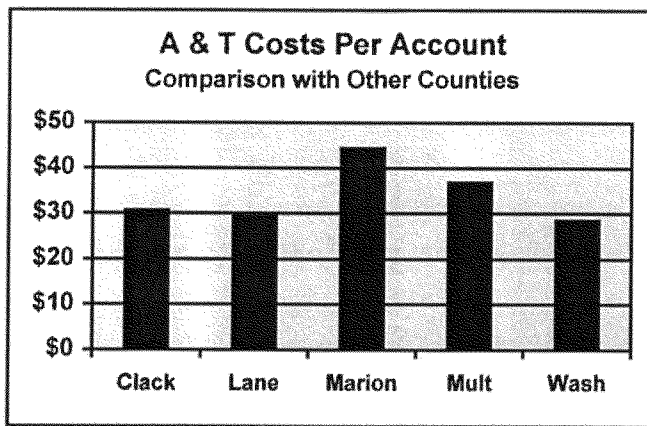
Carry out all mandated functions within prescribed time frames with integrity, effectiveness and excellent customer service, while prudently managing public resources.

Property Valuation

Service Mission

Carry out all mandated functions within prescribed time frames with integrity, effectiveness and excellent customer service, while prudently managing public resources.

Performance



Accomplishments

1. **Measure 47/50 Implementation**—The Tax Collection and Records Management Division and Property Valuation Division successfully produced accurate and on time property tax statements in the new Measure 47/50 environment. A project plan was developed to ensure all appropriate programming was completed. We continue to analyze and change business processes to conform to the changes required in the second year.
2. **Decision on new Software**—A business case analysis process involving staff was used to decide the purchase of new software and hardware for administering the assessment and taxation function. The hardware has arrived, been installed and being tested.
3. **Project Installation Plan for New System**—Teams are assigned to develop and update business process and converting data to the new system.

Critical Issues and Opportunities

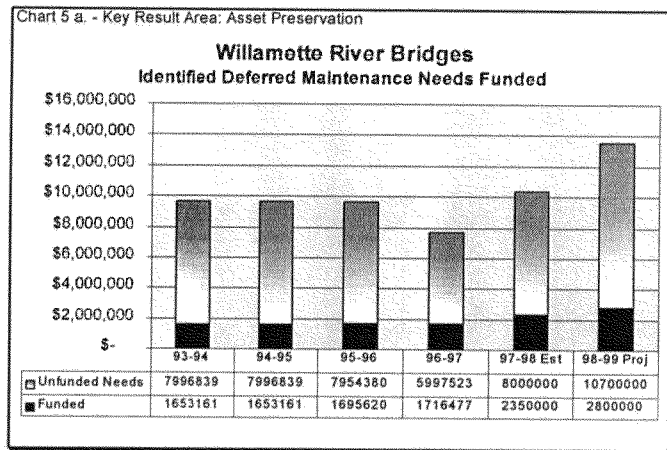
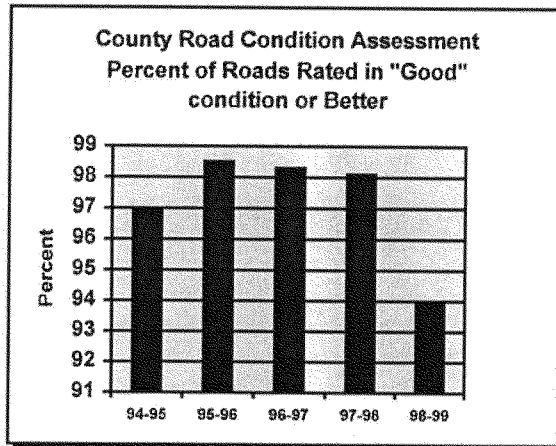
1. **Funding**—The existing funding for the assessment and taxation functions provided by HB2049 is scheduled to sunset June 30, 2000 (this represents \$2.5 million annually). The continuation of funding will require legislative action in the upcoming session. The Department of Revenue has been charged with developing a funding proposal in conjunction with the taxing districts—and reporting back to the legislature on November 30, 1998.

Transportation

Service Mission

Serve as an enabling organization that ensures the County's transportation system contributes to the economic vitality of the region, livability of neighborhoods and communities, and is the safest possible system for our citizens.

Performance



Accomplishments

1. Hawthorne Bridge Project—This highly visible project has been the subject of close scrutiny and interest. The project is about half complete, on schedule, within budget and without any major environmental or safety incidents.
2. 207th Street Connector—This major arterial connection in east county will be opened by Thanksgiving and will ease congestion at the nearby 238th interchange and connecting arterials in the vicinity of I-84.

Critical Issues and Opportunities

1. Transportation Funding—Revenues are projected to fall far short of addressing critical infrastructure needs over the next 3-5 years. Funding shortfalls could cause drastic change in staffing levels and customer service, in addition to loss of millions of dollars of federal funds for bridges and road construction. A gas tax increase would help moderate the funding, but may not be adequate to maintain current levels of service.
2. Sellwood Bridge Replacement—The Bridge will need major renovation in the next decade to maintain current service levels, but no funding has been identified. Options are being studied to address increased traffic demand which conflicts with the community's desire to maintain the status quo.
3. Willamette River Water Quality—The Environmental Protection Agency has recently identified the section of the Willamette River running through Portland as a potential superfund site. Increasing environmental regulations will drive costs upward for future bridge construction, repair and maintenance.

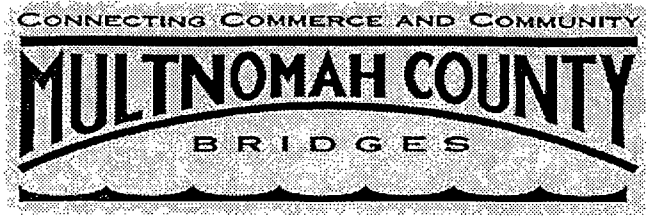
Discussion Questions

1. What is your perception of how we are doing?
What do you hear from citizens and customers?

2. What do you think are indicators of good services?

3. What do you think is the most critical issue or opportunity that is having or will have an impact on service?

4. What do you think we need to do to better position ourselves to meet the challenges?



Hawthorne Bridge Project – Brief Facts

November 1998

The Hawthorne Bridge is:

- 88 years old – eligible for the National Historic Register
- the oldest operating vertical lift span in the USA
- raised and lowered more often than any other Willamette River bridge
- on time, on budget
 - 56% complete as of Oct 30, 1998
 - scheduled to reopen March 31, 1999

Connecting Commerce and Community

Every day the Hawthorne Bridge is used by more than:

- 2,000 bicycles, 2,000 pedestrians, 30,000 cars, trucks (and other vehicles), 750 buses

The \$21.8 million project extends the Hawthorne's useful life. Here's how:

- Removing the failing lead paint and repainting with new long lasting urethane paint
- Widening sidewalks for safer bicycle and pedestrian use
- Replacing the worn out deck grating
- Making the bridge accessible to people who use wheelchairs or other mobility devices
- Installing new cables for the lifts and counterweights
- Preserving and restoring the bridge's historic character
- Accommodating possible future streetcar use

Reduce, Reuse, Recycle

- Lead paint removal waste, about 500,000 lbs., is used in making batteries
- Steel blasting grit is collected and reused 10 to 20 times
- Old concrete, about 800,000 lbs., is removed and crushed for uses like roadbeds and foundations
- Used deck grating, about 1,800,000 lbs., is removed and melted down into new steel
- Galvanized guardrails, concrete curbs and sidewalk handrails will be reused on the bridge

That's a Lot of Paint and Steel!

- Repainting will take about 7,500 gallons of paint – enough to cover over 600 3-bedroom houses
- New deck and supports added 2,600,000 lbs. of steel to the bridge

Monitoring to protect public safety exceeds any federal, state or local requirements

- Four organizations test the soil and air for lead contamination to ensure that protection measures are working. They are an independent firm, the bridge contractor, Multnomah County and the Department of Environmental Quality. The County and City of Portland also monitor noise levels.

Worker Protection: A Day in the Life

- Paint removal workers come to work and change into coveralls provided by the contractor
- While blasting off the paint, workers wear blasting hoods with their own clean air supply
- After each shift, the paint removal workers shower and leave their dirty work clothes at the site
- The water from the showers is filtered, stored and tested to ensure it is safe to be released into the sanitary sewer
- If there is no blasting going on, workers still wear half-mask respirators
- Workers involved in the lead paint removal have their blood lead levels checked regularly

The Hawthorne Project is an Award winner:

- The Federal Highway Administration and The Oregon Department of Transportation presented the 1998 Oregon Transportation Quality Initiative award to the Hawthorne Bridge Rehabilitation Project design phase. The project won for its demonstrated dedication to teamwork, innovation, and creative cost and schedule management that resulted in a quality highway project by:
 - combining several smaller projects into one big rehabilitation effort
 - involving a broad range of citizen to help plan the bridge closure
 - working closely with the community to minimize closure inconveniences
 - collaborating with agencies and contractors to promote cooperation and communication
 - accelerating project design and contracting components
 - using proactive construction disputes resolution techniques to solve problems quickly
- Currently, the project is the largest bridge painting contract in Oregon
- It is the largest transportation project managed by Multnomah County

Multnomah County manages and maintains 6 Willamette River bridges and 20 smaller bridges throughout the County:

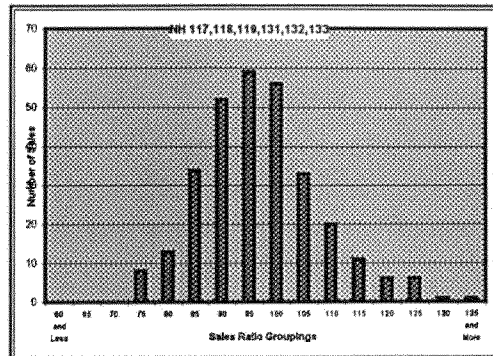
- Goals of the Bridge Keepers are:
 - to provide safe transportation facilities for the public
 - to protect the public investment by preserving our historic bridges
 - to help plan for the expected transportation needs in 2020 in the Portland Metro area.
- It takes money and talent to maintain our County's bridges:
 - Several bridges are over 70 years old and reaching the end of their service life
 - Estimated repairs to the other five river bridges is \$275 million over the next 20 years, while projected revenues for this period are only \$50 million – we're \$225 million short!

DISTRICT 2 & 3
NH 117, 118, 119, 131, 132, 133
Property Type: Residential (Land & Improvements)

Lists of sales upon which this analysis is based are available at the Board of Property Tax Appeals and A & T offices. The sales listings are in the same order as these Ratio Studies.

STATISTICAL DATA:

Total Accounts 7,618
 Total Sales 301
 % of Accts 4.0%



Number o	301
Land RMV	\$16,389,800
Improvement RM	\$30,222,100
Average Sales Price	\$160,437
Median Sales Price	\$148,520

	Class 1-8
Media	96.5
Average Deviation	8.4
Coef of Dispersion	8.7
Mean	97.0
Standard Deviation	10.8
Coef of Variance	11.2
Weighted Mean	96.5
Geometric Mean	96.4
Price Related Differential	1.005

ADJUSTMENT CALCULATION SUMMARY:

	Selecte d Ratio	Time Trend Factor	Before Ratio	Land Adjust ment	Overall Adjust ment	After Ratio
Class 1-8	96.5	(0.44)	96.1	1.04	1.04	100.0

Indicator Selection: The median was selected because of the even ratio distribution. The other indicators, all within a point, support this selection.

Performance Indicators

	1993-94	1994-95	1995-96	1996-97	1997
Coef of Dispersion	18.7	14.2	14.3	9.4	8.7
Price Related Differential	1.0199	1.0157	1.0158	1.0112	1.005